



REQUEST FOR PROPOSALS NO. RFP-0447 FOR

Grant Consulting Services in Connection with
American Rescue Plan Act of 2021 and Other Local,
State, Federal and Private Grant Opportunities

JEFFERSON PARISH GOVERNMENT | DUE OCTOBER 14, 2022 AT 3:30 PM

CSRS | BUILDING STRONGER,
SMARTER COMMUNITIES
TOGETHER.

October 14, 2022

Members of the Selection Committee
Jefferson Parish Government
Purchasing Department
200 Derbigny St
Gretna, LA 70053

RE: CSRS Response to Jefferson Parish No. RFP-0447 for Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and Other Local, State, Federal and Private Grant Opportunities

Dear Members of the Selection Committee,

We are pleased to submit our response to the subject referenced professional services solicitation. We have assembled a highly dedicated and proficient team to help manage and secure federal, state, and local resources emanating from the American Rescue Plan Act (ARPA), Infrastructure Investment and Jobs Act (IIJA), and other legislation related to Jefferson Parish's long-term recovery from COVID-19 and Hurricane Ida.

Within our proposal, you will find a team well-rehearsed in securing and managing external resources on behalf of local governments. Our team includes program professionals with considerable subject matter expertise related to accessing and managing funds, including nationally competitive and formula resources from the IIJA, seasoned recovery professionals managing large CDBG-DR programs, and grant managers supporting some of the largest local county and other local level ARPA programs in the country. Additionally, we have added HDR, a leading national engineering firm with a reputation for large scale successful grant applications, to our existing team to supplement nationally competitive transportation and transit pursuits. Combined, we have a team that can deliver the full suite of services required by the Parish to manage complex federal programs and quickly pursue a range of funding opportunities to address Jefferson Parish's needs.

We are aware of the required lift to ensure that Jefferson Parish secures as many external resources as possible to support its long-term recovery efforts but equally cognizant of which awards make sense to expend energy to support. Our current work supporting the highest performing recovery FEMA Public Assistance program in the State, and recent 6-week turnaround on a major request to the USDOT Multimodal Discretionary Grant Program (MEGA and INFRA), are a demonstration of our capacity to respond quickly and competently to this rapidly evolving federal resource landscape. Further, our work is only as strong as our client – in both instances, this is as much of, if not more, a reflection on your staff as it is our capacity. We are confident that, working together, we can continue to manage and secure the resources needed to leverage the Parish's long-term recovery.

As the CSRS President, I will serve as the primary point of contact for this proposal. I can be reached on my cell phone at (225) 229-2133, or by email at tim.barfield@csrsinc.com.

Sincerely,



Tim Barfield
President

TABLE OF CONTENTS

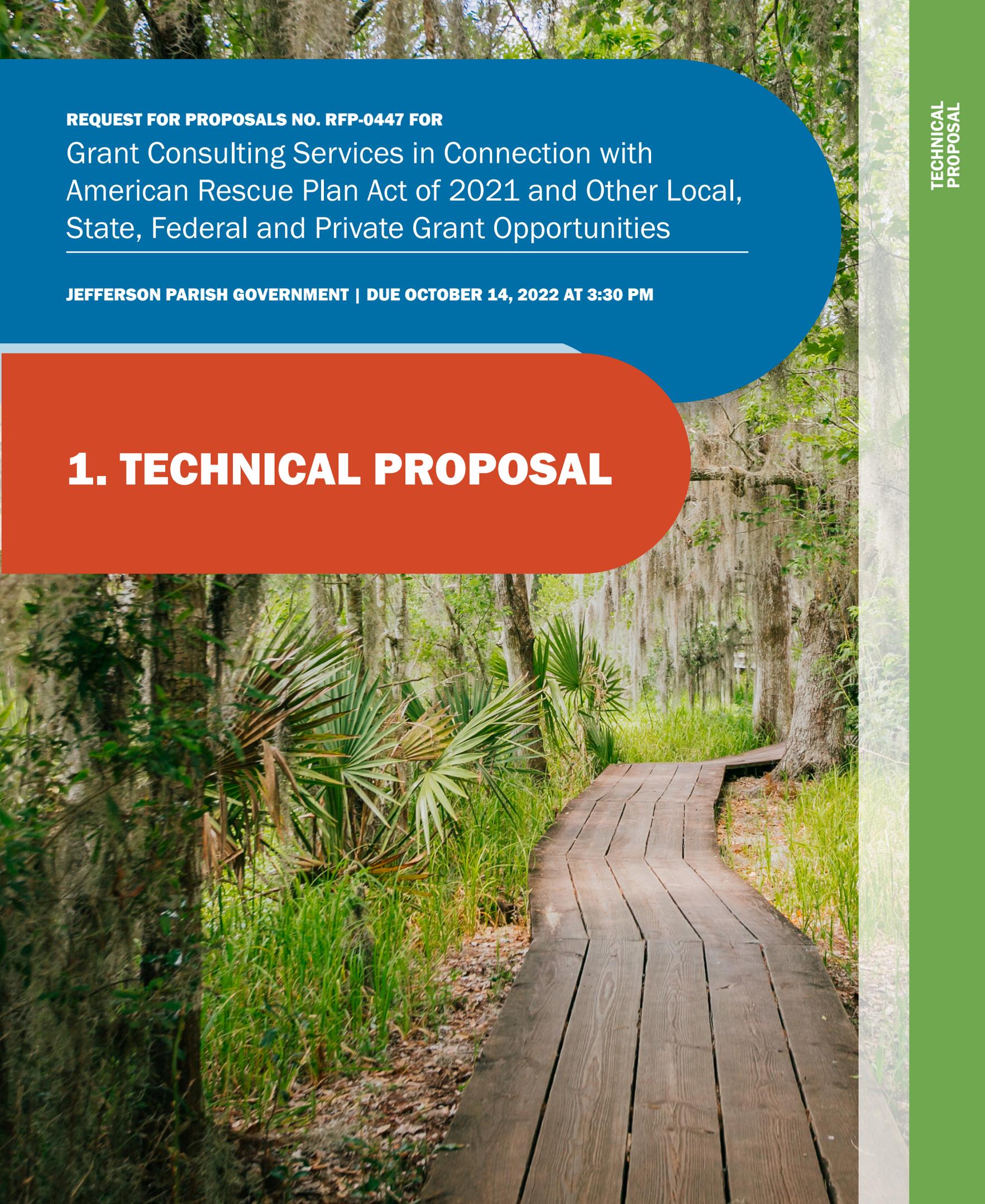
Cover Letter	2
Table of Contents	3
1. Technical Proposal	4
1.1 IJJA and Other Federal Resources Technical Proposal	5
1.2 ARPA Grant Management Technical Approach	10
Request for Proposal Affidavit	18
Signature Pages	22
Attachment C - Contractor Certifications	25
Anti-Lobbying Forms	51
Debarment/Suspension Certifications	54
Corporate Resolutions	57
2. Proposer Qualifications and Experience	60
2.0 Firm Profile	61
2.1 Proposed Personnel	70
2.2 Project Experience	93
2.3 References	103
3. Innovative Concepts	104
4. Project Schedule	110
5. Financial Profile	113
Audited Financial Statements	114
Financial Stability Statements	184
Certificates of Insurance	197
6. Price Proposal (Under Separate Cover)	204
Attachments	206
Attachment A - Insurance Requirements	207
CSRS Secretary of State Certificate of Good Standing	208
CSRS SAM Registration	209
W-9	213

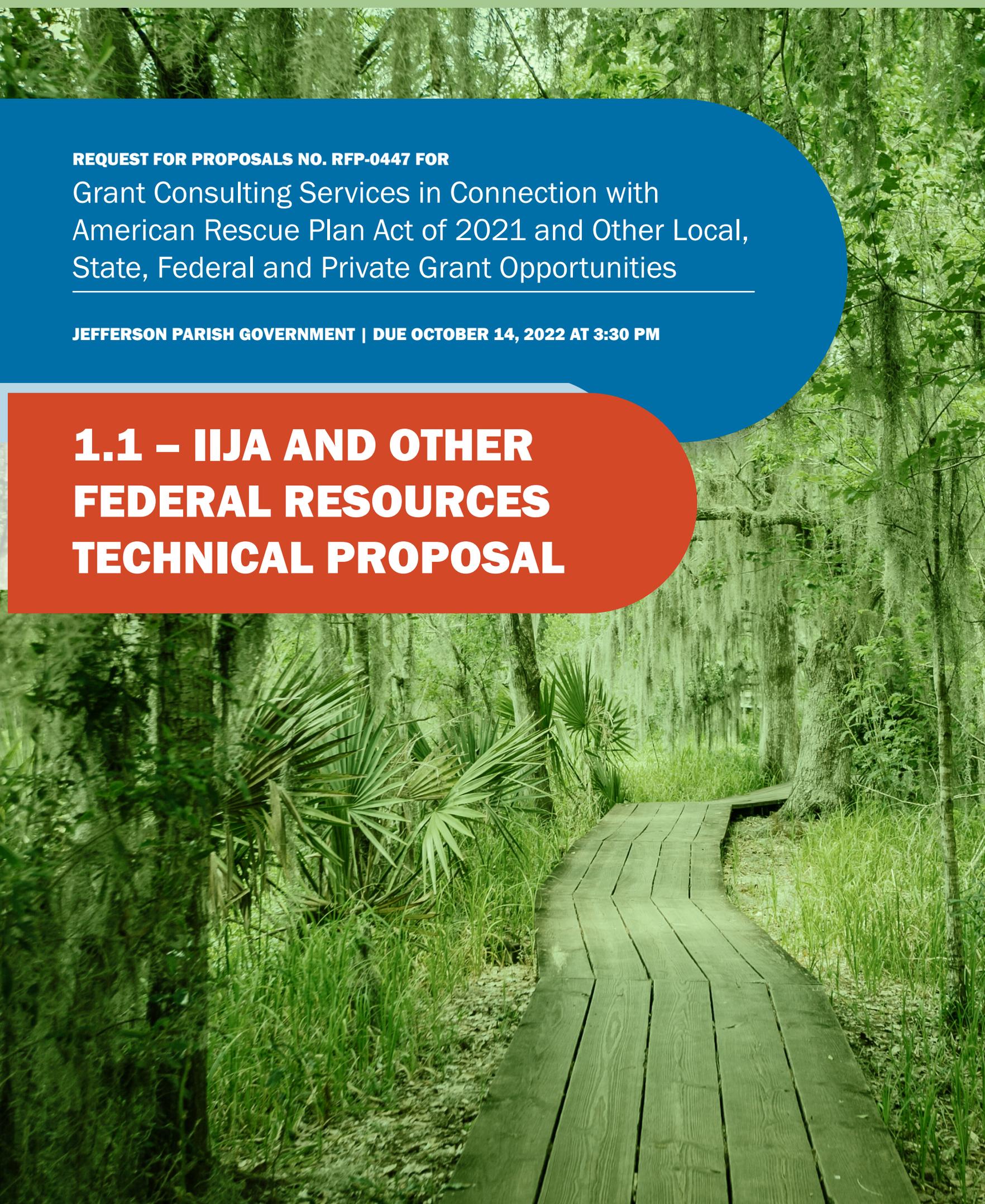
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1. TECHNICAL PROPOSAL





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**1.1 – IIJA AND OTHER
FEDERAL RESOURCES
TECHNICAL PROPOSAL**

1.1 – IIJA AND OTHER FEDERAL RESOURCES TECHNICAL PROPOSAL

WE SEE THIS ENGAGEMENT AS A MULTI-TRACK PROCESS:

1)

A focus on major pursuits and setting priorities for the 5-year authorization and appropriation timeline. To ensure that these pursuits are funded, extensive advocacy and dedicated parish attention will be required. As explained in subsequent paragraphs, the Parish is already on target to have most, if not all, of these items fully defined by the end of the year. These are the high-impact transformational initiatives that will necessitate an extensive federal resource push. Building capacity at the departmental level to develop nationally competitive submissions under smaller programs in future rounds. This involves dissemination of all relevant funding opportunities to departments and technical support as needed to respond to these opportunities.

2)

Making optimal use of all post-disaster and American Rescue Plan act resources to address existing needs and leverage future projects.

3)

Ongoing policy and grant management support for diverse federal funding programs.

4)

Building capacity at the departmental level to develop nationally competitive submissions under smaller programs in future rounds. This involves dissemination of all relevant funding opportunities to departments and technical support as needed to respond to these opportunities

Strategy 1

Filtering Departmental Needs

Filtering existing project and program needs requires a thorough understanding of core eligibility requirements for a variety of funding streams, most notable from the Infrastructure Investment and Jobs Act (IIJA) and recovery resources made available through FEMA's Hazard Mitigation Grant Program (HMGP) and HUD's Community Development Block Grant (CDBG-DR) resources. Furthermore, it necessitates careful evaluation of how standing needs relate to formula and nationally (or statewide) competitive programs, as well as providing Jefferson Parish with the best recommendations for projects to pursue. All of this requires an understanding of the diverse programs, decision points and guiding policy that inform their deployment and potential benefit to Jefferson Parish.

While we have already performed a major assessment of departmental needs, this needs to be an ongoing process. We propose performing an annual needs assessment based in part on our initial outreach, as well as quarterly check-ins with key departments from outside the Finance Department. Unfortunately, a formal Capital Improvement Program from which the Parish could draw preidentified financial needs for capital projects is missing. Many departments are unaccustomed to projecting capital projects in a systematic manner, and they have struggled to identify long-term capital project needs that correspond with emerging federal programs. This will continue to be a challenge to which we must respond to. We are committed to working with the Finance Department to fine-tune our process and project intake in a way that maximizes utility for the Parish while not consuming needless departmental energy or incurring costs that are not beneficial to the Parish.

1.1 – IIJA AND OTHER FEDERAL RESOURCES TECHNICAL PROPOSAL

Filtering Departmental Needs Cont.

We think of this evolving resource landscape in four primary tranches, each requiring a different implementation strategy:

Nationally Competitive IIJA Pursuits - require projects that layer the incorporation of best management practices and provide benefits at the local, regional, state, or national scale. These are the most intensive of federal pursuits and require careful consideration around a project's alignment with the programmatic goals established by Congress and/or the administering federal agency. While several major projects in the Parish align with nationally competitive IIJA pursuits, many of the identified needs do not.

To date, we understand the Parish will likely pursue nationally competitive funding IIJA or the following major projects:

- Greater New Orleans Westbank Rail Realignment (\$370M)
- I-10 Widening from Williams to Veterans (\$150M)
- Jefferson and Causeway Transit Hub and Onramp (\$150M)
- Major Eastbank Green Infrastructure Pilot Project (\$TBD)
- Major Westbank Green Infrastructure Pilot Project (\$TBD)
- Westbank Mississippi River Ferry and River Cruise Terminal (\$75M)

Finally, the Parish should think of these projects as being of such high value, that they are prepared to submit to relevant funding streams multiple times, and refine packaging accordingly, until awarded.

Formula IIJA Pursuits – formula funds emanating from the IIJA are best suited to more routine capital program investment. The bulk of formula funds in the IIJA are mostly allocated to transportation and transit type programs. There are several decision points and methods of distribution associated with the formula programs, but generally they are going to be decided at the State (LaDOTD) or Regional Metropolitan Planning Organization (MPO) level. The Department of Public Works has already largely determined the priorities for transportation formula dollars through their engagement with the MPO. Limited statewide formula programs may also be administered competitively statewide – however, the majority of these programs are still being defined, and candidate projects will be assigned to them after program guidance is issued. To date, the State has yet to release a competitive IIJA-funded program.

1.1 – IIJA AND OTHER FEDERAL RESOURCES TECHNICAL PROPOSAL

Filtering Departmental Needs Cont.

CDBG-DR Program – the State Office of Community Development has already solicited comment on the Substantial Amendment No. 1 for the CDBG-DR Action Plan, which accounts for the first \$1.27 billion in supplemental disaster appropriations provided by Congress last year.

Jefferson Parish will likely have oversight of the following programs whose funds are anticipated to be distributed to the Parish on a formula basis:

- FEMA PA and HMGP Global Match Program
- Resilient Communities Program
- Hometown Revitalization Program

Additionally, the recent Continuing Resolution passed by Congress appropriated another \$2 billion in CDBG-DR resources for 2021 and 2022 presidentially declared disasters, with Ida remaining the most significant. HUD has already announced that \$841.5 million of that money will come to Louisiana to address unmet needs related to Hurricane Ida. The CSRS team is committed to working with Jefferson Parish to ensure that the resulting CDBG-DR action plan amendment has a substantial local infrastructure program with a favorable method of distribution. This is critical because these are among the most flexible resources the Parish can utilize to fund many of the priorities submitted by Council Districts and department representatives, which do not align with IIJA programs.

HMGP Program – the Parish already has extensive internal technical capacity to administer its HMGP allocations resulting from Hurricane Ida. While we don't anticipate much need from the Parish to support deployment of these funds, we are prepared to support in any way that may be needed.

Other Federal, State and Private Funding Opportunities – additionally, there will likely be opportunities for smaller pursuits (i.e., \$25M and less) at the local level that will also require substantial definition. To ensure success, all these projects require intensive packaging, environmental review and risk analysis, benefit cost analysis, regional and local collaboration, and compelling narratives that tie to key federal executive orders (i.e., Justice 40, etc.). Furthermore, as smaller program NOFOs emerge, we intend to share these with departments and to provide technical assistance in defining new, responsive projects. We are available to assist departments with scoping and packaging requests as needed, and we are committed to working closely with the Parish to help cultivate these projects.

1.1 – IIJA AND OTHER FEDERAL RESOURCES TECHNICAL PROPOSAL

Strategy 2

Tracking New Funding Opportunities

Tracking and efficiently communicating all programs to potential recipients is one of the significant challenges associated with the rapidly evolving federal resource landscape. These programs need to be relevant and accessible to every stakeholder that receives this information – recipients should not be inundated with program information that does not support their priorities. The CSRS team will track programs at the federal level, formula programs distributed at the state and regional level, and is aware that many programs still lack clear guidance but will monitor the progression and changes with all relevant programs. Additionally, our team can work with the Finance Department and other relevant department to refine which types of programs are most relevant to their project needs.

As program guidance from regional, state, and federal agencies continues to emerge, our team is tracking these opportunities using various communications and analytic software to better anticipate forthcoming funding rounds and updated program guidance.

We track multiple levels of information including:

- The progression of relevant legislative instruments through Congress
- Scrubbing the relevant authorization/appropriation legislation
- The Federal Register
- White House and Office of Management and Budget releases
- Tracking agency program comment periods and responding as applicable to client needs
- Agency specific program news releases
- Regular interaction with the Louisiana delegation
- Direct state and federal agency interaction
- Grants.gov or other comparable bidding / solicitation portals
- Member organization (i.e., National League of Cities, US Conference of Mayors, Mississippi River Cities and Towns Initiative, US Chamber of Commerce, etc.) white papers
- Regional government advisory and lobbying firm information bulletins
- Advisory papers from other professional service providers

The CSRS team is committed to working with the Finance Department to determine the most effective and efficient means of reporting all this information to other departments in a way that provides them with the decision points needed to pursue these funds. Furthermore, we believe that recurring check-ins with key department heads and/or Council, as well as strategic project positioning discussions, will further refine the match between Jefferson Parish needs and federal programs, particularly for small to mid-range projects that still require definition.



1.1 – IIJA AND OTHER FEDERAL RESOURCES TECHNICAL PROPOSAL

Understanding Winning Projects and Choosing the Right Pursuits

The CSRS team understands the characteristics of a winning request is reflected in later sections of this response. We know what projects align with relevant funding streams and the energy required to pursue those resources. Any work resulting from this RFP must include providing the Parish the best advice on how to focus its own bandwidth on worthwhile pursuits. While we believe the major IIJA pursuits described previously have considerable potential under the nationally competitive IIJA programs, we recognize that many current departmental needs are not responsive to many federal program priorities. At the same time, we want to equip departments with long-term capacity to being able to scope strong, responsive projects on their own for future nationally competitive submissions.

Policies and Procedures

The CSRS team understands that independent sets of policies and procedures must be created to satisfy the unique compliance requirements of a federal funding stream or sort through the range of interpretive decisions required to administer certain programs. This is often associated with unique compliance requirements such as Section 3, Section 504, Davis-Bacon wage requirements and Buy America provisions or the evolving guidance under recently released US Treasury programs. We recognize that certain federal programs may necessitate additional levels of compliance and/or documentation and are prepared to establish program/project specific policies and procedures as needed. Directly related to the services requested in this RFP, we find that ARPA SLFRF programs have a wide range of interpretive items which require a framework for decision-making for future US Treasury audits and warrant a unique set of policies and procedures to guide program decisions.

Strategy 3

Maximizing the Use of Federal Funds

The CSRS team will support the Parish to ensure that they are maximizing the utility of federal resources for every project.

The only federal resources that can satisfy non-federal cost share requirements under federal programs are:

- CDBG (including CDBG-DR);
- resources from the Delta Regional Authority; and,
- those assigned to the revenue loss expenditure category from the American Rescue Plan Act SLFRF

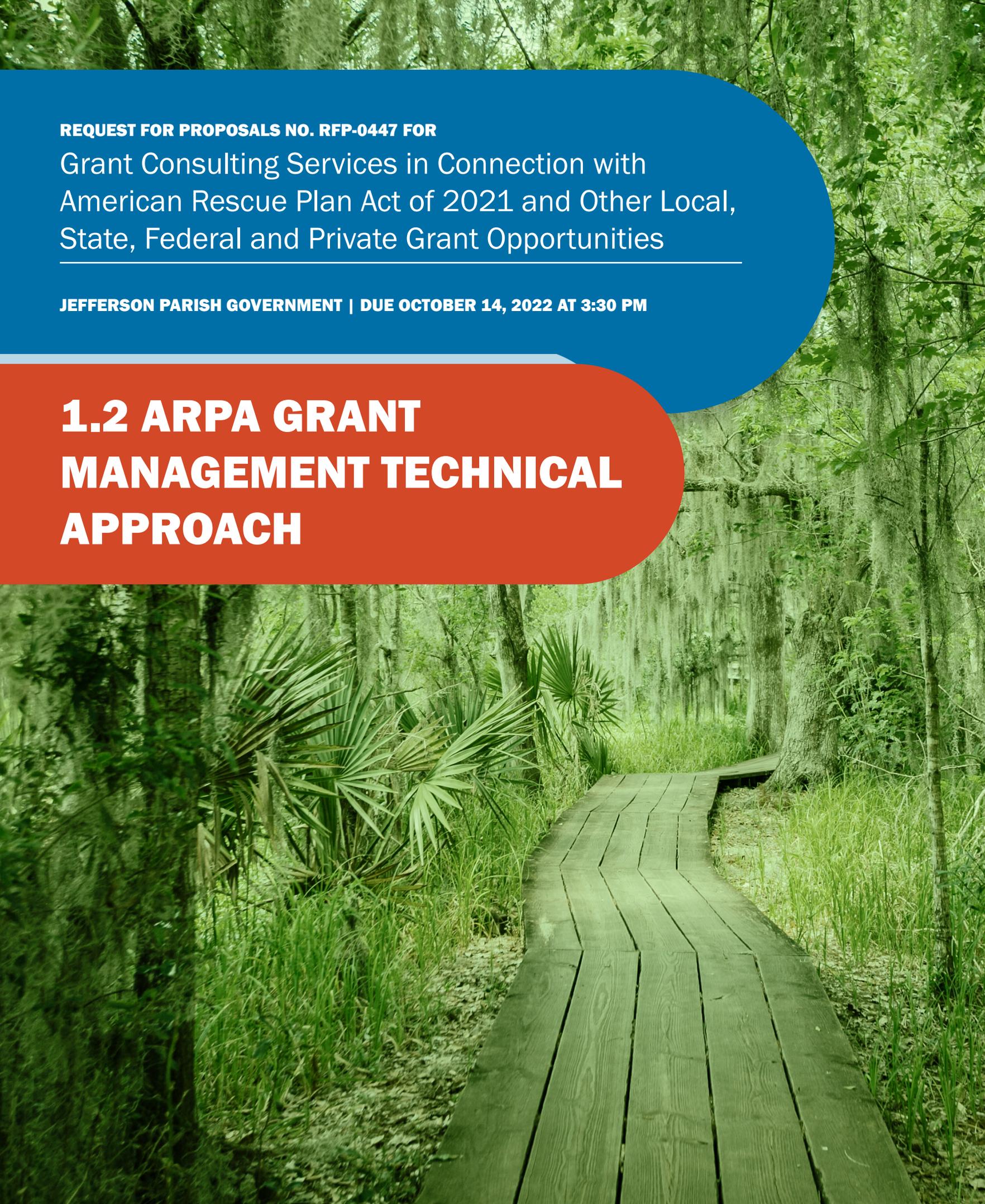
On the immediate horizon, Jefferson Parish should ensure that it is appropriately scoping and staging compliance for all FEMA Public Assistance and HMGP programs so that they can take advantage of the global match programs emanating from Substantial Amendment No. 1 of the CDBG-DR Action Plan, which is the initial \$1.27B in supplemental appropriations associated with Hurricane Ida. Additionally, the CSRS team understands the stacking of different federal programs on any single project, even if they are not being used to offset local, non-federal cost share obligations. For instance, through our work with the University Lakes Restoration in Baton Rouge, we are actively stacking FEMA non-disaster (Flood Mitigation Assistance Program), CDBG-MIT (Louisiana Watershed Initiative), federal transportation and transit formula resources and State Capital Outlay to the project while maximizing utility of each federal funding stream and minimizing compliance obligations associated with each funding stream.

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1.2 ARPA GRANT MANAGEMENT TECHNICAL APPROACH



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The US Treasury State and Local Fiscal Recovery Funds (SLFRF) funds appropriated through the American Rescue Plan Act are part of a tiered disbursement program with limited eligibility, compliance, and interpretive precedence. Unlike traditional reimbursement-based programs, or programs with significant precedence established, the SLFRF funds represent a massive deployment of federal resources at the local and state level with often conflicting and/or ambiguous compliance requirements specified by the US Treasury's SLFRF Final Rule and supporting documentation. Since the beginning of the COVID-19 pandemic, the CSRS Team has been at the forefront of fast-moving US Treasury programs, such as various SLFRF programs and Emergency Rental Assistance Programs, swiftly deploying federal resources while responding to rapidly evolving US Treasury guidance. Throughout our grants management practice, we prioritize risk management while assertively defending reasonable federal program decisions, which is especially important given the nature of US Treasury programs that are deployed nationwide.

Strategy 1

Review Existing Program Allocations and Progression

The CSRS Team will begin their engagement with Jefferson Parish staff by understanding current program obligations, both formal and informal, as well as progression to date. This will involve an intensive look at current procurement practices relative to 2 CFR 200 requirements at large, and our extensive experience working with federal programs from inception through closeout, which informs our ability to build robust, practical, and defensible compliance documentation to support US Treasury programs, based on current US Treasury program experience, and decades of FEMA, HUD and other federal program management experience. Key themes related to our initial program engagement will likely evolve around:

Understanding Jefferson Parish's Program Goals and Needs - The CSRS Team will engage Jefferson Parish staff to understand administrative and political goals and needs for the program. This effort will ensure that we are sensitive to local needs and work closely with your team to ensure we are providing comprehensive federal compliance solutions while balancing local program needs and community expectations.

Procurement Compliance Reviews, Deficiency Analysis and Mitigating Actions - Once agreed upon program-specific procurement policies are in place, the CSRS Team will work with Jefferson Parish to review all existing program expenditures to ensure that the underlying method of procurement and supporting documentation satisfies all compliance requirements. To the extent that there are deficiencies, the CSRS Team will work with the Parish to identify and suggest mitigating actions to minimize or eliminate compliance risk.

Determine Eligibility of Defined Programs and Projects under Current Established and/or Proposed Expenditure Categories - The CSRS Team will assess the eligibility of existing Jefferson Parish program obligations under current expenditure categories and make recommendations, as needed, to restructure program obligations under new expenditure categories to maximize eligibility while minimizing risk and reporting obligations. Additionally, the CSRS Team will provide written justifications for all projects, whether required by US Treasury guidance or not, to clearly link project and program scopes to the US Treasury Final guidance and provide a defensible basis for all program activities.

1.2 ARPA GRANT MANAGEMENT TECHNICAL APPROACH

Equity, Disproportionate Impact, Evidence, and Performance-Based Reporting

- At the outset of engagement, the CSRS Team will work with Jefferson Parish to understand the desired structure for equity, disproportionate impact, evidence, and performance-based reporting. US Treasury guidance provides considerable latitude in how to incorporate these reporting themes into your program. Because of the wide-ranging approaches to engaging these reporting themes, the CSRS Team will work with the Parish to determine a path that recognizes the administrative burden of data collection, acknowledges US Treasury preferred best practices and satisfies compliance requirements.

Use of Revenue Replacement Expenditure Category - The CSRS Team will work with the Parish to understand current utilization of the Revenue Replacement expenditure category and if there are opportunities to increase the available amount of SLFRF program dollars to Revenue Replacement, while simultaneously assessing existing obligations under Revenue Replacement to determine if there are opportunities to consider eligibility under other expenditure categories, in order to create a platform for the most efficient utilization of Revenue Replacement.

Identify Program Needs and Design for Unallocated Program Funds

- While the CSRS Team understands that the bulk for program funds have already been obligated, we will support the Jefferson Parish team as needed to determine pathways for obligating any remaining program funds.

Other Risk Considerations - The CSRS Team will assist Jefferson Parish staff to ensure they understand the range of other compliance risks associated with everything from sub-recipient monitoring and compliance to environmental and historic preservation requirements, even if not subject to the NEPA process.

BENEFITS TO JEFFERSON PARISH:

- Understand where potential deficiencies in existing program expenditures likely exist and provide clear direction on the range of mitigating actions.
- Create a robust framework for determining eligibility at the start of the program.
- Maximize eligibility and minimize reporting burdens, by assigning defined programs and projects to the most reasonable expenditure category.

1.2 ARPA GRANT MANAGEMENT TECHNICAL APPROACH

Strategy 2

Establish Program-Specific Policies and Procedures

SLFRF funds have minimal federal administrative precedence and, therefore, present significant questions regarding the interpretation of rules related to US Treasury guidance and authorizing legislation. There remains substantial latitude in how recipients choose to administer their programs. Unlike standard federal reimbursement programs – which require compliance checks at every turn, include thousands of pages of policy and regulation, and hold extensive records of prior programmatic decisions – SLFRF funds have no precedence for local and state governments to lean on for interpretation. Therefore, the best strategy is to reconcile US Treasury guidance related to the SLFRF, our understanding of 2 CFR 200, and rules related to other federal programs. A unique approach will be required to tailor program-specific policies and procedures, providing a framework for all subsequent program decisions and defense for prior decisions.

Procurement – We recommend establishing program-specific procurement procedures that defer to the more restrictive 2 CFR 200.320 or local purchasing policy standards. Additionally, we will establish specific documentation required and types of allowable contracts for a complete procurement file for each method of procurement (i.e., micro-purchases, small purchases, sealed bids, etc.). From there, we will develop clear checklists for use by the purchasing team and/or CSRS staff to review all procurement files, and subsequent payment documentation, as required by Jefferson Parish.

Program Specific Terms and Conditions – In addition to the standardized federal terms in conditions for non-federal entities using federal funds, established in 2 CFR 200 Appendix II, US Treasury has also provided program-specific terms and conditions for recipients of SLFRF funds. Because the US Treasury SLFRF guidance consistently and broadly refers to the Uniform Administrative Requirements, we recommend reconciling the standardized federal terms and conditions with those that are award specific.

Labor Standards – US Treasury SLFRF guidance is replete with references to equity and the implications of incorporating strong labor standards (i.e., Davis-Bacon Act, Little Davis-Bacon, etc.) into the recipient's SLFRF program. Still, the US Treasury only employs the language of *encouragement* throughout its references to labor standards compliance requirements. Therefore, the local entity has broad discretion in how, and if, it chooses to incorporate labor standards into the implementation of its SLFRF program.

1.2 ARPA GRANT MANAGEMENT TECHNICAL APPROACH

Environmental Review – While US Treasury SLFRF guidance, if only in the Interim Final Rule, specified that the National Environmental Protection Act (NEPA) review is not applicable to SLFRF projects, the Final Rule also articulated that all local, state, and federal environmental and historic preservation laws are applicable. For many state and local entities, interpreting this middle ground raises a lot of questions as to the type of environmental review, if any, required on the SLFRF project. While NEPA review processes may not be applicable, determining an appropriate environmental review standard to minimize risk is an essential program action. The CSRS Team suggests employing a desktop environmental review process on specific types of projects to ensure that sufficient due diligence is documented in advance of construction on all projects and that if applicable, specific local, state, and national environmental and historic preservation laws are adhered to.

Subrecipient Monitoring – The CSRS Team will work with Jefferson Parish to ensure that its SLFRF distinguishes between the beneficiary and sub-recipient programs. In some instances, it may be more worthwhile for the Parish to consider structuring certain programs as beneficiary oriented vs. sub-recipient to minimize compliance obligations downstream. The CSRS team will also work with the Parish to determine sub-recipient risk exposure and provide strategies through sub-recipient agreements, or monitoring activities, to reduce downstream program risk. We will conduct a sub-recipient risk analysis for each sub-recipient and suggest strategies to mitigate risk based on the sub-recipients program/project purview and experience managing federal resources. Additionally, and perhaps most critically, the Parish needs to determine what role, if any, the CSRS Team will play in supporting sub-recipient compliance, or if it will defer all compliance activities to the sub-recipients and only be responsible for monitoring.

Evidence and Performance-Based Reporting Strategies – The CSRS Team will work with the Parish to establish its preferences for satisfying reporting requirements, including its approach to incorporating evidence and performance-based reporting. Again, the US Treasury provides broad latitude in how applicants choose to incorporate this information. The CSRS Team will work with the Parish to understand its program intent and the best approach to incorporating these reporting components in its annual Recovery Plan Performance Reports that minimizes administrative burdens, satisfies reporting requirements, and speaks to the range of interpretative reporting guidance provided by US Treasury. In short, we will understand the Parish's needs and aspirations relative to reporting and recommend the most relevant reporting strategy. For instance, we have some clients who have an incredible aptitude and desire to take on rigorous evidenced-based program evaluations and think extensively about output vs. outcome performance-based reporting metrics. Conversely, we have others who lump broad sets of projects together, establish a clearinghouse tieback, and only use existing publicly available data points to satisfy evidence and performance-based reporting requirements.

BENEFITS TO JEFFERSON PARISH:

- A clear set of policies and procedures to rely upon for all program decisions, which can be amended to respond to evolving federal program requirements.
- Consistent application of compliance-related requirements and program decisions, with a clear record of changes in program policy and application.
- Clarity on areas requiring interpretation within the US Treasury SLFRF Final Rule and other applicable federal program guidance.

1.2 ARPA GRANT MANAGEMENT TECHNICAL APPROACH

Strategy 3

Create and Implement a Framework for Implementation

Once we have an agreed-upon framework for program administration, the CSRS Team will work with the Parish to ensure that framework is adopted effectively within its own internal processes. Depending on the needs of the Parish, we can establish structures that defer to their existing system(s) of record and/or record-keeping practices or create an independent comprehensive program record for future audit purposes. The wide-ranging ways in which the CSRS Team could support Jefferson Parish's SLFRF are client-dependent. In some instances, we maintain a comprehensive file for closeout purposes, while in others we establish a framework for compliance and provide policy advice and implementation support as needed. Ultimately, the role of a grant administrator is dependent on the specific needs of the Parish - whether we are a near-final decision point on all program decisions, purchases and reimbursements, and steward of a centralized system of record or an on-call, as-needed staff augmentation resource for the purchasing department.

Work closely with Jefferson Parish Purchasing Department –

Whatever the desired implementation approach is for Jefferson Parish, the CSRS Team is prepared to work closely with the purchasing department to ensure that all compliance requirements are consistently satisfied throughout the life-span of the grants.

Risk Analysis vs. Best Management Practices – The Parish needs to determine if it merely wants to satisfy compliance requirements or sincerely engage all the US Treasury's SLFRF recommended best practices. This answer will determine the entirety of our approach to program stand-up and implementation.

Monitor Program Progression – While our experience demonstrates that we are likely to see a congressional extension related to SLFRF program expenditures beyond the current December 31, 2026 deadline, the current timelines specified by Congress mean that we must advise the Parish to establish program delivery standards that ensure compliance with the current period of performance requirements. In short, program design and implementation need to assume that expenditures be made by the end of 2026 and should have sufficient monitoring in place to ensure that program areas lacking progression can be assessed for being obligated to other eligible uses in a timely manner. Similarly, sub-recipient agreements need to stress the importance of current expenditure timelines.

1.2 ARPA GRANT MANAGEMENT TECHNICAL APPROACH

Consider a Consolidated System of Record and Closeout File Documentation – The Parish needs to determine its needs relative to creating an independent, consolidated system of record for its SLFRF program. At the conclusion of the SLFRF program, this decision will inform the nature of its closeout file for records retention and future audit purposes. Depending on client needs and existing organizational structures, we have supported SLFRF programs with distributed systems of record that will not likely have consolidated closeout files, and others that want a single source of information and record for all program activities.

Reporting – CSRS can support all required quarterly Project and Expenditure Reporting and annual Recovery Plan Performance Reporting. As detailed above, the most critical decision with respect to reporting is determining strategies for evidence-based and performance reporting.

BENEFITS TO JEFFERSON PARISH:

- The Parish can work with the CSRS Team to determine its implementation support needs in a way that is most suitable to the existing administrative capacity.
- The CSRS Team can scale its resources throughout the program to meet the needs of the program at any stage of implementation.
- The roles and responsibilities of the grant manager and Parish staff are clearly defined to streamline program delivery.

REQUEST FOR PROPOSAL AFFIDAVIT

Affiant further said:

Debt Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A _____ Attached hereto is a list of all debts owed by the affiant to any elected or appointed official of the Parish of Jefferson, and any and all debts owed by any elected or appointed official of the Parish to the Affiant.

Choice B X There are **NO** debts which would require disclosure under Choice A of this section.

Affiant further said:

Solicitation of Campaign Contribution Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A _____ Attached hereto is a list of all elected officials of the Parish of Jefferson, whether still holding office at the time of the affidavit or not, where the elected official, individually, either by **telephone or by personal contact**, solicited a campaign contribution or other monetary consideration from the Entity, including the Entity's officers, directors and owners, and employees owning twenty-five percent (25%) or more of the Entity, during the two-year period immediately preceding the date the affidavit is signed. Further, to the extent known to the Affiant, the date of any such solicitation is included on the attached list.

Choice B X there are **NO** solicitations for campaign contributions which would require disclosure under Choice A of this section.

Affiant further said:

That Affiant has employed no person, corporation, firm, association, or other organization, either directly or indirectly, to secure the public contract under which he received payment, other than persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project or in securing the public contract were in the regular course of their duties for Affiant; and

REQUEST FOR PROPOSAL AFFIDAVIT

That no part of the contract price received by Affiant was paid or will be paid to any person, corporation, firm, association, or other organization for soliciting the contract, other than the payment of their normal compensation to persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project were in the regular course of their duties for Affiant.

Affiant further said:

Subcontractor Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A Affiant further said that attached is a listing of all subcontractors, excluding full time employees, who may assist in providing professional services for the aforementioned RFP.

Choice B There are **NO** subcontractors which would require disclosure under Choice A of this section.



Signature of Affiant

Tim Barfield

Printed Name of Affiant

SWORN AND SUBSCRIBED TO BEFORE ME

ON THE 11th DAY OF October, 20 22.


Notary Public

Printed Name of Notary **Suzanne Roberts**
Notary Public
ID# 166427

Notary/Bar Roll Number **Parish of East Baton Rouge**

My commission expires Upon Death.

REQUEST FOR PROPOSAL AFFIDAVIT

Campaign Contribution Disclosure

Date	Description	Amount
2/11/2021	Gerard LeBlanc - JPPSS	\$ 1,000.00
2/11/2021	Rudy Smith - City of Gretna	\$ 1,000.00
4/9/2021	Committee to Elect Ricky J. Templet	\$ 1,500.00
6/14/2021	Campaign for Dominick Impastato	\$ 1,000.00
7/20/2021	Sandy Denapolis-Bosarge - JPPSS	\$ 250.00
11/30/2021	Keith Conley Campaign Fund	\$ 2,500.00
2/16/2022	Committee to Elect Jennifer Van Vranken	\$ 1,000.00
4/27/2022	Marion Edwards	\$ 2,500.00
7/20/2022	Committee to Elect Ricky J. Templet	\$ 1,000.00

Subcontractor Disclosure

Barowka and Bonura Engineers and Consultants, LLC

209 Canal Street
Metairie, LA 70005
(504)828-0030 (Office)

HDR Engineering, Inc.
1917 South 67 Street
Omaha, NE 68106
(337) 347-5600

CSRS SIGNATURE PAGE

Request for Proposals #0447

Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and Other Local, State, Federal and Private Opportunities

SIGNATURE PAGE

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP’S) from qualified proposers who are interested in providing Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and other Local, State, Federal and Private Opportunities for the Jefferson Parish Public Safety Grants and Administration Department.

Request for Proposals will be received until 3:30 p.m. Local Time on: October 14, 2022.

Acknowledge Receipt of Addenda: Number: 1 issued on September 30, 2022
Number: 2 issued on October 11, 2022
Number: _____
Number: _____
Number: _____
Number: _____

Name of Proposer: CSRS, LLC

Address: 935 Gravier Street, Suite 1650
New Orleans, LA 70112

Phone Number: (225) 229-2133 Fax Number (225) 767-0060

Type Name of Person Authorized to Sign: Tim Barfield

Title of Person Authorized to Sign: President

Signature of Person Authorized to Sign: 

Email Address of Person Authorized to Sign: tim.barfield@csrsinc.com

Date: October 11, 2022

This RFP signature page must be signed by an authorized Representative of the Company/Firm for proposal to be valid. Signing indicates you have read and comply with the Instructions and Conditions.

HDR SIGNATURE PAGE

Request for Proposals #0447

Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and Other Local, State, Federal and Private Opportunities

SIGNATURE PAGE

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP'S) from qualified proposers who are interested in providing Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and other Local, State, Federal and Private Opportunities for the Jefferson Parish Public Safety Grants and Administration Department.

Request for Proposals will be received until 3:30 p.m. Local Time on: October 14, 2022.

Acknowledge Receipt of Addenda: Number: 1
Number: 2
Number: _____
Number: _____
Number: _____
Number: _____

Name of Proposer: HDR Engineering, Inc.

Address: 1 Galleria Blvd. Suite 1920
Metairie, LA 70001-7541

Phone Number: (504) 218-1229 Fax Number (504) 837-6848

Type Name of Person Authorized to Sign: David C. Weston

Title of Person Authorized to Sign: Vice President/Gulf Coast Area Manager

Signature of Person Authorized to Sign: 

Email Address of Person Authorized to Sign: David.Weston@hdrinc.com

Date: October 6, 2022

This RFP signature page must be signed by an authorized Representative of the Company/Firm for proposal to be valid. Signing indicates you have read and comply with the Instructions and Conditions.

BBEC SIGNATURE PAGE

Request for Proposals #0447

Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and Other Local, State, Federal and Private Opportunities

SIGNATURE PAGE

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP'S) from qualified proposers who are interested in providing Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and other Local, State, Federal and Private Opportunities for the Jefferson Parish Public Safety Grants and Administration Department.

Request for Proposals will be received until 3:30 p.m. Local Time on: October 14, 2022.

Acknowledge Receipt of Addenda: Number: 1
Number: 2
Number: _____
Number: _____
Number: _____
Number: _____

Name of Proposer: Barowka and Bonura Engineers and Consultants, LLC

Address: 209 Canal Street, Metairie, LA 70005

Phone Number: 504-828-0030 Fax Number 504-828-8006

Type Name of Person Authorized to Sign: Jeffrey Bonura, P.E.

Title of Person Authorized to Sign: Member

Signature of Person Authorized to Sign: 

Email Address of Person Authorized to Sign: jbonura@bbecllc.com

Date: October 7, 2022

This RFP signature page must be signed by an authorized Representative of the Company/Firm for proposal to be valid. Signing indicates you have read and comply with the Instructions and Conditions.

ATTACHMENT C

ATTACHMENT "C"**FEMA CONTRACT PROVISIONS FOR NON-FEDERAL ENTITY UNDER FEDERAL AWARDS REQUIRED BY 2 C.F.R. §200.326 APPENDIX II TO 2 CFR §200****REMEDIES**

(For all awarded contracts with a value greater than Simplified Acquisition Threshold as defined in 2CFR200 (\$250,000.00))

Any violation or breach of terms of this contract on the part of the Contractor or the Contractor's subcontractors may result in the suspension or termination of this contract or such other action that may be necessary to enforce the rights of the parties of this contract. The duties and obligations imposed by the contract documents and the rights and remedies available thereunder shall be in addition to and not a limitation of any duties, obligations, rights and remedies otherwise imposed or available by law.

Any violation or breach of terms of this contract of the Contractor or the Contractor's subcontractors will be subject to the remedies, including liquidated damages, described in the bid specifications or Request for Proposal and the Jefferson Parish General Terms and Conditions which are incorporated herein by reference in their entirety.

TERMINATION FOR CAUSE AND CONVENIENCE

(For all awarded contracts with a value greater than \$10,000.00)

Jefferson Parish reserves the right to terminate this contract for cause or convenience pursuant to the General Terms and Conditions which are incorporated herein by reference in their entirety.

EQUAL EMPLOYMENT OPPORTUNITY

(For all awarded contracts that meet the definition of "federally assisted construction contract" provided in 41 CFR Part 60)

During the performance of this contract, the contractor agrees as follows:

- (1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:

Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

- (2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
- (3) The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.
- (4) The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- (5) The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- (6) The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- (7) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- (8) The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance:

Provided, however, that in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: *Provided*, that if the applicant so participating is a state or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.

The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.

DAVIS-BACON ACT

(The Davis-Bacon Act only applies to the emergency Management Preparedness Grant Program, Homeland Security Grant Program, Nonprofit Security Grant Program, Tribal Homeland Security Grant Program, Port Security Grant Program, and Transit Security Grant Program for all awarded construction contracts with a value greater than \$2,000.00. **It does not apply to other FEMA grant and cooperative agreement programs, including the Public Assistance Program.**)

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

The Agency head shall cause or require the contracting officer to insert in full in any contract in excess of \$2,000 which is entered into for the actual construction, alteration and/or repair, including painting and decorating, of a public building or public work, or building or work financed in whole or in part from Federal funds or in accordance with guarantees of a Federal agency or financed from funds obtained by pledge of any contract of a Federal agency to make a loan, grant or annual contribution (except where a different meaning is expressly indicated), and which is subject to the labor standards provisions of any of the acts listed in § 5.1, the following clauses (or any modifications thereof to meet the particular needs of the agency, Provided, That such modifications are first approved by the Department of Labor):

(1) *Minimum wages.*

(i) All laborers and mechanics employed or working upon the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), will be paid unconditionally and not less often than once a week, and without subsequent deduction or rebate on any account (except such payroll deductions as are permitted by regulations issued by the Secretary of Labor under the Copeland Act (29 CFR part 3)), the full amount of wages and bona fide fringe benefits (or cash equivalents thereof) due at time of payment computed at rates not less than those contained in the wage determination of the Secretary of Labor which is attached hereto and made a part hereof, regardless of any contractual relationship which may be alleged to exist between the contractor and such laborers and mechanics. Contributions made or costs reasonably anticipated for bona fide fringe benefits under section 1(b)(2) of the Davis-Bacon Act on behalf of laborers or mechanics are considered wages paid to such laborers or mechanics, subject to the provisions of paragraph (a)(1)(iv) of this section; also, regular contributions made or costs incurred for more than a weekly period (but not less often than quarterly) under plans, funds, or programs which cover the particular weekly period, are deemed to be constructively made or incurred during such weekly period. Such laborers and mechanics shall be paid the appropriate wage rate and fringe benefits on the wage determination for the classification of work actually performed, without regard to skill, except as provided in § 5.5(a)(4). Laborers or mechanics performing work in more than one classification may be compensated at the rate specified for each classification for the time actually worked therein: Provided, That the employer's payroll records accurately set forth the time spent in each classification in which work is performed. The wage determination (including any additional classification and wage rates conformed under paragraph (a)(1)(ii) of this section) and the Davis-Bacon poster (WH-1321) shall be posted at all times by the contractor and its subcontractors at the site of the work in a prominent and accessible place where it can be easily seen by the workers.

(ii)

(A) The contracting officer shall require that any class of laborers or mechanics, including helpers, which is not listed in the wage determination and which is to be employed under the contract shall be classified in conformance with the wage determination. The contracting officer shall approve an additional classification and wage rate and fringe benefits therefore only when the following criteria have been met:

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

(1) The work to be performed by the classification requested is not performed by a classification in the wage determination; and

(2) The classification is utilized in the area by the construction industry; and

(3) The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination.

(B) If the contractor and the laborers and mechanics to be employed in the classification (if known), or their representatives, and the contracting officer agree on the classification and wage rate (including the amount designated for fringe benefits where appropriate), a report of the action taken shall be sent by the contracting officer to the Administrator of the Wage and Hour Division, U.S. Department of Labor, Washington, DC 20210. The Administrator, or an authorized representative, will approve, modify, or disapprove every additional classification action within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.

(C) In the event the contractor, the laborers or mechanics to be employed in the classification or their representatives, and the contracting officer do not agree on the proposed classification and wage rate (including the amount designated for fringe benefits, where appropriate), the contracting officer shall refer the questions, including the views of all interested parties and the recommendation of the contracting officer, to the Administrator for determination. The Administrator, or an authorized representative, will issue a determination within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.

(D) The wage rate (including fringe benefits where appropriate) determined pursuant to paragraphs (a)(1)(ii) (B) or (C) of this section, shall be paid to all workers performing work in the classification under this contract from the first day on which work is performed in the classification.

(iii) Whenever the minimum wage rate prescribed in the contract for a class of laborers or mechanics includes a fringe benefit which is not expressed as an hourly rate, the contractor shall either pay the benefit as stated in the wage determination or shall pay another bona fide fringe benefit or an hourly cash equivalent thereof.

(iv) If the contractor does not make payments to a trustee or other third person, the contractor may consider as part of the wages of any laborer or mechanic the amount of any costs reasonably anticipated in providing bona fide fringe benefits under a plan or program, Provided, That the Secretary of Labor has found, upon the written request of the contractor, that the applicable standards of the Davis-Bacon Act have been met. The Secretary of Labor may require the contractor to set aside in a separate account asset for the meeting of obligations under the plan or program.

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

(2) Withholding. The (write in name of Federal Agency or the loan or grant recipient) shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld from the contractor under this contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to Davis-Bacon prevailing wage requirements, which is held by the same prime contractor, so much of the accrued payments or advances as may be considered necessary to pay laborers and mechanics, including apprentices, trainees, and helpers, employed by the contractor or any subcontractor the full amount of wages required by the contract. In the event of failure to pay any laborer or mechanic, including any apprentice, trainee, or helper, employed or working on the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), all or part of the wages required by the contract, the (Agency) may, after written notice to the contractor, sponsor, applicant, or owner, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds until such violations have ceased.

(3) Payrolls and basic records.

(i) Payrolls and basic records relating thereto shall be maintained by the contractor during the course of the work and preserved for a period of three years thereafter for all laborers and mechanics working at the site of the work (or under the United States Housing Act of 1937, or under the Housing Act of 1949, in the construction or development of the project). Such records shall contain the name, address, and social security number of each such worker, his or her correct classification, hourly rates of wages paid (including rates of contributions or costs anticipated for bona fide fringe benefits or cash equivalents thereof of the types described in section 1(b)(2)(B) of the Davis-Bacon Act), daily and weekly number of hours worked, deductions made and actual wages paid. Whenever the Secretary of Labor has found under 29 CFR 5.5(a)(1)(iv) that the wages of any laborer or mechanic include the amount of any costs reasonably anticipated in providing benefits under a plan or program described in section 1(b)(2)(B) of the Davis-Bacon Act, the contractor shall maintain records which show that the commitment to provide such benefits is enforceable, that the plan or program is financially responsible, and that the plan or program has been communicated in writing to the laborers or mechanics affected, and records which show the costs anticipated or the actual cost incurred in providing such benefits. Contractors employing apprentices or trainees under approved programs shall maintain written evidence of the registration of apprenticeship programs and certification of trainee programs, the registration of the apprentices and trainees, and the ratios and wage rates prescribed in the applicable programs.

(ii)

(A) The contractor shall submit weekly for each week in which any contract work is performed a copy of all payrolls to the (write in name of appropriate federal agency) if the agency is a party to the contract, but if the agency is not such a party, the contractor will submit the payrolls to the applicant, sponsor, or owner, as the case may be, for transmission to the (write in name of agency). The payrolls submitted shall set out accurately and

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

completely all of the information required to be maintained under 29 CFR 5.5(a)(3)(i), except that full social security numbers and home addresses shall not be included on weekly transmittals. Instead the payrolls shall only need to include an individually identifying number for each employee (e.g., the last four digits of the employee's social security number). The required weekly payroll information may be submitted in any form desired. Optional Form WH-347 is available for this purpose from the Wage and Hour Division Web site at <http://www.dol.gov/esa/whd/forms/wh347instr.htm> or its successor site. The prime contractor is responsible for the submission of copies of payrolls by all subcontractors. Contractors and subcontractors shall maintain the full social security number and current address of each covered worker, and shall provide them upon request to the (write in name of appropriate federal agency) if the agency is a party to the contract, but if the agency is not such a party, the contractor will submit them to the applicant, sponsor, or owner, as the case may be, for transmission to the (write in name of agency), the contractor, or the Wage and Hour Division of the Department of Labor for purposes of an investigation or audit of compliance with prevailing wage requirements. It is not a violation of this section for a prime contractor to require a subcontractor to provide addresses and social security numbers to the prime contractor for its own records, without weekly submission to the sponsoring government agency (or the applicant, sponsor, or owner).

(B) Each payroll submitted shall be accompanied by a "Statement of Compliance," signed by the contractor or subcontractor or his or her agent who pays or supervises the payment of the persons employed under the contract and shall certify the following:

(1) That the payroll for the payroll period contains the information required to be provided under § 5.5 (a)(3)(ii) of Regulations, 29 CFR part 5, the appropriate information is being maintained under § 5.5 (a)(3)(i) of Regulations, 29 CFR part 5, and that such information is correct and complete;

(2) That each laborer or mechanic (including each helper, apprentice, and trainee) employed on the contract during the payroll period has been paid the full weekly wages earned, without rebate, either directly or indirectly, and that no deductions have been made either directly or indirectly from the full wages earned, other than permissible deductions as set forth in Regulations, 29 CFR part 3;

(3) That each laborer or mechanic has been paid not less than the applicable wage rates and fringe benefits or cash equivalents for the classification of work performed, as specified in the applicable wage determination incorporated into the contract.

(C) The weekly submission of a properly executed certification set forth on the reverse side of Optional Form WH-347 shall satisfy the requirement for submission of the "Statement of Compliance" required by paragraph (a)(3)(ii)(B) of this section.

(D) The falsification of any of the above certifications may subject the contractor or subcontractor to civil or criminal prosecution under section 1001 of title 18 and section 231 of title 31 of the United States Code.

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

(iii) The contractor or subcontractor shall make the records required under paragraph (a)(3)(i) of this section available for inspection, copying, or transcription by authorized representatives of the (write the name of the agency) or the Department of Labor, and shall permit such representatives to interview employees during working hours on the job. If the contractor or subcontractor fails to submit the required records or to make them available, the Federal agency may, after written notice to the contractor, sponsor, applicant, or owner, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds. Furthermore, failure to submit the required records upon request or to make such records available may be grounds for debarment action pursuant to 29 CFR 5.12.

(4) Apprentices and trainees -

(i) Apprentices. Apprentices will be permitted to work at less than the predetermined rate for the work they performed when they are employed pursuant to and individually registered in a bona fide apprenticeship program registered with the U.S. Department of Labor, Employment and Training Administration, Office of Apprenticeship Training, Employer and Labor Services, or with a State Apprenticeship Agency recognized by the Office, or if a person is employed in his or her first 90 days of probationary employment as an apprentice in such an apprenticeship program, who is not individually registered in the program, but who has been certified by the Office of Apprenticeship Training, Employer and Labor Services or a State Apprenticeship Agency (where appropriate) to be eligible for probationary employment as an apprentice. The allowable ratio of apprentices to journeymen on the job site in any craft classification shall not be greater than the ratio permitted to the contractor as to the entire work force under the registered program. Any worker listed on a payroll at an apprentice wage rate, who is not registered or otherwise employed as stated above, shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any apprentice performing work on the job site in excess of the ratio permitted under the registered program shall be paid not less than the applicable wage rate on the wage determination for the work actually performed. Where a contractor is performing construction on a project in a locality other than that in which its program is registered, the ratios and wage rates (expressed in percentages of the journeyman's hourly rate) specified in the contractor's or subcontractor's registered program shall be observed. Every apprentice must be paid at not less than the rate specified in the registered program for the apprentice's level of progress, expressed as a percentage of the journeymen hourly rate specified in the applicable wage determination. Apprentices shall be paid fringe benefits in accordance with the provisions of the apprenticeship program. If the apprenticeship program does not specify fringe benefits, apprentices must be paid the full amount of fringe benefits listed on the wage determination for the applicable classification. If the Administrator determines that a different practice prevails for the applicable apprentice classification, fringes shall be paid in accordance with that determination. In the event the Office of Apprenticeship Training, Employer and Labor Services, or a State Apprenticeship Agency recognized by the Office, withdraws approval of an apprenticeship program, the contractor will no longer be

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

permitted to utilize apprentices at less than the applicable predetermined rate for the work performed until an acceptable program is approved.

(ii) Trainees. Except as provided in 29 CFR 5.16, trainees will not be permitted to work at less than the predetermined rate for the work performed unless they are employed pursuant to and individually registered in a program which has received prior approval, evidenced by formal certification by the U.S. Department of Labor, Employment and Training Administration. The ratio of trainees to journeymen on the job site shall not be greater than permitted under the plan approved by the Employment and Training Administration. Every trainee must be paid at not less than the rate specified in the approved program for the trainee's level of progress, expressed as a percentage of the journeyman hourly rate specified in the applicable wage determination. Trainees shall be paid fringe benefits in accordance with the provisions of the trainee program. If the trainee program does not mention fringe benefits, trainees shall be paid the full amount of fringe benefits listed on the wage determination unless the Administrator of the Wage and Hour Division determines that there is an apprenticeship program associated with the corresponding journeyman wage rate on the wage determination which provides for less than full fringe benefits for apprentices. Any employee listed on the payroll at a trainee rate who is not registered and participating in a training plan approved by the Employment and Training Administration shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any trainee performing work on the job site in excess of the ratio permitted under the registered program shall be paid not less than the applicable wage rate on the wage determination for the work actually performed. In the event the Employment and Training Administration withdraws approval of a training program, the contractor will no longer be permitted to utilize trainees at less than the applicable predetermined rate for the work performed until an acceptable program is approved.

(iii) Equal employment opportunity. The utilization of apprentices, trainees and journeymen under this part shall be in conformity with the equal employment opportunity requirements of Executive Order 11246, as amended, and 29 CFR part 30.

(5) Compliance with Copeland Act requirements. The contractor shall comply with the requirements of 29 CFR part 3, which are incorporated by reference in this contract.

(6) Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses contained in 29 CFR 5.5(a)(1) through (10) and such other clauses as the (write in the name of the Federal agency) may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all the contract clauses in 29 CFR 5.5.

(7) Contract termination: debarment. A breach of the contract clauses in 29 CFR 5.5 may be grounds for termination of the contract, and for debarment as a contractor and a subcontractor as provided in 29 CFR 5.12.

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

(8) Compliance with Davis-Bacon and Related Act requirements. All rulings and interpretations of the Davis-Bacon and Related Acts contained in 29 CFR parts 1, 3, and 5 are herein incorporated by reference in this contract.

(9) Disputes concerning labor standards. Disputes arising out of the labor standards provisions of this contract shall not be subject to the general disputes clause of this contract. Such disputes shall be resolved in accordance with the procedures of the Department of Labor set forth in 29 CFR parts 5, 6, and 7. Disputes within the meaning of this clause include disputes between the contractor (or any of its subcontractors) and the contracting agency, the U.S. Department of Labor, or the employees or their representatives.

(10) Certification of eligibility.

(i) By entering into this contract, the contractor certifies that neither it (nor he or she) nor any person or firm who has an interest in the contractor's firm is a person or firm ineligible to be awarded Government contracts by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(ii) No part of this contract shall be subcontracted to any person or firm ineligible for award of a Government contract by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(iii) The penalty for making false statements is prescribed in the U.S. Criminal Code, 18 U.S.C. 1001.

(b) Contract Work Hours and Safety Standards Act. The Agency Head shall cause or require the contracting officer to insert the following clauses set forth in paragraphs (b)(1), (2), (3), and (4) of this section in full in any contract in an amount in excess of \$100,000 and subject to the overtime provisions of the Contract Work Hours and Safety Standards Act. These clauses shall be inserted in addition to the clauses required by § 5.5(a) or § 4.6 of part 4 of this title. As used in this paragraph, the terms laborers and mechanics include watchmen and guards.

(1) Overtime requirements. No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (b)(1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (b)(1) of this section, in the sum of \$29 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (b)(1) of this section.

(3) Withholding for unpaid wages and liquidated damages. The (write in the name of the Federal agency or the loan or grant recipient) shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (b)(2) of this section.

(4) Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (4) of this section.

(c) In addition to the clauses contained in paragraph (b), in any contract subject only to the Contract Work Hours and Safety Standards Act and not to any of the other statutes cited in § 5.1, the Agency Head shall cause or require the contracting officer to insert a clause requiring that the contractor or subcontractor shall maintain payrolls and basic payroll records during the course of the work and shall preserve them for a period of three years from the completion of the contract for all laborers and mechanics, including guards and watchmen, working on the contract. Such records shall contain the name and address of each such employee, social security number, correct classifications, hourly rates of wages paid, daily and weekly number of hours worked, deductions made, and actual wages paid. Further, the Agency Head shall cause or require the contracting officer to insert in any such contract a clause providing that the records to be maintained under this paragraph shall be made available by the contractor or subcontractor for inspection, copying, or transcription by authorized representatives of the (write the name of agency) and the Department of Labor, and the contractor or subcontractor will permit such representatives to interview employees during working hours on the job.

COPELAND "ANTI-KICKBACK" ACT

(For all prime construction contracts above \$2,000, when the Davis-Bacon Act also applies,²⁶ NFEs must include a provision in contracts and subcontracts for compliance with the Copeland "Anti-Kickback" Act.²⁷ This requirement applies to all prime construction contracts above \$2,000 in situations where the Davis-Bacon Act also applies.²⁸ In situations where the Davis-Bacon Act does not apply, neither does the Copeland "Anti-Kickback" Act. As described in section A.4 regarding the Davis-Bacon Act, this provision only applies to certain FEMA grant

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

and cooperative agreement programs. Please reference that list discussed above. Of note, it does not apply to the PA Program.)

Compliance with the Copeland "Anti-Kickback" Act.

Contractor. The contractor shall comply with 18 U.S.C. § 874, 40 U.S.C. § 3145, and the requirements of 29 C.F.R. Part 3 as may be applicable, which are incorporated by reference into this contract.

Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clause above and such other clauses as FEMA may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.

Breach. A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a contractor and subcontractor as provided in 29 C.F.R. § 5.12.

CONTRACT WORK HOURS AND SAFETY STANDARDS ACT

(This required contract provision applies to all procurements over \$100,000 that involve the employment of mechanics, laborers, and construction work.³⁶ These requirements *do not* apply to the purchase of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.)

Compliance with the Contract Work Hours and Safety Standards Act.

(1) Overtime requirements. No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of 40 hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of 40 hours in such workweek.

(2) Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (b)(1) of this section, the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (b)(1) of this paragraph, in the sum of \$27 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty (40) hours without payment of the overtime wages required by the clause set forth in paragraph (b)(1) of this section.

(3) Withholding for unpaid wages and liquidated damages. The federal agency and/or Jefferson Parish shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contract, or any other Federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (b)(2) of this section.

(4) Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in subparagraph (b)(1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (4) of this section.

Further Compliance with the Contract Work Hours and Safety Standards Act.

(1) The contractor or subcontractor shall maintain payrolls and basic payroll records during the course of the work and shall preserve them for a period of three years from the completion of the contract for all laborers and mechanics, including guards and watchmen, working on the contract. Such records shall contain the name and address of each such employee, social security number, correct classifications, hourly rates of wages paid, daily and weekly number of hours worked, deductions made, and actual wages paid.

(2) Records to be maintained under this provision shall be made available by the contractor or subcontractor for inspection, copying, or transcription by authorized representatives of the Department of Homeland Security, the Federal Emergency Management Agency, and the Department of Labor, and the contractor or subcontractor will permit such representatives to interview employees during working hours on the job."

RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT

(This requirement **does not apply** to the Public Assistance, Hazard Mitigation Grant Program, Fire Management Assistance Grant Program, Crisis Counseling Assistance and Training Grant Program, Disaster Case Management Grant Program, and Federal Assistance to Individuals and Households -Other Needs Assistance Grant Program, as FEMA awards under these programs do not meet the definition of "funding agreement." If FEMA federal award meets definition of "funding agreement" under 37 CFR §401.2(a), for all awarded contracts related to experimental, developmental, or research work type contracts)

(a) Definitions

(1) *Invention* means any invention or discovery which is or may be patentable or otherwise protectable under Title 35 of the United States Code, or any novel variety of plant which is or may be protected under the Plant Variety Protection Act (7 U.S.C. 2321 *et seq.*).

(2) *Subject invention* means any invention of the *contractor* conceived or first actually reduced to practice in the performance of work under this *contract*, provided that in the case of a variety of plant, the date of determination (as defined in section 41(d) of the Plant Variety Protection Act, 7 U.S.C. 2401(d)) must also occur during the period of *contract* performance.

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

(3) *Practical Application* means to manufacture in the case of a composition or product, to practice in the case of a process or method, or to operate in the case of a machine or system; and, in each case, under such conditions as to establish that the invention is being utilized and that its benefits are, to the extent permitted by law or government regulations, available to the public on reasonable terms.

(4) *Made* when used in relation to any invention means the conception or first actual reduction to practice of such invention.

(5) *Small Business Firm* means a small business concern as defined at section 2 of Pub. L. 85-536 (15 U.S.C. 632) and implementing regulations of the Administrator of the Small Business Administration. For the purpose of this clause, the size standards for small business concerns involved in government procurement and subcontracting at 13 CFR 121.3-8 and 13 CFR 121.3-12, respectively, will be used.

(6) *Nonprofit Organization* means a university or other institution of higher education or an organization of the type described in section 501(c)(3) of the Internal Revenue Code of 1954 (26 U.S.C. 501(c) and exempt from taxation under section 501(a) of the Internal Revenue Code (25 U.S.C. 501(a)) or any nonprofit scientific or educational organization qualified under a state nonprofit organization statute.

(b) Allocation of Principal Rights

The *Contractor* may retain the entire right, title, and interest throughout the world to each subject invention subject to the provisions of this clause and 35 U.S.C. 203. With respect to any subject invention in which the *Contractor* retains title, the Federal government shall have a nonexclusive, nontransferable, irrevocable, paid-up license to practice or have practiced for or on behalf of the United States the subject invention throughout the world.

(c) Invention Disclosure, Election of Title and Filing of Patent Application by *Contractor*

(1) The *contractor* will disclose each subject invention to the *Federal Agency* within two months after the inventor discloses it in writing to *contractor* personnel responsible for patent matters. The disclosure to the agency shall be in the form of a written report and shall identify the *contract* under which the invention was made and the inventor(s). It shall be sufficiently complete in technical detail to convey a clear understanding to the extent known at the time of the disclosure, of the nature, purpose, operation, and the physical, chemical, biological or electrical characteristics of the invention. The disclosure shall also identify any publication, on sale or public use of the invention and whether a manuscript describing the invention has been submitted for publication and, if so, whether it has been accepted for publication at the time of disclosure. In addition, after disclosure to the *agency*, the *Contractor* will promptly notify the *agency* of the acceptance of any manuscript describing the invention for publication or of any on sale or public use planned by the *contractor*.

(2) The *Contractor* will elect in writing whether or not to retain title to any such invention by notifying the *Federal agency* within two years of disclosure to the *Federal agency*. However, in any case where publication, on sale or public use has initiated the one year statutory period wherein valid patent protection can still be obtained in the United States, the period for election of title may be shortened by the *agency* to a date that is no more than 60 days prior to the end of the statutory period.

(3) The *contractor* will file its initial patent application on a subject invention to which it elects to retain title within one year after election of title or, if earlier, prior to the end of any statutory period wherein valid patent protection can be obtained in the United States

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

after a publication, on sale, or public use. The *contractor* will file patent applications in additional countries or international patent offices within either ten months of the corresponding initial patent application or six months from the date permission is granted by the Commissioner of Patents and Trademarks to file foreign patent applications where such filing has been prohibited by a Secrecy Order.

(4) Requests for extension of the time for disclosure, election, and filing under subparagraphs (1), (2), and (3) may, at the discretion of the *agency*, be granted.

(d) Conditions When the Government May Obtain Title

The *contractor* will convey to the *Federal agency*, upon written request, title to any subject invention—

(1) If the *contractor* fails to disclose or elect title to the subject invention within the times specified in (c), above, or elects not to retain title; provided that the *agency* may only request title within 60 days after learning of the failure of the *contractor* to disclose or elect within the specified times.

(2) In those countries in which the *contractor* fails to file patent applications within the times specified in (c) above; provided, however, that if the *contractor* has filed a patent application in a country after the times specified in (c) above, but prior to its receipt of the written request of the *Federal agency*, the *contractor* shall continue to retain title in that country.

(3) In any country in which the *contractor* decides not to continue the prosecution of any application for, to pay the maintenance fees on, or defend in reexamination or opposition proceeding on, a patent on a subject invention.

(e) Minimum Rights to *Contractor* and Protection of the *Contractor* Right to File

(1) The *contractor* will retain a nonexclusive royalty-free license throughout the world in each subject invention to which the Government obtains title, except if the *contractor* fails to disclose the invention within the times specified in (c), above. The *contractor's* license extends to its domestic subsidiary and affiliates, if any, within the corporate structure of which the *contractor* is a party and includes the right to grant sublicenses of the same scope to the extent the *contractor* was legally obligated to do so at the time the *contract* was awarded. The license is transferable only with the approval of the *Federal agency* except when transferred to the successor of that party of the *contractor's* business to which the invention pertains.

(2) The *contractor's* domestic license may be revoked or modified by the *funding Federal agency* to the extent necessary to achieve expeditious practical application of the subject invention pursuant to an application for an exclusive license submitted in accordance with applicable provisions at 37 CFR part 404 and *agency* licensing regulations (if any). This license will not be revoked in that field of use or the geographical areas in which the *contractor* has achieved practical application and continues to make the benefits of the invention reasonably accessible to the public. The license in any foreign country may be revoked or modified at the discretion of the *funding Federal agency* to the extent the *contractor*, its licensees, or the domestic subsidiaries or affiliates have failed to achieve practical application in that foreign country.

(3) Before revocation or modification of the license, the *funding Federal agency* will furnish the *contractor* a written notice of its intention to revoke or modify the license, and the *contractor* will be allowed thirty days (or such other time as may be authorized by the *funding Federal agency* for good cause shown by the *contractor*) after the notice to show

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

cause why the license should not be revoked or modified. The *contractor* has the right to appeal, in accordance with applicable regulations in 37 CFR part 404 and *agency* regulations (if any) concerning the licensing of Government-owned inventions, any decision concerning the revocation or modification of the license.

(f) *Contractor* Action to Protect the Government's Interest

(1) The *contractor* agrees to execute or to have executed and promptly deliver to the *Federal agency* all instruments necessary to (i) establish or confirm the rights the Government has throughout the world in those subject inventions to which the *contractor* elects to retain title, and (ii) convey title to the *Federal agency* when requested under paragraph (d) above and to enable the government to obtain patent protection throughout the world in that subject invention.

(2) The *contractor* agrees to require, by written agreement, its employees, other than clerical and nontechnical employees, to disclose promptly in writing to personnel identified as responsible for the administration of patent matters and in a format suggested by the *contractor* each subject invention made under *contract* in order that the *contractor* can comply with the disclosure provisions of paragraph (c), above, and to execute all papers necessary to file patent applications on subject inventions and to establish the government's rights in the subject inventions. This disclosure format should require, as a minimum, the information required by (c)(1), above. The *contractor* shall instruct such employees through employee agreements or other suitable educational programs on the importance of reporting inventions in sufficient time to permit the filing of patent applications prior to U.S. or foreign statutory bars.

(3) The *contractor* will notify the *Federal agency* of any decisions not to continue the prosecution of a patent application, pay maintenance fees, or defend in a reexamination or opposition proceeding on a patent, in any country, not less than thirty days before the expiration of the response period required by the relevant patent office.

(4) The *contractor* agrees to include, within the specification of any United States patent applications and any patent issuing thereon covering a subject invention, the following statement, "This invention was made with government support under (identify the *contract*) awarded by (identify the Federal agency). The government has certain rights in the invention."

(g) Subcontracts

(1) The *contractor* will include this clause, suitably modified to identify the parties, in all subcontracts, regardless of tier, for experimental, developmental or research work. The subcontractor will retain all rights provided for the *contractor* in this clause, and the *contractor* will not, as part of the consideration for awarding the subcontract, obtain rights in the subcontractor's subject inventions.

(2) In the case of subcontracts, at any tier, when the prime award with the Federal agency was a contract (but not a grant or cooperative agreement), the *agency*, subcontractor, and the contractor agree that the mutual obligations of the parties created by this clause constitute a contract between the subcontractor and the Federal agency with respect to the matters covered by the clause; provided, however, that nothing in this paragraph is intended to confer any jurisdiction under the Contract Disputes Act in connection with proceedings under paragraph (j) of this clause.

(h) Reporting on Utilization of Subject Inventions

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

The *Contractor* agrees to submit on request periodic reports no more frequently than annually on the utilization of a subject invention or on efforts at obtaining such utilization that are being made by the *contractor* or its licensees or assignees. Such reports shall include information regarding the status of development, date of first commercial sale or use, gross royalties received by the contractor, and such other data and information as the *agency* may reasonably specify. The *contractor* also agrees to provide additional reports as may be requested by the *agency* in connection with any march-in proceeding undertaken by the *agency* in accordance with paragraph (j) of this clause. As required by 35 U.S.C. 202(c)(5), the *agency* agrees it will not disclose such information to persons outside the government without permission of the *contractor*.

(i) Preference for United States Industry

Notwithstanding any other provision of this clause, the *contractor* agrees that neither it nor any assignee will grant to any person the exclusive right to use or sell any subject inventions in the United States unless such person agrees that any products embodying the subject invention or produced through the use of the subject invention will be manufactured substantially in the United States. However, in individual cases, the requirement for such an agreement may be waived by the *Federal agency* upon a showing by the *contractor* or its assignee that reasonable but unsuccessful efforts have been made to grant licenses on similar terms to potential licensees that would be likely to manufacture substantially in the United States or that under the circumstances domestic manufacture is not commercially feasible.

(j) March-in Rights

The *contractor* agrees that with respect to any subject invention in which it has acquired title, the *Federal agency* has the right in accordance with the procedures in 37 CFR 401.6 and any supplemental regulations of the *agency* to require the *contractor*, an assignee or exclusive licensee of a subject invention to grant a nonexclusive, partially exclusive, or exclusive license in any field of use to a responsible applicant or applicants, upon terms that are reasonable under the circumstances, and if the *contractor*, assignee, or exclusive licensee refuses such a request the *Federal agency* has the right to grant such a license itself if the *Federal agency* determines that:

- (1) Such action is necessary because the *contractor* or assignee has not taken, or is not expected to take within a reasonable time, effective steps to achieve practical application of the subject invention in such field of use.
- (2) Such action is necessary to alleviate health or safety needs which are not reasonably satisfied by the *contractor*, assignee or their licensees;
- (3) Such action is necessary to meet requirements for public use specified by Federal regulations and such requirements are not reasonably satisfied by the *contractor*, assignee or licensees; or
- (4) Such action is necessary because the agreement required by paragraph (i) of this clause has not been obtained or waived or because a licensee of the exclusive right to use or sell any subject invention in the United States is in breach of such agreement.

(k) Special Provisions for *Contracts* with Nonprofit Organizations

If the *contractor* is a nonprofit organization, it agrees that:

- (1) Rights to a subject invention in the United States may not be assigned without the approval of the *Federal agency*, except where such assignment is made to an organization

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

which has as one of its primary functions the management of inventions, provided that such assignee will be subject to the same provisions as the *contractor*;

(2) The *contractor* will share royalties collected on a subject invention with the inventor, including Federal employee co-inventors (when the agency deems it appropriate) when the subject invention is assigned in accordance with 35 U.S.C. 202(e) and 37 CFR 401.10;

(3) The balance of any royalties or income earned by the *contractor* with respect to subject inventions, after payment of expenses (including payments to inventors) incidental to the administration of subject inventions, will be utilized for the support of scientific research or education; and

(4) It will make efforts that are reasonable under the circumstances to attract licensees of subject invention that are small business firms and that it will give a preference to a small business firm when licensing a subject invention if the *contractor* determines that the small business firm has a plan or proposal for marketing the invention which, if executed, is equally as likely to bring the invention to practical application as any plans or proposals from applicants that are not small business firms; provided, that the *contractor* is also satisfied that the small business firm has the capability and resources to carry out its plan or proposal. The decision whether to give a preference in any specific case will be at the discretion of the *contractor*. However, the *contractor* agrees that the Secretary may review the *contractor's* licensing program and decisions regarding small business applicants, and the *contractor* will negotiate changes to its licensing policies, procedures, or practices with the Secretary when the Secretary's review discloses that the *contractor* could take reasonable steps to implement more effectively the requirements of this paragraph (k)(4).

(l) Communication

Any communications to be given hereunder by either party to the other shall be deemed to be duly given if set forth in writing and personally delivered or sent by mail, registered or certified, postage prepaid with return receipt requested, as follows:

Council Chair
Jefferson Parish Council
200 Derbigny Street, Suite 6200
Gretna, Louisiana 70053

Written notices hereunder delivered personally shall be deemed communicated as of actual receipt; mailed notices shall be deemed communicated five (5) days after deposit in the mail, post prepaid, certified, in accordance with this Paragraph.

CLEAN AIR ACT AND FEDERAL WATER POLLUTION CONTROL ACT

(For all awarded contracts with a value greater than \$150,000.00)

(1) The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq. and the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.

(2) The contractor agrees to report each violation to Jefferson Parish and understands and agrees that the Jefferson Parish will, in turn, report each violation as required to assure notification to the

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

recipient, Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

(3) The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with federal assistance provided by FEMA.

DEBARMENT AND SUSPENSION

(Contractor must complete certification and submit with bid submission. Failure to do so will result in bid rejection.)

The Contractor represents and warrants that it and its subcontractors are not listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension."

This contract is a covered transaction for purposes of 2 C.F.R. Part 180 and 2 C.F.R. Part 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

The contractor must comply with 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

This certification is a material representation of fact relied upon by (insert name of recipient/subrecipient/applicant). If it is later determined that the contractor did not comply with 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C, in addition to remedies available to (insert name of recipient/subrecipient/applicant), the federal government may pursue available remedies, including but not limited to suspension and/or debarment.

The bidder or proposer agrees to comply with the requirements of 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

BYRD ANTI-LOBBYING AMENDMENT

(Contractor must complete certification and submit with bid submission. Failure to do so will result in bid rejection.)

The Contractor certifies, to the best of his or her knowledge and belief that:

1. No federally appropriated funds have been paid or will be paid, by or on behalf of the contractor, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

2. If any funds other than federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the contractor shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. Contractor will include language of this certification in all subcontract awards at any tier and require that all recipients of subcontract awards in excess of \$100,000.00 shall certify and disclose accordingly.

PROCUREMENT OF RECOVERED MATERIALS

(for all purchase price of items exceeding \$10,000.00 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000.00)

(1) In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired:

- i. Competitively within a timeframe providing for compliance with the contract performance schedule;
- ii. Meeting contract performance requirements; or
- iii. At a reasonable price.

(2) Information about this requirement, along with the list of EPA-designated items, is available at EPA's Comprehensive Procurement Guidelines webpage:

<https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.

(3) The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.

PROHIBITION ON CONTRACTING FOR COVERED TELECOMMUNICATIONS EQUIPMENT OR SERVICES

(for all FEMA declarations and awards)

Prohibition on Contracting for Covered Telecommunications Equipment or Services

- (a) Definitions. As used in this clause, the terms backhaul; covered foreign country; covered telecommunications equipment or services; interconnection arrangements; roaming; substantial or essential component; and telecommunications equipment or services have the meaning as defined in FEMA Policy 405-143-1, Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services (Interim), as used in this clause—

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

(b) Prohibitions.

- (1) Section 889(b) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. No. 115-232, and 2 C.F.R. § 200.216 prohibit the head of an executive agency on or after Aug.13, 2020, from obligating or expending grant, cooperative agreement, loan, or loan guarantee funds on certain telecommunications products or from certain entities for national security reasons.
- (2) Unless an exception in paragraph (c) of this clause applies, the contractor and its subcontractors may not use grant, cooperative agreement, loan, or loan guarantee funds from the Federal Emergency Management Agency to:
 - (i) Procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
 - (ii) Enter into, extend, or renew a contract to procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
 - (iii) Enter into, extend, or renew contracts with entities that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system; or
 - (iv) Provide, as part of its performance of this contract, subcontract, or other contractual instrument, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

(c) Exceptions.

- (1) This clause does not prohibit contractors from providing—
 - (i) A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or
 - (ii) Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.
- (2) By necessary implication and regulation, the prohibitions also do not apply to:
 - (i) Covered telecommunications equipment or services that:
 - i. Are not used as a substantial or essential component of any system; and

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

- ii. Are not used as critical technology of any system.
- (ii) Other telecommunications equipment or services that are not considered covered telecommunications equipment or services.
- (d) Reporting requirement.
 - (1) In the event the contractor identifies covered telecommunications equipment or services used as a substantial or essential component of any system, or as critical technology as part of any system, during contract performance, or the contractor is notified of such by a subcontractor at any tier or by any other source, the contractor shall report the information in paragraph (d)(2) of this clause to the recipient or subrecipient, unless elsewhere in this contract are established procedures for reporting the information.
 - (2) The Contractor shall report the following information pursuant to paragraph (d)(1) of this clause:
 - (i) Within one business day from the date of such identification or notification: The contract number; the order number(s), if applicable; supplier name; supplier unique entity identifier (if known); supplier Commercial and Government Entity (CAGE) code (if known); brand; model number (original equipment manufacturer number, manufacturer part number, or wholesaler number); item description; and any readily available information about mitigation actions undertaken or recommended.
 - (ii) Within 10 business days of submitting the information in paragraph (d)(2)(i) of this clause: Any further available information about mitigation actions undertaken or recommended. In addition, the contractor shall describe the efforts it undertook to prevent use or submission of covered telecommunications equipment or services, and any additional efforts that will be incorporated to prevent future use or submission of covered telecommunications equipment or services.
- (e) Subcontracts. The Contractor shall insert the substance of this clause, including this paragraph (e), in all subcontracts and other contractual instruments.

DOMESTIC PREFERENCES FOR PROCUREMENTS

(for all FEMA declarations and awards)

As appropriate, and to the extent consistent with law, the contractor should, to the greatest extent practicable, provide a preference for the purchase, acquisition, or use of goods, products, or

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

materials produced in the United States. This includes, but is not limited to iron, aluminum, steel, cement, and other manufactured products.

For purposes of this clause:

Produced in the United States means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

Manufactured products mean items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

ACCESS TO RECORDS

The following access to records requirements applies to this contract:

- (1) The contractor agrees to provide Jefferson Parish, the recipient, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
- (2) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
- (3) The contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.

DHS SEAL, LOGO, AND FLAGS

The contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA preapproval. The contractor shall include this provision in any subcontracts.

COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS

This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable federal law, regulations, executive orders, FEMA policies, procedures, and directives.

NO OBLIGATION BY FEDERAL GOVERNMENT

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS

The contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the contractor's actions pertaining to this contract.

AFFIRMATIVE SOCIOECONOMIC STEPS

If subcontracts are to be let, the prime contractor is required to take all necessary steps identified in 2 C.F.R. § 200.321(b)(1)-(5) to ensure that small and minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

COPYRIGHT

License and Delivery of Works Subject to Copyright and Data Rights

The Contractor grants to the Jefferson Parish, a paid-up, royalty-free, nonexclusive, irrevocable, worldwide license in data first produced in the performance of this contract to reproduce, publish, or otherwise use, including prepare derivative works, distribute copies to the public, and perform publicly and display publicly such data. For data required by the contract but not first produced in the performance of this contract, the Contractor will identify such data and grant to the Jefferson Parish or acquires on its behalf a license of the same scope as for data first produced in the performance of this contract. Data, as used herein, shall include any work subject to copyright under 17 U.S.C. § 102, for example, any written reports or literary works, software and/or source code, music, choreography, pictures or images, graphics, sculptures, videos, motion pictures or other audiovisual works, sound and/or video recordings, and architectural works. Upon or before the completion of this contract, the Contractor will deliver to the Jefferson Parish data first produced in the performance of this contract and data required by the contract but not first produced in the performance of this contract in formats acceptable by the Jefferson Parish.

CONFLICT OF INTEREST

Jefferson Parish adheres to the Louisiana Code of Governmental Ethics, contained in Louisiana Revised Statutes Annotated, R.S. 42:1101, et seq. Vendor/Proposer by this submission warrants that there are no "conflicts of interest" related to this procurement that would violate applicable Louisiana Law. Violation of the Louisiana Code of Governmental Ethics may result in rescission of contract, permit or licenses, and the imposition of fines and/or penalties, without contractual liability to the public in accordance with applicable law.

BUY AMERICAN PROVISION

Pursuant to 2CFR200, performance of the Buy American Provision, for all Federal Grants not only for the agricultural commodities:

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

Definition of domestic commodity or product: the term 'domestic commodity or product' means -

- * An agricultural commodity that is produced in the United States; and
- * A food product that is processed in the United States substantially using agricultural commodities that are produced in the United States.
- * Any commodity required by the Federal Grant to be domestically manufactured; parts or equipment to be manufactured in the United States.

The Department shall require that a school food authority purchase, to the maximum extent practicable, domestic commodities or products.

1. The SFA and vendor shall comply with the **Buy American Provision** for all solicitations and contracts that involve the purchase of food, USDA Regulation (7 CFR Part 250 and 7 CFR Part 210). The vendor is required to utilize, to the maximum extent practicable, domestic commodities and products. This requirement pertains to component items. It does not include spices, sauces, etc.

The District participates in the National School Lunch Program and School Breakfast Program and is required to use the nonprofit food service funds, to the maximum extent practical, to buy domestic commodities or products for Program meals. A "domestic commodity or product" is defined as one that is either produced in the U.S. or is processed in the U.S. substantially using agricultural commodities that are produced in the U.S. as provided in 7 CFR Part 210.21(d). Section 12(n) of the National School Lunch Act defines "domestic commodity or product" as an agricultural commodity that is produced in the U.S. and a food product that is processed in the U.S. Substantially means over 51% of the final processed product (by weight or volume) must consist of agricultural commodities that were grown domestically. The Buy American provision must be followed in all procurements where funds are used from the nonprofit food service account, whether directly by an SFA or on its behalf.

Exceptions to the Buy American provision should be used as a last resort; however, an alternative or exception may be approved upon request. To be considered for the alternative or exception, the request must be submitted in writing to a designated official, a minimum of day 14 days in advance of delivery. The request must include the:

- A. Alternative substitute (s) that are domestic and meet the required specifications:
1. The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality; or

Revised: 3/5/2021

ATTACHMENT C

ATTACHMENT "C"

2. Competitive bids reveal the costs of a U.S. product are significantly higher than the non-domestic product.

Revised: 3/5/2021

CSRS ANTI-LOBBYING FORM

ATTACHMENT "C"

Anti-Lobbying Form

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Tim Barfield, President, hereby certify on
(name and title of bidder's official)

behalf of CSRS, LLC that:
(name of bidder)

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Executed this 10th day of October, 2022.

By 
(signature of authorized official)

President
(title of authorized official)

HDR ANTI-LOBBYING FORM

ATTACHMENT "C"

Anti-Lobbying Form

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, David C. Weston, Vice President, hereby certify on
(name and title of bidder's official)

behalf of HDR Engineering, Inc. that:
(name of bidder)

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Executed this 6th day of October, 2022.

By 
(signature of authorized official)

Vice President, Gulf Coast Area Manager
(title of authorized official)

BBEC ANTI-LOBBYING FORM

ATTACHMENT "C"

Anti-Lobbying Form

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Jeffrey Bonura, P.E., Member, hereby certify on
 (name and title of bidder's official)
 behalf of Barowka and Bonura Engineers and Consultants, LLC that:
 (name of bidder)

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Executed this 7th day of October, 2022.

By 
 (signature of authorized official)

Member
 (title of authorized official)

CSRS DEBARMENT/SUSPENSION CERTIFICATION

ATTACHMENT "C"

Debarment/Suspension Form

DEBARMENT/SUSPENSION CERTIFICATION

Debarment:

Federal Executive Order (E.O.) 12549 "Debarment" requires that all contractors receiving individual awards, using federal funds, and all subrecipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government. By signing this document you certify that your organization and its principals are not debarred. Failure to comply or attempts to edit this language may disqualify your bid. Information on debarment is available at the following websites: www.sam.gov and <https://acquisition.gov/far/index.html> see section 52.209-6.

Your signature certifies that neither you nor your principal is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Tim Barfield, President
(Name and Title of bidder's official)

CSRS, LLC
(Name of bidder/company)

935 Gravier Street, Suite 1650
(Address)
New Orleans, LA 70112
(Address)

PHONE (225) 229-2133 FAX (225) 767-0060

EMAIL tim.barfield@csrsinc.com

 Signature October 10, 2022 Date

HDR DEBARMENT/SUSPENSION CERTIFICATION

ATTACHMENT "C"

Debarment/Suspension Form

DEBARMENT/SUSPENSION CERTIFICATION

Debarment:

Federal Executive Order (E.O.) 12549 "Debarment" requires that all contractors receiving individual awards, using federal funds, and all subrecipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government. By signing this document you certify that your organization and its principals are not debarred. Failure to comply or attempts to edit this language may disqualify your bid. Information on debarment is available at the following websites: www.sam.gov and <https://acquisition.gov/far/index.html> see section 52.209-6.

Your signature certifies that neither you nor your principal is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

David C. Weston, Vice President/Gulf Coast Area Manager
(Name and Title of bidder's official)

HDR Engineering, Inc.
(Name of bidder/company)

1 Galleria Blvd. Suite 1920
(Address)
Metairie, LA 70001-7541
(Address)

PHONE (504) 218-1229 FAX (504) 837-6848

EMAIL David.Weston@hdrinc.com



Signature October 6, 2022 Date

BPEC DEBARMENT/SUSPENSION CERTIFICATION

ATTACHMENT "C"

Debarment/Suspension Form

DEBARMENT/SUSPENSION CERTIFICATION

Debarment:

Federal Executive Order (E.O.) 12549 "Debarment" requires that all contractors receiving individual awards, using federal funds, and all subrecipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government. By signing this document you certify that your organization and its principals are not debarred. Failure to comply or attempts to edit this language may disqualify your bid. Information on debarment is available at the following websites: www.sam.gov and <https://acquisition.gov/far/index.html> see section 52.209-6.

Your signature certifies that neither you nor your principal is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Jeffrey Bonura, P.E., Member

(Name and Title of bidder's official)

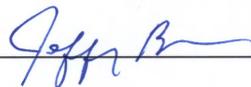
Barowka and Bonura Engineers and Consultants, LLC
(Name of bidder/company)

209 Canal Street, Metairie, LA 70005
(Address)

(Address)

PHONE 504-828-0030 FAX 504-828-8006

EMAIL jbonura@bbecllc.com



Signature October 7, 2022 Date

Revised: 3/5/2021

CSRS CORPORATE RESOLUTION



LIMITED LIABILITY COMPANY AUTHORIZATION RESOLUTION

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, and that I am 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 #0447) – Grant Consulting Services in Connection with American Rescue Plan Act of 2021 and Other Local, State, Federal and Private Grant Opportunities for the Jefferson Parish Government, City of Gretna, State of Louisiana.

IN TESTIMONY WHEREOF, I have hereunto set my hand this 23rd day of September 2022.

A handwritten signature in blue ink, appearing to read 'Tim Barfield', is written over a horizontal line.

Tim Barfield, Manager

HDR CORPORATE RESOLUTION

CORPORATE RESOLUTION

EXCERPT FROM MINUTES OF MEETING OF THE BOARD OF DIRECTORS OF
HDR Engineering, Inc.

INCORPORATED.

AT THE MEETING OF DIRECTORS OF HDR Engineering, Inc.
INCORPORATED, DULY NOTICED AND HELD ON November 29, 2010,
~~A QUORUM BEING THERE PRESENT, ON MOTION DULY MADE AND SECONDED.~~ IT WAS:
BY CONSENT AND AGREEMENT.

RESOLVED THAT David C. Weston, Vice President, BE AND IS HEREBY
APPOINTED, CONSTITUTED AND DESIGNATED AS AGENT AND ATTORNEY-IN-FACT OF
THE CORPORATION WITH FULL POWER AND AUTHORITY TO ACT ON BEHALF OF THIS
CORPORATION IN ALL NEGOTIATIONS, BIDDING, CONCERNS AND TRANSACTIONS WITH
THE PARISH OF JEFFERSON OR ANY OF ITS AGENCIES, DEPARTMENTS, EMPLOYEES OR
AGENTS, INCLUDING BUT NOT LIMITED TO, THE EXECUTION OF ALL PROPOSALS, PAPERS,
DOCUMENTS, AFFIDAVITS, BONDS, SURETIES, CONTRACTS AND ACTS AND TO RECEIVE
ALL PURCHASE ORDERS AND NOTICES ISSUED PURSUANT TO THE PROVISIONS OF ANY
SUCH PROPOSAL OR CONTRACT, THIS CORPORATION HEREBY RATIFYING, APPROVING,
CONFIRMING, AND ACCEPTING EACH AND EVERY SUCH ACT PERFORMED BY SAID AGENT
AND ATTORNEY-IN-FACT.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE
AND CORRECT COPY OF AN EXCERPT OF THE
MINUTES OF THE ABOVE DATED MEETING OF THE
BOARD OF DIRECTORS OF SAID CORPORATION,
AND THE SAME HAS NOT BEEN REVOKED OR
RESCINDED.

Elizabeth Osburn

ASSISTANT ~~SECRETARY-TREASURER~~

October 6, 2022

DATE



BBEC CORPORATE RESOLUTION

**CERTIFICATE OF AUTHORITY FOR
BAROWKA AND BONURA ENGINEERS AND CONSULTANTS, L.L.C.**

The undersigned (the "Member") hereby certifies on behalf of Barowka and Bonura Engineers and Consultants, L.L.C. (the "Company"), the Member is the sole member and sole manager of the Company and is the sole member and sole manager required to transact the Company's business and to grant the authority granted herein. The Member hereby certifies that the Company is a limited liability company or domestic limited liability company, as such terms are defined in La. Rev Stat Ann § 12:1301, organized under the laws of Louisiana, and registered with the Secretary of State of Louisiana in accordance with La. Rev Stat Ann § 12:1301 et seq.

The Company and its sole Member hereby expressly authorizes and permits Jeffrey Bonura, (hereinafter "Authorized Individual") to bid, enter into, and contract with Jefferson Parish, and any of its subdivisions, entities, affiliates and assigns for the purposes of providing Engineering Services, Planning and Development, Consulting Services, and Construction Services.

The Company further authorizes and permits the Authorized Individual to do and perform any and all acts and sign any and all agreements, obligations, instruments, and other writing of any kind whatsoever required or requested by Jefferson Parish in connection with the authorization granted herein.

The Company agrees that all transactions by the Authorized Individual in connection with the said transfer prior to the execution of this Certificate of Authority are hereby approved, confirmed and ratified.

This Certificate of Authority has been signed on this 4 day of October, 2022.

Manager and Sole Member:



Jeffrey Bonura, P.E.

Sworn to and subscribed before me,
Notary, this 4 day of October, 2022.



RONALD W. MORRISON, JR.,
NOTARY PUBLIC (LA Bar 29357)

Certificate of Authority
Page 1 of 1

REQUEST FOR PROPOSALS NO. RFP-0447 FOR

Grant Consulting Services in Connection with
American Rescue Plan Act of 2021 and Other Local,
State, Federal and Private Grant Opportunities

JEFFERSON PARISH GOVERNMENT | DUE OCTOBER 14, 2022 AT 3:30 PM

2. PROPOSER QUALIFICATIONS AND EXPERIENCE

PROPOSER QUALIFICATIONS
AND EXPERIENCE



2. FIRM PROFILE

PRIME

GRANT CONSULTING SERVICES



CSRS | BUILDING STRONGER,
SMARTER COMMUNITIES
TOGETHER.

For over forty years, CSRS has successfully collaborated with clients by bringing its innovative mindset and management skills to every project. Balancing big ideas with technical competence requires creative problem solving, keen listening skills, and a collaborative spirit.

CSRS has set its sights on achieving industry leadership in each of our core services - grants management, construction management, program management, project management, owner and client representation, and civil engineering and surveying. With our core competencies, we serve the Education, Infrastructure, Land Development, Disaster Recovery, Commercial/Retail, Transportation and Mobility, Resilience, and Economic Development markets.

Having great depth-of-staff in each of these market sectors allows us to provide a teaming approach from the onset of a project. To best assist our clients in meeting their goals, we take special care in selecting professionals with the expertise best suited to the project and task. We also take pride in the relationships we've cultivated over the decades of working in the industry and enjoy the process of matching and integrating the most qualified individuals into our client teams.

CSRS offers client-focused solutions designed to meet the unique requirements of projects. CSRS' reputation for excellence in grants management, program management, architecture, engineering and planning is the product of a strong commitment to collaborative, multi-disciplinary problem-solving. We pride ourselves on our ability to structure federal, state and local funding sources in creative ways to leverage impactful projects. Our staff works side-by-side and office-to-office, combining the skills, energy, and focus needed to create and implement design and management solutions in partnership with our clients.

FULL LEGAL NAME

CSRS, LLC

CORPORATE STRUCTURE

Limited Liability Company

YEARS IN BUSINESS

Established in 1978

NUMBER OF EMPLOYEES

250+

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
Miami, FL
Long Beach, CA

CONTACT

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

KEY SUCCESSES

Management of more than \$2B
in US Treasury American Rescue
Plan Act Funds

Management and Delivery of
more than \$13B in Federal
Programs

2. FIRM PROFILE

SUBCONTRACTOR

GRANT CONSULTING SERVICES



HDR is an employee-owned engineering, architecture, planning, and consulting firm that helps clients, secure funding, manage complex projects and make sound decisions. Our company began in 1917 as the Henningson Engineering Company. Our staff professionals represent hundreds of disciplines and partner on blended teams throughout Louisiana, North America and abroad to provide solutions beyond the scope of traditional A/E/C firms. Established in 1917, HDR now has more than 11,000 employees in 200+ offices worldwide, including three offices in Louisiana, where we have operated since 2004.

Our Transportation practice believes that mobility today should improve overall community well-being and quality of life. Each mode of transportation, each location and each agency is unique. In communities big and small, our approach is to understand each client's vision and design customized mobility solutions that create strong, vibrant communities. We have dedicated sub practices with considerable expertise in aviation, freight rail, highways and roads, ports and maritime, and transit.

Throughout the life of a transportation project, we emphasize the importance of data-driven decisions to identify the best solution. Our full-service teams offer complete project life cycle management, from initial capital planning and economic analyses to design and construction management to geospatial data integration and asset management. We also manage large, complex infrastructure programs such as public-private partnerships and design-build projects to help our clients mitigate risks and achieve successful outcomes.

HDR has assisted its clients in competing successfully for more 100 grants worth more than \$2.5 billion in nationally competitive transportation and transit grants made through the United States Department of Transportation, which accounts for more than 15 percent of total nationally competitive grant funds available through the agency.

FULL LEGAL NAME

HDR, Inc.

CORPORATE STRUCTURE

Corporation

YEARS IN BUSINESS

105

NUMBER OF EMPLOYEES

11,000 employees

OFFICE LOCATIONS

Headquarters:
Omaha, NE

Louisiana Locations:
Baton Rouge, LA
Lafayette, LA
Metairie, LA

CONTACT

Office: (337) 347-5600

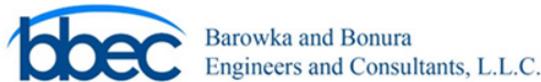
KEY SUCCESSES

More than \$2.5B secured from nationally competitive federal transportation and transit programs.

2. FIRM PROFILE

SUBCONTRACTOR

GRANT CONSULTING SERVICES



Barowka and Bonura Engineers and Consultants, L.L.C. (BBEC) is an engineering consulting firm specializing in civil engineering design, construction management, grant administration, project management, disaster program management, infrastructure, hazard mitigation programs, inspection services and computer consulting services.

BBEC is experienced in a range of federal grant programs, such as the HUD Community Development Block Grant - Disaster Recovery (CDBG-DR) Program, FEMA Hazard Mitigation Grant Program (HMGP) and non-disaster mitigation programs. BBEC is well-versed in the execution of federal grant-funded projects and adhering to the requirements and standards of the grant administering agency. BBEC provided various stages of grant assistance for FEMA and HUD funded projects for over \$750 million in grants. Since 2017, BBEC has successfully submitted and received approval for 24 grant applications for hazard mitigation and is currently performing grant management services for Jefferson Parish, Lafourche Parish, St. Charles Parish, Terrebonne Parish, and Orleans Parish.

BBEC has also assisted its clients in obtaining its federal grants, maintaining compliance with the grants, securing the reimbursements, and addressing comments generated by the audits at closeout of the grants, when necessary. Our administrative, accounting, and computer programming staff are very familiar with the record keeping necessary for federally funded projects and programs. BBEC has automated record keeping, tracking and document management (DM) systems in place that we designed specifically for FEMA and HUD funded projects.

FULL LEGAL NAME

Barowka and Bonura Engineers and Consultants, L.L.C.

CORPORATE STRUCTURE

Limited Liability Company

YEARS IN BUSINESS

Barowka and Bonura Engineers and Consultants, L.L.C., established in 1997
Barowka and Bonura Integrators (BBI), established in 1993

NUMBER OF EMPLOYEES

20 Employees

OFFICE LOCATIONS

Metairie, LA

CONTACT

Office: (504) 828-0030
Fax: (504) 828-8006

KEY SUCCESSES

Extensive Local and Regional Knowledge Related to Federal Program Administration

EXPERIENCE - ARPA, COMPETITIVE GRANTS, AND OTHER FEDERAL PROGRAMS

ARPA SLFRF Program Experience

The CSRS Team has been engaged in managing US Treasury Funds as part of the State and Local Fiscal Recovery Fund (SLFRF) Program since the programs passage in March of 2021. Our clients range from major US cities to small-large size Louisiana communities. A sampling of our ARPA SLFRF engagements to date are provided in the table below.

ARPA SLFRF PROGRAMS MANAGED	
CLIENT	SLFRF ALLOCATION
City of Los Angeles	\$1.1 billion
Dallas County, TX	\$812 million
Victoria County, TX	\$17 million
East Baton Rouge City-Parish, LA	\$166 million
Central, LA	\$7 million
Shreveport, LA	\$50 million

Nationally Competitive Grant Experience

Through FY2021, USDOT has awarded almost \$16.5 billion in federal grants through these programs – which have increased significantly in scope and stature since elimination of earmarks under President Obama’s Administration. These funds help close the gap for transportation projects that promise to help achieve critical national objectives, such as greater economic competitiveness, improved mobility, and access to healthcare, education, and employment opportunities, as well as increased safety, livability, and environmental sustainability. We have supported more than 100 successful grant applications under these programs. Together these projects have received \$2.5 billion in federal funds since the initial TIGER round in 2009, for building key valuable highway, rail, port, transit, bike and pedestrian, freight, and multimodal projects. These account for 15.4% of the total construction funds awarded under these programs. Additionally, our team members been instrumental in securing some of the major nationally competitive grants in Louisiana that address hazard risk reduction and climate impacts, which are at the bottom of the table below. Successful grant applications include:

NATIONALLY COMPETITIVE GRANT AWARDS SECURED	
PROJECT	FEDERAL AWARD
USDOT PID GRANT	
America’s Green Gateway Phase I: Pier B (Long Beach, CA)	\$52 million
Colonel’s Island Berth #4 (Garden City, GA)	\$15 million
Port of Little Rock Mooring Upgrade (Little Rock, AR)	\$3 million
Build Yard Infrastructure Revitalization	\$3 million
Port Canaveral Cargo Berth Rehabilitation and Modernization Project (Cape Canaveral, FL)	\$14.1 million
Container Berth 1 Realignment (Savannah, GA)	\$34.6 million
Wando Welch Terminal Wharf Toe Wall and Berth Deepening Project (Charleston, SC)	\$20.0 million
Missouri River Terminal Intermodal Facility (Kansas City, MO)	\$9.9 million
Port of Alaska Modernization Program (Anchorage, AK)	\$20 million

EXPERIENCE - ARPA AND COMPETITIVE

NATIONALLY COMPETITIVE GRANT AWARDS SECURED	
PROJECT	FEDERAL AWARD
USDOT INFRA	
Northeast Georgia Inland Port (Hall County, GA)	\$47 million
Oklahoma County I-40 and Douglas Boulevard Interchange (Oklahoma County, OK)	\$50 million
Camp Hall Industrial Corridor (Charleston, SC)	\$25 million
I-10 Congestion Relief: Mobile River Bridge and Bayway (Mobile, AL)	\$125 million
I-17 Flexible Demand (Maricopa County, AZ)	\$90 million
I-70 Rocheport Bridge and Mineola Climbing Lanes Project (Montgomery County, MO)	\$81 million
Southeast Arkansas and Northeast Louisiana Multimodal Freight Corridor Improvement (South-east Arkansas EDD, AR)	\$11 million
I-35 North Tarrant Express "Accelerated Elements" Project (Fort Worth, TX)	\$65 million
Accelerating Regional Mobility: I-80/I-380 Systems Interchange (Coralville, IA)	\$50 million
Interstate 5 Golden State Checkpoint Relief Program (Los Angeles, CA)	\$47 million
I-44 Corridor Improvements (Tulsa, OK)	\$45 million
I-70 Westbound Peak Period Shoulder Lane (Clear Creek, CO)	\$25 million
Northwest Quadrant Freight Mobility Project	\$25 million
USDOT RAISE	
Yuma Multi-Modal Transportation Center (Yuma, AZ)	\$10.6 million
TH-5 and TH-61 Improvements Project (St. Paul, MN)	\$6.5 million
West Florissant Avenue Great Streets (St. Louis County, MO)	\$18 million
Franklin Boulevard (Eugene, Oregon)	\$19 million
USDOT CRISI	
M.P. 25.7 Trail River Bridge Replacement, Alaska Railroad Corp. (Crown Point, AK)	\$4 million
Continuous Welded Rail and Corridor Improvement Program (Charlottesville, VA)	\$13.7 million
CFRC/ SunRail Phase 2 South Capacity Improvements (Orange City, FL)	\$5.7 million
New Orleans and Gulf Coast Railway Safety and Infrastructure Improvements (Belle Chasse, LA)	\$8.3 million
Quonset Freight Rail Enhancements and Expansion for Mill Creek Railyard (North Kingston, RI)	\$3.0 million
Vineyard Rail Consolidation Project (Vineyard, UT)	\$6.8 million
Pines Road/BNSF Grade Separation Project (Spokane, WA)	\$1.2 million
M.P. 86.6 Bird Creek Pony Truss Bridge Replacement (Anchorage, AK)	\$3.8 million
Strategies for Reducing Railway Trespassing (Statewide, FL)	\$0.2 million
USDOT BUILD	
University Avenue Corridor Improvements (Lafayette, LA)	\$10 million
Stockton Diamond Grade Separation (San Joaquin, CA)	\$20 million

EXPERIENCE - ARPA AND COMPETITIVE

NATIONALLY COMPETITIVE GRANT AWARDS SECURED	
PROJECT	FEDERAL AWARD
Interchange Improvements in Coralville, Iowa: Building Safety, Access and Capacity (Coralville, IA)	\$20.5 million
US 78 Bridge Replacement (Todd County, KY)	\$13.5 million
Jefferson Avenue and 20th Street Revitalization Corridors (St. Louis, MO)	\$7.9 million
Pyramid Highway Improvements (Washoe County, NV)	\$23 million
Reconstruction of US-281 Bridgeport Bridge (Caddo County, OK)	\$22 million
Marine Terminal Freight Dock and Corridor Improvements (Seward, AK)	\$19.8 million
Missouri River Terminal Intermodal Facility (Kansas City, MO)	\$9.8 million
Petroleum and Cement Terminal (Anchorage, AK)	\$25 million
Phoenix Sky Harbor Northside Rail Expansion (Phoenix, AZ)	\$24 million
I-70/Piccadilly Interchange (Aurora, CO)	\$25 million
Heartland Parkway (Campbellsville, KY)	\$9.8 million
Paducah Riverfront Infrastructure Improvement Project (Paducah, KY)	\$10.4 million
Conley Terminal Container Storage and Freight Corridor (Boston, MA)	\$20 million
Bridging the Interstate Divide (Brookings, SD)	\$18.7 million
Gateway Boulevard Improvement Project – Phase 2 (Tea, SD)	\$9 million
I-95 at Belvedere Road Interchange (Cecil County, MD)	\$20 million
Geiger Boulevard Infrastructure Improvements Projects (Spokane County, WA)	\$14 million
US 641 Widening (Calloway County, KY)	\$23 million
SEMO Port Loop Track Terminal Project (Southeast Missouri Regional Port Authority, MO)	\$20 million
Port of Muskogee Rail Access (Muskogee City, OK)	\$6 million
Urban Core Riverfront Revitalization and Complete Streets / Bay Street Innovation Corridor (Jacksonville, FL)	\$25 million
Market Street Marine Terminal Main Wharf Rehabilitation (Pease Development Authority, NH)	\$8 million
USDOT TIGER	
Baker Canyon and Dog Valley Climbing Lanes Project (Millard County, UT)	\$15 million
Bridging the Valley: Barker Road Grade Separation Project (Spokane Valley, WA)	\$9 million
I-579 Cap Urban Connector Project (Pittsburgh, PA)	\$19 million
Redlands Passenger Rail Project (Redlands, CA)	\$8.7 million
Portland Marine Terminal Freight and Jobs Access Project (Portland, OR)	\$7.3 million
Transforming Dixie Highway Project (Louisville, KY)	\$16.9 million
Southwest Chief Route Advancement and Improvement Project (Colorado and New Mexico)	\$15.2 million
SR 347 Grade Separation Project (Phoenix, AZ)	\$15 million

EXPERIENCE - ARPA AND COMPETITIVE

NATIONALLY COMPETITIVE GRANT AWARDS SECURED	
PROJECT	FEDERAL AWARD
Rail to Rail Active Transportation Corridor Connector Project (Los Angeles, CA)	\$15 million
Grand Canal Bike and Pedestrian Improvements (Phoenix, AZ)	\$10.3 million
Tenth Avenue Marine Terminal Modernization Project (San Diego, CA)	\$10.3 million
Vision Zero: Saving Lives and Providing Opportunity (New York, NY)	\$25 million
Bronzeville Bridge to Chicago's Lakefront (Chicago, IL)	\$18.8 million
Washoe County Bus Rapid Transit (Washoe County, NV)	\$16 million
The Southwest Chief Route Improvements (Garden City, KS)	\$12.5 million
Eastside Access Improvements (Los Angeles, CA)	\$11.8 million
Willowbrook/ Rosa Parks Station Planning (Los Angeles, CA)	\$10.3 million
Kansas City Downtown Streetcar (Kansas City, MO)	\$20 million
Southwest Atlanta BeltLine Corridor Trail (Atlanta, GA)	\$18 million
NH Northcoast Rail Corridor Improvements (Rollinsford, NH)	\$1.4 million
I-15 Virgin River Gorge Bridge (Littlefield, AZ)	\$21.6 million
Fort Lauderdale Wave Streetcar Projects (Fort Lauderdale, FL)	\$18 million
Port of Oakland Intermodal Rail Improvements (Oakland, CA)	\$15 million
Main Street to Main Street Multimodal Connector (Memphis, TN)	\$14.9 million
Gulf Marine Highway Intermodal Project (Brownsville, TX)	\$12 million
Nueces River Rail Yard Expansion (Corpus Christi, TX)	\$10 million
Port of New Orleans Rail Yard Improvements (New Orleans, LA)	\$16.7 million
I-5 Lewis-McChord Area Congestion Management (McChord AFB, WA)	\$15 million
I-95/US-301 Interchange Improvement (Columbia, SC)	\$12.1 million
Cincinnati Streetcar Riverfront Loop (Cincinnati, OH)	\$10.9 million
Dames Point Intermodal Container Facility (Jacksonville, FL)	\$10 million
Merrimack River Bridge Rehabilitation (Haverhill, MA)	\$10 million
Northern Montana Multimodal Hub (Shelby, MT)	\$10 million
BNSF/UP/TxDOT Tower 55 (Fort Worth, TX)	\$34 million
Sugar House Streetcar (Salt Lake City, UT)	\$26 million
Memorial Bridge Replacement (Portsmouth, NH)	\$20 million
Crenshaw/LAX Corridor Light Rail Transit (Los Angeles, CA)	\$20 million
Coos Bay Rail Line (Coos Bay, OR)	\$13.6 million
Fordham Transit Plaza (New York, NY)	\$10 million

EXPERIENCE - ARPA AND COMPETITIVE

NATIONALLY COMPETITIVE GRANT AWARDS SECURED	
PROJECT	FEDERAL AWARD
West Vancouver Freight Access (Vancouver, WA)	\$10 million
CSX National Gateway (OH, PA, WV, MD)	\$98 million
Tucson Modern Streetcar (Tucson, AZ)	\$63 million
Rail Improvements (Montachusett, MA)	\$55.5 million
New Orleans Streetcar Expansion (New Orleans, LA)	\$45 million
Colton Crossing Grade Separation (Colton, CA)	\$33.8 million
USDOT FASTLANE	
US 550 South Connection to US 160 (Durango, CO)	\$12.3 million
SORR Rehabilitation and Presidio International Rail Bridge Reconstruction (Presidio, TX)	\$7 million
Atlantic Gateway: Partnering to Unlock the I-95 Corridor (Eastern VA)	\$165 million
I-10 Phoenix to Tucson Corridor Improvements (Southern AZ)	\$54 million
Port of Savannah International Multi-Modal Connector (Savannah, GA)	\$44 million
Conley Terminal Intermodal Improvements and Modernization (Boston, MA)	\$42 million
HUD NATIONAL DISASTER RESILIENCE COMPETITION	
LA-SAFE (Statewide, LA)	\$45 million
Isle De Jean Charles Resettlement (Terrebonne Parish, LA)	\$45 million
Gentilly Resilience District (New Orleans, LA)	\$141 million
FEMA BRIC AND FMA	
University Lakes Restoration (Baton Rouge, LA)	\$13 million
Gretna Resilience District (Gretna, LA)	\$10 million
CPRA Statewide Non-Structural Program (Statewide, LA)	Advance Assistance
Calcasieu Gravity Drainage District (Lake Charles, LA)	Advance Assistance

OTHER FEDERAL PROGRAM EXPERIENCE

The CSRS Team also has considerable experience managing other streams of applicable disaster recovery funding beyond the traditional FEMA Public Assistance as well as non-disaster related federal funding for major programs – from coastal and flood risk reduction to transportation. These programs include:

OTHER NON-FEMA PA FEDERAL PROGRAMS SUPPORTED		
PROGRAM / PROJECT	FEDERAL PROGRAM	VALUE
Louisiana Watershed Initiative	CDBG-MIT	\$1.2 billion
Upper Barataria Risk Reduction Project	US Army Corps of Engineers	\$1.1 billion

EXPERIENCE - ARPA AND COMPETITIVE

OTHER NON-FEMA PA FEDERAL PROGRAMS SUPPORTED		
PROGRAM / PROJECT	FEDERAL PROGRAM	VALUE
State of Louisiana Emergency Rental Assistance Program	US Treasury Emergency Rental Assistance	\$160 million
Louisiana ARRA Transportation Program	American Recovery and Reinvestment Act Funds	\$443 million
Louisiana Coastal Impact Assistance Program	Energy Policy Act of 2015	\$497 million
Mississippi Coastal Impact Assistance Program	Energy Policy Act of 2015	\$110 million
RESTORE Program	CDBG-DR	\$1 billion
Florida Department of Economic Opportunity	CDBG-DR	\$773 million
Baton Rouge General Health System	CARES	\$30 million
Port of Victoria	CARES EDA	\$3 million
St. John the Baptist Parish	CDBG-DR	\$7 million
Louisiana Workforce Commission	CARES	\$4 million
Clute, TX	CDBG-MIT	\$10 million
Central, LA	HMGP	\$50 million
City of New Orleans	HMGP	\$50 million
Calcasieu Parish Sherriff's Office	HMGP	\$7 million
Lake Charles Port Harbor and Terminal District	HGMP	\$350 thousand
City of Midland, MI Buyout Program	HMGP	\$4 million
Southwest Louisiana Convention and Visitors Bureau	EDA – Travel, Tourism and Outdoor Recreation (ARPA)	\$1.5 million

2.1 – PROPOSED PERSONNEL



CSRS ■
BBEC ■
HDR ■

PRINCIPAL-IN-CHARGE

Tim Barfield¹ ■

PROGRAM DIRECTOR

Matthew Martinec, AICP² ■

IIJA SUBJECT MATTER EXPERTS

Stacy Bonnaffons⁵ ■
CDBG-DR

David Lessinger⁵ ■
Resilience and Risk Reduction

Mark Goodson² ■
Resilience and Risk Reduction

Jeffrey Bonura, PE⁵ ■
HMGP

Kevin Keller, GE⁶ ■
Transportation and Transit

Tony Homan⁶ ■
Transportation and Transit

¹Billed at Principal Rate

²Billed at Program Manager Rate

³Billed at Project Analyst / Consultant Rate

⁴Billed at Financial Subject Matter Expert Rate

⁵Billed at A&E Subject Matter Expert Rate

⁶Billed at Audit Specialist Rate

⁷Billed at Clerical Support Rate

ARPA GRANT MANAGEMENT TEAM

Jill Olson⁴ ■
Sr. Grant Manager

Craig Comeaux, CFM³ ■
Sr. Grant Manager

Kayla Mulford⁴ ■
Sr. Grant Manager

Scott McKenzie³ ■
Grant Manager

Ondina Mendoza³ ■
Grant Manager

Rose Richardson⁴ ■
Audit Specialist

Cora Morrow⁷ ■
Clerical Support

GRANT APPLICATION DEVELOPMENT TEAM

Justin Schexnayder, PE⁵ ■
Sr. Engineer

Sarah Olivier⁵ ■
Sr. Planner

Jeff Bell, PLA⁵ ■
Sr. Landscape Architect

Kelly Faerber³ ■
Environmental Specialist

Onam Bisht, SITES AP, LEED GA, ASLA³ ■
Planner/GIS Specialist

Marissa Birtz² ■
Sr. BCA Specialist

Renee Jackman⁴ ■
Jr. BCA Specialist



Tim Barfield



ROLE ON PROJECT: PRINCIPAL-IN-CHARGE

PHONE. (225) 769-0546 | **EMAIL.** tim.barfield@csrsinc.com

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

EDUCATION

- Executive Development Program, Kellogg School of Management, Northwestern University, 1999
- J.D., Paul M. Hebert Law Center, Louisiana State University, 1989
- B.S., Business Administration - Finance, Louisiana State University, 1986

PROFESSIONAL MEMBERSHIPS

- Louisiana State Bar Association, 1989-Present

AREAS OF EXPERTISE

- Debt Issuance
- Budgeting
- Finance
- Strategic Planning
- Policy Development

YEARS OF EXPERIENCE

- With Firm: 6
- Overall: 36

Mr. Barfield serves as the President of CSRS. In his capacity as President, Mr. Barfield oversees all aspects of corporate operations. He serves as a liaison between CSRS' Principals and major corporate and government clients. He brings with him years of expertise in legal and budgetary matters that positively impact our ability to meet the needs of both our private and public clients. He previously served as CSRS' Executive Vice President, during which time he interfaced with numerous public clients to assist in the betterment of communities by providing project oversight, planning, and advisory services. Prior to joining CSRS, Mr. Barfield worked in Louisiana State Government. He continues to maintain professional relationships with key stakeholders including business leaders, industry groups, taxpayers, taxpayer advocates and similar groups, statewide elected officials and state departments, legislative leaders, committees and other members and their staff. In addition to the experience listed below, Mr. Barfield served as a senior executive at The Shaw Group Inc. (now part of CB&I) for over 12 years and as a practicing corporate finance attorney for Houston-based Vinson & Elkins, LLP for 4 years, and has significant experience in public and private financing arrangements and transactions (including debt issuances), and budgeting and financial matters.

RELEVANT AND RELATED EXPERIENCE

City of New Orleans Grants Management and Administration. New Orleans, LA. Advisory Services. Mr. Barfield's expertise and experience in negotiations and advisory roles enhanced his ability to put together a team for CNO's roads and sewer project with a potential value of \$2 billion. (2016-Present)

Louisiana Community and Technical College System (LCTCS) Act 360 Statewide Facilities Improvement Program. Statewide, LA. Advisory Services. CSRS is providing program management services for the delivery of 50+ projects, which includes projects located at 14 community and technical colleges throughout the state with a total value of \$450+ million. Using his knowledge and expertise, Mr. Barfield was instrumental in planning, assembling the team, and implementing the Public-Private Partnership to enhance revenue opportunities for the campuses. He regularly interfaced with associated agencies and entities to assist the successful implementation of the P3 plan. (2016-Present)



Matthew Martinec, AICP



ROLE ON PROJECT: PROGRAM DIRECTOR

PHONE. (225) 769-0546 | **EMAIL.** matthew.martinec@csrsinc.com

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

EDUCATION

- M.S., Community and Regional Planning, School of Architecture, University of Texas at Austin, Austin, TX, 2014
- M.A., Economics–International Development, The American University in Cairo, Cairo, Egypt, 2011
- B.B.A., Economics, Texas Tech University, Lubbock, TX, 2008

PROFESSIONAL MEMBERSHIPS

- Member Representative, Southeast Sustainability Director’s Network (2019–2020)
- International City and County Management Association (ICMA), Emerging Leaders Development Program (2018)
- Finance Committee member, St. Anthony Parish (2017–Present)
- Greater New Orleans Inc., appointed member of regional Next-Gen Council (2015–Present)
- American Institute of Certified Planners
- American Planning Association

AREAS OF EXPERTISE

- Code Writing and Administration
- Project Positioning
- Resilience and Sustainability Capacity Building
- Local Governance BMPs
- Green Infrastructure Implementation
- Land Use Planning
- Capital Project Alignment

YEARS OF EXPERIENCE

- With Firm: 2
- Overall: 14

Mr. Martinec serves as the Planning and Government Senior Advisor for CSRS. He has extensive experience in major planning, policy, project positioning, and implementation. He has a demonstrated record of building capacity with an emphasis on resilience and sustainability. Mr. Martinec has served as Director of Planning for a mid-sized community with a limited history of planning capacity, initiating, and implementing the community’s first major planning efforts, rewriting land development regulations, and supporting public sector investment to leverage stronger community planning outcomes, all with an emphasis on building capacity around resilience and sustainability. Mr. Martinec is adept at using land development regulations to help communities adapt, shifting their physical footprints to be more resilient and sustainable.

RELEVANT AND RELATED EXPERIENCE

City of Baton Rouge – East Baton Rouge Parish American Rescue Plan Act Program. Baton Rouge, LA. Program Director. Mr. Martinec oversees all grant management activities for the City-Parish’s \$167 million American Rescue Plan Act, State and Local Fiscal Recovery Fund Award. In this role, Mr. Martinec is responsible for ensuring all award compliance with the U.S. Treasury Final Rule and Code of Federal Regulations. (2022 – Present)

Jefferson Parish Recovery Grants and Program Management. Jefferson Parish, LA. Program Director. Mr. Martinec manages all the non-FEMA Public Assistance Work associated with Jefferson Parish’s long-term recovery from Hurricane Ida. From planning and technical advisory related to US Treasury State and Local Fiscal Recovery Funds, CDBG-DR, HMGP and FEMA non-disaster to the assorted programs emerging from the Infrastructure Investment and Jobs Act. Mr. Martinec and the CSRS team are creating a Strategic Recovery Plan for the Parish to identify recovery priorities and supporting funding opportunities to support recovery efforts. To date, Mr. Martinec has coordinated the submission of multiple nationally competitive grant applications on behalf of Jefferson Parish and worked with State and Federal agencies to ensure that their post-disaster recovery programs are aligned with Jefferson Parish’s long-term recovery needs. CSRS manages the Parish’s \$160 million Public Assistance program and has already submitted more than \$220 million in nationally competitive requests, with an additional \$200+ in federal pursuits identified (to be packaged the next 12 months), resulting from the Infrastructure Investment and Jobs Act. (2021–Present)



Stacy E. Bonnaffons



ROLE ON PROJECT: SUBJECT MATTER EXPERT

PHONE. (225) 769-0546 | **EMAIL.** stacy.bonnaffons@csrsinc.com

ADDRESS. 935 Gravier Street, Suite 1650, New Orleans, LA 70112

EDUCATION

- Master of Arts, Economic Development and International Economics, Elliott School of International Affairs, George Washington University, 1995
- Bachelor of Arts, Political Science and French, Louisiana State University, 1992
- Fellow, Loyola Institute of Politics, 2011

TRAINING & CERTIFICATIONS

- Basic CDBG, New Orleans, LA, 2009
- Economic Development CDBG Training, Los Angeles, CA, 2010
- Advanced Training for CDBG-DR Grantees, New Orleans, LA, 2014
- National Disaster Resiliency Competition Seminar, New York, NY, 2015

AREAS OF EXPERTISE

- Program Development and Implementation Management
- Grants Management
- Community Outreach and Public Participation
- Federal Requirements and Compliance Management
- CDBG-DR Subject Matter Expert

YEARS OF EXPERIENCE

- With Firm: 6
- Overall: 30

Since joining CSRS in 2016 as a Senior Project Manager, Ms. Bonnaffons has applied her # years of subject matter expert experience with government and private sector entities through designing and managing environmental, economic development, and disaster recovery programs in the U.S. and abroad. In coordination with multiple stakeholders, she has provided technical expertise to determine funding strategies for the recovery and resiliency of housing, infrastructure, and business.

Ms. Bonnaffons served as the coordinator of critical aspects of post-disaster recovery, including needs assessment, outreach, program design, project management and results reporting in seven catastrophic-level disasters, including the Asia Tsunami in 2004, Hurricane Katrina in 2005, and Hurricane Sandy in 2012.

RELEVANT AND RELATED EXPERIENCE

Louisiana’s U.S Treasury Emergency Rental Assistance Program. Statewide, LA. Project Director. As a result of the U.S. Treasury’s allocation of over \$300 million in COVID-19 Emergency Rental Assistance funds to the state, Ms. Bonnaffons responded to the state’s direction to launch all aspects of a rental and utilities financial assistance program to help renters struggling with rent and other housing stability costs due to COVID-19. It involves standing up a Call Center, Application Portal and Management System, case management for application eligibility review and processing, anti-fraud waste and abuse measures, funds disbursement on behalf of tenant applicants and overall compliance, and financial/results reporting. (2021–Present)

Disaster Recovery Management, Professional Services in Response to COVID-19, Louisiana Housing Corporation (LHC). Statewide, LA. Non-Congregate Sheltering Program/Project Director. In response to the effects of the COVID-19 pandemic, LHC led a \$50 million statewide effort to temporarily house the vulnerable homeless population under the guidance of the FEMA-funded Non-Congregate Sheltering Program. Ms. Bonnaffons manages and coordinates with hotels, wrap-around service provisions, intake and case management services to eligible households and linkage to re-housing and rental assistance resources. The program management ensures maximum FEMA reimbursement for all eligible activities. It also consists of managing compliance with federal rules and requirements and coordinating with other HUD and state resources such as ESG-CV, CDBG-CV, and CARES Act Relief Fund. The program served over 3,000 individuals. (2020–Present)



David A. Lessinger



ROLE ON PROJECT: SUBJECT MATTER EXPERT

PHONE. (504) 593-2615 | **EMAIL.** david.lessinger@csrsinc.com

ADDRESS. 935 Gravier Street, Suite 1650, New Orleans, LA 70112

EDUCATION

- B.A., Environmental Studies, Oberlin College, Oberlin, OH, 2000
- M.A., Regional Planning, City and Regional Planning, Cornell University, Ithaca, NY, 2007

TRAINING & CERTIFICATIONS

- Certificate in Urban Redevelopment, University of Pennsylvania, Philadelphia, PA, 2008
- Rockefeller Foundation Redevelopment Fellow, Center for Urban Redevelopment
- 2016 American Planning Association National Best Practices Award, Resilient New Orleans

AREAS OF EXPERTISE

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

YEARS OF EXPERIENCE

- With Firm: 4
- Overall: 22

Mr. Lessinger has 22 years of experience in urban planning, community revitalization, resilience planning, and city government operations. He is a mission-driven professional skilled at managing teams and working across disciplines. An excellent communicator and resourceful problem-solver, Mr. Lessinger is known for facilitating solutions through collaboration.

RELEVANT AND RELATED EXPERIENCE

Clairborne Connecting Communities Application, Louisiana Department of Transportation and Development. New Orleans, LA. Project Manager. CSRS developed a Reconnecting Communities Pilot (RCP) grant application on behalf of the LA Department of Transportation and Development and the City of New Orleans to enhance the safety, mobility, access, and economic development opportunities along Clairborne Avenue and the elevated I-10 expressway in downtown New Orleans. The proposed project includes proposed interchange modifications to reduce barriers, roadway improvements to increase pedestrian and vehicular safety, place-making to spur economic development, green infrastructure to treat stormwater, and overpass improvements to improve lighting, drainage, and cleanliness. David Lessinger led a multi-disciplinary team of transportation engineers, planners, and subject matter experts, across multiple stakeholders, to develop the \$100M proposal which included all the application components and a Benefit-Cost Analysis.

Louisiana Watershed Initiative. Statewide, LA. Project Manager. CSRS is one of the state’s program management consultants for the Louisiana Watershed Initiative (LWI), primarily funded with \$1.2 billion in CDBG-Mitigation funding and focused on transforming the state’s approach to flood risk by regionalizing watershed and floodplain management. Mr. Lessinger leads a team that designs and manages capacity building programs and policy development for local governments related to regional watershed management. (2019–Present)

PREVIOUS RELEVANT EXPERIENCE

National Disaster Resilience Competition: Gentilly Resilience District, New Orleans Redevelopment Authority. New Orleans, LA. Project Manager. Mr. Lessinger managed the development of the City’s application to U.S. HUD’s National Disaster Resilience Competition, which was awarded \$141 million to implement the Gentilly Resilience District, the second most significant award in the country and one of 13 awards nationally out of over 60 applicants. The project takes a district-based approach to reducing flood risk through green infrastructure while creating recreation and redevelopment opportunities and a rain garden program for low and moderate-income homeowners. (2014–2015)



Mark Goodson



ROLE ON PROJECT: SUBJECT MATTER EXPERT

PHONE. (225) 769-0546 | **EMAIL.** mark.goodson@csrsinc.com

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

EDUCATION

- Bachelor of Landscape Architecture, Louisiana State University, Baton Rouge, LA, 2004
- Master of Public Administration, Louisiana State University, Baton Rouge, LA, 2006

TRAINING & CERTIFICATIONS

- Vacant Property Leadership Institute Certificate, Emory University Law School, 2013
- Community Progress Leadership Institute Certificate, Harvard Law School, 2012

COMMUNITY INVOLVEMENT

- Whitney New Markets Fund Advisory Board, Chairman
- LSU National Diversity Advisory Board
- Baton Rouge General Foundation Board of Governors
- University Laboratory School Foundation Board of Directors (2016–2019)
- YMCA of the Capital Area Board of Directors
- Emerge Center Board of Directors (2015–2016)

AREAS OF EXPERTISE

- Project & Program Management
- Brownfields Redevelopment
- Real Estate Transactions
- Community Outreach
- Resilience Planning
- Land Banking
- Public Finance & Alternative Financing

YEARS OF EXPERIENCE

- With Firm: 5
- Overall: 18

Mr. Goodson’s career has been focused on resilience, urban planning and redevelopment, public finance and budgeting, and local government operations. He serves as CSRS’ Resilience Practice Lead, helping commercial and governmental clients adapt to thrive, no matter the changing conditions confronting them. To achieve resilience, Mr. Goodson and his team members provide technical assistance to identify risks and vulnerabilities, develop strategic interventions, design and implement resilience programs, as well as integrate resilience and sustainability into existing capital programs. He is exceptionally skilled at helping clients plan for turning liabilities into assets and maximizing the community benefits produced by capital expenditures and investments.

RELEVANT AND RELATED EXPERIENCE

American Rescue Plan Compliance and Reporting Assistance. Los Angeles, CA. Subject Matter Expert. Mr. Goodson works on a team to assist the City of Los Angeles with program design, compliance and reporting related to the City’s \$1.2 billion SLFRF allocation. Mr. Goodson conducts research and provides guidance to the team and to multiple departments at the City to help design SLFRF-funded programs that are compliant while achieving their desired outcomes. (2022–Present)

Louisiana Watershed Initiative. Statewide, LA. Principal. CSRS is one of the state’s program management consultants for the Louisiana Watershed Initiative (LWI), primarily funded with \$1.2 billion in CDBG-Mitigation funding allocated to Louisiana. As Principal, Mr. Goodson serves as the primary Point of Contact for the Office of Community Development and as an advisor to the state on program design and regional-scale watershed planning. The LWI seeks to manage future flood risks in Louisiana through watershed-based solutions and is overseen by the Governor’s five-agency Council on Watershed Management. (2019–Present)

PREVIOUS RELATED EXPERIENCE

Louisiana Strategic Adaptation for Future Environments (LA SAFE), Louisiana Office of Community Development–Disaster Recovery Unit. Multiple Parishes, LA. Principal. Mr. Goodson led a multi-disciplinary team in creating resilience plans for Terrebonne, Lafourche, St. John the Baptist, Jefferson, St. Tammany, and Plaquemines Parishes. These plans provided actionable recommendations to improve community resilience, create a model for other Louisiana parishes, and identify resilience projects to be funded by the \$40 million LA SAFE Fund. (2017)

2.1 PROPOSED PERSONNEL



Jeffrey Bonura, P.E.



ROLE ON PROJECT: SUBJECT MATTER EXPERT

PHONE. (504) 828-0030 | **EMAIL.** jbonura@bbecllc.com

ADDRESS. 209 Canal Street, Metairie, LA 70005

EDUCATION

- BS, 1991, Civil Engineering, Tulane University, New Orleans, LA

TRAINING & CERTIFICATIONS

- 1995, Professional Engineering, Civil
- Louisiana License No. 0026368, expires 03/31/2023

PROFESSIONAL MEMBERSHIPS

- American Council of Engineering Companies of Louisiana
- American Public Works Association
- American Society of Civil Engineer
- Louisiana Engineering Society
- ATSSA Traffic Control Supervisor
- ATSSA Registered Engineer

AREAS OF EXPERTISE

- Program Management
- Grants Management and Closeout
- Capacity Building/Training
- FEMA Public Assistance Program Management
- Intergovernmental Coordination
- International Development

YEARS OF EXPERIENCE

- With Firm: 25
- Overall: 35

Mr. Bonura is a seasoned engineer with more than 35 years of professional experience. Throughout his career, he has provided various stages of grant assistance for FEMA-funded projects for over \$750 million in grants. Generally, Mr. Bonura has performed all aspects of grant management for FEMA grants from initiation to closeout. The scope of his work includes requesting federal assistance, conducting damage and needs assessments, project development, support of eligibility for grant assistance, justification of cost-effectiveness and reasonableness, modifications, appeals, contract conformance to grant requirements, data collection and storage, and more. Further, Mr. Bonura coordinates with state and federal agencies when it comes to audits and reimbursements.

RELEVANT AND RELATED EXPERIENCE

Sample projects for which Mr. Bonura provided and is currently providing his Grant Management expertise as the Supervising Engineer for BBEC follow:

- **Grant Closeout for Federal Declared Disasters, 2014 Contract, FEMA Public Assistance Category A and B Projects, St. Bernard Parish, LA (2014-Present)**
- **Federal Emergency Management Agency Public Assistance Program Services, St. Charles Parish, LA (2017-Present)**
- **Project Management Services for Hazard Mitigation Grant, SRL/RL Elevation Project, Elevation of Four (4) Residential Structures (HMGP #1786-057-0007), Lafourche Parish, LA (2016-Present)**
- **Program Management Services Related to Natural or Manmade Disasters, Hurricane Isaac, Grant Management (2013 Contract), St. Bernard Parish, LA (2013-Present)**
- **Grant and Project Management Consulting Services for the RESTORE Act, Plaquemines Parish, LA, (2020-Present)**
- **Public Assistance Grant Administration, 2016 Louisiana Severe Storms, City of Baker, LA (2016-Present)**
- **FEMA Hazard Mitigation Assistance Consultant (Project No. 2130-02035), Project Management for 2013 FMA Grant Funding, City of New Orleans, LA (2017- Present)**
- **Project Management Services for the Implementation of FEMA – FMA-PJ-06-LA-2016-003, Elevation of eight (8) structures under SRL/RL Elevation Project, Lafourche Parish, LA (2018-Present)**



Kevin Keller, GE



ROLE ON PROJECT: SUBJECT MATTER EXPERT

PHONE. (816) 360-2700 | **EMAIL.** kevin.keller@hdrinc.com

ADDRESS. 10450 Holmes Rd., Suite 600, Kansas City, MO

EDUCATION

- Master of Science, Hydrology/ Environmental Management), University of South Florida
- Bachelor of Science, Geology/Civil Engineering, University of South Florida

TRAINING & CERTIFICATIONS

- Certified Professional Geologist, Indiana, United States, No. 1030
- Certified Groundwater Professional, Iowa, United States, No. 1009
- Registered Professional Geologist:
 - Kansas, No. 471
 - Kentucky, No. 1590
 - Tennessee, No. TN1334
 - Wyoming, No. PG-2222

AREAS OF EXPERTISE

- Rail Planning
- Transit Planning
- US DoT Grants
- Stakeholder Engagement
- Agency Engagement
- Project Feasibility Analysis
- Project Scoping

YEARS OF EXPERIENCE

- With Firm: 32
- Overall: 38

Kevin is a Vice President and Senior Professional Associate with HDR and has 32 years of management, planning, environmental and engineering experience in the freight and passenger transportation sectors, including 13 years with HDR. He has served as Program Director on large, multi discipline programs for transportation clients throughout North America and has proven project management and communication skills based on his experience working with public and private sector clients. Kevin has managed the planning, permitting, engineering design, and evaluations of new rail alignments, transportation corridors, new maintenance facilities, new structures, logistics planning, and fleet management. He has also managed public benefits analyses, economic development studies, industrial development studies, feasibility studies, and environmental assessments for numerous federal, state, and private transportation clients, including development and preparation of numerous State Rail and Freight Plans and successful federal grant applications.

RELEVANT AND RELATED EXPERIENCE

SEMO Port, Loop Tracks Terminal Project BUILD Grant. MO. Project Manager.

Managed the development of a successful BUILD Grant Application for a new double loop track, conveyor system and river terminal for SEMO Port. The \$19.8 million grant will fund part of the \$33 million project for SEMO Port, allowing the port to handle unit trains for transloading into barges. This is the first project ever to receive a federal BUILD Grant and apply for a TIFIA Rural Initiative Loan.

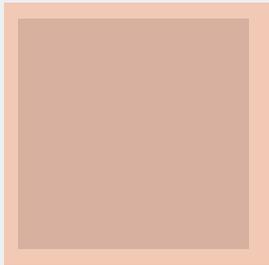
Port of Muskogee, Port of Muskogee Rail Access and Safety Initiative BUILD Grant. OK. Project Manager.

Managed the successful BUILD Grant application development for rail and road access improvements. The \$5.8 million grant award will increase the port’s rail capacity to handle unit trains and rail car storage.

Georgia Ports Authority, Port of Savannah International Multi-Modal Connector USDOT Grant Application. GA. Project Manager.

Managed the development of a successful FASTLANE Grant application The Georgia Ports Authority will be awarded \$44 million of a \$126.7 million project to reconfigure the Port of Savannah’s on-dock intermodal container transfer facilities to bring rail switching activities inside the Port. The project includes: 1) building two arrival/departure tracks and extending the track east from Chatham Yard to new arrival/departure tracks; 2) rebuilding a bridge over new yard tracks, Pipemakers Canal; 3) extending Chatham Yard arrival/departure tracks into Mason Yard as working tracks as well as two additional arrival/ departure tracks; 4) building two new work tracks at Mason Yard, adding high-capacity cranes, and building new storage tracks; and 5) relocating the Norfolk Southern Foundation Lead track parallel to arrival/departure tracks between Mason Yard and Chatham Yard.

2.1 PROPOSED PERSONNEL



Tony Homan



ROLE ON PROJECT: SUBJECT MATTER EXPERT

PHONE. (202) 594-3269

ADDRESS. 100 M St., SE, Suiet 305, Washington, DC 2003

EDUCATION

- PhD, Economics, George Mason University, 1995

AREAS OF EXPERTISE

- Economic Modeling
- Benefit Cost Analysis
- Transportation Economics
- Transit Economics

YEARS OF EXPERIENCE

- With Firm: 2
- Overall: 30

Dr. Homan has 30 years of proven experience as a leader in both the public and the private sectors. His experience includes freight and logistics analyses, cost-benefit analysis, infrastructure grants, measuring program and regulatory effectiveness, and project finance. Prior to joining HDR, Dr. Homan was the Deputy Chief Economist of U.S.DOT. He has presented and published extensively in transportation including journal articles in the Journal of Benefit-Cost Analysis, Eastern Economic Journal, and Public Works Management and Policy. He has also been cited in the popular press such as in the Journal of Commerce.

RELEVANT AND RELATED EXPERIENCE

U.S DOT, Grants. Assorted. Project Manager. Preparation of benefit cost analyses for to port related grant applications to U.S. DOT's grant programs (e.g., RAISE, BIP, and PIDP). This included RAISE and BIP applications for the Port of New Orleans in 2022.

Port of New Orleans Modernization Funding. New Orleans, LA. Subject Matter Expert. Conducted an analysis on financing options to fund rail and road infrastructure improvements to accompany a new terminal. Analysis included creating a tool to estimate different required box fees under different infrastructure and funding scenarios.

BCA Guidance and BCA Model Tool. Statewide, Virginia. Subject Matter Expert. For Commonwealth of Virginia directed a project that developed new guidance for evaluation of passenger rail grants including eligibility, evaluation (e.g., weights assigned to BCA and other factors), and distribution of funds. Additionally, directed a project that updated a BCA model tool that provides for quantified project costs and benefits. The update introduced metrics for inventory carrying costs and reliability of freight rail.

US DOT Infrastructure Grants (Office of the Secretary). Washington DC. Deputy Chief Economist. For US DOT, he prepared guidance for preparing benefit-cost analysis (BCA) for applicants to the TIGER Grant Program and gave webinars to applicants for both the TIGER and FASTLANE programs. Additionally, he directed BCA team reviews for the TIGER program. He also briefed Executive Review team comprised of modal administrators on the merits of the applications. Further, he conducted and published follow-up studies to measure program effectiveness of TIGER. In his role as Deputy Chief Economist of US DOT, Dr. Homan directly participated in eight separate rounds of TIGER and one round of FASTLANE.

2.1 PROPOSED PERSONNEL

GRANT CONSULTING SERVICES



Jill Olson

ROLE ON PROJECT: SR. GRANT MANAGER

PHONE. (225) 769-0546 | **EMAIL.** jill.olson@csrsinc.com

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

CSRS

EDUCATION

- B.S., Civil Engineering, Colorado School of Mines, 2003

AREAS OF EXPERTISE

- Federal Disaster Funding Policy
- Technical Writing
- Federal Grant Management
- Data Analysis
- Auditing
- Project Liaison and Outreach
- Process Improvement
- Cost Reasonableness Analysis
- Grant Reimbursement and Close-out

YEARS OF EXPERIENCE

- With Firm: 7
- Overall: 19

Ms. Olson has over 16 years of comprehensive and varied experience in disaster response, recovery, and cost recovery operations in both the Individual Assistance (IA) and Public Assistance (PA) sectors, primarily as a grants manager, technical writer, disaster recovery funding policy specialist, and closeout specialist. Her accomplishments include researching, writing policy justifications, and analyzing FEMA grants, reconciling over \$10 million in COI/DAC costs, generating over \$150 million in federal disaster reimbursements, and reconciling and managing grant closeout of over \$100 million in FEMA PWs. As a technical writer, Ms. Olson used existing policies and procedures to analyze, research, and prepare \$17 million in grant requests for the CPRA RESTORE Parish Matching program. She has also assisted the State of Florida in assessing and monitoring its CDBG-DR-funded consultant and provided her findings and recommendations.

RELEVANT AND RELATED EXPERIENCE

Louisiana Housing Corporation COVID-19 Sheltering Project. New Orleans, LA. Reimbursement Specialist. Ms. Olson is responsible for validating the project scope and mitigating cash flow issues by packaging and submitting complete FEMA reimbursement requests through LAPA. Her expertise in closeout, PW development, and FEMA reimbursements has resulted in over \$2 million in reimbursements and counting. Ms. Olson also implemented a file structure and documentation procedure at the beginning of the project in order to facilitate a seamless closeout in the future. (2020–present)

Florida Department of Economic Opportunity-Office of Disaster Recovery (DEO-ODR), CDBG-DR Oversight and Monitoring Program. Tallahassee, FL. Assistant Project Manager. Ms. Olson helped provide monitoring review of the \$773.5 million HUD Community Development Block Grant-Disaster Recovery (CDBG-DR) allocation for long-term recovery efforts following Hurricane Irma. She completed the initial risk assessment of Florida's Irma CDBG-DR Housing Repair and Replacement Program (HRRP) alerting FL DEO of findings and recommending solutions. Ms. Olson continues to establish the monitoring and Quality Assessment/Quality Control (QA/QC) plan for HRRP. (2019–Present)

City of Los Angeles American Rescue Plan Compliance and Reporting Assistance. Los Angeles, CA. Business Analyst. Ms. Olson provides guidance regarding grants management, audit, and internal controls to assist the City of Los Angeles with administering its American Rescue Plan Act (APRPA) State and Local Recovery Funds (SLFRF). Ms. Olson collects information from various City data sources per the federal, state and city guidance and developing the interim, quarterly project and expenditure, and performance reports and review and verification of project costs for inclusion. (2021 – present)



Craig Comeaux, CFM



ROLE ON PROJECT: SR. GRANT MANAGER

PHONE. (504) 828-0030 | **EMAIL.** ccomeaux@bbecllc.com

ADDRESS. 209 Canal Street, Metairie, LA 70005

EDUCATION

- M.A., Public Policy and Administration, Northwestern University, Evanston, IL (in progress)
- B.S., Math, Nicholls State University, Thibodaux, LA, 1996

TRAINING & CERTIFICATIONS

- 2015, ASFPM Certified Floodplain Manager
- 2006-2016, Independent Study Program, FEMA Emergency Management Institute

AREAS OF EXPERTISE

- Grant Administration
- Program Management
- FEMA Public Assistance
- FEMA Hazard Mitigation
- Governmental Relations
- Public Policy Analysis & Implementation
- Public Outreach
- Data Analysis

YEARS OF EXPERIENCE

- With Firm: 20
- Overall: 20

Mr. Comeaux has successfully managed or been significantly involved in nearly 100 federal recovery projects in a program management capacity throughout South Louisiana. These projects involve FEMA Public Assistance Grants, FEMA Hazard Mitigation Grants, and U.S. Department of Housing and Urban Development Community Development Block Grants. Mr. Comeaux worked extensively in coordination with FEMA, GOHSEP, Office of Community Development, and local Parish groups to manage over \$750 million in project funds, including oversight of project inspection. In addition to program management, Mr. Comeaux has experience in grant management which includes project formulation, cost estimation, fund accounting, and closeout of a broad range of public assistance and hazard mitigation grants.

RELEVANT AND RELATED EXPERIENCE

FEMA Public Assistance Grant and Program Management, Jefferson Parish, Jefferson Parish, LA. Senior Consultant - BBEC. Mr. Comeaux has participated in this project since 2021. In his role, he has prepared the application for PA grants in the aftermath of Hurricane Ida. In addition, Mr. Comeaux currently assists the Parish in its efforts for Public Assistance program funding resulting from Hurricane Zeta. Mr. Comeaux also provides technical assistance services to the Public Safety Grants & Administration Department related to FEMA Public Assistance Insurance and Cost Analysis issues. Mr. Comeaux has been involved in the development of the following projects: (2021-Present)

- **Project # 672271. Grand Isle Library Building Project. \$700,362.90**
- **Project # 672861. East Bank Animal Shelter Project. \$216,000.00**
- **Project # 673136. VFD - Lafitte Barataria Crown Point Fire Truck Project. \$720,000.00**
- **Project # 673857. Fire Station No 11 Repair Project. \$675,000.00**
- **Project # 674336. Terrytown Golden Age Center. \$18,900.00**
- **Project # 674343. Pontiff Golden Age Center. \$10,296.00**
- **Project # 674955. Traffic Engineering Office. \$45,000.00**
- **Project # 674957. Traffic Engineering Sign Shop. \$51,898.50**
- **Project # 674972. Traffic Engineering Shop Contents Project. \$43,200.00**
- **Project # 674974. Traffic Engineering Trucks Project. \$38,352.60**



Kayla Mulford



ROLE ON PROJECT: SR. GRANT MANAGER

PHONE. (225) 769-0546 | **EMAIL.** kayla.mulford@csrsinc.com

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

EDUCATION

- B.A. Political Science, Louisiana State University, 2009

TRAINING & CERTIFICATIONS

- FEMA IS-100.C
- FEMA IS-200.C
- Project Management: Preventing Scope Creep, LinkedIn Learning, Feb. 2022
- Program Management, AECOM, Issued June 2021

AREAS OF EXPERTISE

- Program & Project Management
- Data Analytics / Management
- Case Management
- Operational Compliance
- System Development & Implementation

YEARS OF EXPERIENCE

- With Firm: <1
- Overall: 17

Kayla Mulford offers 17 years of experience across a diverse spectrum of skills and industries, including disaster response. Most recently, in response to Hurricanes Matthew and Florence, Ms. Mulford has been the sole manager overseeing Contractor and Vendor payments in North Carolina’s CDBG-DR program with approximately \$50 million in draw and retainage invoices processed while also tracking federal and state compliance regulations. Additionally, Mulford has led logistics & inventory management under challenging conditions, as demonstrated by her role overseeing \$32 million in logistics management in the U.S. Virgin Islands following Hurricanes Irma and Maria coordinating shipping and managing warehousing of supplies. Ms. Mulford has a background in legal services, which she has leveraged in her roles within disaster recovery, including mission readiness and rapid response missions. She is skilled in program management, analytics, reporting, data management, case management, and compliance. She demonstrates excellent written and verbal communication skills and is adept at solving problems in challenging situations involving multiple stakeholders.

RELEVANT AND RELATED EXPERIENCE

Victoria County American Rescue Plan Grants Management. Victoria, TX.

Program Director. Ms. Mulford currently serves as the program director for Victoria County’s American Rescue Plan Grants Management contract. In that role, she serves as the day-to-day administrator and point of contact for all Victoria County’s American Rescue Plan Grants Management. This includes overseeing program stand-up, long-term compliance, and program policy decisional support. Victoria County is currently administering approximately \$17M in US Treasury State and Local Fiscal Recovery Funds. (July 2022 - Present)

East Baton Rouge Parish Housing Authority (EBRPHA) Grants Management.

East Baton Rouge, LA. Program Director. CSRS is currently providing technical and professional services to assist the EBRPHA in identifying and obtaining infrastructure, housing, construction, and other related funding in connection with the agency’s Master Plan. She is responsible for identifying project scope and development of documents outlining key program objectives, goals, plans, requirements, estimates, schedules, and budgets. Specific to this program, Mulford interprets FEMA, HUD, and other federal agencies’ policies and procedures and provides recommendations to the project and grants management staff. She directly interfaces with FEMA, GOHSEP, HUD, OCD, and any other appropriate funding agency officials to provide accurate status updates on projects, discuss eligibility issues, and coordinate the evaluation of grant/project scope as needed.



Scott McKenzie



ROLE ON PROJECT: GRANT MANAGER

PHONE. (225) 769-0546 | **EMAIL.** scott.mckenzie@csrsinc.com

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

EDUCATION

- MBA, Mississippi State University, Starkville, MS, Fall 2022 (Expected)
- B.S., Agribusiness Management, Mississippi State University, Starkville, MS, 2018

AREAS OF EXPERTISE

- Project Management
- Project Reporting
- Project Coordination
- Customer Relations
- Community Outreach and Engagement
- Fundraising
- Stakeholder Management / Engagement
- Information Management

YEARS OF EXPERIENCE

- With Firm: <1
- Overall: 4

Mr. McKinzie is an Associate Project Manager at CSRS supporting the Resiliency Practice in project formulation and compliance support. He utilizes his strong organizational skills to ensure all project lines of effort are being executed in an efficient and effective manner, and all parties are kept informed of project issues and resolutions. He is a graduate from Mississippi State University with a Bachelor of Science in Agribusiness Management and is currently pursuing his Master of Business Administration with an expected graduation date this year.

Prior to CSRS, Mr. McKinzie worked for a non-profit organization where he coordinated numerous fundraising events throughout the State of Louisiana. As a result, he developed excellent communication skills and an ability to manage multiple teams throughout a large region.

RELEVANT AND RELATED EXPERIENCE

American Rescue Plan Compliance and Reporting Assistance. Los Angeles, CA. Associate Project Manager. Mr. McKinzie works on a team with KPMG to assist the City of Los Angeles with the compliance and reporting of their \$1.2 billion State and Local Fiscal Recovery Funds (SLFRF) allocation from the American Rescue Plan Act (ARPA) to address the effects of the COVID-19 pandemic. This team works with numerous departments within the City to create project profiles based on the Expenditure Category associated with each eligible project/program. In addition, Mr. McKinzie works to identify any related guidance/ FAQs pertaining to project data that needed to be gathered and reported upon and any requirements as to content, methodology, and other guidelines published in the Treasury’s Final Rule. (2022–Present)

Central Broadband Service Availability Assessment. Central, LA. Associate Project Manager. This project, funded through the American Rescue Plan Act, is addressing the current reliability and service gaps experienced throughout the city. Mr. McKinzie is supporting the City of Central’s broadband infrastructure assessment by performing an in-depth gap analysis, needs assessment, and identifying eligible federal funding opportunities. (2022–Present)

Destrehan Avenue Mobility Improvements Project. Jefferson Parish, LA. Associate Project Manager. Mr. McKinzie is working with a team to develop a DOT RAISE grant application to leverage Federal funding to provide alternative mobility options in historically disadvantaged communities along the Destrehan Avenue corridor. Mr. Mckenzie is supporting this application by developing a Project Narrative and Benefit-Cost Analysis, ensuring that all required merit criteria is both identified and quantified to best define the needs of these communities and possible impact of this project. (2022-Present)



Ondina Mendoza

ROLE ON PROJECT: GRANT MANAGER

PHONE. (225) 769-0546 | **EMAIL.** ondina.medoza@csrsinc.com

ADDRESS. 935 Gravier Street, Suite 1650, New Orleans, LA 70112

EDUCATION

- EMBA, Quantico School of Business and Technology, 2022.
- M.A. Tulane University, New Orleans, LA, 2004
- B.A., Political Science & Latin, American Studies, Tulane University, New Orleans, LA, 2003

TRAINING & CERTIFICATIONS

- FEMA ISP Training: IS-0794, IS-29, IS-29a, IS-242.b, IS-702.a, IS-240.b, IS-241.b, IS-1000

AREAS OF EXPERTISE

- Grants Management and Closeout
- Grant Writing
- Public Relations / Communications
- Marketing
- Community Outreach / Engagement

YEARS OF EXPERIENCE

- With Firm: 5
- Overall: 19

Ms. Mendoza has more than ten years of experience in disaster response and recovery operations gained through her work with numerous state and local governments in supporting their recovery needs from Hurricanes Katrina, Ike, Gustav, Rita, Dolly, Claudette, Michael, and Laura. With a background of serving in grants management and closeout roles, Ms. Mendoza has managed over \$1.5 billion in FEMA Public Assistance grants over the course of six declared disasters.

In more recent years, she has supported public sector agencies to explore alternative sources of federal grant funding, including USDA, EDA, and DEO grants, to address the pandemic's widespread impacts to public health, safety, and economy.

RELEVANT AND RELATED EXPERIENCE

Jefferson Parish Recovery Grants and Program Management. Baton Rouge, LA. Grants Manager. In the aftermath of Hurricane Ida, Jefferson Parish engaged CSRS to support its long-term recovery efforts. CSRS provides consulting services to the Parish for its pursuit of non-FEMA Public Assistance grant sources to fund its long-term recovery planning efforts. Ms. Canales Mendoza supports the Parish in researching and identifying diverse federal / state funding sources for small-scale priorities across departments. (April 2022–Present)

Multiple EDA Grant Management and Administration Programs. Southwest Louisiana and Victoria, TX. Grants Manager. Ms. Mendoza is supporting the CSRS Southwest Louisiana & Ports division in its management of multiple EDA award grantees, including the Victoria County Navigation District, McNeese State University, Fletcher Community College, the West Calcasieu Port and the Southwest Louisiana Convention and Visitors Bureau. Mendoza regularly interfaces with the clients, the respective project engineers, and the Economic Development Administration program staff to ensure compliance with federal funding. She prepares and provides pay requests and change orders to EDA, as needed for individual programs and submits regular financial and progress reports per program guidelines. (2021–Present)

Louisiana Housing Corporation's COVID-19 Emergency Rental Assistance Program. Baton Rouge, LA. Grants Manager. Ms. Mendoza is currently providing communications strategy and technical support for the administration of Louisiana's Emergency Rental Assistance Program designed to fund landlords and tenants impacted by the pandemic with rental assistance. She interfaces with CSRS teaming partners to ensure program messaging is clear and consistent. Additionally, she regularly prepares operational status reports and transmits mass email blasts to program participants. (2020–Present)



Justin Schexnayder, PE



ROLE ON PROJECT: SR. ENGINEER

PHONE. (225) 769-0546 | **EMAIL.** justin.schexnayder@csrsinc.com

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

EDUCATION

- B.S., Civil Engineering, Louisiana State University, Baton Rouge, LA, 2009

TRAINING & CERTIFICATIONS

- Professional Engineer, Civil, LA License No. 39511, 2015

AREAS OF EXPERTISE

- Project Management
- Engineering Design
- Transportation
- Estimating
- Safety

YEARS OF EXPERIENCE

- With Firm: 5
- Overall: 13

Mr. Schexnayder is a professional civil engineer licensed in Louisiana with over a decade of roadway design experience on state and local routes as well as federally funded infrastructure damage assessment and reimbursement projects. He has completed specialized training in Traffic Control Design Supervision, Highway Safety Manual Workshops, NE Roundabouts Level 1 and 2 Design Workshops, NHI Course No. 142005 “NEPA and the Transportation Decision-making Process,” and Traffic Noise Modeling. His expertise in Stage 0 and Stage I Projects for LADOTD, estimating, managing budgets, and specialized attention to prioritizing public safety brings valuable experience and capacity to the CSRS team.

RELEVANT AND RELATED EXPERIENCE

City of Baker HMGP Applications. Baker, LA. Engineer. Mr. Schexnayder assisted in the development of conceptual-level hydrodynamic models of the streams in the City of Baker and utilized them to understand the hydraulics of the streams, identify problem areas, and design potential projects. He also assisted in estimating the benefit and damage costs due to flooding for inclusion in FEMA’s HMGP application. (2018)

City of Central Recovery Management. Central, LA. Project Engineer. The City of Central hired CSRS to guide funding and management decisions to expedite disaster relief funding after the Great Flood of 2016. Mr. Schexnayder conducted road and drainage assessments and compiles field data into reports. He created project worksheets to submit to FEMA, prepared cost estimates for scope of work in damaged areas, managed mapping services which inventory all drainage crossings within the City of Central and assisted in managing the Canal Drain Cleaning related to debris from the Great Flood of 2016 including contact for contractor, Army Corp of Engineers Submittals, and daily reports review from the field. (2017)

East Baton Rouge Professional Services Disaster Recovery Grant Management and Administration. East Baton Rouge Parish, LA. Project Manager. Mr. Schexnayder screened 84 miles of roadway that encountered six feet or more of flooding as well as 1,200 miles of roadway that encountered 2-6 feet of water during the great flood of 2016. Mr. Schexnayder met with FEMA to discuss reimbursement for damages and PW formulation, and coordinated with City to identify debris piles in drainage canals. (2017–Present)



Sarah Olivier



ROLE ON PROJECT: SR. PLANNER

PHONE. (225) 769-0546 | **EMAIL.** sarah.olivier@csrsinc.com

ADDRESS. 935 Gravier Street, Suite 1650, New Orleans, LA 70112

EDUCATION

- B.A., Liberal Arts, St. John's College, Annapolis, MD, 1994
- Master's in Urban and Regional Planning, Community Development, University of New Orleans, New Orleans, LA, 2000
- Rockefeller Foundation Redevelopment Fellowship, University of Pennsylvania, Philadelphia, PN, 2008

AREAS OF EXPERTISE

- Project Management
- Team Management
- Project Budgeting
- Community Engagement
- Program Development and Leadership
- Climate Adaptation and Sustainability
- Resilience Planning
- Public Funding and Financing
- Greenspace and Park Planning

YEARS OF EXPERIENCE

- With Firm: <1
- Overall: 28

Ms. Olivier is a highly skilled professional in urban planning with twenty years of experience addressing complex challenges faced by metropolitan areas. She has significant knowledge of the relationship between government nonprofits, philanthropy, and communities.

RELEVANT AND RELATED EXPERIENCE

Louisiana Emergency Rental Assistance Program. Statewide, LA. Senior Planner. Ms. Olivier was part of a team providing direct outreach and support to landlords and property managers enrolled in the U.S. Treasury-funded Louisiana Emergency Rental Assistance Program. This program provides emergency rental and utility assistance to Louisiana residents who are at risk of experiencing homelessness or housing instability, as well as landlords struggling to collect rent due to the COVID-19 pandemic. (2021–Present)

Louisiana Housing Corporation, HOME American Rescue Plan Funds Advisory. Statewide, LA. Senior Planner. Ms. Olivier is assisting the Louisiana Housing Corporation in the creation of an Allocation Plan to utilize one-time American Rescue Plan funds (\$39 million) to be utilized to assist individuals or households who are homeless, at risk of homelessness, and other vulnerable populations, by providing housing, rental assistance, supportive services, and non-congregate shelter, to reduce homelessness and increase housing stability. (2021–Present)

Mandeville Flood Resilience Strategy. Mandeville, LA. Senior Planner. The Louisiana Coastal Protection and Restoration Authority (CPRA) hired CSRS to develop a flood resilience strategy for the City of Mandeville focused on non-structural solutions such as elevations, acquisitions/buyouts, and floodproofing measures to adapt to the combined riverine and coastal storm surge risks the city faces. The scope of solutions also features update to the city's development regulations to reduce risk and improve stormwater management. Ms. Olivier is working with the City of Mandeville and the Coast Protection Restoration Authority to develop a Resilience Strategy for the City focusing on non-structural interventions, based on up-to-date modeling. (2021–Present)

University Lakes Project Advisory. Baton Rouge, LA. Senior Planner. Ms. Olivier is a Senior Planner for the University Lakes project that will become an unmatched beneficial use recreational amenity and a sustainable ecological jewel that enhances flood protection, water quality, and increased habitat for aquatic and land-based animals. CSRS' role as Project Advisor includes project management, financial modeling, grants management, procurement of design and construction including CMAR as a procurement methodology, community engagement, design review, and construction monitoring. (2020–Present)



William J. "Jeff" Bell, PLA



ROLE ON PROJECT: SR. LANDSCAPE ARCHITECT

PHONE. (225) 769-0546 | **EMAIL.** jeff.bell@csrsinc.com

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

EDUCATION

- Bachelor of Landscape Architecture Louisiana State University, 1991

TRAINING & CERTIFICATIONS

- 2005, Professional Landscape Architect – State of Louisiana License No. B-395, Exp. Date: 1/31/2023

AREAS OF EXPERTISE

- Project, Team, and Client Management Leadership
- Landscape Architecture Team Lead
- Community and Regional Master Planning
- Land Planning, Site Design, and Construction Document Preparation
- Construction Cost Evaluation
- Construction Observation and Administration

YEARS OF EXPERIENCE

- With Firm: 8
- Overall: 31

Over a 30-year professional career, Mr. Bell developed his landscape architecture, planning, and site design expertise, leading teams in master planning, land development, and site design for projects of varying scale and complexity. Mr. Bell is a Landscape Architecture Team Lead and Project Manager in CSRS' Planning and Resilience Practice, where his primary responsibility is to serve as the lead landscape architect and planner for projects encompassing residential, commercial, industrial, mixed-use, and public facilities. Mr. Bell provides clients with one-of-a-kind and innovative solutions from project inception through project completion.

RELEVANT AND RELATED EXPERIENCE

Isle de Jean Charles Resettlement. Isle de Jean Charles, LA. New Community Master Plan Team Lead. Mr. Bell served as the Team Leader for site assessment and site planning design of a 515-acre tract selected for the Isle de Jean Charles Native American Community Resettlement Project. His key responsibilities included overall team leadership and coordination for the new site assessment, conceptual and preliminary land use planning, and development of preliminary documents for construction cost budgeting and strategic implementation strategies. (Present)

River Center Library. Baton Rouge, LA. Project Manager. Mr. Bell served as the Project Manager for CSRS working in collaboration with WHLC Architects for the newly proposed downtown library. His key responsibilities included oversight and collaboration of civil engineering design for site grading, pavements, and sub-surface utilities. (2015)

Evangeline Downs Multi-use Event Venue Master Plan. Opelousas, LA. Site Planner. Mr. Bell served as the Lead Site Planner for the proposed land use and site master plan of the remaining developable acreage at the Evangeline Downs property. His key responsibilities included oversight of the inventory and analysis of existing site conditions, conceptual improvement designs for commercial, retail, and recreations land uses. In addition, Mr. Bell prepared relative-order-of-magnitude (ROM) cost estimates for utility, transportation, and stormwater management infrastructure corridors to serve commercial land uses. (2018–Present)

Port of Lake Charles Facility Evaluation & Site Utilization Master Plan. Lake Charles, LA. Site Planner. Mr. Bell served as the Lead Site Planner for the facility evaluation and site utilization master plan to determine potential adaptive re-use of areas within the port. In addition, he participated in an assessment of existing vehicular corridors to determine conditions of pavement sections. (2018)



Kelly Faerber



ROLE ON PROJECT: ENVIRONMENTAL SPECIALIST
PHONE. (225) 769-0546 | **EMAIL.** kelly.fauber@csrsinc.com
ADDRESS. 8555 United Plaza Blvd., Suite 100, Baton Rouge, LA 70809

EDUCATION

- B.S., Biological Sciences, Louisiana State University, 2004
- M.S., Earth and Environmental Sciences, Tulane University, 2012

AREAS OF EXPERTISE

- Environmental Science
- Environmental Permitting
- Regulatory / Programmatic Compliance
- Field Work
- Site Investigations
- Environmental Remediation
- Hydrology and Hydrogeology
- Environmental Impact Assessments
- GIS
- Soil Sampling
- Interagency Coordination

YEARS OF EXPERIENCE

- With Firm: 4
- Overall: 7

Ms. Faerber has over a decade of expertise in consulting as an environmental geologist. She has assisted clients with environmental site assessments (ESAs), obtaining state and local permits for various capital projects, and operational compliance support for water and solid waste permits along the Louisiana Gulf Coast and the Mississippi River. Ms. Faerber was responsible for obtaining Section 10/404 Permits, 408 Permits, Coastal Use Permits, Levee Board approvals, LPDES permits, and LPDES and Solid Waste Permits Major Modifications. She is experienced in preparation of SWPP and SPCC Plans, NEPA Reports, FERC Reports, Phase I & II Reports, and Site Investigation Reports. In addition, Ms. Faerber has directed and conducted subsurface soil and groundwater investigations. Ms. Faerber regularly interfaces with regulatory agencies such as LDEQ, LDNR, levee boards, USACE, and local governments such as the City of New Orleans and Calcasieu Parish Police Jury on behalf of her clients.

RELEVANT AND RELATED EXPERIENCE

Gron Fuels Renewable Diesel Manufacturing Facility, West Baton Rouge Parish, LA. Environmental Permitting Specialist. Currently, CSRS provides owner’s representative environmental services for Gron Fuels, a \$9.2 billion biorefinery (low carbon renewable fuels) project that includes Phase I ESA, wetland delineation and Section 10/404 permitting, Section 7 per Endangered Species Act, Cultural Resources Survey, LDNR water well, and LPDES wastewater discharge permits. Ms. Faerber has reviewed existing LPDES permits and evaluated the impact of proposed plant operations on the LPDES permits. (2021 – Present)

Remedial Measures Study (RMS) for BPC Geismar Site, Hexion, Inc. Geismar, LA. Environmental Permitting Specialist. Ms. Faerber assisted in evaluating remedial activities and preparing the report for the Louisiana Department of Environmental Quality (LDEQ). Ms. Faerber prepared cost estimates for the 28 remedial alternatives (nine for which of the three study areas and two impacted media). She also assisted with monitoring the three surface water ponds. (2021 - Present)

Certification of Compliance, Honeywell. Geismar, LA. Environmental Permitting Specialist. Ms. Faerber performed the Certification of Compliance of hazardous waste at the Honeywell Geismar facility for submission to the LDEQ. She completed the annual review of all manifest and shipping tickets and evacuated compliance with permits for all waste streams.



Onam Bisht, SITES AP, LEED GA, ASLA



ROLE ON PROJECT: PLANNER/GIS SPECIALIST

PHONE. (225) 769-0546 | **EMAIL.** onam.bisht@csrsinc.com

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

EDUCATION

- Dual Master’s, Landscape Architecture and Regional Planning, Cornell University, Ithaca, NY, 2020
- Bachelor of Technology, Indian Institute of Technology, Roorkee, India, 2011

TRAINING & CERTIFICATIONS

- SITES AP (#0000002846), 2020 (exp. 10/19/2022)
- LEED Green Associate (#11274838), 2019 (exp. 1/15/2023)

AREAS OF EXPERTISE

- Landscape Architecture
- Disaster Damage Assessments
- Urban and Regional Planning
- Green Infrastructure
- Disaster Damage Assessments
- Spatial Analysis for Hazard Reduction
- Construction Documentation
- Concept Design and Site Renderings
- Land-Use Planning using GIS

YEARS OF EXPERIENCE

- With Firm: 1
- Overall: 6

Ms. Bisht’s interests as a dual master’s graduate in Landscape Architecture and Regional Planning from Cornell University are in retrofitting the urban environment through landscape design to be more resilient to increasing risks from climate change and global warming, while also promoting equitable development and healthier lifestyles. Ms. Bisht is especially interested in encouraging more collaboration among designers, engineers, ecologists, and planners on projects aimed at restoring the health of our urban water bodies and their surrounding ecology. She worked as an urban planning/design intern for Deltares in the Netherlands on World Bank-funded projects, reviewing existing climate change and flood-risk management policies in Central Asia and making recommendations on the use of natural and nature-based features as a long-term risk mitigation strategy.

Ms. Bisht has gained invaluable experience working on a diverse range of projects with the Planning and Resilience team since joining CSRS as a Landscape Architect/Planner. She enjoys working on technical and quantitative tasks such as construction documents, site grading, and urban spatial analysis using GIS, among other things. Ms. Bisht also has experience in landscape design and urban planning through her work on projects including urban public spaces such as waterfront parks, plazas, green roofs, and streetscapes.

RELEVANT AND RELATED EXPERIENCE

CSRS, Inc. Baton Rouge, LA. Planner/Landscape Architect. Ms. Bisht supports numerous CSRS clients to meet their planning, landscape design, resiliency integration needs. She also has supported several hurricane Ida recovery programs to increase effectiveness and efficiency using GIS capabilities and tools for damage assessment efforts and data integration. Her diverse skillsets have helped the resiliency and disaster recovery programs meet the diverse client needs. (2021-present)

Stantec. New York, NY. Landscape Architectural Intern. Ms. Bisht created a resilient river design toolkit for projects in urban areas and developed a professional report on resilient principles and design strategies for the restoration of urban rivers and streams. (2019–2020)

Deltares. Utrecht, Netherlands. Urban Planner/Design Intern. Ms. Bisht analyzed flood risks and climate change vulnerability on World Bank-funded projects by reviewing existing policy initiatives to recommend long-term nature-based solutions for resilient adaptation to those flood risks. (2019)



Marissa Birtz

ROLE ON PROJECT: BCA SPECIALIST

PHONE. (617) 357-7700 | **EMAIL.** marissa.birtz@hdrinc.com

ADDRESS. 99 High Street, Suite 2300. Boston, MA 02110



EDUCATION

- Bachelor of Arts, Economics, Bucknell University
- Master of Arts, Economics, Northeastern University, Boston
- Doctor of Philosophy, Economics, Northeastern University, Boston

PROFESSIONAL MEMBERSHIPS

- Women’s Transportation Seminar (WTS), Boston, Member, 2009-present

YEARS OF EXPERIENCE

- With Firm: 14
- Overall: 16

Marissa has 14 years of experience in transportation economics and macroeconomic policy analysis. She provides economic analysis in the areas of transportation and freight planning, economic development, project prioritization and finance. She has led the development of analytical models and the interpretation of their results across multiple transportation modes and economic development scenarios.

RELEVANT AND RELATED EXPERIENCE

Colorado DOT District 5, Westbound Peak Period Shoulder Lane INFRA Grant. Empire, CO. Marissa conducted the BCA for the construction of a westbound peak period shoulder lane on I-70 in Colorado. A focus of the analysis was an increase in reliability. This project was awarded a \$25 million grant as part of INFRA 2018.

La Plata County, US 550 S Connection to US 160 FASTLANE. CO. Marissa led the BCA for this project which creates a new interchange to connect a key corridor in rural Colorado. This project was awarded a \$12.3 million FASTLANE grant in 2017.

Massachusetts Port Authority, Conley Terminal Intermodal Improvements and Modernization FASTLANE Grant Application. MA. BCA & Narrative. Marissa led the complete development of a FY2016 FASTLANE Grant Application for Massport, including the narrative and technical analysis required for this Federal grant. During the course of project development, she met weekly with key Massport staff to gather the required information and update the team on the status of various project components. She produced a 25-page narrative, conducted the BCA, and provided all relevant documentation associated with this effort. Massport was awarded \$42 million for the proposed improvements in September 2016.

New Hampshire DOT, Memorial Bridge Replacement TIGER II. Portsmouth, NH. Economist. HDR performed a lifecycle cost analysis to evaluate the most beneficial combination of rehabilitated or new structures. One crossing, the Memorial Bridge, is the only crossing for pedestrians and bicyclists in the area. Expanding upon this analysis, Marissa conducted a BCA in support of the project as part of a TIGER II grant application. This project was awarded \$20 million for the replacement of this bridge.



Renne Jackman

ROLE ON PROJECT: BCA SPECIALIST

PHONE. (512) 685-2900 | **EMAIL.** renee.jackman@hdrinc.com

ADDRESS. 710 Hesters Crossing Rd., Suite 150, Round Rock, TX 78681



EDUCATION

- Master of Science, Finance and Economics, West Texas A&M University, Canyon, 2022
- Bachelor of Science, Business Administration/Mgmt., Montana State University, Bozeman, 2010

TRAINING & CERTIFICATIONS

- VMA #202106029
- Expires 06/30/2023

AREAS OF EXPERTISE

- Transportation Economics
- Benefit Cost Analysis
- Transit Economics
- Cost Estimating

YEARS OF EXPERIENCE

- With Firm: 9
- Overall: 11

Renne Jackman has nine years of experience working for HDR. She has supported economic modeling efforts on multiple project types including port upgrades, roadway re-construction and safety upgrades, bridge widenings, water pipelines, and high schools. Modeling efforts including utilizing Monte Carlo simulation to develop risk-adjusted cost and schedule estimates and time series analysis for developing cost escalation rate forecasts. Additional capabilities include decision support work using analytics in PowerBI and Tableau utilizing output from risk modeling.

RELEVANT AND RELATED EXPERIENCE

Capitol Metro and Austin Transit Partnership (ATP), Project Connect. Austin, TX. Risk Management. Renee provides broad risk management support including facilitating risk updates, supporting FTA reporting, and running Monte Carlo simulations to develop risk-adjusted cost and schedule estimates as part of program management services HDR is contracted to provide for Austin Transit Partnership’s delivery of Project Connect. The project is a comprehensive multi-modal transit plan with a rail system that travels under downtown Austin and expanded BRT service including an all-electric bus fleet.

City of Austin, Austin Mobility Bond Corridor Program. Austin, Texas. Risk Management. Renee provides risk management services for projects that comprise the Corridor Program in support of HDR’s program management contract. This includes facilitating updates to the risk register, running Monte Carlo simulations to develop risk-adjusted cost and schedule estimates, and developing and presenting results and visualizations of changes in risk contingency. Annually, Renee develops a time series model for cost escalation rate forecasting. The Corridor Program started in 2016 when voters in the City of Austin passed the Austin in Motion Mobility Bond. This \$720 million dollar bond will be split amongst three streams with \$482 Million for multimodal urban corridors as part of the Corridor Program.

HCTRA -Harris County Toll Road Authority, Washburn Tunnel Program. Houston, Texas. Economist. HDR is providing professional services as part of a comprehensive program to preserve, maintain, repair, and improve the existing Washburn Tunnel, including the tunnel’s approaches, ITS components, and facilities. Renee identified potential grants the program could apply for and will be providing support to all grant applications.

2.1 PROPOSED PERSONNEL

GRANT CONSULTING SERVICES



Rose Richardson

CSRS

ROLE ON PROJECT: AUDIT SPECIALIST

PHONE. (225) 769-0546 | **EMAIL.** rose.richardson@csrsinc.com

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

EDUCATION

- BA, Accounting, Rutgers University, 1983

AREAS OF EXPERTISE

- General Accounting
- GC Invoicing
- Closeout Audits

YEARS OF EXPERIENCE

- With Firm: 9
- Overall: 20

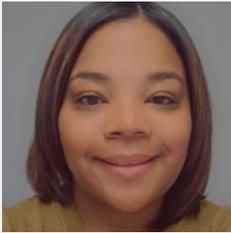
Ms. Richardson has 20 years of experience in general accounting, general contractor invoicing and closeout audits. For a range of federally funded programs, Richardson reviews contractor and architect/engineer invoices, change orders and amendments for completeness, accuracy, and eligibility for submission to government entities. Her duties also include daily tracking of designer and contractor payments, amendments and change orders for weekly status reporting. She interfaces with Project Managers and Coordinators to validate scope eligibility, resolve invoice issues, change orders and amendment issues or financial discrepancies. Richardson reconciled 30+ projects within six months of joining the CSRS Closeout Team and re-designed the existing reconciliation tool for Client, Management and Closeout Team utilization. She continuously hones her skills related to FEMA policy, Closeout, Project Reconciliation and general federal grant programs.

RELEVANT AND RELATED EXPERIENCE

Recovery School District and Orleans Parish Schools Recovery Program, Phase 3. New Orleans, LA. CSRS Closeout Specialist. CSRS was engaged in 2007 to help the Recovery School District implement program management, funding decisions, and develop processes needed to expedite the obligation of disaster relief fund for New Orleans public schools devastated by Hurricane Katrina. Ms. Richardson prepares grant project documentation, facilitates project coordination processes, tracks and validates project expenses and funding sources, and facilitates the closeout of contractual actions. Richardson writes closeout worksheets and version requests to obligate additional or de-obligate unused project funds (2009 – Present)

Accountant – Richardson reviewed contractor and architect/engineer invoices, change orders and amendments to ensure completeness and accuracy for submission to government entities. Her duties also included daily tracking of designer and contractor payments, amendments and change orders for weekly status reporting. She worked with Project Managers and Coordinators to resolve invoice, change order and amendment issues or financial discrepancies. (2013-15)

Orleans Parish School Board. New Orleans, LA. Closeout Specialist. The Recovery School District (RSD), the Orleans Parish School Board (OPSB), and the Louisiana Board of Elementary and Secondary Education (BESE) jointly set out to develop the School Facilities Master Plan (Master Plan), which was a plan to rehabilitate flooded and otherwise damaged school facilities in New Orleans after Hurricane Katrina. The plan represents a comprehensive approach to renovate and rebuild public school facilities in Orleans Parish over the course of the next decade. Ms. Richardson works with Project Managers and Coordinators to resolve invoice, change orders and amendment issues or financial discrepancies. Duties also include daily tracking of designer and contractor payments, amendments and change orders for weekly status reporting. (2009 – Present)



Cora Morrow



ROLE ON PROJECT: CLERICAL SUPPORT

PHONE. (225) 769-0546 | **EMAIL.** cora.morrow@csrsinc.com

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

EDUCATION

- Pursuing Associates of Applied Science, SOWELA Technical Community College, LA
- BS, Sociology (completed 2 years), McNeese State University, LA

TRAINING & CERTIFICATIONS

- Project Management Applications, Certificate of Completion, McNeese State University
- NCCER Construction Site Safety Technician, OSHA 30

AREAS OF EXPERTISE

- Davis-Bacon Act Labor Compliance
- Document Controls
- Database Management
- Construction Site Safety
- EH&S
- SAP
- Procedure Writing

YEARS OF EXPERIENCE

- With Firm: <1
- Overall: 16

Ms. Morrow boasts a progressive experience in team communications with a proven track record of hands-on training style and document management. She is a results-oriented professional with over ten years of records management and administrative experience with special expertise in EH&S, procedure writing, recruiting, training development and all document control aspects. Ms. Morrow also supports federally funded clients in her review of labor documentation for compliance against Title 29 Code of Federal Regulations and the Stafford Act. As a compliance specialist on EDA-funded projects, Ms. Morrow tracks and identifies labor compliance issues out of line with Davis-Bacon rules and works with the contractors to help bring them back into compliance.

RELEVANT AND RELATED EXPERIENCE

East Baton Rouge Parish Housing Authority (EBRPHA) Grants Management. Baton Rouge, LA. Grants Manager. Ms. Morrow researches grants for Housing and Infrastructure needs to assist the PHA with any existing program funding gaps. Assists in the formulation of grant applications. Researches funding opportunities for Community and Economic Development. (June 2022-Present)

Port of Victoria Navigation District, EDA Grant Program. Victoria, TX. Compliance Specialist. The Economic Development Administration (EDA) awarded the Port of Victoria Navigation District in Victoria, Texas with \$3M in grant funding to undertake a significant infrastructure expansion to its railway system. Ms. Morrow supported the project by providing Davis-Bacon compliance and thoroughly reviewing all payroll-related documentation for the project on a weekly basis. She interfaced with project construction contractors to resolve or address payroll-related matters for future compliance reporting to EDA and Department of Labor. (Jan. 2022 – Sept.2022)

Calcasieu Parish School Board, Hurricane Laura Recovery. Calcasieu Parish, LA. Document Controls. Ms. Morrow is responsible for the management of documents associated with over 15 architectural contracts and over 130 construction contracts. She provides document management for inspection reports, notices to proceed, notification of award, pay applications, change orders, requests for information, substantial completion reports, punch lists, lien waivers and final acceptance reports. Morrow ensures timely receipt of all executed documents and maintains them within CSRS online share drive. Responsible for issuing executed documents to AIA and to General Contractors. Ms. Morrow is also tasked with closing out projects. Moreover, she is currently performing invoice reconciliation for vendor costs related to the impacts of Hurricanes Laura and Delta. (Jan. 2021-Present)



CSRS | BUILDING STRONGER,
SMARTER COMMUNITIES
TOGETHER.

East Baton Rouge Parish American Rescue Plan Grants Management

BATON ROUGE, LOUISIANA

CLIENT

- City of Baton Rouge – East Baton Rouge Parish

SERVICES PROVIDED

- Procurement Compliance
- US Treasury Reporting
- Policies and Procedures Development
- US Treasury Guidance Interpretation
- Risk Analysis and Mitigation
- Subrecipient Monitoring
- Eligibility Reviews

PROJECT COST

- \$167 million

SCHEDULE

- 2022–Present

CSRS is responsible for all grants management activities to support the City of Baton Rouge – East Baton Rouge Parish’s (City-Parish) implementation of its American Rescue Plan Act, State and Local Fiscal Recovery Fund (SLFRF) award of \$166 million. In this role, CSRS ensures that all expenditures fall under an eligible expenditure category which aligns with the U.S. Treasury’s Final Rule while complying with 2 CFR 200. CSRS is supporting the City-Parish with all contracting and subrecipient compliance, procurement, required quarterly and annual reporting to the U.S. Treasury, establishment of evidenced based reporting measures, written justifications, and stand up of City-Parish specific standard operating procedures and project policies that are tailored to federal award compliance while balancing local program needs. The team is embedded with the Finance Department to assist with issue resolution during the program stand up phase and provide expert policy guidance to the administration and Council regarding the expenditure of SLFRF money and establishment of priority projects and programs. Given the limited program precedence and expenditure timelines, CSRS must balance all standard grant management activities alongside a federal program which provides significant latitude for interpretive decisions while effectively managing the City-Parish’s risk.



Los Angeles American Rescue Plan Act Grant Compliance

LOS ANGELES, CALIFORNIA

CLIENT

- City of Los Angeles

SERVICES PROVIDED

- Compliance Review
- Risk Assessment
- Monitoring Plan Development and Implementation
- Documentation and Communication Creation
- Provision of Lessons-Learned
- Project Management
- Closeout Plan Development

PROJECT COST

- \$1.2 billion

SCHEDULE

- 2021-2022

CSRS is working in tandem with KPMG to advise the City of Los Angeles on project vetting and scoring for proposed projects and programs under the City’s US Treasury State and Local Coronavirus Fiscal Recovery Fund (SLFRF) allocation to assess consistency with federal rules and the City’s COVID-19 recovery goals. In addition, the team worked directly with city departments to further shape their proposed programs in such a way that both complies with Treasury’s intended use for SLFRF, while continuing to target the intended beneficiaries identified by the city. CSRS played a crucial role in identifying equitable outcome metrics based on comparative program research and underlying city policy aims for the various program. While doing so, CSRS leveraged currently tracked metrics within these departments to developing a series of key performance indicators (KPIs) for each program intended support performance measurements and program improvement efforts. Following program design activities, CSRS worked to identify and provide related guidance/ FAQs pertaining to project data needed to be gathered and reported upon and any requirements as to content, methodology, and other guidelines published in the Treasury’s Final Rule.



LADOTD American Recovery and Reinvestment Act (ARRA) Program

STATEWIDE, LA

CLIENT

- Louisiana Department of Transportation and Development

SERVICES PROVIDED

- Program Management
- Federal Grants Management
- Reporting & Auditing

PROJECT COST

- \$430 million

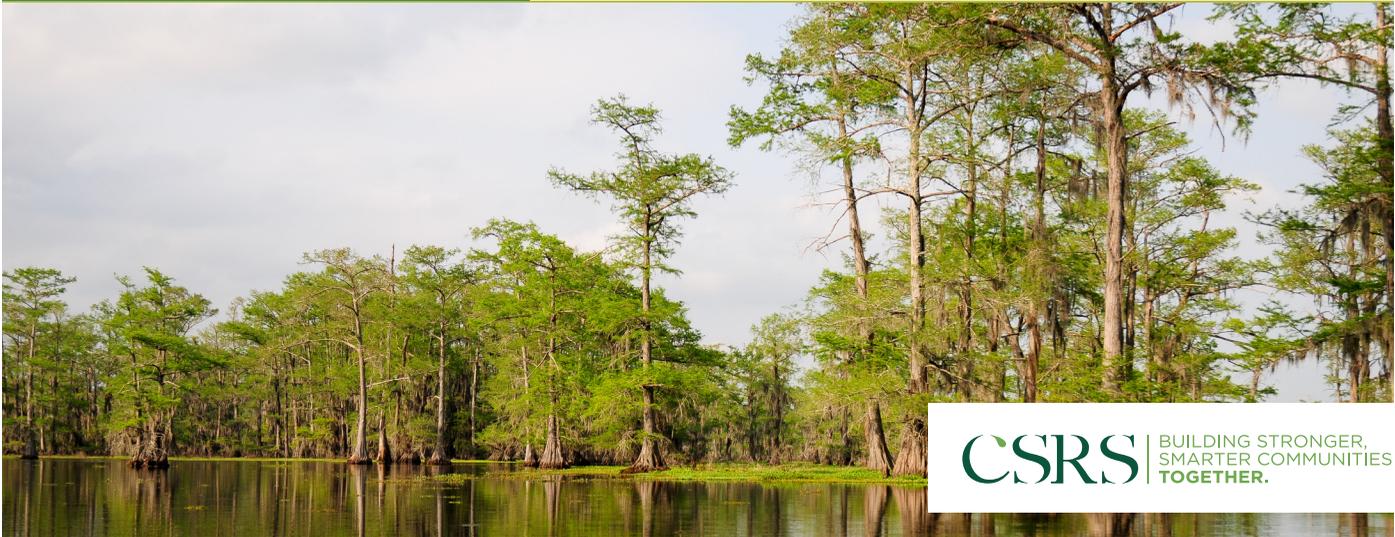
SCHEDULE

- 2010 - 2013

The American Recovery and Reinvestment Act of 2009 (i.e., the Federal Economic Stimulus Bill), provided \$430M in highway funding and \$66M in transit funding for Louisiana. The program included 117 roadway improvement projects, including 63 FAPs within the state Metropolitan Planning Organizations (MPOs). To ensure compliance with the federal government's oversight, transparency, and accountability requirements, LADOTD selected CSRS to provide program assistance.

CSRS was selected provide management with real-time financial tracking, analysis, reporting and auditing services. These services included accounting reviews, systems development, compliance reviews, deadline and report monitoring, performance evaluation, and performance measures. The project resulted in the data collection and reporting to provide post-audit entities, the federal government, the state, and the public with useful information regarding ARRA projects in Louisiana. In addition, the project required real-time financial analysis and tracking assistance to project managers throughout the state. Our responsibilities included financial tracking, analysis, reporting of ARRA funded to LADOTD, MPOs, Enhancement, Transit Projects, and all competitive funding allocations.

The diverse assortment of projects, processes, and stakeholders required CSRS to establish clear lines of authority and responsibility among funding recipients, including agencies, consultants, and contractors. The implementation of a robust, user friendly, and efficient information management system ensured transparency and accurate real-time reporting in accordance with ARRA requirements to interested parties.



The Louisiana Watershed Initiative

STATEWIDE, LA

CLIENT

- State of Louisiana, Office of Community Development

SERVICES PROVIDED

- Policy and Program Development
- Technical Assistance and Evaluation
- Grants Management
- Outreach and Engagement
- Policy development
- Regional Planning / Watershed Planning
- Geographic Information System (GIS) Services
- Organization Development and Plans
- Statewide Plan Development

PROJECT COST

- \$1.2 billion

SCHEDULE

- 2019-2022

Following the Great Floods of 2016, Governor John Bel Edwards issued an executive order to establish the Council on Watershed Management which began to develop the Louisiana Watershed Initiative (LWI), a statewide floodplain management program based on watersheds as opposed to the political and jurisdictional boundaries. Since flooding is closely tied to land use, policy, and infrastructure decisions among multiple governing authorities, the goal of the LWI is to facilitate coordination across state agencies and among local communities to develop regional solutions that follow watershed boundaries, reduce flood risk and build resilience across Louisiana. The LWI includes subject matter experts from all levels of government, universities and the private sector to build a foundation of data, projects, policies, and standards to guide this program.

The State of Louisiana is making a massive initial investment of over \$1.2B in the Louisiana Watershed Initiative with US HUD Community Development Block Grant – Mitigation (CDBG-MIT) dollars to fund project design and construction, regional capacity building, policy improvements, and watershed planning.

CSRS is serving as the primary program manager for the development of regional watershed coalitions and plans and for the management of the CDBG-MIT grant. To achieve this, CSRS is providing technical assistance to the state of Louisiana, planning and capacity building support to local and regional leaders, and co-designing the program infrastructure with the LWI staff. CSRS is developing technical resources to help local stakeholders understand their flood risk, while creating a framework for regional coalition building for watershed management and planning. CSRS is also providing the supportive services necessary to implement the LWI. CSRS is responsible for ensuring the accuracy, timeliness, and completion for all tasks under this contract.



Louisiana Emergency Rental Assistance Program Management

STATEWIDE, LA

CLIENT

- Louisiana Housing Corporation

SERVICES PROVIDED

- U.S. Treasury Emergency COVID-19 Assistance Funds Management
- Program and Finance Management
- Outreach, Application Intake & Eligibility
- Call Center Operations
- Benefit Determination/Verification and QA/QC
- Payments Management
- Program Inventories, Pipeline & Process Improvements
- Anti-Fraud, Waste, and Abuse
- Policy, Process, and Reporting
- Contract and Task Order Administration

PROJECT COST

- \$160 million

SCHEDULE

- 2021-Present

The Louisiana Housing Corporation (LHC) in partnership with the State of Louisiana Office of Community Development (OCD) engaged CSRS for overall Program Management Services to provide COVID-19 response emergency comprehensive services to disburse emergency rental and utility assistance throughout 57 of Louisiana’s 64 Parishes. The task order included coordination at the direction of OCD with the seven local governments/parishes receiving a direct allocation.

The program and grant management activities include policy creation, outreach, call center, case management, web-based system creation for applicant intake, eligibility, determination, fund disbursement and anti-fraud quality checks to successfully deliver the program within the ambitious timeline set by the U.S. Treasury and to maximize assistance to renter households in need for the state.

To keep people housed during the COVID-19 pandemic by preventing evictions for failure to pay rent, CSRS program team personnel determine applicant eligibility and compensation to landlords for unpaid rent during the eviction moratoria. Eligible applicants could receive up to 100% of all rental arrears and late fees dating back to April 1, 2020 (capped at 12 months), and up to an additional three months of future rent to help ensure housing stability. The CSRS team also launched the expansion of the program to include coverage of past-due utility and late fee payments.

CSRS has directly engaged key program stakeholders and partner agencies to both engage and connect those in need to program benefits. Through the facilitation of information and application assistance sessions across the program-administered parishes, the CSRS team is reaching out to applicants within their own communities and providing access to program resources and funding.

Among other success, CSRS has supported LHC and OCD to: 1) stand up a call center, program website and intake system within 75 days; 2) Transitioned information and invite over 15,000 applications from the previous HUD funded program to the new Statewide US Treasury ERAP web-based system in less than 10 days of program launch; 3) Leveraged targeted e-blasts, direct mail, outbound calls and SMS text messaging to thousands of program beneficiaries; 4) coordinated publicity with media across the State and development of an online program resource kit to guide renter and landlord user groups; and, 5) provided a robust network of case managers to process applications through rigorous QA/QC application file review.



University Lakes Project Advisor

BATON ROUGE, LA

CLIENT

- LSU Real Estate and Facilities Foundation

SERVICES PROVIDED

- Project Management
- Financial Modeling
- Grants Management
- Procurement Management
- Community Engagement
- Design Review
- Permitting
- Construction Administration

PROJECT COST

- \$50M

SCHEDULE

- 2020–Present

The vision for the University Lakes system is to be an unmatched recreational amenity for all people of Baton Rouge, one that offers safe and comfortable routes for walkers, runners, cyclist, and one that offers spaces for gathering and spaces for contemplation. The goals of the University Lakes Project include:

- Depending the lakes to provide a more sustainable aquatic system
- Providing increased flood protection for upstream and downstream communities
- Enhancing environmental performance to improve natural habitats
- Improve and diversify recreational uses while improving safety for walkers, runners, and cyclists.

A coalition of state, local and university partners formed in fall 2019 to restore the lakes by implementing the 2016 Baton Rouge Lakes Master Plan. Partners include the State of Louisiana, the City of Baton Rouge -= Parish of East Baton Rouge, BREC, LSU and the LSU Foundation, and the Baton Rouge Area Foundation. Together, these organizations make up the Project Management Committee, which oversees and provides direction to the project. University Lakes LLC, a wholly-owned subsidiary of the LSU Real Estate and Facilities Foundation, is issuing the contracts and will oversee work that includes deepening all six lakes, restoring habitat, and building sidewalks and bike paths around the lakes.

To date, CSRS has structured competitive CDBG MIT, FEMA non-disaster and formula based federal resources to support this keystone project for the University and Baton Rouge community.



Florida CDBG-DR Oversight & Monitoring

TALLAHASSEE, FL

CLIENT

- State of Florida, Department of Economic Opportunity

SERVICES PROVIDED

- Managers – Monitoring Team
- Program Associate – Housing Repair and Reconstruction Monitoring Team
- Program Monitoring
- QA/QC for Program Implementation
- Program Design and Implementation Oversight
- Federal Grants Compliance
- HUD CDBG-DR Monitoring Compliance

PROJECT COST

- \$773 million

SCHEDULE

- 2019 - Present

FL DEO engaged a multi-faceted team to provide monitoring review and oversight for the over billion dollars in HUD Community Development Block Grant -Disaster Recovery (CDBG-DR) funds received in response to hurricane disasters in 2016 and 2017. The team provides expertise in program and grants compliance across the spectrum of housing reconstruction, home buyouts and acquisitions, infrastructure repair and improvements and economic revitalization.

CSRS works with Horne, LLP and provides senior leadership on the overall management of the scopes of work, deliverables and quality of the oversight and monitoring team. The initial assignment is delivery of a risk assessment and monitoring plan for the \$773.5 Million of CDBG-DR funds allocated to six programs for long-term recovery efforts following Hurricane Irma. The work also includes establishing ongoing Quality Assurance/Quality Control (QA/QC) protocols and reviews across programs throughout their implementation.



Lowcountry Rapid Transit

CHARLESTON AND NORTH CHARLESTON, SOUTH CAROLINA

CLIENT

- Berkeley-Charleston-Dorchester Council of Governments

SERVICES PROVIDED

- Project Delivery
- Planning and Consulting
- Grant Preparation and Support
- Project Finance
- Program Management
- Strategic Communications

PROJECT COST

- \$625 million

To improve mobility in the Charleston area, the Berkeley-Charleston-Dorchester Council of Governments has envisioned a 21.3-mile bus rapid transit project in Charleston and North Charleston. This project, the first rapid transit line in the state, is expected to spur development and create more equitable transportation opportunities.

HDR took on the role of Program Manager to help the project move through the Engineering phase and into Construction. The project owner, stakeholders and community members are in the process of learning about transit planning, so this project involves a lot of education. Communication to stakeholders is critical on this project, and HDR implemented a robust strategy that promotes multi-level engagement. Messages and information about the project are being delivered through a project website, videos, static and dynamic visualizations, social media, online meetings, pop up events, and community and public workshops.

Our team is leading the effort to secure FTA grant funding and supporting the Council of Governments through the highly competitive FTA Capital Investment Grants process. In July 2022, the FTA announced the project was rated Medium-High based on the Project Justification and Local Financial Commitment criteria in the federal grants program. The FTA at the same time approved the LCRT to enter the Engineering phase of the CIG program. The project has been identified for new starts engineering and has total Section 5309 CIG Share of \$375.06 million.



Missouri Department of Transportation (MoDOT) Grant Writing & Economic Analysis On-Call
STATEWIDE, MISSOURI

CLIENT

- Missouri Department of Transportation

SERVICES PROVIDED

- Grant Writing
- Needs Assessment
- Benefit Cost Analyses
- Grant Research
- Supporting Materials

PROJECT COST

- IDIQ

HDR is providing grant writing services, economic impact analyses, benefit-cost analyses and formal responses to federal grant solicitations. This work includes grant requirement reviews, collection of data required for responses, interviews with grant recipient stakeholders, writing of the grant response, economic analysis of the grant request, development of graphics, review meetings with MoDOT, and creation of the final grant response document for MoDOT’s official submission. HDR also engages in Economic Impact Analysis (EIA) and BCA of MoDOT’s major programs and projects to determine the impacts to the State and benefits that will be derived. These impacts and benefits may include revenue, jobs, safety, reliability, and budgetary.

HDR developed an economic analysis of MoDOT’s 2020-2024 State Transportation Improvement Program (STIP) to determine the benefits the state will derive from all future transportation projects taking place in Missouri over the next five years.

HDR developed MoDOT’s 2019 INFRA Grant application package which resulted in an \$82.2 million grant for the reconstruction of the Rocheport Bridge on I-70 in central Missouri.



Atlantic Gateway I-95 Corridor Grant Application

WASHINGTON D.C. AND FREDERICKSBURG, VA

CLIENT

- Virginia Department of Rail and Public Transit

SERVICES PROVIDED

- Program Management
- Branding
- Visual Packaging
- Grant Writing
- Stakeholder Engagement
- Financial Analysis
- Benefit Cost Analysis
- Public Communications
- Agency Engagement

PROJECT COST

- \$1.4 billion

SCHEDULE

- 2016

HDR provided support and leadership to the Commonwealth’s successful \$165 million federal FASTLANE grant application for the Atlantic Gateway. The Atlantic Gateway is a \$1.4 billion partnership that focuses on the I-95 corridor between Washington DC and Fredericksburg, VA. The program utilizes an innovative public/ private partnership to leverage a suite of multimodal improvements along one of the nation’s busiest corridors. Specific duties included coordination amongst a myriad of stakeholders, financial analysis and recommendations, project development guidance, corridor branding and communication strategies as well as program support and oversight on behalf of Virginia Department of Rail and Public Transit (DRPT). Responsibilities included facilitation and coordination of outreach and solicitation of grant support from a variety of stakeholders at the national, regional, and local level. The HDR Strategic Communications team generated program branding, designed the application layout, created infographics, and developed an interactive project website for grant reviewers to learn about the grant in more detail. The visual summaries developed for this program made it stand apart and allowed information to be displayed in a clear and concise format.

2.3 REFERENCES

CLIENT	PROJECT	POINT OF CONTACT
 <p>BR CITY OF BATON ROUGE PARISH OF EAST BATON ROUGE</p>	American Rescue Plan Act Grants Management	Angie Savoy, Assistant Finance Director 222 St. Louis St., 4th Floor, Baton Rouge, LA 70802 asavoy@brla.gov 225.389.3061, ext. 6618
 <p>Louisiana Housing Corporation</p>	Statewide Emergency Rental Assistance Program	Josh Hollins, Executive Director 2415 Quail Dr. Baton Rouge, LA 70808 jhollins@lhc.la.gov 225.763.8700
 <p>LSU Foundation</p>	University Lakes Project Advisory	LuAnne Greco, Vice President and General Counsel 3796 Nicholson Dr. Baton Rouge, LA 70802 lgreco@lsufoundation.org 225.578.0525
 <p>LOUISIANA Office of COMMUNITY DEVELOPMENT</p>	Louisiana Watershed Initiative	Genea Lathers, Resilience and Mitigation Manager 617 N. Third St., 6th Floor Baton Rouge, LA 70802 genea.lathers2@la.gov
 <p>JEFFERSON PARISH STATE OF LOUISIANA</p>	Greater New Orleans Westbank Rail Realignment	Timothy Palmatier, JD, CPA, Finance Director 200 Derbigny St. Gretna, LA 70053 tpalmatier@jeffparish.net 504.364.2767 Nichole Gaubert, Director Public Safety Grants and Administration 200 Derbigny St., Suite 4200 Gretna, LA 70053 ngaubert@jeffparish.net 504.227.1374

REQUEST FOR PROPOSALS NO. RFP-0447 FOR

**Grant Consulting Services in Connection with
American Rescue Plan Act of 2021 and Other Local,
State, Federal and Private Grant Opportunities**

JEFFERSON PARISH GOVERNMENT | DUE OCTOBER 14, 2022 AT 3:30 PM

3. INNOVATIVE CONCEPTS



3. INNOVATIVE CONCEPTS

Advocacy at Every Turn

The CSRS team is prepared to work with the Parish as a forceful advocate for its project requests made through the IJA, bringing agency, federal delegation, state, and other key stakeholders to the table to understand and jointly advocate for a project request. The effort needed to coalesce these parties, with sometimes divergent interests, quickly and efficiently to support a robust request requires an extensive relationship network and trust at all levels of government. This advocacy, though often unable to be articulated in quantitative terms, is critical to the success of major requests under the IJA.

Case Study: Greater New Orleans Westbank Rail Realignment

The triangulation of this support was best demonstrated during the CSRS team's recent push to support the Greater New Orleans Westbank Rail Realignment request under the Multimodal Project Discretionary Grant Program round. Historically, many of these parties have had disparate viewpoints relative to this project and the mechanics associated with its implementation. Many of these items occurred within a six-week timeframe and have continued as this request progressed through USDOT agency reviews. The CSRS Team, working with Jefferson Parish elected officials, engaged the following parties to support this request and continues to work with the delegation to keep this project at the top of the consideration for USDOT reviewers.

	ENTITY	ROLE
Private Stakeholders	Union Pacific Railroad	Class I railroad - existing asset owner; issued letter of support
	New Orleans and Gulf Coast Railway	Short line railroad - existing asset owner and primary user; issued letter of support
	LA 23 Development Corporation	Exclusive development partner with Port of Plaquemines; developer of Plaquemines cargo terminal
	Sustainability Partners	Issued \$150M good funds letter if project pursues P3 financing route
	GNO Inc.	Prioritization of project as major regional need for IJA resources; issued letter of support
	Government Advisors	Issued letter affirming bonding capacity for Jefferson Parish if project pursued conventional public finance route
Local	Plaquemines Port	Primary beneficiary of increased rail thru put capacity; party to MOU; issued letter of support
	Plaquemines Parish	Council serves as Plaquemines Port board; primary local jurisdictional unit receiving downstream port benefits; issued letter of support

3. INNOVATIVE CONCEPTS

	ENTITY	ROLE
Local	City of Gretna	Key stakeholder on existing route; primary beneficiary of safety and environmental benefits associated with realignment; issued letter of support
	Regional Planning Commission	Coordinated initial environmental work; indicated inclusion of project in relevant regional transportation plan; issued letter of support
	Jefferson Parish	Primary applicant; party to MOU; issued good funds letter with Parish President and entire council support; provided resolution endorsing request; issued letter of support
State	Governor's Office	Coordinated w/ LADOTD for letter of support; integrated state agency support
	Governor's Climate Task Force	Issued press briefing on project's importance under IJJA and climate impact benefits which provided for stronger narrative relative emissions reduction
	Louisiana Department of Transportation and Development	Indicated inclusion in related statewide transportation plans; issued letter of support
Federal	Sen. Cassidy	Engaged USDOT to indicate support during review process; issued letter of support
	Rep. Carter	Engaged USDOT to indicate support during review process including direct engagement with Secretary Buttigieg and Deputy Secretaries; questioned FRA administrator in committee hearing regarding the current issue and necessity of the project; issued letter of support
	Rep. Scalise	Engaged USDOT to indicate support during review process
	Office of the Secretary, U.S. Department of Transportation	Met w/ Rep. Carter; multiple staff follow ups with congressional delegation offices
	FRA Administrator	Following committee hearing questioning, conducted multiple staff follow ups with congressional delegation
	Rep. Donald Payne, Rail Subcommittee Chair	Engagement with USDOT and FRA during review process; provided formal endorsement of the project.

3. INNOVATIVE CONCEPTS



U.S. Representative Troy Carter (LA-1), member Transportation and Infrastructure Committee discussing the existing Gretna, LA rail condition with Federal Railroad Administrator Bose during a House Transportation and Infrastructure Committee hearing, following the submission of the Greater New Orleans Westbank Rail Realignment program to the Multimodal Discretionary Grant Program.

Local Perspective

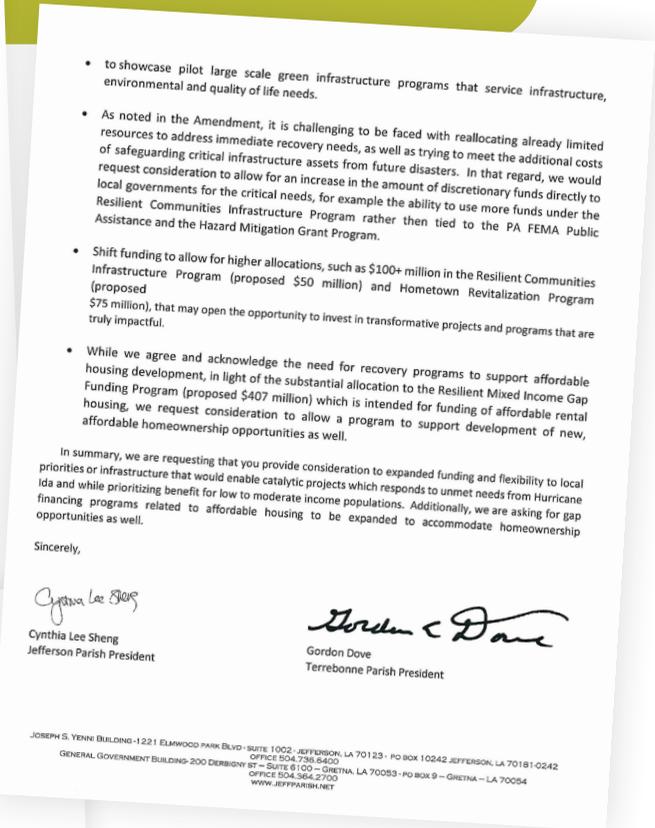
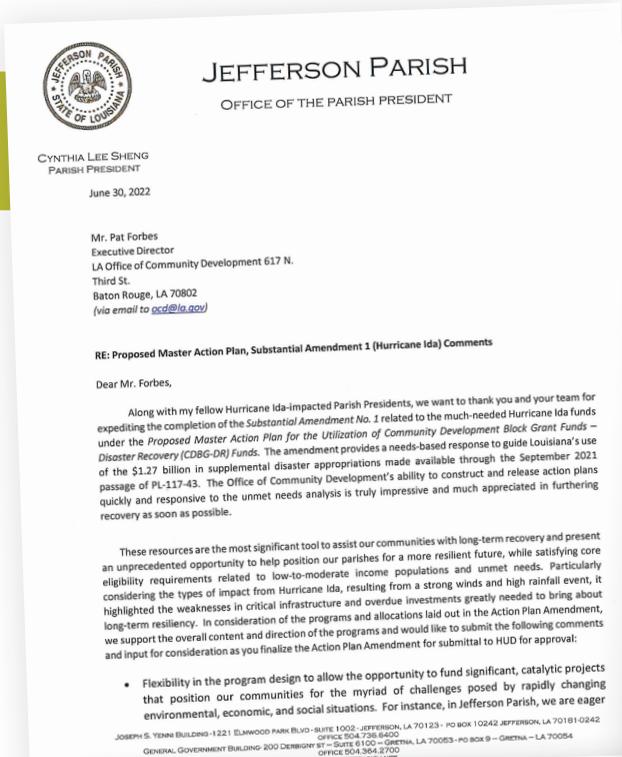
We understand Jefferson Parish. We understand the Parish's considerable strengths and the opportunity to be in the driver's seat of regional growth. We also understand where capacity is needed to fully coordinate resources to support larger governance objectives. To that extent, we will remain steadfast in coaching departments on positioning projects for federal pursuits. We know this takes time and dedication but are committed to putting the full resources of our team to serve the Jefferson Parish in the most effective manner.

We also understand that many of these items are political in nature and that we must work with the Parish to balance all federal pursuits and deployment of resources in a manner that balances administrative priorities with Council realities. We don't see this as a hinderance to our work, but a workable constraint within the overall execution of our work. For example, if we have identified one major multi-hundred million dollar pursuit within a single council district, we know that when we need to solicit good funds letters or council authorization to submit a grant application, that there needs to be an understanding that this isn't a one off pursuit for the parish but part of a larger approach to engaging the emerging federal resource landscape, and that over the course of the next 5 years, the parish must be diligent about seeking out opportunities at the federal level that are distributed across Jefferson Parish.

Working alongside the administration, we are prepared to help the Parish Council understand the reality of this engagement over the long term, and work to identify compelling, strategic projects that balance administrative goals and district needs. Understanding this balance has been key to the formulation of our Strategic Recovery Plan – a framework document to help the parish prioritize its major federal pursuits, and basis for building consensus at the front end of this engagement, so that collectively we can maintain focus on the big wins while also acknowledging small to medium sized pursuits tailored to specific acute recovery needs, and work to ensure synergy between all investments in a way that will catalyze new forms of growth for Jefferson Parish. In short, if we are going to successfully chase major federal projects over the IJA appropriation and authorization cycle, we need consensus out the outset as to the priorities and merit of those pursuits.

3. INNOVATIVE CONCEPTS

At the same time, we also have an intimate understanding of the decision points at the State level that are going to impact Jefferson Parish’s access to federal resources, through the IJA or supplemental disaster recovery resources. We understand that the State has total discretion in how it allocates its \$2 billion in CDBG-DR funds or all the trailing HMGP resources and are prepared to work with the Parish to leverage our relationships and understanding of the process to ensure that the Parish receives as much money as possible.



Parish President Cynthia Lee Sheng’s letter to the State Office of Community Development, with accompanying signatures from three other Parish Presidents (Lafourche, Terrebonne, and St. Charles) regarding the need for more robust local infrastructure programming.

3. INNOVATIVE CONCEPTS

Reporting and Communication

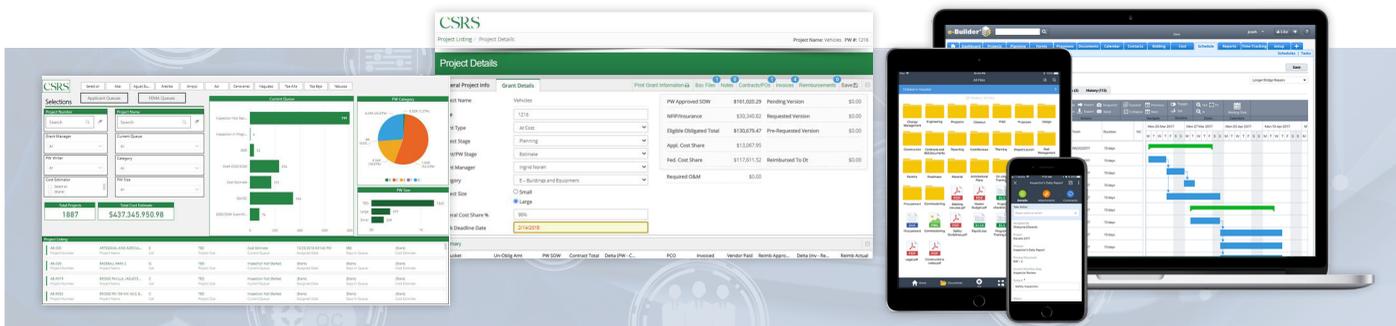
Beyond US Treasury-required program reporting, the CSRS Team has extensive experience with a full suite of products to accurately manage Jefferson Parish's SLFRF program. Our controls system has evolved in tandem with other aspects of managing rapidly evolving federal programs. We recognize that communication among all stakeholders is a key to success. If required by the Jefferson Parish SLFRF program needs, the interactive nature of our Project Management and Control System (PMCS) will provide the CSRS Team and Jefferson Parish staff with valuable management data and capabilities.

The PMCS has a modular design allowing secure access to elements of functionality to be used by Jefferson Parish and the CSRS Team. The system utilizes a secure, web-based collaborative platform designed to provide easy access to project management modules that populate real-time reports and dashboards. Report pages are fully configurable based on specific user needs.

Our PMCS tools consist of a comprehensive suite of commercially available systems specifically configured to streamline the delivery of capital construction projects and support various reporting requirements. The system is not proprietary and requires little training or knowledge beyond software that is already being used by most stakeholders. We utilize standard software such as Microsoft SharePoint, Power BI, Prologue, and Box, as well as Enterprise Project Management systems configured to provide budget and cost management, change management, schedule management, risk management, document control, and field administration data.

Our PMCS can provide Jefferson Parish and the CSRS team a solid foundation to continue successful project delivery based on these features and benefits:

- **Web-based** - Provides controlled access to program stakeholders via a web browser
- **Secure** – A hosted secure data center enabling the appropriate level of data security
- **Proactive Project Management** – Robust budget control, schedule control, document management, and administration modules built on industry-leading best practices and procedures
- **Program and Project Level Metrics** – Early indicators of program-wide and project-specific performance to ensure the period of performance requirements are satisfied
- **Scalable** – Enabling technology to scale up or down to accommodate program and project size and number of users
- **File Indexing** – Continuous indexing of file locations enables faster file retrieval and queries
- **Vertical Integration** – Availability of roll-up project information to the program level supports decisions and communications for all other areas of Jefferson Parish administrative operations
- **Static and Dynamic Reporting** – Real-time and/or historical reports with snapshots of data to assess program progression
- **Enhanced Reporting Capabilities** – We continue enhancing our reports generated through PMCS for managing programs and our operations within our operations, and to provide Jefferson Parish with graphically focused reports for quick analysis by all program stakeholders.



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4. PROJECT SCHEDULE



IIJA ENGAGEMENT SCHEDULE

IIJA	
Within 3 Months of Contract Execution	<ul style="list-style-type: none"> • Work with the Parish to establish reporting goals for communication with administration and Council • Establish plan with Parish for the types of awards and resources it wants to monitor closest • Establish consensus on major, nationally competitive IIJA pursuits for the Parish; to-date we understand these to be: <ul style="list-style-type: none"> • Greater New Orleans Westbank Rail Realignment (packaging complete) • Westbank River Cruise and Ferry Terminal (packaging to be complete by 12/31/2022) • I-10 Widening (Williams to Veterans) • Jefferson and Causeway Transit Hub and Onramp • Major Eastbank Green Infrastructure Project • Major Westbank Green Infrastructure Project • Develop strategies for securing major awards and project positioning needs required to secure resources • Create a process to track the development of projects and requests associated with smaller to medium sized projects, whether through nationally competitive or formula funds • Create a platform for conducting ongoing needs assessments with Parish departments to align departmental priorities with federal resources • Package at least one more major nationally competitive grant submission
Within 3-6 Months of Contract Execution	<ul style="list-style-type: none"> • Ensure packaging of all major IIJA pursuits are complete • Work with Parish to ensure federal partners and delegation are aware of their major requests • Reporting all work efforts and progression of applications to Finance, other departments and Council
Ongoing	<ul style="list-style-type: none"> • Continued submission of major projects into applicable funding streams • Tracking of small to medium sized project funding opportunities • Ongoing delegation and federal partner engagement, as needed • Technical assistance as needed to departments to scope small to medium sized project requests • Reporting all work efforts and progression of applications to Finance, other departments and Council • As needed, management of any federal resources secured

NOTE: RFP only authorizes 3 year term following award for professional services support

ARPA ENGAGEMENT SCHEDULE

ARPA SLFRF	
Within 3 Months of Contract Execution	<ul style="list-style-type: none"> Understand the scope and status of all existing and prospective projects under the Parish's SLFRF program Review all existing expenditure and assigned expenditure categories Establish program policies and procedures, including, but not limited to: <ul style="list-style-type: none"> Procurement standards and documentation requirements Labor standards Environmental review standards Monitoring and Compliance Clarify applicable terms and conditions for all subrecipient agreements and contracts utilizing ARPA SLFRF funds Assess prospective projects relative expenditure category assignments Establish any evidence-based or performance-based reporting needs and strategies Establish a framework for subrecipient monitoring and compliance Build templates or review existing, as needed, for formal procurement methods (i.e., sealed bid, RFP, RFQ) Provide policy support Understand reporting needs of Parish for stakeholder communication (departments and Council)
Within 3-6 Months of Contract Execution	<ul style="list-style-type: none"> Review existing expenditure procurement files Initiate sub-recipient agreements and subsequent monitoring and compliance Work with purchasing department to ensure collection of all required documentation Support quarterly project and expenditure reporting to US Treasury Support Recovery Performance Plan reporting to US Treasury Assess prospective projects relative to expenditure category assignments Establish benchmarks for project and subrecipient progression to satisfy current Period of Performance requirements Parish stakeholder reporting
Ongoing	<ul style="list-style-type: none"> Provide procurement support Provide policy support Support quarterly project and expenditure reporting to US Treasury Support Recovery Performance Plan reporting to US Treasury Ongoing audit of procurement files Ongoing monitoring and compliance evaluations Evaluation of project and subrecipient progression relative to Period of Performance requirements Parish stakeholder reporting
June - December 2024	<ul style="list-style-type: none"> Ensure all funds are obligated Consider reassignment of funds associated with underperforming projects and/or subrecipients to new projects that can be quickly expended
June - December 2026	<ul style="list-style-type: none"> Ensure all funds are expended
Through December 2031	<ul style="list-style-type: none"> Satisfy records retention requirements per US Treasury Terms and Conditions

REQUEST FOR PROPOSALS NO. RFP-0447 FOR

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JEFFERSON PARISH GOVERNMENT | DUE OCTOBER 14, 2022 AT 3:30 PM

5. FINANCIAL PROFILE

CSRS FINANCIAL STABILITY STATEMENT

CSRS, LLC, is a professional services firm with an annual revenue exceeding \$60 million in 2021. In addition to sufficient liquidity to perform this work, we currently have a \$6 million line of credit of which the current balance is zero. CSRS and its team have the financial capacity, liquidity, and capital resources to perform all requirements outlined in the RFP. We are confident that our vast experience in performing projects of similar scope and size allows us to provide the Jefferson Parish Government with efficient and cost-effective solutions for successful project delivery.

In compliance with the RFP requirements, we have provided financial statements for the past three (3) years for CSRS, and our two subcontractors, BBEC and HDR, which are included in our Technical Proposal “Financial Profile” and demonstrate the financial stability of the Prime and its subcontractors.

CSRS AUDITED FINANCIAL STATEMENT

**CSRS HOLDINGS, LLC AND
CSRS, LLC AND SUBSIDIARIES**

**AUDITED COMBINED
FINANCIAL STATEMENTS**

DECEMBER 31, 2021

CONFIDENTIAL

Financial Statement is non published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S.44.1 et seq. and applicable rules and regulations.

TABLE OF CONTENTS

Audited Financial Statements:

Independent Auditor’s Report	Page	1 - 3
Combined Balance Sheet		4
Combined Statement of Income		5
Combined Statement of Changes in Members’ Equity		6
Combined Statement of Cash Flows		7
Notes to Combined Financial Statements		8 - 20

Supplementary Information:

Combining Balance Sheets		21
Combining Statements of Income		22

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CSRS AUDITED FINANCIAL STATEMENT



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Independent Auditor's Report

To the Board of Directors
and Members of
CSRS Holdings, LLC and
CSRS, LLC and Subsidiaries
Baton Rouge, Louisiana

Opinion

We have audited the combined financial statements of CSRS Holdings, LLC and CSRS, LLC and Subsidiaries which comprise the combined balance sheet as of December 31, 2021, and the related combined statements of income, changes in members' equity, and cash flows for the year then ended, and the related notes to the combined financial statements.

In our opinion, the accompanying combined financial statements present fairly, in all material respects, the financial position of CSRS Holdings, LLC and CSRS, LLC and Subsidiaries as of December 31, 2021, and the results of their operations and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of CSRS Holdings, LLC and CSRS, LLC and Subsidiaries and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the combined financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of combined financial statements that are free from material misstatement, whether due to fraud or error.

CSRS AUDITED FINANCIAL STATEMENT

In preparing the combined financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about CSRS Holdings, LLC and CSRS, LLC and Subsidiaries' ability to continue as a going concern for one year after the date that the combined financial statements are issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the combined financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the combined financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the combined financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the combined financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of CSRS Holdings, LLC and CSRS, LLC and Subsidiaries' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the combined financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about CSRS Holdings, LLC and CSRS, LLC and Subsidiaries' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the combined financial statements as a whole. The supplementary information, as listed in the table of contents, is presented for purposes of additional analysis and is not a required part of the combined financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the combined financial statements. The information has been subjected to the auditing procedures applied in the audit of the combined financial statements and certain additional procedures, including comparing and reconciling such information directly to the

CSRS AUDITED FINANCIAL STATEMENT

underlying accounting and other records used to prepare the combined financial statements or to the combined financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the combined financial statements as a whole.

Respectfully submitted,

Harris T. Bourgeois, LLP

Baton Rouge, Louisiana
June 17, 2022

CONFIDENTIAL

CSRS AUDITED FINANCIAL STATEMENT

CSRS HOLDINGS, LLC AND CSRS, LLC AND SUBSIDIARIES

COMBINED BALANCE SHEET

AS OF DECEMBER 31, 2021

ASSETS

Current Assets:	
Cash and Cash Equivalents	\$ 2,960,221
Receivables, Net	13,679,148
Contract Assets	5,294,706
Prepaid Expenses	118,811
	<hr/>
Total Current Assets	22,052,886
Investments in Joint Ventures	1,089,706
Other Assets	1,032,631
Property and Equipment, Net	4,823,424
	<hr/>
Total Assets	<u>\$ 28,998,647</u>

LIABILITIES AND MEMBERS' EQUITY

Current Liabilities:	
Current Portion of Long-Term Debt	\$ 762,312
Obligations Under Capital Leases - Current	244,699
Accounts Payable	8,112,562
Accrued Liabilities	3,059,371
	<hr/>
Total Current Liabilities	12,178,944
Long-Term Liabilities:	
Long-Term Debt	5,731,498
Obligations Under Capital Lease - Long-Term	1,185,149
Deferred Income Tax Liability	102,500
	<hr/>
Total Liabilities	19,198,091
Members' Equity:	
Members' Equity	14,101,366
Receivables on Membership Units	(4,300,810)
	<hr/>
Total Members' Equity	9,800,556
	<hr/>
Total Liabilities and Members' Equity	<u>\$ 28,998,647</u>

The accompanying notes are an integral part of these combined financial statements.

4

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CSRS AUDITED FINANCIAL STATEMENT

CSRS HOLDINGS, LLC AND CSRS, LLC AND SUBSIDIARIES

COMBINED STATEMENT OF INCOME

FOR THE YEAR ENDED DECEMBER 31, 2021

Revenues:

Professional Fees and Reimbursable Expenses \$ 60,906,594

Project Expenses:

Project Payroll and Consultant Expenses 35,178,713

Gross Profit 25,727,881

General and Administrative Expenses:

Advertising and Promotion Expenses 35,050

Auto Expense 49,436

Business Development 1,043,455

Computer Expenses 1,196,636

Depreciation 213,905

Employee Benefits 556,553

Insurance 1,208,978

Office Expense 648,099

Professional Fees 976,759

Professional Licenses 41,642

Pursuit 8,356

Rent - Buildings and Equipment 985,686

Repairs and Maintenance 14,219

Salaries, Wages, and Bonuses 7,688,383

Taxes - Payroll 1,353,178

Taxes - Other 17,213

Telephone and Utilities 184,918

Training and Development 34,557

Travel and Entertainment 110,199

Total General and Administrative Expenses 16,367,222

Operating Income 9,360,659

Other Income (Expense):

Interest Income 50,636

Interest Expense (161,133)

Loss on Sale of Property and Equipment (15,867)

Other Income (Expense) 123,611

(2,753)

Net Income \$ 9,357,906

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5

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CSRS AUDITED FINANCIAL STATEMENT

CSRS HOLDINGS, LLC AND CSRS, LLC AND SUBSIDIARIES

COMBINED STATEMENT OF CHANGES IN MEMBERS' EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2021

	Common Stock	Additional Paid-in Capital	Retained Earnings	Members' Equity	Notes Receivable for Stock/ Member Units	Total Stockholders/ Members' Equity
Balance at January 1, 2021	\$ 81,107	\$ 23,055	\$ 7,129,478	\$ -	\$ (1,509,165)	\$ 5,724,475
Net Income	-	-	8,947,010	410,896	-	9,357,906
Purchase of Stock	-	-	(4,071,405)	-	-	(4,071,405)
Sale of Stock/Members' Units	-	-	3,605,159	-	-	3,605,159
Distributions	-	-	(1,313,069)	(710,865)	-	(2,023,934)
Transfer to Members' Equity Upon Reorganization of the Company and Conversion to LLC	(81,107)	(23,055)	(14,297,173)	14,401,335	-	-
Receivables for Sales of Stock/ Member's Units	-	-	-	-	(2,935,158)	(2,935,158)
Receivables Collected for Sales of Stock/ Members' Units	-	-	-	-	143,513	143,513
Balance at December 31, 2021	\$ -	\$ -	\$ -	\$ 14,101,366	\$ (4,300,810)	\$ 9,800,556

The accompanying notes are an integral part of these combined financial statements.

CSRS AUDITED FINANCIAL STATEMENT

CSRS HOLDINGS, LLC AND CSRS, LLC AND SUBSIDIARIES

COMBINED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2021

Cash Flows From Operating Activities:

Net Income	\$ 9,357,906
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:	
Depreciation	213,905
Loss on Sale of Property and Equipment	15,867
Changes in Assets and Liabilities:	
(Increase) Decrease in Receivables	(7,632,704)
(Increase) Decrease in Contract Assets	(1,209,452)
(Increase) Decrease in Prepaid Expenses and Other Assets	(1,149,782)
Increase (Decrease) in Accounts Payable	4,940,225
Increase (Decrease) in Accrued Liabilities	1,691,015
Net Cash Provided by Operating Activities	<u>6,226,980</u>

Cash Flows From Investing Activities:

Purchases of Property and Equipment	(4,810,818)
Proceeds from Sale of Property and Equipment	18,001
Change in Investments in Joint Ventures, Net	43,202
Net Cash Used in Investing Activities	<u>(4,749,615)</u>

Cash Flows From Financing Activities:

Proceeds from Issuance of Debt	1,596,485
Proceeds from Issuance of Capital Lease Obligations	1,508,635
Repayments of Debt	(2,249,810)
Repayments of Capital Lease Obligations	(78,787)
Principal Payments Received on Notes Receivable	143,513
Cash Paid for Purchase of Stock and Repayment of Related Debt	(394,938)
Cash Received for Sale of Stock	670,000
Distributions to Members	(710,865)
Net Cash Provided by Financing Activities	<u>484,233</u>

Net Increase in Cash and Cash Equivalents

1,961,598

Cash and Cash Equivalents - Beginning of Year

998,623

Cash and Cash Equivalents - End of Year

\$ 2,960,221

Supplemental Disclosure of Cash Flow Information:

Cash Payments for:	
Interest	<u>\$ 161,133</u>

Supplemental Disclosure of Non-Cash Investing and Financing Activities:

Reduction of Due from Stockholders through Distributions	<u>\$ 1,313,069</u>
Receivables Issued for Sale of Stock	<u>\$ 2,935,158</u>
Notes Payable Issued for Purchase of Stock	<u>\$ 4,002,376</u>

The accompanying notes are an integral part of these combined financial statements.

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CSRS AUDITED FINANCIAL STATEMENT

CSRS HOLDINGS, LLC AND CSRS, LLC AND SUBSIDIARIES

NOTES TO COMBINED FINANCIAL STATEMENTS

DECEMBER 31, 2021

Note 1 - Nature of Operations and Summary of Significant Accounting Policies -

Reporting Entities and Principles of Combination

The combined financial statements include the accounts of CSRS Holdings, LLC and CSRS, LLC and Subsidiaries (collectively referred to as the “the Company”) in order to more clearly reflect the combined financial position, results of operations, and cash flows of the Company with operations under common ownership, control, and management. All significant intercompany accounts and transactions have been eliminated in combination.

Nature of Operations

CSRS Holdings, LLC:

- CSRS Holdings, LLC (Holdings) was formed on November 30, 2021 as part of a restructuring of the Company’s operations which is further discussed in Note 15 to these combined financial statements. Holdings operations consists of notes receivables and notes payable from/to its members and has a 56% investment in CSRS, LLC and Subsidiaries. These combined financial statements include the operations of Holdings since its inception through December 31, 2021.

CSRS, LLC and Subsidiaries:

- CSRS, LLC (formerly CSRS, Inc.) (CSRS) is the parent company of its subsidiaries and provides architecture, engineering, planning, environmental, land development services, disaster recovery, and program management services to a local, regional, and national client base.
- CSRS Disaster Recovery Management, LLC is a wholly owned subsidiary of CSRS, LLC that provides consulting for obtaining and managing federally funded programs involving natural disasters.
- CSRS Workforce Management, LLC, is a wholly owned subsidiary of CSRS, LLC that provides cleaning and disinfecting services to public and private entities by hiring displaced workers as the result of the COVID-19 pandemic through a contract with the Louisiana Workforce Commission.
- Fides Consulting, LLC, is a wholly owned subsidiary of CSRS, LLC that provides process engineering consulting services to industrial clients in the gulf coast region.

The Company’s headquarters are in Baton Rouge, Louisiana with additional locations in New Orleans, Lafayette and Lake Charles, Louisiana, Dallas, Texas, Los Angeles, California, and Miami, Florida. The Company does business primarily in Louisiana. The Company is authorized to do business in a number of other states.

Statement of Cash Flows

The Company considers all cash in banks and on hand to be classified as cash and cash equivalents for cash flow purposes.

8

Financial Statement is non published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S.44.1 et seq. and applicable rules and regulations.

CSRS AUDITED FINANCIAL STATEMENT

Accounts Receivable and Revenue Recognition

The Company recognizes revenue in accordance with ASC Topic 606, *Revenue from Contracts with Customers*. Revenue is measured on the amount of consideration specified in a contract with a customer. Revenue is recognized when and as performance obligations under the terms of the contract are satisfied which generally occurs with the transfer of control of goods or services to the customer. Revenue is earned based upon an agreed upon fixed price or based upon actual cost incurred marked up at an agreed upon rate.

The Company regularly enters into contracts with customers to provide professional services on a fixed fee for services or an hourly rate basis, as well as a cost-reimbursement basis. Revenues are generally recognized when the services are provided. As fixed fee projects progress, estimates of anticipated revenues earned are included in revenues based on an estimate of time incurred and total hours estimated for the project. Certain cost-reimbursement contracts may be subject to review or audit which may result in adjustments to billed revenues. Reimbursable costs, including subcontractor costs, are included in professional fee revenues and project expenses as incurred.

Professional service fees consist of professional architectural, engineering, planning, environmental, and other design and consulting services provided to governmental, commercial and industrial clients. Rates for these services vary depending on the type of services provided and can be based on a fixed fee for services or hourly rates, as well as a cost-reimbursement basis. Professional service fees are recognized when performance obligations are satisfied, in an amount that reflects the consideration the Company expects to be entitled to in exchange for services rendered. Specifically, if the Company has the right to consideration from a customer in an amount that corresponds directly with the value of the Company's performance obligation completed to date (in which the Company bills a fixed amount for each hour of service provided), the Company recognizes revenue in the amount to which it has a right to invoice services performed. The Company believes that the use of this "as invoiced" practical expedient is an accurate reflection for the performance obligation completed.

For fixed fee projects, estimates of anticipated revenues earned are included in revenues based on an estimate of time incurred and total hours estimated to complete the contract. The Company records all revenues net of any applicable sales tax.

Costs associated with service revenues are recognized when the related revenues are recognized. The Company includes in project expenses all direct costs of providing professional services which includes direct salary costs and project consultants and subcontractors.

Billed contract receivables (accounts receivable) represent amounts billed to customers in accordance with the contracted terms but not collected as of the end of the year. Unbilled contract receivables (unbilled work-in-progress) represent amounts billable to customers in accordance with contract terms that have not been billed as of year-end but are expected to be billed and collected within one year from the balance sheet date. Unbilled work-in-progress is reduced for billings to, and payments received from, customers in excess of revenue earned.

The Company provides credit in the normal course of business and generally does not require collateral with the extension of credit. The Company maintains an allowance for bad debts based on management's assessment of collections, current economic conditions, and prior experience. The Company ages its accounts receivable using the invoice date. The Company determines if receivables are past-due based on the contractual terms of the service provided; however, the Company does not charge interest on past-due accounts. The Company charges off receivables if

CSRS AUDITED FINANCIAL STATEMENT

management considers the collection of the account balance to be doubtful. At December 31, 2021, the Company has an allowance for doubtful accounts of \$120,384. There was no bad debt expense recorded during the year ended December 31, 2021.

Property and Equipment

Property and equipment are recorded in the accounts of the Company at cost. Additions and improvements are capitalized. Ordinary maintenance and repair expenses are charged to income as incurred. The cost of property sold or otherwise disposed of and the accumulated depreciation thereon are eliminated from the property and related accumulated depreciation accounts, and any gain or loss is credited or charged to income. Depreciable lives generally range from 3 to 7 years for most equipment and furniture and fixtures and 15 years for tenant improvements.

Compensated Absences

The Company allows employees to rollover up to one hundred twenty hours of unused paid time off into the new benefit year. On a case-by-case basis, that amount can be increased with supervisor approval. The Company recognizes costs as the benefit is earned by the employee.

Income Taxes

CSRS, LLC (formerly CSRS, Inc.) elected to be recognized as an S-Corporation for federal and state income tax purposes effective January 1, 2018. The formation of Holdings and transfer of CSRS, Inc. stock as described in Note 15 - Company Restructure qualified as a tax-free "F reorganization" under the Internal Revenue Code and regulations. Holdings filed an election to make CSRS, Inc. a qualified subchapter S subsidiary ("QSub"), effective immediately on the transfer of the CSRS, Inc. stock. The Internal Revenue Service has ruled that upon the formation of a holding company, followed by its election of QSub status for its former S-corporation subsidiary, the S election does not terminate but continues in effect as to the holding company. Consequently, Holdings is taxed as an S-Corporation with an S election effective January 1, 2018. Therefore, the tax consequences of CSRS Holdings, LLC's operations are to be recognized by its members. Accordingly, no provision for income taxes for this entity is included in these combined financial statements.

As an S-Corporation, Holdings continues to be subject to the "built-in" gains tax for the excess of the fair value over tax reporting bases of assets at the effective date of its S-Corporation election. If such assets are sold within five years of the S-Corporation election, this built-in gain will be recognized and federal corporate taxes will be due. When the Company's exposure to potential built-in gains tax ends after five years, any remaining deferred tax liability will be reversed. The deferred tax liability as of December 31, 2021 was \$102,500. If Holdings becomes subject to such taxes in the future, or if there are adjustments to taxes reported for periods prior to the S-Corporation election, such taxes will be reported as income tax expense or benefit during the period such information becomes known and estimable.

As a result of CSRS, Inc.'s conversion to a limited liability company and the admission of additional members, CSRS, LLC is taxed as a partnership as of November 30, 2021. Therefore, the tax consequences of CSRS, LLC's operations are to be recognized by its members. Accordingly, no provision for income taxes for this entity is included in these combined financial statements.

CSRS AUDITED FINANCIAL STATEMENT

The Company evaluates all significant tax positions as required by accounting principles generally accepted in the United States of America. As of December 31, 2021, the Company does not believe that it has taken any positions that would require the recording of any additional tax liability nor does it believe that there are any unrealized tax benefits that would either increase or decrease within the next year.

The Company files income tax returns in the U.S. federal jurisdiction and various state jurisdictions. With few exceptions, the Company is no longer subject to federal and state income tax examinations by tax authorities from its inception (Holdings) and for years before 2018 (CSRS, LLC and Subsidiaries). Any interest and penalties assessed by income taxing authorities are not significant and are included in general and administrative expenses in these financial statements.

Advertising

The Company expenses advertising costs when incurred. During the year ended December 31, 2021, advertising and promotional expenses totaled \$35,050.

Concentration of Credit Risk and Major Customers

The Company maintains accounts at a financial institution, which at times are in excess of federally insured limits. Management believes the risk of loss is minimal.

The Company regularly enters into governmental type contracts for which the ultimate settlement of receivables often requires extended periods of time due to required compliance and administrative procedures. These contracts include funding from federal, state, and local funding sources.

For the year ended December 31, 2021, two customers accounted for approximately 29% of the Company's total revenues. As of December 31, 2021, receivables due from these customers totaled approximately \$7,641,000.

Use of Estimates

The preparation of these combined financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the combined financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates, particularly given the significant social and economic disruptions and uncertainties associated with the ongoing COVID-19 pandemic and the COVID-19 control responses, and such differences may be material.

The most significant estimates susceptible to change are those used in accounting for contract revenues and costs, allowance for doubtful accounts, depreciation expense, and accrued liabilities. Although considerable variability is inherent in these estimates, management believes the estimates are reasonable and appropriate. These estimates are continually reviewed and adjusted as necessary. Such adjustments are reflected in current operations.

CSRS AUDITED FINANCIAL STATEMENT

Members Distributions

During the year ended December 31, 2021, the Company paid distributions of \$2,023,934 to its members. The Company expects to make distributions in the future for its members' income taxes and other purposes. Although any future amounts have not been determined, future distributions could be material to the combined financial statements.

Accounting Pronouncements Issued But Not Yet Adopted

In February 2016, the Financial Accounting Standard Board (FASB) issued ASU 2016-02, *Leases (Topic 842)*, which will require leases to be recorded as an asset on the balance sheet for the right to use the leased asset and a liability for the corresponding lease obligation for leases with terms of more than twelve months. In November 2019, the FASB issued ASU No. 2019-10 delaying the effective date for non-public companies to fiscal years beginning after December 15, 2020. In response to COVID-19 pandemic, ASU No. 2020-05 was issued in June 2020 delaying the effective date for Topic 842 to fiscal years beginning after December 15, 2021. The Company is evaluating the impact the pronouncement may have on the financial statements.

COVID-19 Pandemic

The COVID-19 pandemic in the United States and globally has caused an economic downturn on a global scale, disrupted global supply chains, and created significant uncertainty, volatility, and disruption across economies and financial markets. Therefore, uncertainty remains regarding the ongoing impact of the COVID-19 pandemic upon the Company's financial condition and future results of operations, as well as upon the significant estimates and assumptions that may be utilized in reporting certain assets and liabilities.

Note 2 - Receivables, Net -

As of December 31, 2021, net receivables consisted of the following:

Accounts Receivable	\$ 13,721,500
Allowance for Doubtful Accounts	(120,384)
Other Receivables	78,032
	<u>\$ 13,679,148</u>

Note 3 - Contract Assets -

As of December 31, 2021, contract assets consisted of the following:

Unbilled Receivables on Incomplete Contracts for Work-in-Progress	<u>\$ 5,294,706</u>
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CSRS AUDITED FINANCIAL STATEMENT

Note 4 - Property and Equipment, Net -

Property and equipment consisted of the following at December 31, 2021:

Computer Equipment	\$ 179,076
Furniture and Fixtures	1,424,200
Leasehold Improvements	3,236,912
Software	91,616
Survey and Other Equipment	318,776
Vehicles	147,572
	<u>5,398,152</u>
Less: Accumulated Depreciation	<u>(574,728)</u>
Total Property and Equipment, Net	<u>\$ 4,823,424</u>

The Company recognized depreciation expense of \$213,905 during the year ended December 31, 2021.

Note 5 - Accrued Liabilities -

As of December 31, 2021, accrued liabilities consisted of the following:

Payroll, Payroll Taxes, and Benefits	\$ 1,082,940
Bonuses	1,058,220
Consultant Expenses	567,234
Other	350,977
	<u>\$ 3,059,371</u>

Note 6 - Lines of Credit -

CSRS, LLC has a line of credit with Hancock Whitney Bank in which it may borrow up to \$4,000,000 at a variable rate equal to the Wall Street Journal Prime rate (3.25% at December 31, 2021). Availability under the line of credit is based on eligible accounts receivable. The line of credit matures November 2022 and is secured by a commercial security agreement, pledge of accounts receivables and guarantees of its members. The outstanding balance under this line of credit was \$-0- as of December 31, 2021.

CSRS Disaster Recovery Management, LLC and CSRS Workforce Management, LLC entered into a line of credit with Hancock Whitney Bank in February 2021 in which they may borrow up to \$2,000,000 at a variable rate equal to the Wall Street Journal Prime rate plus a fixed rate of 1.00 but not to be less than 4.5%. (4.5% at December 31, 2021). Availability under the line of credit is based on eligible accounts receivable. The line of credit matured April 2022 and was extended until July 2022. It is secured by a commercial security agreement, pledge of accounts receivables and guarantees of its members. The outstanding balance under this line of credit was \$-0- as of December 31, 2021.

In connection with these debts, the Company is required to meet certain financial covenants and ratios. At December 31, 2021, the Company was in compliance with the covenants or had obtained the necessary waivers.

CSRS AUDITED FINANCIAL STATEMENT

Note 7 - Long-Term Debt -

In conjunction with the member agreements and related repurchase transactions further described in Note 9 to these combined financial statements, the Company has entered into notes payable with members to repurchase ownership interest in the Company. The following are the notes payable to current and former members and other notes payable at December 31, 2021:

CSRS Holdings, LLC

Notes Payable to Current Members:

Note dated July 1, 2018 due in 20 quarterly payments of \$33,130 including interest at 4.75%, with final payment due in April 2023	\$ 190,773
Note dated July 1, 2019 due in 20 quarterly payments of \$38,462 including interest at 5.5%, with final payment due in April 2024	357,061
Note dated July 1, 2020 due in 20 quarterly payments of \$21,803 including interest of 3.25%, with final payment due in April 2025	287,425
Note dated July 1, 2021 due in 20 quarterly payments of \$37,161 including interest of 3.25%, with final payment due in April 2026	619,949
* Note dated November 29, 2021 due in 20 quarterly payments of \$78,454 including interest of 3.25%, with final payment due April 2027	1,347,268
** Notes dated November 30, 2021 with interest due quarterly at a fixed rate based on the applicable federal rate published by the IRS at the date of the Notes of 1.08% with principal payment due at maturity in November 2031	2,035,159

CSRS, LLC

Notes Payable to Banks

Note payable due in 9 monthly consecutive interest payments beginning July 2021, followed by 74 monthly installments of \$22,305 beginning April 2022, with interest of 3.5%, followed by a balloon payment June 2028, secured by furniture and fixtures	1,561,370
Note payable due in 47 monthly installments of \$793, with interest of 4.45% and secured by vehicle with final payment due in June 2025	29,341

(CONTINUED)

CSRS AUDITED FINANCIAL STATEMENT

Equipment Financing:

Note payable due in 60 monthly installments of \$808, including interest as 5.49%, and secured by equipment with final payment due in May 2024	20,445
Note payable due in 60 monthly installments of \$445, including interest as 5.99%, and secured by equipment with final payment due in November 2024	13,923
Note payable due in 48 monthly installments of \$926, including interest at 4.45% and secured by vehicle with final payment due in December 2024	<u>31,096</u>
Total Long-Term Debt	6,493,810
Less: Current Maturities	<u>(762,312)</u>
Total Long-Term Debt	<u>\$ 5,731,498</u>

* On or before June 30, 2022, the price per share, principal sum, and quarterly installments of principal and interest of the note are subject to modification upon completion of the 2021 audited financial statements.

** Included above are notes to three members dated November 30, 2021 prior to the restructure of the Company. No principal payments have been made as of December 31, 2021. The notes are unsecured subordinated notes payable and have no specific principal repayment terms other than at maturity but may be paid earlier as determined by the Board and Members.

The maturities of the long-term portion of debt outstanding at December 31, 2021 are as follows:

2023	\$ 933,933
2024	821,479
2025	708,700
2026	616,094
2027 and Thereafter	<u>2,651,292</u>
Total	<u>\$ 5,731,498</u>

Note 8 - Capital Leases -

The Company has entered into capital lease agreements for certain equipment and furniture and fixtures. The following is a detail of the assets acquired under these agreements, which are included in property and equipment in these combined financial statements as of December 31, 2021:

Furniture and Fixtures	\$ 1,418,265
Survey and Other Equipment	<u>112,776</u>
	1,531,041
Less: Accumulated Depreciation	<u>(83,947)</u>
	<u>\$ 1,447,094</u>

CSRS AUDITED FINANCIAL STATEMENT

The following is a schedule of future minimum lease payments under these lease agreements together with the present value of the net minimum lease payments as of December 31, 2021:

Current Lease Obligations	\$ 244,699
Long-Term Lease Obligations	1,185,149
	<u>\$ 1,429,848</u>
Year Ending December 31:	
December 31, 2022	\$ 359,422
December 31, 2023	343,926
December 31, 2024	306,768
December 31, 2025	306,768
December 31, 2026 and Thereafter	<u>488,989</u>
Total Minimum Lease Payments	1,805,873
Less: Amount Representing Interest	<u>(376,025)</u>
Present Value of Net Minimum Lease Payments	<u>\$ 1,429,848</u>

Note 9 - Member Agreements and Due from Members -

Member Agreements

The Company and its members, who are also employees, have an agreement that allows for an orderly disposition of units owned by the respective parties and imposes certain restrictions on the transfer and other disposition of units. The purchase price pursuant to the agreement shall be payable to the current/former member in the form of a promissory note payable. The Company is allowed to enter into similar agreements with other members upon attaining certain ages or separation from the Company.

Notes Receivable for Stock/Membership Purchases - Members

CSRS, LLC (formerly CSRS, Inc.) entered into transactions during 2012 through 2021 to sell shares to its members in accordance with the terms of stock restriction agreements. Pursuant to these agreements, stock/membership interest was purchased by members through a note to be paid to the Company. The principal amount of these notes are due and payable in full on November 30, 2031. Interest is payable quarterly on the last day of each quarter at a fixed rate based on the federal rate published by the Internal Revenue Service of 1.08% on the date of the Notes. These notes may be repaid early in whole or in part without premium or penalty. The previous notes receivable in effect prior to the restructure of the Company (November 30, 2021), were transferred from CSRS, LLC to CSRS Holdings, LLC under the terms discussed above. The notes are secured by the shares issued pursuant to the stock purchase agreements. The balance owed under these notes receivable to the Company was \$3,400,810 at December 31, 2021 and is recorded as a contra-equity account in these financial statements.

CSRS AUDITED FINANCIAL STATEMENT

Due from Members - Purchase of Membership Units

The Company may periodically make advances to and receive advances from its members. Generally, there are no defined repayment terms and interest is charged at prevailing rates. At December 31, 2021 there were \$900,000 in advances due from members as recorded in these combined financial statements relating to capital contributions due from certain members for purchases of membership interest in CSRS, LLC. The balance owed under these advances to the Company at December 31, 2021 are also recorded as a contra-equity account in these combined financial statements. These amounts were repaid subsequent to year end.

Note 10 - Joint Ventures -

The Company enters certain contracts jointly with other parties to obtain and perform contracts in a joint venture form. These joint ventures usually do not have employees and generally have services provided by the Company and its joint venture partners. The joint ventures own contracts and have cash and accounts receivables as well as amounts due primarily to the joint venture partners for services provided. Services provided by the Company to the joint ventures are included in professional services revenues based on agreed upon billing rates billed to the joint ventures. The Company also recognizes its share of profits from the joint ventures' activities as revenues using the equity method, which is based on earnings of the joint venture and included in professional fee revenues as earned. The joint ventures make distributions to the joint venture partners on a regular basis. The Company's investment in joint ventures represents the Company's share of undistributed profits of the joint ventures.

The Company's investment in joint ventures at December 31, 2021 consisted of three active joint venture arrangements, all of which are accounted for under the equity method. The Company owns a 50% interest in two joint ventures and 75% in one joint venture.

Note 11 - Employee Benefit and Incentive Plans -

The Company sponsors a 401(k) plan which allows employees to elect to contribute a portion of their pretax earnings into retirement funds held in trust by an administrator. The Company, at its discretion may elect to provide a match on employee contributions. For the year ended December 31, 2021 the Company contributed \$232,178 to the plan.

Note 12 - Commitments and Contingencies -

Operating Leases - Lessee

The Company entered into various operating leases for vehicles and office facilities. Certain leases have a short duration to meet specific needs while other lease agreements have longer terms. The future minimum payments under operating leases extending beyond one year as of December 31, 2021 are as follows:

2022	\$ 659,100
2023	621,450
2024	535,525
2025	456,139
Total	<u>\$ 2,272,214</u>

CSRS AUDITED FINANCIAL STATEMENT

The Company also leased office space from an entity in which one of the members of the Company has an ownership interest. The lease arrangement was an informal agreement between the parties with no stated contractual payment terms. Lease payments made under the lease ended September 30, 2021 when the Company moved to a new location. The total amounts incurred by the Company for this lease during the year ended December 31, 2021 was \$246,258.

Rent expense charged to operations for the year ended December 31, 2021 for all operating leases was \$985,686.

Letter of Credit

CSRS, LLC has provided an unfunded stand-by letter of credit issued by a bank which extends automatically for one year from the expiration date of April 2022 unless the beneficiary of the letter of credit notifies the bank that it elects not to renew. The beneficiary made the election not to renew and the letter of credit was cancelled effective February 23, 2022. The letter of credit was in the amount of \$1 million as of December 31, 2021. This letter of credit is secured by a line of credit agreement with Hancock Whitney bank which is collateralized by a commercial security agreement, pledge of accounts receivables, and guarantees of its members. The letter of credit secures the Company's future obligations to complete tenant improvements in its leased Corporate headquarters' building.

Litigation Matters

There are various lawsuits in progress as of December 31, 2021 relating to work performed by a Joint Venture which is owned 50% by the Company. The lawsuits are in various stages of litigation. Due to the status of these cases, it is not possible for the Company's legal counsel and management to make an evaluation of the likelihood of an unfavorable outcome or estimate the amount or range of any potential liability by the Company. Accordingly, no provision relating to these lawsuits has been recorded in these financial statements as of December 31, 2021.

The Company has lawsuits in progress at December 31, 2021 which includes various claims made by the former employer of individuals who are employees of the Company. Due to the status of these cases, it is not possible for the Company's legal counsel and management to make an evaluation of the likelihood of an unfavorable outcome or estimate the amount or range of any potential liability by the Company. Accordingly, no provision relating to these lawsuits has been recorded in these financial statements as of December 31, 2021.

The Company becomes involved, either as plaintiff or defendant, in other lawsuits and claims arising out of the normal conduct of business. In the opinion of management, the combined financial position of the Company will not be materially affected by the final outcome of these legal proceedings.

PPP Loan Forgiveness

See Note 13 to these combined financial statements for the six-year audit provision related to the PPP loan forgiveness.

CSRS AUDITED FINANCIAL STATEMENT

Note 13 - PPP Loan Forgiveness -

In April 2020, the Company qualified for and received loan proceeds in the principal amount of \$2,304,500 pursuant to the Paycheck Protection Program (PPP), a program implemented by the U.S. Small Business Administration (SBA) under the Coronavirus Aid, Relief, and Economic Security Act (CARES Act). The PPP loan was unsecured and guaranteed by the SBA. The principal amount of the PPP loan was subject to forgiveness under the PPP upon the Company's request to the extent that the PPP loan proceeds were used to pay expenses permitted by the PPP, including payroll costs, covered rent and mortgage obligations, and covered utility payments. As of December 31, 2020, the Company believed it substantially met the requirements for the PPP loan forgiveness. Therefore, in accordance with generally accepted accounting principles, the Company recognized PPP loan forgiveness income of \$2,304,000 for the year ended December 31, 2020 as it considered that the measurable performance or other barrier and right of return of the loan no longer existed. The Company applied for and received formal forgiveness of the PPP loan in July 2021.

PPP loans are subject to audit for six years from the date of forgiveness. Department of Treasury guidance states that loans over \$2 million will be fully audited and loans under \$2 million are subject to random audits. When audited, the SBA could redetermine the amount of forgiveness.

Note 14 - Related Party Transactions -

As further discussed in Note 12 to these combined financial statements, the Company leased office space from an entity in which one of the members has an ownership interest.

As further discussed in Notes 7 and 9 to these combined financial statements, the Company has entered into various notes payable and notes receivable to current and former members.

The Companies advance funds between each other periodically for working capital needs and share in various expenses. The Companies also periodically perform professional services for each other. Intercompany transactions have been eliminated in the combined financial statements.

Note 15 - Company Restructure -

Effective November 30, 2021, the Company completed a restructure of its operations as follows:

- CSRS, Inc. shareholders formed CSRS Holdings, LLC ("Holdings"), a Louisiana limited liability company and contributed their CSRS, Inc. shares in exchange for all the member interests of Holdings.
- CSRS, Inc. converted to a Louisiana limited liability company (CSRS, LLC) having Holdings as its sole member.
- Additional individual members, including former CSRS, Inc. shareholders and key employees, were admitted to CSRS, LLC, receiving their membership units in exchange for cash contributions.
- After admission of the new members, Holdings held non-voting membership units, constituting 56% of total CSRS, LLC membership units and was entitled to a 25% share of net income or loss. Under the CSRS, LLC operating agreement, Holdings' initial capital contribution in excess of its \$2,030,000 agreed capital contribution (Holdings' "Excess Investment") is to be

CSRS AUDITED FINANCIAL STATEMENT

repaid in the future through preferential distributions of available cash. Holdings is entitled to a guaranteed payment of 4% of the unpaid balance of its Excess Investment.

As stated above, Holdings has no voting rights in CSRS, LLC but is entitled to receive 25% of the net income or loss from CSRS, LLC and 25% of future distributions from the date of the restructure. Since Holdings has no voting rights and therefore lacks control over CSRS, LLC it presents its investment in CSRS, LLC under the equity method in accordance with generally accepted accounting principles.

Note 16 - SAFE Agreement -

In February 2021, the Company contributed \$1,000,000 in a proposed alternative fuels plant (GRON Fuels, LLC) under the terms of a Simple Agreement for Future Equity (SAFE Agreement). An additional amount of up to \$2,000,000 may be invested by the Company as stated in the SAFE agreement. Under the terms of the SAFE Agreement, in the event of a future equity financing, the amount invested by the Company, as of that date, will convert into membership units of GRON Fuels, LLC based on a formula specified in the agreement. In the event that an equity financing is not completed, the Company will not be refunded any funds it has contributed. This amount is included in other assets in these combined financial statements as of December 31, 2021.

As of December 31, 2021, the proposed project remains in the feasibility study stage. The project's owner and sponsors are actively engaged in pursuing a final investment decision and an equity financing transaction which could occur by the end of 2022. Management has indicated there is no impairment of its contribution as of December 31, 2021.

Note 17 - Subsequent Events -

The Company evaluated subsequent events and transactions for potential recognition or disclosure in the financial statements through June 17, 2022, the date which the financial statements were available to be issued.

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SUPPLEMENTARY INFORMATION

Financial Statement is non published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S.44.1 et seq. and applicable rules and regulations.

CSRS AUDITED FINANCIAL STATEMENT

CSRS HOLDINGS, LLC AND CSRS, LLC AND SUBSIDIARIES

COMBINING BALANCE SHEETS

AS OF DECEMBER 31, 2021

<u>ASSETS</u>	CSRS, LLC and Subsidiaries				
	CSRS Holdings, LLC	CSRS, LLC, CSRS Disaster Recovery, LLC and CSRS Workforce Management, LLC	Fides Consulting, LLC	Eliminations	Total
Current Assets:					
Cash and Cash Equivalents	\$ -	\$ 2,938,469	\$ 21,752	\$ -	\$ 2,960,221
Receivables, Net	42,168	13,676,083	981,287	(1,020,390)	13,679,148
Contract Assets	-	4,850,783	443,923	-	5,294,706
Prepaid Expenses	-	118,811	-	-	118,811
Total Current Assets	42,168	21,584,146	1,446,962	(1,020,390)	22,052,886
Intercompany Receivables	-	6,170,186	20,452	(6,190,638)	-
Investments:					
Investments in Joint Ventures	-	1,089,706	-	-	1,089,706
Investment in CSRS, LLC	14,017,032	-	-	(14,017,032)	-
Other Assets	-	1,032,631	-	-	1,032,631
Property and Equipment, Net	-	4,823,424	-	-	4,823,424
Total Assets	\$ 14,059,200	\$ 34,700,093	\$ 1,467,414	\$ (21,228,060)	\$ 28,998,647
LIABILITIES AND MEMBERS' EQUITY					
Current Liabilities:					
Current Portion of Long-Term Debt	\$ 568,992	\$ 193,320	\$ -	\$ -	\$ 762,312
Obligations Under Capital Leases - Current Portion	-	244,699	-	-	244,699
Accounts Payable	-	9,131,974	978	(1,020,390)	8,112,562
Accrued Liabilities	1,832	2,793,461	264,078	-	3,059,371
Total Current Liabilities	570,824	12,363,454	265,056	(1,020,390)	12,178,944
Intercompany Payables	-	5,477,985	712,653	(6,190,638)	-
Long-Term Liabilities:					
Long-Term Debt	4,268,643	1,462,855	-	-	5,731,498
Obligations Under Capital Lease - Long-Term	-	1,185,149	-	-	1,185,149
Deferred Income Tax Liability	-	102,500	-	-	102,500
Total Liabilities	4,839,467	20,591,943	977,709	(7,211,028)	19,198,091
Members' Equity	12,620,543	15,008,150	489,705	(14,017,032)	14,101,366
Receivables on Membership Units	(3,400,810)	(900,000)	-	-	(4,300,810)
Total Members' Equity	9,219,733	14,108,150	489,705	(14,017,032)	9,800,556
Total Liabilities and Members' Equity	\$ 14,059,200	\$ 34,700,093	\$ 1,467,414	\$ (21,228,060)	\$ 28,998,647

See independent auditor's report.

Financial Statement is non published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S.44.1 et seq. and applicable rules and regulations.

CSRS AUDITED FINANCIAL STATEMENT

**CSRS HOLDINGS, LLC AND
CSRS, LLC AND SUBSIDIARIES**

COMBINING STATEMENTS OF INCOME

FOR THE YEAR ENDED DECEMBER 31, 2021

	CSRS, LLC and Subsidiaries				
	CSRS Holdings, LLC	CSRS, LLC, CSRS Disaster Recovery, LLC and CSRS Workforce Management, LLC	Fides Consulting, LLC	Eliminations	Total
Revenues:					
Professional Fees and Reimbursable Expenses	\$ -	\$ 60,312,671	\$ 3,466,967	(2,873,044)	\$ 60,906,594
Project Expenses:					
Project Payroll and Consultant Expenses	-	36,322,820	1,728,937	(2,873,044)	35,178,713
Gross Profit	-	23,989,851	1,738,030	-	25,727,881
General and Administrative Expenses:					
Advertising and Promotion Expenses	-	34,539	511	-	35,050
Auto Expense	-	49,436	-	-	49,436
Business Development	-	1,035,008	8,447	-	1,043,455
Computer Expenses	-	1,147,149	49,487	-	1,196,636
Depreciation	-	213,905	-	-	213,905
Employee Benefits	-	489,787	66,766	-	556,553
Insurance	-	1,076,800	132,178	-	1,208,978
Office Expense	-	623,444	24,655	-	648,099
Professional Fees	-	589,117	387,642	-	976,759
Professional Licenses	-	40,920	722	-	41,642
Pursuit	-	8,356	-	-	8,356
Rent - Buildings and Equipment	-	903,229	82,457	-	985,686
Repairs and Maintenance	-	11,447	2,772	-	14,219
Salaries, Wages, and Bonuses	-	7,330,344	358,039	-	7,688,383
Taxes - Payroll	-	1,223,733	129,445	-	1,353,178
Taxes - Other	-	17,163	50	-	17,213
Telephone and Utilities	-	181,611	3,307	-	184,918
Training and Development	-	34,557	-	-	34,557
Travel and Entertainment	-	108,610	1,589	-	110,199
Total General and Administrative Expenses	-	15,119,155	1,248,067	-	16,367,222
Operating Income	-	8,870,696	489,963	-	9,360,659
Other Income (Expense):					
Interest Income	3,060	47,576	-	-	50,636
Interest Expense	(1,987)	(159,146)	-	-	(161,133)
Loss on Sale of Property and Equipment	-	(15,867)	-	-	(15,867)
Other Income (Expense)	113,251	84,761	(258)	(74,143)	123,611
	114,324	(42,676)	(258)	(74,143)	(2,753)
Net Income	\$ 114,324	\$ 8,828,020	\$ 489,705	(74,143)	\$ 9,357,906

See independent auditor's report.

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC. AND SUBSIDIARIES

**AUDITED CONSOLIDATED
FINANCIAL STATEMENTS**

DECEMBER 31, 2020 AND 2019

CONFIDENTIAL

Financial Statement is non published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S.44.1 et seq. and applicable rules and regulations.

TABLE OF CONTENTS

Audited Financial Statements:

Independent Auditor's Report	Page	1 - 2
Consolidated Balance Sheets		3
Consolidated Statements of Income (Loss)		4
Consolidated Statements of Changes in Stockholders' Equity (Deficit)		5
Consolidated Statements of Cash Flows		6
Notes to Consolidated Financial Statements		7 - 17

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CSRS AUDITED FINANCIAL STATEMENT



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Independent Auditor's Report

To the Board of Directors
 and Stockholders of
 CSRS, Inc. and Subsidiaries
 Baton Rouge, Louisiana

We have audited the accompanying consolidated financial statements of CSRS, Inc. and Subsidiaries (the Company) (an S-Corporation) which comprise the consolidated balance sheet as of December 31, 2020 and the related consolidated statements of income (loss), changes in stockholders' equity (deficit), and cash flows for the year then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

1

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CSRS AUDITED FINANCIAL STATEMENT

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the 2020 consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of CSRS, Inc. and Subsidiaries, as of December 31, 2020, and the results of their operations and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Prior Period Financial Statements

The consolidated financial statements of CSRS, Inc. and Subsidiaries as of December 31, 2019, were audited by other auditors whose report dated June 11, 2020, expressed an unmodified opinion on those statements.

Respectfully submitted,

Hannis T. Bourgeois, LLP

Baton Rouge, Louisiana
June 22, 2021

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC. AND SUBSIDIARIES

CONSOLIDATED BALANCE SHEETS

AS OF DECEMBER 31, 2020 AND 2019

ASSETS

	<u>2020</u>	<u>2019</u>
Current Assets:		
Cash and Cash Equivalents	\$ 998,627	\$ 9,627
Receivables, Net	6,046,444	3,746,820
Contract Assets	4,085,254	1,559,880
Prepaid Expenses	1,660	5,534
	<u>11,131,985</u>	<u>5,321,861</u>
Total Current Assets	11,131,985	5,321,861
Investments in Joint Ventures Due from Stockholders	1,132,908	1,146,981
	1,313,069	-
Property and Equipment, Net	260,379	303,560
	<u>\$ 13,838,341</u>	<u>\$ 6,772,402</u>

LIABILITIES AND STOCKHOLDERS' EQUITY (DEFICIT)

	<u>2020</u>	<u>2019</u>
Current Liabilities:		
Excess Outstanding Checks Over Bank Balances	\$ -	\$ 29,880
Line of Credit	-	975,000
Current Portion of Long-Term Debt	450,121	532,368
Accounts Payable	3,172,337	1,360,699
Accrued Liabilities	1,368,356	394,645
	<u>4,990,814</u>	<u>3,292,592</u>
Total Current Liabilities	4,990,814	3,292,592
Long-Term Liabilities:		
Long-Term Debt	3,020,552	4,121,083
Deferred Income Tax Liability	102,500	102,500
	<u>8,113,866</u>	<u>7,516,175</u>
Total Liabilities	8,113,866	7,516,175
Stockholders' Equity (Deficit)		
Common Stock	81,107	81,107
Additional Paid-in Capital	23,055	23,055
Retained Earnings	7,129,478	742,559
Notes Receivable on Stock	(1,509,165)	(1,590,494)
	<u>5,724,475</u>	<u>(743,773)</u>
Total Stockholders' Equity (Deficit)	5,724,475	(743,773)
Total Liabilities and Stockholders' Equity	<u>\$ 13,838,341</u>	<u>\$ 6,772,402</u>

The accompanying notes are an integral part of these consolidated financial statements.

3

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CSRS, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME (LOSS)

FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

	<u>2020</u>	<u>2019</u>
Revenues:		
Professional Fees and Reimbursable Expenses	\$ 32,389,502	\$ 23,867,879
Project Expenses:		
Project Payroll and Consultant Expenses	<u>16,687,073</u>	<u>11,148,923</u>
Gross Profit	15,702,429	12,718,956
General and Administrative Expenses:		
Advertising and Promotion Expenses	38,012	20,381
Auto Expense	36,956	78,490
Business Development	640,726	607,628
Computer Expenses	656,745	456,570
Depreciation and Amortization	136,276	193,947
Employee Benefits	481,271	826,288
Insurance	954,522	938,502
Office Expense	200,829	308,815
Professional Fees	361,381	330,894
Professional Licenses	98,514	150,489
Pursuit	8,557	69,712
Rent - Buildings and Equipment	622,888	576,800
Repairs and Maintenance	24,745	20,508
Salaries, Wages, and Bonuses	6,114,910	6,111,362
Taxes - Payroll	875,599	877,467
Taxes - Other	9,468	21,443
Telephone and Utilities	132,293	138,490
Training and Development	18,266	30,654
Travel and Entertainment	<u>70,329</u>	<u>184,424</u>
Total General and Administrative Expenses	<u>11,482,287</u>	<u>11,942,864</u>
Operating Income	4,220,142	776,092
Other Income (Expense):		
Interest Income	131,565	-
Interest Expense	(144,739)	(190,295)
Bad Debt Expense	-	(1,421,609)
PPP Loan Forgiveness Income	2,304,500	-
Miscellaneous Income (Expense)	<u>46,445</u>	<u>(11,493)</u>
	<u>2,337,771</u>	<u>(1,623,397)</u>
Net Income (Loss)	<u>\$ 6,557,913</u>	<u>\$ (847,305)</u>

The accompanying notes are an integral part of these consolidated financial statements.

4

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CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY (DEFICIT)

FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

	Common Stock	Additional Paid-in Capital	Retained Earnings	Notes Receivable for Stock	Total Stockholders' Equity (Deficit)
Balance at January 1, 2019	\$ 81,107	\$ 23,055	\$ 2,267,600	\$ (1,652,390)	\$ 719,372
Net Loss	-	-	(847,305)	-	(847,305)
Purchase of Stock	-	-	(677,736)	-	(677,736)
Notes Receivable Collected	-	-	-	61,896	61,896
Balance at December 31, 2019	81,107	23,055	742,559	(1,590,494)	(743,773)
Net Income	-	-	6,557,913	-	6,557,913
Purchase of Stock	-	-	(404,240)	-	(404,240)
Sale of Stock	-	-	233,246	-	233,246
Notes Receivable for Stock Sale	-	-	-	(186,597)	(186,597)
Notes Receivable Collected	-	-	-	267,926	267,926
Balance at December 31, 2020	\$ 81,107	\$ 23,055	\$ 7,129,478	\$ (1,509,165)	\$ 5,724,475

The accompanying notes are an integral part of these consolidated financial statements.

5

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CSRS, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

	<u>2020</u>	<u>2019</u>
Cash Flows From Operating Activities:		
Net Income (Loss)	\$ 6,557,913	\$ (847,305)
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided by Operating Activities:		
Bad Debt Expense	-	1,421,609
Depreciation and Amortization	136,276	193,947
PPP Loan Forgiveness	(2,304,500)	-
Changes in Assets and Liabilities:		
(Increase) Decrease in Receivables	(2,299,624)	(573,956)
(Increase) Decrease in Contract Assets	(2,525,374)	144,461
(Increase) Decrease in Prepaid Expenses and Other Assets	3,874	2,145
Increase (Decrease) in Accounts Payable	1,811,638	(25,079)
Increase (Decrease) in Accrued Liabilities	973,711	14,687
Net Cash Provided by (Used in) Operating Activities	<u>2,353,914</u>	<u>330,509</u>
Cash Flows From Investing Activities:		
Purchases of Property and Equipment	(82,841)	(53,921)
Advances to Stockholders	(1,313,069)	-
Change in Investments in Joint Ventures, Net	<u>3,819</u>	<u>824,897</u>
Net Cash Provided by (Used in) Investing Activities	<u>(1,392,091)</u>	<u>770,976</u>
Cash Flows From Financing Activities:		
Increase (Decrease) in Excess Outstanding Checks Over Bank Balances	(29,880)	29,880
Net Borrowings (Payments) Under Line of Credit	(975,000)	(825,000)
Proceeds from Issuance of Debt	2,367,503	65,228
Repayments of Debt	(1,089,126)	(26,229)
Principal Payments Received on Notes Receivable	267,926	61,896
Cash Paid for Purchase of Stock and Repayment of Related Debt	(560,895)	(882,266)
Cash Received for Sale of Stock	<u>46,649</u>	<u>-</u>
Net Cash Provided by (Used in) Financing Activities	<u>27,177</u>	<u>(1,576,491)</u>
Net Increase (Decrease) in Cash and Cash Equivalents	<u>989,000</u>	<u>(475,006)</u>
Cash and Cash Equivalents - Beginning of Year	<u>9,627</u>	<u>484,633</u>
Cash and Cash Equivalents - End of Year	<u>\$ 998,627</u>	<u>\$ 9,627</u>
Supplemental Disclosure of Cash Flow Information:		
Cash Payments for:		
Interest	<u>\$ 144,739</u>	<u>\$ 190,295</u>
Supplemental Disclosure of Non-Cash Investing and Financing Activities:		
PPP Loan Forgiveness	<u>\$ 2,304,500</u>	<u>\$ -</u>
Notes Receivable Issued for Sale of Stock	<u>\$ 186,597</u>	<u>\$ -</u>
Notes Payable Issued for Purchase of Stock	<u>\$ 404,240</u>	<u>\$ -</u>

The accompanying notes are an integral part of these consolidated financial statements.

CSRS, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2020 AND 2019

Note 1 - Nature of Operations and Summary of Significant Accounting Policies -

Reporting Entities and Principles of Consolidation

The consolidated financial statements include the accounts of CSRS, Inc. and its 100% owned subsidiaries; CSRS Disaster Recovery Management, LLC, CSRS Workforce Management, LLC, and Fides Consulting, LLC, (collectively referred to as “the Company”). CSRS Workforce Management, LLC and Fides Consulting, LLC were formed in 2020 and had no significant activity. Louisiana Water Resources Services, LLC was a 100% owned subsidiary of CSRS, Inc. that was merged into CSRS, Inc. in 2019. All significant intercompany accounts and transactions have been eliminated.

Nature of Operations

CSRS, Inc. and Subsidiaries provides architecture, engineering, land development services, and program management services to a local, regional, and national client base. CSRS Disaster Recovery Management, LLC provides consulting involving obtaining and managing federally funded programs involving natural disasters. CSRS Workforce Management, LLC, provides cleaning and disinfecting services to public and private entities by hiring displaced workers as the result of the COVID-19 pandemic through a contract with the Louisiana Workforce Commission. Fides Consulting, LLC, provides process engineering services to industrial clients in the gulf coast region. Louisiana Water Resources Services, LLC, prior to its merger into CSRS, Inc., provides hydrology and hydrologic modeling and consulting services.

The Company’s headquarters are in Baton Rouge, Louisiana with additional locations in New Orleans and Lake Charles, Louisiana, and Dallas, Texas. The Company does business primarily in Louisiana. The Company is authorized to do business in a number of other states.

Statement of Cash Flows

The Company considers all cash in banks and on hand to be classified as cash and cash equivalents for cash flow purposes.

Accounts Receivable and Revenue Recognition

In May 2014, the Financial Accounting Standards Board (“FASB”) issued Accounting Standard Update (“ASU”) 2014-09, *Revenue from Contracts with Customers (Topic 606)* and issued subsequent amendments to this guidance. This ASU is a comprehensive new revenue recognition model that provides a five-step process to recognize revenue that requires judgment and estimates, including (1) identifying the contract with the customer, (2) identifying the performance obligations in the contract, (3) determining the transaction price, (4) allocating the transaction price to the performance obligations in the contract, and (5) recognizing revenue as the performance obligation is satisfied. The Company adopted this standard effective January 1, 2019, with no significant impact to the Company’s consolidated financial position or results of operations, using the modified retrospective approach.

CSRS AUDITED FINANCIAL STATEMENT

The Company regularly enters into contracts with customers to provide professional services on a fixed fee for services or an hourly rate basis, as well as a cost-reimbursement basis. Revenues are generally recognized when the services are provided. As fixed fee projects progress, estimates of anticipated revenues earned are included in revenues based on an estimate of time incurred and total hours estimated for the project. Certain cost-reimbursement contracts may be subject to review or audit which may result in adjustments to billed revenues. Reimbursable costs, including subcontractor costs, are included in professional fee revenues and project expenses as incurred.

Professional service fees consist of professional engineering and design services provided to governmental, commercial and industrial clients. Rates for these services vary depending on the type of services provided and can be based on a fix fee for services or hourly rates, as well as a cost-reimbursement basis. Professional service fees are recognized when performance obligations are satisfied, in an amount that reflects the consideration the Company expects to be entitled to in exchange for services rendered. Specifically, if the Company has the right to consideration from a customer in an amount that corresponds directly with the value of the Company's performance obligation completed to date (in which the Company bills a fixed amount for each hour of service provided), the Company recognizes revenue in the amount to which it has a right to invoice services performed. The Company believes that the use of this "as invoiced" practical expedient is an accurate reflection for the performance obligation completed.

For fixed fee projects, estimates of anticipated revenues earned are included in revenues based on an estimate of time incurred and total hours estimated to complete the contract. The Company records all revenues net of any applicable sales tax.

Costs associated with service revenues are recognized when the related revenues are recognized. The Company includes in project expenses all direct costs of providing professional services which includes direct salary costs and project consultants and subcontractors.

Billed contract receivables (accounts receivable) represent amounts billed to customers in accordance with the contracted terms but not collected as of the end of the year. Unbilled contract receivables (unbilled work-in-progress) represent amounts billable to customers in accordance with contract terms that have not been billed as of year-end, but are expected to be billed and collected within one year from the balance sheet date. Unbilled work-in-progress is reduced for billings to, and payments received from, customers in excess of revenue earned.

The Company provides credit in the normal course of business and generally does not require collateral with the extension of credit. The Company maintains an allowance for bad debts based on management's assessment of collections, current economic conditions, and prior experience. The Company ages its accounts receivable using the invoice date. The Company determines if receivables are past-due based on the contractual terms of the service provided; however, the Company does not charge interest on past-due accounts. The Company charges off receivables if management considers the collection of the account balance to be doubtful. During 2019, management determined that revenues associated with one contract which were billed in 2018 and 2019 were deemed to be uncollectible. After evaluation of the circumstances associated with this contract during 2019, management recognized a bad debt expense of approximately \$1.34 million associated with revenues billed for this contract. At December 31, 2020 and 2019, the Company recorded an allowance for doubtful accounts of \$120,384.

CSRS AUDITED FINANCIAL STATEMENT

Property and Equipment

Property and equipment are recorded in the accounts of the Company at cost. Additions and improvements are capitalized. Ordinary maintenance and repair expenses are charged to income as incurred. The cost of property sold or otherwise disposed of and the accumulated depreciation thereon are eliminated from the property and related accumulated depreciation accounts, and any gain or loss is credited or charged to income. Depreciable lives generally range from 3 to 7 years for most equipment.

Compensated Absences

The Company allows employees to rollover up to forty hours of unused paid time off into the new benefit year. On a case-by-case basis, that amount can be increased with supervisor approval. The Company recognizes costs as the benefit is earned by the employee.

Income Taxes

CSRS, Inc. and Subsidiaries and its stockholders elected to be recognized as an S-Corporation for federal and state income tax purposes effective January 1, 2018. Subsequent to December 31, 2017, the tax consequences of CSRS, Inc. and Subsidiaries' operations are to be recognized by the stockholders. Accordingly, no provision for income taxes is included in these consolidated financial statements after this election.

Subsequent to S-Corporation election, CSRS, Inc. and Subsidiaries continues to be subject to "built-in" gains tax for the excess of the fair value over tax reporting bases of assets at the date of S-Corporation election. If such assets are sold within five years of the S-Corporation election, this built-in gain is recognized and federal corporate taxes are due. If CSRS Inc. and Subsidiaries becomes subject to such taxes in the future, or if there are adjustments to taxes reported for periods prior to the S-Corporation election, such taxes will be reported as income tax expense or benefit during the period such information becomes known and estimable.

The Company evaluates all significant tax positions as required by accounting principles generally accepted in the United States of America. As of December 31, 2020 and 2019, the Company does not believe that it has taken any positions that would require the recording of any additional tax liability nor does it believe that there are any unrealized tax benefits that would either increase or decrease within the next year.

The Company files income tax returns in the U.S. federal jurisdiction and various state jurisdictions. With few exceptions, the Company is no longer subject to federal and state income tax examinations by tax authorities for years before 2017. Any interest and penalties assessed by income taxing authorities are not significant and are included in general and administrative expenses in these financial statements.

Advertising

The Company expenses advertising costs when incurred.

Concentration of Credit Risk and Major Customers

The Company maintains accounts at a financial institution, which at times are in excess of federally insured limits. Management believes the risk of loss is minimal.

CSRS AUDITED FINANCIAL STATEMENT

The Company regularly enters into governmental type contracts for which the ultimate settlement of receivables often requires extended periods of time due to required compliance and administrative procedures. These contracts include funding from federal, state, and local funding sources.

For the year ended December 31, 2020, one customer accounted for approximately 14% of the Company's total revenues. As of December 31, 2020, receivables due from this customer totaled \$313,528.

Reclassifications

Certain accounts in the prior year financial statements have been reclassified for comparative purposes to conform with presentation in the current year financial statements. The reclassifications have no effect on the net loss previously reported.

Use of Estimates in Preparing Consolidated Financial Statements

The preparation of these consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates, particularly given the significant social and economic disruptions and uncertainties associated with the ongoing COVID-19 pandemic and the COVID-19 control responses, and such differences may be material.

The most significant estimates susceptible to change are those used in accounting for contract revenues and costs, allowance for doubtful accounts, depreciation expense, and accrued liabilities. Although considerable variability is inherent in these estimates, management believes the estimates are reasonable and appropriate. These estimates are continually reviewed and adjusted as necessary. Such adjustments are reflected in current operations.

Distributions

The Company expects to make distributions in the future for its stockholders' income taxes and other purposes. Although any future amounts have not been determined, future distributions could be material to the consolidated financial statements. The Company did not pay any distributions during the years ended December 31, 2020 and 2019.

Accounting Pronouncements Issued But Not Yet Adopted

In February 2016, the Financial Accounting Standard Board (FASB) issued ASU 2016-02, *Leases (Topic 842)*, which will require leases to be recorded as an asset on the balance sheet for the right to use the leased asset and a liability for the corresponding lease obligation for leases with terms of more than twelve months. In November 2019, the FASB issued ASU No. 2019-10 delaying the effective date for non-public companies to fiscal years beginning after December 15, 2020. In response to COVID-19 pandemic, ASU No. 2020-05 was issued in June 2020 delaying the effective date for Topic 842 to fiscal years beginning after December 15, 2021. The Company is evaluating the impact the pronouncement may have on the financial statements.

CSRS AUDITED FINANCIAL STATEMENT

COVID-19 Pandemic

The COVID-19 pandemic in the United States and globally has caused an economic downturn on a global scale, disrupted global supply chains, and created significant uncertainty, volatility, and disruption across economies and financial markets. Therefore, uncertainty remains regarding the ongoing impact of the COVID-19 pandemic upon the Company's financial condition and future results of operations, as well as upon the significant estimates and assumptions that may be utilized in reporting certain assets and liabilities.

Note 2 – Receivables, Net -

As of December 31, 2020 and 2019, net receivables consisted of the following:

	<u>2020</u>	<u>2019</u>
Accounts Receivable	\$ 6,166,828	\$ 3,845,176
Allowance for Doubtful Accounts	(120,384)	(120,384)
Other Receivables	-	22,028
	<u>\$ 6,046,444</u>	<u>\$ 3,746,820</u>

Note 3 - Contract Assets -

As of December 31, 2020 and 2019, contract assets consisted of the following:

	<u>2020</u>	<u>2019</u>
Unbilled Receivables on Incomplete Contracts for Work-in-Progress	<u>\$ 4,085,254</u>	<u>\$ 1,559,880</u>

Note 4 - Property and Equipment, Net -

Property and equipment consisted of the following at December 31, 2020 and 2019:

	<u>2020</u>	<u>2019</u>
Computer Equipment	\$ 1,378,372	\$ 1,378,375
Furniture and Fixtures	765,608	765,608
Leasehold Improvements	50,099	50,099
Software	329,224	329,224
Survey and Other Equipment	441,588	399,358
Vehicles	153,577	112,980
	3,118,468	3,035,644
Less: Accumulated Depreciation	<u>(2,858,089)</u>	<u>(2,732,084)</u>
Total Property and Equipment, Net	<u>\$ 260,379</u>	<u>\$ 303,560</u>

The Company recognized depreciation expense of \$126,022 and \$163,186 during the years ended December 31, 2020 and 2019, respectively.

CSRS AUDITED FINANCIAL STATEMENT

Note 5 - Accrued Liabilities -

As of December 31, 2020 and 2019, accrued liabilities consisted of the following:

	2020	2019
Payroll, Payroll Taxes, and Benefits	\$ 681,853	\$ 310,495
Bonuses	545,448	-
Other	141,055	84,150
	<u>\$ 1,368,356</u>	<u>\$ 394,645</u>

Note 6 - Lines of Credit -

The Company has a line of credit with Hancock Whitney Bank in which the Company may borrow up to \$4,000,000 at the one month LIBOR rate plus 3.02% (3.17% at December 31, 2020). Availability under the line of credit is based on eligible accounts receivable. The line of credit matures November 2021 and is secured by a commercial security agreement, pledge of accounts receivables and guarantees of the stockholders. The outstanding balance under this line of credit was \$-0- and \$975,000 as of December 31, 2020 and 2019, respectively.

In connection with this debt, the Company is required to meet certain financial covenants and ratios. At December 31, 2020 and 2019, the Company was in compliance with the covenants or had obtained the necessary waivers.

As more fully discussed in Note 15 to these consolidated financial statements, subsequent to year end, two subsidiaries of the Company entered into an additional line of credit agreement with Hancock Whitney Bank in which they may borrow up to \$2,000,000.

Note 7 - Long-Term Debt -

In conjunction with the stockholder agreements and related repurchase transactions further described in Note 9 to these consolidated financial statements, the Company has entered into notes payable with stockholders to repurchase ownership interest in the Company. The following are the notes payable to current and former stockholders and other notes payable at December 31, 2020 and 2019:

	2020	2019
<u>Notes Payable and Advances to Current and Former Stockholders:</u>		
Note dated July 1, 2015 due in 20 quarterly payments of \$24,380 including interest at 3.25%, with final payment due in April 2020	\$ -	\$ 48,172
Note dated July 1, 2016 due in 20 quarterly payments of \$22,394 including interest at 1.42%, with final payment due in April 2021	44,551	132,710

(CONTINUED)

12

Financial Statement is non published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S.44.1 et seq. and applicable rules and regulations.

CSRS AUDITED FINANCIAL STATEMENT

	2020	2019
Note dated July 1, 2016 due in 20 quarterly payments of \$23,496 including interest at 3.50%, with final payment due in April 2021	46,383	136,758
Note dated July 1, 2018 due in 20 quarterly payments of \$33,130 including interest at 4.75%, with final payment due in April 2023	310,652	425,001
Note dated August 17, 2018 due in 8 quarterly payments of \$28,877 including interest at 2.4%, with final payment due in March 2021	-	56,518
Note dated July 1, 2019 due in 20 quarterly payments of \$38,462 including interest at 5.5%, with final payment due in April 2024	486,780	609,603
Note dated July 1, 2020 due in 20 quarterly payments of \$21,803 including interest of 3.25%, with final payment due in April 2025	363,741	-
* Advances from stockholders beginning in January 1, 2018 with a variable rate which was 1.94% at December 2020 and 2019	2,110,726	3,184,919
<u>Equipment Financing:</u>		
Note payable due in 60 monthly installments of \$808, including interest as 5.49%, and secured by equipment with final payment due in May 2024	29,381	37,379
Note payable due in 60 monthly installments of \$445, including interest as 5.99%, and secured by equipment with final payment due in November 2024	18,250	22,391
Note payable due in 48 monthly installements of \$926, including interest at 4.45% and secured by vehicle with final payment due in December 2024	40,597	-
Note payable due in 24 monthly installments of \$934, with interest of 0% and secured by equipment with final payment due in October 2022	19,612	-
Total Long-Term Debt	\$ 3,470,673	\$ 4,653,451
Less: Current Maturities	(450,121)	(532,368)
Total Long-Term Debt	\$ 3,020,552	\$ 4,121,083

CSRS AUDITED FINANCIAL STATEMENT

* Included above are advances from stockholders which were originally made in January 2018. The original amount of advances was \$5.98 million and the stockholders were repaid \$2.79 million during 2018. Payments on advances made during the years ended December 31, 2020 and 2019 were \$1,074,193 and \$-0-, respectively. The advances are unsecured and have no specific repayment terms but are to be determined by the Board and stockholders. The advances have been classified as non-current in these consolidated financial statements.

The maturities of the long-term portion of debt (other than advances from stockholders) outstanding at December 31, 2020 are as follows:

2022	\$ 373,231
2023	315,770
2024	177,744
2025	43,081
Total	<u>\$ 909,826</u>

Note 8 - Income Taxes -

As further described in the accounting for income tax accounting policy in Note 1 to these consolidated financial statements, CSRS, Inc. and Subsidiaries elected to be taxed as a S-Corporation beginning January 1, 2018. With the conversion to an S-corporation, management does not expect the deferred income tax liability to become due related to built-in gains tax and has classified the balance as a non-current liability. When the Company's exposure to potential built-in gain tax prescribes after five years, any remaining deferred tax liability will be reversed. The deferred tax liability as of December 31, 2020 and 2019 was \$102,500.

Note 9 - Common Stock, Stockholder Agreements, and Due from Stockholders -

Common Stock

CSRS, Inc. and Subsidiaries has 1,200 shares of no par value common stock authorized and 643.65 and 665.04 shares issued and outstanding at December 31, 2020 and 2019, respectively.

Stockholder Agreements

CSRS, Inc. and Subsidiaries and its stockholders, who are also employees, have an agreement that sets a definite provision for the orderly disposition of stock owned by the respective parties and imposing certain restrictions on the transfer and other disposition of stock. The stockholder agreement also provides for a method of valuing the stock for such transfers based in large part on the book value and current earnings of CSRS, Inc. and Subsidiaries. The purchase price pursuant to the agreement shall be payable by CSRS, Inc. and Subsidiaries to the current/former stockholder in a promissory note of up to 20 quarterly installments (See Note 7 to these consolidated financial statements). The Company is committed to enter into similar agreements with other stockholders upon attaining certain ages or separation from the Company.

CSRS AUDITED FINANCIAL STATEMENT

Notes Receivable for Stock Purchases - Stockholders

CSRS, Inc. and Subsidiaries also entered into transactions during 2012 through 2020 to sell shares to other stockholders in accordance with the terms of the stock restriction agreement. Pursuant to these agreements, stock was purchased by stockholders pursuant to a note to be paid to the Company. As of December 31, 2020, there were notes receivable to be paid to the Company in twenty quarterly installments with interest rates ranging from 3.25% to 4.75%. The notes are secured by the shares issued pursuant to the stock purchase transaction and are scheduled to mature at various dates through 2025. The balance owed under these notes receivable to the Company was \$1,509,165 and \$1,590,494 at December 31, 2020 and 2019, respectively, and are recorded as a contra-equity account in these financial statements.

Due from Stockholders

The Company may periodically make advances to and receive advances from its stockholders. Generally, there are no defined repayment terms and interest is charged at prevailing rates. At December 31, 2020 and 2019, there were \$1,313,069 and \$-0-, respectively, in net advances due from stockholders as recorded in these financial statements.

Note 10 - Joint Ventures -

The Company enters certain contracts jointly with other parties to obtain and perform contracts in a joint venture form. These joint ventures usually do not have employees and generally have services provided by the Company and its joint venture partners. The joint ventures own contracts and have cash and accounts receivables as well as amounts due primarily to the joint venture partners for services provided. Services provided by the Company to the joint ventures are included in professional services revenues based on agreed upon billing rates billed to the joint ventures. The Company also recognizes its share of profits from the joint ventures' activities as revenues using the equity method, which is based on earnings of the joint venture and included in professional fee revenues as earned. The joint ventures make distributions to the joint venture partners on a regular basis. The Company's investment in joint ventures represents the Company's share of undistributed profits of the joint ventures.

The Company's investment in joint ventures at December 31, 2020 and 2019, consisted of three active joint venture arrangements, all of which are accounted for under the equity method. The Company owns a 50% interest in two joint ventures and 75% in one joint venture. The Company paid \$241,388 to acquire an additional ownership interest in one of the joint ventures which is included as a part of the investment account balance and was being amortized over six years. The Company recognized \$10,254 and \$30,761 of amortization expense during the years ended December 31, 2020 and 2019, respectively, and the balance is fully amortized as of December 31, 2020.

Note 11 - Employee Benefit and Incentive Plans -

The Company sponsors a 401(k) plan which allows employees to elect to contribute a portion of their pretax earnings into retirement funds held in trust by an administrator. The Company, at its discretion may elect to provide a match on employee contributions. For the years ended December 31, 2020 and 2019, the Company contributed \$211,155 and \$250,774, respectively, to the plan.

CSRS AUDITED FINANCIAL STATEMENT

Note 12 - Commitments and Contingencies -

Operating Leases - Lessee

The Company entered into operating leases for vehicles and office facilities. Certain leases have a short duration to meet specific needs while other lease agreements have longer terms. The future minimum payments under operating leases extending beyond one year as of December 31, 2020 are as follows:

2021	\$ 166,488
2022	107,451
2023	110,173
2024	<u>69,212</u>
Total	<u>\$ 453,324</u>

The Company also leases office space from an entity in which one of the stockholders of the Company has an ownership interest. The lease arrangement is an informal agreement between the parties with no stated contractual payment terms. However, it is the intention of the Company's owners and management to continue to make lease payments for an extended period sufficient to meet the operating costs of the related lessor. The total amounts incurred by the Company for this lease during the years ended December 31, 2020 and 2019 were \$328,343 each year.

Rent expense charged to operations for the years ended December 31, 2020 and 2019 for all operating leases was \$622,888 and \$576,800, respectively.

Litigation Matters

There are various lawsuits in progress as of December 31, 2020 relating to work performed by a Joint Venture which is owned 50% by the Company. One of the lawsuits was settled subsequent to year end and the Company was reimbursed by its insurance carrier for its portion of the settlement. The other lawsuits are in various stages of litigation. Due to the status of these cases, it is not possible for the Company's legal counsel and management to make an evaluation of the likelihood of an unfavorable outcome or estimate the amount or range of any potential liability by the Company. Accordingly, no provision relating to these lawsuits has been recorded in these financial statements as of December 31, 2020 and 2019, respectively.

The Company becomes involved, either as plaintiff or defendant, in other lawsuits and claims arising out of the normal conduct of business. In the opinion of management, the consolidated financial position of the Company will not be materially affected by the final outcome of these legal proceedings.

PPP Loan Forgiveness

See Note 13 to these consolidated financial statements for the six-year audit provision related to the PPP loan forgiveness.

CSRS AUDITED FINANCIAL STATEMENT

Note 13 - PPP Loan Forgiveness -

In April 2020, the Company qualified for and received loan proceeds in the principal amount of \$2,304,500 pursuant to the Paycheck Protection Program (PPP), a program implemented by the U.S. Small Business Administration (SBA) under the Coronavirus Aid, Relief, and Economic Security Act (CARES Act). The PPP loan was unsecured and guaranteed by the SBA. The principal amount of the PPP loan is subject to forgiveness under the PPP upon the Company's request to the extent that the PPP loan proceeds were used to pay expenses permitted by the PPP, including payroll costs, covered rent and mortgage obligations, and covered utility payments. The Company is in the process of applying for forgiveness of the PPP loan with respect to these covered expenses. As of December 31, 2020, the Company believes it has substantially met the requirements for the PPP loan forgiveness. Therefore, in accordance with generally accepted accounting principles, the Company has recognized PPP loan forgiveness income of \$2,304,500 as it considered that the measurable performance or other barrier and right of return of the PPP loan no longer existed. To the extent that all or part of the PPP loan is not forgiven, the Company will be required to repay any unforgiven principal amount of the PPP loan and interest at a rate of 1.0%. PPP loans are subject to audit for six years from the date of forgiveness. Department of Treasury guidance states that loans over \$2 million will be fully audited and loans under \$2 million are subject to random audits. When audited, the SBA could redetermine the amount of forgiveness.

Note 14 - Related Party Transactions -

The Company leases office space from an entity in which one of the stockholders have an ownership interest. See Note 12 to these consolidated financial statements for further details.

The Company has entered into various notes payable and notes receivable to current and former stockholders. See Notes 7 and 9 to these consolidated financial statements for further details.

Note 15 - Subsequent Events -

In February 2021, two of the subsidiaries of the Company entered into a line of credit with Hancock Whitney Bank in which they may borrow up to \$2,000,000 at the prime rate as published in the Wall Street Journal plus 1% subject to a minimum rate of 4.5%. Availability under the line of credit is secured based on eligible accounts receivable. The line of credit matures October 2021 and is secured by a commercial security agreement, pledge of accounts receivables and guarantees of the stockholders.

The Company evaluated subsequent events and transactions for potential recognition or disclosure in the financial statements through June 22, 2021, the date which the financial statements were available to be issued.

CSRS AUDITED FINANCIAL STATEMENT



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June 22, 2021

Mr. D. Stephen LaPlace
Chief Financial Officer
CSRS, Inc.
6767 Perkins Road, Suite 200
Baton Rouge, LA 70808

Re: 2020 Financial Statements

Dear Mr. LaPlace:

This letter is intended to supplement the CSRS, Inc. audited consolidated financial statements by further describing the transactions entered into in December 2017 related to the election to be recognized as a Subchapter S Corporation for income tax purposes.

As described in Note 1 to the 2020 financial statements, CSRS, Inc. and its stockholders entered into certain transactions to convert CSRS, Inc. from a taxable corporation to a flow-through S-Corporation beginning January 1, 2018. As part of these 2017 tax reorganization transactions based on our discussions with management, CSRS, Inc., accrued bonus compensation to the shareholders, and income tax adjustments, which resulted in negative working capital of \$3,144,642 and a stockholders' deficit of \$1,817,245 being reflected in the December 31, 2017 financial statements as audited by the predecessor auditor for CSRS, Inc. The 2017 negative working capital and deficit were the result of these tax transition adjustments stemming from the effective date of the Tax Cuts and Jobs Act which affected the normal operating working capital and equity of CSRS, Inc.

Beginning in 2018, the consolidated financial statements of CSRS, Inc. began to reflect the flow-through, non-taxpaying status of the Company's operations but also continued to reflect residual impacts of the previously described 2017 transactions entered into for the conversion to an S-Corporation. The remaining impacts of these transactions on the Company's 2020 consolidated financial statements include the recordation of a long-term liability representing the outstanding balances of the advances owed to stockholders in the amount of \$2,110,726.

The attached schedule is intended to reflect the pro-forma effect of CSRS, Inc., at December 31, 2020 had the Company not entered into the bonus transactions at the end of 2017 or the remaining advances with its stockholders at the end of 2020. The attached schedule reflects the reversal of the shareholder advances

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CSRS AUDITED FINANCIAL STATEMENT

CSRS, Inc.
June 22, 2021
Page 2

which remain from the 2017 bonuses and the associated adjustments to reestablish the associated deferred taxes only for this transaction. The attached schedule includes no consideration or other adjustments to provide for income taxes as if the Company continued to operate as a tax paying entity.

Likewise, the attached schedule does not assume any other adjustments for the other transactions the Company may have entered into if the Company had remained a taxable entity. The pro-forma adjusted financial statements reflect stockholders' equity of \$7,307,520 at December 31, 2020.

Please let me know if I can provide any additional information related to the audited financial statements and financial condition of CSRS, Inc.

Respectfully submitted,

Hannio T. Bourgeois, LLP

Attachment

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CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.

SCHEDULE TO REMOVE THE IMPACT OF THE TAX TRANSACTIONS
TO CONVERT TO S-CORPORATION

DECEMBER 31, 2020

Balance Sheet	Balances as Presented in the 2020 Audited Financial Statement	Reverse Stockholder Payable	Reestablish Deferred Tax Liabilities	Pro-Forma Presentation
Current Assets	\$ 11,131,985	\$ -	\$ -	\$ 11,131,985
Investments in Joint Ventures	1,132,908	-	-	1,132,908
Due from Stockholders	1,313,069	-	-	1,313,069
Property and Equipment	260,379	-	-	260,379
	<u>\$ 13,838,341</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 13,838,341</u>
Current Liabilities	\$ 4,990,814	\$ -	\$ -	\$ 4,990,814
Long-Term Liabilities	3,123,052	(2,110,726)	527,681	1,540,007
	8,113,866	(2,110,726)	527,681	6,530,821
Stockholders' Equity	5,724,475	2,110,726	(527,681)	7,307,520
	<u>\$ 13,838,341</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 13,838,341</u>
Working Capital	\$ 6,141,171	\$ -	\$ -	\$ 6,141,171
	<u>\$ 6,141,171</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,141,171</u>
Income Statement	Balances as Presented in the 2020 Audited Financial Statement	Reverse Stockholder Payable	Reestablish Deferred Tax Liabilities	Pro-Forma Presentation
Revenues	\$ 32,389,502	\$ -	\$ -	\$ 32,389,502
Project Expenses	(16,687,073)	-	-	(16,687,073)
Gross Profit	15,702,429	-	-	15,702,429
General and Administrative Expenses	(11,482,287)	-	-	(11,482,287)
Other Income (Expense)	2,337,771	-	-	2,337,771
Income before Income Taxes	6,557,913	-	-	6,557,913
Income Taxes (Provision) Benefit	-	-	-	-
Net Income	<u>\$ 6,557,913</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,557,913</u>

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CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.

CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2019

CONFIDENTIAL



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CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2019

CONFIDENTIAL

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CSRS AUDITED FINANCIAL STATEMENT

CONTENTS

	<u>Page</u>
<u>INDEPENDENT AUDITORS' REPORT</u>	1 - 2
<u>CONSOLIDATED FINANCIAL STATEMENTS</u>	
Consolidated Balance Sheets	3
Consolidated Statements of Income	4
Consolidated Statements of Changes in Stockholders' Equity (Deficit)	5
Consolidated Statements of Cash Flows	6
Notes to Consolidated Financial Statements	7 - 15

Financial Statement is non published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S.44.1 et seq. and applicable rules and regulations.

CSRS AUDITED FINANCIAL STATEMENT



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A Professional Accounting Corporation

INDEPENDENT AUDITORS' REPORT

To the Board of Directors
and Stockholders of
CSRS, Inc.
Baton Rouge, Louisiana

We have audited the accompanying consolidated financial statements of CSRS, Inc. and Subsidiaries (the Company) which comprise the consolidated balance sheets as of December 31, 2019 and 2018 and the related consolidated statements of income, changes in stockholders' equity (deficit), and cash flows for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

- 1 -

Financial Statement is non published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S.44.1 et seq. and applicable rules and regulations.

CSRS AUDITED FINANCIAL STATEMENT

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of CSRS, Inc. and Subsidiaries, as of December 31, 2019 and 2018, and the results of their consolidated operations and their consolidated cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Postlethwaite & Netterville

Baton Rouge, Louisiana
June 11, 2020

CONFIDENTIAL

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
CONSOLIDATED BALANCE SHEETS
DECEMBER 31, 2019 AND 2018

	<u>2019</u>	<u>2018</u>
<u>ASSETS</u>		
<u>CURRENT ASSETS</u>		
Cash and cash equivalents	\$ 9,627	\$ 484,633
Accounts receivable, net	3,746,820	4,594,473
Unbilled work-in-process	1,559,880	1,704,341
Prepaid expenses	5,534	7,679
Total current assets	<u>5,321,861</u>	<u>6,791,126</u>
<u>INVESTMENTS IN JOINT VENTURES</u>	<u>1,146,981</u>	<u>2,002,639</u>
<u>PROPERTY AND EQUIPMENT</u>	3,035,644	3,028,164
Less: accumulated depreciation	<u>(2,732,084)</u>	<u>(2,615,339)</u>
Total property and equipment, net	<u>303,560</u>	<u>412,825</u>
TOTAL ASSETS	<u>\$ 6,772,402</u>	<u>\$ 9,206,590</u>
<u>LIABILITIES AND STOCKHOLDERS' EQUITY (DEFICIT)</u>		
<u>CURRENT LIABILITIES</u>		
Checks in excess of bank balances	\$ 29,880	\$ -
Line of credit	975,000	1,800,000
Current portion of notes payable	532,368	806,533
Accounts payable and accrued expenses	1,755,344	1,765,736
Total current liabilities	<u>3,292,592</u>	<u>4,372,269</u>
<u>LONG-TERM LIABILITIES</u>		
Notes payable, less current portion	4,121,083	4,012,449
Deferred income tax liability	102,500	102,500
Total liabilities	<u>7,516,175</u>	<u>8,487,218</u>
<u>STOCKHOLDERS' EQUITY (DEFICIT)</u>		
Common stock	81,107	81,107
Additional paid-in capital	23,055	23,055
Retained earnings/members' equity	742,559	2,267,600
Notes receivable on stock	<u>(1,590,494)</u>	<u>(1,652,390)</u>
Total stockholders' equity (deficit)	<u>(743,773)</u>	<u>719,372</u>
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY (DEFICIT)	<u>\$ 6,772,402</u>	<u>\$ 9,206,590</u>

The accompanying notes are an integral part of these consolidated financial statements.

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CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
CONSOLIDATED STATEMENTS OF INCOME
YEARS ENDED DECEMBER 31, 2019 AND 2018

	<u>2019</u>	<u>2018</u>
REVENUES		
Professional fees and expenses	\$ 23,867,879	\$ 29,843,998
PROJECT EXPENSES		
Project payroll and consultant expenses	<u>11,148,923</u>	<u>13,509,063</u>
GROSS PROFIT	<u>12,718,956</u>	<u>16,334,935</u>
GENERAL AND ADMINISTRATIVE EXPENSES		
Advertising and promotion expenses	20,381	41,645
Auto expense	78,490	75,552
Bad debt expense	1,421,609	(2,264)
Business development	607,628	434,561
Depreciation and amortization	193,947	205,741
Employee benefits	826,288	811,948
Insurance	938,502	967,024
Interest expense/(income)	190,295	80,860
Miscellaneous expense	11,493	65,143
Office supplies and expense	765,385	796,904
Professional fees	330,894	522,270
Professional licenses	150,489	136,093
Pursuit	69,712	61,578
Rent - buildings and equipment	576,800	504,710
Repairs and maintenance	20,508	71,022
Salaries, wages, and bonuses	6,111,362	6,576,036
Stockholder bonuses	-	598,990
Taxes - payroll	877,467	1,043,265
Taxes - other	21,443	7,961
Telephone and utilities	138,490	157,228
Training	30,654	32,724
Travel and entertainment	184,424	198,214
Total general and administrative expenses	<u>13,566,261</u>	<u>13,387,205</u>
NET INCOME (LOSS)	<u>\$ (847,305)</u>	<u>\$ 2,947,730</u>

The accompanying notes are an integral part of these consolidated financial statements.

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CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY (DEFICIT)
YEARS ENDED DECEMBER 31, 2019 AND 2018

	Common Stock	Additional Paid-in Capital	Retained Earnings / Members' Equity (Deficit)	Notes Receivable for Stock	Total
Balance at January 1, 2018	\$ 81,107	\$ 23,055	\$ (44,211)	\$ (1,877,196)	\$ (1,817,245)
Net income	-	-	2,947,730	-	2,947,730
Purchase of stock	-	-	(1,321,025)	-	(1,321,025)
Sale of stock	-	-	685,106	-	685,106
Notes receivable for stock sale	-	-	-	(548,084)	(548,084)
Notes receivable collected	-	-	-	772,890	772,890
Balance at December 31, 2018	81,107	23,055	2,267,600	(1,652,390)	719,372
Net loss	-	-	(847,305)	-	(847,305)
Purchase of stock	-	-	(677,736)	-	(677,736)
Notes receivable collected	-	-	-	61,896	61,896
Balance at December 31, 2019	<u>\$ 81,107</u>	<u>\$ 23,055</u>	<u>\$ 742,559</u>	<u>\$ (1,590,494)</u>	<u>\$ (743,773)</u>

The accompanying notes are an integral part of these consolidated financial statements.

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
CONSOLIDATED STATEMENTS OF CASH FLOWS
YEARS ENDED DECEMBER 31, 2019 AND 2018

	<u>2019</u>	<u>2018</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income (loss)	\$ (847,305)	\$ 2,947,730
Adjustments to reconcile net income (loss) to net cash (used in) provided by operating activities:		
provided by operating activities:		
Bad debt (recovery) expense	1,421,609	(2,264)
Depreciation and amortization	193,947	205,741
Changes in operating assets and liabilities:		
Accounts receivable	(573,956)	783,458
Unbilled work in progress	144,461	(927,608)
Prepaid and other assets	2,145	(5,961)
Accounts payable and accrued expenses	(10,392)	156,270
Tax reorganization expenses	-	(5,980,000)
Net cash provided by (used in) operating activities	<u>330,509</u>	<u>(2,822,634)</u>
CASH FLOW FROM INVESTING ACTIVITIES		
Purchases of property and equipment	(53,921)	(65,650)
Change in investments in joint ventures, net	824,897	(353,650)
Net cash provided by (used in) investing activities	<u>770,976</u>	<u>(419,300)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Checks in excess of bank balances	29,880	-
Draws (repayments) on line of credit, net	(825,000)	400,000
Borrowings under notes payable	65,228	-
Repayments of payable notes	(26,229)	(6,305)
Advances from stockholders, net	-	3,184,922
Cash paid for purchase of stock/units and notes payable	(882,266)	(2,185,121)
Cash received for sale of stock/units	61,896	1,924,610
Net cash (used in) provided by financing activities	<u>(1,576,491)</u>	<u>3,318,106</u>
CHANGE IN CASH AND CASH EQUIVALENTS	(475,006)	76,172
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	484,633	408,461
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 9,627</u>	<u>\$ 484,633</u>
SUPPLEMENTAL CASH FLOW INFORMATION:		
Cash paid for interest	<u>\$ 190,296</u>	<u>\$ 153,556</u>

The accompanying notes are an integral part of these consolidated financial statements.

Financial Statement is non published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S.44.1 et seq. and applicable rules and regulations.

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies

a) Reporting Entities and Principles of Combination

The consolidated financial statements as of and for the year ended December 31, 2019, include the accounts of CSRS, Inc. and its 100% owned subsidiary CSRS Disaster Recovery Management, LLC (collectively referred to as “the Company”). Louisiana Water Resources Services, LLC was a 100% owned subsidiary of CSRS, Inc. that was merged into CSRS, Inc. in 2019.

b) Nature of Operations

CSRS, Inc. provides architecture, engineering, land development services, and program management services to a local, regional, and national client base. CSRS Disaster Recovery Management, LLC provides consulting involving obtaining and managing federally funded programs involving natural disasters. Louisiana Water Resources Services, LLC provides wetland consulting services including wetland delineations.

The Company’s headquarters are in Baton Rouge, Louisiana with additional locations in New Orleans and Lake Charles, Louisiana, and Dallas, Texas. The Company does business primarily in Louisiana. The Company is authorized to do business in a number of other states.

c) Cash and Cash Equivalents

The Company considers all cash in banks and on hand to be classified as cash and cash equivalents for cash flow purposes.

d) Accounts Receivable and Revenue Recognition

In May 2014, the Financial Accounting Standards Board (“FASB”) issued Accounting Standard Update (“ASU”) 2014-09, *Revenue from Contracts with Customers (Topic 606)* and has issued subsequent amendments to this guidance. This ASU is a comprehensive new revenue recognition model that provides a five-step process to recognize revenue that requires judgment and estimates, including (1) identifying the contract with the customer, (2) identifying the performance obligations in the contract, (3) determining the transaction price, (4) allocating the transaction price to the performance obligations in the contract, and (5) recognizing revenue as the performance obligation is satisfied. The Company adopted this standard effective January 1, 2019, with no significant impact to the Company’s consolidated financial position or results of operations, using the modified retrospective approach.

The Company regularly enters into contracts with customers to provide professional services on a fixed fee for services, hourly rate basis, as well as a cost-reimbursement basis. Revenues are generally recognized when the services are provided. As fixed fee projects progress, estimates of anticipated revenues earned are included in revenues based on an estimate of time incurred and total hours estimated for the project. Certain cost-reimbursement contracts may be subject to review or audit which may result in adjustments to billed revenues. Reimbursable costs, including subcontractor costs, are included in professional fee revenues and project expenses as incurred.

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies (continued)

d) Accounts Receivable and Revenue Recognition (continued)

Professional service fees consist of professional engineering and design services provided to governmental, commercial and industrial clients. Rates for these services vary depending on the type of services provided and can be based on a fix fee for services, hourly rates, as well as a cost-reimbursement basis. Professional service fees are recognized when performance obligations are satisfied, in an amount that reflects the consideration the Company expects to be entitled to in exchange for services rendered. Specifically, if the Company has the right to consideration from a customer in an amount that corresponds directly with the value of the Company's performance obligation completed to date (in which the Company bills a fixed amount for each hour of service provided), the Company recognizes revenue in the amount to which it has a right to invoice services performed. The Company believes that the use of this "as invoiced" practical expedient is an accurate reflection for the performance obligation completed.

For fixed fee projects, estimates of anticipated revenues earned are included in revenues based on an estimate of time incurred and total hours estimated to complete the contract. For cost-reimbursement contracts may be subject to review or audit which may result in adjustments to billed revenues. Reimbursable costs, including subcontractor costs, are included in professional fees revenues and project expenses as incurred. The Company records all revenues net of any applicable sales tax.

Costs associated with service revenues are recognized when the related revenues are recognized. The Company includes in project expenses all direct costs of providing professional services which includes direct salary costs and project consultants and subcontractors.

Billed contract receivables (accounts receivable) represent amounts billed to customers in accordance with the contracted terms but not collected as of the end of the year. Unbilled contract receivables (unbilled work-in-progress) represent amounts billable to customers in accordance with contract terms that have not been billed as of year-end, but are expected to be billed and collected within one year from the balance sheet date. Unbilled work-in-progress is reduced for billings to, and payments received from, customers in excess of revenue earned.

The Company provides credit in the normal course of business and generally does not require collateral with the extension of credit. The Company maintains an allowance for bad debts based on management's assessment of collections, current economic conditions, and prior experience. The Company ages its accounts receivable using the invoice date. The Company determines if receivables are past-due based on the contractual terms of the service provided; however, the Company does not charge interest on past-due accounts. The Company charges off receivables if management considers the collection of the account balance to be doubtful. During 2019, management determined that revenues associated with one contract which were billed in 2018 and 2019 were deemed to be uncollectible. After evaluation of the circumstances associated with this contract, management recognized a bad debt of approximately \$1.34 million associated with revenues billed for this contract during 2019. At December 31, 2019 and 2018, the Company recorded an allowance for doubtful accounts of \$120,384.

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies (continued)

e) Property and Equipment

Property and equipment are recorded in the accounts of the Company at cost. Additions and improvements are capitalized. Ordinary maintenance and repair expenses are charged to income as incurred. The cost of property sold or otherwise disposed of and the accumulated depreciation thereon are eliminated from the property and related accumulated depreciation accounts, and any gain or loss is credited or charged to income. Depreciable lives generally range from 3 to 7 years for most equipment.

f) Compensated Absences

The Company allows employees to rollover up to forty hours of unused paid time off into the new benefit year. On a case-by-case basis, that amount can be increased with supervisor approval. The Company's policy is to recognize those costs when they are actually paid.

g) Income Taxes

CSRS, Inc. and its stockholders elected to be recognized as an S-Corporation for federal and state income tax purposes effective January 1, 2018. Subsequent to December 31, 2017, the tax consequences of CSRS, Inc.'s operations are to be recognized by the stockholders. Accordingly, no provision for income taxes is included in these consolidated financial statements after this election.

Subsequent to S-Corporation election, CSRS, Inc. continues to be subject to "built-in" gains tax for the excess of the fair value over tax reporting bases of assets at the date of S-Corporation election. If such assets are sold within five years of the S-Corporation election, this built-in gain is recognized and federal corporate taxes are due. If CSRS Inc. becomes subject to such taxes in the future, or if there are adjustments to taxes reported for periods prior to the S-Corporation election, such taxes will be reported as income tax expense or benefit during the period such information becomes known and estimable.

Disaster Recovery Management, LLC is considered a disregarded entity and included with CSRS, Inc. for income tax purposes.

The Company does not believe that it has any material uncertain tax positions. The statute of limitations for the examination of the Company's federal income tax returns is generally three years from the due date of the tax return including extensions.

h) Advertising

The Company follows the policy of expensing advertising costs when incurred.

i) Concentration of Credit Risk

The Company maintains accounts at a financial institution, which at times are in excess of federally insured limits. Management believes the risk of loss is minimal.

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies (continued)

i) Concentration of Credit Risk (continued)

The Company regularly enters into governmental type contracts for which the ultimate settlement of receivables often requires extended periods of time due to required compliance and administrative procedures. These contracts include funding from federal, state, and local funding sources.

j) Reclassification

Certain amounts in the 2018 consolidated financial statements have been reclassified to conform to the 2019 presentation.

k) Use of Estimates in Preparing Consolidated Financial Statements

The preparation of these consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and that affect the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates.

The most significant estimates susceptible to change are those used in accounting for contract revenues and costs, allowance for doubtful accounts, depreciation expense, and accrued liabilities. Although considerable variability is inherent in these estimates, management believes the estimates are reasonable and appropriate. These estimates are continually reviewed and adjusted as necessary. Such adjustments are reflected in current operations.

l) Accounting Pronouncements Issued But Not Yet Adopted

In February 2016, the FASB issued ASU 2016-02, *Leases*. This accounting standard requires lessees to recognize assets and liabilities related to lease arrangements longer than 12 months on the balance sheet as well as additional disclosures. The updated guidance is effective for the Company for the year ending December 31, 2022. Management is currently assessing the impact of this pronouncement on the consolidated financial statements.

2. Property and Equipment

Property and equipment consisted of the following at December 31, 2019 and 2018:

	<u>2019</u>	<u>2018</u>
Computer equipment	\$ 1,378,375	\$ 1,367,064
Furniture and fixtures	765,608	776,918
Leasehold improvements	50,099	50,099
Software	329,224	329,224
Survey equipment	399,358	399,358
Vehicles	<u>112,980</u>	<u>105,501</u>
Total cost of property	3,035,644	3,028,164
Less: accumulated depreciation	<u>(2,732,084)</u>	<u>(2,615,339)</u>
Total property and equipment, net	<u>\$ 303,560</u>	<u>\$ 412,825</u>

The Company recognized depreciation expense of \$163,186 and \$164,726 during the years ended December 31, 2019 and 2018, respectively.

CSRS, INC.
BATON ROUGE, LOUISIANA
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

3. Line of Credit

At December 31, 2019 and 2018, CSRS, Inc. maintained a line of credit with a bank for up to \$4,000,000 with \$975,000 and \$1,800,000, respectively, outstanding. Availability under the line of credit is based on eligible accounts receivable. The line of credit matures November 30, 2020, and is secured by a commercial security agreement, pledge of accounts receivable and guarantees of the stockholders. The line of credit bears variable interest rates, one month London InterBank Offered Rate (LIBOR) plus 3.020%. The interest rate was 4.77% and 5.39% at December 31, 2019 and 2018, respectively.

4. Notes Payable

In conjunction with the stockholder agreements and related repurchase transactions further described in Note 6, the Company has entered into notes payable with stockholders to repurchase ownership interest in the Company. The following are the notes payable to current and former stockholders and other notes payable at December 31, 2019 and 2018:

	<u>2019</u>	<u>2018</u>
Notes payable and advances to current and former stockholders:		
Note dated July 1, 2014 due in 20 quarterly payments of \$62,418 including interest at 1.81%, with final payment due in April 2019	\$ -	\$ 123,995
Note dated July 1, 2014 due in 20 quarterly payments of \$21,509 including interest at 3.25%, with final payment due in April 2019	-	42,500
Note dated July 1, 2015 due in 20 quarterly payments of \$24,380 including interest at 3.25%, with final payment due in April 2020	48,172	142,209
Note dated July 1, 2016 due in 20 quarterly payments of \$22,394 including interest at 1.42%, with final payment due in April 2021	132,710	219,629
Note dated July 1, 2016 due in 20 quarterly payments of \$23,496 including interest at 3.50%, with final payment due in April 2021	136,758	224,039
Note dated July 1, 2018 due in 20 quarterly payments of \$33,130 including interest at 4.75%, with final payment due in April 2023	425,001	534,077
Note dated August 17, 2018 due in 8 quarterly payments of \$28,877 including interest at 2.4%, with final payment due in March 2021	56,518	168,978
Note dated September 30, 2018 due in 5 quarterly payments of \$39,956 including interest at 2.48%, with final payment due in December 2019	-	157,377

CSRS, INC.
BATON ROUGE, LOUISIANA
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

4. Notes Payable (continued)

	2019	2018
Notes payable and advances to current and former stockholders (continued):		
Note dated July 1, 2019 due in 20 quarterly payments of \$38,462 including interest at 5.50%, with final payment due in April 2024	\$ 609,603	\$ -
Advances from stockholders beginning in January 1, 2018 with an interest rate at variable rate which was 1.94% at December 2019 and 2018.	3,184,919	3,184,919
Equipment Financing:		
Note payable due in 48 monthly installments of \$697, including interest at 2.39% and secured by vehicle due in December 2019	-	7,542
Note payable due in 47 monthly installments of \$1,338, including interest at 4.40% and secured by equipment due in October 2019	-	13,717
Note payable due in 60 monthly installments of \$808, including interest as 5.49% and secured by equipment due in May 2024.	37,379	-
Note payable due in 60 monthly installments of \$445, including interest as 5.99% and secured by equipment due in November 2024.	22,391	-
Total notes payable	4,653,451	4,818,982
Less current maturities	(532,368)	(806,533)
Total long-term notes payable	\$ 4,121,083	\$ 4,012,449

Included above are advances from stockholders which were originally made in January 2018. The original amount of advances was \$5.98 million and the stockholders were repaid \$2.79 million during 2018. No payments were made on the advancements in 2019. The advances are unsecured and have no specific repayment terms but are to be determined by the Board and stockholders. The advances have been classified as non-current as repayments are not expected during 2020.

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

4. Notes Payable (continued)

Aggregate scheduled maturities of notes (other than advances payable) outstanding at December 31, 2019 are as follows:

<u>Years Ending</u> <u>December 31,</u>	
2020	\$ 532,368
2021	353,196
2022	276,078
2023	223,973
2024	<u>82,917</u>
Total	<u>\$ 1,468,532</u>

5. Income Taxes

As further described in the accounting for income tax accounting policy in Note 1, the CSRS, Inc. elected to be taxed as a S-Corporation beginning January 1, 2018. With the conversion to an S-corporation, management does not expect the deferred income tax liability to become due related to built-in gains tax and has classified the balance as a non-current liability. When the Company's exposure to potential built-in gain tax prescribes after five years, any remaining deferred tax liability will be reversed. The deferred tax liability as of December 31, 2019 and 2018 was \$102,500.

6. Stock and Stockholder Agreements

CSRS, Inc. has 1,200 shares of no par value common stock authorized and 665.04 and 715.61 shares issued and outstanding at December 31, 2019 and 2018, respectively.

CSRS, Inc. and its stockholders, who are also employees, have an agreement that sets a definite provision for the orderly disposition of stock owned by the respective parties and imposing certain restrictions on the transfer and other disposition of stock. The stockholder agreement also provides for a method of valuing the stock for such transfers based in large part on the book value and current earnings of CSRS, Inc. The purchase price pursuant to the agreement shall be payable by CSRS, Inc. to the current/former stockholder in a promissory note of up to 20 quarterly installments (See Note 4). The Company is committed to enter into similar agreements with other stockholders upon attaining certain ages or separation from the Company.

CSRS, Inc. also entered into transactions during 2012 through 2019 to sell shares to other stockholders in accordance with the terms of the stock restriction agreement. Pursuant to these agreements, stock was purchased by stockholders pursuant to a note to be paid to the Company. As of December 31, 2019, there were notes receivable to be paid to the Company in twenty quarterly installments with interest rates ranging from 1.42% to 5.50%. The notes are secured by the shares issued pursuant to the stock purchase transaction. The balance owed under these notes receivable to the Company was \$1,590,494 and \$1,652,390 at December 31, 2019 and 2018, respectively, and are recorded as a contra-equity account.

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

7. **Joint Ventures**

The Company enters certain contracts jointly with other parties to obtain and perform contracts in a joint venture form. These joint ventures usually do not have employees and generally have services provided by the Company and its joint venture partners. The joint ventures own contracts and have cash and accounts receivables as well as amounts due primarily to the joint venture partners for services provided. Services provided by the Company to the joint venture are included in professional services revenues based on agreed upon billing rates billed to the joint venture. The Company also recognizes its share of profits from the joint ventures' activities as revenues using the equity method, which is based on earnings of the joint venture and included in revenues as earned. The joint ventures make distributions to the joint venture partners on a regular basis. The Company's investment in joint ventures represents the Company's share of undistributed profits of the joint ventures.

The Company's investment in joint ventures at December 31, 2019 and 2018, consisted of three active joint venture arrangements. The Company owns a 50% interest in two joint ventures and 75% in one joint venture. The Company paid \$241,388 to acquire an additional ownership interest in one of the joint ventures which is included as a part of the investment account balance and is being amortized over six years. The Company recognized \$30,761 and \$41,015 of amortization expense during the years ended December 31, 2019 and 2018, respectively.

8. **Employee Benefit and Incentive Plans**

The Company sponsors a 401(k) plan which allows employees to elect to contribute a portion of their pretax earnings into retirement funds held in trust by an administrator. The Company has elected to provide a match on employee contributions. For the years ended December 31, 2019 and 2018, the Company contributed \$250,774 and \$262,173, respectively, to the plan.

9. **Commitments and Contingencies**

Operating Leases – Lessee

The Company enters into operating leases for vehicles and office facilities. Certain leases have a short duration to meet specific needs while other lease agreements are longer term. The future minimum payments under operating leases extending beyond one year are as follows:

Years Ending December 31:

2020	\$	137,668
2021		107,586
2022		60,363
2023		61,657
2024		20,696
Total	\$	<u>387,970</u>

CSRS AUDITED FINANCIAL STATEMENT

CSRS, INC.
BATON ROUGE, LOUISIANA
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

9. **Commitments and Contingencies** (continued)

The Company also leases office space from an entity in which one of the stockholders of CSRS, Inc. have an ownership interest. The lease arrangement is an informal agreement between the parties with no stated contractual payment terms. However, it is the intention of the CSRS, Inc. owners and management to continue to make lease payments for an extended period sufficient to meet the operating costs of the related lessor. The total amounts incurred by the Company for such lease expenses during the years ended December 31, 2019 and 2018 were \$451,877 and \$411,991, respectively.

Rent expense charged to operations for the years ended December 31, 2019 and 2018 for all operating leases was \$564,786 and \$504,710, respectively.

Litigation Matters

The Company becomes involved, either as plaintiff or defendant, in lawsuits and claims arising out of the normal conduct of business. In the opinion of management, the consolidated financial position of the Company will not be materially affected by the final outcome of these legal proceedings.

10. **Subsequent Events**

Management has evaluated subsequent events through the date that the consolidated financial statements were available to be issued, June 11, 2020, and except as noted below, determined that no additional events have occurred that required disclosure. No subsequent events occurring after this date have been evaluated for inclusion in these consolidated financial statements.

In March, 2020, the World Health Organization declared the outbreak of a novel coronavirus (COVID-19) as a global pandemic, which continues to spread throughout the United States. The COVID-19 pandemic has negatively impacted the global economy and created significant volatility and disruption of financial markets. The extent of the impact of the COVID-19 pandemic on the Company's operational and financial performance will depend on certain developments, including the duration and spread of the outbreak and the impact on customers, suppliers, vendors and employees, all of which are uncertain and cannot be predicted. The extent to which the COVID-19 pandemic may directly or indirectly impact the Company's financial condition or results of operations cannot be reasonably estimated at this time.

CSRS AUDITED FINANCIAL STATEMENT



Additional commentary on 2019 audited financials.

Even though the 2019 audited financials show a loss for the year, CSRS did have positive cash flow from operations of approximately \$1 million.

Due to the uncertainty regarding collection, approximately \$1.34 million was written off in 2019 on one contract for work in Puerto Rico for the Hurricane Maria recovery. A substantial portion of the write off was from revenue generated in 2018. CSRS continues to pursue collection on this account.

In January 2019, CSRS began restructuring its business to better position the firm for market opportunities, as well as align expenses with revenue forecasts. While the restructuring had a negative short-term impact on 2019 profits, it positioned the firm for future profitability and stability. This is evidenced by the record increase in backlog in 2019 and the profitable performance in the 4th quarter 2019 and the year ending December 31, 2020, which have reached pre-2019 levels. As further evidence of the turnaround, the company currently has no outstanding balance on its \$6.0 million line of credit.

CSRS AUDITED FINANCIAL STATEMENT



8550 United Plaza Blvd., Ste. 1001 – Baton Rouge, LA 70809
225-922-4600 Phone – 225-922-4611 Fax – pncpa.com

A Professional Accounting Corporation

June 16, 2020

Mr. D. Stephen LaPlace
Chief Financial Officer
CSRS, Inc.
6767 Perkins Road, Suite 200 Baton
Rouge, Louisiana 70808

**RE: 2019 Financial Statements
Conversion to Subchapter S Corporation**

Dear Mr. LaPlace:

This letter is intended to supplement the CSRS, Inc. audited consolidated financial statements by further describing the transactions entered into in December 2017 related to the election to be recognized as a Subchapter S Corporation for income tax purposes. We previously audited the financial statements of CSRS, Inc., for each year ended December 31, 2019, 2018, and 2017 and we issued our respective auditor's report thereon.

As described in Note 1 to the 2019 financial statements, CSRS, Inc. and its stockholders entered into certain transactions intended to convert CSRS, Inc. from a taxable corporation to a flow-through S-Corporation beginning January 1, 2018. As a part of these 2017 tax reorganization transactions, CSRS, Inc., accrued bonus compensation to the shareholders, and income tax adjustments, which resulted in negative working capital of \$3,144,642 and a stockholders' deficit of \$1,817,245 being reflected in the December 31, 2017 financial statements. The 2017 negative working capital and deficit were the result of these unusual tax motivated transition adjustments stemming from the effective date of the Tax Cuts and Jobs Act and is not the normal operating working capital and equity of CSRS, Inc.

Beginning in 2018, the consolidated financial statements of CSRS, Inc. began to reflect the flow-through, non-taxpaying status of the Company's operations but also continued to reflect residual impacts of the previously described 2017 transactions entered into for the conversion to an S-Corporation. The remaining impacts of these transactions on the Company's 2019 financial statements include the recordation of a long-term liability representing advances owed to stockholders in the amount of \$3,184,920.

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CSRS AUDITED FINANCIAL STATEMENT



The attached schedule is intended to reflect the pro-forma effect of CSRS, Inc., at December 31, 2019 had the Company not entered into the bonus transactions at the end of 2017 or the remaining advances with its stockholders at the end of 2019. The attached pro-forma reflects the reversal of the shareholder advances which remain from the 2017 bonuses and the associated adjustments to reestablish the associated deferred tax liabilities only for this transaction. The attached pro-forma schedule includes no consideration or other adjustments to provide for income taxes as if the Company continued to operate as a tax paying entity.

Likewise, the attached pro-forma does not assume any other adjustments for other transactions the Company may have entered if the Company had remained a taxable entity. The pro-forma adjusted financial statements reflect stockholders' equity of \$1,644,947 at December 31, 2019.

Please let me know if I can provide any additional information related to the audited financial statements and financial condition of CSRS, Inc.

Sincerely,

A handwritten signature in black ink, appearing to read 'David J. Moore', is written over a large, light gray 'CONFIDENTIAL' watermark that is oriented diagonally across the page.

David J. Moore, CPA/CFE, CFE
Director

Attachment

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CSRS AUDITED FINANCIAL STATEMENT

CSRS, Inc.

Pro-Forma To Remove the Impact of the Tax Planning Transactions to Convert to S-Corporation
December 31, 2019

	<u>As Presented</u>	<u>Reverse Stockholder Advances</u>	<u>Reestablish Deferred Taxes Liabilities</u>	<u>Pro-forma Presentation</u>
Pro-Forma Balance Sheet				
Current Assets	\$ 5,321,861			\$ 5,321,861
Investments in Joint Ventures	1,146,981			1,146,981
Property & Equipment	303,560			303,560
Total Assets	<u>6,772,402</u>			<u>6,772,402</u>
Current Liabilities	3,292,592			3,292,592
Long-term Liabilities	4,223,583	(3,184,920)	796,200	1,834,863
Total Liabilities	7,516,175			5,127,455
Stockholders' Equity (Deficit)	(743,773)	3,184,920	(796,200)	1,644,947
	<u>\$ 6,772,402</u>			<u>\$ 6,772,402</u>
Working Capital	<u>\$ 2,029,269</u>			<u>\$ 2,029,269</u>
Pro-Forma Income Statement				
Revenues	\$ 23,867,879			\$ 23,867,879
Project Expenses	(11,148,923)			(11,148,923)
Gross Profit	12,718,956			12,718,956
General & Administrative Expenses	(13,566,261)			(13,566,261)
Income (Loss) before Income Taxes	(847,305)			(847,305)
Income Taxes	-			-
Net Income (Loss)	<u>\$ (847,305)</u>			<u>\$ (847,305)</u>

Financial Statement is non published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S.44.1 et seq. and applicable rules and regulations.

HDR FINANCIAL STATEMENT



Subject: Request for HDR Audited Financial Statements

Date: February 25, 2022

Hello-

HDR values its business relationships and is committed to providing information to assist in the evaluation of HDR as a future or continued partner. We understand that you want to perform due diligence necessary to assess our financial stability as a business partner.

HDR is a privately held 100% employee-owned company and views our financial statements as confidential information, not for public disclosure. Ernst and Young (EY) has operated as our independent auditor since 2011 and have issued unqualified audit opinions since that time. To avoid disclosure of our complete financial statements, we have engaged EY to prepare a report confirming key financial figures, as calculated from the HDR's 2021 consolidated financial statements, for purposes of providing data to clients (and prospective clients) operating within the United States.

If you have questions regarding the attached report, please contact (Joe Cox, Regulatory Reporting & Compliance Manager/ joe.cox@hdrinc.com / 402.926.7159) or me.

Thank you.

A handwritten signature in blue ink, appearing to read 'Galen Meysenburg', written over a blue rectangular stamp.

Galen Meysenburg

Chief Financial Officer

Enclosure

hdrinc.com

HDR FINANCIAL STATEMENT



Ernst & Young LLP
155 North Wacker Dr.
Chicago, IL 60606

Tel: +1 312 879 2000
ey.com

Report of Independent Auditors

HDR, Inc.
1917 S. 67th Street
Omaha, NE 68106

We have audited, in accordance with auditing standards generally accepted in the United States, the consolidated financial statements of HDR, Inc. and Subsidiaries (the Company) prepared by management in conformity with U.S. generally accepted accounting principles as of and for the years ended December 25, 2021 and December 26, 2020 (the Consolidated Financial Statements), and have issued our report, with an unqualified opinion thereon, dated February 25, 2022.

Certain amounts included in these audited Consolidated Financial Statements are as follows (in thousands):

	<u>2021</u>	<u>2020</u>
Revenues	\$ 2,770,954	\$ 2,744,316
Revenues less subcontractor costs	2,094,492	2,043,352
Total current assets	1,599,646	1,627,097
Total assets	1,952,671	1,988,080
Total current liabilities	717,682	709,527
Total debt	8,819	6,858
Total liabilities	1,359,351	1,237,555
Total stockholders' equity	593,320	750,525
Working capital *	881,964	917,570
Current ratio ^	2.229	2.293
Debt-to-total stockholders' equity ratio #	0.014864	0.009137

*Working capital represents total current assets less total current liabilities

^ Current ratio represents current assets divided by current liabilities

Debt-to-total stockholders' equity ratio represents total debt divided by total stockholders' equity

This report is intended solely for the information and use of management, the owners of the Company, potential and existing clients and is not intended to be and should not be used by anyone other than these specified parties or for any other purpose other than assessing the credit worthiness of the Company. We have performed no audit of, or any auditing procedures with respect to, any consolidated financial statements of the Company since the date of our report referred to above.

February 25, 2022

A member firm of Ernst & Young Global Limited

BBEC FINANCIAL STATEMENT

Page: 1

BBEC Income Statement For the Twelve Months Ending December 31, 2019				
	Current Month		Year to Date	
Revenues				
Reimbursed Expense Income	\$ 278.98	0.09	\$ 4,504.91	0.24
Consulting Income	309,190.99	99.90	1,876,385.84	99.66
Sales Tax Income	0.00	0.00	145.44	0.01
Interest Income	22.40	0.01	88.59	0.00
Computer Sales-Tax Deductible	0.00	0.00	1,580.90	0.08
Total Revenues	309,492.37	100.00	1,882,705.68	100.00
Cost of Sales				
Cost of Sales	1,086.13	0.35	1,086.13	0.06
Reimbursed Travel Expense	0.00	0.00	34.80	0.00
Total Cost of Sales	1,086.13	0.35	1,120.93	0.06
Gross Profit	308,406.24	99.65	1,881,584.75	99.94
Expenses				
Advertising Expense	250.00	0.08	1,409.09	0.07
Auto Expenses - Others	0.00	0.00	5.00	0.00
Auto Expenses - WRB	665.88	0.22	9,148.85	0.49
Auto Expenses - TLB	47.86	0.02	2,943.48	0.16
Auto Expenses - JAB	335.73	0.11	8,610.01	0.46
Bank Charges	0.00	0.00	105.00	0.01
Continuing Education	0.00	0.00	4,951.01	0.26
Dues and Subscriptions Exp	1,816.84	0.59	21,600.06	1.15
Insurance Expense	13,791.70	4.46	150,709.93	8.00
Life Insurance - WRB	0.00	0.00	2,809.00	0.15
Life Insurance - TLB	0.00	0.00	2,109.00	0.11
Life Insurance - JAB	0.00	0.00	949.00	0.05
Interest Expense	256.64	0.08	3,537.48	0.19
Laundry and Cleaning Exp	637.06	0.21	7,757.75	0.41
Legal and Professional Expense	4,716.23	1.52	43,375.06	2.30
Library Expense	0.00	0.00	440.53	0.02
Licenses Expense	0.00	0.00	2,600.00	0.14
Maintenance Expense	0.00	0.00	1,597.83	0.08
Meals and Entertainment Exp	142.03	0.05	546.22	0.03
Meals/Entertainment-WRB	163.16	0.05	2,535.27	0.13
Meals/Entertainment-TLB	78.39	0.03	564.38	0.03
Meals/Entertainment-JAB	532.62	0.17	7,228.58	0.38
Office Expense	156.79	0.05	2,376.79	0.13
Sales Tax Expense	0.00	0.00	150.35	0.01
Parking Expense	29.35	0.01	880.35	0.05
Payroll Tax Expense	4,584.34	1.48	82,933.81	4.41
Pension/Profit-Sharing Plan Ex	2,886.50	0.93	35,954.96	1.91
Political Contribution	2,500.00	0.81	32,550.00	1.73
Postage/Shipping Expense	0.00	0.00	1,729.04	0.09
Printing and Reproduction Exp	0.00	0.00	1,425.94	0.08
Professional Salaries- Nonbill	(427,311.17)	(138.07)	668,240.52	35.49
Professional Salaries- Billabl	524,703.00	169.54	524,703.00	27.87
Rent or Lease Expense	5,065.00	1.64	20,780.00	1.10
Software Expense	0.00	0.00	1,217.80	0.06
Subcontractor Expense	67,499.40	21.81	435,294.96	23.12
Supplies/Small Equipment Expen	1,130.80	0.37	12,469.54	0.66
Telephone/Paging Expense	1,290.85	0.42	16,987.43	0.90
Travel Expense - Other	327.12	0.11	5,792.34	0.31
Travel - WRB	0.00	0.00	942.90	0.05
Travel - TLB	0.00	0.00	1,023.68	0.05
Travel - JAB	0.00	0.00	940.92	0.05
Utilities Expense	781.94	0.25	9,075.98	0.48

For Management Purposes Only

BBEC FINANCIAL STATEMENT

BBEC Income Statement For the Twelve Months Ending December 31, 2019				
	<u>Current Month</u>		<u>Year to Date</u>	
Total Expenses	<u>207,078.06</u>	66.91	<u>2,131,002.84</u>	113.19
Net Income	<u>\$ 101,328.18</u>	32.74	<u>\$ (249,418.09)</u>	(13.25)

For Management Purposes Only

BBEC FINANCIAL STATEMENT

BBEC Balance Sheet December 31, 2019

ASSETS

Current Assets		
Capital One Checking Account	\$	50,717.58
Partner Insurance Receivable		8,460.84
Partner Ins. Receivable WRB		674.04
Partner Ins. Receivable TLB		1,061.46
HRA Deposit		12,112.98
		<hr/>
Total Current Assets		73,026.90
Property and Equipment		
Furniture and Fixtures		22,743.98
Equipment		196,905.89
Automobiles		43,776.81
Automobiles - JAB		32,889.00
Automobiles - TLB		73,452.67
Automobiles - WRB		63,054.58
Other Depreciable Property		46,826.25
Building Improvements		52,327.22
Accum. Depreciation-Furniture		(36,228.00)
Accum. Depreciation-Equipment		(49,008.00)
Accum. Depreciation-Automobil		(179,626.10)
Accum. Depreciation-Other		(209,820.50)
Accum. Depreciation-Bldg Imp		(2,291.00)
		<hr/>
Total Property and Equipment		55,002.80
Other Assets		
		<hr/>
Total Other Assets		0.00
		<hr/>
Total Assets	\$	128,029.70
		<hr/> <hr/>

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$	80,000.00
American Express Payable		6,821.45
Employee FSA Payable		394.10
Paychex Payable		270.60
Due to TLB		60,000.00
Due to WRB		60,000.00
Due to JAB		60,000.00
		<hr/>
Total Current Liabilities		267,486.15
Long-Term Liabilities		
Car Loan Payable - TLB		47,072.51
Car Loan Payable - WRB		23,393.62
		<hr/>
Total Long-Term Liabilities		70,466.13
		<hr/>
Total Liabilities		337,952.28
Capital		
Paid-in Capital - TLB		60,579.34
Paid-in Capital - WRB		60,579.33
Paid-in Capital - JAB		60,579.32
Retained Earnings		196,189.62
Net Income		(249,418.09)

Unaudited - For Management Purposes Only

BBEC FINANCIAL STATEMENT

	BBEC Balance Sheet December 31, 2019
Total Capital	128,509.52
Total Liabilities & Capital	\$ 466,461.80

Unaudited - For Management Purposes Only

BBEC FINANCIAL STATEMENT

Page: 1

BBEC
Income Statement
For the Twelve Months Ending December 31, 2020

	Current Month This Year	Current Month Last Year	Year to Date This Year	Year to Date Last Year
Revenues				
Reimbursed Expense Income	\$ 266.81	\$ 278.98	\$ 2,952.54	\$ 4,504.91
Consulting Income	380,200.54	309,190.99	2,546,212.60	1,876,385.84
Sales Tax Income	0.00	0.00	111.53	145.44
Interest Income	23.42	22.40	92.66	88.59
Computer Sales-Tax Deductible	0.00	0.00	0.00	1,580.90
Tax exempt Sales	174.58	0.00	1,438.19	0.00
Total Revenues	380,665.35	309,492.37	2,550,807.52	1,882,705.68
Cost of Sales				
Cost of Sales	873.96	1,086.13	5,028.36	1,086.13
Reimbursed Travel Expense	0.00	0.00	69.01	34.80
Total Cost of Sales	873.96	1,086.13	5,097.37	1,120.93
Gross Profit	379,791.39	308,406.24	2,545,710.15	1,881,584.75
Expenses				
Advertising Expense	0.00	250.00	2,266.00	1,409.09
Auto Expenses - Others	0.00	0.00	0.00	5.00
Auto Expenses - WRB	356.54	665.88	5,928.24	9,148.85
Auto Expenses - TLB	214.79	47.86	2,322.73	2,943.48
Auto Expenses - JAB	618.26	335.73	5,173.93	8,610.01
Bank Charges	0.00	0.00	0.00	105.00
Continuing Education	275.00	0.00	1,876.98	4,951.01
Depreciation Expense	0.00	2,585.00	0.00	2,585.00
Dues and Subscriptions Exp	1,000.45	1,816.84	37,488.31	21,600.06
Insurance Expense	4,887.33	(28,996.10)	110,294.77	107,922.13
Health Insurance Expense - WRB	1,166.90	0.00	12,295.69	0.00
Health Insurance Expense - TLB	1,166.90	0.00	12,295.69	0.00
Health Insurance Expense - JAB	1,166.90	0.00	12,295.69	0.00
Life Insurance - JAB	0.00	0.00	949.00	949.00
Life Insurance - WRB	0.00	0.00	2,809.00	2,809.00
Life Insurance - TLB	0.00	0.00	2,109.00	2,109.00
Interest Expense	3,374.50	256.64	10,627.49	3,537.48
Laundry and Cleaning Exp	681.50	637.06	8,854.37	7,757.75
Legal and Professional Expense	3,142.69	4,716.23	33,755.98	43,375.06
Library Expense	54.59	0.00	519.08	440.53
Licenses Expense	89.94	0.00	2,753.94	2,600.00
Maintenance Expense	3,719.72	0.00	5,152.69	1,597.83
Meals and Entertainment Exp	0.00	142.03	65.62	546.22
Meals/Entertainment-WRB	0.00	163.16	981.57	2,535.27
Meals/Entertainment-TLB	34.85	78.39	812.70	564.38
Meals/Entertainment-JAB	772.18	532.62	9,308.32	7,228.58
Office Expense	122.71	156.79	1,966.40	2,376.79
Sales Tax Expense	0.00	0.00	111.01	150.35
Property Tax Expense	9,761.48	0.00	17,851.55	0.00
Parking Expense	0.00	29.35	383.79	880.35
Payroll Tax Expense	10,118.03	4,584.34	118,150.64	82,933.81
Pension/Profit-Sharing Plan Ex	3,969.04	2,886.50	40,412.40	35,954.96
Political Contribution	1,000.00	2,500.00	11,900.00	32,550.00
Postage/Shipping Expense	122.28	0.00	2,599.70	1,729.04
Printing and Reproduction Exp	345.56	0.00	7,001.70	1,425.94
Professional Salaries- Nonbill	184,800.05	(427,311.17)	1,629,747.19	668,240.52
Professional Salaries- Billabl	0.00	524,703.00	0.00	524,703.00
Rent or Lease Expense	45,065.00	45,065.00	45,780.00	60,780.00
Software Expense	0.00	0.00	0.00	1,217.80

For Management Purposes Only

BBEC FINANCIAL STATEMENT

Page: 2

BBEC
Income Statement
For the Twelve Months Ending December 31, 2020

	Current Month This Year	Current Month Last Year	Year to Date This Year	Year to Date Last Year
Subcontractor Expense	112,759.07	67,499.40	806,954.67	435,294.96
Supplies/Small Equipment Expen	2,900.02	1,130.80	15,895.46	12,469.54
Telephone/Paging Expense	1,370.97	1,290.85	17,324.72	16,987.43
Travel Expense - Other	331.79	327.12	4,606.12	5,792.34
Travel - WRB	0.00	0.00	0.00	942.90
Travel - TLB	0.00	0.00	0.00	1,023.68
Travel - JAB	0.00	0.00	158.00	940.92
Utilities Expense	1,286.53	781.94	9,862.05	9,075.98
Total Expenses	<u>396,675.57</u>	<u>206,875.26</u>	<u>3,011,642.19</u>	<u>2,130,800.04</u>
Net Income	<u>\$ (16,884.18)</u>	<u>\$ 101,530.98</u>	<u>\$ (465,932.04)</u>	<u>\$ (249,215.29)</u>

For Management Purposes Only

BBEC
Balance Sheet
December 31, 2020

ASSETS

Current Assets		
Capital One Checking Account	\$	19,413.01
Partner Insurance Receivable		(121.05)
Covid-19 Sick and Family Leave		(6,173.03)
HRA Deposit		10,618.83
		<u>23,737.76</u>
Total Current Assets		
Property and Equipment		
Furniture and Fixtures		22,743.98
Equipment		202,296.20
Automobiles		43,776.81
Automobiles - JAB		32,889.00
Automobiles - TLB		73,452.67
Automobiles - WRB		63,054.58
Other Depreciable Property		46,826.25
Building Improvements		52,327.22
Accum. Depreciation-Furniture		(36,228.00)
Accum. Depreciation-Equipment		(50,665.00)
Accum. Depreciation-Automobil		(180,554.10)
Accum. Depreciation-Other		(209,820.50)
Accum. Depreciation-Bldg Imp		(2,291.00)
		<u>57,808.11</u>
Total Property and Equipment		
Other Assets		
		<u>0.00</u>
Total Other Assets		
Total Assets	\$	<u><u>81,545.87</u></u>

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$	60,000.00
American Express Payable		9,919.69
Paychex Payable		131.87
Due to TLB		300,000.00
Due to WRB		60,000.00
Due to JAB		60,000.00
Other Current Liabilities		211,113.17
		<u>701,164.73</u>
Total Current Liabilities		
Long-Term Liabilities		
Car Loan Payable - TLB		32,429.86
Car Loan Payable - WRB		16,193.14
		<u>48,623.00</u>
Total Long-Term Liabilities		
Total Liabilities		749,787.73
Capital		
Paid-in Capital - TLB		66,316.74
Paid-in Capital - WRB		66,316.73
Paid-in Capital - JAB		66,316.72
Retained Earnings		(62,827.91)
Net Income		(465,932.04)
		<u>(465,932.04)</u>

Unaudited - For Management Purposes Only

174

BBEC FINANCIAL STATEMENT

BBEC Balance Sheet December 31, 2020	
Total Capital	<u>(329,809.76)</u>
Total Liabilities & Capital	<u>\$ 419,977.97</u>

BBEC FINANCIAL STATEMENT

Page: 1

BBEC
Income Statement
For the Twelve Months Ending December 31, 2021

	Current Month		Year to Date	
Revenues				
Reimbursed Expense Income	\$ 787.90	0.55	\$ 11,533.33	0.37
Consulting Income	142,113.19	99.43	3,066,975.07	99.37
Sales Tax Income	0.00	0.00	468.17	0.02
Interest Income	24.44	0.02	72.30	0.00
Computer Sales-Tax Deductible	0.00	0.00	5,088.77	0.16
Tax exempt Sales	0.00	0.00	2,153.56	0.07
Total Revenues	142,925.53	100.00	3,086,291.20	100.00
Cost of Sales				
Cost of Sales	0.00	0.00	11,264.99	0.37
Reimbursed Travel Expense	96.32	0.07	856.24	0.03
Total Cost of Sales	96.32	0.07	12,121.23	0.39
Gross Profit	142,829.21	99.93	3,074,169.97	99.61
Expenses				
Advertising Expense	0.00	0.00	2,279.00	0.07
Auto Expenses - WRB	713.20	0.50	12,707.97	0.41
Auto Expenses - TLB	161.78	0.11	4,340.04	0.14
Auto Expenses - JAB	1,883.45	1.32	10,725.32	0.35
Continuing Education	0.00	0.00	1,874.99	0.06
Dues and Subscriptions Exp	530.16	0.37	44,341.02	1.44
Insurance Expense	4,470.07	3.13	88,730.97	2.88
Health Insurance Expense - WRB	943.32	0.66	12,487.10	0.40
Health Insurance Expense - TLB	943.32	0.66	12,487.10	0.40
Health Insurance Expense - JAB	943.32	0.66	12,487.10	0.40
Life Insurance - JAB	0.00	0.00	949.00	0.03
Life Insurance - WRB	0.00	0.00	2,809.00	0.09
Life Insurance - TLB	0.00	0.00	2,109.00	0.07
Interest Expense	98.64	0.07	4,562.52	0.15
Laundry and Cleaning Exp	665.51	0.47	10,068.92	0.33
Legal and Professional Expense	2,135.50	1.49	37,120.64	1.20
Library Expense	0.00	0.00	360.93	0.01
Licenses Expense	89.94	0.06	3,515.09	0.11
Maintenance Expense	4,744.85	3.32	29,638.78	0.96
Meals/Entertainment-WRB	59.95	0.04	586.61	0.02
Meals/Entertainment-TLB	20.71	0.01	231.45	0.01
Meals/Entertainment-JAB	612.08	0.43	7,438.97	0.24
Office Expense	138.47	0.10	2,601.00	0.08
Sales Tax Expense	0.00	0.00	463.31	0.02
Property Tax Expense	9,831.72	6.88	8,194.72	0.27
Parking Expense	46.35	0.03	745.05	0.02
Payroll Tax Expense	8,378.62	5.86	109,484.53	3.55
Pension/Profit-Sharing Plan Ex	4,650.75	3.25	39,028.13	1.26
Political Contribution	0.00	0.00	11,800.00	0.38
Postage/Shipping Expense	0.00	0.00	1,658.85	0.05
Printing and Reproduction Exp	0.00	0.00	6,818.70	0.22
Professional Salaries- Nonbill	166,146.12	116.25	1,505,052.21	48.77
Rent or Lease Expense	5,065.00	3.54	60,780.00	1.97
Software Expense	59.95	0.04	290.97	0.01
Subcontractor Expense	51,621.77	36.12	727,123.41	23.56
Supplies/Small Equipment Expen	935.20	0.65	16,235.57	0.53
Telephone/Paging Expense	1,410.47	0.99	16,936.20	0.55
Travel Expense - Other	719.60	0.50	3,435.38	0.11
Utilities Expense	1,909.47	1.34	11,925.13	0.39
Total Expenses	269,929.29	188.86	2,824,424.68	91.52

For Management Purposes Only

BBEC FINANCIAL STATEMENT

Page: 2

BBEC
Income Statement
For the Twelve Months Ending December 31, 2021

	<u>Current Month</u>		<u>Year to Date</u>	
Net Income	\$ (127,100.08)	(88.93)	\$ 249,745.29	8.09

For Management Purposes Only

BBEC FINANCIAL STATEMENT

BBEC Balance Sheet December 31, 2021

ASSETS

Current Assets		
Capital One Checking Account	\$	(39,047.47)
Partner Insurance Receivable		(196.29)
HRA Deposit		4,606.31
		<u>4,606.31</u>
Total Current Assets		(34,637.45)
Property and Equipment		
Furniture and Fixtures		23,343.00
Equipment		205,078.89
Automobiles		33,770.00
Automobiles - JAB		42,899.00
Automobiles - TLB		73,452.67
Automobiles - WRB		63,054.58
Other Depreciable Property		63,974.42
Building Improvements		52,327.22
Accum. Depreciation-Furniture		(23,342.98)
Accum. Depreciation-Equipment		(204,955.20)
Accum. Depreciation-Automobil		(213,177.00)
Accum. Depreciation-Other		(63,974.42)
Accum. Depreciation-Bldg Imp		(20,666.00)
		<u>(20,666.00)</u>
Total Property and Equipment		31,784.18
Other Assets		
		<u>0.00</u>
Total Other Assets		0.00
Total Assets	\$	<u><u>(2,853.27)</u></u>

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$	165,000.00
American Express Payable		13,565.30
Due to JAB		20,000.00
		<u>20,000.00</u>
Total Current Liabilities		198,565.30
Long-Term Liabilities		
Car Loan Payable - TLB		17,191.12
Car Loan Payable - WRB		8,624.61
		<u>8,624.61</u>
Total Long-Term Liabilities		25,815.73
Total Liabilities		<u>224,381.03</u>
Capital		
Paid-in Capital - TLB		110,737.00
Paid-in Capital - WRB		110,737.00
Paid-in Capital - JAB		110,737.00
Retained Earnings		(809,190.59)
Net Income		249,745.29
		<u>249,745.29</u>
Total Capital		(227,234.30)
Total Liabilities & Capital	\$	<u><u>(2,853.27)</u></u>

Unaudited - For Management Purposes Only

CSRS CERTIFICATE OF INSURANCE

AGENCY CUSTOMER ID: _____
 LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

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

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 #CGD3810907) & Waiver of Subrogation, as required by written contract, as respects the General Liability coverage.

Business Auto:
 Blanket Additional Insured (Form #CAT4200710) & 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.

HDR CERTIFICATE OF INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
06/02/2022

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).

PRODUCER Willis Towers Watson Midwest, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA		CONTACT NAME: Willis Towers Watson Certificate Center PHONE (A/C, No, Ext): 1-877-945-7378 FAX (A/C, No): 1-888-467-2378 E-MAIL ADDRESS: certificates@willis.com	
INSURED HDR Engineering, Inc. 1917 South 67th Street Omaha, NE 68106		INSURER(S) AFFORDING COVERAGE INSURER A: Liberty Mutual Fire Insurance Company NAIC # 23035 INSURER B: Ohio Casualty Insurance Company 24074 INSURER C: Liberty Insurance Corporation 42404 INSURER D: INSURER E: INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** W24977699 **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 SUBR INSD. WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liability GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:		TB2-641-444950-032	06/01/2022	06/01/2023	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COM/OP AGG \$ 4,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY		AS2-641-444950-042	06/01/2022	06/01/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 0		EJO (23) 57919363	06/01/2022	06/01/2023	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y <input checked="" type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	WA7-64D-444950-012	06/01/2022	06/01/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

CERTIFICATE HOLDER	CANCELLATION
Sample	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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SR ID: 22658058

BATCH: 2547319

HDR CERTIFICATE OF LIABILITY INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/1/2023

6/1/2022

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 LIABILITY 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).

PRODUCER Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000 kctsu@lockton.com		CONTACT NAME: PHONE (A/C, No, Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____	
INSURED 1429583 HDR ENGINEERING, INC. 1917 SOUTH 67TH STREET OMAHA NE 68106		INSURER(S) AFFORDING COVERAGE Lloyds of London INSURER A: Lloyds of London INSURER B: _____ INSURER C: _____ INSURER D: _____ INSURER E: _____ INSURER F: _____	

COVERAGES * CERTIFICATE NUMBER: 18584305 **REVISION NUMBER:** XXXXXXXX

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
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: _____			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX DAMAGE TO RENTED PREMISES (Ea occurrence) \$ XXXXXXXX MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ XXXXXXXX GENERAL AGGREGATE \$ XXXXXXXX PRODUCTS - COMP/OP AGG \$ XXXXXXXX \$ _____
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			NOT APPLICABLE			COMBINED SINGLE LIMIT (Ea accident) \$ XXXXXXXX BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$ _____			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX AGGREGATE \$ XXXXXXXX \$ XXXXXXXX
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	NOT APPLICABLE			PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ XXXXXXXX E.L. DISEASE - EA EMPLOYEE \$ XXXXXXXX E.L. DISEASE - POLICY LIMIT \$ XXXXXXXX
A	ARCH & ENG PROFESSIONAL LIABILITY	N	N	P001412200	6/1/2022	6/1/2023	PER CLAIM: \$1,000,000 AGGREGATE: \$1,000,000

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

CERTIFICATE HOLDER 18584305 SAMPLE	CANCELLATION See Attachment 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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HDR CERTIFICATE OF INSURANCE

Attachment Code: D608624 Master ID: 1429583, Certificate ID: 18584305

This endorsement, effective: 06/01/2022 12:01 A.M.

Forms a part of policy no.: P001412200

Issued to: HDR, Inc

By: Lloyd's of London

NOTICE OF CANCELLATION TO CERTIFICATE HOLDERS ENDORSEMENT

Except respect cancellation non-payment premium (10 day notice cancellation), the **Insurer** shall give day notice cancellation the Certificate Holder(s) set forth herein, provided that:

The **First Named Insured** is required by contract give notice cancellation the Certificate Holder, and

Prior the **Insurer** sending notice cancellation the **First Named Insured** the **First Named Insured** shall provide the **Insurer** in writing, either directly or through the **First Named Insured** broker record, the name each person or organization requiring notice cancellation and the corresponding address such person other employee responsible receipt of notice of cancellation on behalf of such organization.

Notice cancellation be sent in accordance the terms and conditions the policy, except that the **Insurer** may provide written notice individually or collectively the Certificate Holders by email at the current email address given by the **First Named Insured** Proof sending the notice of cancellation by email shall be sufficient proof of notice.

Any failure provide notice cancellation the Certificate Holder due inaccurate or incomplete information provided by the **First Named Insured** shall remain the sole responsibility the **First Named Insured**

The following definitions apply to this endorsement:

1. **First Named Insured** means the Named Insured shown in Item 1. of Declarations.
2. **Insurer** means the insurance company shown in the header on the Declarations.

All other terms and conditions of the policy remain the same

BBEC CERTIFICATE OF INSURANCE

DocuSign Envelope ID: A79AA89B-339E-4C10-9B11-80B2D80585BD



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/11/2022

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 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).

PRODUCER APRON AGENCIES, LLC 1000 VETERANS BLVD SUITE 301 METAIRIE, LA 70005	CONTACT NAME: Marcel Leveque PHONE (A/C No. Ext.): 504-416-0237 E-MAIL ADDRESS: Mel@apronagencies.com	FAX (A/C No.):
	INSURER(S) AFFORDING COVERAGE	
INSURED Barowka & Bonura Engineers & Consultants, LLC 209 CANAL ST METAIRIE, LA 70005	INSURER A: CONTINENTAL CASUALTY COMPANY	
	INSURER B: STARSTONE NATIONAL INSURANCE CO	
	INSURER C: LWCC	
	INSURER D: CERTAIN UNDERWRITERS AT LLOYD'S	
	INSURER E:	
	INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** **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 SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	X	B 6024926947	08/19/2022	08/19/2023	EACH OCCURRENCE \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC					DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB DED \$ RETENTION \$					<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N Y N/A	86182-A	05/20/2022	05/20/2023	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	PROFESSIONAL LIABILITY		PLC-00855-00	05/20/2022	05/20/2023	\$1,000,000/\$2,000,000

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

Grant Consulting Services in Connection with American Rescue Plan Act of 2021 and Other Local, State, Federal and Private Grant Opportunities (RFP No. 0447). CSRS Inc. and the Parish of Jefferson, its Districts, Departments and Agencies under the direction of the Parish President and the Parish Council are listed as Certificate Holders. Certificate Holder is included as additional insured on General Liability Policies along with a Waiver of subrogation as required by written contract.

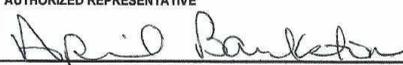
CERTIFICATE HOLDER CSRS Inc. 6767 Perkins Road, Suite 200 Baton Rouge, LA 70808	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Marcel Leveque
	DocuSigned by: 7908558474EF440...

ACORD 25 (2010/05)

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BBEC CERTIFICATE OF INSURANCE

	CERTIFICATE OF LIABILITY INSURANCE	DATE (MM/DD/YYYY) 10/12/2022				
<p>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.</p>						
<p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must 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).</p>						
PRODUCER 	STATE FARM INSURANCE ASHLEY BARRIOS, AGENT 192 HWY 3161 CUT OFF, LA 70345	CONTACT NAME: April Bankston PHONE (A/C, No, Ext): 985-632-0988 FAX (A/C, No): 985-632-0987 E-MAIL ADDRESS: april.bankston.vadv4j@statefarm.com INSURER(S) AFFORDING COVERAGE NAIC # INSURER A : State Farm Mutual Automobile Insurance Company 25178 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :				
INSURED	BBEC, LLC 209 CANAL ST METAIRIE, LA 70005-3655					
<p>COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:</p> <p>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.</p>						
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC	<input type="checkbox"/> <input type="checkbox"/>				EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/POP AGG \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	L16 6771-C01-18M	09/01/2022	09/01/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB EXCESS LIAB OCCUR CLAIMS-MADE DED RETENTION \$	<input type="checkbox"/> <input type="checkbox"/>				EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICEMEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y/N <input type="checkbox"/> N/A				WC STATUTORY LIMITS OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Non Owned Auto	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	192 5736-D22-18	10/22/2022	10/22/2023	2,000,000 CSL
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required) Grant Consulting Services in Connection with American Rescue Plan Act of 2021 and Other Local, State, Federal and Private Grant Opportunities (RFP No. 0447) CSRS Inc. and the Parish of Jefferson, its Districts, Departments and Agencies under the direction of the Parish President and the Parish Council are listed as Certificate Holders. Certificate Holder is included as Additional Insured on Automobile Liability Policies along with a Waiver of Subrogation as required by written contract.						
CERTIFICATE HOLDER				CANCELLATION		
CSRS Inc. 6767 Perkins Road, Suite 200 Baton Rouge, LA 70808				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 		

ACORD 25 (2010/05)

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REQUEST FOR PROPOSALS NO. RFP-0447 FOR

**Grant Consulting Services in Connection with
American Rescue Plan Act of 2021 and Other Local,
State, Federal and Private Grant Opportunities**

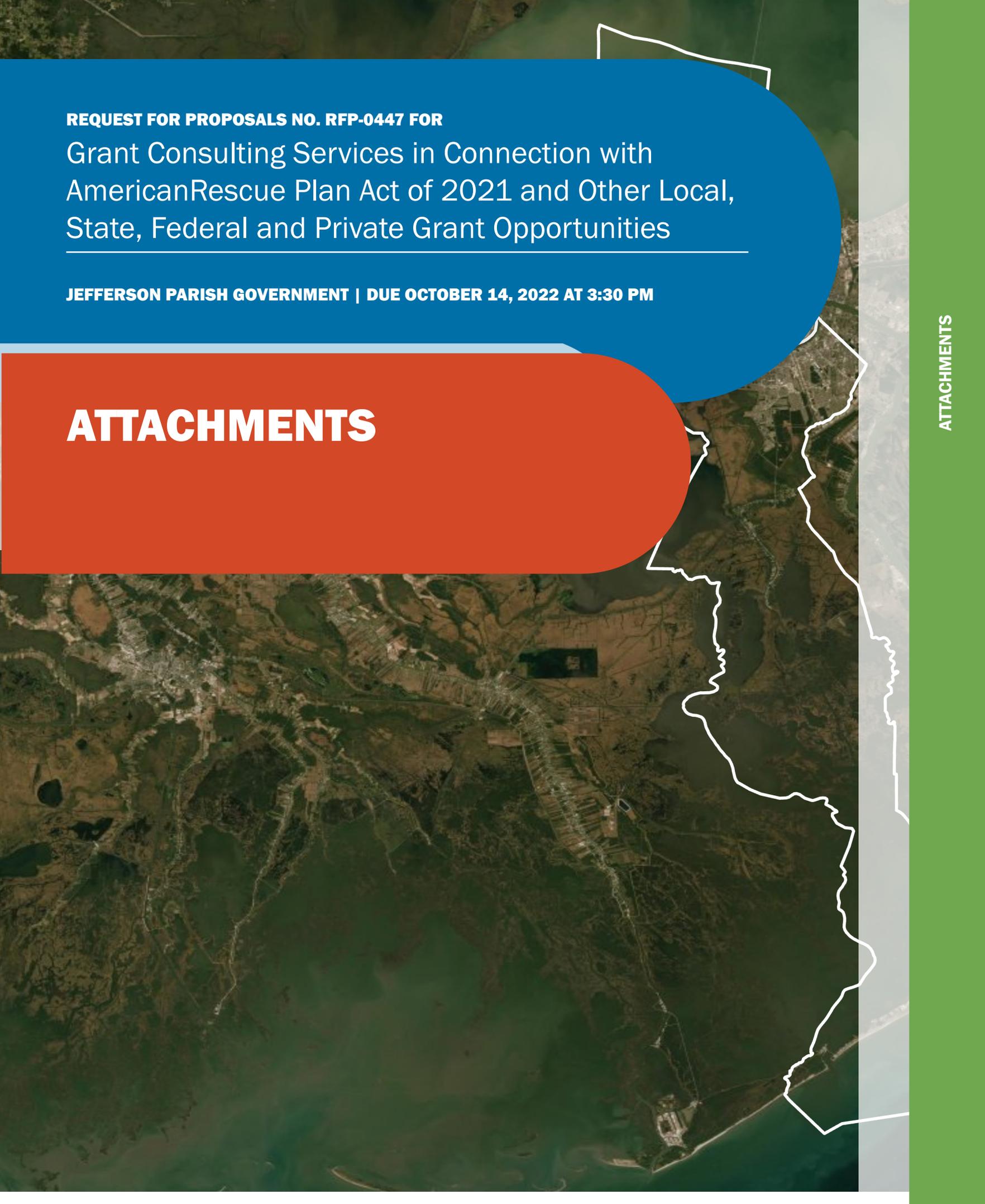
JEFFERSON PARISH GOVERNMENT | DUE OCTOBER 14, 2022 AT 3:30 PM

6. PRICE PROPOSAL (UNDER SEPARATE COVER)



RATE AND POSITION SCHEDULE

In compliance with the RFQ requirements, the Price Proposal is provided in a separate electronic envelope with the proposal submission.



REQUEST FOR PROPOSALS NO. RFP-0447 FOR

Grant Consulting Services in Connection with
AmericanRescue Plan Act of 2021 and Other Local,
State, Federal and Private Grant Opportunities

JEFFERSON PARISH GOVERNMENT | DUE OCTOBER 14, 2022 AT 3:30 PM

ATTACHMENTS

ATTACHMENTS

ATTACHMENT A - INSURANCE REQUIREMENTS

PART VI - APPENDICIES

ATTACHMENT "A"

INSURANCE REQUIREMENTS

All insurance requirements shall conform to Jefferson Parish Resolution No. 136353 (previously 113646).

The proposer shall not commence work under this contract until it has obtained all insurance and complied with the insurance requirements of the specifications and Resolution No. 136353 (amends Resolution No. 113646), as amended.

Proposers must provide with proposal submission a current (valid) insurance certificate evidencing required coverages. The current insurance certificate will be used for proof of insurance at time of evaluation. Thereafter, and prior to contract execution, the selected proposer will be required to provide final insurance certificates to the Parish which shall name **the Jefferson Parish, its Districts Departments and Agencies under the direction of the Parish President and the Parish Council** as additional insureds regarding negligence by the contractor for the Commercial General Liability, Workmen's Compensation Insurance and the Comprehensive Automobile Liability policies. Additionally, said certificates should reflect the name of the Parish Department receiving goods and services and reference the respective Jefferson Parish RFP solicitation number

WORKER'S COMPENSATION INSURANCE

As required by Louisiana State Statute, exception; Employer's Liability, Section B shall be \$1,000,000 per occurrence when Work is to be over water and involves maritime exposures to cover all employees not covered under the State Worker's Compensation Act, otherwise this limit shall be no less than \$500,000 per occurrence.

COMMERCIAL GENERAL LIABILITY

Shall provide limits not less than the following: \$1,000,000.00 Combined Single Limit per Occurrence for bodily injury and property damage.

COMPREHENSIVE AUTOMOBILE LIABILITY

Bodily injury liability \$1,000,000.00 each person; \$1,000,000.00 each occurrence. Property Damage Liability \$1,000,000.00 each occurrence.

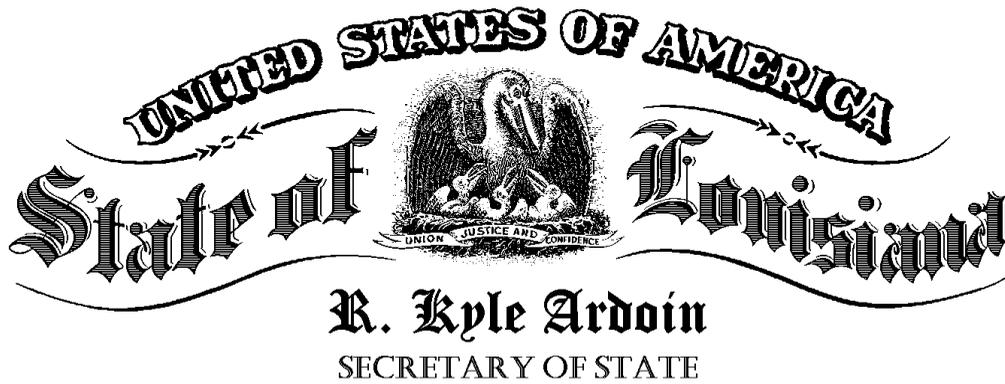
DEDUCTIBLES

No insurance required shall include a deductible greater than \$10,000.00. The cost of the deductible is borne by the proposer.

UMBRELLA LIABILITY COVERAGE

An umbrella policy or excess may be used to meet minimum requirements.

CSRS SECRETARY OF STATE CERTIFICATE OF GOOD STANDING



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,

July 11, 2022

Secretary of State

Web 32130960K



Certificate ID: 11596544#FTL73

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

CSRS SAM REGISTRATION

Last updated by Suzanne Roberts on Sep 15, 2022 at 12:49 PM

CSRS LLC



Unique Entity ID RF4EYUHVKHP5	CAGE / NCAGE 1MD42	Purpose of Registration All Awards
Registration Status Submitted Registration	Expiration Date Sep 15, 2023	
Physical Address 8555 United Plaza BLVD STE 100 Baton Rouge, Louisiana 70809-2258 United States	Mailing Address 8555 United PLZ BLVD Baton Rouge, Louisiana 70809-2260 United States	

Business Information

Doing Business as (blank)	Division Name (blank)	Division Number (blank)
Congressional District Louisiana 06	State / Country of Incorporation Louisiana / United States	URL http://www.csrinc.com
MPIN *****0809		

Registration Dates

Activation Date (blank)	Submission Date Sep 15, 2022	Initial Registration Date Jul 12, 2001
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Entity Dates

Entity Start Date Mar 10, 1978	Fiscal Year End Close Date Dec 31
--	---

Immediate Owner

CAGE (blank)	Legal Business Name (blank)
------------------------	---------------------------------------

Highest Level Owner

CAGE (blank)	Legal Business Name (blank)
------------------------	---------------------------------------

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

<https://sam.gov/entity/RF4EYUHVKHP5/coreData?status=Submitted>

Page 1 of 4

CSRS SAM REGISTRATION

Last updated by Suzanne Roberts on Sep 15, 2022 at 12:49 PM

CSRS LLC

acknowledgment of fault?

Not Selected**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 Reps & 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

******0153**

Lock Box Number

(blank)

Financial Institution

HANCOCK WHITNEY BANK

Account Number

******8078****Automated Clearing House**

Phone (U.S.)

2288716012

Email

(blank)

Phone (non-U.S.)

(blank)

Fax

2288684630**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)

2017

Name/Title of Individual Executing Consent

Secretary

TIN Consent Date

Sep 15, 2022

Address

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

Signature

Domoine D Rutledge**Points of Contact****Accounts Receivable POC**<https://sam.gov/entity/RF4EYUHVKHP5/coreData?status=Submitted>

Page 2 of 4

CSRS SAM REGISTRATION

Last updated by Suzanne Roberts on Sep 15, 2022 at 12:49 PM

CSRS LLC



Steve Laplace, CFO
 steve.laplace@csrsinc.com
 2257690546

Electronic Business

THOMAS A. BARFIELD, President
 tim.barfield@csrsinc.com
 2252292133

8555 United Plaza BLVD
Suite 100
Baton Rouge, Louisiana 70809
United States

Denny Lazarus, Contract Administrator
 denny.lazarus@csrsinc.com
 2257690546

8555 United Plaza BLVD.
 Suite 100
 Baton Rouge, Louisiana 70809
 United States

Government Business

CHRISTOPHER J. PELLEGRIN, Exec VP
 christopher.pellegrin@CSRSINC.COM
 2259394377

8555 United Plaza BLVD
Suite 100
Baton Rouge, Louisiana 70809
United States

Elif Chiasson, Exec. Vice President
 elif.chiasson@csrsinc.com
 2257690546

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

Security Information

Company Security Level
 (blank)

Highest Level Employee Security Level
 (blank)

Service Classifications**NAICS Codes**

Primary	NAICS Codes	NAICS Title
Yes	541330	Engineering Services
	541320	Landscape Architectural Services
	541370	Surveying And Mapping (Except Geophysical) Services
	541611	Administrative Management And General Management Consulting Services
	541620	Environmental Consulting Services
	541990	All Other Professional, Scientific, And Technical Services
	562910	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)

<https://sam.gov/entity/RF4EYUHV/KHP5/coreData?status=Submitted>

Page 3 of 4

CSRS SAM REGISTRATION

Last updated by Suzanne Roberts on Sep 15, 2022 at 12:49 PM

CSRS LLC

Industry-Specific

Barrels Capacity
(blank)

Megawatt Hours
(blank)

Total Assets
(blank)

Electronic Data Interchange (EDI) Information

This entity did not enter the EDI information

Disaster Response

This entity does not appear in the disaster response registry.

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 for instructions and the latest information.	Give Form to the requester. Do not send to the IRS.
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Print or type. See Specific Instructions on page 3.	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2"> 1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. CSRS, LLC </td> </tr> <tr> <td colspan="2"> 2 Business name/disregarded entity name, if different from above </td> </tr> <tr> <td style="width:65%;"> 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. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► P <small>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.</small> <input type="checkbox"/> Other (see instructions) ► </td> <td style="width:35%;"> 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) _____ <small>(Applies to accounts maintained outside the U.S.)</small> </td> </tr> <tr> <td colspan="2"> 5 Address (number, street, and apt. or suite no.) See instructions. 8555 United Plaza </td> <td> Requester's name and address (optional) </td> </tr> <tr> <td colspan="2"> 6 City, state, and ZIP code Baton Rouge, LA 70809 </td> <td></td> </tr> <tr> <td colspan="3"> 7 List account number(s) here (optional) </td> </tr> </table>	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. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► P <small>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.</small> <input type="checkbox"/> 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) _____ <small>(Applies to accounts maintained outside the U.S.)</small>	5 Address (number, street, and apt. or suite no.) See instructions. 8555 United Plaza		Requester's name and address (optional)	6 City, state, and ZIP code Baton Rouge, LA 70809			7 List account number(s) here (optional)		
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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 <i>How to get a TIN</i> , later. <small>Note: If the account is in more than one name, see the instructions for line 1. Also see <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.</small>																																																													
	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="10" style="text-align: center;">Social security number</td> </tr> <tr> <td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td> </tr> <tr> <td colspan="10" style="text-align: center;">or</td> </tr> <tr> <td colspan="10" style="text-align: center;">Employer identification number</td> </tr> <tr> <td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td><td style="width:10%;"></td> </tr> <tr> <td style="text-align: center;">7</td><td style="text-align: center;">2</td><td style="text-align: center;">-</td><td style="text-align: center;">0</td><td style="text-align: center;">8</td><td style="text-align: center;">3</td><td style="text-align: center;">7</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td><td style="text-align: center;">9</td> </tr> </table>	Social security number																				or										Employer identification number																				7	2	-	0	8	3	7	4	5	9
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Part II Certification Under penalties of perjury, I certify that: 1. 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 2. 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 and dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and 3. I am a U.S. citizen or other U.S. person (defined below); and 4. 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.	
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Sign Here	Signature of U.S. person ►	Date ► 12/1/2021
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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.

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-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.