UNITED PROFESSIONAL COMPANY

RESPONSE TO LOUISIANA PUBLIC SERVICE COMMISSION

REQUEST FOR PROPOSALS 20-05

FOR

OUTSIDE CONSULTANT

IN

DOCKET NO. X-35511, LOUISIANA PUBLIC SERVICE COMMISSION, EX PARTE, IN RE: AUDIT OF FEDERAL ENVIRONMENTAL ADJUSTMENT CLAUSE FILINGS OF CLECO POWER LLC FOR THE PERIOD OF JANUARY 2018 THROUGH DECEMBER 2019.

SUBMITTAL DATE:

APRIL 02, 2020

PREPARED AND SUBMITTED BY:

UNITED PROFESSIONALS COMPANY
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NEW ORLEANS, LOUISIANA 70170-1048

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Executive Summary

United Professionals Company ("UPC") is pleased to submit its response to the Louisiana Public Service Commission's ("LPSC" or "Commission") Request for Proposals for Outside Consultants 20-05. We hope to have the opportunity to assist Commission Staff ("Staff") in reviewing, analyzing, and ultimately auditing the Federal Environmental Adjustment Clause ("FEAC") filings for Cleco Power LLC ("Cleco" or "the Company") for the years 2018-2019 (hereinafter, "this Docket"). UPC has a team of regulatory and utility finance and economics professionals and consultants, the members of which were specifically selected for their ability to serve the needs of the LPSC. As a Louisiana firm, we take great pride in any and all work that we do that benefits the people of our state, and we believe this Docket provides just such an opportunity.

UPC's team of regulatory and utility finance and economics professionals is well qualified to provide the services that the LPSC has requested in Request for Proposal 20-05. Our organization has an extensive amount of practical experience in the field of public utility practice before the LPSC. This experience leaves us familiar with LPSC General Order dated July 21, 2009 ("FEAC Order"), the Clean Air Act Amendments ("CAAA") of 1990 as well as the Clean Air Interstate Rule ("CAIR") promulgated by the U.S. Environmental Protection Agency ("EPA") on March 10, 2005. This knowledge and experience will allow us to work closely with the Commission and its Staff in assisting with the review Cleco's monthly FEAC filings/calculations for the years 2018-2019. We look forward to the opportunity to assist Commission Staff in identifying any irregularities detected therein, including but not limited to, calculations incorrectly assessed and unauthorized expenses recovered via the FEAC by the Company and applied to Louisiana consumer billings, and drafting a memorandum and/or testimony, including the incorrect costs identified and a recommendation as to the appropriate methodology to provide a recovery of these funds to Louisiana consumers. We will make ourselves available to participate in informal conference calls, meetings, and conferences, hearings, or B&Es, alongside the Commission and Staff.

UPC appreciates this opportunity to respond to the Commission's RFP. We propose a total budget for the cost of labor and expenses for the completion of the services requested for LPSC FRP 20-05 are not to exceed $26,500 ($25,000 of Labor + $1,500 of Expenses). Our professionals are excited about the opportunity to serve the Commission as an Outside Consultant in this Docket. UPC's local presence offers the LPSC the benefits of geographic proximity and a wealth of institutional knowledge. The multifaceted financial qualifications and experience offered by UPC's staff of regulatory and utilities finance experts and consultants, combined with our in-depth understanding of Louisiana laws, regulations and local issues, best position us to provide the Commission with the most extensive and comprehensive service. For more information on our knowledge and experience, please contact the client references that we have provided.

Very truly yours,

R. Lane Sisung
Managing Director

A. QUALIFICATIONS AND EXPERIENCE

1. The Sisung Group

UPC is a member of the New Orleans, Louisiana-based Sisung Group, which is comprised of related Company that provide investment banking, asset management, venture capital and business consulting and development services to corporations, individuals, institutions and governmental agencies.

- **United Professionals Company ("UPC")** offers financial consulting, transaction structuring, business development, real estate development, and revenue and cash flow development services to clients operating in the public, private and non-profit sectors. UPC specializes in the areas of public utility financial and accounting analysis, mergers and acquisitions consulting, healthcare revenue maximization, public infrastructure and facilities development, energy efficiency and project management services.
- **Sisung Securities Corporation ("SSC")** is a full-service investment banking firm that offers a range of services, including equity and fixed income underwritings, financial advisory services and securities brokerage services in addition to other related financial services. Clients served include public, corporate, retail and institutional entities. SSC is registered with the Securities and Exchange Commission (SEC) and is a member of the Financial Industry Regulatory Authority (FINRA), the Municipal Securities Rulemaking Board (MSRB) and the Securities Investor Protection Corporation (SIPC).
- **Sisung Investment Management Services ("SIMS")** provides investment advisory services to corporate and public institutions, as w
- as to high net worth individuals. SIMS is an investment advisor registered with the Securities and Exchange Commission (SEC).
- **Sisung Capital** provides alternative financing products to small and medium-sized businesses, thus positively impacting economic development in the communities in which it invests. Sisung Capital invests capital and resources in Company in need of funding for growth and profitability. As a licensed Louisiana Capital Company ("CAPCO") and Business and Industrial Development Corporation ("BIDCO"), Sisung Capital has primarily focused its investments in Louisiana. By leveraging State tax credit incentive programs, Sisung Capital has assisted start-up and expanding Louisiana businesses in raising and investing over $25 million dollars in communities throughout Louisiana. Sisung Capital has worked with Company operating in a wide variety of industries including: telecommunications, print manufacturing, construction, weatherization services, oil & gas, healthcare, media and government services sectors.

Unlike most financial firms which focus solely on financial matters, UPC and its affiliated Sisung Group companies have extensive experience in a broad range of financially related areas involving state and local governments

As demonstrated by the above, our professionals are highly experienced in multifaceted areas, including financial analysis, program design, government relations, legislative advocacy, policy initiatives, financing transactions, and legal and regulatory budgeting, planning, and administration.

More information on The Sisung Group is also available at www.sisung.com.

2. United Professionals Company

UPC, which operates the Sisung Group's non-regulated financial advisory and consulting activities, provides clients operating in the public, private and non-profit sectors with a broad range of services from its Louisiana based offices. These services include, but are not limited to: financial analysis, transaction structuring, business plan development, real estate development, and revenue maximization. UPC's public sector clients include state governments, parish and county governments, cities, towns, state utility regulatory authorities, school districts, hospitals, levee districts, housing authorities, universities, port authorities, law enforcement districts, charter schools and more.

UPC has extensive experience in a broad range of financially-related areas involving state and local government throughout Louisiana. UPC's dedicated and accomplished staff includes individuals with backgrounds as diversified as:

- Investment Bankers
- Securities Traders
- Financial Analysts
- Attorneys
- Certified Public Accountants
- Regulatory Economists
- Published Authors
- MBAs

Our professionals are highly educated, experienced, and published in multidisciplinary areas including:

- Financial Analysis
- Asset Acquisitions
- Program Design
- Program Management
- Policy Initiatives
- Government Relations
- Legislative Advocacy
- Financing Transactions
- Regulatory Budgeting, Planning, and Administration

Successfully utilizing the strengths, talents and expertise of our seasoned professionals, we are able to provide customized, quality service to our clients. Our professionals have represented local, state and federal issuing authorities, cities, parish and county governments, hospital districts, 501(c)(3) corporations, state agencies, state governments and commissions, and corporations.

As a specialty branch of these financial advisory and consulting services, UPC has built a team of regulatory and utility finance and economics professionals, the members of which were specifically selected for their ability to serve the needs of the LPSC. In addition to the requirements of the Commission's General Order dated November 10, 2014, UPC's team of professionals possesses:

1. Knowledge about the appropriate accounting standards and practices for electric utilities;

2. Experience in analyzing the operations, books and records of electric utilities for the purposes of audits, including familiarity with costing methodologies utilized by the LPSC, and environmental regulations applicable to electric utilities;

3. A full understanding and ability to analyze the proper application of the Commission's FEAC Order, the CAAA of 1990; and the CAIR.

UPC's team of regulatory and utility finance and economics professionals is well qualified to provide the services that the LPSC has requested in Request for Proposal 20-05. Our organization has an extensive amount of practical experience in the field of public utility practice that includes similar practice before the LPSC and other regulatory agencies, and a vast knowledge of Louisiana ratemaking standards and regulatory law.

All members of our team are experienced in participating in cases involving public utility regulation, or other regulatory issues on administrative and judicial levels, including the presentation of direct testimony or report and recommendations, assistance in developing cross examination of adverse witnesses, and the analysis of comments and exceptions to proposed recommendations. Our team of professionals has significant experience in the presentation of recommendations involving public utility regulation and other regulatory issues on administrative and judicial levels. Our professionals have practiced before, and acted as expert witnesses in complex cases before, regulatory agencies such as the LPSC, Securities and Exchange Commission ("SEC"), the Federal Energy Regulatory Commission ("FERC"), and the Financial Industry Regulatory Authority ("FINRA"). The attorneys who work in-house for UPC have been published on topics covering a wide range of law.

Collectively, the UPC professionals possess a full understanding and ability to assist Commission Staff in reviewing the issues related to this Docket. The combination of our team members' educational backgrounds, achievements, specific expertise, and prior experience serving the Commission best positions us to provide the LPSC and Staff with the most extensive and comprehensive consulting services available to it on this Docket.

The resumes of our highly qualified professionals who would be assigned to assist the Commission, as well as the functions that would be performed by each, are detailed in *Appendixes*

A. We have included a full resume for each staff member and consultant who will be assigned to work on this Docket, including names, positions, education, and professional experience. UPC reserves the ability to supplement its team, if necessary, and with approval of Commission Staff, in order to provide the Commission with the very best service on this Docket.

Some of the United Professionals Company's unique accomplishments include:

- Serving as an independent technical consultant in *Docket No. I-33013, Southwestern Electric Power Company, ex parte. In re: 2013 Integrated Resource Planning process for SWEPCO pursuant to General Order dated April 20, 2012, by assisting the LPSC in reviewing and evaluating the Company's integrated resource plan filings, including comprehensive sets of potential resource options, supply-side, demand-side and economic transmission resource options, to determine a base or "reference resource" plan that offers the most economic and reliable combination of resources satisfying the forecasted load requirements.*
- Serving as an independent technical consultant in Docket No. I-34715, *In re: Request to Initiate the Integrated Resource Plan process pursuant to the General Order dated April 20,* 2012.
- Serving the Commission through assisting Commission Staff in participating in and monitoring the Southwestern Power Pool related matters.
- Serving as an independent technical consultant in Docket No. U-34619, *In re: Application of Southwestern Electric Power Company (SWEPCO) for Expedited Certification and Approval of the Acquisition of Certain Renewable Resources and the Construction of a Generation Tie Pursuant to the 1983 and/or I 994 General Orders.*
- Serving the Commission in Docket No. U-35324, *Application of Southwestern Electric Power Company (SWEPCO) for Certification and Approval of the Acquisition of Certain Renewable Resources and the Construction of a Generation Tie Pursuant to the 1983 and/or 1994 General Orders.*
- Serving the LPSC on Commission on LPSC *Docket No. U-33434 Joint Application of Cleco Power, LLC and Cleco Partners L.P. for: (i) Authorization of the Change of Ownership and Control of Cleco Power LLC and (ii) Expedited Treatment*
- Serving the LPSC on Commission on LPSC *Docket No. U-33848 Cleco Power LLC Formula Rate Plan June 2015 Monitoring Report*
- Serving the LPSC on Commission on LPSC *Docket No. U-34289 Cleco Power LLC Formula Rate Plan – June 2016 Monitoring Report and pursuant to U-32507 Prudence Review of Cleco's Installation of MATS Emissions Control Equipment at Dolet hills Power Station, Rodemacher Power Station Unit No. 2, and Madison Unit No. 3*
- Serving the LPSC on Commission on LPSC *Docket No. U-34617 Application of Cleco Power LLC requesting Commission consideration of a Proposed Physical Bilateral Hedge Program, pursuant to General Order R-32975*

- Serving the LPSC on Commission on LPSC *Docket No. U-34974 In Re: Application of Cleco Corporate Holdings LLC and Cleco Power LLC for (i) Authorizations, Waivers, and Regulatory Interpretations of Certain Provisions of LPSC Order No. U-33434-A; (i) Authorization for Cleco Corporate Holdings, LLC to Pledge its Ownership Interest in Cleco Power LLC; and (iii) Expedited Treatment*
- Serving the LPSC on Commission on LPSC *Docket No. U-35049 Cleco Power LLC, LPSC Docket U-35049, In Re: June 2018 Monitoring Report - Application of Cleco Power LLC for: (i) Authorization to Implement Rate Reductions resulting from the Tax Cuts and Jobs Act of 2017; (ii) Authorization to Modify Certain Tariffs in connection with such Rate Reductions; (iii) Authorization to Implement Residential Base Revenue Decoupling; and (iv) Expedited Treatment*
- Serving the LPSC on Commission on LPSC *Docket No. U-34687 Cleco Power LLC Formula Rate Plan- June 2017 Monitoring Report*
- Serving the LPSC on Commission on LPSC *Docket No. U-32631 Application of Cleco Power LLC for: (i) public interest finding in favor of the transfer of functional control of certain transmission assets to the Midwest Independent Transmission System Operator, Inc.*
- Serving the LPSC on Commission on LPSC *Docket No. U-34501 Cleco Power LLC, ex parte. Application Regarding the Costs and Benefits of Continued Participation in the Midcontinent Independent Systems Operator, Inc. Regional Transmission Organization*
- Serving the LPSC on Commission on FERC *Docket No. EC18-63 Joint Application for Order Authorizing Disposition of Jurisdictional Facilities Under Section 203 of the Federal Power Act of the Cleco and NRG Applicants*
- Serving the LPSC on Commission on FERC *Docket No. ER17-1368 Cleco Power, LLC System Support Resource ("SSR") Payment for Teche Power Station Unit 3*
- Serving the LPSC on Commission on *Docket No. U-34434, Atmos Energy Corporation, ex parte. In re: 2016 Rate Stabilization Clause filing for Louisiana Gas Rate Division, by assisting Staff in reviewing Atmos's Gas Rate Stabilization Clause Filing for the Trans Louisiana Rate Division.*
- Serving the LPSC on Commission on *Docket No. U-34343, Atmos Energy Corporation, ex parte. In re: 2016 Rate Stabilization Clause filing for Trans Louisiana Gas Rate Division, by assisting Staff in reviewing Atmos's Gas Rate Stabilization Clause Filing for the Trans Louisiana Rate Division.*
- Serving the Commission on *Docket No. U-33925, Atmos Energy Corporation, ex parte. In re: 2015 Rate Stabilization Clause filing for Trans Louisiana Gas Rate Division, by assisting Staff in reviewing Atmos's Gas Rate Stabilization Clause Filing for the Trans Louisiana Rate Division.*

- Serving as an independent technical consultant in *Docket U-33244 Entergy Louisiana, LLC and Entergy Gulf States Louisiana, LLC, ex parte, In re: Submission of Business Combination Study regarding potential business*
- Serving the Commission on *Docket No. U-33983 In Re: Docket No. U-33983 Review of Entergy Louisiana, LLC's Motion for Extension of gas Rate Stabilization Plan by assisting the Commission's Legal Staff by conducting a review of Entergy Louisiana, LLC's Motion for Extension of Gas Rate Stabilization Plan, and assisting with the review of Annual Evaluation Reports for each of the three proposed test years.*
- Serving the Commission as an independent outside consultant on *Docket No. U-33605 Joint Application of Entergy Gulf States Louisiana, L.L.C. and Entergy Louisiana, LLC. for Certification of the Louisiana Economic Transmission Project in Accordance with Louisiana Public Service Commission General Order dated October 10, 2013 in Docket No. R-26018*
- Serving the Commission as an independent outside consultant on *Docket No. U-33645 Application of Entergy Gulf States Louisiana, L.L.C. for Certification of the Lake Charles Transmission Project in Accordance with Louisiana Public Service Commission General Order dated October 10, 2013 in Docket No. R-26018.*
- Providing written and live testimony before the Commission to address and advise the Commission regarding the securitization bonds issued by Entergy Louisiana Investment Recovery Funding I, L.L.C., the designated special purpose entity created by ELL for recovery of the costs related to the Little Gypsy 3 repowering project, and the Commission's issuance of a financing order issued under Louisiana's 2010 enabling legislation, as codified in LA. R.S. 45:1251-1216 ("Entergy Little Gypsy Securitization Docket")
- Acting as outside consultant to the Commission in reviewing issues related to the evaluation of the proposed transfer of transmission assets in *Docket No. U-32538- Entergy Louisiana, LLC, Entergy Gulf States Louisiana, LLC, Mid South TransCo LLC, Transmission Company Louisiana I, LLC, Transmission Company Louisiana II, LLC, ITC Holdings Corp. and ITC Midsouth LLC, ex parte. In re: Joint Application for Approval of Change of Ownership of Electric Transmission Business, for Certain Cost-Recovery Adjustments, and for Related Relief and the related dockets before the Federal Energy Regulatory*
- Acting as outside consultants to the Commission in reviewing issues related to the evaluation of *Docket No. 32707- Entergy Gulf States, LLC, In re: Application for Authority to Change Rates, Approval of Formula Rate Plan and for Related Relief* and *Docket No. 32708- Entergy Louisiana, LLC, In re: Application for Authority to Change Rates, Approval of Formula Rate Plan and for Related Relief*
- Performing financial analysis and rendering testimony on the proposed issuance and securitization of storm recovery bonds, under La. R.S. 45:1331-1328, for permanent rate-financed recovery of system restoration costs related to Hurricanes Isaac and the replenishment of storm reserve escrow accounts in *Docket No. U-32764 Energy Gulf States Louisiana LLC*

and Energy Louisiana LLC, ex parte. In re: Joint Application for Recovery in Rates of Costs Related to Hurricane Isaac, Determination of Appropriate Storm Reserve Escrow Amounts and Related Relief

- Serving as an independent outside consultant to the Commission in *Docket No. U-34289, Cleco Power LLC, ex parte. In re: Formula Rate Plan-June 2016 Monitoring Report*
- Serving as an independent outside consultant to the Commission in *Docket No. U-33848, Cleco Power LLC, ex parte. In re: Formula Rate Plan-June 2015 Monitoring Report*
- Serving as an independent outside consultant to the Commission in *Docket No. U-33434, Joint Application of Cleco Power, LLC and Cleco Partners, L.P. for: (I) Authorization for the Change of Ownership and Control of Cleco Power, LLC and (II) Expedited Treatment*
- Serving the Commission as an independent outside consultant on *Docket No. U-33510 Entergy Gulf States Louisiana, LLC's Upcoming Filing Regarding Acquisition of two power blocks located at Union Power Station*
- Serving the Commission through assisting Commission Staff in participating in and monitoring the Midcontinent Independent System Operator, Inc., Organization of MISO States, and Entergy Regional State Committee related matters
- Serving as an Outside Technical Consultant in *Docket No. R-26968-LPSC, ex parte, In re: Review of the General Order Dated March 12, 1999*
- Serving the Commission on *Docket No. R-32975-LPSC, ex parte, In re: Examination of long-term natural gas hedging proposals, by assisting in: determining whether it is in the public interest for LPSC-jurisdictional investor owned utilities to accept long-term (five, seven, ten and fifteen year), fixed-price hedging proposals for natural gas supply contracts, and if so, determining and/or developing an appropriate methodology for expedited, streamlined Commission approval of such contracts*
- Serving as an independent outside consultant to the Commission in *Docket No. U-33848, Cleco Power LLC, ex parte. In re: Formula Rate Plan-June 2015 Monitoring Report*
- Serving as an independent outside consultant to the Commission in *Docket No. U-33434, Joint Application of Cleco Power, LLC and Cleco Partners, L.P. for: (I) Authorization for the Change of Ownership and Control of Cleco Power, LLC and (II) Expedited Treatment*
- Serving the Commission on *Docket No. U-33974 Entergy Gulf States Utilities, L.L.C. ex parte. In re: 2015 Rate Stabilization Plan Filing, by assisting Staff in reviewing EGSL's Gas Rate Stabilization Plan Filing*
- Serving the Commission on *Docket No. R-32138-Wastewater Treatment Systems & Operations, LLC, ex parte. in relation to the request for an increase in water and wastewater rates by assisting in reviewing, documenting and verifying the upgrades that Wastewater Treatment Systems & Operations, LLC has stated it has made in filings in the above-captioned docket*

- Developing and implementing innovative strategies to assist healthcare providers, local governments, and the Louisiana Department of Health and Hospitals ("DHH") to finance services through utilization of unused Medicaid Upper Payment Limit Caps ("UPL's"), Certified Public Expenditures ("CPE's"), Intergovernmental Transfers ("IGT's") and Public Private Partnerships ("PPP's")
- Design and administrative management of a statewide financing and construction program for the Louisiana Community and Technical College System including budgeting, accounting, financial advisory services for bond issues, construction fund investment management, board presentations, and other administrative services

As demonstrated by the above, our professionals are highly experienced in multifaceted areas, including financial analysis, program design, government relations, legislative advocacy, policy initiatives, financing transactions, and legal and regulatory budgeting, planning, and administration.

Provided below are a list of five (5) references who can speak on behalf of the United Professional Companies abilities, integrity, and professional reputation in acting as financial advisor to a private or governmental entity.

Client	Lead Contact	Telephone
Louisiana Senate	John Alario Senate President	(504) 340-2221
Louisiana Community and Technical College System	Dr. Monty Sullivan President	(225) 922-2800
West Jefferson Medical Center (Jefferson Parish Hospital Service District No. 1)	Nancy Cassagne Retired CEO	(504) 715-6093
Terrebonne General Medical Center	Diane Yeates COO	(985) 873-4640
Louisiana Public Service Commission	Eve Kahao Gonzalez Former Secretary	(225) 342-7000

B. PLAN OF ACTION

We are fully prepared to assist the Commission's in-house Staff in analyzing the Company's filings in this Docket. The Commission's RFP makes clear that the time anticipated to complete the Scope of Representation is approximately 12 months ("Period of Representation"). As a result, our Plans of Action is tailored towards that Period of Representation.

If selected, our team of qualified consultants would work closely with the Commission, Commission Staff in its review and analyses. Our team of qualified consultants would work closely with the Commission and its in-house Legal, Utilities, and Auditing Divisions to review an analyze Cleco's monthly FEAC filings/calculations for the years 2018-2019. In doing so, we would:

- Participate in formal and informal status conferences;
- Review the Company's monthly FEAC filings;
- Review accompanying workpapers and financial data;
- Review historical data involving prior audits, including any compliance requirements included within Orders resolving prior audits;
- Draft and assist in the drafting of data requests;
- Analyze data responses;
- Attend any information meetings;
- Develop, and/or assist in the development of, issues lists of irregularities, including calculations incorrectly assessed and unauthorized expenses recovered via the FEAC by the company and applied to Louisiana consumer billings;
- Develop, and/or assist in the development of, an appropriate methodology to provide Louisiana customers with a recovery of any incorrectly assessed and unauthorized expenses recovered via the FEAC by the Company;
- Draft, and/or assist in the drafting of and preparing for filing, Staff's audit memorandum and/or pre-filed testimony in support of Staffs ultimate recommendation(s), including the incorrect costs identified and a recommendation as to the appropriate methodology to provide a recovery of these funds to Louisiana consumers and any exhibits supporting the same;
- Draft, and/or assist in the drafting of, applicable motions, exceptions, briefing sheets and orders of the Commission; and
- Attend any hearings on issues identified that require an evidentiary hearing, as required.

If selected, we will make ourselves available to participate in informal conference calls, meetings, and conferences with the Commission and Staff, as well as any status conferences, pre-trial conferences, depositions, hearing, and any informal meetings between Staff and the company, as well

as any Business and Executive Sessions that the Staff deems necessary. Our scope of work would continue through the conclusion of the Docket through a Commission vote.

1. Methodology

The methodology that UPC proposes to utilize in serving the LPSC in this Docket leverages our team's in-depth understanding of Commission and state of Louisiana law and regulatory precedent, the regulatory process, and our team of specially-selected professionals' prior experience serving the LPSC on related issues.

2. Approach

If UPC is selected as the Commission's Outside Consultant, our team would actively work to ensure that the Commission and Staff are provided with any and all resources necessary to complete the scope of representation. The UPC approach uses a collaborative, standardized methodology that ensures efficiency, effectiveness, and proper controls. As such, detailed below is an outline of UPC's proposed approach for assisting the Commission Staff in the evaluation of the UPS acquisition prospect. UPC fully understands, however, that if chosen, the Commission and its Staff shall determine how the tasks will be carried out.

3. Workload Management and Distribution

UPC's staff utilizes a collaborative and fluid team approach. R. Lane Sisung and Paul T. Chastant, III will serve as contacts to LPSC, with Mr. Sisung serving as the primary contact. Mr. Sisung and the team will remain in constant contact with Commissioners, Commission Staff, and intervening parties regarding any and all material matters so as to provide seamless coverage for the LPSC. Together, we will work with Commissioners, Commission Staff and intervening parties to assess needs, determine deliverables and timelines, coordinate our firm's resources, and schedule meetings with the LPSC and other parties to provide analysis and advice.

Mr. Sisung will draw upon our individual team members' expertise as needed for understanding and edification on individual issues. By assigning the proper specialist to individual issues as they arise, with Mr. Sisung acting as program administrator, we will be able to effectively meet LPSC's needs. All of this resource coordination will take place seamlessly.

We anticipate a close working relationship with the Commissioners and Commission Staff. All LPSC personnel will have Mr. Sisung and the rest of his team's contact information. Commissioners, Commission Staff, and parties will be encouraged to reach out to Mr. Sisung with any questions or concerns. We believe that our process ensures that the work products and deliverables will exceed the quality standards that the LPSC expects from the Independent

Technical Consultant awarded this contract. UPC fully understands, however, that if chosen, the Commission and its Staff shall determine how the tasks will be carried out.

C. COST PROPOSAL

UPC is pleased to submit the following price proposal to the Commission for consideration.

We estimate that the total cost of labor for the completion of this Docket would not exceed $25,000. Our labor estimate is based upon the costs necessary to provide the Commission with the services of a dedicated team of finance professionals for the 12-month period of representation. Our rates per hour vary per consultant from $150.00/hour to $400.00/hour. Our standard hourly rates per hour vary per consultant from $150.00/hour to $400.00/hour. For this Docket, we would propose to cap hourly fees at $285.00

We estimate that the total expenses necessary for the completion of this Docket would not exceed $1,500. These costs reflect our estimate of the travel and lodging costs of experts over a 12-month period of representation. Expenses would also be separately disclosed with proof of such expenses attached. UPC would request reimbursement for only those travel-related expenses that are actually incurred. Expenses, where applicable, would be billed in accordance with state authorized rates as specified in the Travel Policies and Procedures Memorandum issued by the State of Louisiana, Division of Administration in effect at the time such expenses are incurred ("Allowable Expenses"). Any expenses that exceed the Allowable Expenses would be borne by UPC, unless otherwise specified by the Commission. Further, billed expenses would not exceed twenty percent (20%) of the total amount of billed fees at any given time.

We propose a total budget for the cost of labor and expenses for the completion of the services requested for LPSC FRP 20-05 are not to exceed $26,500 ($25,000 of Labor + $1,500 of Expenses).

UPC understands that Staff would be able to request, and UPC would be required to provide, billing information at any time upon Staff's Request. Staff, working with UPC, would review all of the bills submitted for payment, including but not limited to conformity with the planning sessions and any amendments. UPC further understands that the Commission shall have the discretion to impose additional safeguards upon the potential bidders at the time such bids are put up for vote, and that it shall have the right to either accept such additional safeguards, or reject them and withdraw their bid. Further, at any time after UPC is selected and hired, the Staff and UPC may agree to further safeguards.

If selected, UPC bills would be rendered in strict accordance with the Commission's guidelines. UPC would only charge for actual hours of work performed and costs incurred. All UPC bills would be rendered monthly, and specifically identify and describe all work performed, the person performing such work, the time and charge for such work, and show the total amount billed to date and the authorized original estimate, in accordance with the Commission's August 4, 2004 General Order.

D. CONFLICTS OF INTEREST

United Professionals Company, LLC does not possess any conflicts of interest that would impair its ability to serve the Commission for the purposes of this RFP, but for the purpose of full disclosure, we hereby disclose:

1. SSC presently serves the State of Louisiana, Office of the Governor, Division of Administration through acting as a financial advisor, on an "on call" basis.
2. Certain employees of United Professionals Company which are not affiliated in any way with providing services to the LPSC have a non-controlling interest in and/or provide accounting/administrative services to an entity that provides energy efficiency solutions to government agencies, some of whom may participate in Commission authorized energy efficiency programs.

E. OTHER CURRENT REPRESENTATIONS

Below are outlined a list of other matters in which we currently represent the Commission:

1. UPC also presently serves the Commission through assisting Commission Staff in participating in and monitoring the Midcontinent Independent System Operator, Inc., Organization of MISO States, and Entergy Regional State Committee related matters.

2. UPC also presently serves the Commission through assisting Commission Staff in participating in and monitoring the Southwest Power Pool.

3. UPC also presently serves as an independent technical consultant in the compliance of *Docket U-33244 Entergy Louisiana, LLC ("ELL") and Entergy Gulf States Louisiana, LLC ("EGSL")* [(hereinafter conjunctively referred to as "the Companies")], *ex parte, In re: Submission of Business Combination Study regarding potential business combination*.

4. UPC also presently serves as an independent outside consultant to the Commission in the compliance of *Docket No. U-33434, Joint Application of Cleco Power, LLC and Cleco Partners, L.P. for: (I) Authorization for the Change of Ownership and Control of Cleco Power, LLC and (II) Expedited Treatment*.

5. UPC also presently serves the Commission as an independent outside consultant the compliance of on *Docket No. U-33510 Entergy Gulf States Louisiana, LLC's Upcoming Filing Regarding Acquisition of two power blocks located at Union Power Station*.

6. UPC also presently serves the Commission as an outside contract regulatory consultant on *Docket No. R-32975-LPSC, ex parte, In re: Examination of long-term natural gas hedging proposals*.

7. UPC also presently serves the Commission on *LPSC*, ex parte, I*n re: Investigation of the retail load assignment between Entergy Gulf States Louisiana, LLC, Vinton Public Power Authority and San Rayburn Municipal Power Agency and certain interstate contract electric power supply agreement* by assisting Commission Staff in the further investigation of the issues contemplated in the above captioned investigation, as well as a determination as to whether the current (or prior) arrangement(s) have an impact on Louisiana-jurisdictional ratepayers.

8. UPC also presently serves the LPSC on Commission on *Docket No. U-34744 Entergy Gulf States Utilities, L.L.C. ex parte. In re: 2017 Rate Stabilization Plan Filing*, by assisting Staff in reviewing EGSL's Gas Rate Stabilization Plan Filing.

9. UPC also presently serves the Commission on *Docket No. U-33950 In Re: Entergy Louisiana, LLC Compliance Submission Regarding Deactivation of Little Gypsy 1, Ninemile 3, and Willow Glen 2 AND 4, as required by Order No. U-33510.*

10. UPC also presently serves the Commission on *Docket No. Docket 35407 Cleco Power LLC, ex parte. In re: 2019 Formula Rate Plan Monitoring Report*.

11. UPC also presently serves the Commission on *Docket No. X-34109 Fuel Adjustment Clause Audit of Entergy Louisiana, LLC's charges flowed through its Fuel Adjustment Charge, from the period beginning January 1, 2014 through December 31, 2015 (2014-2015).*

12. UPC also presently serves the Commission through assisting Commission Staff in the compliance of *Docket No. U-34354 Application of Southwestern Electric Power Company for Approval of Long-Term Natural Gas Procurement Proposal.*

13. UPC also presently serves the Commission through assisting Commission Staff in *Docket No. R-34029 In re: Investigation of tax structure issues for all LPSC-jurisdictional utilities.*

14. UPC also presently serves the Commission through assisting Commission Staff in Docket No. R-34026 *In re: Investigation of double leveraging issues for all LPSC-jurisdictional utilities.*

15. UPC also presently serves the Commission through assisting Commission Staff in *Docket No. S-34426 In Re: Status of Electric Rates in Louisiana: Where Are We and Where Are We Going?*

16. UPC also presently serves the Commission through assisting Commission Staff in *Docket No. R-34738 In Re: Proceeding to establish rules regarding electric utility tariff filings and related review, including site specific rate filings.*

17. UPC also presently serves the Commission through assisting Commission Staff *in Docket No. R-34860 In Re: Rules applicable to electric service providers' provision of served to load outside its historical footprint and rates that may be offered to industrial load.*

18. UPC also presently serves the Commission through assisting Commission Staff in *Docket No. R-34860 In Re: Rulemaking to study the implications of participation of Aggregators of Retail Customers to determine whether, and under what conditions, such activity should be allowed in the Louisiana Public Service Commission's jurisdiction*

19. UPC also presently serves the Commission through assisting Commission Staff in *Docket No. R-34754 In Re: Consideration of appropriate manner to flow through to ratepayers the benefits of the reduction in corporate income taxes as a result of the Tax Cuts and Jobs Act, treatment of the regulatory liability ordered by the Commission to be recorded by utilities pursuant to the Commission's Special Order No. 13-2018 and related matters.*

20. UPC also presently serves the Commission through assisting Commission Staff in Docket No. U-34619, *In re: Application of Southwestern Electric Power Company (SWEPCO) for Expedited Certification and Approval of the Acquisition of Certain Renewable Resources and the Construction of a Generation Tie Pursuant to the 1983 and/or I 994 General Orders.*

F. CONCLUSION

UPC appreciates this opportunity to respond to the Commission's RFP to serve as an outside consultant to assist Staff in the review and analysis of the filings and issues in this Docket. As detailed in the sections above, UPC and its affiliated Sisung Group Company are multifaceted and have extensive experience in a broad range of financially-related areas involving state and local governments. Because we are a Louisiana firm, all of whose employees are Louisiana residents, we take great pride in any and all work that we do that benefits the people of our state, and we believe this project provides just such an opportunity.

UPC has built a team of regulatory and utility finance and economics professionals and consultants, the members of which were specifically selected for their ability to serve the needs of the LPSC in this Docket. Together, our team of professionals and consultants has a vast amount of specific knowledge and experience, which will allow us to work closely with the Commission and its Staff as an outside consultant on this Docket. The multifaceted financial qualifications and experience offered by UPC's staff of regulatory and utilities finance experts and consultants, combined with our in-depth understanding of Louisiana laws, regulations and local issues, best position us to provide the Commission with the most extensive and comprehensive service.

Our professionals have a distinctive style that encourages personal service, excellence and integrity. We believe that the combination of our professionals' experience, our local Louisiana presence, our national expertise, and our proven track record of nearly thirty years of exceptional quality and integrity in our dealings offers the Commission an excellent choice for an outside consultant to assist it in this Docket.

Appendix A: Resumes of Sisung Professionals Assigned to RFP 20-05

ROBERT LANE SISUNG

Mr. Sisung earned a Bachelor of Science degree in Accounting from Louisiana State University. After graduation, he sat for and passed the Certified Public Accountant exam and subsequently attended Loyola University Law School where he earned a Juris Doctorate. After law school, Mr. Sisung earned an LL.M. in Tax Law from the University of Florida. Mr. Sisung is a fully licensed General Securities Representative, a licensed insurance agent in the state of Louisiana, and a member of the Louisiana State Bar.

Mr. Sisung has over two decades of experience in financial, real estate and investment transactions. His most recent projects include successful development and implementation of the Healthcare Finance Consulting and Financial Litigation Services/Regulatory Consulting business lines for the Sisung Group, where he specializes in providing consulting to regulators of utilities. The Sisung Group's work in these endeavors has produced hundreds of millions of dollars for the firms' clients and the state.

The Financial Litigation Services/Regulatory Consulting business line has primarily supported governmental entities in cases before tribunals. Mr. Sisung manages an array of regulatory and financial experts in coordinating a cohesive approach to providing expert witness services for complicated financial and regulatory matters. Mr. Sisung himself also provides expert testimony and assist in the creation of settlements and orders of judgment. His personal involvement in the representation of the LPSC has helped to provided critical and effective safeguarding of LPSC-jurisdictional rate payers.

Mr. Sisung's previous endeavors include the successful creation, development and implementation of the corporate finance and mergers and acquisitions operations of Sisung Securities Corporation; the creation and operations of Sisung Capital that include raising and investing millions of dollars in venture capital funds in Louisiana; the creation and operation of the Sisung Film Finance Division; and the growth and management of over $1 billion dollars in assets under management in Sisung Investment Management Services. Mr. Sisung also manages and directs all Sisung Group real estate, project management, and business development projects including multi-facility capital infrastructure projects. Mr. Sisung sits on the investment committee for Sisung Investment Management Services, LLC and also serves as in-house counsel for the five companies that comprise the Sisung Group.

Mr. Sisung serves as the primary point of contact for clients, and is will be responsible for coordinating and managing all of our firm's resources, including the direct provision of consulting and litigation services.

PAUL THOMAS CHASTANT, III

Mr. Chastant holds a Bachelor of Science in Accounting and a Minor in History from Louisiana State University. He also holds a Juris Doctor from Tulane University Law School. Mr. Chastant is a member of the Louisiana State Bar, a Certified Public Accountant licensed to practice in Louisiana, and a Certified Mergers and Acquisitions Advisor.

Mr. Chastant has accounting and financial advisory consulting experience in areas that include external audit, acquisition due diligence, revenue and expenditure growth projection, litigation support, and business valuation, gained while working as a Financial Consulting and External Audit Staff Accountant with Postlethwaite & Netterville, one of the largest accounting firms in the state of Louisiana. In this position, he assisted publicly traded companies' internal audit departments in assessing European foreign corporate subsidiaries' compliance with Sarbanes-Oxley Act reporting requirements. His financial consulting experience ranges from constructing detailed financial accounting and reporting policies and procedures manuals for clients to consulting on issues of cross-border financial consolidations, US GAAP financial reporting, and SEC reporting and compliance for US-based multi-national, public companies.

While at Tulane, Mr. Chastant's study of the law was concentrated on issues surrounding transaction law, including corporate law, mergers and acquisitions, practical aspects of hostile acquisitions, and corporate taxation. Prior to graduating Tulane, he completed an externship with The Louisiana Supreme Court Clerk of Court, where he was tasked with assisting in an ongoing revision to the Louisiana Supreme Court's Practice and Procedure Rules and assigned a project to begin drafting e-filing rules for the Louisiana Supreme Court.

Today, Mr. Chastant uses his accounting background and his legal expertise in his role as Vice President of Project Development for the Sisung Group. While at Sisung, Mr. Chastant has assisted in the successful development of the Financial Litigation Services Division and has used his qualifications and experience to help create a streamlined approach for financial experts to be able to support attorneys in the provision of litigation support for complex financial transactions. Mr. Chastant has assisted in every aspect from discovery to testimony to drafting of settlement agreements and orders for judgment.

Mr. Chastant will serve the LPSC as the secondary point of contact for the LPSC in his Docket. He and Mr. Sisung will be responsible for coordinating and managing all of our firm's resources for LPSC.

J. THOMAS MCGUCKIN, PH.D.

Dr. McGuckin holds a Bachelor of Arts in Economics from Pomona College, a Masters of Economics from Colorado State University, and a Ph.D. in Economics from the University of Wisconsin. Dr. McGuckin is a member of both the American Economics Association and the National Association of Regulatory Utility Commissioners.

Dr. McGuckin is retired from New Mexico State University where he was a Professor of Economics for thirty-three years. He has also been an associate for the Center for Public Utilities at New Mexico State University, whose program offerings are officially sectioned by the National Association of Regulatory Utility Commissioners.

Dr. McGuckin is an economics expert in the fields of utilities in electricity, water, wastewater, natural gas and solid waste. In this role, he has provided detailed technical and policy analyses and recommendations to numerous state and federal regulatory bodies. He has focused his consulting efforts on performing cost of service analysis, rate analysis and rate design, regulatory policy development, utility governance, and planning and cost allocation processes for investor-owned electric utility companies. His experience has allowed him to build an in-depth knowledgebase on a wide array of topics including: the appropriate accounting standards and practices for electric utilities, resource planning and resource adequacy, cost recovery mechanisms for utilities, regional transmission planning organizations and ancillary services markets, day ahead energy and operating reserves markets and real time energy and operating reserves markets, transmission hedges, annual revenue rights and financial transmission rights, fuel cost recovery, qualified facilities, avoided cost, certification of transmission, certification of generation or power supply purchases, competitive procurement of supply side resources, market forecasting and futures, and federal regulations impacting or potentially impacting utilities' operations and/or policy.

Dr. McGuckin now pulls from his background and experience in serving the Sisung Group as its chief expert regulatory consultant.

Dr. McGuckin will serve the LPSC in this Docket by providing economics-related consulting services on an as needed basis.

ROYAL ALEXANDER

Mr. Alexander holds a Bachelor of Arts from Louisiana State University. He also holds a Juris Doctor from Oklahoma City University School of Law. Mr. Alexander is a member of the Louisiana State Bar.

After law school, Mr. Alexander clerked for U.S. District Judge Rebecca F. Doherty in Lafayette, Louisiana and also interned for U.S. District Judge Richard Haik during the voluminous and complex Combustion environmental tort litigation involving CERTCLA/Superfund claims. Mr. Alexander is a frequent lecturer on state and federal constitutional issues, including implication eminent domain, the Takings Clause and Commerce Clause/interstate commerce.

Mr. Alexander has worked in Washington D.C. for three different Members of Congress and also worked for the Federal Motor Carrier Safety Administration. During his tenure in Washington, he worked with the Department of Energy and FERC on several energy related issues. In Addition his work on DOE issues included numerous energy research project e.g. nuclear energy and security, energy tax incentives, and hydropower and geothermal energy. He currently has his private law practice in Shreveport, Louisiana.

The Louisiana Public Service Commission recently engaged Mr. Alexander to investigate Isaac recovery response for Entergy, Cleco, Swepco, Demco and Slemco.

Mr. Alexander will serve the LPSC in this Docket by providing legal-related consulting services to the Commission on an as needed basis.

ROBERT VOSBERG

Mr. Vosberg holds a Bachelor of Science in Engineering from University of Wisconsin, Platteville.

Mr. Vosberg has nearly forty years practicing in the regulated utility space, including over ten years at Alliant Energy as an Energy Delivery Project Manager. He also has experience with the Wisconsin Electrical Cooperative Association, where he was responsible for direct interaction with State and Federal Regulatory bodies including providing testimony. In this role, Mr. Vosberg also served on committees that provided recommendations to such regulatory bodies for proposed agency rules and regulations. In his role with Scenic Rivers Energy Cooperative, Mr. Vosberg served as the Director of Engineering, where he was responsible for system planning, system protection, equipment procurement, rate schedules, and standards.

Mr. Vosberg has litigation experience related to economic development efforts and other special projects. He has served on local, State and National committees providing technical guidance to various regulatory agencies, regional bodies, economic groups and other associations. Mr. Vosberg has also performed rate equalization studies and other special projects.

Today, Mr. Vosberg provides technical support to various clients relating to new transmission and generation facilities. He has direct responsibility for interactions with multiple Transmission Providers (PJM, MISO including MISO South, ERCOT,SPP, WECC, etc.) for Interconnection and Transmission Service requirements. Mr. Vosberg has extensive knowledge of SERC member utilities including Southern Company, Progress Energy, TVA, Florida Utilities, Electric Municipals and Electric Cooperatives. He provides guidance to clients regarding Transmission Market requirements, including current and future pricing structures, FERC regulatory requirements and State regulatory requirements.

Mr. Vosberg will serve the LPSC in this Docket by providing economics-related consulting services on an as needed basis.