



Smart. Focused. Done Right.®

ScottMadden, Inc.
1 Speen Street
Suite 150
Framingham, MA 01701
508-202-7918
scottmadden.com

October 7, 2025

Highly Confidential

Mr. Eric Rocchio
Regulatory Case Manager
Central States Water Resources, Inc.
1650 Des Peres Road, Suite 303
Des Peres, MO 63131

Re: Bluegrass Water Utility Operating Company, Inc.

Dear Mr. Rocchio:

ScottMadden, Inc. ("ScottMadden") is pleased to provide this engagement letter to Central States Water Resources, Inc. ("CSWR" or the "Company") regarding sponsoring a rate of return study and testimony for CSWR's subsidiary, Bluegrass Water Utility Operating Company, Inc. ("Bluegrass"). We understand CSWR expects to file a rate case on behalf of Bluegrass before the Kentucky Public Service Commission (the "Commission") in November 2025. The remainder of this letter describes ScottMadden's proposed approach to this engagement and summarizes our proposed commercial terms.

We believe that ScottMadden is highly qualified and well-positioned to provide the requested services in a thorough, efficient, and cost-effective manner. Our partners, staff, and executive advisors have significant experience in testifying in rate case proceedings for gas and electric utilities throughout North America. Our experience includes: (1) preparing pre-filed testimony, supported by research and analysis; (2) preparing responses to discovery; (3) reviewing testimony of Staff and other witnesses; (4) providing live testimony at evidentiary hearings; (5) assisting with cross-examination of other witnesses; (6) assisting in preparation of briefs and presentations to commissions; and (7) participating in settlement conferences/discussions.

SCOTTMADDEN'S BACKGROUND

Founded in 1983, ScottMadden is a general management consulting firm serving the North American energy market. Since our founding, we have provided independent and objective counsel to more than 500 clients worldwide.

At ScottMadden, we do what it takes to get it done right. Our seasoned practitioners possess a wealth of industry experience that gives us a deeper understanding of the challenges our clients are facing. Our practice areas include Energy; Corporate & Shared Services; and Rates & Regulation. Our service offerings range from strategic planning through implementation across many industries, business units, and functions.

Getting it done right is about working side-by-side with our clients. It's about solving the right problem in the right way. And it's about doing it all with integrity, tenacity, and a genuine passion throughout the entire process. Our broad and deep energy utility expertise is not theoretical, it is experience-based. Our clients trust us with their most important challenges. They know that chances are, we have seen and solved a similar problem to theirs. They know we will do what we say we will do with integrity and determination, and we will produce real results.

SCOPE OF WORK

It is our expectation that the requested consulting services encompass the following:

- Provide a rate of return analysis for Bluegrass to be supported by a consolidated pre-filed direct testimony and exhibits.

It is also our understanding that the following consulting services may be required:

- Responding to data requests from opposing parties;
- Reviewing and analyzing the direct, rebuttal, and surrebuttal testimonies of other parties to the case, as necessary;
- Preparing rebuttal and surrebuttal testimony, as necessary;
- Testifying before the Commission on issues related to the rate of return;
- Assisting in the preparation of testimony in support of settlement, should the case be negotiated and settled by stipulation;
- Assisting in the preparation of legal briefs (if required); and
- Reviewing the proposed and/ or final decisions, as necessary.

METHODOLOGY

ScottMadden will develop a recommended cost rate of common equity based upon the results of the application of the Discounted Cash Flow Model ("DCF"), Risk Premium Model ("RPM"), and the Capital Asset Pricing Model ("CAPM") for a proxy group of water utilities, which is consistent with the opportunity cost standards encapsulated in *Hope*¹ and *Bluefield*². Both the use of proxy utilities and multiple common equity cost rate models adds reliability and accuracy to the informed expert judgment used in arriving at a recommended common equity cost rate.

All these common equity cost rate models will be used as primary tools in arriving at a recommended common equity cost rate, because no single model is so inherently precise that it can be relied upon solely to the exclusion of other theoretically sound models. The results of the application of these cost of equity models will be reviewed, in light of the average total investment risk of the proxy companies compared with that of Bluegrass, to determine whether or not (and to what extent) any risk adjustment(s) to the indicated return on equity based upon the proxy utilities is (are) warranted.

Finally, ScottMadden's recommended return on equity will be evaluated for reasonableness in light of current and expected capital market and economic conditions.

¹ *Federal Power Commission v. Hope Natural Gas Co.*, 320 U.S. 561 (1944).

² *Bluefield Water Works Improvement Co. v. Public Serv. Comm'n*, 262 U.S. 679 (1922).

DATA REQUIREMENTS

An initial data request is included in this proposal letter as Attachment A. Any additional data required to complete the study will be requested in a timely fashion so the direct testimony and exhibit will be completed before the filing date.

WORK PRODUCT

The results of the recommended rate of return study will be summarized in Excel spreadsheet format and provided to the Company. All work product, i.e., draft testimonies and accompanying exhibits, draft data request responses, etc. will be provided in accordance with the schedule set by the Company.

PROJECT TEAM

Dylan D'Ascendis, Partner, will oversee this engagement and be responsible for the overall quality, timeliness, and cost-effectiveness of the project deliverables. Mr. D'Ascendis is an experienced consultant with more than 17 years of operating and consulting experience in the energy industry. Mr. D'Ascendis has testified in over 150 regulatory proceedings before 40 regulatory bodies, including the Commission. Mr. D'Ascendis has extensive experience in rate of return analyses, class cost of service, rate design, and valuation for regulated public utilities.

ScottMadden proposes Matthew Howard, Director, CRRA, CVA, sponsor the rate of return study and serve as the expert witness in this proceeding. Mr. Howard is an experienced consultant and has been with ScottMadden for eight years. Mr. Howard has testified regarding rate of return in 14 regulatory proceedings before 10 regulatory bodies. He has authored and co-authored several valuation reports for water and wastewater utilities, which included the calculation of the weighted average cost of capital.

Resumes and testimony listings for Messrs. D'Ascendis and Howard are provided as Attachment B to this proposal.

PROPOSED COMMERCIAL TERMS

For the purpose of a rate of return analysis and ready-to-file direct testimony and accompanying exhibit supporting a return on equity recommendation, ScottMadden proposes a fixed fee of \$27,500. With respect to the preparation of rebuttal testimony, surrebuttal testimony, responding to discovery, hearing preparation and attendance, and post-hearing assistance for the filing, we would bill for services on a time and materials basis at the rates provided in Table 1, below.

Table 1: Proposed Schedule of Hourly Professional Fees

Position	Rate
Partner	\$485.00
Director	\$395.00
Manager	\$370.00
Senior Associate	\$330.00
Associate	\$285.00
Senior Analyst	\$200.00
Analyst	\$170.00
Administrative Assistant	\$65.00

ScottMadden's normal practice is to invoice monthly for professional fees and travel expenses (with no mark-up), as well as for our reasonable direct expenses, as incurred, with no additional mark-up, and support costs.


We truly appreciate the opportunity to submit this proposal to CSWR. Please be assured that we will work with you to deliver the results you require, and in doing so, will exceed your expectations. If we have omitted or misunderstood anything, we will gladly modify our proposal.

Should you have any questions or wish to discuss this proposal, please feel free to contact me at your convenience via phone (609.680.8695) or email (ddascendis@scottmadden.com). I look forward to working with you and your staff on your upcoming rate case.

Kind regards,

Dylan W. D'Ascendis
Partner

(signature page follows)

ACCEPTED AND AGREED:	
Central States Water Resources, Inc.	
By:	
Name:	Aaron Silas
Title:	Assistant VP, Customer Experience & Regulatory Operations
Date:	11/3/2025
Contact for Invoices	
Name:	Brent Thies
Email:	ap@cswrgroup.com



ATTACHMENT A

Initial Data Request



Bluegrass Water Utility Operating Company, Inc.
2025 Rate Case
Initial Data Request
Rate of Return

1. Please provide Bluegrass Water Utility Operating Company's ("Company") Annual Report filed with the Kentucky Public Service Commission for the years 2019 – 2024.
2. Please advise whether this proceeding will be a multi-year rate case or a traditional rate case.
3. Please provide the Company's construction expenditures estimated for the rest of 2025 through 2030, including sources and uses of such funds.
4. Please provide the Company's capital structure objectives with regard to the mix of long-term debt, preferred stock and common equity ratios.
5. Please provide the requested cost of long-term debt and short-term debt at the end of the projected test year.
6. Please provide any information or materials regarding factors which have and/or likely will uniquely affect the business risk of the Company including, but not limited to, the Company's compliance with the provisions of the Safe Drinking Water Act, infrastructure replacement surcharges, conservation mechanisms and proposed requests for changes in rate design (i.e. decoupling mechanisms).
7. Please provide any information on any existing or requested rate stabilization mechanisms in the Company's present rate design, i.e. automatic pass through riders, infrastructure replacement surcharges, weather normalization, etc.
8. Please provide a copy of the Company's five-year forecast, if available.
9. Please provide a copy, even if initially in draft form, of the Company's accounting exhibits, when available.
10. Please provide the original cost rate base claim estimated at the end of the test year.
11. Please provide funds from operations calculating funds from operations / interest coverage and funds from operations / total debt ratios on a pro forma basis (i.e., assuming the full rate increase is granted), if available.
12. Details with respect to any preferred format for the testimony and / or the accompanying financial exhibit, specifically the designation of the individual schedules in the financial exhibit.
13. Please advise whether supporting workpapers will be required to be provided with or soon after the filing. If so, please advise whether electronic or paper copy is preferred.
14. Please provide a brief description of the Company's service area and number of customers.



ATTACHMENT B

Project Team Resumes

Summary

Dylan is an experienced consultant and a Certified Rate of Return Analyst (CRRA) and Certified Valuation Analyst (CVA). Dylan joined ScottMadden in 2016 and is a leading expert witness with respect to cost of capital, capital structure, and valuation. He has served as a consultant for investor-owned and municipal utilities and authorities for 17 years. Dylan has testified as an expert witness on over 150 occasions regarding rate of return, cost of service, rate design, and valuation before more than 40 regulatory jurisdictions in the United States and Canada, an American Arbitration Association panel, and the Superior Court of Rhode Island. He also maintains the benchmark index against which the Hennessy Gas Utility Mutual Fund performance is measured. Dylan holds a B.A. in economic history from the University of Pennsylvania and an M.B.A. with concentrations in finance and international business from Rutgers University.

Areas of Specialization

- Expert Witness Testimony
- Rates and Regulation
- Return on Equity
- Valuation
- Utility Regulations
- Rate Case Planning, Management, and Support
- Utility Benchmarking

Recent Articles and Speeches

- "Decoupling, Risk Impacts, and the Cost of Capital." Co-authored with Richard A. Michelfelder, Ph.D., Rutgers University and Pauline M. Ahern. *The Electricity Journal*. March 2020
- "Decoupling Impact and Public Utility Conservation Investment." Co-authored with Richard A. Michelfelder, Ph.D., Rutgers University and Pauline M. Ahern. *Energy Policy Journal*. 130 (2019), 311-319
- "Establishing Alternative Proxy Groups." Presentation before the Society of Utility and Regulatory Financial Analysts: 51st Financial Forum. April 4, 2019. New Orleans, LA
- "Past Is Prologue: Future Test Year." Presentation before the National Association of Water Companies 2017 Southeast Water Infrastructure Summit. May 2, 2017. Savannah, GA
- "Comparative Evaluation of the Predictive Risk Premium Model™, the Discounted Cash Flow Model and the Capital Asset Pricing Model." Co-authored with Richard A. Michelfelder, Ph.D., Rutgers University, Pauline M. Ahern, and Frank J. Hanley. *The Electricity Journal*. May 2013
- "Decoupling: Impact on the Risk and Cost of Common Equity of Public Utility Stocks." Presentation before the Society of Utility and Regulatory Financial Analysts: 45th Financial Forum. April 17-18, 2013. Indianapolis, IN

Recent Assignments

- Provided expert testimony on the cost of capital for ratemaking purposes before numerous state utility regulatory agencies
- Maintains the benchmark index against which the Hennessy Gas Utility Mutual Fund performance is measured
- Sponsored valuation testimony for a large municipal water company in front of an American Arbitration Association Board to justify the reasonability of their lease payments to the city
- Co-authored a valuation report on behalf of a large investor-owned utility in response to a new state regulation which allowed the appraised value of acquired assets into rate base

Summary

Matthew is an experienced consultant, a Certified Rate of Return Analyst (CRRA), and a Certified Valuation Analyst (CVA). Matthew joined ScottMadden in 2017 and has provided written testimony as an expert witness on several occasions regarding rate of return. He has also authored and co-authored valuation reports on several occasions and provided primary support on numerous occasions. In addition, he has extensive experience working across a variety of regulatory matters, having supported over 100 proceedings and filings. Matthew earned a B.A. in psychology from the University of Colorado and an M.B.A. with honors, concentrating in finance, from Babson College. Matthew also has experience managing funds for Babson College's endowment and conducting investment research at an investment advisory during a summer internship.

Areas of Specialization

- Return on Equity
- Valuation
- Capital Structure
- Rates and Regulation

Recent Assignments

- Provided expert testimony on the cost of capital for ratemaking purposes before state utility regulatory agencies.
- Authored valuation report on behalf of investor-owned utility for regulatory filing purposes.
- Provides ongoing primary support across various regulatory proceedings on the cost of capital.

EXPERT WITNESS TESTIMONY LISTING

Sponsor Company	Date Filed	Docket No.	Subject Matter
Arizona Corporation Commission			
Cactus State Utility Operating Company, LLC	10/2024	WS-21155A-24-0219	Rate of Return
Hawaii Public Utilities Commission			
Aqua Puhi LLC dba Puhi Sewer & Water Co.	06/2025	2025-0213	Rate of Return
Princeville Utilities Company, Inc.	05/2025	2025-0172	Rate of Return
Launiupoko Water Company, Inc.	12/2023	2023-0465	Rate of Return
Kansas Corporation Commission			
Atmos Energy Corporation	09/2022	23-ATMG-359-RTS	Return on Equity, Capital Structure
Louisiana Public Service Commission			
Utilities Inc. of Louisiana	09/2025	U-37704	Return on Equity
Atmos Energy Corporation	01/2023	U-36658	Return on Equity
Maine Public Utilities Commission			
The Maine Water Company	03/2025	2024-00291	Return on Equity
The Maine Water Company	07/2023	2023-00065	Return on Equity
Maryland Public Service Commission			
Maryland Water Service	03/2024	Case No. 9729	Return on Equity
Maryland Water Service	09/2021	Case No. 9671	Return on Equity
Michigan Public Service Commission			
Alpena Power Company	06/2021	Case No. U-21045	Rate of Return
New Jersey Board of Public Utilities			
Aqua New Jersey, Inc.	01/2024	WR24010067	Rate of Return
Pennsylvania Public Utilities Commission			
Community Utilities of Pennsylvania, Inc.	11/2023	R-2023-3043804; R-2023-3042805	Rate of Return
Virginia State Corporation Commission			
Massanutten Public Service Corporation	01/2024	PUR-2024-00017	Rate of Return
Atmos Energy Corporation	06/2023	PUR-2023-00008	Return on Equity

PRIMARY TESTIMONY SUPPORT EXPERIENCE

Sponsor Company	Date Filed	Docket No.	Subject Matter
Regulatory Commission of Alaska			
ENSTAR Natural Gas Company	08/2022	Docket No. TA334-4	Rate of Return
Alberta Utilities Commission			
AltaLink, L.P., and EPCOR Distribution & Transmission, Inc.	02/2023	Proceeding ID. 27084	Return on Equity, Capital Structure
AltaLink, L.P., and EPCOR Distribution & Transmission, Inc.	01/2020	Proceeding ID. 24110	Return on Equity, Capital Structure
Arizona Corporation Commission			
EPCOR Water Arizona, Inc.	06/2024	WS-01303A-24-0130	Rate of Return
Arizona Water Company	05/2024	W-01445A-24-0117	Rate of Return
Foothills Water & Sewer, LLC	10/2023	WS-21182A-23-0292	Rate of Return and Fair Value Rate Base

Sponsor Company	Date Filed	Docket No.	Subject Matter
EPCOR Water Arizona Inc	08/2022	WS-01303A-22-0236	Return on Equity
EPCOR Water Arizona Inc	06/2020	WS-01303A-20-0177	Return on Equity
Arizona Water Company – Western Group	12/2019	W-01445A-19-0278	Return on Equity
Southwest Gas Corporation	05/2019	G-01551A-19-0055	Return on Equity
Arkansas Public Service Commission			
Southwestern Electric Power Company	07/2021	Docket No. 20-070-U	Return on Equity
CenterPoint Energy Resources Corp.	05/2021	Docket No. 21-004-U	Return on Equity
Entergy Arkansas, LLC	11/2020	Docket No. 16-036-FR	Return on Equity
Southwestern Electric Power Company	02/2019	Docket No. 19-008-U	Return on Equity
Liberty Utilities (Pine Bluff Water) Inc.	10/2018	Docket No. 18-027-U	Return on Equity
California Public Utilities Commission			
Southwest Gas Corporation	08/2019	Docket No. A-19-08-015	Return on Equity, Capital Structure
Colorado Public Utilities Commission			
Atmos Energy Corporation	08/2022	Proceeding No. 22AL-0348G	Return on Equity
District of Columbia Public Service Commission			
Washington Gas Light Company	01/2020	Formal Case No. 1162	Return on Equity
Potomac Electric Power Company	05/2019	Formal Case No. 1156	Return on Equity
Federal Energy Regulatory Commission			
LS Power Grid California, LLC	10/2020	Docket No. ER21-195-000	Return on Equity
LS Power Grid New York Corporation I	12/2019	Docket No. ER20-716-000	Return on Equity
Duke Energy Progress, LLC	11/2019	Docket No. EL20-4-000	Respond to Compliant Testimony Regarding Return on Equity
Florida Public Service Commission			
Utilities, Inc. of Florida	06/2020	Docket No. 20200139	Return on Equity
Hawaii Public Utilities Commission			
Launiupoko Irrigation Co., Inc.	12/2020	Docket No. 2020-0217	Return on Equity, Capital Structure
Kansas Corporation Commission			
Empire District Electric Company	02/2019	19-EPDE-223-RTS	Return on Equity
Kentucky Public Service Commission			
Atmos Energy Corporation	07/2022	Case No. 2022-00222	Return on Equity
Louisiana Public Service Commission			
Southwestern Electric Power Company	12/2020	Docket No. U-35441	Return on Equity
Maryland Public Service Commission			
Washington Gas Light Company	04/2019	Case No. 9605	Return on Equity
Potomac Edison Company	08/2018	Case No. 9490	Return on Equity
Massachusetts Department of Public Utilities			
NSTAR Electric Company d/b/a Eversource Energy	11/2018	DPU 18-76/DPU 18-77/DPU 18-78	Response to Direct Testimony by Attorney General Witness regarding Remuneration Rate Section 83C
Michigan Public Service Commission			
Indiana Michigan Power Company	06/2019	Case No. U-20359	Return on Equity
SEMCO Energy Gas Company	05/2019	Case No. U-20479	Return on Equity
Mississippi Public Service Commission			

Sponsor Company	Date Filed	Docket No.	Subject Matter
Great River Utility Operating Co.	07/2022	Docket No. 2022-UN-86	Rate of Return
Missouri Public Service Commission			
Confluence Rivers Utility Operating Company, Inc.	01/2023	Case No. WR-2023-0006/SR-2023-0007	Rate of Return
Spire Missouri Inc.	12/2020	Case No. GR-2021-0108	Return on Equity
Nevada Public Utilities Commission			
Southwest Gas Corporation	02/2020	Docket No. 20-02023	Return on Equity
New Jersey Board of Public Utilities			
Middlesex Water Company	05/2023	Docket No. WR23050292	Rate of Return
North Carolina Utilities Commission			
Old North State Water Co., Inc.	06/2024	Docket No. W-1300, Sub 100	Rate of Return
Piedmont Natural Gas Company, Inc.	04/2019	Docket No. G-9, Sub 743	Return on Equity
Aqua North Carolina, Inc.	07/2018	Docket No. W-218, Sub 497	Return on Equity
Oklahoma Corporation Commission			
Empire District Electric Company	03/2019	Cause No. PUB 201800133	Return on Equity
Pennsylvania Public Utility Commission			
Borough of Ambler	06/2022	R-2022-3031704	Rate of Return
Citizens' Electric Company of Lewisburg	05/2022	R-2022-3032369	Rate of Return
Valley Energy Company	05/2022	R-2022-3032300	Rate of Return
Vicinity Energy Philadelphia, Inc.	04/2021	R-2021-3024060	Rate of Return
Tennessee Public Utility Commission			
CSWR -- Texas Utility Operating Company, LLC	02/2023	Docket No. 54565	Rate of Return
Public Utility Commission of Texas			
Oncor Electric Delivery Company LLC	05/2022	Docket No. 53601	Return on Equity
Southwestern Electric Power Company	10/2020	Docket No. 51415	Rate of Return
CenterPoint Energy Houston Electric LLC	02/2019	Docket No. 49421	Return on Equity
Entergy Texas, Inc.	05/2018	Docket No. 48371	Return on Equity
Texas Railroad Commission			
Atmos Pipeline -- Texas, a Division of Atmos Energy Corporation	05/2023	OS-23-00013758	Return on Equity
EPCOR Gas Texas Inc.	06/2020	GUD 10988	Return on Equity, Capital Structure, Cost of Debt
CenterPoint Energy Resources Corp. d/b/a CenterPoint Energy Entex and CenterPoint Energy Texas Gas	10/2019	GUD 10920	Return on Equity, Capital Structure, Cost of Debt
Atmos Energy Corporation -- Mid-Tex Division	10/2018	GUD 10779	Return on Equity, Capital Structure
Atmos Energy Corporation -- West Texas Division	06/2018	GUD 10743	Return on Equity
Atmos Energy Corporation -- Mid-Texas Division	06/2018	GUD 10742	Return on Equity
Virginia State Corporation Commission			
Aqua Virginia, Inc.	07/2023	PUR-2023-00073	Rate of Return

WOODSMALL LAW OFFICE

ATTORNEY AT LAW

Street Address:

1025 Warson Woods Drive, St. Louis, Missouri 63122

Telephone: (573) 797-0005

October 30, 2024

L. Russell Mitten
General Counsel
CSWR, LLC.
1630 Des Peres Road, Suite 140
St. Louis, MO 63131

Dear Mr. Mitten:

Per our conversation today, this will confirm that I have agreed to represent CSWR with regard to day to day legal and regulatory needs of CSWR. I am pleased to undertake this engagement on your behalf. At this time, I wish to set forth our agreement regarding payment of fees and other matters.

My goal is to provide you with conscientious, competent, and diligent legal services. However, I cannot achieve this goal without your cooperation. I cannot properly represent you without your full assistance in furnishing accurate and complete information as and when requested. My obligation to continue providing services is subject to:

- Your full and prompt cooperation in accurately and completely producing or disclosing any information I may reasonably request in this engagement.
- Your full and prompt assistance in responding to discovery demands by opposing parties.
- Your full and prompt payment of all sums due under this agreement for services rendered or expenses incurred or advanced.

Failure to comply with the conditions listed above constitute grounds for me to terminate this agreement.

Confidential information refers to any data or information relating to CSWR which would reasonably be considered to be private or proprietary to CSWR and that is not generally known and where the release of the confidential information could reasonably be expected to cause harm to CSWR. I agree that I will not disclose, divulge, reveal, report or use, for any purpose, any confidential information which I have obtained, except as authorized by CSWR or as required by law. The obligation of confidentiality will apply during the term of this agreement and will survive indefinitely following termination of this agreement. All written and oral information and material disclosed or provided by CSWR to me under this agreement is

confidential information regardless of whether it was provided before or after the date of this agreement of how it was provided to me.

The term of this agreement will begin on the date of this agreement and will remain in full force and effect indefinitely until terminated as provided herein. This agreement may be terminated at any time by either party. In the event that you terminate my services, I may bill and be paid for all fees and costs incurred to termination. Unless I specifically agree to do so in writing, I will not be obligated to perform any further services on your behalf after receipt of your notice of termination.

I expect to bill you monthly for my time and disbursements. My hourly cost is \$630.00. Disbursements will be at my cost and typically include delivery charges, express charges, filing fees (if needed), and any out-of-town travel expenses. Payment will be due thirty (30) days after receipt of the statement.

In consideration of your Company's reputation, I do not require a retainer at this time. Should, however, a payment record not be developed as in accord with our mutual expectations, I would need to discuss a retainer with you. Were a retainer required, the retainer would remain in my client trust account for the duration of my representation, my statements would be charged against that amount, and the retainer replenished as needed, periodically. Any remaining balance will be returned to you immediately upon conclusion or termination of my representation. I would reserve the right to use any part of this retainer to satisfy a delinquent payment, and to discontinue representation if the retainer were not replenished.

Unless I receive instructions from you to the contrary, I may use unencrypted email to communicate with you and others about your case.

In providing the services under this agreement, it is expressly agreed that I am acting as an independent contractor and not as an employee. We both agree that this agreement does not create a partnership or joint venture between us and is exclusively a contract for service. CSWR is not required to pay, or make any contributions to, any social security, local, state or federal tax, unemployment compensation, workers' compensation, insurance premium, profit-sharing, pension or other employee benefit. I am solely responsible for paying, and complying with reporting requirements for all local, state and federal taxes related to payments made to me under this agreement.

All notices, requests, demands or other communications required or permitted by the terms of this agreement will be given in writing and delivered by email to you at rmitten@cswrgroup.com or to me at david.woodsmall@woodsmalllaw.com.

I will send you copies of pleadings, documents, correspondence, and other information throughout this engagement. When I have completed this engagement, I will close my file and return any original documents to you. It is my practice to store my files in a digital format and destroy any paper files provided by CSWSR. I will store the digital file for approximately five years from the date the information was created unless there is a legal requirement to maintain it longer. I will then destroy the file.

We both acknowledge that this agreement is non-exclusive and that either party will be free, during and after the term of this agreement, to engage or contract with third parties for the provision of services similar to the services provided under this agreement.

By your signature to this retention agreement, you represent that you are authorized to act on behalf of CSWR and to bind that entity to the terms of this agreement. Further, while I am authorized to work with other employees at CSWR, my direction for legal matters will come solely from you or other authorized members of the CSWR leadership team.

If you have any questions, you can reach me at [david.woodsmall@woodsmalllaw.com](mailto: david.woodsmall@woodsmalllaw.com) or 573-797-0005. Thank you very much for your attention to this matter.

Sincerely,

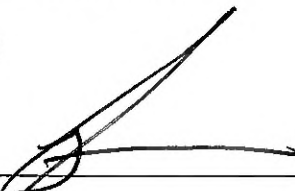
WOODSMALL LAW OFFICE

By: 

David Woodsmall

ACCEPTED AND AGREED TO:

CSWR, LLC

By:  _____

Date: 10/30/24