



PROPOSAL

RFP 24-02 – Docket No. U-37131, Entergy Louisiana, LLC's Request for Certification of the Construction of the Bayou Power Station, including Cost Recovery.

Critical Technologies Consulting, LLC

Innovative Ideas for Shaping the Future
May 3, 2024

Critical Technologies Consulting, LLC

Kathryn H. Bowman
Executive Counsel
Louisiana Public Service Commission
602 North Fifth Street (Galvez Bldg)
P.O. Box 91154
Baton Rouge, Louisiana 70821-9154

May 3, 2024

Dear Ms. Bowman,

We are pleased to submit this Proposal to the Louisiana Public Service Commission (“Commission” or “LPSC”) for outside consultants related to RFP 24-02, Docket No. U-37131, Entergy Louisiana, LLC's Request for Certification of the Construction of the Bayou Power Station, including Cost Recovery.

The outside consultants will assist Commission Staff in its review and analysis of Entergy Louisiana’s (“ELL”) request for Certification and Cost Recovery.

Critical Technologies Consulting, LLC, (CTC) with our main office located in Mesa, Arizona, and satellite offices in Massachusetts, New Jersey, and Kentucky is registered as a small woman-owned business that specializes in consulting and independent engineering, procurement, and construction management (EPC) consulting in all aspects of energy and power projects including the identification, development, and analysis of “request for proposals” (RFPs) for energy and capacity and capacity-only from new and existing resources. We are made up of a group 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 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 part of this Docket.

Our expertise and experience working with a variety of clients and our extensive Consulting, Engineering/Procurement, Construction 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 participated in the project development of renewable and non-renewable power plant projects in both, during their development program stage, including providing assistance and technical support in the development of capacity and energy RFPs and proposals, and in the actual implementation of

such projects addressing these RFPs. The CTC staff participated also as Independent Engineering 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 by reviewing and providing constructive comments so that these facilities would meet their intended purposes while meeting client and regulatory requirements.

CTC is prepared to perform the scope of Services as shown in RFP 24-02 for the cost of \$63,190 and expenses of \$4,000.

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

**Consulting, Engineering, Procurement, Construction
Management, Due Diligence, and Risk Management**



Critical Technologies Consulting, LLC

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PROPOSAL

EXECUTIVE SUMMARY

On March 5, 2024, ELL filed an application seeking Commission certification, including cost recovery, of the Bayou Power Station (the “Project”). The Project consists of a 112-megawatt (“MW”) aggregated capacity generating station consisting of six natural-gas-fired reciprocating internal combustion engines with black-start capability. The proposed location for the Project is Leeville, Louisiana, and includes a microgrid that would serve downstream of the Clovelly substation, including Port Fourchon, Golden Meadow, Leeville, and Grand Isle.

ELL’s application was filed in accordance with the Commission’s General Order dated September 20, 1983 (“1983 GO”)¹ and requests an exemption from the Commission’s Market-Based Mechanisms General Order (“MBM Order”). Per the Company’s application, an exemption from the MBM Order is warranted due to the unique circumstances addressed by the Project in that a formal RFP would not be in the public interest given the specific need, location, and type of resource that can accommodate that need and location. Further, the Company proposes a monitoring plan, similar to the monitoring plan approved by the Commission for other recent certifications, including the Lake Charles Power Station, which contemplates semiannual reports providing information considered critical to completing the Project in a timely manner.

We have included in this proposal a Scope of Representation, a proposed Approach, and 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, our proposed rate schedule, and an estimate of the costs based on the scope of work and potential schedule for the assignment.

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.

The CTC team will assist the Staff and bring the CTC team’s experience collaboratively in the design and independent reviews of sources of generation whether renewable or non-renewable, interconnections to the Louisiana grid systems, and the various modes of operation at high levels of capacity factors with the lowest reasonable costs. The reliability and availability of the sources covered by the RFP will be reviewed to see that they are available under normal modes of operation and will be able to achieve fast recovery under extreme weather events to minimize impacts to the ratepayers.

¹ See LPSC Docket No. R-26172, Sub Docket C. In re: *Possible suspension of or amendments to, the Commission's General Order dated November 3, 2006 (Market Based Mechanism Order) to make the process more efficient and to consider allowing the use of on-line auctions for competitive procurement*, as amended October 29, 2008.



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.

INTRODUCTION

Critical Technologies Consulting (CTC) is pleased to submit its proposal to the Louisiana Public Service Commission to assist its Staff in its review and analysis of Entergy Louisiana's, request for Certification of the Construction of the Bayou Power Station, including Cost Recovery.

SCOPE OF REPRESENTATION

This scope of representation covers both the certification proceeding, as well as the proposed monitoring associated, should the Commission approve said monitoring.

Applicants (CTC) will review the certification application submitted to the Commission for consideration, along with the pre-filed testimony of 6 witnesses and any exhibits filed in support thereof. Applicants will also draft and assist in the drafting of data requests; analyze data responses; participate in formal status conferences, pre-trial conferences, depositions, and hearings (whether contested or via a stipulation); draft and prepare pre-filed testimony in support of Staff's ultimate recommendation(s), together with exhibits supporting the same; 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 of pleadings, motions, and exceptions related thereto; review and analyze potential stipulation terms; and assist in drafting briefing sheets and orders to the Commission, as necessary. Additionally, Applicants shall be available to participate in informal conference calls, meetings, and conferences with not only the Commission and Staff but also ELL and any intervenors. Applicants will also be required to appear before the Commission at B&Es where this matter will be discussed.

In addition, should the determination be made to include post-certification monitoring, Applicants will review the monitoring plans and progress reports; draft and assist in drafting data requests; analyze data responses; participate in meetings and/or calls with Staff, ELL, and/or intervenors on the monitoring plans, where appropriate; and provide a report, upon request/as necessary on the completion of the Project based on ELL's monitoring reports.



The scope of representation provided herein shall continue through the conclusion of the docket, including Commission consideration at a B&E, or B&Es, regardless of whether the said vote is the result of a stipulated agreement or contested hearing recommendation, and through the conclusion of monitoring, should the determination be made that monitoring is necessary.

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.

PERIOD OF REPRESENTATION

CTC understands that if selected through the RFP process, the proceedings will be initiated shortly after a selection is made and will last approximately 10 — 12 months. CTC also understands that this is merely an estimate, and the Commission makes no representation as to the accuracy of the Period of Representation.

PROPOSED APPROACH AND PLAN OF ACTION

The Proposed Plan of Action 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 24-02.

A **Kick-off session** will be held with Staff to meet and greet the key Staff personnel, identify key roles and responsibilities, agree on the various aspects and Task definitions of this assignment, review prior work accomplished by the Commission's Staff, and the expected schedule of activities.

The Definitions of the **Tasks** are as follows:

1. **Set up coordination with Staff** to discuss and prioritize those issues or points the Staff wants assistance from CTC. Sign confidentiality agreements as necessary to allow the review to be conducted properly.
2. **CTC will Review** the certification application submitted to the Commission for consideration along with the pre-filed testimony of a minimum of 6 witnesses and any exhibits filed in support thereof.
3. **CTC will also draft and assist in the drafting of data requests;** analyze data responses; participate in formal status conferences, pre-trial conferences, depositions, and hearings (whether contested or via a stipulation); draft and



prepare pre-filed testimony in support of Staff's ultimate recommendations, together with exhibits supporting the same; 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 of pleadings, motions, and exceptions related thereto; review and analyze potential stipulation terms; and assist in drafting briefing sheets and orders to the Commission, as necessary.

4. **Additionally, CTC shall be available to participate in informal conference calls**, meetings, and conferences with not only the Commission and Staff, but also ELL, and any intervenors. CTC will also appear before the Commission at B&Es where this matter will be discussed as requested by the Commission.
5. **The scope of representation provided herein shall continue through the conclusion of the docket, including Commission consideration at a B&E, or B&E's**, regardless of whether said vote is the result of a stipulated agreement or contested hearing recommendation, and through the conclusion of monitoring, should the determination be made that monitoring is necessary.
6. **Should the determination be made that monitoring is necessary** for the construction of the Power Station, this scope of representation shall continue through the conclusion of such monitoring. Such monitoring will consist of reviewing project status reports to be supplied by ELL to the Commission's Staff which would include a review of scope, cost, and schedule progress every quarter while meeting LPSC requirements until completion.

DELIVERABLE PRODUCTS

CTC will develop reports and documentation as requested by Staff.

There are reports CTC has presently identified as part of its proposed Action Plan for use to communicate with Staff and jointly develop strategies and plans to support the Commission on this Docket. These reports will be issued in PowerPoint format and are 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.



Project Independent Review Report:

CTC will prepare a report upon completion of the RFP process.

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 ELL nor ELS or 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 currently represents 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 the RFP 24-02, 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 U-37131.

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 generation



development, interconnections into the grid systems, and the various operational modes expected from these generation sources.

Having worked with the LPSC Staff in other Dockets, CTC personnel are experienced in participating in technical and/or bidder's conferences, experienced in drafting and rendering reports on the RFP process, expert testimony, and cross-answering testimony, able to be cross-examined with respect to all of the issues addressed in RFP No. 24-02, which are likely to arise in these proceedings, and CTC personnel are qualified and prepared to render expert testimony regarding the topics in this RFP at a hearing and/or B&E.

Having assisted Staff in Dockets No. R-35394 and R-36226, CTC also has the experience and the working knowledge of LPSC rulemaking and jurisdictional issues, and have, a knowledge of:

1. The Commission's Rules and Orders about the RFP process and acquisition of power supply resources, including but not limited to the Commission's MBM Order and its 1983 Order, as amended.
2. Principles associated with resource acquisitions and the competitive process, including but not limited to analyzing utility resource needs and whether the considered resource(s) can meet those needs.
3. Whether or not a resource will provide reliable service at the lowest reasonable cost.
4. Resource planning methods to improve the efficiency of a utility's power supply operations and whether the utility is making use of any such methods.
5. Familiarity with just and reasonable costs and prudent investments associated with providing reliable and quality service as recommended by NARUC.
6. Public interest criteria for approval of resources and purchase power contracts.
7. LPSC rules on affiliate transactions and cost recovery mechanisms for power supply resources, ELL's current rate structure, and the Commission's General Order dated November 6, 1997, in Docket No. U-21497 regarding fuel cost recovery.
8. Appropriate accounting standards and practices for electric utilities, especially those for investor-owned utilities.
9. A detailed understanding of the major functional areas of a regulated electric utility, particularly an investor-owned one.
10. MISO tariffs, rules, and planning processes are generally related to resource adequacy planning processes and the use of zonal resource credits.

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, generation, 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 Docket U-37131.
- Since the mid-1980s, CTC personnel have worked in 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 and combined cycle plants and others.

Successfully utilizing the strengths, talents, and expertise of our seasoned 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

Client	Description	Location
Louisiana Public Service Commission Staff	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)	State of Louisiana



Client	Description	Location
Stone Pigman (Representing LPSC) Denton (representing CNO)	Technical reviews/reports/testimony related to the Grand Gulf Nuclear Power Plant imprudence case before FERC.	Grand Gulf Nuclear Power Plant Louisiana City of New Orleans
Mississippi Public Service Commission Staff (MPUS)	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.	Kemper Project Meridian, MS
West Virginia Public Service Commission	Detailed Prudence review of costs associated with three (3) coal power plants related to disregard of direction from the Public Service Commission Orders.	West Virginia
Cohen Milstein Law Firm	Detailed Prudence and Fraud reviews associated with costs of the V.C. Summer Nuclear Power Plants	South Carolina
Banking Lenders Group (Mizuho)	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.	Antofagasta Chile
Private Investor	Conducted an independent technical evaluation and condition assessment of the transmission and distribution assets of a utility in Louisiana for potential lease or acquisition	Louisiana
Florida Public Service Commission and FP&L	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	St Lucie and Turkey Point Nuclear Plants and switchyards and substations
Mississippi Public Service Commission Staff (MPUS)	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.	Plant Daniel Mississippi
Independent System Operator (ISO) New England	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	New England States
US Department of Energy Loan Guarantee Program	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.	Various States in the US including Nevada, Arizona, Texas, California, etc.
Office of Arkansas Attorney General	Review for Prudence of actions and expenditures during forced outages for potential adjustment of customer rates for the Public Service Commission/AG Office.	Grand Gulf Nuclear Power Plant Arkansas Mississippi



Client	Description	Location
AEI Energy El Arrayan	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.	La Serena, Chile
Georgia Public Service Commission Staff	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.	Vogtle Nuclear Power Plant Units 3&4 (New Construction)
PacifiCorp/ Rocky Mountain Power	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.	Red-Butte, Utah
X24, 69kV Transmission and Distribution Reconducting & Refurbishment Project	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.	Mass to Vermont
AEI Energy and Lenders Jaguar Energy Guatemala	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.	Antigua, Guatemala
AEI Energy Fenix Project	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.	Lima, Peru
U.S. Department of Energy (DOE) Loan Guarantee Program	716 MW Integrated Gasification Combined Cycle (IGCC) – Cost, Schedule, Engineering and Construction Evaluation.	Taylorville, IL
US Department of Energy (DOE) Loan Guarantee Program	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.	Bay City, TX
City Public Service	4 LM6000 Combined Cycle units. Owner Engineer.	Texas
Rochester Gas & Electric	300 MW Coal Fired Power Plant – CFB Boiler Based Expansion.	New York
Reunion Power	35 MW and 45 MW Biomass Power Project FEED Study.	Ludlow, VT



Client	Description	Location
Unistar	Independent technical and commercial review of the 1600 MW Gen 3+ Nuclear Power Project.	Calvert Cliffs, MD
Department of Energy	Oversight of the removal of the 440 Building, Nuclear Weapons Plant at Rocky Flats Environmental Technology Site	Rocky Flats, CO
Department of Energy	Complete Cost Estimate – Title I, Engineering Phase for the Accelerator Production of Tritium (APT) Project.	Los Alamos, NM Aiken, SC
Department of Energy	MFFF – Independent Evaluation of Project Construction Costs for Savannah River.	Aiken, SC

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 \$160.00/hour to \$425.00/hour, however, we have discounted our fees for the commission such that they range from \$135.00/hour to \$285.00/hour as shown below:

Rate Schedule for 2024:

Position	Standard Rate	Discounted Rate
Senior Executive Consultant	\$425	\$285
Executive Consultant	\$395	\$255
Senior Consultant	\$310	\$220
Consultant	\$225	\$190
Senior Specialist	\$270	\$215
Specialist	\$245	\$195
Research and Management	\$180	\$155
Analyst	\$160	\$135
Expenses	Actual Cost	Actual Cost

For this assignment, CTC has developed a cost estimate of \$55,190 for the scope of services, and another \$8,000 allocated for monitoring services to be provided. We have included two (2) trips to the Commission offices or other sites for a cost of \$2000 per trip or \$4,000 in expenses. Total assignment cost not to exceed \$67,190.



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.

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 the issues related to this Docket. 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 services to assist Staff in achieving the goals and objectives of the Commission for this Docket.

PROPOSED SCHEDULE – BY TASK

1. Receipt of the Certification Application, testimonies of 6 witnesses and other data from ELL, and review of such data (2 months)
2. Interrogatories and reviews of responses (3 to 4 months)
3. Potential meetings with the Commissioners and Staff personnel (1 to 2 months)
4. Estimated time: approximately 6 to 8 months
5. Monitoring time: 10 to 12 Months



APPENDIX A

Detailed Breakdown of Costs

	Senior /Executive			Specialist			Technical			Research		
	Average			Average			Average			Average		
Task	HRS	Rate	Total	HRS	Rate	Total	HRS	Rate	Total	HRS	Rate	Total
1	16	\$285	\$4,560	10	\$225	\$2,250	0	\$200	\$0	0	\$180	\$0
2	70	\$285	\$19,950	10	\$225	\$2,250	20	\$200	\$4,000	0	\$180	\$0
3	20	\$285	\$5,700	0	\$225	\$0	0	\$200	\$0	0	\$180	\$0
4	28	\$285	\$7,980	0	\$225	\$0	0	\$200	\$0	0	\$180	\$0
5	30	\$285	\$8,550	0	\$225	\$0	0	\$200	\$0	0	\$180	\$0
6	20	\$285	\$5,700	10	\$225	\$2,250	0	\$200	\$0	0	\$180	\$0
	184		\$52,440	30		\$6,750	70		\$4,000	0		\$0
Total all Task Work										\$63,190		
Expenses = Four (2) Trips at \$2000/Trip = \$4,000										\$4,000		
TOTAL ESTIMATED COST										\$67,190		



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

Education

Bachelor of Science, Business Management – Stony Brook University

Certificate in Construction Project Management: University of Florida

Career Highlights

As an Executive Consultant for Construction and Project Management in the Power market, provided all construction and project-related activities as well 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**

Education

Executive Development Program, Northeastern University

Global Institute for Leadership Development Program

MS Nuclear Engineering, New York University

BS Mechanical Engineering, Manhattan College



Career Highlights

Executive Vice President of Consulting Services with over 40 years of professional experience in the US and international power industry. Al Ferrer is responsible for business development and execution of the power consulting services Critical Technologies Consulting provides to its clients including Owner's Engineering, Independent Engineering, due diligence, acquisition services, RFP development of capacity and energy sources, power plant performance improvement, CO2 strategies, operational risk management, air emissions control retrofits, upgrades and life extension, covering renewable (solar and wind), nuclear, gas and combined cycle, reciprocating engines, combustion turbines, biomass/biogas, geothermal, IGCC, circulating fluid bed, other renewables such as geothermal, solar, wind and biogas, and other power plant generation technologies.

He worked for Stone & Webster most of his career with his last position serving as Senior Vice President and Managing Director.

He worked for Burns and Roe as VP of the Consulting Division and brought the Consulting Division from 8 personnel to 85 personnel when he left. He has directed and executed work in the US, Canada, Chile, Brazil, Mexico, Malaysia, Indonesia, Thailand, Japan, and Korea. He holds a BS in Mechanical Engineering and an MS in Nuclear Engineering and has participated in Executive Management Educational Programs.

Mr. Ferrer has hands-on experience in evaluating many different types of power projects in North America having directed the independent engineering evaluations of various power technologies and applications in various projects listed in our corporate resume; these included developers and utilities transmitting power from Canada to NYC and developing offshore New England wind projects bringing power to switchyards offshore and then onshore and transmitting this power to converter stations which then switched to high voltage AC power to be distributed throughout New England and NY State.

He has specific experience in solar power projects in Thailand and in the US under various weather conditions. This experience also includes advanced solar power projects for the DOE Loan Guarantee Program.

CONSTANTINOS (DINOS) NICOLAOU - BIO

Exec VP/Executive Consultant

Education

Master of Business Administration – University of Puget Sound, Tacoma,



Washington

*Bachelor of Science, Economics and Accounting – Staten Island College
(CUNY)*

Career Highlights

Mr. Nicolaou has over 38 years' experience in project controls and construction planning and scheduling for engineering, construction, start up and outage projects, within both home and field offices, for major energy projects. His background encompasses IGCC, nuclear and fossil generating stations, with extensive hands-on experience in the use of PRIMAVERA and several other scheduling tools.

CHRISTOPHER HILL - BIO

Senior Specialist

Education

Warren University

Bachelor's Degree: Management of Information Systems

Microsoft Corp

*Microsoft Certified Systems Administrator – Windows 2000, XP, Windows
7, Windows 10*

Comptia

A+ Certified

Net+ Certified

Server+ Certified

Career Highlights

Business and Information Technology Executive with 26 years of experience in multiple industries. Excellent 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 Yellow Belt, Change Acceleration Process (CAP) Certification, Facilitation certified.

TARA JENKINS _ BIO

Research and Management

Education

UNIVERSITY OF MEMPHIS – Memphis, TN. Graduated August 2017

- *Bachelor of Business Administration (BBA), Accountancy*
- *Graduated Magna Cum Laude*

Career Highlights

Highly motivated and proactive professional accountant with over 15 years of experience in accountancy and bookkeeping. Proficient in bookkeeping and project coordination. Confident in communication skills including negotiation and presentation; attentive to details, organized, and process-minded. Continually seeks process improvements and operational efficiency including time-management and technology skills. Proficient with MS Office (Word, Excel, Outlook, PowerPoint), SharePoint, Sage (Peachtree) and QuickBooks. Comprehensive knowledge of accounting and auditing principles, payables/receivables, payroll functions, general ledger postings, invoicing, as well as account reconciliations. Driven to succeed and to help businesses be more confident through consulting and collaboration.