



**REQUEST FOR PROPOSALS NO. RFP-0448 FOR**

**Consulting Services for Disaster Recovery and FEMA  
Public Assistance for the Jefferson Parish Department  
of Public Safety Grants & Administration**

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





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**A. COVER LETTER**



October 14, 2022

Jefferson Parish  
Department of Purchasing  
200 Derbigny Street, Suite 4400  
Gretna, LA 70053

**RE: RFP-0448 Consulting Services for Disaster Recovery and FEMA Public Assistance for the Jefferson Parish Department of Public Safety and Grants and Administration**

Dear Selection Committee:

CSRS Disaster Recovery Management, LLC, a wholly owned subsidiary of CSRS, LLC (CSRS), along with our sub-consultant Barowka and Bonura Engineers and Consultants, LLC (BBEC) is proud to submit our proposal for RFP-0448 Consulting Services for Disaster Recovery and FEMA Public Assistance for the Jefferson Parish Department of Public Safety and Grants and Administration. For the last year have worked alongside Jefferson Parish in your current recovery efforts since the aftermath of Hurricane Ida. **Louisiana is our home and the CSRS team cares about the Jefferson Parish community and we are eager to extend our extraordinary working relationship with Jefferson Parish through continued management of the FEMA Public Assistance funding until the completion and closeout of the recovery program, and the be at the Parish's side should another future disaster affect the Parish.**

CSRS has been serving our clients as program managers since 1978 and has been providing disaster recovery services since 2005. Throughout each recovery program, we have worked diligently to maintain our stakeholders' budget, schedule, and expectations as quality and speed of recovery remains the driving factor for our clients and their constituencies. We know a successful recovery requires close collaboration between the client and qualified recovery professionals in executing the vision and task at hand. Our current work with you and our track record of executing successful recovery programs with multiple clients through the years demonstrates that we are the best partner to support Jefferson Parish throughout its recovery.

With evolving federal law, regulation, and policy impacting the administration and management of FEMA Public Assistance funding, combined with more frequent and severe disasters causing repetitive losses in South Louisiana, we understand the importance of prompt and thorough identification of all eligible response and recovery scope and expenses, along with the strategic alignment of federal funding resources with insurance proceeds. We bring the specialized knowledge and resources unique to coordinating federal grants to effectively manage the volume of information and documentation that are essential to successful participation in the FEMA Public Assistance Program and other federal programs. We have the team of experienced project delivery professionals knowledgeable in both Parish infrastructure and facilities and federal grants management and administration to support recovery project execution. Work is performed in a manner which ensures full compliance with all applicable code, law and policy, and further ensures the timely completion of projects.





DISASTER RECOVERY  
MANAGEMENT

The team is dedicated to the purpose and mission of Jefferson Parish and possesses historical knowledge which can prove critical as a recovery program moves forward. We will serve as your advocate to ensure Jefferson Parish receives the greatest possible program benefit through the correct application of federal disaster recovery policy. **We will be your strategic partner and an extension of your staff to champion the effort and get the job done.** Our comprehensive approach, further defined in our proposal, provides tangible value to Jefferson Parish and the communities it serves.

Our submittal is compliant with the requirements of your RFP and further demonstrates our ability to provide the highest quality, comprehensive FEMA PA program management, project management and disaster recovery/grant management services. CSRS has reviewed the scope of work, understands the nature thereof, and is willing and capable of providing the services thereof.

As the Project Executive for this project, I am authorized to obligate our firm in the submittal of this proposal, due October 14, 2022, and will serve as the primary point of contact for any technical and/or contractual clarifications throughout the evaluation period. I can be reached at [tim.barfield@csrsinc.com](mailto:tim.barfield@csrsinc.com), and by cell phone at 225-229-2133.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Tim Barfield', with a stylized flourish at the end.

Tim Barfield  
Principal-In-Charge



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## **B. TABLE OF CONTENTS**





# TABLE OF CONTENTS

<b>A. Cover Letter .....</b>	<b>3</b>
<b>B. Table of Contents .....</b>	<b>6</b>
Executive Summary .....	7
Proposer Minimum Requirements Matrix .....	9
<b>C. Technical Proposal .....</b>	<b>11</b>
Request for Proposal Affidavit .....	19
Signature Pages .....	23
Attachment C - Contractors Certification .....	25
Anti-Lobbying Forms .....	51
Debarment/Suspension Certifications .....	53
Corporate Resolutions.....	55
Attachment A - Insurance Requirements.....	57
Insurance Certificates .....	59
CSRS Secretary of State Certificate of Good Standing .....	63
CSRS SAM Registration .....	64
W-9 .....	67
<b>D. Proposer Qualifications and Experience .....</b>	<b>68</b>
Firm Profile .....	69
Project Experience.....	74
Proposed Personnel .....	83
References .....	111
<b>E. Innovative Concepts .....</b>	<b>113</b>
<b>F. Project Schedule.....</b>	<b>118</b>
<b>G. Financial Profile .....</b>	<b>120</b>
Financial Stability Statements.....	120
Audited Financial Statements.....	121
<b>H. Price Proposal .....</b>	<b>202</b>
<b>Attachments.....</b>	<b>204</b>
Licenses .....	204



## EXECUTIVE SUMMARY

South Louisiana is your home and ours, and your mission is critically important to us. We are prepared and ready to extend our expertise and capacity to enhance your efforts for a full recovery and leverage all available funding sources for the recovery from any federal disaster declaration. We will continue to work with you and your staff to maximize recovery funding through insurance claims and proceeds, FEMA PA funding, CDBG, FEMA HMGP and other funding sources. CSRS will continue to provide the technical expertise to ensure successful delivery of your disaster recovery projects. All work is conducted and documented in a manner that mitigates the risk of funding deobligation in the future.

### WE ARE A PROGRAM MANAGEMENT DISASTER RECOVERY FIRM THAT DELIVERS UNMATCHED VALUE.

**OUR TEAM:** The CSRS team includes experts and seasoned veterans who have decades of experience navigating FEMA PA policy, managing federal grants, whose expertise is rooted in a wide range of professional backgrounds, including architects, engineers, construction managers, and process experts skilled in each task listed in the Parish RFP's Scope of Services.

Our staff have managed and delivered complex and ambitious disaster recovery, community rebuilding, and education-based projects in the Gulf Coast region. Our backgrounds include FEMA veterans, state grantee CDBG funds managers, and federal policy writers. In addition, our proposed team is largely the same team that has worked hand in hand with Jefferson Parish for the last year with great successes, such as leading the state in Ida disaster reimbursements.

**OUR APPROACH:** In close collaboration with Jefferson Parish, we strategically develop and implement a comprehensive approach that effectively manages disaster recovery responses. We accomplish this by scaling our resources and staff to provide Jefferson Parish with the flexibility and expertise to perform all tasks effectively. We will utilize federal, state, and local program experience to advocate for Jefferson Parish, maximizing eligibility through prudent funding management.

**Together, over the last year, we have achieved many notable milestones that demonstrate our qualifications and ability to plan and execute a complicated and evolving grants management program.**

CSRS has assembled a team of professionals experienced with FEMA PA and grants management expertise to manage your recovery. CSRS has been a leader in disaster program management in post-Katrina Louisiana, multiple states and territories, helping numerous applicants navigate and leverage their federal and state recovery funding. To date, we have **helped over 50 organizations** manage over **\$10 billion in FEMA PA** and other disaster recovery funding. Our firm is unique in that we bring highly specialized staff in both FEMA PA grants management and program management in one team supported by a staff of architects, engineers, GIS, and other professionals critical to the successful delivery of the recovery program. Our understanding of the FEMA PA program, grants management, and the technical aspects of each project will allow us to maximize funding opportunities while driving the recovery of each damaged facility.

# EXECUTIVE SUMMARY

To meet the requirements of this assignment and deliver the desired outcomes to the Jefferson Parish and the citizens of the parish, experienced Principals and professionals of CSRS established a program-specific management structure and staffing plan.

## PROPOSER CONTACT:



**Tim Barfield**

Principal-in-Charge

935 Gravier Street, Suite 1650  
New Orleans, LA 70112

O: (225) 769-0546

C: (225) 229-2133

tim.barfield@csrsinc.com

*Mr. Barfield will be the sole point of contact for this proposal and with regard to contractual matters, including payment of any and all charges resulting from the contract.*

## OUR QUALIFICATIONS:

We have successfully managed the program, restorative work, demobilization, and funding processes for numerous school districts, municipalities, and public entities. We will bring maximum value to Jefferson Parish's future recovery efforts by applying the sum of the lessons learned through decades of experience working with our community entities. Working with our client teams, we've established a legacy of delivering successful results throughout our home state.

These successes demonstrate that we deeply care about client outcomes - as we are also community members. Our track record reflects that we are consistently able to solve complex issues to arrive at best-case outcomes that will secure the maximum eligible funding for temporary and permanent restorative work, successful closeout of disaster recovery funding, and address any requests identified in the RFP. Utilizing our experience and success with our other clients and similar project assignments, we offer the necessary qualifications, experience, and commitment to manage all aspects of the recovery effort, including:

## PROGRAM MANAGEMENT:





- Identifying and quantifying the extent, scope, and scale of the damages across all Jefferson Parish facilities.
- Determine the extent of the damages eligible for funding assistance through the FEMA PA Program and other federal programs as applicable.
- Guiding the client throughout the design and construction process to ensure temporary and restorative efforts are properly scoped, scheduled, budgeted, procured and contracted to comply with federal funding guidelines and completed on time and on budget.
- Ability to work with Jefferson Parish staff to ensure all permanent work is properly procured for compliance with FEMA PA program guidelines.
- Advising and representing Jefferson Parish in any matter dealing with federally declared disaster recovery.

## GRANTS AND FINANCIAL MANAGEMENT:

- We are recovery partners who understand the reimbursement process and the financial stewardship it demands to position for FEMA funding to flow.
- We understand the FEMA PA program is a reimbursement program. Jefferson Parish must spend their money first and then get reimbursed by FEMA.
- Work with Jefferson Parish Business Office to prioritize, monitor, and manage all program spending to align cash outlays with incoming FEMA PA grant dollars throughout the recovery cycle.



# PROPOSER MINIMUM REQUIREMENTS MATRIX

1.4	Proposer Minimum Requirements	CSRS Experience & Capabilities
<b>a.</b>	 <p>Possess extensive knowledge of federal and state requirements and guidelines including, but not limited to 2 CFR 200 et seq. and the FEMA Public Assistance Program and Policy Guidance (PAPPG).</p>	<p>CSRS is proud to have staff members who are experts in federal and state requirements for disaster recovery funding. Our staff present at conferences on disaster recovery topics, develop and successfully present appeals justifications and positions, and successfully gain positive eligibility decisions on a day to day, and PW to PW bases all solidly based on provisions of federal code, law and policy.</p>
<b>b.</b>	 <p>Possess extensive knowledge of federal and state reimbursement policies and procedures.</p>	<p>CSRS currently manages 53 disaster recovery programs and has worked with over 75 clients to successfully navigate the federal and state reimbursement requirements to harness over \$10B in disaster funding. Our team members will develop and present scope and cost justifications to the Grantee should by disaster recovery expense be questioned by the associated federal or state agency.</p>
<b>c.</b>	 <p>Possess extensive knowledge of federal and state close-out procedures.</p>	<p>CSRS has successfully closed thousands of FEMA project worksheets in the 15 years of doing FEMA Public Assistance grant management work with our clients. Whether these projects are at-cost, or utilized a capped funding option, CSRS understands the requirements of the closeout process and we successfully address issues such as cost reasonableness and cost-bucket alignment to facilitate maximized reimbursement and successfully closed grants.</p>
<b>d.</b>	 <p>Firm must have a minimum of 8 years' experience in providing the Scope of Services outlined in this Request for Proposal.</p>	<p>CSRS has been providing the exact scope of work outlined in this RFP for clients since 2007 (15 years).</p>

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## **C. TECHNICAL PROPOSAL**



**TECHNICAL  
PROPOSAL**



# TECHNICAL PROPOSAL

## Technical Approach



**CSRS' TECHNICAL APPROACH TO PROVIDING GRANTS AND PROJECT MANAGEMENT SERVICES AND IDENTIFYING TASKS NECESSARY TO MEET THE PROGRAM REQUIREMENTS IS BASED ON THE IMPLEMENTATION OF STRATEGIES CRITICAL TO ACHIEVING ONE OVERARCHING GOAL:**

**UNPARALLELED GRANTS AND PROJECT MANAGEMENT RESULTS FOR JEFFERSON PARISH.**

**“Ensure Parish disaster recovery and restoration processes comply with laws, regulations and guidelines to maximize reimbursement for eligible disaster expenditures and to minimize timing for reimbursement.”**

CSRS has carefully reviewed the RFP scope of work and has the capacity and commitment to continue our collaboration with the Parish to deliver the requested services. Having worked closely with the Parish on Ida and Zeta Recovery Programs, we are confident in our understanding of Jefferson Parish's current vision and requirements, and can quickly pivot when needed. Our team continues to be invested in the short and long-term goals of Jefferson Parish, and our established partnership with the Parish will help expedite our support for the Public Safety Grants and Administration Department. We stand ready to provide the right level of services and resources to scale our team up or down as Jefferson Parish deems necessary. We are ready to provide a scalable, flexible, and expert level of service to Jefferson Parish. We will collaboratively fine-tune established processes to expand Jefferson Parish's internal resources and ensure an expedited recovery process with maximized reimbursements.

Further, the CSRS team's decades of combined experience managing federal grants and reimbursable FEMA programs have provided a deep understanding of a successfully funded recovery. We are uniquely qualified to guide and assist the Parish with various grants and project management tasks. We will deliver a streamlined program to ensure a successful and timely recovery. We are fortunate that our experience provides us with the high caliber resources and talented workforce that will assist Jefferson Parish with the following:

- Experienced, established best practices for project management, grant management, and closeout.
- Technical expertise in policy knowledge and management practices.
- Successful navigation in policy issue resolution, arbitration, and settlement endeavors.

Jefferson Parish can be confident in the trusted legacy CSRS has built with our clients over the past forty years working in the industry. We are disaster recovery experts and will utilize our depth of knowledge and experience to take the quick, decisive, and effective action required to manage your recovery processes successfully. Our team understands the complex issues federally funded recovery projects encounter during and after the event and will leverage that to Jefferson Parish's benefit.



# TECHNICAL PROPOSAL

**“Develop and execute processes for obtaining, analyzing and gathering field documentation; including, but not limited to, records related to procured goods and services, timekeeping, and force account labor and equipment.”**

Our work with Jefferson Parish for Hurricane Ida and Zeta has given us a solid understanding that a significant cost burden of disaster for Jefferson Parish is from response activities, debris management, emergency protective measures by force account, and contracts.

Generating and capturing detailed documentation to support response expenditures in real-time during the incident response phase is more effective for a quick and successful FEMA PA claim. We aim to support and improve the Parish’s established processes and procedures for documenting and capturing the details during the incident. We will support the EOC activities through consultation to ensure procurement actions align with FEMA policy.

We can partner our specialized team members with Parish Departments for document collection to determine the event’s timeline. We bring technical experts to collect, organize, analyze, and package force account documentation for submission and work with department leadership to remedy any issues.



## CSRS WINS:

- CSRS processes and strategies have helped Jefferson Parish get over \$70M in obligations from hurricane Ida in less than 1 year.
- To date, CSRS has assisted Jefferson Parish in receiving almost \$40M in FEMA PA reimbursements for hurricane Ida expenses.
- Jefferson Parish currently leads the state’s Ida applicants in reimbursements, as the team has assisted the Parish in properly packaging and justifying the Parish’s recovery costs and effectively pushed FEMA to overcome issues.



# TECHNICAL PROPOSAL



**“Possess the expertise and be able to prepare FEMA Public Assistance emergency and permanent work project estimates including, but not limited to cost estimating, developing detailed damage descriptions and dimensions, scope of work, and accurate force account labor and equipment summary reports.”**

We bring decades of experience with a team of engineering, inspection, cost estimating, and accounting professionals with unique disaster recovery expertise that translates what it takes to obtain, maintain and process federal funding for recovery. CSRS effectively and quickly responds to client requests because our team includes some of the country’s best talent across a wide range of specialties and skill sets. In addition to technical assistance management, we offer specialized services as wide-ranging as environmental sciences, historic preservation measures, master planning, surveying, floodplain modeling, resilience planning and development, and mitigation, among numerous additional areas of focus and specialization.

**“Assist parish departments with services post-disaster in lieu of impact to perform damage assessments, inspections and project management services from impact to repair.”**

To provide Jefferson Parish with comprehensive post-impact services for damage assessment & data collection, CSRS offers a once-and-done method across each facet of project formulation, grant preparation, and execution. We ensure that key personnel are continually supported by our experts, including cost estimators, project control specialists, procurement and contract specialists, and community liaisons to facilitate incident-free, effective project delivery.

## The CSRS Approach:

Tailored to the Parish, we first tackle the project types that immediately align FEMA scope, policy guidance, and formatting procedures. We complete this first because we have found that inadequate assessment of disaster-related damages can stall recovery progress. Experience has shown that providing FEMA with thorough damage assessments and professionally prepared cost estimates from the onset helps expedite the approval timeline by limiting policy hurdles that slow down the project funding process. This approach has proven valuable when so many FEMA personnel arriving early in the disaster recovery process rotate out, leaving behind incomplete, damaged assessments and scopes of work. Maximum funding availability for the Parish is ensured through the work of our collaborative team of technical and policy experts who will prepare damage reports and estimates using universal formatting and convention that translates into scoping and project formulation. This approach assures that the maximum amount of funding available for a given project is realized immediately.



## TECHNICAL PROPOSAL

**“Collaborate with federal state and local staff, as needed, on project formulation, including damage assessments, information gathering, project development, preparation of project worksheets, and other project submittals to Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP) and/or the Federal Emergency Management Agency (FEMA).”**

CSRS has over 15 years of experience managing over \$10 billion in recovery programs and currently manages over 45 federally funded disaster recovery programs in the United States and territories. Experience and our trademark collaborative spirit have allowed CSRS to establish positive working relationships with stakeholder agencies and their personnel to benefit our clients and their disaster recovery objectives. We have dealt with the gamut of recovery complexities and pride ourselves on identifying proven solutions when paired with our engagement style ensures maximum reimbursement.

**“Work with all internal and external stakeholders, including GOHSEP, FEMA, and other federal agencies, to ensure maximum scope and funding eligibility through well-documented grant preparation. “**



Our collaboration with Jefferson Parish doesn’t end with the collection and delivery of documentation. We don’t rely on FEMA or GOHSEP to decipher the raw data and documentation. We understand that the success of Public Assistance is rooted in the quality of the documentation used to support the claim. Attention to detail and meticulous oversight is required to realize success. First, we collaborate closely with the Parish to quickly collect and analyze data to compare it with regulations. We take our findings and use them to identify and resolve complexities strategically.

Next, CSRS develops project narratives written to support documentation in easy-to-understand project packages that transfer to federal and state partners. This process ensures Jefferson Parish gets funding quickly.

**“Coordinate and interface with engineering and design efforts for repair and/or construction of damaged facilities and infrastructure that will comply with FEMA eligibility and cost reasonableness determinations. Provide oversight of repair/construction efforts to ensure work complies with applicable Project Worksheets and related FEMA Public Assistance grant requirements and guidelines.”**

Our firm is unique because we bring highly specialized program management, grants management, and construction management staff in a single team. This combination of abilities under one firm creates a more collaborative environment that leads to successful recovery through increased efficiency and first-class project delivery. Our experts provide oversight that ensures work complies with FEMA Public Assistance grant requirements. Experience teaches that inconsistencies between the prepared grant scope and the completed project scope can result in reimbursement deficiencies. The CSRS approach encourages our program and grant managers to work closely with Parish personnel, design professionals, and contractors to coordinate grant preparation through actual project execution. This level of comprehensive engagement ensures maximum reimbursement.



# TECHNICAL PROPOSAL

## **“Identify and address inappropriate insurance reductions and ensure insurance policy compliance with federal and state regulations.”**

Jefferson Parish and South Louisiana are challenged with the funding complexity that accompanies repetitive disasters. These efforts require careful coordination and oversight of the alignment of insurance proceeds with the federal award. Our team provides the expertise to audit, coordinate, and strategize settled insurance proceeds with federal funding requirements to seek maximum funding potential. We know the details required to ensure that FEMA reductions are applied appropriately. We routinely coordinate with Jefferson Parish

Risk Management to provide FEMA policy compliance guidance and perspective on project funding.

## **“Develop strategies and maximize formulation of 406 hazard mitigation projects.”**

CSRS evaluates the potential for 406 hazard mitigation activities in alignment with FEMA objectives throughout the early stages

of project scope development for eligible damages due. We know that the increased frequency of natural disasters in our communities requires a keen understanding of 406 funding. We carefully identify and segregate measures capable of funding as consensus-based codes, specification and standards code upgrades, and review remaining eligible damages through a mitigation lens. We evaluate the feasibility and cost-effectiveness of mitigation measures to position possible activities for the best likelihood of funding approval for this discretionary funding source.

## **“Possess the expertise and assist in all disaster-recovery financial reimbursement and reporting processes required by FEMA, State or other agency. Ensure there are no duplications of submission if varying agencies are involved.”**

For Jefferson Parish to obtain FEMA PA funding, the Parish must first spend those funds to receive reimbursements. CSRS knows the federal codes, laws, and policies required to receive the PA reimbursements. We are expert program managers and administrators with decades of experience successfully implementing programs with multiple funding sources such as CDBG-DR, FHWA-ER, and Insurance Proceeds Received. We will work with Jefferson Parish to prioritize, identify, monitor, and manage your funding sources throughout the project and program lifecycle, ensuring that potential duplications never impact your available funding.



## TECHNICAL PROPOSAL

**“Challenge, where applicable, FEMA on their previous work, eligibility determination, cost valuations, project formulation and inaccurate statements on the Public Assistance Program including appeal determinations.”**

CSRS understands the complexity and flexibility of federal funding programs, and when necessary, will challenge these programs’ default federal management and execution processes to best benefit the Parish’s recovery mission. It is critical to have an experienced advocate on your side. Federal and state policy is not applied uniformly. Policy often varies from region to region. CSRS will succinctly advocate and promote the application of federal and state policy equitably, championing Jefferson Parish disaster recovery endeavors for the best possible outcome.

CSRS will continually review policy associated with the Stafford Act and additional federal legislation impacting disaster and policy implementation, FEMA disaster-specific guidance, previous appeals, and arbitrations to ensure the most significant benefit possible in your response and recovery. We will engage key stakeholder agencies to expedite the resolution of issues or roadblocks which can hinder response/recovery programs. We don’t shy away from addressing issues directly with federal and state recovery partners.

A prime example of advocacy work performed on behalf of our client is our challenge to the application of policy concerning mandatory flood reductions for multiple structures on school campuses damaged or destroyed by the Great Flood of 2016 in the Baton Rouge area. Understanding the enormous negative financial impact of this policy application and the appropriate application of federal policy, **CSRS successfully advocated for an adjustment to the policy application, resulting in an additional \$10.3M in federal funding for our client and community.**

**“Assist the Public Safety Grants & Administration Department with cash flow, advance, and reimbursement requests and documentation in anticipation of future audits. (closeout packages) grant management activities throughout the grant lifecycle – not just closeout at the end.”**

The CSRS team begins our approach by prioritizing a successful closeout. Our funding professionals monitor all eligible program expenses as they work through the GOHSEP 8-Step process for reimbursement, quickly addressing any items that may delay your reimbursements.

We manage each grant as though each will be audited by the Department of Homeland Security or another auditing agency.

Upon receipt of supporting documentation, our team documents funding from advances to assist in cash flow to the Parish.

# TECHNICAL PROPOSAL

**“Possess the expertise and assist the Parish through federal, state (or other agency) guidelines to ensure the capture of relevant data related to procured goods and services. Provide oversight of contractor’s billing to ensure all costs eligible for disaster grant funding are documented and claimed.”**



Based on years of experience, our program management, grant compliance, and accounting experts know what is required to support expenditures successfully. We routinely support the Parish by working with Department personnel to review and consult on contractor invoice quality and backup. We will work directly with vendors to clarify billing complexities. We collaborate directly to close the gap of missing documentation and clear up issues on the front end to avoid reimbursement setbacks.

**“Develop processes for ensuring compliance related to contract monitoring and contract closeout as required by federal, state, or other agencies.”**



Through guidance and collaboration, our team will ensure that Parish contracted recovery activities comply with all applicable Federal regulations, policies, and procedures. Our team will coordinate policy guidance, interpretation, and compliance recommendation with Jefferson Parish on all contracting processes ensuring projects are in-line with funding parameters and federal regulations through completion.

In collaboration with the Jefferson Parish operations team, we will assist with procurement practices, document control, oversight of projects, and recovery efforts. Our team will track, review, and monitor contracts and the performance of all tasks throughout the life of a project. These ongoing efforts ensure that the completion of the scope of work is in line with the federal award.

CSRS’ policy compliance experts collaborate with federal and state partners to resolve compliance deficiencies and track relevant policy changes enabling us to adapt our processes to align with the changing landscape of federal award compliance.

**“Possess the expertise and assist the Parish with identifying other disaster recovery funding opportunities, including additional federal recovery programs.”**



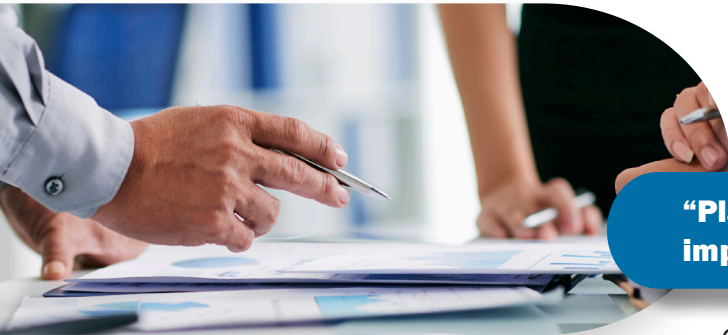
CSRS offers Jefferson Parish expertise in additional disaster recovery and mitigation funding. CSRS will work with Jefferson Parish to identify available funding sources that match the needs of your program. Other funding opportunities include, but are not limited to, CDBG-DR, FEMA MIT, FEMA 406, FEMA HMGP, BRIC, and FHWA. We have delivered similar services to many of our public clients to help them achieve their recovery and resilience objectives to benefit their communities and citizens.



# TECHNICAL PROPOSAL

## **“Assist with recovery of FEMA Public Assistance cost share funding through CDBG-DR applications.”**

The United States Department of Housing and Urban Development sometimes allows CDBG-DR funds to be used for the FEMA cost share for disaster recovery grants. CSRS has assisted many public clients in successfully utilizing this option for Hurricane Katrina and the 2016 Louisiana Great Flood recovery. Our experts understand the benefits of this funding option and will work on your behalf to ensure the correct application and appropriation of these specific HUD funds. We are also highly experienced and effective in managing Davis-Bacon compliance, which can be applicable to permanent work projects depending on when the HUD dollars are identified.



## **“Plans and/or schedule of assessment/ review and implementation of post disaster fund reimbursement.”**

Once funding is secured, key personnel are assigned to prepare requests and manage and track the reimbursement process. Our team members establish counterpart relationships with state agency partners to expedite payments, foster reimbursement requests through the State’s full review process, maintain immediate status awareness, and are always ready to address issues or findings that could stall reimbursement. Our proprietary program management database allows us to manage and track reimbursement data beyond data available through LAPA, including reimbursement percentages received, amendment needs, associated cost documents, reimbursement reductions that require resolution, and cost share percentages.

## **“Plans for review of procurement policies/bidding documents for which FEMA reimbursement may be eligible (proposal specific narrative - planned approach for review of procurement and contract docs).”**

CSRS will continue our approach in working with the relevant Jefferson Parish Departments to collect, analyze, and organize all procurement history and justification documentation for all services, purchases, contracts procured for Hurricane Ida, and any newly prepositioned emergency contracts. Throughout this process, we will document each procurement in a compliance matrix to identify procurement circumstances and requirements for analysis and reference.

We will ensure all supporting documentation is compliant, and any extenuating circumstances supported through justification. To establish successful reimbursement outcomes, CSRS will support Parish Departments to remedy procurement anomalies by assisting with outreach and coordination with local, state, and federal agencies, vendors, and contractors.



CSRS

# AFFIDAVIT

- 19 -

## CSRS 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





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 X 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.

## CSRS 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)

**Request for Proposals #0448****To Provide Consulting Services for Disaster Recovery and FEMA Public Assistance****SIGNATURE PAGE**

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP'S) from qualified proposers who are interested in providing Consulting Services for Disaster Recovery and FEMA Public Assistance for the for the Jefferson Parish Public Safety Grants & 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 28, 2022  
Number: 2 issued on October 11, 2022  
Number: \_\_\_\_\_  
Number: \_\_\_\_\_  
Number: \_\_\_\_\_  
Number: \_\_\_\_\_

Name of Proposer: CSRS Disaster Recovery Management, 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 10, 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 #0448****To Provide Consulting Services for Disaster Recovery and FEMA Public Assistance****SIGNATURE PAGE**

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP'S) from qualified proposers who are interested in providing Consulting Services for Disaster Recovery and FEMA Public Assistance for the for the Jefferson Parish Public Safety Grants & 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 12, 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

### 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

### 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 - CONTRACTORS CERTIFICATION

### 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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,<sup>26</sup> NFEs must include a provision in contracts and subcontracts for compliance with the Copeland "Anti-Kickback" Act.<sup>27</sup> This requirement applies to all prime construction contracts above \$2,000 in situations where the Davis-Bacon Act also applies.<sup>28</sup> 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 - CONTRACTORS CERTIFICATION

## 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.<sup>36</sup> 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

## 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 - CONTRACTORS CERTIFICATION

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## 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



## 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 Disaster Recovery Management, 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)

## BBEC ANTI-LOBBYING FORM



## Anti-Lobbying Form

## CERTIFICATION OF RESTRICTIONS ON LOBBYING

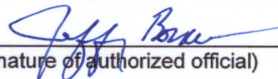
I, Jeffrey Bonura, P.E., Member, hereby certify on  
(name and title of bidder's official)

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 4th day of October, 2022.

By   
(signature of authorized official)

Member  
(title of authorized official)



# CSRS DEBARMENT/SUSPENSION CERTIFICATION



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](http://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 Disaster Recovery Management, 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](mailto:tim.barfield@csrsinc.com)

Signature October 10, 2022 Date

## BBEC DEBARMENT/SUSPENSION CERTIFICATION



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](http://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 4, 2022 Date

**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 Disaster Recovery Management, LLC, a limited liability company and wholly owned subsidiary of CSRS, LLC, 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 #0448) to Provide Consulting Services for Disaster Recovery and FEMA Public Assistance for the Jefferson Parish Department of Public Safety Grants and Administration, Gretna, Jefferson Parish, State of Louisiana.

**IN TESTIMONY WHEREOF**, I have hereunto set my hand this 26th day of September 2022.

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

Tim Barfield, Manager

## 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.

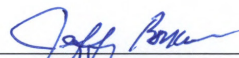
The Company and its sole Member hereby expressly authorizes and permits Jeffrey Bonura, (hereinafter "Authorized Individual") to bid, enter into, and contract with Jefferson Parish, and any of its subdivisions, entities, affiliates and assigns for the purposes of providing Engineering Services, Planning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

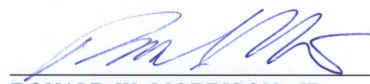
The Company agrees that all transactions by the Authorized Individual in connection with the said transfer prior to the execution of this Certificate of Authority are hereby approved, confirmed and ratified.

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



# 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

## ATTACHMENT A - INSURANCE REQUIREMENTS

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deductible is borne by the Proposer.

### UMBRELLA LIABILITY COVERAGE

An umbrella policy or excess may be used to meet minimum requirements.

## CSRS CERTIFICATE OF INSURANCE



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
8/5/2022

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).

<b>PRODUCER</b> Arthur J. Gallagher Risk Management Services, Inc. 235 Highlandia Drive, Suite 200 Baton Rouge LA 70810		<b>CONTACT</b> NAME: Ashley Kennard PHONE (A/C, No, Ext): 225-906-0114 FAX (A/C, No): 225-292-3893 E-MAIL: Ashley_Kennard@ajg.com ADDRESS:	
<b>INSURED</b> CSRS Disaster Recovery Management, LLC 8555 United Plaza Baton Rouge, LA 70809		<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A : Charter Oak Fire Insurance Company NAIC # 25615 INSURER B : The Travelers Indemnity Company of CT 25682 INSURER C : Capitol Specialty Insurance Corporation 10328 INSURER D : Arch Specialty Insurance Company 21199 INSURER E : INSURER F :	

## COVERAGES

CERTIFICATE NUMBER: 1022239882

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			6805H070410	12/5/2021	12/5/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			BA-2R162481-20-47	12/5/2021	12/5/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			CUP3827T870	12/5/2021	12/5/2022	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	UB8J242201	12/5/2021	12/5/2022	<input checked="" type="checkbox"/> PER STATUTE <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
A D C	Rented/ Leased Equipment Professional Liability Pollution Liability			6805H070410 AEP006801800 EV2021063802	12/5/2021 5/17/2022 7/19/2022	12/5/2022 5/17/2023 7/19/2023	Leased Equipment \$50,000 Each Claim/Agg \$5000000/10000000 Claim/Agg \$5000000/5000000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 \* Professional Liability Limits \$5,000,000 per Claim \$10,000,000 Per Aggregate

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  
 See Attached...

## CERTIFICATE HOLDER

## CANCELLATION

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

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ACORD 25 (2016/03)

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## CSRS CERTIFICATE OF INSURANCE



AGENCY CUSTOMER ID: CSRSINC-02

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



## ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY Arthur J. Gallagher Risk Management Services, Inc.		NAMED INSURED CSRS Disaster Recovery Management, LLC 8555 United Plaza Baton Rouge, LA 70809
POLICY NUMBER		
CARRIER	NAIC CODE	EFFECTIVE DATE:

## ADDITIONAL REMARKS

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

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 coverage's.



## BBEC CERTIFICATE OF INSURANCE



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
08/19/2022

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).

<b>PRODUCER</b> APRON AGENCIES, LLC 1000 VETERANS BLVD SUITE 301 METAIRIE, LA 70005		<b>CONTACT NAME:</b> PAULA WALSH <b>PHONE (A/C, No, Ext):</b> 504-782-7114 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> PAULAPI@AOL.COM	
<b>INSURED</b> Barowka & Bonura Engineers & Consultants, LLC 209 CANAL ST METAIRIE, LA 70005		<b>INSURER(S) AFFORDING COVERAGE</b>	
		<b>INSURER A:</b> CONTINENTAL CASUALTY COMPANY	
		<b>INSURER B:</b> STARSTONE NATIONAL INSURANCE CO	
		<b>INSURER C:</b> LWCC	
		<b>INSURER D:</b> CERTAIN UNDERWRITERS AT LLOYD'S	
<b>INSURER E:</b>		<b>INSURER F:</b>	

## 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 INSR	SUBR 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						
	GEN'L AGGREGATE LIMIT APPLIES PER:						
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						
	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						
B	UMBRELLA LIAB						
	<input checked="" type="checkbox"/> CLAIMS-MADE						
	EXCESS LIAB						
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						
	If yes, describe under DESCRIPTION OF OPERATIONS below						
	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N						
D	PROFESSIONAL LIABILITY						

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

Providing Assistance to the Finance Department in Obtaining FEMA Reimbursements for funds used in the Recovery Process Following Federally Declared Disasters  
 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

## CANCELLATION

CSRS INC. 6767 PERKINS ROAD SUITE 200 BATON ROUE, 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 PAULA WALSH
--	--

ACORD 25 (2010/05)

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## BBEC CERTIFICATE OF INSURANCE



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/06/2022

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).

<b>PRODUCER</b> STATE FARM INSURANCE ASHLEY BARRIOS 192 HWY 3161 CUT OFF, LA 70345	<b>CONTACT</b> NAME: April Bankston PHONE (A/C, No, Ext): 985-632-0988 FAX (A/C, No): E-MAIL: april.bankston.vadv4j@statefarm.com ADDRESS:	
	<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: State Farm Mutual Automobile Insurance Company <input checked="" type="checkbox"/> NAIC # 25178 INSURER B: <input type="checkbox"/> INSURER C: <input type="checkbox"/> INSURER D: <input type="checkbox"/> INSURER E: <input type="checkbox"/> INSURER F: <input type="checkbox"/>	
<b>INSURED</b> BBEC, LLC 209 Canal St Metairie, La 70005-3655		

**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	ADD INSD	SUB WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <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:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	L16 6777-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) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A					PER STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	<b>NON OWNED AUTO</b>	Y	Y	192 5736-D22-18B	10/22/2022	10/22/2023	CSL 2,000,000

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

Providing Assistance to the Finance Department in obtaining FEMA Reimbursements for funds used in the Recovery Process following federally declared disasters

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 the Automobile Liability Policies along with Waiver of Subrogation as required by written contract.

<b>CERTIFICATE HOLDER</b> CSRS Inc 6767 Perkins Road, Suite 200 Baton Rouge La 70808	<b>CANCELLATION</b> 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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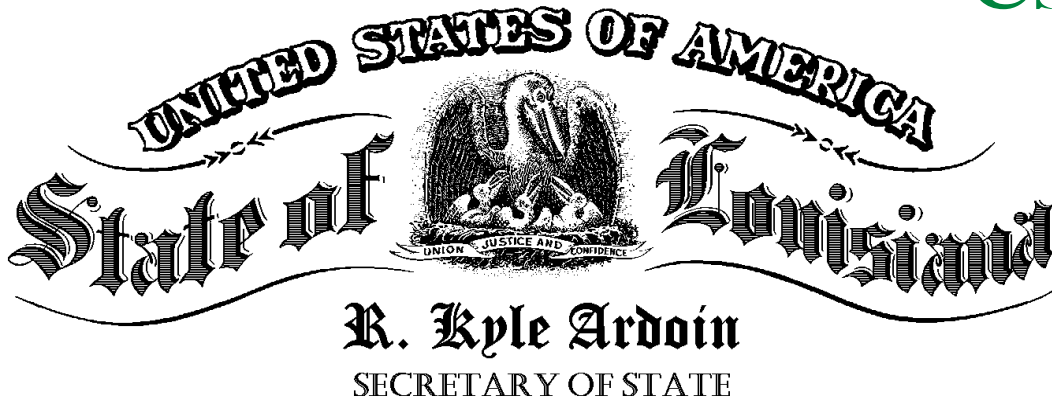
ACORD 25 (2016/03)

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1001486 132849.14 04-13-2022

## CSRS SECRETARY OF STATE CERTIFICATE OF GOOD STANDING

CSRS



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

**CSRS DISASTER RECOVERY MANAGEMENT, L.L.C.**

A limited liability company domiciled in BATON ROUGE, LOUISIANA,

Filed charter and qualified to do business in this State on November 02, 2012,

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

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

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

June 27, 2022

*Secretary of State*

Web 40984768K



Certificate ID: 11591258#BRK73

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

## CSRS SAM REGISTRATION



Last updated by Suzanne Roberts on May 03, 2022 at 09:35 AM

CSRS DISASTER RECOVERY MANAGEMENT, L.L.C.



## CSRS DISASTER RECOVERY MANAGEMENT, L.L.C.

Unique Entity ID <b>P5MYL5RHC6D8</b>	CAGE / NCAGE <b>8NAJ9</b>	Purpose of Registration <b>All Awards</b>
Registration Status <b>Active Registration</b>	Expiration Date <b>May 3, 2023</b>	
Physical Address <b>8555 United Plaza BLVD STE 100 Baton Rouge, Louisiana 70809-2258 United States</b>	Mailing Address <b>8555 United Plaza BLVD STE 100 Baton Rouge, Louisiana 70809-2258 United States</b>	

## Business Information

Doing Business as <b>(blank)</b>	Division Name <b>Csrs Disaster Recovery Management, Llc</b>	Division Number <b>(blank)</b>
Congressional District <b>Louisiana 06</b>	State / Country of Incorporation <b>Louisiana / United States</b>	URL <b>www.csrsinc.com</b>
MPIN <b>*****ter1</b>		

## Registration Dates

Activation Date <b>May 5, 2022</b>	Submission Date <b>May 3, 2022</b>	Initial Registration Date <b>Jun 27, 2020</b>
---------------------------------------	---------------------------------------	--

## Entity Dates

Entity Start Date <b>Nov 2, 2012</b>	Fiscal Year End Close Date <b>Dec 31</b>
---	---

## Immediate Owner

CAGE <b>1MD42</b>	Legal Business Name <b>CSRS, LLC</b>
----------------------	---

## Highest Level Owner

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

## Executive Compensation

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

**No**

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

**Not Selected**

## Proceedings Questions

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

**No**

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

**Not Selected**

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



## CSRS SAM REGISTRATION



Last updated by Suzanne Roberts on May 03, 2022 at 09:35 AM

CSRS DISASTER RECOVERY MANAGEMENT, L.L.C.

#### 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

Other

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

8NAJ9

##### Electronic Funds Transfer

Account Type

Checking

Routing Number

\*\*\*\*\*0153

Lock Box Number

(blank)

Financial Institution

HANCOCK WHITNEY BANK

Account Number

\*\*\*\*\*756

##### Automated Clearing House

Phone (U.S.)

2288716012

Email

(blank)

Phone (non-U.S.)

(blank)

Fax

2288684630

##### Remittance Address

CSRS Disaster Recovery Management, LLC

8555 United Plaza BLVD, Suite 100

Baton Rouge, Louisiana 70809

United States

#### Taxpayer Information

EIN

\*\*\*\*\*7527

Type of Tax

Applicable Federal Tax

Taxpayer Name

CSRS DISASTER RECOVERY  
MANAGEMENT LLC

Tax Year (Most Recent Tax Year)

2019

Name/Title of Individual Executing Consent

Manager

TIN Consent Date

May 3, 2022

Address

8555 United Plaza BLVD STE 100  
Baton Rouge, Louisiana 70809

Signature

THOMAS A BARFIELD JR

#### Points of Contact

##### Accounts Receivable POC

🔗

<https://sam.gov/entity/P5MYL5RHC6D8/coreData?status=Active>

Page 2 of 3

## CSRS SAM REGISTRATION



Last updated by Suzanne Roberts on May 03, 2022 at 09:35 AM

CSRS DISASTER RECOVERY MANAGEMENT, L.L.C.

**D. Steve LaPlace, CFO**  
**steve.laplace@csrsinc.com**  
**2257690546**

#### Electronic Business

**D. Steve LaPlace, CFO**  
**steve.laplace@csrsinc.com**  
**2257690546**

**8555 United Plaza BLVD**  
**Suite 100**  
**Baton Rouge, Louisiana 70809**  
**United States**

Suzanne Roberts, Paralegal  
 suzanne.roberts@csrsinc.com  
 2258312177

8555 United Plaza BLVD.  
 Suite 100  
 Baton Rouge, Louisiana 70809  
 United States

#### Government Business

**CHRISTOPHER Pellegrin, Exec. VP**  
**christopher.pellegrin@CSRSINC.COM**  
**2259394377**

**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  
 Yes

NAICS Codes  
**541330**  
**541310**

NAICS Title  
**Engineering Services**  
**Architectural Services**

#### Size Metrics

##### IGT Size Metrics

Annual Revenue (from all IGTs)  
 (blank)

##### Worldwide

Annual Receipts (in accordance with 13 CFR 121)  
**\$16,666.00**

Number of Employees (in accordance with 13 CFR 121)  
**0**

##### Location

Annual Receipts (in accordance with 13 CFR 121)  
 (blank)

Number of Employees (in accordance with 13 CFR 121)  
 (blank)

##### Industry-Specific

Barrels Capacity  
 (blank)

Megawatt Hours  
 (blank)

Total Assets  
 (blank)

#### Electronic Data Interchange (EDI) Information

This entity did not enter the EDI information

#### 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](http://www.irs.gov/FormW9) for instructions and the latest information.

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

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

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

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

☐ Individual/sole proprietor or single-member LLC

☐ C Corporation

☐ S Corporation

☐ Partnership

☐ Trust/estate

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

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

☐ Other (see instructions) ►

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

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

Exemption from FATCA reporting code (if any) \_\_\_\_\_  
(Applies to accounts maintained outside the U.S.)

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

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

7 List account number(s) here (optional)

Requester's name and address (optional)

### Part I Taxpayer Identification Number (TIN)

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

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

**Social security number**

			-						
--	--	--	---	--	--	--	--	--	--

OR

**Employer identification number**

4	6	-	1	3	3	7	5	2	7
---	---	---	---	---	---	---	---	---	---

### Part II Certification

Under penalties of perjury, I certify that:

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

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

**Sign Here** Signature of U.S. person ►  Date ► **9/21/21**

### General Instructions

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

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

### Purpose of Form

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

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
  - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
  - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
  - Form 1099-S (proceeds from real estate transactions)
  - Form 1099-K (merchant card and third party network transactions)
  - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
  - Form 1099-C (canceled debt)
  - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

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

**REQUEST FOR PROPOSALS NO. RFP-0448 FOR**

**Consulting Services for Disaster Recovery and FEMA  
Public Assistance for the Jefferson Parish Department  
of Public Safety Grants & Administration**

---

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

## **D. PROPOSER QUALIFICATIONS AND EXPERIENCE**





**CORPORATE STRUCTURE**

Limited Liability Company

**YEARS IN BUSINESS**

Established in 1978

**YEARS OF GRANT  
MANAGEMENT EXPERIENCE**

15+

**NUMBER OF EMPLOYEES**

220+

**OFFICE LOCATIONS**

New Orleans, LA,  
Baton Rouge, LA, Lafayette, LA,  
Lake Charles, LA, Dallas, TX,  
Miami, FL, Long Beach, CA

**CONTACT**

Office: (833) 523-2526

Fax: (225) 767-0060

**CSRS, LLC** leverages its innovation and leadership expertise to improve, strengthen and revitalize our communities and agencies before and after the impact of disasters. With our culture of creative thinking and background in engineering, architecture, and project management, we provide professional management and delivery of federally funded projects and programs, including disaster recovery, mitigation, and resiliency grants management for emergency protective measures, facilities, infrastructure, and housing. Our team offers a balance between big ideas and the technical ability to deliver a successful project every time, no matter how large, complex or challenging. CSRS' professional services include project and construction management as well as grants management, compliance oversight, program management, engineering, architecture, planning, environmental permitting, and GIS services for disaster recovery and resiliency programs to a wide range of clients.

With more than 15 years experience in managing federally funded disaster recovery programs, CSRS Disaster Recovery Management, LLC, a wholly owned subsidiary of CSRS, LLC, has successfully performed comprehensive grants management services, including, but not limited to, damage assessments, cost estimating, project formulation, scope development, eligibility and cost justification, policy application, reimbursement requests, and project closeout. CSRS applies its years of experience in the management of federal funding to our clients' programs to ensure maximum benefit to the individual programs and the communities served by our public clients.

CSRS is well-established as a successful disaster recovery consultant with our federally funded program management experience exceeding \$10B. Our qualifications, policy knowledge, technical capabilities, project and construction management experience, and technology support help public entities plan and implement comprehensive disaster recovery, mitigation, and resiliency programs. We help them rebuild financial and physical resilience against future events and guide sub-grantees through the various federally funded programs for eligibility, compliance, and closeout, including the FEMA Public Assistance (PA), Hazard Mitigation (HMGP), and Community Development Block Grant - Disaster Recovery (CDBG-DR) and Mitigation (MIT) Programs. CSRS' federal funding management consultancy focuses on developing strategies to maximize eligibility, evaluating and developing mitigation and resiliency projects to help communities adapt and thrive amidst ever-changing environments, reducing de-obligation risk, and integrating funding management with successful project delivery. We understand every facet of successful grant management program execution to assist our clients in bringing about the successful conclusion and closeout of those programs.

**FIRM HIGHLIGHTS**

Management of More than  
\$10B in Disaster Recovery  
and Mitigation Programs

Professionally Licensed in  
Engineering, Architecture, and  
General Contracting

Managed Successful Disaster  
Recovery Programs since  
2007





**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 versed in the Federal Emergency Management Agency (FEMA) Public Assistance Grant Program. In addition, we are experienced in other federal grant programs, such as the HUD Community Development Block Grant Program (CDBG), the FEMA Hazard Mitigation Grant Program (HMGP) and Flood Mitigation Assistance Program (FMA). BBEC has considerable experience 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 Lafourche Parish, St. Charles Parish, Terrebonne Parish, and the City of New Orleans.

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 close-out of the grants, when necessary. Our administrative, accounting, and computer programming staff are very familiar with the record keeping necessary for FEMA funded projects. BBEC has automated record keeping, tracking and document management (DM) systems in place that we designed specifically for FEMA and HUD funded projects.

With our excellent working relationship with GOHSEP staff and our experience in gaining support from the federal delegates representing our area to support our efforts, BBEC provides the necessary expertise in FEMA requirements, rules and regulations.

#### 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

#### OFFICE LOCATIONS

Metairie, LA

#### CONTACT

Office: (504) 828-0030

Fax: (504) 828-8006

#### FIRM HIGHLIGHTS

BBEC Offers Extensive Knowledge of FEMA's PA and HMGP Programs

Engineering Firm Specializing in Civil Engineering Design, Construction Management & Disaster Program Management

# FEDERAL GRANT MANAGEMENT AND PROGRAM MANAGEMENT EXPERIENCE

CONSULTING SERVICES

The following information demonstrates some of our experience on large, federally-funded projects, similar in scope to the services requested in your RFP.

CSRS offers Jefferson Parish extensive experience and capabilities in the administration, management, and project delivery of federally funded disaster recovery and mitigation programs. We will work hand in hand with the Parish to identify and assist in the development and incorporation of mitigation and resiliency measures, and closely monitor all compliance measures and closeout procedures to align with all federal requirements, regulation and policy. Through the appropriate leveraging and application of our expertise and resources, Jefferson Parish will benefit from reduced audit risk, maximized funding, and a resilient, mitigated recovery. The following pages demonstrate our depth of experience in the management of federal disaster recovery funds and federal programs, some of the public clients we have assisted, and the alignment of our experience with your criteria.

Federal Grant Management and Program Management Experience					
Federal Grant Recipient	State/Territory	Primary Federal Resource	Total Program Value	Prime (or JV)	Active
Ascension Parish School Board	LA	FEMA PA	\$85M	■	■
Baton Rouge General Health System	LA	FEMA PA, CARES	\$30M	■	■
Brunswick City	NC	FEMA PA	\$20M	■	
Calcasieu Parish Police Jury	LA	FEMA PA	\$20M	■	■
Calcasieu Parish School Board	LA	FEMA PA	\$220M	■	■
City of Central	LA	FEMA PA, CDBG-DR, HMGP, CARES, ARPA	\$50M	■	■
City of New Orleans	LA	FEMA PA, CDBG-DR, HMGP	\$2.3B	■	
City of Clute, TX	TX	CDBG-MIT	\$10M	■	■
City of Shreveport	LA	FEMA PA, ARPA	\$52M	■	■
State of Colorado Technical Assistance	CO	FEMA PA	\$7M		
East Baton Rouge Parish School System	LA	FEMA PA, CDBG-DR, CARES	\$65M	■	■
East Baton Rouge City-Parish	LA	FEMA PA, CDBG-DR, ARPA	\$60M	■	
Florida Department of Economic Opportunity	FL	CDBG-DR	\$773M		■
Florida Division of Emergency Management	FL	FEMA PA	\$100M		■
Louisiana Office of Community Development	LA	CDBG-DR, CDBG-MIT	\$2.25B	■	■

# FEDERAL GRANT MANAGEMENT AND PROGRAM MANAGEMENT EXPERIENCE

CONSULTING SERVICES

Continued from previous page.

Federal Grant Management and Program Management Experience					
Federal Grant Recipient	State/Territory	Primary Federal Resource	Total Program Value	Prime (or JV)	Active
Jefferson Parish Public School System	LA	FEMA PA	\$103M	■	■
Louisiana Workforce Commission	LA	CARES, Consolidated Appropriations 2021	\$4M	■	■
Lake Charles Airport	LA	FEMA PA	\$2M	■	■
Louisiana Housing Corporation	LA	FEMA PA, HUD-ESG, CARES, Consolidated Appropriations 2021	\$210M	■	■
Louisiana Department of Transportation and Development	LA	ARRA	\$443M	■	■
LSU Health Care Services District	LA	FEMA PA	\$203M	■	■
Midland Center for the Arts	MI	FEMA PA	\$3M	■	■
City of Midland	MI	FEMA PA, CDBG-DDR, HMGP	\$10M	■	■
Midland City	MI	FEMA PA	\$6M	■	■
Mississippi Department of Marine Resources	MS	CIAP	\$110M	■	■
Northwood University	MI	FEMA PA	\$10M	■	■
Orleans Parish School Board	LA	FEMA PA, CARES	\$383M	■	■
Port of Lake Charles	LA	FEMA PA, HMGP	\$105M	■	
Port of Victoria	TX	CARES EDA	\$6M	■	
Puerto Rico Municipality Programs (8 total: Arecibo, Aguas Buenos, Arroyo, Canovanas, Naguabo, Toa Alta, Toa Baja, Yabucoa)	PR	FEMA PA	\$450M		
Recovery School District (New Orleans)	LA	FEMA PA, CDBG-DR	\$1.8B	■	■
The Recreation and Park Commission for the Parish of East Baton Rouge (BREC)	LA	FEMA PA, CDBG-DR	\$6.2M	■	
Regional Transit Authority (New Orleans)	LA	FEMA PA	\$119M	■	■
West Feliciana Parish	LA	FEMA PA	\$750k		
Southwest Louisiana Convention and Visitors Bureau	LA	APRA EDA	\$1.5M	■	■
St. Bernard Parish	LA	FEMA PA, CDGB-DR	\$667M	■	■
St. John the Baptist Parish	LA	FEMA PA, CDBG-DR	\$7M		
St. John the Baptist School System	LA	FEMA PA	\$65M	■	
Texas General Land Office	TX	FEMA PA	\$47M		
West Calcasieu Airport	LA	FEMA PA	\$10M	■	■
West Calcasieu Port	LA	FEMA PA	\$3.7M	■	■
Terrebonne Parish Consolidated Government	LA	FEMA PA, CDBG-DR	TBD	■	■
TOTAL:			\$10.8B		

# OUR QUALIFICATIONS AND EXPERIENCE IN COMPARISON TO YOUR REQUIREMENTS

The following pages provide greater detail for a representative sample of some of the many public entities we have assisted in the management and administration of federally funded disaster recovery programs. This project information demonstrates our alignment with your requested scope of services, and further demonstrates our ability to successfully deliver the services to Jefferson Parish.

CLIENT & PROGRAM NAME	DATES	PROGRAM VALUE	FEMA PA OBLIGATED FUNDING	REIMBURSEMENT VALUE	TOTAL NUMBER OF PERSONNEL	CUSTOMER SERVICE CAPABILITIES/SERVICES PROVIDED		
Jefferson Parish Hurricane Ida Project and Grants Management	2021-present	\$150M	\$66.76M	\$39.46M	17	<ul style="list-style-type: none"><li>Program Management</li><li>FEMA Public Assistance Advisory</li><li>FEMA Grants Management</li></ul>	<ul style="list-style-type: none"><li>Facility Assessments</li><li>Insurance Reconciliations</li><li>Cost Analysis</li></ul>	<ul style="list-style-type: none"><li>Project Management</li><li>Strategy and Planning</li><li>CDBG-DR and IUA Advisory</li></ul>
Ascension Parish School Board Project and Grants Management 2016 Flood and Hurricane Ida Recovery Programs	2016-present	\$90M	\$81.22M	\$62.7M	10	<ul style="list-style-type: none"><li>Program Management</li><li>FEMA Grants Management</li><li>CDBG Grants Management</li><li>Davis- Bacon Labor Compliance</li><li>Project Management</li><li>Insurance Reconciliation</li></ul>	<ul style="list-style-type: none"><li>Grant Closeout</li><li>Procurement Oversight</li><li>2016 Capital Improvement Tax Bond - St. Amant High Renovation</li><li>St. Amant High Drainage Master Plan &amp; Improvements Project</li></ul>	<ul style="list-style-type: none"><li>Creation of New Education and Design Standards/Procedures for Construction</li><li>Solicitation of Pre-Positioned Emergency Remediation Contract</li></ul>
Recovery School District/Orleans Parish Public School System Disaster Recovery, Facilities Improvements, and Funding Management Program	2007-present	\$2.4B	\$1.98B	\$1.93B	38	<ul style="list-style-type: none"><li>Program Monitoring &amp; Oversight</li><li>Project Management</li><li>FEMA Grants Management</li><li>Procurement Oversight &amp; Management</li></ul>	<ul style="list-style-type: none"><li>Master Planning</li><li>Community Outreach</li><li>Insurance Reconciliation</li><li>Grant Closeout</li></ul>	<ul style="list-style-type: none"><li>Development of Educational Specifications</li><li>Procurement Oversight</li><li>Audit Support</li></ul>
East Baton Rouge City Parish Disaster Recovery Grants Management and Administration	2016-2020	\$60.2M	\$60.38M	\$54.57M	7	<ul style="list-style-type: none"><li>FEMA Grants Management</li><li>Reimbursement Management</li><li>Program Monitoring and Oversight</li><li>Coordination of federal funding sources, insurance and local funds</li></ul>	<ul style="list-style-type: none"><li>Project and Grants Closeout</li><li>CDBG-DR Match Program Management</li><li>FEMA Damage Assessments</li></ul>	<ul style="list-style-type: none"><li>Project Scope and Cost Development</li><li>Project Management</li><li>Procurement Oversight</li></ul>
Calcasieu Parish School Board Disaster Recovery Project Management/ Program Management	2020-present	\$220M	N/A	N/A	12	<ul style="list-style-type: none"><li>Project Management</li><li>Construction Administration</li></ul>	<ul style="list-style-type: none"><li>Design Review</li><li>Project Controls</li></ul>	<ul style="list-style-type: none"><li>Coordination with Grant Management team to support compliance</li></ul>
Regional Transit Authority FEMA Grants Management and Consultant Services	2015-present	\$120M	\$117.62M	\$116.38M	5	<ul style="list-style-type: none"><li>FEMA Grants Management</li><li>FEMA Reimbursements</li><li>Project Formulation</li></ul>	<ul style="list-style-type: none"><li>Project Scope and Cost Development</li><li>Insurance Reconciliation</li></ul>	<ul style="list-style-type: none"><li>Grant Closeout</li><li>Procurement Oversight</li><li>Audit support</li></ul>
City of New Orleans Federal and States Grants Management and Administration	2011-2017	\$2.3B	*\$1.71B	*\$684M	24	<ul style="list-style-type: none"><li>Disaster Recovery Program management</li><li>Public Assistance Grants Management</li></ul>	<ul style="list-style-type: none"><li>Hazard Mitigation Grants Management</li><li>Design/Project Management</li><li>Insurance Reconciliation</li></ul>	<ul style="list-style-type: none"><li>Obtain and Maintain Compliance Assistance</li><li>Damage Assessments</li><li>Cost Estimating</li></ul>
St. Bernard Parish (BBEC and CSRS) Hurricane Katrina Recovery Program	2005-present	\$1.1B	\$1.15B	\$1.13B	7	<ul style="list-style-type: none"><li>Program Management</li></ul>	<ul style="list-style-type: none"><li>FEMA Grants Management</li></ul>	<ul style="list-style-type: none"><li>FEMA Project Management</li></ul>
St. Charles Parish Federal Emergency Management Agency Public Assistance Program	2017-present	\$66.5M	\$15.04M	\$10.97M	5	<ul style="list-style-type: none"><li>Grant Administration</li></ul>	<ul style="list-style-type: none"><li>Technical Assistance</li></ul>	<ul style="list-style-type: none"><li>Benefit Cost Analysis</li></ul>
Town of Jean Lafitte, LA Grant Management Services Federal and State Grants	2013-present	\$3.9M	\$2.30M	\$1.74M	4	<ul style="list-style-type: none"><li>Grant Development</li><li>Compliance Review</li></ul>	<ul style="list-style-type: none"><li>Support Documentation</li><li>FEMA PA Grant Closeout</li></ul>	<ul style="list-style-type: none"><li>CDBG-DR Grant Closeout</li></ul>



## Jefferson Parish Disaster Management Services (Hurricane Ida)

JEFFERSON PARISH, LA

### CLIENT

- Jefferson Parish

### SERVICES PROVIDED

- Program Management
- FEMA Public Assistance Advisory
- Grants Management
- Facility Assessments
- Insurance Reconciliation
- Cost Analysis
- Project Management

### PROJECT COST

- \$150M (estimated)

### SCHEDULE

- 2021 – Present

### FIRM RESPONSIBILITY

- CSRS: Prime
- BBEC: Sub-consultant

### CLIENT REFERENCE

Nichole Gaubert  
Director of Public Safety Grants & Administration  
Jefferson Parish Government  
200 Derbigny Street, Suite 4200  
Gretna, LA 70053  
504-227-1374  
ngaubert@jeffparish.net

In the aftermath of historic Category 4 Hurricane Ida that battered south Louisiana in August 2021, Jefferson Parish activated its stand-by professional services contract with CSRS to provide broad-based support to facilitate federal funding application and reimbursement for approximately \$150 million in response and recovery expenditures resulting in over 180 FEMA projects, to provide guidance and oversight of recovery processes to ensure federal regulatory and programmatic compliance.

CSRS assists the Parish in expediting the reimbursement for eligible response and recovery expenditures by partnering specialized team members with Parish personnel to coordinate and collect the volume of documents and work through the details of their response and recovery projects. We bring in specialized experts to collect, organize, analyze, and package documentation to submit to FEMA. We foster reimbursements through the expedited and full-review process, maintain immediate status awareness and are always at the ready to address issues or findings that could stall the reimbursement process. We manage and track reimbursement data beyond the data available through LAPA, including reimbursement percentages received, amendment needs, associated cost documents, reimbursement reductions that require resolution, and cost share percentages.

CSRS, with BBEC as its sub-consultant partner, is also engaged to ensure all Parish affected facilities and structures that were damaged or destroyed by the sustained winds of up to 150mph and storm surge are properly assessed, that all damages are well documented to facilitate the reporting and recordation of expense damage claims to FEMA's Public Assistance Program. Also, the CSRS team coordinates with Parish departments on engineering and design efforts for restoration of damaged facilities and infrastructure and provides oversight of recovery construction efforts to ensure work complies with federal funding regulations and grant requirements.





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## Recovery School District / Orleans Parish Public School System

**NEW ORLEANS, LA**

### CLIENT

- Recovery School District/ Orleans Parish Public School System

### SERVICES PROVIDED

- Program Monitoring and Oversight
- Project Management
- FEMA Grants Management
- Master Planning
- Community Outreach and Engagement

### PROJECT COST

- \$2.4 billion

### SCHEDULE

- 2007 to Present

### CLIENT REFERENCE

Ms. Annie Cambria  
Recovery School District  
Chief Operating Officer of  
Education Facilities Development  
909 Poydras Street, Suite 1200,  
New Orleans, LA 70112  
(504) 920-6881  
annie.cambria@rsdla.net

Throughout its 12-year partnership with the Recovery School District, Orleans Parish School Board, and their charter partners, CSRS has delivered a renewed portfolio of 21st century education facilities as the program management consultant for this FEMA and CDBG-DR funded capital program.

The school rebuilding program harnessed recovery funding to build the resilience of the school facilities by elevating critical systems, hardening building envelopes, managing stormwater on-site, and generally designing them to reduce risk from future hazards. Through our long-term partnership on leading and delivering this program, CSRS is uniquely aware of the hazards and challenges New Orleans' school system facilities endure and the remaining opportunities for mitigation to prepare for the risks of the future.

The Orleans Parish Public Schools System (comprised of Orleans Parish School Board and the Recovery School District) engaged CSRS and its joint venture partner in 2007 to implement the School Facilities Master Plan after nearly every school in the district was heavily damaged or destroyed by Hurricane Katrina. CSRS's experts in master planning and federal grants regulations used the planning process to position the client to capture the federal funding required to re-align their facility portfolio to best serve the community.

With a primary focus on creating a predictable flow of operating capital to fund the program, CSRS manages the funding and compliance measures from several sources, including the FEMA Public Assistance Program and HUD's Community Development Block Grant Program, while aligning these sources with the client's tax credit and private investment initiatives. We provide advice and guidance concerning grants, agreements, and disaster assistance determinations, analyze documentation and contracts to ensure federal compliance requirements are met, and facilitate meetings and negotiations with the grantee and a multitude of stakeholders.



## Ascension Parish School Board

ASCENSION PARISH, LA

### CLIENT

- Ascension Parish School Board

### SERVICES PROVIDED

- Program Management
- FEMA Grants Management
- CDBG Grants Management
- Davis- Bacon Labor Compliance
- Project Management
- Insurance Reconciliation
- Creation of New Education and Design Standards/Procedures for Construction
- Solicitation of Pre-Positioned Emergency Remediation Contract

### PROJECT COST

- \$90 million

### SCHEDULE

- 2016 - Present

### CLIENT REFERENCE

Mr. Chad Lynch  
 Director of Planning and Construction  
 1100 Webster St.  
 Donaldsonville, LA 70346  
 225.791.7304  
 chad.lynn@apsb.org

In August 2016, historic rainfall in South Louisiana resulted in catastrophic flooding that submerged thousands of houses, businesses, and multiple school campuses. The Ascension Parish School Board selected CSRS to provide professional services for the development and implementation of a recovery plan to restore the schools, replace the flooded contents and equipment, and build temporary campuses for the children to return to a new normal while the permanent school work is underway. When Hurricane Ida impacted the Ascension Parish School Board in August 2021, the School Board again selected CSRS to manage those recovery efforts. In addition, CSRS manages \$80M+ in FEMA grants and managed compliance for Davis Bacon Labor Act requirements related to approximately \$7M in CDBG DR-Match funding. CSRS managed the weekly Davis-Bacon compliance requirements and reporting for 72 buildings under construction following the 2016 floods.

CSRS is providing full assistance and support for the grants management and project management activities required by federal and state disaster recovery programs, including the FEMA Public Assistance Program and HUD's Community Development Block Grant Program. CSRS has full accountability for all grants administration tasks, compliance, and closeout.

At St. Amant High School, CSRS also manages a \$3.9M bond renovation and major drainage improvements at the school that are funded by the 2016 APSB Capital Improvement Tax Bond and the Drainage Master Plan and Improvement Project, respectively. CSRS is also responsible for creating new design standards and procedures for APSB-contracted architects and creating new Education Standards for construction of new Primary, Middle, and High Schools for APSB. CSRS also manages the solicitation of a pre-positioned emergency remediation contract for potential future disaster related damages.





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## East Baton Rouge Parish Disaster Recovery Grants Management and Administration

**BATON ROUGE, LA**

### CLIENT

- City of Baton Rouge – East Baton Rouge Parish

### SERVICES PROVIDED

- FEMA Grants Management
- Reimbursement Management
- Program Monitoring and Oversight
- Coordination of federal funding sources, insurance and local funds
- Project and Grants Closeout
- CDBG-DR Match Program Management
- FEMA Damage Assessments
- Project Scope and Cost Development
- Project Management

### PROJECT COST

- \$60.3 million

### SCHEDULE

- September 2016 – June 2019

### CLIENT REFERENCE

Baton Rouge City-Parish Government  
Ms. Linda Hunt  
Director of Finance  
222 St. Louis St.  
Baton Rouge, LA 70802  
(225) 389-3272  
lthunt@brgov.com

The City-Parish of East Baton Rouge required assistance and support for grants administration and management and project and management, and associated activities for compliant use of federal and state funding, including primarily, the Federal Emergency Management Agency (FEMA) Public Assistance Program and the Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery (CDBG-DR) programs following the aftermath of the worst flooding disaster in Baton Rouge's history in August 2016.

CSRS worked closely and collaborated with various federal and state funding agencies and internal City departments to ensure the City-Parish received the maximum grant award, and properly complied with the federal and state funding requirements. Our team provided critical resources and strategic support, which we specifically crafted to suit Baton Rouge's unique recovery needs. The team identified over \$60M in FEMA eligible damages, which included debris removal, force account labor overtime and equipment, emergency protective measures for numerous City departments, fire station repairs, vehicle replacements for the fire, police and constable's office, sewer lift station repairs, and roads and bridges repairs.

Simultaneously, the CSRS team completed the CDBG-DR Match Program applications and ensured the City-Parish adhered to HUD and state policies and regulations to receive full recovery of the Match funds for the non-federal cost-share. The strategies CSRS developed were designed to maximize the City's FEMA funding for the fullest recovery possible, identify all disaster related damages to help move the City-Parish's recovery projects to construction, and position the City-Parish going forward for an audit-ready and systematic closeout process.



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## Calcasieu Parish School Board Disaster Recovery Program Management

LAKE CHARLES, CALCASIEU PARISH, LA

### CLIENT

- Calcasieu Parish School Board

### SERVICES PROVIDED

- Project Management
- Construction Administration
- Design Review
- Project Controls

### PROJECT COST

- \$220M

### SCHEDULE

- 2020–Ongoing

### CLIENT REFERENCE

Karl Bruchhaus  
Superintendent  
3310 Broad Street  
Lake Charles, LA 70615  
(337) 217-4010  
Karl.bruchhaus@cpsb.org

As a result of the effects of Hurricane Laura in 2020, Calcasieu Parish School Board experienced significant and widespread damage to almost every school campus throughout the parish. CSRS was hired through emergency procurement to quickly stand up the School Board's recovery program. During the emergency period, the School Board solicited for disaster recovery assistance via standard procurement protocol, and CSRS was also awarded that contract.

By bringing on qualified architects, engineers, and project managers CSRS worked on behalf of CPSB to conduct damage assessments of impacted school facilities to inform the development of FEMA Project Worksheets for the school board's disaster damaged assets. CSRS continues to serve as Project Management professionals for the design and construction phases of the CPSB recovery program, overseeing 120 individual repair and replacement projects and 11 design firms. Services provided by CSRS include: project management, construction administration, design review, and project controls.





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## New Orleans Regional Transit Authority

**NEW ORLEANS, LA**

### CLIENT

- New Orleans Regional Transit Authority

### SERVICES PROVIDED

- FEMA Grants Management
- Monitoring and Oversight
- Grants Closeout

### PROJECT COST

- \$120 million

### SCHEDULE

- 2015 – Present

### CLIENT REFERENCE

Rose Quezergue  
Infrastructure Project Manager  
New Orleans Regional  
Transit Authority  
2817 Canal St.  
New Orleans, LA  
(504) 827-8304  
rose.quezergue@transdev.com

During its 2005 devastation of New Orleans, Hurricane Katrina dealt powerful blows to every city institution, including the Regional Transit Authority (RTA). The RTA lost a majority of its buses and streetcars, and its offices and maintenance facilities were submerged in brackish flood waters for weeks. Since the RTA is partially supported by sales tax revenue, the sharp population loss and the decline of tourism meant the agency had little money with which to fund recovery operations. The RTA relied on the FEMA PA Program to fund the decontamination and rebuilding of all flooded streetcars, replacing its buses and other vehicles, and repairing all of its maintenance facilities. Additionally, the RTA secured funding for the repairs of two streetcar lines and the renovation of its main headquarters.

RTA engaged a team including CSRS to provide grants management and compliance assistance for FEMA PA grants received by RTA several years after internally managing their recovery efforts. RTA had received an audit questioning scope and costs on several of its grants, so RTA procured CSRS for technical assistance in addressing those and other grant issues. CSRS provided detailed analyses on costs and scope previously questioned by GOHSEP, the Louisiana Legislative Auditor (LLA), and the Office of Inspector General (OIG). Providing cost reasonableness justifications and new strategies allowed RTA to close their most difficult grants. The team's efforts resulted in the retention of 99.7% of the original \$20M in "At Risk" costs identified at the beginning of their contract. CSRS continues to provide grants management, reconciliation, and closeout assistance to RTA on its remaining open Hurricane Katrina projects to result in a fully compliant disaster closeout.





## St. Bernard Parish Government Hurricane Katrina Recovery Program

ST. BERNARD PARISH, LA

### CLIENT

- St. Bernard Parish Government

### SERVICES PROVIDED

- Program Management
- FEMA Public Assistance Advisory
- Grants Management
- Facility Assessments
- Insurance Reconciliation
- Project Management
- Strategy and Planning

### PROJECT COST

- \$1.1 billion

### SCHEDULE

- CSRS: 2014-present
- BBEC: 2005-present

### FIRM RESPONSIBILITY

- CSRS: Subconsultant (Categories C-G)
- BBEC: Prime (Categories A and B)

### CLIENT REFERENCE

Mr. Donny Bourgeois  
St. Bernard Parish Government  
Department of Recovery  
8201 W. Judge Perez Drive  
Chalmette, Louisiana 70043  
Phone: (504) 236-3877  
dbourgeois@sbgp.net

After being completely devastated by the effects of hurricane Katrina and the subsequent flooding, St. Bernard Parish Government requested professional services for all infrastructure projects that include water, sewer, drainage, streets, buildings, and contents projects funded by the FEMA Public Assistance Program.

Both BBEC and CSRS have brought expert program policy and compliance knowledge and technical financial reconciliation experience to the program to resolve the most complex recovery issues for the billion-dollar recovery effort. Both teams provide coordination expertise and the strategic programmatic acumen to ensure all deliverables are of the highest quality and timely produced for maximum eligibility.

With the Parish still inaccessible by land vehicles, BBEC began work on damage assessments and coordination with the federal agencies for the various scopes of work so the finding would be distributed appropriately. The Corps of Engineers assisted with dewatering, U.S. Environmental Protection Agency assisted with the major oil spill resolution, and FEMA began its Public Assistance services. BBEC coordinated with all federal partners to expedite the recovery and maximize federal funding from the various agencies.

BBEC managed over half a billion dollars of the Parish's Category A (Debris Removal) and Category B (Emergency Protective Measures) grants. CSRS, as a sub to another consultant, manages the Parish's permanent work projects (Categories C-G). The team has helped the Parish navigate the FEMA 406 Hazard Mitigation process in repairing and upgrading 38 road canal crossings, which has increased the hydraulic flow and capacity of the Parish's vast open drainage system. The costs of these mitigation infrastructure projects are over \$19 million.

As part of the recovery, the team assisted the Parish in securing Community Development Block Grants (CDBG) to compliment the FEMA Public Assistance funds toward the Parish's recovery. A large part of St. Bernard Parish's recovery was addressing thousands of blighted properties. The team worked with FEMA to fund what it could; and, then worked with the state's Department of Community Development to fund the remaining work, including the demolition of private house slabs, using CDBG funds.

Additionally, the team has helped the Parish navigate the reconciliation of over \$30M in project management and direct administrative cost (COI/DAC) contracts,

maximizing the reimbursement for the Parish. The team also helped them the alternative and improved project funding options used for dozens of project worksheets, which lead to greater flexibility in spending federal disaster funding on facilities and equipment the Parish needs for a full recovery. Both sets of team members have developed and maintain positive partnerships with the relevant funding agencies and resolve the most complex and pressing cost analysis and funding issues, which paves the way to positive cash flow and issue resolution. The team regularly reconciles complex financial data and gets cost submittals approved through the state auditor's division of GOHSEP.



## Federal Emergency Management Agency Public Assistance Program

**ST. CHARLES, LA**

### CLIENT

- St. Charles Parish

### SERVICES PROVIDED

- Grant Administration
- Technical Assistance
- Benefit Cost Analysis (BCA)

### PROJECT COST

- \$66.5 million

### SCHEDULE

- 2017-Present

### CLIENT REFERENCE

Carla Chiasson  
Grants Officer  
St. Charles Parish Government  
15045 River Rd.  
Hahnville, LA 70057  
(985) 783-5165  
cchiasson@stcharlesgov.net

The project includes providing consulting and representation services in support of the FEMA PA Program Services related to declared disaster events including Hurricane Ida, Hurricane Barry, and COVID-19. In this role, BBEC acts as a liaison with the Governor's Office of Homeland Security and Emergency Preparedness and FEMA officials by serving as the Parish's representative. BBEC is currently performing program administrative/management services for the FEMA PA program due to Hurricane Ida. BBEC has also assisted St. Charles Parish with preparing hazard mitigation grant applications, benefit cost analyses, and other services related to the Hazard Mitigation Grant Program and Pre-Disaster Mitigation grant program.

As an example of our work to benefit St. Charles Parish concerned FEMA's Flood Mitigation Assistance grant in 2020. Prior to the opening of the grant St. Charles Parish experienced two flood events in the two months immediately preceding the grant application period. Many properties throughout the Parish had not been identified as Severe Repetitive Loss (SRL) or Repetitive Loss (RL) on FEMA's most recent SRL/RL list. BBEC worked with each potentially eligible homeowner to request an updated Flood Loss History Report from FEMA to include the most recent flooding events in the identified damages to increase the resulting Federal Cost Share from 75% to 90% (RL) or 100% (SRL) as applicable. By identifying more structures as SRL, the Parish was able to meet the 50% threshold that was required by FEMA for the higher cost share consideration. Also, this resulted in more points to this application in the competition for Federal mitigation funds, thus resulting in FEMA selecting the Project for Further Review and Approval.





## Grant Management Services for Federal and State Grants

**TOWN OF JEAN LAFITTE, LA**

### CLIENT

- Town of Jean Lafitte

### SERVICES PROVIDED

- Grant Development
- Compliance Review
- Support Documentation
- Close Out of Project Funded by Federal Emergency Management Agency (FEMA) and Community Development Block Grants (CDBG)

### PROJECT COST

- \$3.9 million

### SCHEDULE

- 2013 – Present

### CLIENT REFERENCE

Nicole Cooper  
Project Manager  
Town of Jean Lafitte  
2654 Jean Lafitte Blvd  
Lafitte, LA 70067  
(504) 233-1109  
ncooper@townofjeanlafitte.com

BBEC is currently providing grant management services for the Town of Jean Lafitte and the Lafitte Area Independent Levee District project to close out almost \$3.9M in FEMA Public Assistance Grants. The scope of work being managed includes:

- Serve as liaison as PW Specialist for Town of Jean Lafitte Administration to GOHSEP and FEMA.
- Maintain master spreadsheet tracking status of RRF's and status of payments.
- Utilize LouisianaPA.com daily to track projects, upload required documents, complete reports such as quarterly reports and close-out reports, and provide analytical reviews.
- Submit project invoices for both consultants and contractors into LouisianaPA.com and secure reimbursements for Town of Jean Lafitte.
- Review all invoices for accuracy and verify that invoices adhere to state approved guidelines and verify accuracy of payments generated by GOHSEP.
- Track expenses from origination to project worksheet assignments and payment.
- Work with Town of Jean Lafitte employees to compile the necessary documents to justify work performed and funds obligated according to FEMA guidelines.
- Assist the Parish in resolving issues during reconciliation of grant close-out.
- Communicate effectively with state auditors on behalf of the parish.
- Review contracts and invoices to reconcile total project costs for completed projects and write version requests to obtain funding for FEMA approved work.
- Formulate projections for future anticipated costs.
- Work with GOHSEP to obtain required documents for grant close-out, provide assistance to GOHSEP Document Review Specialist and Team Leads on a daily basis, and attend meetings on behalf of Town of Jean Lafitte.

# PROPOSED PERSONNEL



## CORPORATE KEY

CSRS, LLC ■

BBEC ■

## CORRESPONDING BILL RATES:

- 1 Billed at **Principal** Rate
- 2 Billed at **Project Manager** Rate
- 3 Billed at **Grant Consultant** Rate
- 4 Billed at **Department Project Manager** Rate
- 5 Billed at **Architect/Engineer** Rate
- 6 Billed at **Closeout Specialist** Rate
- 7 Billed at **Document Specialist** Rate

## PRINCIPAL-IN-CHARGE

Tim Barfield<sup>1</sup> ■

## SUBJECT MATTER EXPERTS

Allison Davis, MBA - FEMA PA<sup>2</sup> ■

Stacy Bonnaffons - CDBG<sup>2</sup> ■

## SENIOR ADVISOR

Matthew Martinec, AICP<sup>1</sup> ■

## PROGRAM DIRECTOR

Stacey Danner, RA, NCARB<sup>2</sup> ■

## PROGRAM SENIOR ENGINEER

Jeff Bonura, PE<sup>5</sup> ■

## GRANT MANAGEMENT

Mylanda Armond, MBA<sup>3</sup> ■

Sr. Grant Manager

Jason Harris, MSA, MBA<sup>3</sup> ■

Sr. Grant Manager

Craig Comeaux, CFM<sup>3</sup> ■

Sr. Grant Manager

Mike Foster<sup>3</sup> ■

Grant Manager

Belinda Bentley, PhD<sup>3</sup> ■

Grant Manager

Bianca Joseph<sup>6</sup> ■

Grant Manager

## PROGRAM TECHNICAL SUPPORT

Rose Richardson<sup>3</sup> ■

Accounting Specialist

A. Lewis Howard<sup>3</sup> ■

Senior Estimator

Carlos Eduardo "Eddie" Stern<sup>3</sup> ■

Assessments/Estimator

Harold Bodenheimer<sup>4</sup> ■

Environmental Specialist

Danielle "Danie" Reese<sup>6</sup> ■

Planner/GIS Specialist

Michelle Cook<sup>7</sup> ■

BCA Specialist

Pete Foret<sup>7</sup> ■

CAD Specialist

Noah Telesco<sup>4</sup> ■

GIS Specialist

## PROJECT MANAGEMENT

Kevin Forschler, PE<sup>5</sup> ■

Sr. Project Manager/Public Works

Matthew P. Hahn, PE<sup>4</sup> ■

Sr. Project Manager/Public Works

Johnny Housey, PE<sup>5</sup> ■

Sr. Project Manager/Structural

John Sparks<sup>4</sup> ■

Sr. Project Manager/Wastewater

Ethan Jones, EI<sup>4</sup> ■

Project Manager

Lorry Gore<sup>7</sup> ■

PM Administrative Support



Tim Barfield, JD



**ROLE ON PROJECT:** PRINCIPAL

**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

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

## YEARS OF EXPERIENCE

- With Firm: 6
- Overall: 33

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

**Louisiana Community and Technical College System (LCTCS) Act 360 Statewide Facilities Improvement Program. Statewide, LA. Principal-In-Charge.** 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)

**Louisiana Watershed Initiative. Statewide. Principal-In-Charge.** 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. Mr. Barfield serves as senior advisor in all CSRS efforts associated with the Louisiana Watershed Initiative.





## Stacey Norris Danner, RA, NCARB



**ROLE ON PROJECT:** PROGRAM DIRECTOR

**PHONE.** (504) 539-3670 | **EMAIL.** stacey.danner@csrsinc.com

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

### EDUCATION

- M.S., Architecture, Tulane University, New Orleans, LA, 2003
- B.S., Biology, Louisiana State University, Shreveport, LA, 1997

### TRAINING & CERTIFICATIONS

- Professional Architect, Louisiana License No. 8337, July 2018
- NCARB Certified, Certificate No. 81453

### AREAS OF EXPERTISE

- Program Management
- Project Management
- Architectural Design
- Design Review
- FEMA Public Assistance Program
- Grants Management and Close-out

### YEARS OF EXPERIENCE

- With Firm: 9
- Overall: 18

Stacey Danner is a licensed architect with 20 years of experience in Architectural Design, Construction Administration, and Project Management, with expertise in Federal Emergency Management Agency (FEMA) Public Assistance Program Management. Ms. Danner's extensive and varied experience includes leading teams in maximizing grant eligibility and successful delivery of FEMA-funded projects for municipalities. Her expertise is in providing technical guidance to clients regarding FEMA policy as it applies to design and construction practices, clients' professional services contracts, and maximizing funding.

### RELEVANT AND RELATED EXPERIENCE

#### **FEMA Public Assistance Grant and Program Management. Jefferson**

**Parish, LA. Program Director.** Ms. Danner manages operations for the grants management and associated project management of hundreds of facilities owned by Jefferson Parish. These facilities range from recreational facilities to roads and water lines that sustained damages from Hurricanes Ida currently valued at over \$250M. She oversees the quality control of submittal packages to FEMA regarding its PA grant funding, develops arguments on behalf of the Parish, and manages the coordination of activities across multiple Parish departments related to hurricane recovery efforts. She also works to ensure that execution of the recovery program complies with the contract and performance indicators, adjusts practices as need, and provides direction to the 15+ person team accordingly. (2021–Present)

#### **Ascension Parish School Board Disaster Recovery Grants Management & Program Management. Ascension Parish, LA. PA Program Policy Specialist.**

In the aftermath of the Great Flood of 2016, CSRS was engaged by the Ascension Parish School Board to provide professional services for developing and implementing a plan to return school facilities to a fully functional condition. Ms. Danner began her role as PA Policy Specialist from the program's start-up and continues to provide policy expertise, manage program and departmental deliverables, lead the grants' management team by promoting team concepts, coaching, performance counseling, and training. She assists the CSRS team by providing close oversight to ensure compliance with applicable codes and regulations to retain maximum funding for complete and successful facility recovery and closeout. Ms. Danner serves as the School Board's representative in direct communication with federal and state agencies. She assists in document controls, PWs, grant applications, and review and resolution of eligibility issues. (2016–Present)



## Allison Davis Atkinson, MBA



**ROLE ON PROJECT:** SUBJECT MATTER EXPERT - FEMA PA

**PHONE.** (504) 593-2615 | **EMAIL.** allison.davis@csrsinc.com

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

### EDUCATION

- Master of Business Administration, Loyola University of New Orleans, 2017
- Master of Arts, International Peace and Conflict Resolution, American University, 2002
- Bachelor of Arts, Government, Sweet Briar College, 2000

### TRAINING & CERTIFICATIONS

- FEMA's Incident Command Systems (ICS) Courses- 100, 200, 700, and 800.

### AREAS OF EXPERTISE

- Program Management
- Grants Management and Close-out
- Disaster Recovery
- Capacity Building/Training
- FEMA Public Assistance Program Management
- Intergovernmental Coordination
- International Development

### YEARS OF EXPERIENCE

- With Firm: 10
- Overall: 33

Ms. Atkinson has spent the last 18 years managing complex technical, policy, and inter-agency coordination efforts to help citizens and governments navigate disaster and development-related government programs, unlocking their potential for economic, community, and infrastructure development. She started her career doing overseas development work in governmental transparency, master planning, and local government capacity building. She then came to New Orleans as a disaster relief volunteer before joining FEMA in February 2006, where she provided disaster relief and recovery services under the FEMA Individual Assistance Program, External Affairs, and the Command Staff in Louisiana. Ms. Atkinson then joined the private sector, helping municipalities, school boards, and other public entities navigate the bureaucracy of compliance and increase their FEMA Public Assistance eligibility.

### RELEVANT AND RELATED EXPERIENCE

**New Orleans Regional Transit Authority Grants Management Program. New Orleans, LA. Subject Matter Expert/Policy Advisor.** Ms. Atkinson provides expert advice to the RTA for developing scopes of work and negotiating with FEMA to properly capture disaster costs. Before submitting to the state, she provides quality control on all submittals, which reduces the number of issues requiring audit resolution. She also assists the RTA in strategic maximization of eligible Public Assistance funds to meet their capital project needs and has helped train RTA staff to coordinate anticipated response and recovery activities for future events. (2015–Present)

**St. Bernard Parish Recovery Program. Chalmette, LA. FEMA Specialist/Liaison.** Ms. Atkinson served as an advisor, trainer, and mentor to project managers regarding FEMA's disaster recovery operations and policy both while at CDM Smith and currently with CSRS. She prepares arguments and supporting packaged documentation for disaster grant scope development and appeals on FEMA Public Assistance eligibility decisions, which has helped increase the project scope to over \$1 billion in FEMA PA funding. Also, she provides strategic guidance to the Parish to maximize their eligibility and flexibility of funding and to train staff on process improvements. Her leadership ensures efficiency and effectiveness of FEMA-funded infrastructure project delivery and documentation. She maintains positive and productive relationships with all parties in the municipality's disaster recovery efforts, resulting in reliable and open lines of communication between FEMA, GOHSEP, and St. Bernard Parish. (2009–2011) and (2014–Present)



## Stacy E. Bonnaffons



**ROLE ON PROJECT:** SUBJECT MATTER EXPERT - CDBG

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

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

### 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

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

### YEARS OF EXPERIENCE

- With Firm: 6
- Overall: 30

Since joining CSRS in 2016 as a Senior Project Manager, Ms. Bonnaffons has applied her 30 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 US 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)



## Matthew Martinec, AICP



**ROLE ON PROJECT:** SENIOR ADVISOR

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

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### 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

### TRAINING & CERTIFICATIONS

- AICP certified, American Institute of Certified Planners, No. 34247, 8/1/2022, expires 12/31/2025

### 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

**East Baton Rouge Stormwater Master Plan. Baton Rouge, LA. Subject Matter Expert.** CSRS is the Policy Task Lead and led the assessment of existing development codes and guidelines, a comparative analysis with regulations in neighboring parishes, as well as peer cities with similar climate and topography (including Jacksonville, FL). The team used the flood hazard analysis to identify root causes of flood risk, and focused policy recommendations on three root causes: urbanization, climate change, and development in the floodplain. Mr. Martinec provides technical assistance to support recommendations for stormwater and floodplain management development regulations. (2021–Present)

**FEMA Public Assistance Grant 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 \$150 million Public Assistance program and has already submitted more than \$300 million in nationally competitive requests resulting from the Infrastructure Investment and Jobs Act. (2021–Present)



Jeff Bonura



**ROLE ON PROJECT:** PROGRAM SENIOR ENGINEER

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005

## EDUCATION

- B.S., Civil Engineering, Tulane University, 1991

## TRAINING & CERTIFICATIONS

- Professional Engineer, Civil, State of Louisiana License No. 0026368, 1995, expires 3/31/2023

## 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 & Project Management
- Disaster Recovery
- Grants Management
- Damage Assessments
- Cost Estimating
- Contract Management & Procurement
- Appeals & Audit Support
- Project Versioning
- Closeout

## YEARS OF EXPERIENCE

- With Firm: 25.5
- Overall: 35.5

Mr. Bonura is a seasoned professional with more than 35 years of engineering experience. Throughout his career, Bonura has provided grant management support to a range of FEMA Public Assistance funded projects valued at over \$750 million and has been integral in the administration of those grants from cradle to grave. 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

**Grants Administration for St. John the Baptist Parish. St. John the Baptist, LA. Program Senior Engineer.** (2022-Present)

**FEMA Public Assistance Grant and Program Administration. Jefferson Parish, LA. Program Senior Engineer.** (2021-Present)

**Grant and Project Management Consulting Services for RESTORE Act. Plaquemines Parish, LA. Program Senior Engineer.** (2020-Present)

**FEMA Public Assistance Program Services. St Charles Parish, LA. Program Senior Engineer.** (2017-Present)

**Technical Assistance for Floodplain Management, Community Rating System and Hazard Mitigation Related Services (Project No 0352). Jefferson Parish, LA. Program Senior Engineer.** (2017-2020)

**2014 Hazard Mitigation Assistance (HMA) Grant Management Services. Jefferson Parish, LA. Program Senior Engineer.** (2015-2019)





## GRANT MANAGEMENT TEAM

Mylinda Armond, MBA

**ROLE ON PROJECT:** SR. GRANT MANAGER

**PHONE.** (225) 769-0546 | **EMAIL.** mylinda.armond@csrsinc.com

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



## EDUCATION

- Master of Business Administration, Finance Concentration, University of New Orleans, 2002
- Bachelor of Science in Accounting, Our Lady of Holy Cross College, 1991

## AREAS OF EXPERTISE

- Program Management
- Accounting
- Grants Management
- FEMA Reimbursements and Reconciliations
- Grants Closeout
- Project Controls
- Financial Modeling and Forecasting

## YEARS OF EXPERIENCE

- With Firm: 4
- Overall: 28

During her extensive 28-year professional career, Ms. Armond has managed the grant management process for St. Bernard Parish that received over \$1 billion in FEMA Public Assistance funding after suffering catastrophic hurricane damages to all of its public facilities. She used her fine-tuned accounting skills to develop and manage a master project and grants management database used to ensure all disaster funding was being tracked, accounted for, and reconciled correctly, which streamlined the Parish's recovery process. She coordinated all grants management and closeout activities, including Emergency Protective Measures and Permanent Work categories, bringing multiple resources together to ensure a synchronized recovery effort.

Ms. Armond also previously served as St. Bernard Parish's Director of Finance, managing all aspects of the Parish's finances and finance staff. Armond's keen understanding of municipal public finance operations and constraints benefits clients.

## RELEVANT AND RELATED EXPERIENCE

### FEMA Public Assistance Grant and Program Management. Jefferson

**Parish, LA. Sr. Consultant.** Ms. Armond reconciles PA grant reimbursements from GOHSEP and provides regular updates to the Parish, as well as manages the project database to ensure clients have access to real time financial information regarding project obligations and disaster funding received. Ms. Armond collaborates with FEMA to formulate project worksheets, analyses and resolves any issues that may impact project eligibility or funds draw down. (Oct. 2021-present)

### Orleans Parish School Board COVID-19 Recovery Program. New Orleans, LA.

**Sr Grants Manager.** Ms. Armond provides expert consulting advice to the OPSB regarding grant opportunities for COVID 19 expenses. She works with the OPSB management team, GOHSEP and FEMA to ensure expenses are captured and submitted for reimbursement to the appropriate agency. (April 2020-Present)

### Regional Transit Authority of New Orleans Recovery Program. New Orleans,

**LA. Sr Grants Manager.** Ms. Armond provides expert consulting advice to the RTA on the reconciliation and reimbursement of some of their most complicated PWs. She has reconciled millions of FEMA Public Assistance dollars related to their capped contents and equipment grant, assists the RTA with their quarterly reports, and assists in processing their reimbursement requests. (2017-Present)

### St Bernard Parish Government Recovery Program. Chalmette, LA. Grants

**Management and Closeout Lead.** Ms. Armond led the grants management teams to support the St. Bernard Parish Office of Recovery in rebuilding efforts for hurricanes Katrina, Rita, Gustav, and Ike through project financial management. She designed a project/grant management database to track all aspects of the FEMA funding and reimbursement process and has maintained and updated the project management database daily. (2009-2020)



## GRANT MANAGEMENT TEAM

Jason Harris, MSA, MBA

**ROLE ON PROJECT:** SR. GRANT MANAGER

**PHONE.** (504) 909-2066 | **EMAIL.** jason.harris@csrsinc.com

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

CSRS

## EDUCATION

- MSA, Concentration in Public Accounting, Strayer University
- MBA, University of Phoenix
- BS, Retail Management, University of South Carolina

## TRAINING & CERTIFICATIONS

- Contracting Officer's Technical Representative (COTR) Certification, 2007FAC-C Level II Defense Acquisitions Workforce Improvement Act (DAWIA) training, 2010-2012Comptroller and Acquisition Advanced training, 2006Supervisors and Managers Training, 2006IS 634 Introduction to FEMA's Public Assistance Program, 2013IS 393 Introduction to FEMA's Hazard Mitigation Program, 2019

## AREAS OF EXPERTISE

- Disaster Recovery Accounting
- Grants Management
- Scope Development
- Cost Reconciliation
- Cost Analysis
- QA/QC

## YEARS OF EXPERIENCE

- With Firm: 3
- Overall: 22

Mr. Harris has worked on some of the largest and most complex disaster recovery programs in the nation, assisting disaster impacted communities in the management of difficult federal disaster grants from the FEMA Public Assistance program and HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR) and Essential Services Grant (ESG) programs. He has utilized his detail-oriented accounting and financial analysis skills to ensure compliance and reasonableness of disaster recovery projects as well as ensuring that sub-grantees are able to get reimbursed for the maximum amounts eligible under the law.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Technical Advisor.** Mr. Harris serves as an expert advisor on post-disaster debris and demolition type services. He presently evaluates costs for debris removal to develop the disaster inventory listing for submittal to FEMA for Category A Debris Removal projects. on debris removal tasked with applying documentation requirements for the justification of temporary debris removal sites and debris removal projects to address any federal environmental concerns with debris. He interfaces with the assigned FEMA Program Delivery Manager to formulate the scope of work on the Parish's Category A Debris Removal projects. Harris responds to FEMA RFIs and those inquiries from the grantee in the development of FEMA grants and processing requests for reimbursements. As part of these efforts, Mr. Harris collaborates with Parish department officials and contractors to facilitate the process of the project formulation and reimbursements to expedite funding the parish for debris removal. (Oct. 2021-present)

**Louisiana Housing Corporation's COVID-19 Homelessness Sheltering Program. Statewide, LA. Compliance Grants Manager.** In response to COVID-19 health pandemic the Louisiana Housing Corporation (LHC) engaged CSRS for overall Program Management Services to assist with the implement and overall funding reimbursement for the non-congregate housing options for the homeless population throughout the State of Louisiana in response to the impacts of the COVID-19 pandemic disaster. In his role as Compliance Grants Manager, Mr. Harris develops all PW requests to capture the costs incurred for eligible Category B expenses relating to the stand-up and running of over a dozen hotels throughout the state being used for social distancing and health protection shelters for vulnerable homeless individuals. Once those PWs are obligated he will also be responsible for developing the reimbursement requests to the state. He advises the Program Director as well as the client on the eligibility of certain activities and if they can be claimed under FEMA's PA program or under HUD's Essential Services Grant (ESG) program, ensuring there are no duplication of benefits. (2020-present)



## GRANT MANAGEMENT TEAM

Craig Comeaux, CFM

**ROLE ON PROJECT:** SR. GRANT MANAGER

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

**ADDRESS.** 209 Canal St., 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

## PROFESSIONAL MEMBERSHIPS

- Association of State Floodplain Managers
- Greater New Orleans Water Collaborative
- Louisiana Floodplain Management Association

## 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

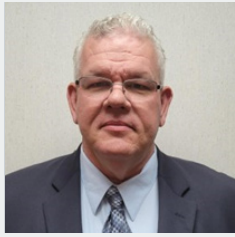
- With Firm: 20
- Overall: 20

Craig Comeaux joined Barowka and Bonura Engineers and Consultants, L.L.C., in 2000. Since that time, 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



## GRANT MANAGEMENT TEAM

Mike Foster

**ROLE ON PROJECT:** GRANT MANAGER

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**ADDRESS.** 209 Canal Street, Metairie, LA 70005



## EDUCATION

- Automotive Engineering Technology, Ferris State University, 2000-04
- High School Degree

## TRAINING & CERTIFICATIONS

- 2007, FEMA's Center for Domestic Preparedness (CDP), Anniston Alabama, 2-week training for FEMA
- 2004-Present, FEMA Employee Knowledge Center, Online Independent Study Courses, over 85 courses completed to date, examples of certificates follow:
- L371 Public Assistance Eligibility, L378 PA Preliminary Damage Assessment
- Df106 - National Flood Insurance Program Overview, IS-00800.B National Response Framework, An Introduction, IS-00805 Emergency Support Function (ESF) #5 Emergency Management, IS-00860. Introduction To the National Infrastructure Protection Plan (NIPP)

## AREAS OF EXPERTISE

- Program / Project Management
- Emergency Management
- Grant Management
- Project Planning
- Risk Assessment
- Crisis Management
- Disaster Recovery
- Program / Regulatory Compliance

## YEARS OF EXPERIENCE

- With Firm: <1
- Overall: 19

Mr. Foster has 19 years of experience as a Manager and Professional in Disaster Recovery, construction, and Project Management. His experience includes working as a Public Assistance Project Specialist, PAC, and Task Force Lead for several types of disasters including ice and snowstorms, flooding, tornadoes, hurricanes, and wildfires. While he is experienced in all categories of FEMA PA work, his specialty is Cat A and Cat B emergency debris scope.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Senior Consultant / Grant / Monitoring Specialist - BBEC.** For Hurricane Ida, Mr. Foster is working on FEMA Category A, B, C, D, E, F, G, and Z project worksheets. He is meeting with the Parish Departments to gather damage description SOW, and repair cost with supporting documents to submit for FEMA reimbursements. He interfaces with GOHSEP, FEMA PDMG officials and is also working with civil engineers and field staff to assess the damages to the Parish's public infrastructure and prepare estimated cost of repairs for FEMA PWs for work to be completed. Mr. Foster is working with GOHSEP on PW expense reconciliations, reimbursement request submittals, providing cost analysis, processing multiple GOHSEP RFIs, and final PW closure of projects. (2021-Present)

**FEMA Public Assistance Program Services. St Charles Parish, LA. Consultant / Grant / Monitoring Specialist - BBEC.** Foster manages FEMA Category A, B, D, and F project worksheets related to Hurricane Ida damages. He is meeting with the Parish departments personnel to gather damage description SOW, and repair cost with supporting documents to submit for FEMA reimbursements. (2021-Present)

**Federal Emergency Management Agency (FEMA). Washington, D.C. Public Assistance Specialist, Public Assistance Coordinator and Task Force Lead.** Mr. Foster worked as a Public Assistance Specialist for FEMA. He formulated over 2,000 Project Worksheets (PWs) totaling over \$800,000,000. He wrote several PDAs, drafted standard operating procedures for the data collation tool used for Debris operations and PDAs along with teaching training classes on the use of data collation tools, worked as a debris specialist on FEMA's largest debris disasters to date, and worked at MT Weather EOC as a specialist through FEMA's deployment system. (2004-2014)





## GRANT MANAGEMENT TEAM

Belinda Bentley

**ROLE ON PROJECT:** GRANT MANAGER

**PHONE.** (225) 769-0546 | **EMAIL.** belinda.bentley@csrsinc.com

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

CSRS

### EDUCATION

- Ph.D., Emergency Management, Concordia University, 2016
- Digital Forensics / Cyber Investigation, University of Maryland Global Campus, 2014-15
- M.S., Homeland Security, Capella University, 2014
- B.T., Emergency Responder Administration, Oklahoma State University, 2012
- A.A.S., Emergency Management, Oklahoma State University, 2011

### TRAINING & CERTIFICATIONS

- FEMA ISP courses: Courses: 120.a, 230.a, 235, 240, 241, 242, 244; 1, 3, 5.a, 7, 10, 11, 15.b, 18.11, 19.11, 22, 33.12, 100.FWa, 101.b, 102, 111, 130, 139, 200.a, 208.a, 250, 271, 288, 293, 301, 362, 393.a, 394.a, 630, 631, 632, 700.a, 701, 701.a, 702, 703.a, 704, 706, 775, 800.b, 801 802, 803, 804, 805, 806, 808, 809, 813, 814, 820, 821.
- National Incident Management System (NIMS)
- Lic. Realtor, State of Oklahoma

### AREAS OF EXPERTISE

- Project Management
- Construction Estimating
- Incident Response
- Disaster Recovery
- Business Continuity Planning
- Vulnerability Research
- Data Management

### YEARS OF EXPERIENCE

- With Firm: <1
- Overall: 27

Dr. Bentley is a FEMA PA Close-out and Audit Specialist with more than five (5) years of experience working with government entities recovering from disasters. She also has experience as a sub-contractor within the Disaster Management community. Over the last nine (9) months, Dr. Bentley has worked directly with companies to obtain American Rescue Plan Act (ARPA) funding.

### RELEVANT AND RELATED EXPERIENCE

#### Jefferson Parish Hurricane Ida Recovery Program. Jefferson Parish, LA.

**Grant Manager.** Dr. Bentley is responsible for project development including but not limited to Cost Analyses, CEFs, Damage Description & Dimensions (DDD), Scopes of Work (SOW), Site Inspection Reports (SIRs), Photo Sheets, Market/ Industry Research, Damage Inventory, Contract Review, Hazard Mitigation Proposals (HMPs), Policy Research Analyses, etc. to support Jefferson Parish's recovery from Category 4 strength, Hurricane Ida. She has prepared Cost Analyses, Small Project Part A CEFs, Large Project CEFs, and all associated data for several projects, valued at more than \$10M to date and climbing. (2022-Present).

#### Various Disaster Recovery Programs, Turnkey DMS. Lake Charles, LA. Sr

**Estimator / Project Manager.** In her role with Turnkey DMS, Dr. Bentley is responsible for the management and close-out of disaster grant funding worth more than \$1 billion in federal funds to repair or replace schools, hospitals, airports, fire and police stations, etc. She has prepared professional bid estimates for close to 40 construction projects. Additionally, Dr. Bentley has prepared and/or assisted with over 500 cost estimates worth more than \$200 million. (2014-2017)

#### Various Disaster Recovery Programs, MRS, LLC. Midwest City, OK. Principal.

Dr. Bentley is a certified WOSB, EDWOSB, and actively registered in SAM. She utilizes her extensive experience in emergency, disaster, property, construction, project, volunteer/logistics, operations management, disaster-resistant R&D, analytics, as well as scientific research, cyber security, mitigation and risk services, construction project estimates, Benefit-Cost Analyses, and forensic-level audits, etc. for the benefit of her clients. She co-founded The Nationwide Resilience Project™, a collaboration of multi-industry experts and corporate leaders whose core values create a passion for holistic change, a shared vision of implementing resilient solutions, and a collective focus on building renewable, self-sustaining, disaster-resistant communities. (2017-Present)



## GRANT MANAGEMENT TEAM

Bianca Joseph

**ROLE ON PROJECT:** GRANT MANAGER

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005



## EDUCATION

- B.S. Accounting, University of New Orleans, 2004

## AREAS OF EXPERTISE

- Disaster Recovery Accounting
- Cost Analysis
- Grants Management
- Cost Reconciliation
- Grants Compliance
- Project Controls
- Budget / Audit Support

## YEARS OF EXPERIENCE

- With Firm: 5
- Overall: 17

Ms. Joseph has been working as an Accounting and Financial Management Professional for nearly 20 years with Human Resource Management, Business Management, and Contracts Management experience. Her experience includes corporate financial analysis & reporting, GAAP, budgeting, forecasting and cost control, contracts and grants review, expertise in state, federal and OMB grant regulations, financial audits, findings, and corrective actions and technical assistance.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Subject Matter Expert - BBEC.** Ms. Joseph works on cost analysis for sewage, debris removal, and water department projects to demonstrate costs that the Parish is paying, and in turn that FEMA is reimbursing. Ms. Joseph assesses the amounts that are incurred for reimbursement to justify that the costs are reasonable. She also works on verifying temporary and permanent repair amounts for waterline projects to justify the costs to submit to FEMA. (2022 – Present)

**Office of Community Development, City of New Orleans. New Orleans, LA. Fiscal Compliance Analyst.** Ms. Joseph identified a project's audit finding, which secured savings for the City of New Orleans in the amount of \$4 Million. (2012 – 2022)

**Recovery School District. New Orleans, LA. Project Advisor.** Ms Joseph acted as an Advisor to the Transportation Finance Team where a large amount of cost reductions was sought and realized as a part of the interface with that team. She successfully researched and recovered a total of \$10 Million in grant money from FEMA for the Recovery School Districts' modular sites. The Transportation Department was unaware that this money was available to the company. (2009 – 2012)



## PROGRAM TECHNICAL SUPPORT

Rose Richardson

**ROLE ON PROJECT:** AUDIT SPECIALIST

**PHONE.** (504) 593-2615 | **EMAIL.** rose.richardson@csrsinc.com

**ADDRESS.** 935 Gravier St., Suite 1650, New Orleans, LA 70112



### 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. New Orleans, LA.

**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** – Ms. 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. (2013-2015)

**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)



## PROGRAM TECHNICAL SUPPORT

A. Lewis Howard

**ROLE ON PROJECT:** SENIOR ESTIMATOR

**PHONE.** (337) 287-2549 | **EMAIL.** lewis.howard@csrsinc.com

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

CSRS

### EDUCATION

- AAS., Applied Engineering Technologies, West Virginia University Institute of Technology, 1993

### TRAINING & CERTIFICATIONS

- Certified FEMA Ops Trainer
- Certified FEMA CEF trainer
- FEMA Data Warehouse trainer
- FEMA NEMIS / EMMIE trainer
- OSHA Inspector
- ADDA Designer
- Variety of FEMA ICS training

### AREAS OF EXPERTISE

- Cost Estimating
- Emergency Management
- Disaster Response
- Program / Project Management
- Risk Assessment
- Construction Management
- AutoCAD
- Mitigation

### YEARS OF EXPERIENCE

- With Firm: <1
- Overall: 19

Mr. Lewis is a high-performing, driven leader with over 19 years of experience managing disaster-related projects. He has proven success in coordinating FEMA infrastructure grants. He is particularly efficient in project management, flood mitigation, and prevention planning, FEMA cost estimating, benchmarking best practices, dispute resolution, federal contract management, and extensive FEMA policy expertise. He is also experienced in FEMA appeals, OIG audits, and Preliminary Damage Assessments.

### RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Quality Control Specialist.** CSRS was engaged by Jefferson Parish to ensure all Parish infrastructure facilities and structures impacted by Hurricane Ida were properly assessed, to properly document and inform on the AE scope(s) of repair work, and to facilitate the reporting and recordation of damage claims to FEMA's Public Assistance Program. Mr. Lewis quality controls the damage assessment and Damage Description and Dimensions (DDD) reports. He then develops proposed scopes of work and cost estimates to fully develop the FEMA grant applications for dozens of Parish facilities. (2021–Present)

**Various Recovery Programs. Austin, TX. FEMA Public Assistance (PA) and Hazard Mitigation (HMGP) Project Manager.** In supporting GrantWorks, Inc., Mr. Howard led advisory services for clients in the programmatic management and administration of their FEMA disaster grants. He managed the portfolio of GrantWorks' grants for three (3) applicants totaling 65 projects equating to approximately \$7.5 million. Mr. Howard reviewed applicant payments to vendors, analyzed bid documents for federal grant compliance, prepared forms and applications to FEMA and TDEM, and much more. (2020-Jan. 2022)

**Multiple Grant Management Programs. Nationwide. Grant Management Director.** In his role with Mitigation & Resilience Strategies, LLC (MRS), Mr. Howard utilized his extensive experience in emergency, disaster, and property construction projects, volunteer, logistics, operations management, disaster resistant R&D, analytic and scientific research, cybersecurity, real estate, public relations, marketing, mitigation and risk services, construction project estimates, and forensic-level audits to support his clients. He co-founded The Nationwide Resilience Project™, a collaboration of multi-industry experts and corporate leaders whose core values create a passion for holistic change, a shared vision of implementing resilient solutions, and a collective focus on building renewable, self-sustaining, disaster-resistant communities. Mr. Howard was co-inventor of the Poseidon Flood Prevention Plan™, a solutions-based flood mitigation and prevention planning concept that contributes to deployment team franchising, levee and event fortification barriers, infrastructure security, community safety and resilience, pipeline leak defense, project management, FEMA Grant Administration management, and more. (2018-2020)





## PROGRAM TECHNICAL SUPPORT

Carlos Eduardo "Eddie" Stern

**ROLE ON PROJECT:** ASSESSMENTS/ESTIMATOR

**PHONE.** (225) 769-0546 | **EMAIL.** eddie.stern@csrsinc.com

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

CSRS

## EDUCATION

- High School diploma

## TRAINING & CERTIFICATIONS

- Insurance License, State of Nevada, 2018
- Department of Homeland Security Clearance
- DHS Geospatial Concept of Operations in Depth and use
- FEMA Debris Management Plan Development
- FEMA Emergency Protective Measures
- FEMA Hurricane Mitigation Basics for Mitigation Staff
- FEMA Xactimate I & II
- FEMA Site Inspection Process
- FEMA Identification of Building Materials

## AREAS OF EXPERTISE

- Site Inspections
- Damage Assessments
- Xactimate
- Project Management
- Program Delivery
- Grants Management

## YEARS OF EXPERIENCE

- With Firm: <1
- Overall: 11

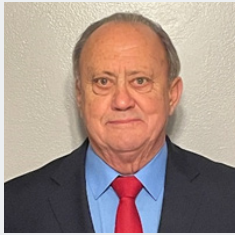
Mr. Stern is a seasoned disaster recovery professional with over 10 years of experience in site and damage inspection for commercial, residential, and public infrastructure properties. He has a proven record of successfully delivering for his public sector clients. Mr. Stern is skilled in grants management, as well as field specific technology, including Ace4, Symbility and Xactimate.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Senior Damage Assessor.** Mr. Stern currently serves Jefferson Parish as a Senior Consultant / Damage Assessor to quantify damages in preparation of completing project worksheets, Damage Descriptions and Dimensions (DDD), and scopes of work for FEMA grant applications. Mr. Stern directly performed detailed damage assessments, quantified damages, and captured needed documentation to support the damage claims on dozens of Jefferson Parish facilities. He develops site inspection reports compliant with FEMA's format, developed Damage Descriptions and Dimension (DDD) reports, and assists with FEMA's tabletop inspection meetings. (2022–Present)

**Puerto Rico FEMA Public Assistance Programs. Caguas, Puerto Rico. FEMA Project Specialist / Disaster Inspector.** Deployed to Puerto Rico as a bilingual coordinator to provide applicant assistance to variety of municipalities. As a project specialist, completed site inspections, backlog reworks, and assistance to others to correct errors in inspections. He was responsible for conducting of 100+ successful inspections and 25+ RFI's and corrections for inspections performed before my arrival. He diligently led a 15-member inspection team over 600 acre La Marquesa Nature Reserve and Bird Sanctuary, successfully communicated with new inspectors to train and mentor team members, assisted them on how to efficiently complete site inspections and process them into the Grants Manager Portal used by FEMA, established a mentoring program that shifted in-branch to all inspectors, and groomed more than 10 FEMA and TAC inspectors to highlight and improve their skills and confidence levels. (Dec. 2018–Jan. 2022)

**FEMA Individual Assistance Program. Florida and Puerto Rico. FEMA IA Inspector.** In his role with WSP USA's Disaster Emergency Services, Mr. Stern was deployed to Puerto Rico as a bilingual coordinator to provide IA assistance to Spanish speakers. He assisted in the delivery of support services to individuals and communities in Florida and Puerto Rico, formulated inspections within twenty-four (24) hours of being deployed, completed more than 15 site inspections daily with a 94% customer satisfaction and accuracy rating from FEMA (Oct. 2017–Jan. 2018)



## PROGRAM TECHNICAL SUPPORT

Harold Bodenheimer

**ROLE ON PROJECT:** ENVIRONMENTAL SPECIALIST

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005



## EDUCATION

- AS, Accounting, Phillips Junior College, LA, 1979
- Certificate, Construction Management, Delgado Community College, New Orleans, LA, 1976

## AREAS OF EXPERTISE

- Site Inspections
- Damage Assessments
- Construction Management
- Project Management
- Quality Control
- Grants Management
- Data Tracking

## YEARS OF EXPERIENCE

- With Firm: 9
- Overall: 46

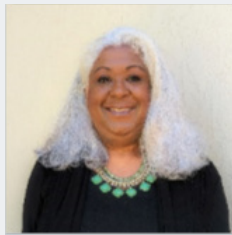
Mr. Bodenheimer has over 46 years of experience in inspection and on-site monitoring including verifying compliance with plans, drawings, specifications, building codes, and other areas as directed by A&E. He maintains daily reports and as-builts, and verifies actual drawings, quantities and pay request. Mr. Bodenheimer's experience in this industry includes 20 + years as an on-site Resident Project Inspector on various public works projects along with 40 + years of combined experience working in a supervisory position while utilizing construction abilities, industry knowledge and leadership qualities to supervise operations and maintenance tasks.

## RELEVANT AND RELATED EXPERIENCE

**Grants Administration. St John the Baptist Parish, LA. Construction Inspector - BBEC.** Mr. Bodenheimer conducts site assessments for structures for inclusion in the application for a FEMA mitigation grant program. To date, he has inspected 58 structures for the program. He obtains measurements for square footage and current elevation, and documents water connections, and gas and electric locations. He takes photos and sketches of the structure documenting the measurements and locations of utilities. Mr. Bodenheimer checks the overall condition of the sites for Project Management use. (2022 – Present)

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Construction Inspector - BBEC.** Mr. Bodenheimer is performing assessments for damage to culverts, ditches, and roadways due to Hurricane Ida. He takes photos and measures the culverts length, diameter and documents GPS and address for location. Mr. Bodenheimer acts as the on-site representative for walk throughs with representatives from FEMA and Jefferson Parish and documents the verification of all site measurements and conditions. (2021 – Present)

**FEMA PA Program Services. St Charles Parish, LA. Construction Inspector - BBEC.** Bodenheimer performed assessments for several damaged playgrounds caused by Hurricane Ida. He inspected damage to light poles and fixtures, fencing, batter's cage, team dug outs, playground gym equipment, and the shelter/field house, and documented the overall condition of the field. (2017 - Present)



## PROGRAM TECHNICAL SUPPORT

Danielle "Danie" Reese

**ROLE ON PROJECT:** PLANNER/GIS SPECIALIST

**PHONE.** (206) 228 -7207 | **EMAIL.** daniereese@carlislethompson.com

**ADDRESS.** 405 W. Sequoia Spur, Georgetown, TX, 78628

CSRS

### EDUCATION

- B.A., Project Management and Information Architecture, University of Washington

### TRAINING & CERTIFICATIONS

- Project Management
- CRM Database Training
- Analyzing and Presenting Data Information

### AREAS OF EXPERTISE

- FEMA PA Grant compliance review
- Force Account Labor
- Force Account Equipment
- Cost Reimbursement and Reconciliation
- Invoice Reconciliation
- Contract Compliance Review
- Financial Audit Support
- Data Analysis

### YEARS OF EXPERIENCE

- With Firm: 1
- Overall: 15

Ms. Reese is a project and data management professional with over 15 years of experience in both public and nonprofit sectors. Her technical experience ranges from large scale Customer Relational Management (CRM) database management to website and presentation design. Her grant experience includes tracking and producing reports on federal and state grants, along with annual audit support. Danielle trained in Project Management and information architecture at the University of Washington. Her communication and management skills make her a valuable asset to the firm and to her clients.

### RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Analyst.** Ms. Reese performs force account labor compilation and review for 13 volunteer fire departments, the Eastbank Fire Department and 20 parish departments related to the Hurricane Ida response in 2021. She has prepared timesheet, payroll, 214 Activity logs and fringe benefit documents for submission to FEMA working with Jefferson Parish personnel to identify gaps in materials and prepare for complete submission. She has evaluated materials for Public Assistance Program and Policy Guide requirements and maximum reimbursement. She also assisted in contract review for future disaster contracts. She provides guidance to Parish for future disaster documentation with preparation of FAL best practices. (2022 - Present)

**Department of Public Safety Division of Homeland Security and Emergency Management, CDPHE COVID. Denver, CO. Accounting Technician.** Carlisle Thompson, LLC Track placement and billing for multimillion healthcare Covid response vendor contract. Perform vendor contract compliance and grant compliance review prior to recommending payment. Compile proof of purchase documentation for RFR submission. Prepare expense listings for PW Development in line with FEMA Scope of Services. (2022 – Present)

**Colorado Department of Education (CDE) - Coronavirus Relief Fund (CFR). Denver, CO. Accounting Technician.** Carlisle Thompson, LLC subcontractor for KPMG, LLP Develop and prepare presentation of RFI recommendations for Colorado Covid response of statewide school district expenses. (2021 – March 2022)



## PROGRAM TECHNICAL SUPPORT

Michelle Cook

**ROLE ON PROJECT:** BCA SPECIALIST

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005



## EDUCATION

- B.A., Marketing, Minor in Management, Southeastern Louisiana State University, 1998

## TRAINING & CERTIFICATIONS

- Training Entity, Subject, Year
- Training Entity, Subject, Year

## AREAS OF EXPERTISE

- Project Management
- Grant Management
- Community Outreach
- Client Liaison
- Customer Service
- Marketing / Business Development
- Data Management and Analysis

## YEARS OF EXPERIENCE

- With Firm: 13
- Overall: 16

Ms. Cook has over 28 years of supervisory experience with over 16 years of experience supervising the processing of document management for grant management, program management, demolition and debris removal, roadway restoration, engineering design, and construction management. Her supervision of these projects has allowed work to be completed in a timely manner with the ability to provide clients with the information and data needed accurately and efficiently.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Hazard Mitigation Assistance Consultant (Project No 2130-02035), Project Management for 2013 FMA Grant Funding, City of New Orleans.**

**New Orleans, LA. Document Management Coordinator / Customer Service Representative - BBEC.** Ms. Cook assists with the development of hazard mitigation grant applications for the City of New Orleans. In this role, Ms. Cook works with homeowners to receive applications, flood insurance declaration pages, elevation certificates, and all other supporting documentation for the grant application. She enters and tracks data in BBEC's tracking system and follows up with homeowners when updated documentation is needed. She reviews them for completion, accuracy, and ownership verification and works to resolve issues. She also schedules and attends meetings and continues to communicate with the homeowners regarding the status of the application. Ms. Cook prepares all contracts and amendments and coordinates the processing and execution of them with the City of New Orleans. She updates all applicants as Vendors in the City of New Orleans BRASS system for payment processing. She works directly with the IT Department to implement changes and updates needed in the BBEC tracking system as the program progresses. (2017 – Present)

**Grant Closeout for Federally Declared Disasters, 2014 Contract, FEMA PA Category A and B Projects. St Bernard Parish, LA. Assistance Project Control Analyst - BBEC.**

Ms. Cook currently serves for the project to close out almost \$500 million in FEMA Public Assistance Grants. She utilizes LouisianaPA.com to track projects, upload required documents, and locate needed documents. She assists with submitting project invoices for both consultants and contractors into LouisianaPA.com, works with St. Bernard Parish employees to compile the necessary documents to justify work performed and funds obligated according to FEMA guidelines, assists in resolving issues during reconciliation of grant close-out, reviews contracts and invoices to reconcile total project costs for completed projects, provides documentation to the Louisiana Legislative Auditors in an effort to speed up the closeout process, and utilizes electronic document management system to store project records. (2014 – Present)





## PROGRAM TECHNICAL SUPPORT

Pete Foret

**ROLE ON PROJECT:** CAD SPECIALIST

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005



### EDUCATION

- BS, Business Administration with Computer Science Option, University of New Orleans, 1995

### AREAS OF EXPERTISE

- AutoCAD Production Drawings
- Project Management
- Cost Estimating
- GIS Mapping

### YEARS OF EXPERIENCE

- With Firm: 2
- Overall: 32

Mr. Foret is a multi-discipline AutoCAD drafter and designer with experience in the Civil, Structural, Architectural, Electrical and GIS/Mapping fields. He boasts a combined 32 years of experience generating alignments, plan and profile sheets, cross sections, contour maps, structural and architectural plans and details and electrical one-line diagrams. Served as the drafting coordinator for multiple firms and has been responsible for developing drafting standards for a consistent and quality drawing set.

### RELEVANT AND RELATED EXPERIENCE

#### **Grant Management Services for Federal and State Grants, Lafitte Area Independent Levee District. Lafitte, LA. Drafter - BBEC.**

Foret traced the Lafitte existing and proposed levee layouts in CAD onto an aerial from Google Earth. Created photo sheets from photos taken in the field with embedded GIS coordinates to be used for levee inspections. (2022 – Present)

#### **FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Drafter - BBEC.**

Mr. Foret plotted the platform locations for the water line to Grand Isles in CAD using GIS coordinates. He also created exhibits of before, during and after Hurricane Ida aerial photographs to assist with determining debris to be removed. (2021 – Present)

#### **FEMA Hazard Mitigation Assistance Consultant (Project No 2130-02035), City of New Orleans. New Orleans, LA. Drafter - BBEC.**

Foret drafted site plans for the home elevation grant application. Saving an aerial image from Google Earth and tracing over it with the basic home floor plan dimensions obtained from the field. (2021 – Present)

#### **Application Development and / or Project Management of FEMA HMA Grant Programs. Lafourche Parish, LA. Drafter - BBEC.**

Mr. Foret drafted site plans for the home elevation grant application. Involved saving an aerial image from Google Earth and tracing over it with the basic home floor plan dimensions obtained from the field. (2021 – Present)

#### **FEMA PA Program Services. St Charles Parish, LA. Drafter - BBEC.**

Foret drafted site plans for the home elevation grant application. It involved saving an aerial image from Google Earth and tracing over it with the basic home floor plan dimensions obtained from the field. (2021 – Present)



## PROGRAM TECHNICAL SUPPORT

Noah Telesco

**ROLE ON PROJECT:** GIS SPECIALIST

**PHONE.** (225) 769-0546 | **EMAIL.** noah.telesco@csrsinc.com

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



### EDUCATION

- B.S., Geography, Major in GIS, University of North Alabama, Florence, AL, 2011

### TRAINING & CERTIFICATIONS

- MS-1000 Sonar
- FAA Part 107
- Tremble GPS Systems
- GPS data collection
- Survey 123
- ArcGIS

### AREAS OF EXPERTISE

- Project Coordination
- GPS Data Acquisition
- QA/QC Checks
- Right-of-Way Mapping
- Deed mapping
- Networking
- Project Planning
- Cartography/map design
- Geodatabase Management
- Model Builder with ArcPro
- Arc Online and Arc Enterprise
- Infrastructure mapping

### YEARS OF EXPERIENCE

- With Firm: 2
- Overall: 10

Mr. Telesco is an accomplished GIS analyst with over ten years of training encompassing the marine and land management side of the oil and gas sector. He is currently serving the role of GIS research analyst. He actively works on GIS tool development that automates complex mapping functions. Additionally, he is tasked with creating customized visuals such as paper maps or online applications. Recently he assisted in the disaster recovery efforts in Lafourche Parish. He has excellent mapping and graphic skills that can be used for hard copy maps production, or online maps and KMZ (google earth) files. He was responsible for right-of-way acquisition status mapping and reporting of landowner negotiations prior to joining the CSRS team. As a former marine survey technician of four years, Mr. Telesco has extensive knowledge in many aspects related to surveying and hazard identification in the marine environment. His experience in asset and infrastructure mapping coupled with in-depth knowledge of how to create geodatabases and create customized automated tools with model builder enables him to streamline many mapping functions. These specialized skills allow Mr. Telesco to understand and recognize the unique needs each client faces, and tailor GIS solutions to fit all needs as required.

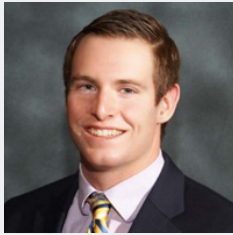
### RELEVANT AND RELATED EXPERIENCE

#### **Calcasieu Parish Police Jury Watershed and Infrastructure Online Map.**

**Calcasieu Parish, LA. Geodatabase and Webmap Designer.** Mr. Telesco worked closely with teaming partners to incorporate multiple data files into an interactive online map. He grouped data by source and organized the layout to maximize its ease of use. Mr. Telesco also went through the data attributes to remove any duplicate fields. Additionally, he worked with the parish counterparts to update new information as it becomes available to ensure this application is always up to date. (2021-2022)

#### **The Port of St Bernard. St Bernard, LA. Geodatabase and Web Application Design Lead.**

Mr. Telesco currently assist the Port of St. Bernard with GIS application development and implementation. He utilizes Arc Online and has created a series of applications such as dashboards, web maps, and web applications. These applications track the leasing activities of the areas owned and operated by the Port of St. Bernard. Customized buttons and charts have been configured as requested by the client to track vital function of day-to-day operations. This is currently updated regularly. (2021-2022)



## PROJECT MANAGEMENT TEAM

Kevin Forschler, PE

**ROLE ON PROJECT:** SR. PROJECT MANAGER/PUBLIC WORKS

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005



## EDUCATION

- B.S., Civil Engineering, Louisiana State University, Baton Rouge, LA, 2014

## TRAINING & CERTIFICATIONS

- Professional Engineer, Civil, License No. 0044546, 2020, expires 09/30/2022
- ATSSA Traffic Control Supervisor, 2020, expires 01/10/2024
- ATSSA Certified Flagger, 2020, expires 01/10/2024

## PROFESSIONAL MEMBERSHIPS

- American Society of Landscape Architects, 2015

## AREAS OF EXPERTISE

- Project Management
- Civil Engineering
- Construction Management
- Project Estimation
- Contract Management
- Project Controls
- Cost Engineering
- Grants Management

## YEARS OF EXPERIENCE

- With Firm: 7
- Overall: 7.5

Mr. Forschler is currently working on projects for the City of New Orleans, St. Bernard Parish, St. Tammany Parish, Jefferson Parish and Lafayette. The projects he is working on involve roadway restoration, drainage modeling and design, off-system bridges, walkway design, lift station design, and water and wastewater treatment. Mr. Forschler has worked on multiple FEMA Public Assistance funded projects that involved rehabilitating Katrina damaged roadways in both St. Bernard and Orleans Parish. He has also worked on numerous other roadway and drainage projects in the neighboring communities. Mr. Forschler has utilized Autodesk Storm and Sanitary Analysis and SWMM modeling programs to develop drainage models for multiple areas in Jefferson Parish, including certain sections of Waggaman and the Bissonet Plaza neighborhood. In addition to drainage modeling, Mr. Forschler also has experience using the HYDRWIN application to design drainage systems for roadways. Forschler boasts experience working with numerous local municipalities, coordinating with affiliated agencies such as the levee districts, LADOTD, and railway companies to resolve conflicts and ensure that proposed designs meet the entities' guidelines.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Project Manager.** BBEC provides construction management services and program management services for the rebuilding of New Mr. Forschler coordinates with the necessary Parish Departments and A&E firms to procure all necessary documentation to develop an agreement for any as-needed coastal work that the A&E firm has been selected to perform. He reviews proposals sent by A&E firms to determine fees for as-needed work based on FEMA standards and all contract documents for as-needed coastal work to make sure that they meet federal guidelines. (7/2022 – Present)

**FEMA Hazard Mitigation Assistance Consultant (Project No 2130-02035), Project Management for 2013 FMA Grant Funding, City of New Orleans. New Orleans, LA. Graduate Engineer / EIT - BBEC.** Mr. Forschler visited 11 sites to gather information about the history of the buildings. Using this information, he developed a scope of work for the installation of permanent generators and automatic transfer switches at each site. He then created cost estimates outlining the budget for the installation of the permanent generators and automatic transfer switches. He also provided specifications for generators and automatic transfer switches that were suitable for each site. (2017-Present)



## PROJECT MANAGEMENT TEAM

Matthew P. Hahn, PE

**ROLE ON PROJECT:** SR. PROJECT MANAGER/PUBLIC WORKS

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005



## EDUCATION

- B.S., Civil Engineering, University of New Orleans, 2016

## TRAINING & CERTIFICATIONS

- Professional Engineer, License # 0044796, Louisiana Professional Engineering and Land Surveying Board, expires 3/31/2023

## PROFESSIONAL MEMBERSHIPS

- Member, American Society of Engineers (ASCE)

## AREAS OF EXPERTISE

- Project Management
- Civil Engineering
- Construction Management
- Project Estimation
- Construction Administration
- Permitting
- Project Controls
- Cost Engineering
- Grants Management

## YEARS OF EXPERIENCE

- With Firm: <1
- Overall: 6

Mr. Hahn has over six years of experience in the field of civil and consulting engineering with a strong background in water resources, civil/site design, project management, and land surveying. His vast knowledge includes but is not limited to water distribution systems, hydrologic modeling and drainage design, sewerage and wastewater treatment, site development and planning, structural design, public speaking, topographic land surveying, boundary surveying, floor elevation surveying, earthwork balancing and site grading, recreation facilities/athletic fields, public bid process, permitting, and construction administration and management.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Senior Engineer - BBEC.** Mr. Hahn currently developed dredge volume estimates and cost estimates for the proposed dredging and debris removal of residential canals in the Barataria area near Jean Lafitte, LA. This project includes the processing of FEMA PA reimbursements and development of closeout documentation for Jefferson Parish. (2022 – Present)

**Grant Management Services for Federal and State Grants. Town of Jean Lafitte, LA. Registered Engineer, BBEC.** This project includes grant management services for the Town of Jean Lafitte and the Lafitte Area Independent Levee District project to close out almost \$3.9M in FEMA Public Assistance Grants corresponding to the Hurricane Ida declared disaster. As part of this project, Mr. Hahn prepares cost estimates and fee estimates for the Town's temporary town hall building construction. (2022 – Present)

**FEMA Hazard Mitigation Assistance (HMA) Program, Hidalgo Retention Pond, 2021 Contract. Terrebonne Parish, LA. Registered Engineer, BBEC.** This project includes FEMA grant assistance for Terrebonne Parish. As part of the FEMA request for Public Assistance prepared by BBEC, Mr. Hahn developed construction cost estimates for drainage improvements at the Hidalgo Drive Subdivision off LA Highway 315 in Houma, LA. He performed rational method runoff calculations and stage-discharge analyses to develop conceptual designs for cost estimating the project. Presently proposing drainage improvements include construction of a new detention pond at Hidalgo Drive to mitigate excess stormwater flooding and new stormwater pumping station. (2022 – Present)





## PROJECT MANAGEMENT TEAM

Johnny Housey, PE

**ROLE ON PROJECT:** SR. PROJECT MANAGER/STRUCTURAL

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005



## EDUCATION

- M.S., Structural Engineering, Tulane University, New Orleans, LA, 1965
- B.S., Civil Engineering, Tulane University, New Orleans, LA, 1964

## TRAINING & CERTIFICATIONS

- Professional Engineer, Civil, Louisiana Lic. # 10596, expires 09/30/2023

## PROFESSIONAL MEMBERSHIPS

- American Council of Engineering Companies of Louisiana, American Public Works Association, Louisiana Association of Professional Engineers and Land Surveyors, American Society of Civil Engineers, Louisiana Engineering Society, Former Chairman of Structures Committee

## AREAS OF EXPERTISE

- Civil Engineering
- Infrastructure and Utilities
- Project Management
- Grant Administration

## YEARS OF EXPERIENCE

- With Firm: 11
- Overall: 55

Mr. Housey has been working as an engineer in the public works industry for over 54 years. His experience includes bridges, buildings, roadways, and utility (water, sewer, and drainage) construction. He has substantial experience in project management, steel building detailing, bridges, barges and parts for offshore platforms. Housey has managed the construction of over \$100 million in asphaltic concrete (AC) and Portland cement concrete (PCC) roadways funded by FEMA Public Assistance Grants. He has proven experience in how various site conditions affect the construction and performance of the roadways, as well as how to maintain the necessary documentation to comply with the funding federal programs.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Subject Matter Expert - BBEC.** Mr. Housey directs field inspectors to locate, photograph and measure damages to streets and drainage utilities in Lafitte. He has created files and spreadsheets of damage assessments at each location and created SIR spreadsheets and CEF Repair Estimates for streets and drainage related to this project which includes program management services for Jefferson Parish. Housey is integral to the review and implementation of procurement policies and to ensuring that all potential emergency contracts comply with federal requirements and guidelines set forth in the Public Assistance Program. (2022-Present)

**Hurricane Katrina Roadway Restoration. St Bernard Parish, LA. On-Site Engineer, BBEC.** Mr. Housey was BBEC's on-site engineer for St. Bernard Parish responsible for providing Construction Administration services and oversight of Resident Inspectors for this FEMA PA funded project consisting of roadway and drainage repair for 436 streets valued at over \$100 Million. He developed plans and construction cost estimates, as well as managed the construction of facility repairs. Housey reviewed contractor submittals for conformity, resolved construction issues and led field progress meetings. Coordinated with the Contractor, Parish, and inspectors to troubleshoot issues in the field, resolved neighbor complaints, interpreted design specs to maintain the quality and standards of the work, and ensured that the work was satisfactorily completed. Mr. Housey reviewed all test reports for conformity to specifications, performed substantial and final completion walk-throughs for acceptance, reviewed as-builts for work completed, and reviewed contractor's monthly invoices and quantities. The project consisted of up to 18 construction inspectors at one time. (2011-2017)



## PROJECT MANAGEMENT TEAM

John Sparks

**ROLE ON PROJECT:** SENIOR PROJECT MANAGER

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005



## EDUCATION

- MS, Civil Engineering, Mississippi State University, 1998
- BS, Civil Engineering, Mississippi State University, 1994

## PROFESSIONAL MEMBERSHIPS

- State President, Mississippi Engineering Society, 2007-08

## AREAS OF EXPERTISE

- Project Management
- Civil Engineering
- Environmental Engineering
- Construction Management
- Water and Wastewater Treatment
- Water Collection / Pumping Systems
- Asset Management
- Quality Control
- Process Improvement

## YEARS OF EXPERIENCE

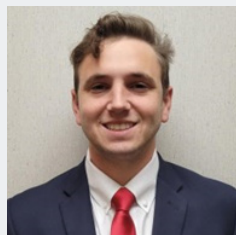
- With Firm: 1
- Overall: 24

Mr. Sparks has over twenty-four years of experience in civil and environmental engineering and construction with a strong emphasis on the design and construction of wastewater treatment, collection and pumping systems. He has successfully managed the engineering design and/or construction of multi-million-dollar projects in the field of wastewater and heavy construction, for both public and private entities/clients. He has substantial experience in the field of Asset Management for public utilities, including the use and development of GIS applications for asset inventory, and the development of asset mapping systems. As the Site Manager for an ISO certified manufacturing facility, Mr. Sparks has acquired extensive knowledge and experience with the control of inventory, process upgrades to meet regulatory requirements, quality assurance and quality control, and the development of processes to improve and standardize production outputs and deliverables. He has also rounded out his knowledge with experience in heavy construction including management of rehabilitation and construction of waterways and water control structures, the management of site work and road building projects.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Senior Consultant - BBEC.** Mr. Sparks is performing cost analysis and methodology memorandum for the billings by the subcontractors used in the Temporary Waterline Repairs in Grand Isle and Lafitte. This project includes the processing of FEMA reimbursements, based on federal and state requirements and development of closeout documentation. He is assisting with providing broad based support services designated to help maximize federal funding, expedite the process, and retain funds during the closeout process. (2022 – Present)

**Water & Wastewater Utilities, Design of Improvements and Upgrades in Louisiana. Multiple Parishes, LA. Project Engineer - BBEC.** The project is the design and budgeting of initial and secondary improvements and rehabilitation of existing wastewater treatment plants and collection systems for the client. Mr. Sparks performed the technical and engineering design and specifications for the primary and secondary treatment and activated sludge process treatment processes. Mr. Sparks also provided design of flow monitoring and SCADA improvements for the treatment plants. The project consists of 20 wastewater treatment plants operating as extended aeration treatment and facultative pond treatment. Anticipated completion date is October 2022. (2022 – Present)



## PROJECT MANAGEMENT TEAM

Ethan Jones, El

**ROLE ON PROJECT:** PROJECT MANAGER

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005



## EDUCATION

- B.S. Civil Engineering, Louisiana State University, 2022

## TRAINING & CERTIFICATIONS

- Engineer Intern, State of Louisiana License No. 0035192, Exp. Date: 09/30/2022, 2022

## AREAS OF EXPERTISE

- Civil Engineering
- Project Controls
- Cost Engineering
- Grant Management
- GIS Engineering
- AutoCAD / Civil 3D / SACS

## YEARS OF EXPERIENCE

- With Firm: <1
- Overall: <1

Mr. Jones is a recent graduate from Louisiana State University where he obtained a Civil Engineering degree in May of 2022 and became an Engineer Intern in June of 2022. He is currently working on projects for Wastewater Treatment where he is gathering measurements and doing calculations to find velocity through pipes for the selection of pumps. Mr. Jones has also done Grant Management where has visited sites to gather measurements for sketches and worked on volumetric cut and fill calculations for clearing residential canals in Lafitte. Additionally, Jones has worked on Roadway and Drainage projects where he has assisted with cost estimates for clients.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Grant Consultant - BBEC.** Mr. Jones calculated dredge volume estimates for residential canals in Barataria near Jean Lafitte, LA by using Civil 3D and Excel. This project includes the processing of FEMA reimbursements, based on federal and state requirements and development of closeout documentation for the Parish of Jefferson. In addition to this Mr. Jones completed FEMA's Category G files and photo forms for Jefferson Parish Bus Stops. (2022-Present)

**FEMA 2021 Hazard Mitigation Consultant – City of New Orleans. New Orleans, LA. Technician - BBEC.** Jones visited sites and developed sketches based off the measurements taken in the field. Upon returning to the office, he redrew the sketches in an orderly manner to be given to the CAD Technician for a final drawing. This project includes the preparation and submittal of applications for funding to FEMA's Hazard Mitigation Assistance (HMA) Programs, including but not limited to the Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA), the Pre-Disaster Mitigation Grant (PDM) Program, and the Building Resilient Infrastructure and Communities (BRIC) Grant Program on behalf of eligible residential National Flood Insurance program (NFIP) policyholders in Orleans Parish and the City of New Orleans and to manage and implement said program for the City. (2022-Present)

**CN Railroad Culverts in Ormond, Project No P200801, Ordinance No 20-9-5. St Charles Parish, LA. Pre-Professional Project Engineer, BBEC.** As an Engineer Intern, Mr. Jones worked on completing the cost estimate and making additions to the specifications for this project which includes the construction of several new drainage culverts crossing and/or adjacent to the CN railroad in Destrehan, St. Charles Parish, LA. Mr. Jones also assisted in preparing the CN Railroad permitting documents for the new drainage improvements. (2022-Present)



## PROJECT MANAGEMENT TEAM

Lorry Gore

**ROLE ON PROJECT:** PM ADMINISTRATIVE SUPPORT

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

**ADDRESS.** 209 Canal Street, Metairie, LA 70005



## EDUCATION

- High School Degree

## AREAS OF EXPERTISE

- Document Maintenance
- Scheduling Meetings
- Document Archiving
- Written Communication
- Customer Service
- Project Management
- Damage Assessment
- Quality Control

## YEARS OF EXPERIENCE

- With Firm: 16
- Overall: 16

Ms. Gore joined Barowka and Bonura Engineers and Consultants, L.L.C., in 2006 as a Resident Inspector. Over the years, many of her duties included meeting with residents to identify disaster generated damage to their properties. Since that time, Gore has been moved to BBEC's main office as the full-time receptionist and administrative assistant to the Engineering Department. She has provided customer service-related activities for Hazard Mitigation Grant Programs since 2015. Gore acts as liaison between homeowners and project managers to schedule meetings, obtains declaration pages for flood insurance from homeowners to remain current, maintains communication with homeowners regarding milestones and application status, and assists with the contractor reimbursement process. Ms. Gore plays an integral role in ensuring all documentation is stored accurately for our projects.

## RELEVANT AND RELATED EXPERIENCE

**FEMA Public Assistance Grant and Program Management. Jefferson Parish, LA. Customer Service Representative / Administrative Support - BBEC.** Gore assists the grant management and project management team by organizing documentation and processing the paperwork into our document management system to ensure easy location of documents. She ensures accuracy while processing these documents so that searches are very efficient and save countless hours spent searching for files. BBEC has created an environment that gives our clients a complete set of tools to aid in the performance of their duties and Mrs. Gore has played an integral part in the success of this process. (2021 – Present)

**FEMA Hazard Mitigation (HMA) Programs (2020 Contract). Terrebonne Parish, LA. Customer Service Representative / Administrative Support – BBEC.** Mrs. Gore prepared and mailed outreach letters for Terrebonne Parish for potential participation in the Application submittals. Mrs. Gore acted as liaison between homeowners and project managers to obtain documentation required to prepare and submit the application(s) and assisted with scheduling site visits for properties participating. She communicates with the homeowners regarding the status of the application(s) and ensures we have the current flood declaration pages on file. (2020 – Present)



# STAFF QUALIFICATIONS MATRIX

## CONSULTING SERVICES

STAFF MEMBER	DEPARTMENT	ROLE	DR Program Compliance for DR Federal Funding	Development and Execution of Field Documentation collection / analysis processes	Cost Estimating	Performance of Damage Assessments	Broad-based Fed / State grant management and collaborative support, as needed, to maximize program grant funding.	Identification of insurance reductions and related compliance / reconciliation support	Coordination and monitoring of FEMA PA compliant engineering / design repair and infrastructure work	Develop strategies and maximize formulation of 406 hazard mitigation projects	Support for federal disaster recovery financial reimbursement and reporting	Assistance with FAL and Related Policy Review	Support on past and future appeals / determinations	Support for Cost Recovery and Audit Ready Documentation.	Support contract procurement and monitoring of vendor costs to ensure programmatic compliance	Develop processes for ensuring federal DR programmatic compliance on contract monitoring and close-out	Identify range of feasible funding sources, including federal disaster recovery	Assist in packaging / submitting CDBG-DR applications to recover FEMA PA cost share funding
Tim Barfield, JD	Administration	Principal	■				■										■	
Stacey Danner, RA, NCARB	Administration	Program Director	■	■		■	■	■	■	■	■		■		■	■	■	■
Jeff Bonura, PE	Administration	Program Senior Engineer	■	■	■	■	■		■		■	■	■	■	■	■	■	■
Allison Davis Atkinson, MBA	As Needed	Programmatic Subject Matter Expert, Federal Programs	■	■			■	■	■	■	■	■	■	■	■	■	■	
Stacy Bonnaffons	As Needed	Programmatic Subject Matter Expert, Federal Programs	■	■			■	■					■	■	■	■	■	■
Matthew Martinec, AICP	Grant Management	Senior Advisor	■				■			■			■		■	■	■	
Mylinda Armond, MBA	Grant Management	Senior Grant Manager	■	■			■	■			■	■	■	■	■	■		■
Jason Harris, MSA, MBA	Grant Management	Senior Grant Manager	■	■			■	■	■		■	■	■	■	■	■	■	
Craig Comeaux, CFM	Grant Management	Senior Grant Manager	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Mike Foster	Grant Management	Grant Manager	■	■	■	■	■	■	■	■	■	■	■	■	■			■
Belinda Bentley, PhD	Grant Management	Grant Manager	■	■	■	■	■		■	■				■		■		
Bianca Joseph	Grant Management	Grant Manager	■		■		■	■			■			■	■	■		
Rose Richardson	Program Technical Support	Audit Specialist	■				■	■	■		■	■	■	■	■	■		
A. Lewis Howard	Program Technical Support	Senior Estimator	■	■	■	■	■	■	■	■	■		■	■				
Carlos Eduardo "Eddie" Stern	Program Technical Support	Assessments / Estimator	■	■	■	■	■		■									
Harold Bodenheimer	Program Technical Support	Assessments / Construction Inspector	■	■	■	■	■		■	■								
Danie Reese	Program Technical Support	Force Account Reconciliation Specialist	■				■	■			■	■		■	■	■		
Michelle Cook	Program Technical Support	Administrative Support	■				■				■		■	■	■	■		
Pete Foret	Program Technical Support	CAD Specialist			■	■	■		■	■			■	■			■	
Noah Telesco	Program Technical Support	GIS Specialist					■						■	■			■	
Kevin Forschler, PE	Project Management	Senior Project Manager / Public Works	■	■	■	■	■		■	■					■	■		
Matt Hahn, PE	Project Management	Senior Project Manager / Public Works	■	■	■	■	■		■	■					■	■		
Johnny Housey, PE	Project Management	Senior Project Manager / Structural	■	■	■	■	■		■	■					■	■		
John Sparks	Project Management	Senior Project Manager / Wastewater	■	■	■	■	■		■	■								
Ethan Jones, EI	Project Management	Project Manager	■	■	■	■	■	■	■	■					■	■		
Lorry Gore	Project Management	PM Administrative Support	■				■				■		■	■	■	■		

## REFERENCES

CLIENT	YEARS	VALUE OF PROGRAM	SERVICES PERFORMED	INFORMATION
<b>Ascension Parish School Board</b>	2016 - Present	\$90 million	<ul style="list-style-type: none"> <li>• Program Management</li> <li>• FEMA Grants Management</li> <li>• CDBG Grants Management</li> <li>• Davis- Bacon Labor Compliance</li> <li>• Project Management</li> <li>• Insurance Reconciliation</li> <li>• Creation of New Education and Design Standards/Procedures for Construction</li> <li>• Solicitation of Pre-Positioned Emergency Remediation Contract</li> </ul>	<b>Mr. Chad Lynch</b> <i>Director of Planning and Construction</i> 1100 Webster St. Donaldsonville, LA 70346 (225) 791-7304 chad.lynych@apsb.org
<b>New Orleans Regional Transit Authority</b>	2015 - Present	\$120 million	<ul style="list-style-type: none"> <li>• FEMA Grants Management</li> <li>• Monitoring and Oversight</li> <li>• Grants Closeout</li> <li>• Audit Support</li> </ul>	<b>Rose Quezergue</b> <i>Infrastructure Project Manager</i> New Orleans Regional Transit Authority 2817 Canal St. New Orleans, LA (504) 827-8304 rose.quezergue@traansdev.com
<b>Recovery School District/ Orleans Parish Public School System</b>	2007 - Present	\$2.4 billion	<ul style="list-style-type: none"> <li>• Program Monitoring and Oversight</li> <li>• Project Management</li> <li>• FEMA Grants Management</li> <li>• Master Planning</li> <li>• Community Outreach and Engagement</li> </ul>	<b>Ms. Annie Clark</b> <i>Chief Operating Officer of Education Facilities Development</i> Recovery School District 909 Poydras Street, Suite 1200, New Orleans, LA 70112 (504) 920-6881 annie.clark@la.gov

**REQUEST FOR PROPOSALS NO. RFP-0448 FOR**

# Consulting Services for Disaster Recovery and FEMA Public Assistance for the Jefferson Parish Department of Public Safety Grants & Administration

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

## **E. INNOVATIVE CONCEPTS**





## Project Management & Quality Assurance Approach

### PROGRAM MANAGEMENT PLANNING, ACCOUNTING, AND TRACKING SYSTEM

CSRS implements a comprehensive computer-based management system that enables efficient and effective management of program tasks, finances, contracts, schedules, and documents. We understand the importance of creating and using accounting systems that will enable an auditor to easily evaluate disaster-related expenses. Features of this system that will benefit the Parish include a secure online portal with a customized Client dashboard that provides live, real-time reporting on critical project information to authorized users.

We also have detailed time tracking requirements for our staff and all of our sub-consultant partners. They must track time in a manner that clearly demonstrates the work performed and reasons for the level of effort of the task. With these established processes in place, our clients have not faced challenges with getting fully reimbursed for our disaster recovery services.

### PROJECT REPORTING

Our team has an in-depth understanding of the critical importance of reporting project progress during the entire project and grant lifecycle. Direct lines of communication and face-to-face interaction are necessary to provide the detail that reports alone cannot provide. Our team will engage leadership in regular face-to-face meetings, offer on-call access to our team leadership, and collaborate continuously to specifically tailor the reporting deliverables to meet the program's changing needs. We will provide informed real-time status updates of the program to your recovery leadership to support decision making and allow prompt, decisive action. Our reporting process includes two methods that will enhance the Parish's process understanding and progress status: informal and formal.

**INFORMAL PROJECT REPORTING** occurs daily through our Program Manager via direct face-to-face meetings, telephone conversations, and email communications with the Parish. Informal communication is critical to the Parish's ability to address concerns and questions from the parish staff and the public regarding the progress of individual recovery project efforts. This form of communication is often the most effective means by which to support the Parish in addressing minor "crisis" level issues, questions, and concerns that may arise from your staff and the general public.

**FORMAL PROJECT REPORTING** will occur monthly and quarterly in the form of status reports. Monthly project reports will be submitted to the Parish and will be organized by project to summarize the status and progress made in the reconstruction/repair of infrastructure and facilities.



# INNOVATIVE CONCEPTS

## MONTHLY PROGRESS / STATUS REPORTING

The Project Manager will provide the Parish with precise and accurate monthly progress reports that summarize our team's activities, including a summary of project and FEMA grant status and any relevant issues that requires the Parish's approval or decision-making involvement. The project team will also prepare the quarterly reports required by federal code. Quarterly reports provided to GOHSEP are required to ensure appropriate and timely spending of the FEMA funding. CSRS will assist the Parish in meeting the reporting requirements.

## WEB-BASED DATA PORTAL

Additionally, CSRS will quickly deploy a web-based data portal where all project partners will access, exchange, or archive critical project information and reports. This secure portal will be available from anywhere in the world with Internet service and will provide real-time reporting capabilities for easy project monitoring and accountability. Through this innovative technology initiative, project status information and reports can be accessed by a secure log-in provided to those persons approved for such access by the Parish.



## INNOVATIVE CONCEPTS

At CSRS, we understand the importance of a successful track record, exceptional ability and expertise, innovative management and processes, and a thorough understanding of program and grants management dynamics in the selection of your consultant. To demonstrate some of our past successes, innovations, and additional differentiators, we offer the following in order to provide you with a more in-depth understanding of CSRS and our commitment to excellent work, every time and for every client, no matter how large or small.

### PROJECT MANAGEMENT CONTROLS SYSTEM (PMCS):

As a result of providing years of technical support to federal funding recipients, CSRS developed a database to merge Project Management and Grants Management processes into one, streamlined system. The Project Management Controls System (PMCS), developed in 2016, is owned and operated by CSRS, allowing for customization to address specific client needs and reporting requirements. The system tracks everything from creating a budget, to project worksheets, to invoicing, payments, and reimbursements, and has the ability to track and report separate funding sources. Using FEMA's cost line structure, the system was designed to separate expenses by cost line type, allowing clients to see actual costs incurred by line item rather than based on what has been submitted and reviewed by the state and FEMA, which is often times extremely old information.

PMCS also has the capability to link to project specific folders and documents that have been uploaded to Box, CSRS's file depository system. It also has an *ad hoc* query tool, allowing clients to request an array of reports on an as needed basis. Using a client specific Client Portal application, CSRS has the ability to create, customize, and standardize reports that are automatically updated and can be accessed by the client at any time. These reports can be customized to include logos, graphs, charts, tables, and utilizes information from PMCS and Vision, CSRS's time keeping system. Combining PMCS and Vision allows clients to monitor project management, grants management, and administrative costs as they relate to federal disaster funding.

### FEMA FUNDING INNOVATIONS:

CSRS was instrumental in the precedent setting Single Settlement Request (SSR) for New Orleans Public Schools (total FEMA funding \$2.4B), which was agreed to in 2009. The SSR funding amount was determined by grouping facilities into tranches, according to estimated damage, and applying a cost per square foot to the damaged facilities. The successful settlement agreement resulted in both an increase in FEMA Public Assistance funding, and the flexibility needed to rebuild a right-sized school system for the City of New Orleans after Katrina, rather than the traditional requirement to repair or replace exactly what had been disaster damaged. The success and benefit of this model directly informed alternations to the Stafford Act. The addition of Section 428 is directly modeled on the Single Settlement Request for New Orleans Public Schools and provides flexibility to recipients of federal funding to recover in a manner that best meets the needs of their disaster impacted community.



## INNOVATIVE CONCEPTS



### PROPRIETARY DAMAGE ASSESSMENT TOOL:

Based on lessons learned from past disaster recovery efforts and time spent capturing, organizing, and documenting damage assessments, CSRS has developed a cloud-based disaster damage assessment tool using Zerion Software, Inc. platform iFormBuilder. This tool has minimized risk of human error by streamlining and standardizing the damage assessment processes both in the field and in the office. The CSRS iForm application is a room-by-room assessment tool that can group facility features, identify quantities for both room and damaged component dimensions, capture, tag, and store photographs by room, and log damage assessor notes. The information from the field is digitally documented and structured into an array of reports including but not limited to a dashboard, facility level and room level damage description summary report, and an item-by-item FEMA Disaster Damage Description spreadsheet for cost estimating. CSRS can also work with Jefferson Parish prior to a storm event to customize the reporting format to meet expectations.

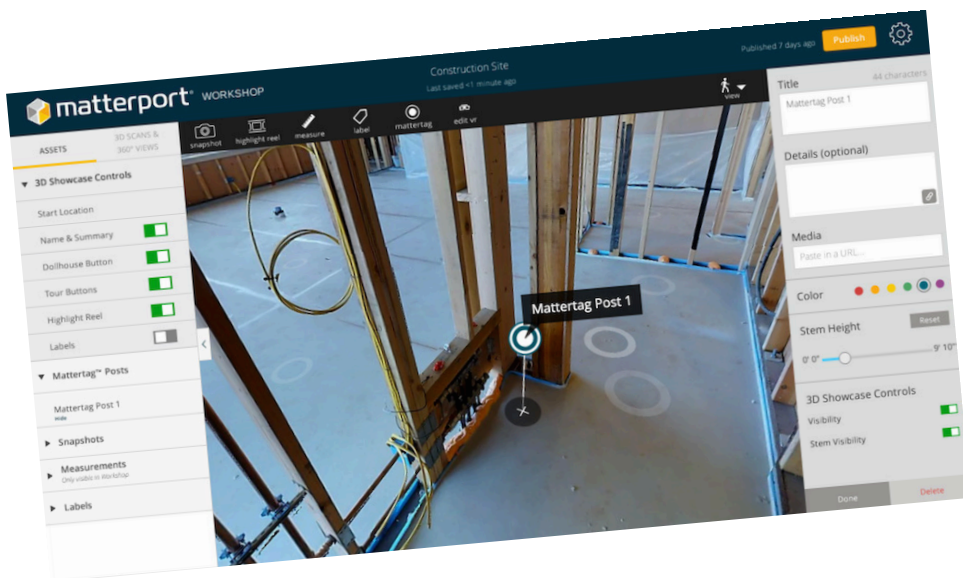
### HARD AND SOFT SKILL SETS TO MEET OUR CLIENTS' NEEDS AND REQUESTS:

Because CSRS has some of the country's best talent across a wide range of specialties and skill sets, we are able to effectively respond to any client request in an almost immediate timeframe. Beyond management technical assistance services, we are prepared to respond with specialized services as wide ranging as environmental sciences, historic preservation measures, master planning, design services, surveying, engineering, floodplain modeling, resilience planning and development, mitigation among numerous additional areas of focus and specialization.

### 360° DIGITAL PHOTOGRAPHY:

In addition to conventional data capture from our site visits, damage assessments and project management field site visits could include 360° digital photography. the Parish would be able to view these high-tech photographs using any web-based browser. When viewing captured facility assessment imagery, our 360° digital photography navigates around the entire room for full circumferential visibility. As a possible additional service, we can advance the use of this 360° photography to use Matterport scanning technology to build a 3D dimensional model of every facility. This service could be utilized during new construction to identify the utilities and systems located in the walls. The building would be scanned prior to the

insulation and gypsum board installation so that your facilities management team can troubleshoot future issues or renovations. A key feature of these scans provides zoom capability to capture specific elements of the scene for close-up inspection and further examination. These advanced images have accurate scalable capabilities and will allow the Parish to do more than simply read about the facilities—close-up interactive visuals will make the facilities come to life.







**REQUEST FOR PROPOSALS NO. RFP-0448 FOR**

# Consulting Services for Disaster Recovery and FEMA Public Assistance for the Jefferson Parish Department of Public Safety Grants & Administration

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

## **F. PROJECT SCHEDULE**



**Aligned with the details in the strategies listed above, we offer the following Project Work Plan to provide Jefferson Parish with immediate and measurable value for our retained disaster recovery grants management services, as if we are in Hurricane Ida response.**

**Proposed Start-Up Plan:** Continuity with CSRS as your Grants Management consultant, will ensure no time or productivity is lost in the ongoing management of Jefferson Parish's federal recovery funds. With our Grants and Project Management team, accompanied by our processes and platforms already in place, Jefferson Parish will not experience any transition risk or added costs that would otherwise be unrecoverable/un-reimbursable from FEMA or any other funding institutions as Jefferson Parish will not incur cost for duplicated services. Of equal or greater importance at this stage of the Jefferson Parish recovery program, continuity with CSRS will ensure no time or productivity is lost in the ongoing management of the Parish's federal recovery funds. This continuity is critical to the overall cash flow associated with the Jefferson Parish recovery program and associated Federal funds.

## FIRST 14 DAYS

- Initiate a FEMA/Jefferson Parish engagement plan consisting of weekly meetings with FEMA/GOHSEP. Develop an initial Damage Inventory (DI) list.

## FIRST 30 DAYS

- Establish the first 90-day schedule for detailed three-month task and production goals on FEMA program, which will be agreed upon by all parties.
- Review current reporting structure and adjust as needed to ensure the most effective and efficient format for reporting structure to the Parish after discussion between all parties, to include monthly reports, quarterly reports, and executive/parish briefings.
- Establish Key Performance Indicators (KPIs) for the CSRS team to ensure alignment of metrics for overarching and longer-term production objectives and ensure all parties agree to KPIs.

## FIRST 90 DAYS

- Execute agreed upon FEMA/Jefferson Parish engagement plan with FEMA/GOHSEP.
- Ensure all storm damages being submitted to FEMA are properly documented, including Debris Removal, Force Account Labor and Equipment, Emergency Protective Measures, Temporary Trailers, and any Permanent Repair projects, some associated contents per building.
- Minimize effort expended on the Category E, Permanent Repair Projects until feedback received from Insurance, as the Parish may be funded by Insurance.
- Assemble the backup and begin authoring the DDDs/SOW for the School approved Cat E/Permanent Repair Projects submitted to FEMA. Stay on standby for Parish approval to move on these projects.
- Coordinate with the Parish Risk Manager on all insurance developments so maximum efficiency can be achieved on effort to be expended on FEMA program's documentation requirements.

## LONG-TERM ACTIONS

- Collect, review, retain, and package grant data and backup.
- Assist in providing procurement guidance of professional firms and contractors in preparation for future events, as directed by the Parish.
- Reconcile scope and cost through the comparison of estimates to actuals.
- Develop eligibility arguments and justifications.
- Submit Reimbursement Requests to GOHSEP.
- Develop and submit all Version Requests, and Alternate, Improved, or 428 project requests, if the A/I vehicles make sense for the parish (for example, Improved project for Contents submittal if The Parish wishes to formalize said submittal once additional information is received from Insurance).
- Assist with the resolution of any older open disaster projects with outstanding overpayment issues. These can be addressed by withholding some Ida reimbursements instead of making a payment.
- Review pay requests to ensure adherence to compliance requirements.
- Package and submit all final closeout documentation.
- Prepare and support all internal and external audit proceedings as requested by the Parish.
- Provide monthly and executive reports to the Parish and Quarterly Reports to GOHSEP as required by the funding programs.



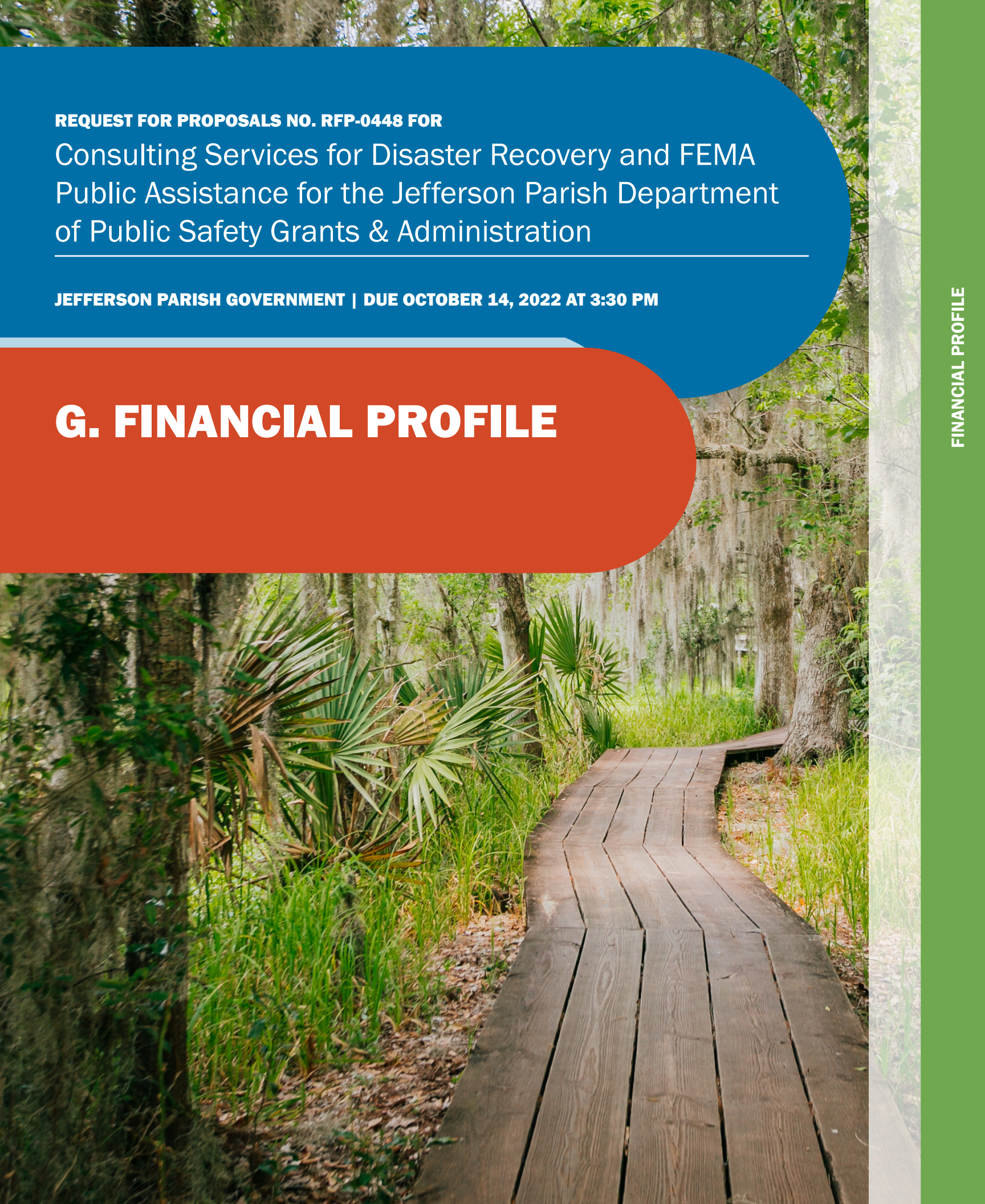
**REQUEST FOR PROPOSALS NO. RFP-0448 FOR**

# Consulting Services for Disaster Recovery and FEMA Public Assistance for the Jefferson Parish Department of Public Safety Grants & Administration

---

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

## **G. FINANCIAL PROFILE**





## CSRS FINANCIAL STABILITY STATEMENT

**CSRS Disaster Recovery Management, LLC, a wholly owned subsidiary of 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.**

**The financial stability of our subcontractor, BBEC, is reflected in the attached Financial Statements provided herein.**

**In compliance with the RFP requirements, we have provided financial statements for the past three (3) years for CSRS and BBEC, which are included in our Technical Proposal “Financial Profile”.**

# CSRS AUDITED FINANCIAL STATEMENT

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**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.



# CSRS AUDITED FINANCIAL STATEMENT

## 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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 650 Poydras Street, Suite 1200 • New Orleans, LA 70130  
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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

Total Current Assets	22,052,886
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##### **Investments in Joint Ventures**

1,089,706

##### **Other Assets**

1,032,631

##### **Property and Equipment, Net**

4,823,424

Total Assets	\$ 28,998,647
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#### 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

Total Current Liabilities	12,178,944
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##### **Long-Term Liabilities:**

Long-Term Debt	5,731,498
Obligations Under Capital Lease - Long-Term	1,185,149
Deferred Income Tax Liability	102,500

Total Liabilities	19,198,091
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##### **Members' Equity:**

Members' Equity	14,101,366
Receivables on Membership Units	(4,300,810)

Total Members' Equity	9,800,556
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Total Liabilities and Members' Equity	\$ 28,998,647
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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 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
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Operating Income	9,360,659
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#### 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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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 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	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 14,101,366</u>	<u>\$ (4,300,810)</u>	<u>\$ 9,800,556</u>

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	6,226,980

#### **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	(4,749,615)

#### **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	484,233

#### **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	\$ 161,133

#### **Supplemental Disclosure of Non-Cash Investing and**

##### **Financing Activities:**

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

The accompanying notes are an integral part of these combined 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 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.

# 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 31,096

Total Long-Term Debt	6,493,810
Less: Current Maturities	(762,312)
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.

# CSRS AUDITED FINANCIAL STATEMENT

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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
<b>Current Assets:</b>					
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
<b>Intercompany Receivables</b>	-	6,170,186	20,452	(6,190,638)	-
<b>Investments:</b>					
Investments in Joint Ventures	-	1,089,706	-	-	1,089,706
Investment in CSRS, LLC	14,017,032	-	-	(14,017,032)	-
<b>Other Assets</b>	-	1,032,631	-	-	1,032,631
<b>Property and Equipment, Net</b>	-	4,823,424	-	-	4,823,424
Total Assets	\$ 14,059,200	\$ 34,700,093	\$ 1,467,414	\$(21,228,060)	\$ 28,998,647
<b>LIABILITIES AND MEMBERS' EQUITY</b>					
<b>Current Liabilities:</b>					
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
<b>Intercompany Payables</b>	-	5,477,985	712,653	(6,190,638)	-
<b>Long-Term Liabilities:</b>					
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, LLC, CSRS Disaster Recovery, LLC and CSRS Workforce Management, LLC	Fides Consulting, LLC	Eliminations	Total
	CSRS Holdings, LLC				
<b>Revenues:</b>					
Professional Fees and Reimbursable Expenses	\$ -	\$ 60,312,671	\$ 3,466,967	(2,873,044)	\$ 60,906,594
<b>Project Expenses:</b>					
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
<b>General and Administrative Expenses:</b>					
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
<b>Other Income (Expense):</b>					
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

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**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.

# CSRS AUDITED FINANCIAL STATEMENT

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## 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

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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## 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

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

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

	2020	2019
<b>Current Assets:</b>		
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
Total Current Assets	11,131,985	5,321,861
<b>Investments in Joint Ventures</b>	1,132,908	1,146,981
<b>Due from Stockholders</b>	1,313,069	-
<b>Property and Equipment, Net</b>	260,379	303,560
Total Assets	\$ 13,838,341	\$ 6,772,402

#### LIABILITIES AND STOCKHOLDERS' EQUITY (DEFICIT)

	2020	2019
<b>Current Liabilities:</b>		
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
Total Current Liabilities	4,990,814	3,292,592
<b>Long-Term Liabilities:</b>		
Long-Term Debt	3,020,552	4,121,083
Deferred Income Tax Liability	102,500	102,500
Total Liabilities	8,113,866	7,516,175
<b>Stockholders' Equity (Deficit)</b>		
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)
Total Stockholders' Equity (Deficit)	5,724,475	(743,773)
Total Liabilities and Stockholders' Equity	\$ 13,838,341	\$ 6,772,402

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

## CSRS AUDITED FINANCIAL STATEMENT

## CSRS, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME (LOSS)

FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

	2020	2019
<b>Revenues:</b>		
Professional Fees and Reimbursable Expenses	\$ 32,389,502	\$ 23,867,879
<b>Project Expenses:</b>		
Project Payroll and Consultant Expenses	16,687,073	11,148,923
Gross Profit	15,702,429	12,718,956
<b>General and Administrative Expenses:</b>		
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	70,329	184,424
Total General and Administrative Expenses	11,482,287	11,942,864
Operating Income	4,220,142	776,092
<b>Other Income (Expense):</b>		
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)	46,445	(11,493)
	2,337,771	(1,623,397)
Net Income (Loss)	\$ 6,557,913	\$ (847,305)

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

# 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	<u>\$ 81,107</u>	<u>\$ 23,055</u>	<u>\$ 7,129,478</u>	<u>\$ (1,509,165)</u>	<u>\$ 5,724,475</u>

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

5

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# CSRS AUDITED FINANCIAL STATEMENT

## CSRS, INC. AND SUBSIDIARIES

### CONSOLIDATED STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

	2020	2019
<b>Cash Flows From Operating Activities:</b>		
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	2,353,914	330,509
<b>Cash Flows From Investing Activities:</b>		
Purchases of Property and Equipment	(82,841)	(53,921)
Advances to Stockholders	(1,313,069)	-
Change in Investments in Joint Ventures, Net	3,819	824,897
Net Cash Provided by (Used in) Investing Activities	(1,392,091)	770,976
<b>Cash Flows From Financing Activities:</b>		
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	46,649	-
Net Cash Provided by (Used in) Financing Activities	27,177	(1,576,491)
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>989,000</b>	<b>(475,006)</b>
<b>Cash and Cash Equivalents - Beginning of Year</b>	<b>9,627</b>	<b>484,633</b>
<b>Cash and Cash Equivalents - End of Year</b>	<b>\$ 998,627</b>	<b>\$ 9,627</b>
<b>Supplemental Disclosure of Cash Flow Information:</b>		
Cash Payments for:		
Interest	\$ 144,739	\$ 190,295
<b>Supplemental Disclosure of Non-Cash Investing and Financing Activities:</b>		
PPP Loan Forgiveness	\$ 2,304,500	\$ -
Notes Receivable Issued for Sale of Stock	\$ 186,597	\$ -
Notes Payable Issued for Purchase of Stock	\$ 404,240	\$ -

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



# CSRS AUDITED FINANCIAL STATEMENT

## 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 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 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:

	2020	2019
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:

	2020	2019
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:

	2020	2019
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	<u>153,577</u>	<u>112,980</u>
	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</u>		
<u>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)

# 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
<b>Equipment Financing:</b>		
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	69,212
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, is it 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

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.  
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,

*Hannis 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
	<u>8,113,866</u>	<u>(2,110,726)</u>	<u>527,681</u>	<u>6,530,821</u>
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>

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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**CSRS, INC.**

**CONSOLIDATED FINANCIAL STATEMENTS**

**DECEMBER 31, 2019**

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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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**CSRS, INC.**  
**CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 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.

# CSRS AUDITED FINANCIAL STATEMENT

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## **CONTENTS**

	<u>Page</u>
<b><u>INDEPENDENT AUDITORS' REPORT</u></b>	1 - 2
<b><u>CONSOLIDATED FINANCIAL STATEMENTS</u></b>	
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.

A handwritten signature in cursive script that reads "Postlethwaite &amp; Netterville".

Baton Rouge, Louisiana  
June 11, 2020

# CSRS AUDITED FINANCIAL STATEMENT

**CSRS, INC.**  
**BATON ROUGE, LOUISIANA**  
**CONSOLIDATED BALANCE SHEETS**  
**DECEMBER 31, 2019 AND 2018**

	<u>2019</u>	<u>2018</u>
<b><u>ASSETS</u></b>		
<b><u>CURRENT ASSETS</u></b>		
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>
<b><u>INVESTMENTS IN JOINT VENTURES</u></b>	<u>1,146,981</u>	<u>2,002,639</u>
<b><u>PROPERTY AND EQUIPMENT</u></b>	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>
<b>TOTAL ASSETS</b>	<u><u>\$ 6,772,402</u></u>	<u><u>\$ 9,206,590</u></u>
<b><u>LIABILITIES AND STOCKHOLDERS' EQUITY (DEFICIT)</u></b>		
<b><u>CURRENT LIABILITIES</u></b>		
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>
<b><u>LONG-TERM LIABILITIES</u></b>		
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>
<b><u>STOCKHOLDERS' EQUITY (DEFICIT)</u></b>		
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>
<b>TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY (DEFICIT)</b>	<u><u>\$ 6,772,402</u></u>	<u><u>\$ 9,206,590</u></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**  
**CONSOLIDATED STATEMENTS OF INCOME**  
**YEARS ENDED DECEMBER 31, 2019 AND 2018**

	<b><u>2019</u></b>	<b><u>2018</u></b>
<b>REVENUES</b>		
Professional fees and expenses	\$ 23,867,879	\$ 29,843,998
<b>PROJECT EXPENSES</b>		
Project payroll and consultant expenses	<u>11,148,923</u>	<u>13,509,063</u>
<b>GROSS PROFIT</b>	<u>12,718,956</u>	<u>16,334,935</u>
<b>GENERAL AND ADMINISTRATIVE EXPENSES</b>		
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>
<b>NET INCOME (LOSS)</b>	<u><u>\$ (847,305)</u></u>	<u><u>\$ 2,947,730</u></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
<b>Balance at January 1, 2018</b>	\$ 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
<b>Balance at December 31, 2018</b>	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
<b>Balance at December 31, 2019</b>	<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**

	<b>2019</b>	<b>2018</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income (loss)	\$ (847,305)	\$ 2,947,730
Adjustments to reconcile net income (loss) to net cash (used in) 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>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
Purchases of property and equipment	(53,921)	(65,650)
Change in investments in joint ventures, net	<u>824,897</u>	<u>(353,650)</u>
Net cash provided by (used in) investing activities	<u>770,976</u>	<u>(419,300)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
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	<u>61,896</u>	<u>1,924,610</u>
Net cash (used in) provided by financing activities	<u>(1,576,491)</u>	<u>3,318,106</u>
<b>CHANGE IN CASH AND CASH EQUIVALENTS</b>	<u>(475,006)</u>	<u>76,172</u>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<u>484,633</u>	<u>408,461</u>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<u><u>\$ 9,627</u></u>	<u><u>\$ 484,633</u></u>
<b>SUPPLEMENTAL CASH FLOW INFORMATION:</b>		
Cash paid for interest	<u><u>\$ 190,296</u></u>	<u><u>\$ 153,556</u></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 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 AUDITED FINANCIAL STATEMENT

## 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 AUDITED FINANCIAL STATEMENT

**CSRS, INC.**  
**BATON ROUGE, LOUISIANA**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**4. Notes Payable** (continued)

	<u>2019</u>	<u>2018</u>
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	<u>4,653,451</u>	<u>4,818,982</u>
Less current maturities	<u>(532,368)</u>	<u>(806,533)</u>
Total long-term notes payable	<u>\$ 4,121,083</u>	<u>\$ 4,012,449</u>

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 4<sup>th</sup> 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](http://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.

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



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 runs diagonally across the page.

David J. Moore, CPA/CFF, CFE  
Director

Attachment

# 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>
<b>Pro-Forma Balance Sheet</b>				
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)	<b>1,644,947</b>
	<u>\$ 6,772,402</u>			<u>\$ 6,772,402</u>
Working Capital	<u>\$ 2,029,269</u>			<u>\$ 2,029,269</u>
<b>Pro-Forma Income Statement</b>				
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.

## 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

Page: 2

BBEC Income Statement For the Twelve Months Ending December 31, 2019				
	Current Month		Year to Date	
Total Expenses	207,078.06	66.91	2,131,002.84	113.19
Net Income	\$ 101,328.18	32.74	\$ (249,418.09)	(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	\$	<u><u>128,029.70</u></u>

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	<u>128,509.52</u>
Total Liabilities & Capital	<u>\$ 466,461.80</u>

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
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>380,665.35</b>	<b>309,492.37</b>	<b>2,550,807.52</b>	<b>1,882,705.68</b>
<b>Cost of Sales</b>				
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
<b>Total Cost of Sales</b>	<b>873.96</b>	<b>1,086.13</b>	<b>5,097.37</b>	<b>1,120.93</b>
<b>Gross Profit</b>	<b>379,791.39</b>	<b>308,406.24</b>	<b>2,545,710.15</b>	<b>1,881,584.75</b>
<b>Expenses</b>				
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	396,675.57	206,875.26	3,011,642.19	2,130,800.04
Net Income	\$ (16,884.18)	\$ 101,530.98	\$ (465,932.04)	\$ (249,215.29)

For Management Purposes Only



## BBEC FINANCIAL STATEMENT

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
		<hr/>
Total Current Assets		23,737.76
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)
		<hr/>
Total Property and Equipment		57,808.11
Other Assets		
		<hr/>
Total Other Assets		0.00
		<hr/>
Total Assets	\$	<u>81,545.87</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
		<hr/>
Total Current Liabilities		701,164.73
Long-Term Liabilities		
Car Loan Payable - TLB		32,429.86
Car Loan Payable - WRB		16,193.14
		<hr/>
Total Long-Term Liabilities		48,623.00
		<hr/>
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)
		<hr/>

Unaudited - For Management Purposes Only

# BBEC FINANCIAL STATEMENT

BBEC Balance Sheet December 31, 2020	
Total Capital	(329,809.76)
Total Liabilities & Capital	\$ 419,977.97

## 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 Income Statement For the Twelve Months Ending December 31, 2021			
	Current Month		Year to Date	
Net Income	\$	(127,100.08)	(88.93) \$	249,745.29
				8.09

## 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
		<hr/>
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)
		<hr/>
Total Property and Equipment		31,784.18
Other Assets		<hr/>
Total Other Assets		0.00
Total Assets	\$	<hr/> <hr/> (2,853.27)

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$	165,000.00
American Express Payable		13,565.30
Due to JAB		20,000.00
		<hr/>
Total Current Liabilities		198,565.30
Long-Term Liabilities		
Car Loan Payable - TLB		17,191.12
Car Loan Payable - WRB		8,624.61
		<hr/>
Total Long-Term Liabilities		25,815.73
Total Liabilities		224,381.03
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
		<hr/>
Total Capital		(227,234.30)
Total Liabilities & Capital	\$	<hr/> <hr/> (2,853.27)

Unaudited - For Management Purposes Only





**REQUEST FOR PROPOSALS NO. RFP-0448 FOR**

**Consulting Services for Disaster Recovery and FEMA  
Public Assistance for the Jefferson Parish Department  
of Public Safety Grants & Administration**

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

**H. PRICE PROPOSAL**

## RATE AND POSITION SCHEDULE

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**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-0448 FOR**

**Consulting Services for Disaster Recovery and FEMA  
Public Assistance for the Jefferson Parish Department  
of Public Safety Grants & Administration**

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

**ATTACHMENTS**

# LICENSES

## STACEY NORRIS DANNER CSRS, LLC

6115 Patton Street  
New Orleans LA, 70118  
(318) 347-3450  
staceynorrisdanner@gmail.com

License #8337

Date of Licensure: 7/21/2015

Expiration Date: 12/31/2022

Status: Active

