



# PROPOSAL

**RFP 25-02 – Docket No. U-37479:**

**Cleco Power LLC, ex parte.**

**In re: Application for Authorization of Phase I  
of the Comprehensive Hardening Plan; related  
Rate Recovery; and Expedited Treatment**

*Critical Technologies Consulting, LLC*

Innovative Ideas for Shaping the Future

February 26, 2025

# *Critical Technologies Consulting, LLC*

Kimberly N. O'Brian  
Kathryn H. Bowman  
Executive Counsel  
Louisiana Public Service Commission  
602 North Fifth Street (Galvez Bldg)  
P.O. Box 91154  
Baton Rouge, Louisiana 70821-9154  
Phone: (225) 342-9888  
Fax: (225) 342-5610  
Email: kim.obrian@la.gov  
kathryn.bowman@la.gov

February 26, 2025

Dear Ms. Bowman,

We are pleased to submit this Proposal to the Louisiana Public Service Commission ("Commission" or "LPSC") for an independent engineering consultant, with specialized electric engineers on staff issued by the Louisiana Public Service Commission related to RFP 25-02, Docket No. U-37479, Cleco Power LLC, ex parte. In re: Application for Authorization of Phase I of the Comprehensive Hardening Plan; related rate recovery; and expedited treatment.

The independent engineering consultants will assist Commission Staff in the review of Cleco Power LLC's ("Cleco Power" or "Company") request for approval, and issuance of a public interest finding, of the Resilience Plan, including approval of a new rider, the Grid Resilience Rider, to permit timely recovery of the Resilience Plan's revenue requirement. Our proposal addresses the assistance relative to the engineering review and analysis of Cleco Power's request for approval of Cleco Power's Resilience plan. CTC will closely interface as necessary with the awardee of RFP 25-01, which covers the Resilience Plan Cost Recovery Ryder ("Ryder").

Critical Technologies Consulting, LLC, (CTC) with our main office located in Mesa, Arizona, and satellite offices in Massachusetts, New Jersey, and associate office in Louisiana is registered as a small woman-owned business that specializes in consulting and independent engineering monitoring services which cover design, procurement, and construction management (EPC) consulting in all aspects of energy and transmission and distribution projects including the identification, development, and analysis of substation, transmission, and distribution projects on utility grid systems. We are made up of highly specialized

professionals with extensive credentials. As a team, CTC personnel have worked together on numerous projects over the past 37 years as you will see in our proposal. We have participated in over one hundred independent monitoring and prudency reviews. Recently, CTC independently assisted the West Virginia Public Service Commission Utility Staff by conducting a prudence review with a Report and Testimonies in reducing a rate increase by a utility under its jurisdiction by \$230 Million, resulting in the ratepayers of West Virginia not having to pay these additional costs. We have the knowledge, experience, and understanding of the issues, technical and business challenges, costs, installation methods, operational and maintenance issues, and interface challenges that need to be reviewed and analyzed as required by this LPSC RFP-25-01.

Our expertise and experience working with a variety of clients and our extensive Independent Consulting, Engineering/Procurement, Construction Oversight and Management, and Operations and Maintenance experience with numerous energy projects including their interconnections to the state and local grids, ensures CTC can deliver the best value for this assignment.

CTC personnel have led the development of draft regulations covering the Grid transmission and distribution systems in Louisiana under Dockets No. R-35394 and R-36226, which cover interconnections, substations transformers pole systems, and “best methods” for operations and maintenance of transmission and distribution grid systems. The CTC staff participated as Independent Engineers and Consultants to ensure that the interests of the ratepayers and investors were protected. CTC conducted technical and operational due diligence reviews of the electrical interconnections, power generation, and fuel supply systems of various power plant projects throughout the country by reviewing and providing constructive comments so that these facilities would be successful in meeting their intended purposes while meeting client and regulatory requirements of the state public service commissions and FERC.

CTC has used this expertise and experience to develop approaches to perform the engineering monitoring services which will result in the best price for the ratepayers of Louisiana. During the execution of this work scope, CTC has two primary objectives. The first objective is to ensure the costs are minimized and are prudent, reasonable, and fair to the ratepayers of Louisiana; while the second objective is to see that Cleco is successful in the development and implementation of the work scope of their Resilience Plan. These two objectives are critical to the overall enhancement of the safe, reliable, and resilient Grid and for a better lifestyle for the citizens of Louisiana. CTC will also look closely at the supply chain program Cleco implements to see that the citizens of Louisiana also benefit with jobs during the implementation of this Hardening and Resilience program.

CTC is prepared to perform the scope of Services as shown in RFP 25-02 for the

cost of **\$ 465,925 and expenses of \$30,000. (\$495,925)**

We sincerely hope you find our proposal acceptable, and we look forward to working with you on this important Project.

Sincerely,

---

Ben Hill, President  
Critical Technologies Consulting, LLC.

# *Critical Technologies* *Consulting, LLC*

*Innovative Ideas for Shaping the Future*

**Independent Engineering & Consulting in  
Engineering, Procurement, Construction, Operations  
& Maintenance, Due Diligence, and Risk Management**



## **Critical Technologies Consulting, LLC**

**2238 S. DUVAL  
MESA, AZ. 85209  
(P) 859-533-2367 MAIN OFFICE**

**2 HOPKINSON COURT  
MARLBORO, NJ. 07746  
(P) 732-209-1147**

**13130 TEMPLET RD  
ST AMANT, LA. 70774  
(P) 225-329-7293**

**26 WYNNEWOOD RD.  
WELLESLEY, MA. 02481  
(P) 617-470-0656**



## PROPOSAL

---

---

### EXECUTIVE SUMMARY

---

On December 30, 2024, Cleco Power (“Cleco”) filed its request, which was docketed as Docket No. U-37479, and published in the Commission's Bulletin dated January 17, 2025, for a twenty-five-day intervention period.

Cleco’s request seeks approval, and issuance of a public interest finding, of the Company's Resilience Plan, as well as approval of a new Rider. Per the Company's application, this Plan is to "mitigate proactively the extreme-weather-related risks facing Cleco Power's customers by enhanced, data-driven investment in hardening Cleco Power's electric system." <sup>1</sup> which is "complementary to Cleco Power's other ongoing reliability and resiliency efforts."<sup>2</sup>

Further, Cleco Power seeks approval of the new Grid Resilience Rider to be adjusted semi-annually in a manner designed to ensure the relatively contemporaneous collection of the revenue requirement for the resilience projects for the forward-looking six months.

Per the application, Cleco is proposing to implement a Comprehensive Hardening Plan over a 10-year period, with the Resilience Phase considered Phase I. The Comprehensive Hardening Plan consists of 1,396 transmission and distribution hardening projects, including 2 substation projects, for a total of approximately \$509.7 million. However, by way of this application, Cleco is only seeking approval of the Resilience Phase, which is estimated to cost \$257.6 million over the first five years (2026 to 2030) consisting of approximately 19,986 structures over 766-line miles.

The Company filed the testimony of four witnesses in support of its application. CTC Staff have reviewed the entire filing for more information on Cleco Power's request, paying particular attention to the pre-filed direct testimony of William Fontenot, P. Andre Guillory II, and Jason D. De Stigter.

CTC will be assisting the Commission's in-house Staff (Legal, Utilities, and Auditing Divisions) and an outside financial consultant in reviewing Cleco’s request and providing a recommendation to the Commission.

We have included in this proposal a Scope of Representation, including a proposed approach with an Action Plan, to support the Commission Staff in this matter. We also include the experience and qualifications of our team, a preliminary list of deliverables,

---

<sup>1</sup> See Cleco Power’s Application, page 1

<sup>2</sup> Id



our proposed rate schedule, and an estimate of the costs based on the scope of work and potential schedule for the assignment.

**During the execution of this work scope, CTC has two primary objectives.**

**The first objective is to ensure the resilience costs are optimized and are prudent, reasonable, and fair to the ratepayers of Louisiana; while the second objective is to ensure Cleco is successful in the development and implementation of the work scope of their Resilience Plan. These two objectives are critical to the overall enhancement of the safe, reliable, and resilient Grid and for a better lifestyle for the citizens of Louisiana.**

CTC brings to the Staff a team of highly experienced personnel with the necessary technical, utility, and regulatory expertise and backgrounds in project development, project evaluations, issuance of RFPs, and their implementation to provide real value to the Commission while protecting the interests of the ratepayers. CTC has on staff licensed engineers.

Having been involved as an independent consultant with the LPSC addressing this transmission and distribution area during the past 3 years. We have the experience and knowledge to monitor that the hardening work Cleco will be accomplishing is done safely, with high quality, and has successful results while minimizing costs to the ratepayers.

We include in this proposal materials that describe our expertise and qualifications, along with a narrative that describes our anticipated approach to supporting the Commission Staff in this matter. We do not have any conflicts of interest that would impair our ability to provide these services to the Commission and we are free to do so.

CTC is prepared to perform the scope of Services as shown in RFP 25-02 for the cost of **\$465,925 and expenses of \$30,000. (Total \$495,925)**

---

## INTRODUCTION

---

Critical Technologies Consulting (CTC) is pleased to submit its proposal to the Louisiana Public Service Commission as independent engineering consultants to assist Commission Staff in its monitoring and review of Cleco Power's (Cleco the Company") implementation of Cleco's Resilience Plan Phase 1r.





---

**SCOPE OF REPRESENTATION**

---

CTC has reviewed and familiarized itself with RFP 25-01 and RFP 25-02 and the testimonies and reports included in the filing of Cleco under Docket No. U-37479 before submitting this bid proposal in response to RFP 25-02.

In assisting Staff, Applicants will review the application (including the direct testimony of four witnesses, any supporting documentation, and associated cost models); draft data requests and review responses thereto; potentially participate in informal meetings with Staff and Cleco Power, Staff and Intervenors, or Staff, Cleco Power, and Intervenors; assist in drafting a recommendation(s), including testimony, to the Commission regarding Cleco Power's request on implementing the Resilience Plan Phase I; review and respond to any rebuttal testimony; assist in preparing any necessary direct and cross-answering testimony; assist in trial preparation, including cross-examination of witnesses and drafting pleadings and motions related thereto; and review and analyze potential stipulation terms. Applicants shall assume this matter will result in a contested proceeding.

Additionally, the Applicant shall be available to participate in meetings, conference calls, status conferences, hearings, and other conferences with the Commission and its Staff, as well as attending any Business and Executive Session(s) that Staff deems necessary.

In addition, Cleco Power's request includes proposed monitoring and reporting of any authorized Resilience Plan. CTC's scope of representation also covers the monitoring of any approved components of Cleco Power's Resilience Plan.

The scope of work provided herein shall continue through the conclusion of the docket, including Commission consideration of the request at a B&E, or B&Es.

It is understood, that RFP 25-02, while seeking independent engineering services, is seeking an opinion associated with the review of documents and is not seeking engineering services for capital outlay projects.

As shown in this proposal, CTC has a professional firm resume with the qualifications and experience necessary to meet the requirements of this RFP, including experience with reviewing riders as a cost recovery mechanism.





---

### **PERIOD OF REPRESENTATION**

---

As shown in the RFP, CTC agrees that if selected the time period estimated to complete the Scope of Representation is approximately 12 months, with monitoring activities extending beyond the 12-month period.

---

### **PROPOSED APPROACH AND PLAN OF ACTION**

---

The Proposed Plan of Action for CTC to assist Staff is broken into various **Tasks** shown below using the Scope of Representation and scope of work presented in the Request for Proposals RFP 25-02: (note the “qualified independent engineering consultant” herein is CTC):

1. Upon authorization to proceed, CTC consultants will proceed to re-review all the documentation available covered by Docket No. U-37479. This documentation should include pre-construction general design standards, flood mitigation specifications, and wind-loading specifications of projects within the Resilience Plan and the schedule for the implementation of the Resilience Plan including general cost estimates. An agenda will be formulated to meet, discuss, and agree with the Commission Staff including a list of requests for information (RFIs) both to be transmitted to Cleco prior to the Kick-off session described in Task 2.
2. CTC shall call for a pre-kick-off session with the Staff and then jointly with Cleco to review the work to be accomplished and the associated timelines. Then the Kick-off Session would be held with CTC, Staff, and Cleco personnel and their consultants concerning the items and issues to be covered in CTC’s Scope of Representation. This Task also includes discussions and agreements on the various interfaces in terms of communications, RFIs, and Cleco responses.
3. In assisting Staff, CTC will review the application (including the direct testimony of four witnesses, any supporting documentation, and associated cost models).
4. CTC will draft data requests and review responses thereto.
5. CTC will potentially participate in informal meetings with Staff and Cleco Power, Staff and Intervenors, or Staff, Cleco Power, and Intervenors.
6. CTC will assist in drafting a recommendation(s), including testimony, to the Commission regarding Cleco Power's request to implement their Resilience Plan Phase I.



7. CTC will as requested by Staff review and respond to any rebuttal testimony and assist in preparing any necessary direct and cross-answering testimony.
8. CTC will assist as requested by Staff in trial preparation, including cross-examination of witnesses and drafting pleadings and motions related thereto.
9. CTC will review and analyze as requested by Staff potential stipulation terms. CTC is assuming this matter will result in a contested proceeding.
10. Additionally, CTC shall be available to participate in meetings, conference calls, status conferences, hearings, and other conferences with the Commission and its Staff, as well as attending any Business and Executive Session(s) that Staff deems necessary.
11. In addition, Cleco Power's request includes proposed monitoring and reporting of any authorized Resilience Plan. CTC's scope of representation includes covering the monitoring of any approved components of Cleco Power's Resilience Plan by reviewing Cleco progress reports and other reports made available to CTC by Cleco to support their Resilience Plan Phase 1. Site visits will be held if deemed necessary. It is CTC's intent to use all the tools Cleco is using in the implementation of their Resilience Plan including drones.

The scope of work provided herein shall continue through the conclusion of the docket, including Commission consideration of the request at a B&E, or B&Es.

CTC understands that the Commission and its Staff reserve the right to determine how tasks under this RFP will be carried out, including setting internal deadlines to ensure the proceeding moves along in an orderly fashion.

---

### **DELIVERABLE PRODUCTS**

---

CTC will develop presentation reports and documentation as requested by Staff.

In addition, CTC will issue a monthly progress report in PowerPoint format as follows:

#### Progress Report

At the beginning of every month, a progress report covering the activities accomplished the prior month will be issued in PowerPoint format to Staff to indicate what has been accomplished, the key issues being addressed, schedule progress, cost monitoring, and any recommendations CTC may have for Staff to consider.



---

### **CONFLICTS OF INTEREST**

---

CTC and its personnel do not have any conflicts of interest concerning this Docket scope of representation and none of the CTC personnel have any work with Cleco nor any of the entities subject to the Louisiana Public Service Commission (LPSC) regulatory responsibilities.

CTC personnel have worked for other state public service commission Staffs, ISOs, IPPs, regulatory bodies, utilities, electric coops, municipalities, investors, lenders, and other entities in the power and oil and gas fields as part of their employment history with other companies in the past. Their resumes indicate that kind of experience.

CTC recently represented the Louisiana Public Service Commission and the Public Utility Commission of New Orleans in the evaluation of the prudence of the decisions by Entergy during the operations and outages at the Grand Gulf Nuclear facility. A detailed report of technical deficiencies at Grand Gulf as well as a detailed Prudence review and written as well as oral testimony are being performed.

Additionally, CTC supports the Louisiana Public Service Commission Staff in Dockets No. R-35394 and Docket No. R-36226. These assignments are not considered as conflicts of interest.

---

### **CTC RESUME AND QUALIFICATIONS**

---

The CTC team has the requisite knowledge of the topics involving this Docket and discussed in RFP 25-02 and RFP 25-01, in addition to those provided in the Commission's General Order dated November 10, 2014. CTC has been pre-qualified by the Commission to receive this RFP under Docket No.U-37479.

CTC has assembled a very experienced and qualified team of personnel with the requisite knowledge of the topics covered in the RFP's Scope of Representation and the proposed Action Plan to achieve the Commission's strategic objectives under this Docket.

Key personnel among the CTC personnel have substantive experience in the methodology of the project development of various renewable and non-renewable energy project sources. They have been involved in all aspects of transmission and distribution, generation development, interconnections into the grid systems, and the various operational modes expected from these sources.



CTC personnel are qualified and prepared to render expert testimony regarding the topics in this RFP-25-02 at the B&E. CTC personnel also have a working knowledge of LPSC rulemaking and jurisdictional issues.

Having assisted Staff as outside independent consultants in Dockets No. R-35394 and R-36226 involving regulations covering transmission and distribution, CTC also has the experience and the working knowledge of LPSC rulemaking and jurisdictional issues, and has, a knowledge of:

1. Commission Order No. U-36625, and all requirements associated with monitoring contained therein.
2. Familiarity with just and reasonable costs and prudent investments associated with providing reliable and quality service as recommended by NARUC.
3. A detailed understanding of the major functional areas of a regulated electric utility, particularly investor-owned.
4. MISO tariffs, rules, and planning processes, generally, and specifically related to resource adequacy planning processes and use of zonal resource credits.

Further, CTC has staff licensed electrical engineers. Such engineers are licensed and in good standing with all applicable engineering licensing and certification boards.

In addition to the above expertise, the team assembled by CTC for this assignment, are experienced professionals in multidisciplinary areas specifically applicable to the needs specified in this Docket including construction, interconnection, and reliable and resilient operation at the lowest reasonable cost for such sources.

The CTC team's professional experience consists of a combined expertise of:

- An average of 37 years of experience working in the engineering field involving engineering, procurement, construction, and operations and maintenance services to electric utilities from generation to transmission, distribution to interconnection to residential, commercial, and industrial customers, and the management of such services.
- Bringing the potential of over 40 personnel with a variety of specialized expertise in the areas important to the issues on this RFP-25-02.
- Since the mid-1980s, CTC personnel have worked on over 300 projects involving independent engineering services and consulting to a variety of clients, from utilities, lenders, investors, operators, DOE, PSC staffs, State Attorney Generals, local regulatory agencies, and many other clients in various states such as Arkansas, Louisiana, Georgia, Texas, Florida, Mississippi, Alabama, Missouri, Massachusetts, NY, Connecticut, Maine, New Hampshire, Canada, Virginia, California, Arizona, New Mexico, North and South Carolina, Utah, and other states and international locations. We have successfully evaluated and



implemented projects involving various modes of power generation including reciprocating engines, solar, wind, combustion turbines combined cycle plants, and others.

The CTC Team brings a set of expertise and in-depth experience which results in CTC being able to provide the Commission and its Staff with the following unique features:

1. CTC developed the regulations involving the LPSC Dockets No. R-35294 and R-36226 covering the transmission and distribution towers and poles improvement program and the use of effective grid operations and maintenance processes and procedures to improve the effectiveness of grid operations and maintenance in Louisiana.
2. CTC personnel assigned to this project have very extensive experience in conducting independent monitoring assignments involving over a hundred energy projects over the past 25 years.

This expertise and experience will benefit ratepayers. CTC understands that RFP-25-02 is seeking an opinion associated with the review of documents and the monitoring of the implementation of projects but is not seeking engineering services for capital outlay projects. CTC consultants are committed to accomplishing independently these reviews and monitoring services in accordance with the RFP requirements and for the benefit of the Louisiana ratepayers.

Recently, CTC independently assisted the West Virginia Public Service Commission Utility Division Staff, as an independent consultant, conducting a prudency review that included a Report and providing testimonies to reduce a rate increase requested by a utility by \$230 Million, which the ratepayers of WV now do not have to pay. We have the knowledge, experience, and understanding of the issues, technical and business challenges, costs, installation methods, operational and maintenance issues, and interface challenges that need to be reviewed and analyzed as required by this LPSC RFP-25-02.

The Scope of Representation will be implemented by CTC personnel. Among them:

Alberto (Al) Ferrer as Executive Vice President and Lead Executive for this scope.

Tony Romano, Reg Gagliardo, Mike Tomadakis, and Ram Saini as Lead Electrical Engineers.

Dwayne Templet, lead construction specialist, will be conducting site visits as necessary to confirm Cleco is meeting its quality and safety commitments



Chris Justin is the Coordinating Manager for our scope of representation with the Commission.

Successfully utilizing the strengths, talents, and expertise of our seasoned regulatory professionals, we provide customized, innovative, high-quality, and customer-focused consulting services to the Staff. Our professionals have the industry expertise and knowledge to closely follow technical, managerial, and business market trends in the Power industry covering transmission distribution and generation systems.

**RECENT ASSIGNMENTS**

<b>Client</b>	<b>Description</b>	<b>Location</b>
<b>Louisiana Public Service Commission Staff</b>	Proceeding to Examine Options Pertaining to Pole Viability, Pole Attachments, and all Areas that may Affect the Reliability and Sustainability of Louisiana’s Electric Utility Distribution Grid (Dockets R-35394 and R-36226)	<b>State of Louisiana</b>
<b>Stone Pigman (Representing LPSC)</b> <b>Denton (representing CNO)</b>	Technical reviews/reports/testimony related to the Grand Gulf Nuclear Power Plant imprudence case before FERC.	<b>Grand Gulf Nuclear Power Plant</b> <b>Louisiana</b> <b>City of New Orleans</b>
<b>Mississippi Public Service Commission Staff (MPUS)</b>	Conducted Independent Engineering due diligence on the new 600 MW Integrated Gasification Combined Cycle (IGCC) – including the technical and commercial viability, cost, schedule, engineering, and construction monitoring, including 7 switchyard modifications and 150 miles of new Transmission poles and cabling.	<b>Kemper Project Meridian, MS</b>
<b>West Virginia Public Service Commission</b>	Detailed Prudence review of costs associated with three (3) coal power plants related to disregard of direction from the Public Service Commission Orders.	<b>West Virginia</b>
<b>Cohen Milstein Law Firm</b>	Detailed Prudence and Fraud reviews associated with costs of the V.C. Summer Nuclear Power Plants	<b>South Carolina</b>
<b>Banking Lenders Group (Mizuho)</b>	Independent engineering of a 1000 Liters/second desalination plant including 100 miles of 36” in-ground piping and 75 miles of Transmission poles and cables.	<b>Antofagasta Chile</b>
<b>Private Investor</b>	Conducted an independent technical evaluation and condition assessment of the transmission and distribution assets of a utility in Louisiana for potential lease or acquisition	<b>Louisiana</b>
<b>Florida Public Service Commission and FP&amp;L</b>	Conducted a detailed technical and commercial independent engineering due diligence and provided written reports and testimony on the prudence of FP&L in the implementation of various upgrades of the FP&L nuclear power plants and transmission systems to accommodate these upgrades	<b>St Lucie and Turkey Point Nuclear Plants and switchyards and substations</b>





<b>Client</b>	<b>Description</b>	<b>Location</b>
<b>Mississippi Public Service Commission Staff (MPUS)</b>	Independent Engineering services and monitoring of the installation of a flue gas desulfurization system for (2) 500 MW Coal Fired Units – Cost, Schedule, Risk Management, and Construction Monitoring.	<b>Plant Daniel Mississippi</b>
<b>Independent System Operator (ISO) New England</b>	Conducted independent evaluations of the technical quality, costs, and schedules of projects in the ISO que to determine if they can meet the schedules agreed with the ISO	<b>New England States</b>
<b>US Department of Energy Loan Guarantee Program</b>	Participated in independent engineering assignments in over 15 transmission and renewable energy projects under the US DOE Loan Guarantee projects. Provided detailed IE reports on each project with an evaluation of the new technologies involved including commercial viability, assessment of the scoping, construction contracts and cost and schedules and risk management of each project. Conducted construction monitoring over these projects after financial close.	<b>Various States in the US including Nevada, Arizona, Texas, California, etc.</b>
<b>Office of Arkansas Attorney General</b>	Review for Prudence of actions and expenditures during forced outages for potential adjustment of customer rates for the Public Service Commission/AG Office.	<b>Grand Gulf Nuclear Power Plant Arkansas Mississippi</b>
<b>AEI Energy El Arrayan</b>	115 MW Wind Farm (50 Units)  Acting as Independent Engineer representing the Lenders in reviews of the ongoing project and in approval of financial disbursements by the Lenders monthly. This also included 20 miles of new roadways and 45 miles of new transmission and distribution poles and cabling with 3 new switchyards.	<b>La Serena, Chile</b>
<b>Georgia Public Service Commission Staff</b>	Representing the Public Service Commissioners and the Ratepayers of the State of Georgia, CTC is responsible for the overall monitoring of the construction, financial, cost and schedule adherence, project progress, and providing twice yearly written and oral testimony in GPSC Hearings.	<b>Vogtle Nuclear Power Plant Units 3&amp;4 (New Construction)</b>
<b>PacifiCorp/ Rocky Mountain Power</b>	Red-Butte 345kV Transmission Line Scope included design for this ~200-mile Greenfield transmission line with towers through the mountains of UT and the (2) remote substation expansions including the addition of a series capacitor.	<b>Red-Butte, Utah</b>
<b>X24, 69kV Transmission and Distribution Reconductoring &amp; Refurbishment Project</b>	Preparation of Scope Documents and Construction Documents. Engineered structure modifications and replacement structures in accordance with client, regional, and NESC standards. Analysis for various aspects of the transmission line using PLS-CADD. Calculated insulator swing and integrated it into the structure work list to determine where insulator swing issues existed and how much weight needed to be added to meet swing tolerance. Provided field support during construction.	<b>Mass to Vermont</b>
<b>AEI Energy and Lenders Jaguar Energy Guatemala</b>	300 MW CFB Coal Project, Acting as Independent Engineer representing the Lenders in reviews of the ongoing project and in approval of financial disbursements by the Lenders monthly, including 70 miles of transmission and distribution poles and cabling.	<b>Antigua, Guatemala</b>





<b>Client</b>	<b>Description</b>	<b>Location</b>
<b>AEI Energy Fenix Project</b>	520 MW Combined Cycle Project Acting as Independent Engineer representing the Lenders in reviews of the ongoing project and in approval of financial disbursements by the Lenders on a monthly basis including 66 miles of Transmission and Distribution poles and cabling and 1000 feet of outfall piping.	<b>Lima, Peru</b>
<b>U.S. Department of Energy (DOE) Loan Guarantee Program</b>	716 MW Integrated Gasification Combined Cycle (IGCC) – Cost, Schedule, Engineering and Construction Evaluation.	<b>Taylorville, IL</b>
<b>US Department of Energy (DOE) Loan Guarantee Program</b>	South Texas Nuclear Power Project Units 3 and 4 – Preparation of an Independent Project Review and Analysis including Preparation of the Cost and Construction of the project.	<b>Bay City, TX</b>
<b>City Public Service</b>	4 LM6000 Combined Cycle units. Owner Engineer.	<b>Texas</b>
<b>Rochester Gas &amp; Electric</b>	300 MW Coal Fired Power Plant – CFB Boiler Based Expansion.	<b>New York</b>
<b>Reunion Power</b>	35 MW and 45 MW Biomass Power Project FEED Study.	<b>Ludlow, VT</b>
<b>Unistar</b>	Independent technical and commercial review of the 1600 MW Gen 3+ Nuclear Power Project.	<b>Calvert Cliffs, MD</b>
<b>Department of Energy</b>	Oversight of the removal of the 440 Building, Nuclear Weapons Plant at Rocky Flats Environmental Technology Site	<b>Rocky Flats, CO</b>
<b>Department of Energy</b>	Complete Cost Estimate – Title I, Engineering Phase for the Accelerator Production of Tritium (APT) Project.	<b>Los Alamos, NM Aiken, SC</b>
<b>Department of Energy</b>	MFFF – Independent Evaluation of Project Construction Costs for Savannah River.	<b>Aiken, SC</b>

**ESTIMATE OF COSTS**

CTC presents below the schedule of hourly rates to be used for the services to be provided.

Our standard hourly rates per hour normally vary per consultant from \$170.00/hour to \$450.00/hour, however, we have discounted our fees for the commission such that they range from \$140.00/hour to \$280.00/hour as shown below:

**Rate Schedule for 2025:**

<b>Position</b>	<b>Standard Rate</b>	<b>Discounted Rate For RFP-25-02</b>
<b>Senior Executive Consultant</b>	\$450	\$280
<b>Executive Consultant</b>	\$415	\$275



<b>Senior Consultant</b>	\$325	\$220
<b>Consultant</b>	\$235	\$200
<b>Construction Consultant</b>	\$265	\$220
<b>Senior Specialist</b>	\$280	\$230
<b>Specialist</b>	\$250	\$195
<b>Research and Management</b>	\$195	\$165
<b>Analyst</b>	\$170	\$140
<b>Expenses</b>	Actual Cost	Actual Cost

For this assignment, CTC has developed a cost estimate of \$465,925 for the scope of services to be provided. We have included expenses of \$30,000. Total assignment cost not to exceed \$495,925.

---

### **CONCLUSIONS**

---

The CTC team believes that it is well qualified to provide the Staff with the independent engineering expertise, innovation, codes and standards knowledge, utility knowledge, planning, and management knowledge needed to assist Staff in completing all necessary reviews and data related to this RFP-25-02.

CTC key team members are experienced in participating in cases involving public utility regulation, including the presentation of direct testimony, reports, and recommendations, assistance in developing cross-examination of witnesses, and the analysis of comments and exceptions to proposed recommendations.

Collectively, the CTC professionals possess a full understanding and ability to assist Commission Staff in reviewing and monitoring the performance of Cleco in implementing this Resilience Plan. Indeed, the combination of our team members' educational backgrounds, achievements, specific expertise, and prior experience best positions us to provide the LPSC and Staff with the most innovative, extensive, and comprehensive consulting monitoring services.

The following are some of the unique features CTC offers which result in reasonably lower costs for this assignment:

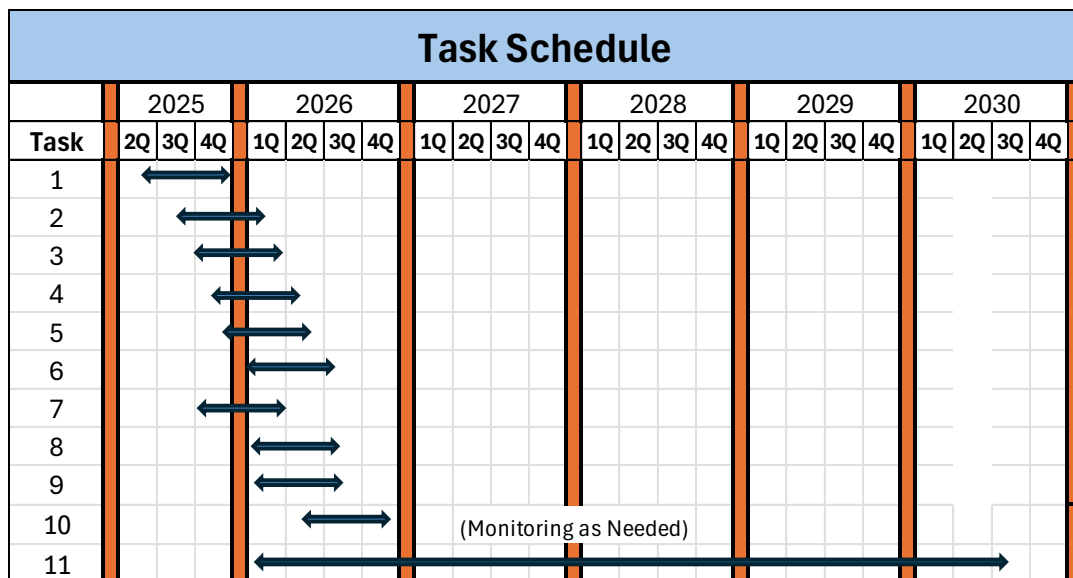
- The reviews of the scoping, safety, quality, and acquisition of resources processes and procedures pre-construction followed by CTC confirming the projects are implemented using these processes will provide a demonstration that CLECO is implementing these projects prudently and at minimum costs to the ratepayers. CTC will not interfere with CLECO activities, only provide monitoring services



through reviews of reports and a progress report on a regular basis to the Commission and its Staff.

- Close coordination with Commission Staff, CLECO, and CTC personnel will demonstrate that savings can be accrued just from improved communications.
- We all have the same goal to see that CLECO completes these resilience projects successfully at minimum costs for the benefit of the Louisiana ratepayers.
- Review the publicly available webpage to see that it's achieving the CLECO goal of communicating to the public.
- CTC jointly with Commission Staff will select a sample of completed projects for field inspections to be conducted after construction and CLECO's quality assurance and/or quality control procedures.
- The detailed reviews of progress reports and documentation to be provided by CLECO may include drone videos/photos of key projects that CLECO is utilizing as part of its project management reporting. CTC will also request to use these available CLECO tools to conduct its monitoring services to minimize its costs.
- CTC will see that CLECO complies with any rules promulgated by the Commission, including, but not limited to those in Docket Nos. R-35394, R-36226, and R-36227.
- Review reports by CLECO and provide recommendations to Staff.
- See that CLECO is successful and the interests of the Louisiana ratepayers are protected.

**PROPOSED SCHEDULE – BY TASK**





**APPENDIX A**

**Detailed Breakdown of Costs**

	Senior /Executive			Specialist			Construction & Technical			Research & Management		
	Average			Average			Average			Average		
Task	HRS	Rate	Total	HRS	Rate	Total	HRS	Rate	Total	HRS	Rate	Total
1	100	\$280	\$28,000	0	\$205	\$0	20	\$220	\$4,400	0	\$165	\$0
2	120	\$280	\$33,600	20	\$205	\$4,100	40	\$220	\$8,800	0	\$165	\$0
3	80	\$280	\$22,400	0	\$205	\$0	10	\$220	\$2,200	0	\$165	\$0
4	80	\$280	\$22,400	10	\$205	\$2,050	10	\$220	\$2,200	10	\$165	\$1,650
5	40	\$280	\$11,200	0	\$205	\$0	0	\$220	\$0	0	\$165	\$0
6	120	\$280	\$33,600	0	\$205	\$0	20	\$220	\$4,400	0	\$165	\$0
7	80	\$280	\$22,400	0	\$205	\$0	0	\$220	\$0	0	\$165	\$0
8	80	\$280	\$22,400	0	\$205	\$0	20	\$220	\$4,400	0	\$165	\$0
9	80	\$280	\$22,400	0	\$205	\$0	0	\$220	\$0	100	\$165	\$16,500
10	60	\$280	\$16,800	0	\$205	\$0	10	\$220	\$2,200	0	\$165	\$0
11	300	\$280	\$84,000	125	\$205	\$25,625	250	\$220	\$55,000	80	\$165	\$13,200
	1140		\$319,200	155		\$31,775	380		\$83,600	190		\$31,350
<b>Total all Task Work</b>										<b>\$465,925</b>		
Expenses = Site Trips Thirty (30) Trips at \$1000/Trip = \$30,000										<b>\$30,000</b>		
<b>TOTAL ESTIMATED COST</b>										<b>\$495,925</b>		



---

**APPENDIX B**

---

**Key Personnel Bio's or Resumes**

(Where BIOs are shown, Resumes have been sent previously or are known by the LPSC)



---

**BEN HILL - BIO**

---

**President/Senior Executive Consultant**

*Bachelor of Science, Business Management – Stony Brook University*

*Certificate in Construction Project Management: University of Florida*



As an Executive Consultant for Construction and Project Management in the Power market, provided all construction and project-related activities as Owner Engineering, Independent Engineering, and Construction Management Services.

Provided Construction and Project Consulting Services in the power arena including IGCC, coal, nuclear, gas, and renewables. Typical activities included overall project management, pre-construction studies such as labor analysis, cost studies and analysis, economic impacts, construction development of plans and procedures, nuclear plant outage coordination, project layout and reviews of conceptual designs, constructability reviews and preparation of bid documents. Performed post-construction claims mitigation and analysis to determine prudence of performance. Also performed acquisition due-diligence studies.

---

**ALBERT FERRER - BIO**

---

**Executive V P – Independent Engineering & Consulting  
/ Project Director**



**Al Ferrer, Executive VP, BS Mechanical, MS Nuclear Eng.**

With over 40 years of professional experience in the US and international power and water industry, Mr. Ferrer manages our Worldwide Consulting Sector. He has extensive experience in Engineering, Independent Engineering, Due Diligence, Acquisition Services, Industry Plant Performance improvement, Operational Risk Management, Upgrades and Life Cycle Extensions, and numerous other services. He has directed and executed Projects in the US, Canada, Brazil, Mexico, Malaysia, Indonesia, Thailand, Japan, Korea, Peru, Chile, and Guatemala. He has



experience implementing desalination, nuclear, gas, and combined cycle, biomass and biogas, geothermal, IGCC, circulating fluid bed, renewables such as solar, wind both offshore and onshore, and other industrial plant renewable generation technologies such as biodiesel, biogas, and algae-based fuels. He has directed and executed work in the US and worldwide. He has implemented various utility grade solar facilities of up to 150 MW and conducted due diligence on solar plants of up to 250 MW. He holds a BS in Mechanical Engineering and a MS in Nuclear Engineering and has participated in Executive Management Educational Programs.

Mr. Ferrer has been key to the Minera Spence project in maintaining an open and independent point of view on all the challenges Minera Spence Desal Project has experienced. He can be an invaluable asset in assisting the Lenders and Caitan achieve COD.

---

**CONSTANTINOS (DINOS) NICOLAOU - BIO**

---

**Exec VP/Executive Consultant**



**Dinos Nicolaou, CTC-VP, MBA**

Has over 40 years of experience in all areas of project controls, Financials, Earned Value Management System, Cost, Planning and Scheduling, Scope Control, and Risk Management for all phases of a project, at home and in field offices. His background encompasses several industries with most in power generation including Nuclear, and transportation projects. He has reported to all levels of Management including Presidents of major Companies and Deputy Secretaries (DOE)

He has been an Executive Consultant representing the Public Service Commission of Mississippi, Arizona, and Georgia and Attorney General for the State of Arkansas as an Independent Monitor on a multi-billion-dollar projects. He has been part of and led External Independent Reviews and Independent Cost estimates for DOE for 15 years throughout the USA.





**CHRISTOPHER JUSTIN - PE**

**Senior Consultant**

**THE PENNSYLVANIA STATE UNIVERSITY**, University Park, Pennsylvania  
August 2005 – May 2009  
B.S. degree in Chemical Engineering graduated with honors in May 2009

**LICENSED PROFESSIONAL ENGINEER (#38632)**, Louisiana



ENERGY EFFICIENCY CONSULTANT, *Emergent Grid Solutions*  
*Plan Your Energy*

Applied for the Department of Energy’s Buildings Upgrade Prize. Created an in-depth plan to address the non-technical barriers to the adoption of energy efficiency (EE) upgrades in Louisiana

Obtained Letters of Support from the New Orleans Office of Resilience & Sustainability, Louisiana Housing Corporation (LHC), Greater New Orleans Interfaith Climate Coalition (GNOICC), Housing NOLA, A/C Ambulance, Feed the Second Line, etc.

Presented Home Energy Rebates opportunity to the Southeast Louisiana Coalition of the Air Conditioning Industry (SELACACI) board; surveyed members about EE upgrades.

Assisting the Department of Energy & Natural Resources (DENR) in developing federal programs compiling best practices for rebate implementation and advising DENR and LHC on how to maximize program efficacy. Educating community stakeholders (GNOICC, Together Louisiana, etc...) and business leaders (SELACACI) on Home Energy Rebate programs. Assisting Louisiana Public Service Commission in reviewing energy efficiency programs.

Researching cost-effectiveness and energy savings from EE programs in other states and comparing them with Louisiana’s EE programs. Met with several Commissioners and Staff to advise on braiding EE programs.

Redlined RFQ and RFP for selection of Program Administrator.

Helping midsize businesses develop and implement their growth marketing strategies.

**REFINERY PLAN IMPLEMENTER, PROCESS ENGINEER,** *Motiva (ShCleco/Saudi Aramco), Norco Refinery*



Calculated Solomon Energy Intensity Index (EII) for the refinery.

Compared site's actual energy consumption vs "standard" energy consumption for a refinery of similar size and configuration and helped inform site leadership on which opportunities to prioritize in order to maximize return on investment for energy saving projects.

Managed 24/7 business direction based on changing schedules and unit operating capabilities.

Directed Production Unit Managers toward the attainment of Daily Operating Plans and Summarized key activities daily for Motiva CEO and Site Leadership Team.

---

### **DWAYNE TEMPLET - BIO**

---

#### **Construction Specialist**



Forty years of experience in overseeing multimillion-dollar construction and maintenance projects. Experience includes construction management, project management, QA/QC management, task management, electrical and instrumentation inspection and directly managing crews of up to 200 in a variety of projects. Backed by a proven history of on-time, on-budget, and high-quality project completion. Expertise includes EPCM and Self-Perform covering Turnkey Grass Roots, Unit Expansions, Capital Improvements and Outage/Turnarounds, Oil and Gas Power, Nuclear Power, Petro-Chemical, Crude, Oil and Gas Fractionators, Hydrocrackers, Tank Farm, River Docks, and many more including various chemical and acid units.



---

**REGINALD S. GAGLIARDO – PE - BIO**

---

**Executive Consultant**



**Reg Gagliardo, VP - Consulting, P.E.**

Over 40 years of extensive technical and project management experience in providing services for nuclear and non-nuclear power generating stations, industrial plants, and DOE facilities. This experience includes senior-level positions for the leadership, direction, and development of the engineering, procurement, construction support, project controls, quality assurance, and information technology divisions. Expertise includes management, planning, and execution of projects; project scope, budget, and schedule development, monitoring, and maintenance; project performance turn-around; assurance of work quality; assessment, training, and development of personnel; preparation and improvement of work processes, standards, and procedures; and business strategy and development initiatives. During his career, he has served in as a senior management representative on several LLCs and in industry groups. He is a Life Senior Member of the Institute of Electrical and Electronics Engineers and a Member of the American Nuclear Society.

---

**CHRISTOPHER HILL - BIO**

---

**Senior Specialist**



Business and Information Technology Executive with 26 years of experience in multiple industries. ExcClecoent record of creating tangible benefits in large organizations. Areas of specialty are system configuration, resource utilization, process design, waste identification and elimination, and security and identity management. Highly effective in roles requiring project planning, scope analysis, communications, and deployment. CIO for independent construction monitoring service and consulting firm.

- 24 years of experience in Information Technology Management in various industries: Industrial Construction, Aviation, Mill/Manufacturing, and big-box retail.
- 6 complete Life-cycle SAP implementations involving SAP R/3, APO, CRM, SCEM 5.0, BW and NetWeaver.
- 20 years of experience in Fortune 500 Companies.
- Bilingual: English and Spanish



- Six Sigma YClecoow Belt, Change Acceleration Process (CAP) Certification, Facilitation certified.

---

**MICHAEL TOMADAKIS, PE - BIO**

---

**Consultant**

Considerable experience in leadership, operations, management, project management, engineering, design, team building, and business development. Guiding, mentoring, and aspiring leaders in a holistic manner, considering all facets of business. Implements training and process development, mentors aspiring leaders, and sets the team standard for professionalism and excClecoence.

He has managed transmission (OH and UG), substation, and distribution projects from 12kV to 500kV AC and up to +/- 600kV DC. He has considerable experience with wind and solar collector systems and works closely with developers, utilities, and ISO's (NYISO, ISONE, PJM, CAISO). He has solid technical skills, strong business acumen, and excClecoent written/verbal communication skills. He has an aptitude for engineering, project management, and problem-solving for even the seemingly most impossible of situations.

---

**RAM K. SAINI, PE - BIO**

---

**Consultant**

Over 45 years of experience in the engineering and design of electrical systems in the United States of America with Burns and Roe & Power Engineers, Inc. on the Power Generation and High Voltage Power Delivery Projects. Supervised and managed the development of conceptual and detailed electrical engineering and design documents for:

Mew and retrofit of existing power generation facilities including nuclear, coal-fired, combustion gas, waste-to-energy, compressed air energy storage, ocean thermal energy (OTEC) and wind turbine generation projects, solar power plants, and battery energy storage system projects.

Engineering and Design of High Voltage AC and AC/DC Converter Station Projects conforming to National and Regional Grid Codes and allowing inter-regional power exchanges. Prepared Generator Interconnection Applications for Independent System Operators (ISOs) and reviewed and provided comments on Feasibility Studies, System Impact Studies, Facility Studies,



and HV system upgrade costs performed and submitted by ISOs for interconnection of new power plants to high voltage transmission systems. Performed on-site inspections of new and existing project facility sites and prepared Due Diligence Reports.

---

**ROSALIE MANNARINO - BIO**

---

**Research and Management**



**Rosalie Mannarino, CPA**

As a Certified Public Accountant, she has counseled Clients in various industries with a focus on implementing Financial Management and Controls Development Strategies in the power industry. She has been part of CTC's successful team in the support of detailed analysis, modeling, and reporting actual cost associated with capital expenditures on major projects in which CTC is under Contract. Her years at **PricewaterhouseCooper LLP, New York, NY** coupled with her Power industry experience enables her as a unique asset to CTC

in the Nuclear Power arena.