Exhibit F

TESTIMONY

of

LAMARGO SWEEZER-FISCHER

on behalf of

GRIDLIANCE LOUISIANA, LLC

March 7, 2025

EXHIBIT

I. INTRODUCTION

Q. PLEASE STATE YOUR NAME AND BUSINESS ADDRESS.

A. LaMargo Sweezer-Fischer. 700 Universe Boulevard, Juno Beach, Florida 33408.

Q. BY WHOM ARE YOU EMPLOYED AND IN WHAT CAPACITY?

A. I am employed by NextEra Energy Transmission, LLC ("NEET"), as Vice President of Operations. NEET is an indirect, wholly-owned subsidiary of NextEra Energy, Inc. ("NextEra Energy"). As Vice President of Operations for NEET, I am responsible for directing the safe, reliable, and cost-effective operations of NEET's operating transmission facilities across North America, including those owned by NEET's subsidiaries, to ensure operational excellence via the comprehensive application of processes, procedures, and standards for transmission operations. In this capacity, I have responsibility for control center operations, transmission line and substation field asset operations, installation, and maintenance for current NEET assets, including those of New Hampshire Transmission, LLC ("NHT"), Lone Star Transmission, LLC ("Lone Star") in Texas, Trans Bay Cable LLC ("Trans Bay Cable") and Horizon West Transmission, LLC ("Horizon West") in California, GridLiance High Plains LLC ("GridLiance HP") in Kansas and Oklahoma, NextEra Energy Transmission New York, LLC ("NEETNY"), and the East-West Tie ("EWT") Transmission Line in Ontario, Canada.

Q. PLEASE DESCRIBE YOUR EDUCATIONAL AND PROFESSIONAL EXPERIENCE.

A. In 1999, I started my career at Florida Power & Light Company ("FPL") in substation engineering and have held various positions at FPL and affiliated companies, including my current position of Vice President of Operations at NEET. I earned a Master of Business Administration from Florida Atlantic University in 2003 and a bachelor's degree in

electrical engineering graduating summa cum laude from Tuskegee University in 1999. I am also a graduate of the Harvard Business School Advanced Management Program. A copy of my resume is provided as Exhibit MSW-1.

Q. ON WHOSE BEHALF ARE YOU TESTIFYING IN THIS PROCEEDING?

A. I am testifying for GridLiance Louisiana, LLC ("GLL"), which is an indirect wholly owned subsidiary of NEET.

Q. HAS THIS TESTIMONY BEEN PREPARED BY YOU OR UNDER YOUR SUPERVISION?

A. Yes.

Q. HAVE YOU PREVIOUSLY TESTIFIED BEFORE THE LOUISIANA PUBLIC SERVICE COMMISSION ("LPSC")?

A. No.

Q. WHAT IS THE PURPOSE OF YOUR DIRECT TESTIMONY IN THIS PROCEEDING?

A. The purpose of my testimony is to: (1) address the technical capabilities of NextEra Energy, NEET, and GLL, and (2) address the following public interest factors set forth in the Commission's General Order 1994: 2, 4, and 15.

Q. ARE YOU SPONSORING ANY EXHIBITS WITH YOUR TESTIMONY?

A. Yes, Exhibit MSF-1, my resume, and Exhibit MSF-2, an operations and maintenance ("O&M") agreement between GLL and Southwest Louisiana Electric Membership Corporation ("SLEMCO").

III. TECHNICAL CAPABILITIES

Q. PLEASE DESCRIBE THE TECHNICAL COMPETENCE AND EXPERIENCE OF NEET AND GLL.

A. NEET is the parent company of various NextEra Energy subsidiaries that own and operate regulated transmission facilities outside of Florida. NEET's subsidiaries own, operate, and develop significant high-voltage transmission infrastructure across the United States.

In particular, NEET is the direct parent company of:

- Lone Star, which owns, operates, and maintains approximately 350 miles of 345 kilovolt ("kV") transmission lines within the Electric Reliability Council of Texas region;

- NHT, which owns operates, and maintains a 345 kV substation connecting a major generating facility to the ISO New England transmission grid in New Hampshire;

- TBC, which owns, operates, and maintains an approximately 53-mile, ±200 kV submarine high-voltage direct current transmission system in San Francisco, California area; and

- Horizon West, which owns, operates, and maintains a 230 kV substation in San Diego County, California and is developing another high-voltage substation project in northern California.

- NEETNY, which owns, operates, and maintains a 345-kilovolt (kV) transmission line in Niagara and Erie County, New York.

- GridLiance operating companies;

    - GridLiance West, which owns approximately 170 miles of 230 kV transmission line and six substations in Nevada.

- GridLiance High Plains, which owns approximately 444 miles of 115kV and 69 kV transmission lines and 13 substations in Oklahoma and 33 miles of 69 kV transmission and 5 substations in Kansas.

- GridLiance Heartland, which owns approximately 53 miles of 161 kV transmission in Illinois and Kentucky and 2 substations in Illinois.

Other assets include a 280-mile, 230 kV transmission line in northern Ontario, Canada, known as EWT.

As a subsidiary of NextEra Energy, GLL is fully supported by the Operations teams that work for FPL, NextEra Energy Resources, LLC ("NEER"), and various NEET subsidiaries, including Lone Star and Trans Bay Cable. The NextEra Energy companies operate under a support services model, which enables the overall organization to apply a best practices philosophy, a highly skilled workforce, and economies of scale across all of its companies, including GLL. Through this model, NextEra Energy employs experienced operation and support service personnel assigned to the Project. This organization at NextEra Energy is called "Power Delivery" and is responsible for all assets that deliver electricity to customers. The Power Delivery group employs over 3,200 highly experienced operations and maintenance professionals with an industry-leading track record in safety and reliability. The NextEra Energy companies offer vast experience in building, operating, and maintaining transmission infrastructure throughout the U.S. and Canada and a proven ability to do so with industry-leading safety, reliability, and cost-effectiveness.

Q. HOW DO NEET SUBSIDIARIES OPERATE THE PROPOSED ACQUIRED TRANSMISSION ASSETS?

A. While the transmission facilities and associated equipment ("Transmission Assets") GLL proposes to acquire, which are listed in Ms. Natalie Smith's testimony, will be owned by GLL, the NextEra Energy companies collectively own and operate approximately 13,328 miles of transmission lines and over 1,200 substations across North America, making NextEra Energy one of the industry's largest and most experienced transmission utilities. For example, in Texas, the NextEra Energy team has designed, permitted, constructed, operated, and maintained Lone Star's approximately 350 miles of 345 kV transmission lines similar to the Project. Additionally, other NEET subsidiaries are active in every regional transmission organization and independent system operator in the U.S. These entities were among the first non-incumbents to be awarded transmission construction projects by system operators and utility commissions in California, New York, Texas, and Ontario, Canada.

I oversee NEET's Operations personnel responsible for the O&M of NEET's transmission facilities. NEET's Operations personnel operate and monitor these facilities 24 hours a day, seven days a week from North American Electric Reliability Corporation ("NERC") - certified control centers located in Austin, Texas; Albany, New York; and Pittsburg, California. NEET also utilizes O&M support personnel from its affiliates within the NextEra Energy organization, including FPL.

FPL is a top electric utility nationally in terms of both reliability and O&M cost performance ($/retail megawatt-hour). FPL owns and operates approximately 9,487 miles of transmission in its service territory. Personnel from FPL's Transmission and Substation

team are involved in the O&M of NextEra Energy's subsidiaries' high-voltage transmission assets. FPL's experience includes owning, operating, and maintaining transmission assets and associated control systems, working with various municipalities, and permitting agencies, maintaining good relationships with the affected communities and agencies during times of construction and maintenance, successfully minimizing impacts on sensitive environmental areas, and protecting wildlife habitats. In addition, through its ownership of these significant utility resources, NextEra Energy subsidiaries also have significant leverage with key suppliers and vendors, which often translates into enhanced technical capabilities as well as reduced cost.

Q. HOW DOES NEXTERA ENERGY VIEW SAFETY AND RELIABILITY OF SERVICE?

A. Safety is a core value and a cornerstone of our commitment to the health and well-being of our customers, employees, and the community. It is of utmost importance to NextEra Energy that our employees and the public remain injury-free each and every day. At NextEra Energy, we have embraced a ZeroToday! safety culture, an initiative to drive employees' safe behaviors and practices in daily work supported by Human Performance Excellence tools to help an individual maintain positive control of a work situation, avoiding risks that can turn into unsafe conditions and the Voluntary Protection Program ("VPP") of the Occupational Safety and Health Administration ("OSHA"). In VPP, management, labor, and OSHA establish cooperative relationships at workplaces that have implemented a comprehensive safety and health management system.

NextEra Energy and its subsidiaries also place a strong emphasis on reliability of service. For example, System Average Interruption Duration Index ("SAIDI") is a well-

known and widely used measure in the utility industry, representing the average time that a customer is out of service in a year due to outages of a non-major event. SAIDI is the best overall indicator for reliability since it encompasses two other standard industry recognized reliability metrics: System Average Interruption Frequency Index and Customer Average Interruption Duration Index. For more than a decade, FPL has attained the best overall transmission and distribution system reliability among all Florida investor-owned utilities, as measured by SAIDI. In 2023, FPL's SAIDI was the best among Florida investor-owned utilities and in 2022 approximately 66 percent better than the national average. In fact, FPL has been named one of the most reliable utilities in the industry year over year and maintains top decile reliability metrics. PA Consulting recognized FPL in 2023 with the Outstanding System Resiliency Award, as well as with the Southeast Region Reliability Excellence Award for the eleventh year in a row. Also in 2023, the Edison Electric Institute awarded FPL with its Emergency Response Award for its contributions in rebuilding the energy grid after Hurricane Idalia impacted communities in Florida, Georgia, and South Carolina.

Q. PLEASE DESCRIBE NEXTERA ENERGY'S APPROACH TO CYBERSECURITY.

A. NextEra Energy is committed to protecting its employees, business partners, customers, and clients from malicious cyber acts. Decisive and prescriptive measures are used to safeguard information collected, processed, stored, and transmitted while maintaining the confidentiality, integrity, and availability of information and technology systems necessary for the company's daily operations.

The NextEra Energy cybersecurity program strategically aligns cybersecurity with our business goal, to reduce risk, to build a culture that is aware of cybersecurity, and to increase confidence with our internal and external stakeholders. In addition to having strong internal cybersecurity controls, we perform regular external assessments of our cybersecurity program maturity using industry recognized frameworks. The results of this assessment are used to define the strategic direction of the program to address gaps or risk items identified. We also perform testing that spans across various technology systems in the company to search for signs of malicious compromise. This activity lasts for several weeks and is performed by industry experts. Lastly, due to the scale of NextEra Energy's programs, we work closely with industry peers, trade associations, the U.S. Department of Energy, and the National Labs to benchmark program capabilities and share cyber threat information. We continue to make significant investments to reduce our risk of a successful cybersecurity attack and are recognized across the sector as a leader in this space.

IV. GENERAL ORDER 1994 FACTORS

Q. PLEASE ADDRESS FACTOR 2 FROM GENERAL ORDER 1994: WHETHER THE PURCHASER IS READY, WILLING, AND ABLE TO CONTINUE PROVIDING SAFE, RELIABLE, AND ADEQUATE SERVICE TO THE UTILITY'S RATEPAYERS?

A. GLL and MISO will continue the safe, reliable, and adequate service of the Transmission Assets. The transfer of the Transmission Assets to GLL will enable the Transmission Assets to come under the operational control of MISO. GLL will operate the Transmission

Assets at MISO's direction. MISO has a proven track record of providing safe, reliable, and adequate transmission operation service.

GLL will operate, at MISO's direction, the Transmission Assets from its 24 hours a day, seven days a week NERC-certified control center in Austin, TX. The GLL operators will be in direct communication with MISO and Entergy Louisiana, LLC as an adjacent transmission owner and operator, as needed. Affiliates of GLL work with other transmission operators on a daily basis to ensure reliable operation of the transmission grid. In fact, NEET subsidiaries, like GLL, own and operate transmission in ten states and Ontario Canada.

Further, GLL has access to the extensive, enterprise-wide technical resources of its ultimate parent company, NextEra, and NextEra's subsidiaries that own and operate bulk power system facilities, like FPL and the NEET subsidiaries. These resources consist of the following:

- Power Delivery – consisting of over 3,200 highly experienced operations and maintenance team members with an industry-leading track record in safety and reliability;
- Engineering and Construction Organization – consisting of over 150 engineers and construction project managers with substantial experience in large-scale energy infrastructure projects;
- Integrated Supply Chain – consisting of over 400 sourcing and procurement specialists that leverage NextEra's significant purchasing power and relationships with strategic industry vendors;
- Environmental Services – consisting of over 100 environmental subject matter experts who specialize in minimizing project impact to the environment, as well as reducing permitting and schedule risk to projects; and

- Regulatory and Legal – consisting of over 200 attorneys and regulatory specialists, with particular expertise in federal, state, and local regulatory proceedings affecting the energy sector.

As mentioned, GLL will have access to FPL's expertise and expertise as a highly regarded operator and maintainer of high voltage transmission, with an excellent track record on the hardening of its system against hurricanes. Therefore, GLL, operating the Transmission Assets at MISO's direction, will continue the safe, reliable, and adequate service of the Transmission Assets.

Q. PLEASE ADDRESS FACTOR 4 FROM GENERAL ORDER 1994: WHETHER THE PROPOSED TRANSFER WILL MAINTAIN OR IMPROVE THE QUALITY OF SERVICE TO PUBLIC UTILITY OR COMMON CARRIER?

A. Similar to my testimony on Factor 2, the transfer of the Transmission Assets to GLL will maintain or improve the quality of service associated with the Transmission Assets. In addition to the experience and expertise the NextEra family of companies will bring to the O&M of the Transmission Assets, GLL has executed an O&M agreement with SLEMCO. This approach of contracting back certain O&M services is utilized by the GridLiance companies to facilitate the cost-effective and efficient use of a cooperative's O&M experience and capabilities to complement GLL. Such an approach also provides SLEMCO with the ability to ensure there is no impact on its employees due to the approval of the Proposed Transaction.

O&M activities include thermal imaging annually; system protection review of the facilities; routine inspections for substations (oil); protection system brought under the

NERC Protection and Control Reliability Standards and processes; restoration efforts, such as: FPL restoration activities and schemes, battery testing on a routine bases, and monthly substation checks on a routine basis. Improving the overall safety *e.g.,* by upgrading substation surfaces (removing grass, weeds and installing crushed rock) and improved station grounding for safety and improve reliability. Upon acquisition of the Transmission Assets, similar to our practice at GridLiance High Plains and Heartland, GLL will conduct a baseline review of equipment ratings, baseline protection system review and testing, implement online monitoring for real time of equipment to identify issues and trends, and the install weather stations to monitor weather.

Q. PLEASE ADDRESS FACTOR 15 FROM GENERAL ORDER 1994: WHETHER ANY REPAIRS AND/OR IMPROVEMENTS ARE REQUIRED AND THE ABILITY OF THE ACQUIRING ENTITY TO MAKE THOSE REPAIRS AND/OR IMPROVEMENTS?

A. Mr. Patrick Jehring's testimony includes a plan to upgrade the Transmission Assets. The NextEra family of companies regularly upgrade similar facilities to those set for in the upgrade plan sponsored by Mr. Jehring. For example, GridLiance's initial projects were two new substations (Powell Corner and Hovey substations) constructed where there was a confluence of exiting 69 kV and 115 kV lines that previously crossed without connecting and the upgrade of an existing 8-mile 69 kV line to 115 kV between the two new substations. These stations were constructed to improve reliability on a fast timeline and on budget.

In 2019-2020, we designed and constructed the Y-Road 115 kV switching station. This project was an additional facility in the Oklahoma panhandle, developed to address reliability and resiliency concerns with a main source connection for the western portion of the Oklahoma panhandle. This project demonstrated GridLiance's ability to develop and implement projects on a quick timeframe, on budget. GridLiance also purchased the 230 kV transmission assets (transmission lines and substations) of Valley Electric Association ("VEA") located in SW Nevada in September 2017. Immediately upon closing, GridLiance began development and construction of the new Sloan Canyon 230 kV switching station to interconnect these assets and the VEA load area with the California Independent System Operator (CAISO) system. This project required significant permitting and interface activity with federal, state, and local government agencies. The project was completed in the late 2019 which demonstrates our ability to implement complex projects over an efficient timeframe.

GridLiance also competed additional projects on our western assets in 2021, 2022 and 2023:

- 2021 – The Sloan Canyon-Mead (Western Area Power Admin) 230 kV transmission line rebuild/upgrade. The 14-mile, 230 kV line was rebuilt during Covid on-time and under budget.
- 2022 - Gamebird Substation 230 kV addition a 3-terminal substation with a 230-138 kV transformer to connect to the existing 138 kV substation was a CAISO reliability addition completed in late 2022 on schedule and budget.

- 2023 – Trout Canyon 230 switching station to support the interconnection of renewal energy projects. Again, this project was completed on schedule to meet the Interconnection Customers' needs and on budget with the cost identified in the generation interconnection agreement.

Given GLL's access to the experience and expertise of the NextEra family of companies to implement the upgrade plan coupled with the financial and management capabilities set forth in Ms. Smith's testimony, GLL can make the repairs and improvements to the Transmission Assets.

Q. DOES THIS CONCLUDE YOUR PREFILED DIRECT WRITTEN TESTIMONY?

A. Yes.

BEFORE THE

LOUISIANA PUBLIC SERVICE COMMISSION

DOCKET NO. U-

SOUTHWEST LOUISIANA ELECTRIC MEMBERSHIP CORPORATION AND GRIDLIANCE LOUISIANA, LLC'S JOINT APPLICATION

AFFIDAVIT OF WITNESS

I, LaMargo Sweezer-Fischer, being duly sworn, depose that the Direct Testimony in the above referenced matter on behalf of Gridliance Louisiana, LLC is true and correct to the best of my knowledge, information and belief.

LaMargo Sweezer-Fischer

Subscribed and sworn before me on February 26, 2025