

**24-77644 BUSINESS PROPOSAL  
ATTACHMENT E**

**Instructions:** Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.

***Business Proposal***

**2.3.1 General (optional)** - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

**2.3.2 Respondent's Company Structure** - Please include in this section the legal form of the Respondent's business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

Laurits R. Christensen Associates, Inc. (LRCA) is an S-corporation formed in the State of Wisconsin. Christensen Associates Energy Consulting, LLC is limited liability company organized under LRCA. (3 Attachments included.)

We're in the business of developing innovative solutions to complex, real-world problems. Sometimes that means developing custom econometric techniques that enables a utility to conserve energy by understanding how pricing policies and programs affect consumption. Other times, it means measuring Total Factor Productivity for the United States Postal Service so they can deliver more mail, to more people, more efficiently. Whatever the problem, our team of economists, statisticians, data scientists, and support staff has precisely what it takes to solve it.

Attachments:

Attachment 1: Organizational Chart

Attachment 2: LRCA Dept of Financial Institutions

Attachment 3: Christensen Associates Energy Consulting LLC

**2.3.3 Respondent's Diversity, Equity and Inclusion Information** - With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity,

equity, and inclusion. Also, what is the demographic compositions of Respondents' Executive Staff and Board Members, if applicable.

It is the policy of Laurits R. Christensen Associates, Inc. to promote equal employment opportunities through a positive continuing program of specific practices designed to ensure the full realization of equal employment opportunity without regard to age, race, religion, color, gender, physical condition, developmental disability, sexual orientation, national origin, protected veteran status, disability status, gender identity or any other basis of discrimination prohibited or protected by local, state, or federal law. Laurits R. Christensen Associates, Inc. is committed to promoting affirmative action policies and practices in employment programs to achieve a balanced work force.

The demographic composition of the Board of Directors is as follows: Four white males; two white females. The executive staff includes one white male and one white female.

**2.3.4 Company Financial Information** - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

Laurits R. Christensen Associates, Inc. is a privately held company. As such, it is our policy to keep our financial statements confidential. They have never been publicly released. In lieu of providing an income statement and balance sheet, we have included a letter from our banking partners, First Business Bank. We've had a long-standing business relationship (more than 25 years) with Mr. Tom Dott and he's able to attest to our demonstrated financial stability over the long term. Christensen Associates has been in business for forty-eight years and has had positive net income every year since inception. Christensen Associates Energy Consulting, LLC is a wholly owned subsidiary of Laurits R. Christensen Associates, Inc.

Attachment 4: Attestation of Financial Stability\_First Business Bank

**2.3.5 Integrity of Company Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and

correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

Tammy Droessler, Chief Executive Officer of Laurits R. Christensen Associates, Inc. and Senior Vice President of Christensen Associates Energy Consulting, LLC is responsible for ensuring that the financial information supplied with this proposal is an accurate reflection of the company's financial situation.

**2.3.6 Contract Terms/Clauses** - Please provide the requested information in RFP Section 2.3.6.

All mandatory contract terms are accepted. If awarded a contract, we request the following modifications to the Professional Services Contract:

28. Insurance.

1. Commercial General Liability: we request minimum liability limits not less than \$1,000,000 each occurrence. (per person limit deleted)

2. Automobile Liability: we request minimum liability limits not less than \$1,000,000 per occurrence. (per person limit deleted)

4. Fiduciary Liability (if applicable): we request that this requirement be removed, or if not, change the limit to no less than \$2,000,000 in the aggregate. (per cause of action deleted)

7. Cyber Liability: we request that the limit be changed to \$5,000,000 in aggregate. (\$700,000 per occurrence deleted or further defined).

**2.3.7 References** - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive two (2) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment H** should be submitted to [idoareferences@idoa.in.gov](mailto:idoareferences@idoa.in.gov). **Attachment H** should be submitted no more than ten (10) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

Customer 1	
Legal Name of Company or Governmental	British Columbia Hydro and Power

Entity	Authority (“BC Hydro”)
Company Mailing Address	333 Dunsmuir St
Company City, State, Zip	Vancouver, British Columbia, V6B 5R3
Company Website Address	<a href="http://www.bchydro.com">www.bchydro.com</a>
Contact Person	Joe Maloney
Contact Title	Senior Regulatory Manager
Company Telephone Number	778.879.7173
Company Fax Number	n/a
Contact E-mail	<a href="mailto:Joe.maloney@bchydro.com">Joe.maloney@bchydro.com</a>
Industry of Company	Electric Utility
<b>Customer 2</b>	
Legal Name of Company or Governmental Entity	New Hampshire Department of Energy
Company Mailing Address	21 S. Fruit St.
Company City, State, Zip	Concord, New Hampshire, 03301
Company Website Address	<a href="https://www.energy.nh.gov/">https://www.energy.nh.gov/</a>
Contact Person	Tom Frantz
Contact Title	Director of Regulatory
Company Telephone Number	(603) 271-6334
Company Fax Number	n/a
Contact E-mail	<a href="mailto:Thomas.C.Frantz@energy.nh.gov">Thomas.C.Frantz@energy.nh.gov</a>
Industry of Company	State Agency
<b>Customer 3</b>	
Legal Name of Company or Governmental Entity	EPCOR Distribution & Transmission
Company Mailing Address	2000-10423 101 Street NW
Company City, State, Zip	Edmonton, Alberta, T5H 0E8
Company Website Address	<a href="http://www.epcor.com">www.epcor.com</a>
Contact Person	Saqib Chaudhary
Contact Title	Vice President
Company Telephone Number	780.441.7109
Company Fax Number	n/a
Contact E-mail	<a href="mailto:schaudhary@epcor.com">schaudhary@epcor.com</a>
Industry of Company	Electric Utility

**2.3.8 Registration to do Business** – Per RFP 2.3.8, Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

Christensen Associates will complete the required registration with the Secretary of State if a contract is awarded. We are not currently registered with the Indiana Secretary of State.

- 2.3.9 Authorizing Document** - Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

Tammy Droessler, Chief Executive Officer/Senior Vice President, is legally authorized to sign, execute, and acknowledge agreements legally binding Laurits R. Christensen Associates, Inc. and Christensen Associates Energy Consulting, LLC to the terms and conditions contained in those agreements.

Attachment 5: Members Agreement\_January 2023\_Authorized Signer

**2.3.10 Diversity Subcontractor Agreements**

- a. Per RFP Section 1.21, Minority & Women's Business Enterprises (MBE/WBE), and 1.22 Indiana Veteran Owned Small Business Subcontractor (IVOSB), explain process followed to engage with potential MBE, WBE and IVOSB owned, Indiana certified businesses listed on Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership.
- b. If not proposing each MBE, WBE or IVOSB subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

We do not intend to use subcontractors for this project. We're able to complete the scope of work using our own resources. However, when employing subcontractors, CA Energy Consulting makes a good faith effort to increase the participation of WMDVBE in the performance of work.

**2.3.11 Evidence of Financial Responsibility** – Removed at the request of the agency.

This section will indicate the ability to provide the mandatory evidence of financial responsibility. See Section 1.25 of RFP for details.

- 2.3.12 General Information** - Each Respondent must enter your company's general information including contact information.

Business Information	
Legal Name of Company	Christensen Associates Energy Consulting, LLC
Contact Name	Tammy Droessler

Contact Title	Chief Executive Officer / Sr. Vice President
Contact E-mail Address	tcdroessler@LRCA.com
Company Mailing Address	800 University Bay Drive, Suite 400
Company City, State, Zip	Madison, WI 53705
Company Telephone Number	608-231-2266
Company Fax Number	N/A
Company Website Address	<a href="http://www.LRCA.com">www.LRCA.com</a> or <a href="http://www.CAenergy.com">www. CAenergy.com</a>
Federal Tax Identification Number (FTIN)	39-1365234
Number of Employees (company)	44
Years of Experience	48
Number of U.S. Offices	1
Year Indiana Office Established (if applicable)	N/A
Parent Company (if applicable)	Laurits R. Christensen Associates, Inc.
Revenues (\$MM, previous year)	Private
Revenues (\$MM, 2 years prior)	Private
% Of Revenue from Indiana customers	Proprietary Information

- a. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

Yes, included as an attachment.

Attachment 6: Description of Disaster Recovery Plan

- b. What is your company's technology and process for securing any State information that is maintained within your company?

Christensen Associates maintains a mature and robust cybersecurity program to ensure the confidentiality, integrity, and availability of data. Our layered, defense-in-depth strategy includes the following components:

- documented and authoritative security policies based on the NIST Cybersecurity Framework;
- annual security training for all employees, emphasizing phish identification;
- baseline workstation configurations with significant security hardening;
- endpoint detection and response on all workstations and domain controllers that includes signature identification and behavioral analysis;
- an automated and aggressive patch management program;
- access control policies implementing least privilege and need-to-know strategies;
- multi-factor authentication for all internet-enabled access to data, including email, cloud storage, and VPN;
- multi-factor authentication for all administrative level access;
- vulnerability detection and reporting from internal workstation processes and third-party on-premises scanning;

- network segmentation between data processing, business administration, and information technology units;
- strong firewall protection that denies all by default, provides near real-time protection against new threats, blocks DNS queries to known malicious domains, and implements SSL inspection;
- minimization of internet-exposed attack surface to a single VPN access point;
- 3-2-1 backups including offline and offsite backups to LTO tape;
- physical destruction of unneeded data storage devices by NAID-certified vendors;
- data loss prevention monitoring.

The program is implemented by in-house staff and led by a Director of IT who is a Certified Information Services Security Professional (CISSP).

**2.3.13 Experience Serving State Governments** - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts.

Our firm has worked with state and government agencies across the U.S. on similar projects and other projects of similar size. Most recently, we assisted state agencies in New Hampshire and Utah with reviewing rate applications, the former involving a review of performance-based regulation issues. In past years, we have assisted state regulatory authorities in Maine, Nebraska, and Texas, providing economic analysis and research support.

On projects of similar size, we have assisted the Wisconsin Department of Transportation, as well as the U.S. Department of Transportation, conducting research and producing formal reports. We have also assisted the United States Postal Service for decades with productivity analysis and incentive regulation issues.

**2.3.14 Experience Serving Similar Clients** - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

Our firm regularly assists large clients with conducting research and producing high quality research reports. Most recently, we filed a major report on performance-based regulation on behalf of the British Columbia Hydro and Power Authority, a crown corporation with a service territory of approximately 4 million customers. This research report, completed in December 2023, contained a review of incentive regulation frameworks currently active across North America. The report also contained an analysis of the applicability of various incentive mechanisms to the integrated electric utility, which covers most of British Columbia. Both of these elements of the report overlap with the work requested by the IURC for its report.

Our firm has also provided reports, testimony, and presentations on behalf of regulatory commissions, research institutes, and utilities in numerous jurisdictions as part of our ongoing consulting work. This work includes the following examples.

- Testimony on performance-based regulation for regulatory authorities:
  - New Hampshire Department of Energy



- Maine Public Utilities Commission
- Research report on alternative regulation for the Public Utilities Commission of Texas (2016).
- Testimony on performance-based regulation for government owned, municipally owned, and investor owned utilities:
  - BC Hydro (described above)
  - EPCOR Utilities
  - Eversource
  - National Grid
  - Fitchburg Gas & Electric
- Research reports on behalf of the Electric Power Research Institute (EPRI)
  - Review of methodologies for cost benefit analysis
  - White papers on pricing
  - Evaluation of pilot programs
- Reports evaluating demand response programs for some of the largest utilities in the United States:
  - Pacific Gas & Electric
  - Southern California Edison
  - San Diego Gas & Electric
- Workshops and conference presentations on regulatory issues, including incentive regulation, for various institutions:
  - The Edison Electric Institute
  - The Wisconsin Public Utilities Institute
  - EUCI
  - The Federal Energy Regulatory Commission

Through this work, we have developed a track record of expertise on incentive regulation issues, as well as the ability to produce clear written work and communicate through the presentation of materials before various stakeholders.

For more examples of our experience, please see Attachment F, the Technical Proposal (Question 2.4.3.7).

**2.3.15 Indiana Preferences** - Pursuant to IC 5-22-15-7, Respondent may claim only one (1) preference. For the purposes of this RFP, this limitation to claiming one (1) preference applies to Respondent's ability to claim eligibility for Buy Indiana points. **Respondent must clearly indicate which preference(s) they intend to claim. Additionally, the Respondent's Buy Indiana status must be finalized when the RFP response is submitted to the State.**

Approval will be system generated and sent to the point of contact email address provided within the Bidder Registration profile. This is to be attached as a screenshot (copied/pasted) for response evaluation.

Buy Indiana



Refer to Section 2.7 for additional information.

N/A

**2.3.16 Payment** - Please provide the requested information in RFP Section 2.3.15.

Removed at the Request of Agency per the RFP

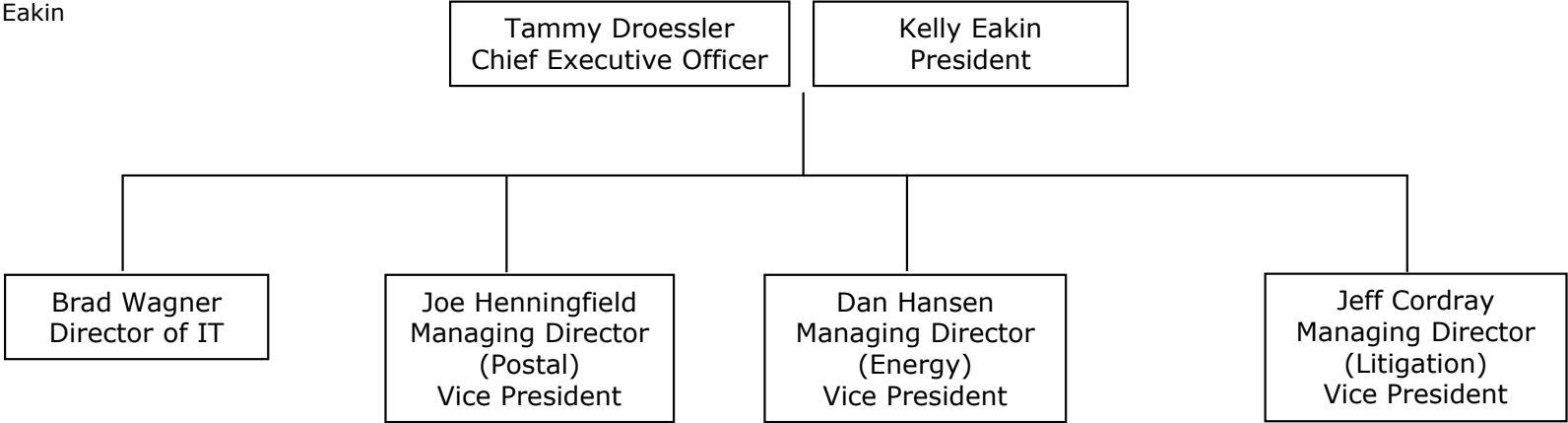
**2.3.17 Extending Pricing to Other Governmental Bodies** – Indicate your willingness to extend prices of awarded products and/or services to other governmental bodies per RFP section 2.3.17.

Removed at the Request of Agency per the RFP

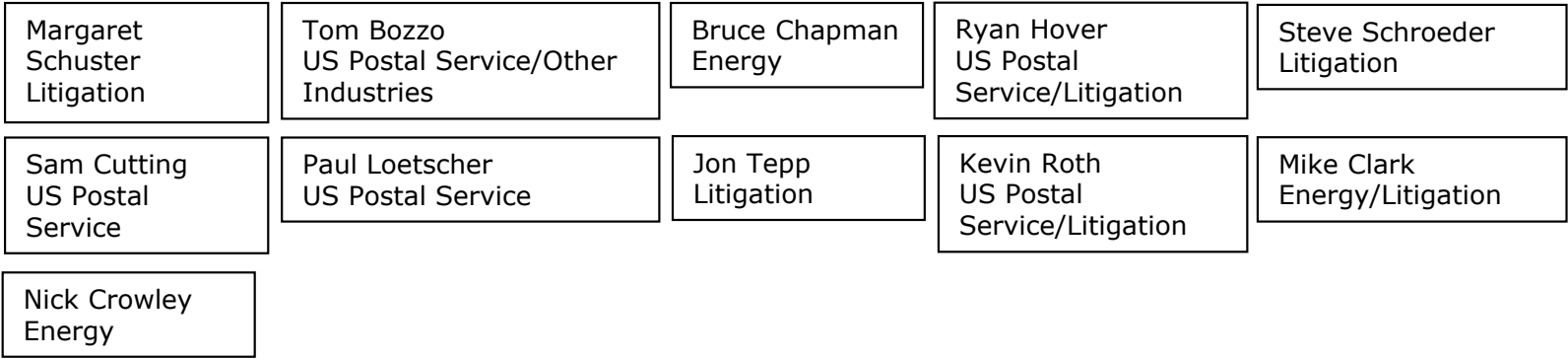
# Laurits R. Christensen Associates, Inc.

Board of Directors

Laurits R. Christensen, Chairman Emeritus  
Dianne C. Christensen, Chairperson  
Douglas W. Caves, Vice Chairman  
Carl Degen  
Tammy Droessler  
Kelly Eakin



Vice Presidents



United States of America

State of Wisconsin

DEPARTMENT OF FINANCIAL INSTITUTIONS

Division of Corporate & Consumer Services



To All to Whom These Presents Shall Come, Greeting:

I, Jennifer Dohm, Deputy Administrator of the Division of Corporate and Consumer Services, Department of Financial Institutions, do hereby certify that

**LAURITS R. CHRISTENSEN ASSOCIATES, INC.**

is a domestic corporation or a domestic limited liability company organized under the laws of this state and that its date of incorporation or organization is September 25, 1980.

I further certify that said corporation or limited liability company has, within its most recently completed report year, filed an annual report required under ss. 180.1622, 180.1921, 181.0214 or 183.0120 Wis. Stats., and that it has not filed articles of dissolution.



IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the official seal of the Department on October 25, 2022.

A handwritten signature in black ink that reads "Jennifer Dohm".

JENNIFER DOHM, Deputy Administrator  
Division of Corporate and Consumer Services  
Department of Financial Institutions

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DFI/Corp/33

**To validate the authenticity of this certificate**

Visit this web address: <http://www.wdfi.org/apps/ccs/verify/>

Enter this code: **346119-85B6F911**

United States of America

State of Wisconsin

DEPARTMENT OF FINANCIAL INSTITUTIONS

Division of Corporate & Consumer Services



To All to Whom These Presents Shall Come, Greeting:

I, Jennifer Dohm, Deputy Administrator of the Division of Corporate and Consumer Services, Department of Financial Institutions, do hereby certify that

**CHRISTENSEN ASSOCIATES ENERGY CONSULTING, LLC**

is a domestic corporation or a domestic limited liability company organized under the laws of this state and that its date of incorporation or organization is February 18, 2005.

I further certify that said corporation or limited liability company has, within its most recently completed report year, filed an annual report required under ss. 180.1622, 180.1921, 181.0214 or 183.0120 Wis. Stats., and that it has not filed articles of dissolution.



IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the official seal of the Department on October 25, 2022.

JENNIFER DOHM, Deputy Administrator  
Division of Corporate and Consumer Services  
Department of Financial Institutions

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DFI/Corp/33

**To validate the authenticity of this certificate**

Visit this web address: <http://www.wdfi.org/apps/ccs/verify/>

Enter this code: **346124-9FE8E4E0**



February 22, 2024

Indiana Department of Administration  
Procurement Division  
Attention: Lindsey Osborne  
402 W. Washington St., Room W468  
Indianapolis, Indiana 46204

RE: Financial Stability

To Whom It May Concern:

Laurits R. Christensen Associates, Inc. (dba Christensen Associates/Christensen Associates Energy Consulting) has been in business for more than forty-eight years. Throughout this time, Christensen Associates has met its financial obligations and demonstrated financial stability. First Business Bank holds our long-standing relationship in the highest regard.

If I may be of further assistance, please feel free to contact me.

A handwritten signature in dark ink, appearing to read 'T.E. Dott'.

Thomas E. Dott  
Senior Vice President  
Commercial Banking  
(608) 232-5983

## MEMBERS AGREEMENT

THIS AGREEMENT ("Agreement") by the undersigned member (the "Member", or, with any other persons that become parties to this agreement in the future, collectively, the "Members,") of **Christensen Associates Energy Consulting, LLC**, a Wisconsin limited liability company (the "Company"), for the purposes set forth below, and, is effective as of January 1, 2023.


### RECITALS

NOW, THEREFORE, in consideration of the mutual promises made in this Agreement, the Member agrees as follows:

**Officers.** Until the Members agree otherwise, the day-to-day business affairs of the Company shall be handled by its President: B. Kelly Eakin; Senior Vice President/Chief Executive Officer: Tammy Droessler; and Daniel G. Hansen, Vice President; as designated by the Member or Members. The President/Senior Vice President/Vice President shall have such authority as given by the Member or Members. The Members may appoint such other officers from time to time as determined to be desirable.

B. Kelly Eakin and Tammy Droessler shall have authority to sign legally binding documents on behalf of Christensen Associates Energy Consulting, LLC.

Christensen Associates Energy Consulting, LLC  
Sole Member

By:   
Tammy Droessler, Senior Vice President/CEO

# **Description of *Business Continuity and Disaster Recovery Plan***

**March 5, 2024**



800 University Bay Dr #400  
Madison, WI 53705-2299

608.231.2266  
[www.LRCA.com](http://www.LRCA.com)



## INTRODUCTION

This document describes the general framework of the *Christensen Associates Business Continuity and Disaster Recovery Plan* ("plan"). The plan identifies potential major incidents that could disrupt business operations and provides a detailed playbook for prevention, mitigation, response, and recovery to ensure the continued operation of the business. The specific details of the plan are not revealed so that our ability to respond is not compromised and that our vulnerabilities to certain risks are not increased.

## ELEMENTS OF THE PLAN

The plan has three basic elements applied to each of the major incident risks.

- **Business Impact Analysis** identifies the processes vital to Christensen Associates and the threats that specific major incidents would pose to those processes. This analysis provides an understanding of the potential impacts of major incidents on the different areas of business operation, as well as the potential overall impact on the business as a whole.
- **Continuity Planning** describes the actions Christensen Associates would immediately take to maintain operations with the least disruption and to mitigate physical and financial damage in the event of major incidents.
- **Disaster Recovery** describes specific procedures to regain capabilities. While disaster recovery would begin immediately after a major incident, it has a longer horizon as equipment and facilities are replaced.

The goal of these elements is to minimize the stress and impacts on employees, clients and infrastructure through considered thinking, clear communication, and calm guidance.

## RISKS CONSIDERED

This plan explicitly considers a wide variety of common risks to businesses. These include, but are not limited to, the following:

- Cyberattack and Ransomware
- Internet Outages and Other Loss of Essential Services
- Pandemics and Other Public Health Events
- Fire and Water Damage and Other Natural Disasters
- Theft and Sabotage

For each risk, the plan provides an assessment of likelihood and potential impact, and a game plan for responding.

## IMPLEMENTATION

Senior management and the Information Technology team have a detailed understanding of the plan. All employees know of the plan's basic elements and understand the importance adhering to the plan should a major incident occur. Copies of the plan are kept both on-site and off-site so that the plan is readily accessible should the need occur.

## **BENEFITS OF A BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN**

The development and maintenance of this plan provides several significant benefits, including:

- Regular assessment of risks and their management.
- Identification of immediate actions to reduce risks.
- Facilitation of practice drills.
- Continual thinking on best responses and risk reduction.
- Immediate responses to major incidents.
- Lower stress on employees, clients, and infrastructure in the case of a major incident.
- Improved physical safety in case of a major incident.

## **REVIEW AND UPDATE**

The plan is regularly reviewed by senior management and the Information Technology team. The plan is updated annually, or more frequently if needed. The plan was reviewed and updated as of February 2024.