

PUBLIC SERVICE COMMISSION OF KENTUCKY
REQUEST FOR PROPOSAL (RFP)

1. Invitation to Propose

The Kentucky Public Service Commission (Commission) is seeking proposals for all consulting services required to perform a focused management and operations audit of East Kentucky Power Cooperative, Inc. (EKPC). EKPC's headquarters are located in Winchester, Kentucky.

Each person responding to this RFP is referred to hereinafter as a “bidder” until such time as they may be selected to undertake the engagement. A “Consultant” is a firm that has been selected to undertake the engagement. The Commission will accept proposals to this RFP under the terms and conditions set forth herein.

Upon selection to perform the focused management and operations audit, a Letter of Agreement (“Agreement”) will be signed between the Commission, EKPC and the Consultant. This Agreement, described more fully herein, shall comprise the contract for the engagement.

2. Background Information

EKPC is a not-for-profit generation and transmission cooperative supplying electric power to 16 member distribution cooperatives and non-member utilities. EKPC’s member distribution cooperatives are:

- Big Sandy RECC of Paintsville, Kentucky
- Blue Grass Energy Cooperative of Nicholasville, Kentucky
- Clark Energy Cooperative of Winchester, Kentucky
- Cumberland Valley Electric of Gray, Kentucky
- Farmers RECC of Glasgow, Kentucky
- Fleming-Mason Energy Cooperative of Flemingsburg, Kentucky
- Grayson RECC of Grayson, Kentucky

Inter-County Energy Cooperative of Danville, Kentucky
Jackson Energy Cooperative of McKee, Kentucky
Licking Valley RECC of West Liberty, Kentucky
Nolin RECC of Elizabethtown, Kentucky
Owen Electric Cooperative of Owenton, Kentucky
Salt River Electric Cooperative of Bardstown, Kentucky
Shelby Energy Cooperative of Shelbyville, Kentucky
South Kentucky RECC of Somerset, Kentucky
Taylor County RECC of Campbellsville, Kentucky

As of December 31, 2007, EKPC served approximately 508,454 total member system consumers across 89 Kentucky counties. EKPC's total utility operating revenue for the year ended December 31, 2007 was \$743 million with a net margin of \$42 million. As of December 31, 2007, EKPC had 620 full-time employees.

This will be the Commission's third management audit of EKPC. EKPC's last audit was completed in 2001.

The standard information package, which may also be obtained from the Commission's website at www.psc.ky.gov contains copies of the cover letter, relevant Orders from Case Nos. 2006-00455, 2006-00564, 2006-00472 and 2008-00436 and EKPC's 2007 annual report.

Over the last several years, EKPC has faced a number of challenges which, taken together, have placed a financial strain upon the company. As a result, the Commission has been concerned sufficiently to open investigations on its own motion. In October 2006, the Commission initiated Case No. 2006-00455, An Investigation of the Financial Condition of East Kentucky Power Cooperative, Inc. This investigation was based upon a review of data from EKPC that indicated the utility's operations were producing negative net income since the last quarter of 2004. Prior to the conclusion of Case No. 2006-00455, EKPC filed an application for a \$43 million adjustment of general

rates (Case No. 2006-00472) and, due to its deteriorating financial condition, sought interim rate relief. In an Order dated April 1, 2007 in Case No. 2006-00472, the Commission awarded EKPC \$19 million in interim rate relief. In an Order dated June 19, 2007, the Commission closed Case No. 2006-00455 concluding that any action taken in the case would be duplicative of actions taken in the rate case. In an Order dated December 5, 2007, the Commission concluded Case No. 2006-00472 and did not award EKPC any money beyond the \$19 million awarded as interim relief.

In May 2004, Warren Rural Electric Cooperative Corporation (WRECC) entered into a contract with EKPC to be its wholesale supplier of electricity. As a result, EKPC began the process of planning for and certificating additional generation and transmission capacity in order to serve WRECC. In December 2006, WRECC informed EKPC that it had decided to remain with TVA, its previous wholesale electricity provider. In January 2007 the Commission on its own motion, opened Case No. 2006-00564, An Investigation into East Kentucky Power Cooperative, Inc.'s Continued Need for Certificated Generation. As a result of this case, EKPC surrendered previously awarded CPCNs for several combustion turbines.

In October 2008, EKPC filed two cases: Case No. 2008-00436, The Application of East Kentucky Power Cooperative Inc. for an Order Approving accounting Practices to Establish a Regulatory Asset Related to Certain Replacement Power Costs Resulting from Generation Forced Outages and Case No. 2008-00409 General Adjustment of Electric Rates of East Kentucky Power Cooperative Inc. In the first case, EKPC sought the establishment of a regulatory asset for unrecovered replacement power costs related to forced outages of its generating units during 2008 that were not eligible for

recovery through its fuel adjustment clause. In an Order dated December 23, 2008, a majority of the Commission found EKPC's precarious financial condition constituted an extraordinary circumstance and granted the request. In the rate case (2008-00409), EKPC is seeking a \$67.9 million increase and the establishment of another regulatory asset for the amount of rate relief associated with the delayed filing of the application. The purpose of the proposed regulatory asset is to recover revenues beginning April 1, 2009 that EKPC would have received if the proposed rates had been in effect during that time. The statutory suspension period for the proposed rate increase extends to June 1, 2009, two months after the date EKPC's Spurlock 4 Generating Unit is scheduled to begin commercial operation.

3. Objectives and Scope of the Audit

The 16 Distribution Cooperatives own EKPC and each has one representative who serves as a member of EKPC's Board of Directors (the "EKPC Board").¹ There is concern that the financial and operational interests of the Distribution Cooperatives may not always be aligned with the financial and operational interests of EKPC. There are several general questions regarding the EKPC Board that the Consultant must address:

1. Whether, and to what extent, the EKPC Board faces conflicts of interest arising from the fiduciary duty owed to both EKPC and their respective Distribution Cooperative. If such conflicts exist, how are they resolved?
2. Whether, and to what extent, the actions of the EKPC Board are influenced by the respective Distribution Cooperatives' governing authorities (i.e., Is the EKPC Board sufficiently independent to diligently pursue the best interests of EKPC?)

¹ For purposes of this request for proposals, the "EKPC Board" shall include all its designated members as well as any alternate members, ex-officio members, agents, employees as well as any and all standing committees, ad hoc committees, sub-committees, working groups, task forces or other subunits of the EKPC governance structure that include any of the foregoing individuals.

3. Whether the Distribution Cooperatives and their members adequately and appropriately informed of issues confronting EKPC and the EKPC Board's decisions.
4. Whether the EKPC Board is adequately and appropriately informed of issues confronting EKPC and what steps are taken by the EKPC Board to independently verify that information.
5. Whether the EKPC Board possesses the financial, technical and managerial expertise to diligently pursue EKPC's best interest and what steps are taken, if any, to ensure that the EKPC Board's expertise is kept current.
6. Whether there are any organizational impediments preventing EKPC or the EKPC Board from diligently directing the affairs of EKPC.
7. Whether, and to what extent, the EKPC Board has delegated an appropriate level of discretion to EKPC's Executive Management to perform the day-to-day operations of EKPC.

There are three primary objectives of this focused audit. As part of its review and unless otherwise specifically directed by the Commission, the Commission requires that the Consultant individually interview: 1) the EKPC Board; 2) the Chairman, Vice Chairman and Secretary-Treasurer positions on the Board of Directors and the president / chief executive officer / general manager of the Distribution Cooperatives; and 3) the Executive Management of EKPC. The consultants should be prepared to interview additional or all Distribution Cooperative directors if necessary.

The first primary objective is to determine the independence, duties (fiduciary and otherwise), reasonableness and effectiveness of the EKPC Board and whether there are any inherent conflicts of interest between the EKPC Board's duties and responsibilities to EKPC and the duties and responsibilities owed to the Distribution Cooperatives. To the extent that inherent conflicts of interest do exist, the auditor will examine whether EKPC's interests have been subordinated in any way to the detriment of EKPC.

The second primary objective is to determine the involvement of the EKPC Board in short-term and long-range strategic planning. Among other things, this will require the Consultant to assess the Board's participation in the development of EKPC's strategy for meeting its Distribution Cooperatives' energy needs, the development of EKPC's budgets (short-term and long-term if applicable), and any decisions regarding the reasonableness of rates and adequacy of service.

The third primary objective is to evaluate the reasonableness and effectiveness of EKPC's Executive Management as it relates to interaction with the EKPC Board. The evaluation will include a review of the functions and processes, organizational structure, duties and responsibilities of EKPC's Executive Management, the effectiveness of business strategies, whether there are appropriate financial systems, including risk assessment, in place to sufficiently track and maintain EKPC's financial integrity and accountability and the efficacy of its existing business and operating policies and procedures.

The Consultant will be required to make appropriate recommendations to the Commission. Both the Commission and EKPC expect the final audit report to be fully footnoted and for the Consultant's recommendations to be supported by findings and conclusions. The Commission and EKPC believe it is imperative that the selected Consultant possess an in-depth understanding of the electric industry and issues confronting it, especially as applied to rural electric cooperatives. The Consultant must have a thorough knowledge of the operations, the purpose and the governance of electric cooperatives. The proposal should reflect the Consultant's understanding of these issues and provide discussion of how they would likely affect EKPC.

SCOPE

It is expected that, at a minimum, the scope of this review will encompass the following:

1. The Consultant will evaluate all aspects, functions and the effectiveness of the EKPC Board. The evaluation will include, but is not necessarily limited to: a) how the interests of EKPC as a separate generation and transmission cooperative corporation align with the distribution cooperative corporations; b) the independence of the EKPC Board, including whether conflicts of interest and/or fiduciary responsibility exist for the EKPC Board and how they are resolved; c) the role of distribution cooperative governing authorities, if any, in the overall EKPC Board decision-making process; d) the adequacy of communication by EKPC and the EKPC Board to the member distribution cooperatives and their respective members; e) the adequacy of information presented to the EKPC Board concerning issues confronting EKPC and what steps are taken by the EKPC Board to independently verify that information; f) the nature and extent of the EKPC Board's financial, technical and managerial expertise; g) the existence of any organizational impediments preventing EKPC Executive Management or the EKPC Board from diligently directing the affairs of EKPC; h) the extent to which the EKPC Board has delegated an appropriate level of discretion to EKPC's Executive Management.
2. Evaluate all aspects, functions and effectiveness of the EKPC Board. The evaluation will include, but is not necessarily limited to, the composition of the EKPC Board, specifically including its subunits;, how members are selected or assigned to said subunits; the specific role of each; how it functions; how each subunit interacts with Executive Management and the EKPC Board as a whole; and the effectiveness of each subunit in completing assigned tasks and influencing Board decisions.
3. Evaluate the effectiveness of the EKPC Board's participation in the overall long-term and short-term strategic planning processes including the Board's participation in EKPC's financial management and planning processes, capital planning and capital budgeting processes in terms of maintaining EKPC's financial integrity (including the determination of when to request a rate increase) and determining if and when to construct or acquire new plant, transmission and equipment in order to meet load growth or to respond to regulatory actions or unforeseen events. The timeliness of all EKPC Board actions should also be considered.
4. Evaluate the effectiveness of EKPC's Executive Management's interaction with the EKPC Board including, but not limited to, the organizational structure, duties and responsibilities of Executive Management.
5. Interviews should be held with the EKPC Board; the Chairman, Vice Chairman and Secretary-Treasurer positions on the Board of Directors and the president / chief executive officer / general manager of the Distribution Cooperatives; as well as with

each member of EKPC's Executive Management, in order to obtain as complete a picture as possible. The consultants should be prepared to interview additional or all Distribution Cooperative directors if necessary.

6. Develop findings and make appropriate recommendations for specific areas with potential for improvement, which shall be delivered to the Commission no later than September 30, 2009.
7. Work with EKPC to develop action plans and implementation steps to address the recommendations.

4. Acceptance of Proposals

There will be **no bidders' conference** in conjunction with this RFP. As previously stated, the purpose of this RFP is to receive proposals for all consulting services required to perform a focused management and process audit of EKPC.

All properly submitted proposals will be accepted for consideration and reviewed by the Commission. However, the Commission reserves the right to request necessary amendments to any proposal, reject all proposals, reject any proposal that does not meet the mandatory requirements of this RFP, or cancel this RFP.

The Commission also reserves the right to waive minor irregularities in proposals, providing such action is in the best interest of the Commonwealth of Kentucky, the Commission and EKPC. Waiver of minor irregularities shall in no way modify this RFP's requirements or excuse the Consultant from full compliance with the RFP's specifications and other requirements set forth in any Agreement arising from this RFP.

If your firm is interested in performing this work, you should submit 15 bound copies, one unbound, copy-ready copy, and one Microsoft Word electronic version of your proposal **no later than 5:00 PM EST on April 6, 2009**. The

Commission will not consider any proposal received after this deadline. **An electronic copy alone will not be sufficient to satisfy the receipt deadline requirement.** Any questions regarding this RFP must be directed to John A. Rogness III PhD in writing via mail, telefax (502-564-7189) or email (john.rogness@ky.gov). All proposals become the property of the Public Service Commission of Kentucky. Upon selection of a Consultant to perform this engagement, all proposals will be made available for public inspection.

Your response should be addressed to:

Kentucky Public Service Commission
P.O. Box 615
211 Sower Blvd.
Frankfort, Kentucky 40602

ATTN: John A. Rogness III

Note that the P.O. Box number should be used for all regular mail and the street address is only necessary for overnight deliveries, i.e. Fed Ex, UPS, etc.

After receipt of proposals, the Commission may request certain firms bidding on the project to appear before the Commission and the staff to provide an oral proposal briefing and to respond to questions. If an oral briefing is required, it will take place on **May 19, 2009**. It is anticipated that the evaluation phase of the project will take about four and a half (4.5) months to complete and culminate in the publication of a final report and a Management Audit Action Plan (MAAP) report. The project will begin on or about **June 8, 2009**. If the bidder thinks additional time is needed, justification should be supplied along with an estimate of additional time.

5. **Contents of Proposal**

Bidders' proposals should include the following:

A. **STATEMENT OF THE PROJECT**

State in succinct terms your understanding of the project presented in this RFP.

B. **MANAGEMENT SUMMARY**

Include a narrative description of the proposed effort, a discussion of project management techniques, tools and practices, and a list of the end products that will be provided to the Commission throughout the project and at the conclusion of the project.

C. **WORK PLAN**

Task descriptions are to be the guide in describing your technical plan for accomplishing the work plan. The task descriptions should be in sufficient depth to afford the Commission and its staff a thorough understanding of your work plan. The description should include an estimate of the number of hours each primary member of the review team will devote to each task, functional area, and special interest area. A proposal may be rejected if the work plan does not specifically detail how each of the task descriptions is to be accomplished.

D. **PRIOR EXPERIENCE**

Submit a statement of similar projects conducted in the previous five years. Provide a copy of the Bidder's most recently completed relevant review report. This requirement would also apply to a subcontractor, if appropriate. Indicate specifically any projects of utilities and provide copies of such audit reports. Experience cited should be that performed by your firm and specifically by individual team members. **Projects referred to should be identified and the name of the client shown, including the name, address and phone number of the responsible official of the client utility or agency who may be contacted.**

E. **PERSONNEL**

Include the names of all personnel -- executive, professional, management analysts, systems analysts, auditors, staff Consultants, etc. -- who will be engaged in the review. Their education and experience in auditing and management/process evaluations, especially for rural electric distribution

cooperatives, in general, and small rural electric distribution cooperatives in particular, must be included. If an Agreement is awarded, the personnel assigned to conduct the review may not be changed without the written approval of the Commission or its designated representative. The Commission will notify EKPC of any such requested personnel change and allow EKPC input before written approval for the change is approved.

F. STATEMENT ON POTENTIAL CONFLICTS OF INTERESTS

The Bidder shall identify any relationships between itself and any of its affiliated companies or proposed subcontractors (including prior relationships of individual personnel engaged in performing the review) and EKPC (or any affiliate). This would include any services provided during the last five years to EKPC, any subsidiaries, parent corporation, subsidiaries of the parent corporation, or any other related organizations associated with the electric utility industry. Any engagements, including but not limited to consulting or preparing studies or testimony, for another utility, a regulatory agency, consumer advocate group, attorney general, or similar entity (an "Interested Party") shall also be disclosed. If there have been no such relationships, a statement to that effect is to be included in the proposal.

The requirement to inform the Commission of any possible conflict of interest is a continuing obligation until the matter is completed. **If, during the audit, it is determined that an undisclosed conflict exists or has existed between the Consultant and EKPC or other interested party, the Commission reserves the right to terminate the Agreement and shall not be obligated or liable for any payment otherwise owed to the Consultant for service rendered or anticipated to be rendered, for costs incurred or expenses.**

G. BUDGET ESTIMATES

For each task described in Section 5.C. above, a cost estimate shall be provided. The cost estimate for each task shall include manpower costs, costs of supplies and materials, subcontractor costs, transportation costs and total cost. The manpower costs should be broken down to identify the personnel or category of personnel, possible estimated hours, rate per hour and total cost. **A firm, total not-to-exceed cost for the audit shall be provided.**

H. TIME

For each task described in Section 5.C. above, an estimate of the time required for completion shall be provided in schedule form. Show all audit

tasks, the estimated hours to complete each task, and the total estimated hours to complete the audit. An estimate of the percentage of time spent on-site shall also be provided.

I. INITIAL REQUEST FOR DOCUMENTS

The Consultant shall submit an initial information request for pertinent documents as a part of the proposal. Upon final selection of the Consultant by the Commission, EKPC shall initiate responses to the initial information request, thus enabling the Consultant to have access to the requested information during the early stages of the audit. **The initial information request should be clearly prioritized and should not be overly burdensome.**

J. WORK SPACE

Requirements for working space at EKPC's headquarters should be specified in the proposal.

K. PERIOD OF OFFER

A statement should be included stating that the Consultant's proposal shall remain valid for three months from the final date for submitting proposals as stated in Section 4 of this RFP.

J. WILLINGNESS TO WORK

The Bidder's willingness to work with the Staff Project Officer in the manner described in this RFP should be stated in the proposal.

K. SIGNATURES

All proposals must be signed by an authorized official of the Bidder.

6. Selection Criteria

All proposals received will be evaluated by the Commission and/or its authorized staff, including the Management Audit Branch. There are several factors that will be considered in selecting the proposals that satisfy the requirements of this RFP. These factors include: the Bidder's understanding of the Commission's needs and a proposed approach that satisfies these needs; the Bidder's willingness to work with EKPC and its

staff; the experience and ability of the Bidder's staff assigned to the project and their capability to perform the proposed work; the proposal's description of tasks in the work plan to determine if the Bidder possesses the knowledge and understanding of the technical functions to be examined in the study; the Bidder's willingness to include the Management Audit Branch in the various stages of the review; the Bidder's demonstrated ability to meet stated deadlines; the Bidder's project management techniques and practices; and any comments from EKPC. **As this is a review of a rural electric cooperative, cost will be an important consideration, although it will not necessarily be the deciding factor.**

7. Role of Commission Staff

John A. Rogness III PhD will be the Staff Project Officer designated by the Commission to ensure satisfactory and timely performance of the proposed work in accordance with any Agreement arising from this RFP. Upon the effective date of an Agreement, Mr. Rogness will be the sole contact for the Consultant in any discussions with the Commission.

The Consultant will be responsible for including the members of the Management Audit Branch in the planning and organizational meetings and in all stages of the project as directed by the Staff Project Officer.

The Commission will rely upon the Staff Project Officer to answer questions from time to time about the progress and status of the project. It will be necessary, therefore, that the Staff Project Officer and the Management Audit Branch be involved in the work of the Consultant. This involvement may include attending selected interviews, reviewing analytical procedures, and monitoring the project's progress as to scope,

budget, work plans, time, etc. It is expected that the Consultant will frequently discuss the Consultant's progress informally and directly with the Staff Project Officer and that periodic written reports will be necessary in addition to the informal contact between the Consultant's staff and the Staff Project Officer. These reports are described below:

Weekly Informal Reports: By the first of each week, the Consultant will provide written notice of the interviews and site visits scheduled for the next following week to the Staff Project Officer for review and approval. It will be important for the Consultant to closely coordinate the schedule for interviews and site visits with each individual utility's coordinator and the Staff Project Officer in order to minimize disruption of daily management activities.

Monthly Written Status Reports: Based on the task plan submitted with the proposal, the monthly reports should consist of two parts:

- A. General narrative briefly describing progress to date and outlining reasons for any deviations from the task plan schedule. This narrative should also contain a statement indicating the status of the project in relation to time -- ahead, behind, or on schedule.
- B. Status sheet indicating actual hours logged by category (i.e., project manager, senior analyst or auditor, junior analyst or auditor, etc.), by Consultant, material and supplies cost, and other costs, showing percentage of each in relation to proposal costs.

Monthly reports should be in the hands of the Staff Project Officer and EKPC's Coordinator by the tenth working day following the month's end and shall be submitted for any month worked.

Interview Summaries: By the fifth working day after each interview, formal summaries of each interview, including participants' conclusions and observations, data requests generated, issues identified, and follow-up required, shall be forwarded to the Staff Project Officer.

8. Draft/Final Report

A final report must evolve from a draft report prepared at least thirty (30) days prior to the submission of the final report. The draft report should contain functional area task reports, a management summary, which includes findings of operating

effectiveness and efficiency, and recommendations. All reports provided to the Management Audit Branch (task reports, draft report, final report) must be fully footnoted. The Management Audit Branch, EKPC and the Consultant will review the findings of each task report at a three-party roundtable meeting prior to the issuance of each task report to the Management Audit Branch. Task reports shall be submitted early enough in the project to allow for additional in-depth analyses and subsequent revisions. Following initial review of the task reports by the Management Audit Branch, EKPC will be afforded an opportunity to review the task reports. EKPC's written comments shall be submitted to the Consultant and the Management Audit Branch within ten (10) working days after it receives each task report so that the Consultant can consider any changes of fact, conclusions, or recommendations before completing the draft report. After review of the task reports has been completed, the Consultant will be required to prepare a draft report for review by the Management Audit Branch.

The Commission requires the final report to be in a narrative form and include terminology that will be meaningful to EKPC's management and others generally familiar with the subject areas:

- A. General Statement and Summary;
- B. Findings and Conclusions with Respect to the Primary Objectives of the Review;
- C. Recommendations, if any, relating specifically to the Task Areas.

Findings, conclusions and recommendations must be justified and accompanied by adequate supporting information. **The final report should consist of a chapter**

describing the project, a summary chapter that ties all the issues together and chapters for each Task Area.

The Commission expects an objective and balanced report to be prepared.

The Consultant shall provide the Commission with **15 bound copies, one electronic copy, and one unbound, copy-ready copy of the final report.** In addition, EKPC shall be provided with a total of **10 copies, one electronic copy, and one unbound, copy-ready copy of the final report.**

9. Testimony

The Consultant may be required to testify at a public hearing before the Commission. The selected consulting firm must be willing to stand behind its findings, conclusions and recommendations by testifying, upon request of the Commission, in a hearing before the Commission at the Consultant's agreed upon compensation rates as identified in the Agreement. In addition, the selected firm can expect to be asked its opinion regarding any testimony submitted by EKPC or any intervenors in the proceedings.

All properly identified and related costs incurred by the Consultants for purposes identified under this Section will be paid by EKPC to the extent that: (a) the Consultant is providing testimony directly related to the content of the final report and action plans; (b) such testimony is within two years of the final report completion; and (c) the Consultant is providing testimony at the request of the Commission.

10. Action Plans

It is the Commission's intent to secure a commitment from EKPC to implement the Consultant's appropriate recommendations as expeditiously as possible, and to

develop a dialogue between EKPC and the Consultant regarding the proper action steps necessary to successfully implement each recommendation. The Consultant shall be responsible for the development of action plans to implement each recommendation and will be required to review the appropriateness of the detailed action steps developed by EKPC. An example of the action plan format desired by the Commission is included with this RFP. The process of developing action plans will therefore be expected to include the following events:

- A. The Consultant will be responsible for developing draft action plans which include the background, the priority, the improvement baseline intended, and the estimated one-time and annual costs and benefits for each recommendation. This step will require the Consultant's completion of Section I through Section V of the action plan format and shall be submitted with the final report.
- B. EKPC will then be responsible for reviewing the Consultant's draft action plans, and shall prepare responses to all the action plans. Any recommendations may be considered in a future case for EKPC. EKPC's response shall include a statement addressing each recommendation, which either adopts the recommendation, adopts it with exception, or rejects the recommendation. The response shall detail steps (as well as the start date and completion date for each step) necessary to implement each recommendation adopted or adopted with exception by EKPC. This step will require EKPC to complete Section VI through Section VIII of the action plan format which shall be submitted to the Consultant and the Commission within 30 days of the release of the final report, unless otherwise mutually agreed upon by the Staff Project Officer and EKPC. For any recommendations rejected, a detailed basis for rejection shall be provided.
- C. The Consultant will then be responsible for reviewing EKPC's comments and action steps and formally commenting (in the finalized action plans) on the appropriateness of the proposed implementation activities, as well as clarifying the intent of the recommendations, if necessary. This step will require the Consultant's completion of Section IX of the action plan format.
- D. **The Consultant shall be responsible for printing the finalized action plans and shall provide the Commission with 4 bound copies, one electronic copy, and one unbound copy-ready copy for the finalized action plans. EKPC shall be provided with 4 bound copies, one electronic copy, and one unbound, copy-ready copy of their finalized action plans. These finalized**

action plans shall be submitted to the Commission and to EKPC within 60 days of the release of the final report. For the purposes of this project, finalized action plans shall require the completion of Section I through Section IX of the action plan format as described in Section 10.A through Section 10.C of this RFP

11. Work Papers

All work papers utilized by the Consultant during the course of the review shall be available to the Commission and EKPC as appropriate during the review and shall be turned over to the Commission concurrent with the submission of the final report. At a minimum, the work papers should include interview summaries, data request responses, and any special analyses prepared by the Consultant.

12. Contractual Arrangement

The Agreement for this engagement will be among the Commission, EKPC and the Consultant. KRS 278.255(3) provides for the Consultant to work for and under the direction of the Commission with the cost to be borne by EKPC. Payments to the Consultant on an Agreement entered into as a result of this RFP will be based upon hours actually expended and actual expenses incurred on this engagement at rates stated in the Agreement. **Total payments under the Agreement shall not exceed the firm budget cap quoted in the proposal.** Total cost includes itemized cost of supplies and materials, reasonable and customary cost of transportation and per diem expenses, and any reasonable and appropriate subcontract costs. Neither the Commission nor EKPC will be liable for any costs incurred prior to the making of any Agreement.

The review must be completed in a timely manner. The audit project shall be completed no later than five (5) months from its commencement date, unless the Commission and the Consultant agree to the extension. If the MAAP report has not

been issued five (5) months from the commencement date, absent a modification of the Agreement, the Consultant may be required to forfeit ten percent (10%) of the total cost of the project.

The Consultant's invoices, with supporting documentation, shall be presented to the Staff Project Officer by the 10th of each month for services provided and expenses incurred in the previous month. The Staff Project Officer shall review and approve all invoices, and forward them to EKPC. EKPC shall make payment to the Consultant within 20 working days of receipt of the approved invoices.

13. Conflicts of Interest

It is the intent of the Commission to assure that any Consultant, any employees of a Consultant, any approved subcontractor of a Consultant and any employees of such sub-contractor, who are in a position to affect the outcome of the reports or services rendered under an Agreement arising from this RFP, shall, during the course of the Agreement, strictly comply with the following provisions concerning conflicts of interest:

A. Solicitation or Acceptance of Gifts or Favors or Offers of Gratuities

No consulting firm or persons shall solicit or accept anything of value to the recipient, including a gift, loan, reward, meal, promise of future employment, favor, or service (except EKPC's services that are provided under existing tariffs) from employees or representatives of EKPC (or any affiliate) in connection with an Agreement entered into as a result of this RFP.

By submission of a bid, the bidder certifies that no member or delegate of Congress, nor any elected or appointed official or employee of the Commonwealth of Kentucky has or will benefit financially or materially from this procurement. Any Agreement arising from this procurement may be terminated by the Commission if it is determined that gratuities of any kind were either offered to or received by any of the aforementioned officials or employees from the Consultant, his agent or employee.

B. Conflicting Employment or Contractual Relationship

No consulting firm or persons shall have or accept any employment or enter into a contractual relationship with EKPC (or any affiliate) in connection with an Agreement entered into as a result of this RFP for a period of two years following the completion of the review. It is further required that any such relationship held or acquired during the course of any Agreement arising from this RFP with any other utility, which is subject to the regulation of this Commission, shall be discussed with this Commission as to the timing and subject of such relationships. The consulting firm selected shall certify that it will not perform subsequent work for EKPC (or any affiliate) in Kentucky in connection with any Agreement entered into as a result of this RFP for a period of two years following the completion of the review unless authorized in writing by the Commission.

C. Disclosure or Use of Certain Information

No consulting firm or persons shall disclose to any other person or entity any confidential or proprietary information ("Confidential Information") concerning EKPC (or any affiliate or member) in connection with any Agreement entered into as a result of this RFP, which has been gained in the course of performing services under an Agreement, nor shall such firm or persons use such information for any purpose other than the subject audit, without the prior written approval of the Commission and EKPC which is the subject of the Agreement. The Consultant shall take all reasonable steps to safeguard such Confidential Information to prevent unauthorized disclosure or use. Access to the Confidential Information shall be limited to employees, representatives and agents of the firm who have a need to use the Confidential Information for the purposes of the review and who have executed a Nondisclosure Certificate, as provided by the Commission (the "Authorized Recipients"). Such Authorized Recipients agree not to disclose Confidential Information to any other persons or entities or to retain or use Confidential Information obtained hereunder for any purpose other than the review. In the event that disclosure of any Confidential Information is compelled by a lawful order of a court or administrative agency with jurisdiction over the subject matter, the Consultant shall promptly give the Commission and EKPC advance notice so that they can seek to protect any interests in keeping the information confidential.

EKPC has the obligation to clearly identify and mark any materials that it deems Confidential Information so as to alert the Consultant that such materials are governed by this provision and are to be maintained as confidential. The obligations of Consultants and Authorized Recipients hereunder shall survive the termination of any Agreement.

In the event of any unauthorized disclosure(s) of any Confidential Information by the Consultant, the Consultant shall immediately take any and all steps reasonably available to mitigate the harm from said disclosure(s) and shall immediately notify the Commission and EKPC of the unauthorized disclosure(s).

The forgoing shall not be construed to limit access to, or use of, any information gained by the Authorized Recipients during the course of the review by the Commission or its duly authorized staff.

D. Disclosure of Specified Interests

If any firm or person holds any interest (other than as described in Section 13.B.) or owns or acquires a material financial position in the net worth of EKPC (or any affiliate) that is the subject of a proposed agreement between the Commission and the Consultant, a statement shall be filed disclosing such interests prior to signing of any Agreement with the Commission, or immediately upon the establishment of such an interest, if it occurs during the course of the contractual obligation to this Commission. The holding of such an interest or material financial position shall constitute a basis for terminating the Agreement as set forth below.

E. Corporate Conflict of Interest Policy

All consulting firms desiring to do business with this Commission must submit, as part of their proposal or potential contract, a copy of their Corporate Conflict of Interest Policy, particularly in regard to stock ownership or financial relationships with clients. In the case of non-incorporated Consultants or where no corporate policy exists, a statement of intention to comply with the preceding provisions must be submitted.

14. Conditions

The following are additional conditions to performance of any Agreement arising from this RFP. Bidders must state in the proposal that they will comply with these conditions.

- A. General - The terms of the contract among the Commission, EKPC, and the Consultant shall be stated in the Agreement between the Commission, EKPC, and the Consultant, which shall expressly incorporate by reference: (1) this RFP and any amendments thereto; (2) the Consultant's proposal

submitted in response to the RFP; and (3) any written amendments to the Consultant's proposal which are expressly approved by the Commission. In the event of a conflict or ambiguity in language among these documents, the provisions and requirements set forth in the Agreement, then the RFP, shall govern.

No modification or change of any provision in the Agreement shall be made unless agreed to in writing by the Consultant, EKPC, and the Commission.

The Agreement shall be construed according to the laws of the Commonwealth of Kentucky. Any legal proceedings against the Commission or EKPC regarding this RFP or any resultant Agreement shall be brought in Commonwealth of Kentucky administrative or judicial forums to the extent permitted by law. Venue will be in Franklin County, Commonwealth of Kentucky.

- B. Deviations from the RFP - Any deviations from the strict requirements of the RFP must be specifically defined in the Consultant's proposal which, if acceptable to the Commission, shall be expressly stated in the Agreement, but such deviations must not be in conflict with the basic nature of this offer.
- C. Entire Agreement - The Agreement supersedes all prior negotiations, representations or agreements, either written or oral, among the parties relating to its subject matter and shall be independent of and have no effect upon any other contracts.
- D. Advertising Award - The Bidder agrees not to refer to placement on the pre-qualified list or award of an Agreement pursuant to this RFP in commercial advertising in such a manner as to state or imply that the firm or its services are endorsed or preferred by the Commission, EKPC, or the Commonwealth of Kentucky.
- E. Notices - Upon the effective date of an Agreement pursuant to this RFP, all notices shall be deemed duly given when: (1) delivered by hand; or (2) sent by registered mail, return receipt requested. All notices to the Commission are to be delivered to the Staff Project Officer. All notices to EKPC are to be delivered to EKPC's coordinator.
- F. Titles - Titles of paragraphs are used to facilitate ease of reference only and shall not be construed to express or infer a contractual construction of language.
- G. Agreement Effective Date - Any Agreement established from this RFP shall begin on the effective date stated in the Letter of Agreement.

- H. Termination of Contract - Any Agreement resulting from this RFP shall be subject to the following termination provisions. An Agreement may be terminated by the Commission for:
- a. Default - Any Consultant who is determined by the Commission to be in breach of any of the terms or conditions of an Agreement with the Commission may, in the discretion of the Commission, be declared in writing to be in default and such Agreement may be terminated as a result of such default. A default in performance by a Consultant for which an Agreement may be terminated shall include, but shall not necessarily be limited to, failure to perform the contract according to its terms, conditions and specifications; or failure to make delivery within the time specified or according to a delivery schedule fixed by the Agreement.
 - b. Consultant Bankruptcy - In the event of the filing of a petition in bankruptcy by or against the Consultant, the Commission shall have the right to terminate an Agreement upon the same terms and conditions as a termination for default.
 - c. Unavailability of Funds - In the event that the Commission determines that funds for an Agreement become unavailable, the Commission shall have the right to terminate an Agreement without penalty and upon the same terms and conditions as a termination for convenience. Availability of funds will be determined at the sole discretion of the Commission.
 - d. Convenience - The Commission shall be authorized to terminate an Agreement for its own convenience when the Commission has determined that such termination will be in the public interest. When it has been determined that an Agreement should be terminated for the convenience of the Commission, the Commission shall be authorized to negotiate a settlement with the Consultant according to terms deemed just and equitable by the Commission.

The Consultant shall be paid all monies due for services rendered and expenses incurred up to the termination date, as well as all monies due for commitments which cannot be terminated at such termination date or be otherwise mitigated, except as provided in Section 5(F).

Whenever an Agreement is terminated for the convenience of the Commission, the Consultant shall have the burden of establishing the amount of the compensation due, by submission of complete and accurate cost data as presented in his proposal and evidence of expenses paid or incurred and services performed in connection with

an Agreement from the effective date through the date of termination. Payment of the sum agreed to in settlement of an Agreement terminated for convenience of the Commission shall be made from the same source of funds or account as the original contract.

- I. Procedure on Termination - Upon delivery by certified mail to the Consultant of a Notice of Termination specifying the nature of the termination, the extent to which performance of work under an Agreement is terminated and the date upon which such termination becomes effective, the Consultant shall:
 - a. Stop work under the Agreement on the date and to the extent specified in the Notice of Termination.
 - b. Place no further orders for services except as may be necessary for completion of such portion of the work under the Agreement as is not terminated.
 - c. Terminate all orders to the extent that they relate to the performance of work terminated by the Notice of Termination.
 - d. Upon request, assign to the Commonwealth in the manner and to the extent directed by the Commission all of the rights, titles, and interests of the Consultant under the orders so terminated. The Commonwealth shall have the right, at its discretion, to settle or cause payment of any or all claims arising out of the termination of such orders with the approval or ratification of the Commission and settle all outstanding liabilities arising out of such termination of orders, the cost of which would be reimbursable in whole or in part, in accordance with the provisions of the Agreement.
 - e. Complete performance of that part of the work not terminated by the Notice of Termination.
 - f. Take such action as may be necessary, or as the Commission may direct, for the protection and preservation of the property related to the Agreement which is in the possession of the Consultant and in which the Commission has or may acquire an interest.

The Consultant shall proceed immediately with the performance of the above obligations notwithstanding any delay in determining or adjusting the amount of any item of reimbursable price under this clause.

- J. Termination Claims - After receipt of a Notice of Termination, the Consultant shall submit to the Commission any termination claim in the

form prescribed by the Commission no later than two (2) months from the effective date of termination.

If the Consultant fails to submit the termination claim within the time allowed, the Commission may, subject to any review required by the Commonwealth procedures in effect as of the effective date of the Agreement, determine, on the basis of information available to it, the amount, if any, due to the Consultant by reason of the termination and shall direct that payment of that amount be made.

In the event the Consultant and the Commission fail to agree in whole or in part on the costs to be paid to the Consultant in connection with the total or partial termination of work, the Commission shall determine on the basis of information available the amount, if any, due to the Consultant and shall direct that payment of that amount be made.

The Consultant shall have the right of appeal, as stated under Disputes, from any such determination made by the Commission.

- K. Consultant Personnel - Personnel commitments identified in the Consultant's proposal shall be considered mandatory to the work to be performed under this RFP. Personnel assignments in the proposal shall not be changed without prior written consent of the Staff Project Officer. Replacement of such personnel, if approved, shall be with personnel of equal or superior ability and qualifications. The Commission may, at any time, require the Consultant to reassign or otherwise remove any employee found not qualified or otherwise unacceptable to the Commission.

Any contract or agreement entered into by the Consultant and a subcontractor shall expressly incorporate by reference the terms of the Agreement between the Commission and the Consultant.

- L. Changes in Scope - The Commission may, at any time and in writing, change the general scope of an Agreement upon prior notice to and input from EKPC. If any approved change affects the cost of, or the time required for, the performance of any part of the work, an adjustment shall be made in the Agreement which shall be modified in writing accordingly.
- M. Force Majeure - Consultant shall not be liable for any damages for any inability to perform, or for any delays or interruptions beyond Consultant's reasonable control in performing any of Consultant's obligations under any Agreement, including but not limited to, those arising from acts of God, fires, floods, riots, insurrection, war, terrorism, sabotage, quarantines, strikes by Consultant's employees or embargoes. Consultant shall advise the Commission and EKPC immediately of any failure, delay, or interruption

upon occurrence thereof. Any such inability, delay or interruption, even though existing on the effective date of the Agreement or on the date of the start of the work, shall require Consultant to submit a recovery plan detailing the manner in which the delay shall be remedied, the revised schedule and any added expenses. Consultant shall use reasonable diligence to proceed with the work notwithstanding the occurrence thereof. Force Majeure shall apply only to the part of the work directly affected by the particular failure, delay or interruption, and shall not apply to the work as a whole or any other unaffected part thereof.

- N. Disputes - Prior to the initiation of any action in a court by any party to an Agreement awarded as a result of this RFP concerning any contract, claim, or controversy, the Commission may, subject to any limitations or conditions imposed by regulations, settle, compromise, direct payment to be made or otherwise adjust the claim by or against, or controversy with, the Consultant relating to the Agreement, including, but not limited to, a claim or controversy based on breach of contract, mistake, misrepresentation, or other cause for contract modification or rescission. The Consultant also shall agree to participate in good faith in at least one mediation of any such dispute before any case is filed in a judicial or administrative venue.
- O. Disclosure of Proposal Contents - The contents of any proposal in response to this RFP shall be confidential and shall not be disclosed to anyone other than the Commission and its staff, and EKPC and their agents until an Agreement is entered into between the Commission, the Consultant and EKPC. Once an Agreement has been made, the proposal of the Consultant selected to perform the review and the proposals of all unsuccessful Consultants may be made available for public inspection.
- P. Confidentiality of Contract Terms - The Consultant, EKPC, and the Commission agree that all information communicated among them before the effective date of the Agreement shall be received in strict confidence and shall not be disclosed by the receiving party, its agents, or employees without prior written consent of the other parties. Such material will be kept confidential to the extent allowed by law until the effective date of the Agreement, at which time the Agreement may be made available for public disclosure. Nothing in this provision may modify the provisions relating to Confidential Information set forth above.
- Q. Consultant Responsibility - Any Agreement that may result from the RFP shall specify that the Consultant is solely responsible for fulfillment of the Agreement with the Commission. Any subcontractors shall be identified in the proposal.

- R. Consultant Affiliation - If any affiliate or subcontractor of the Consultant takes any action which, if done by the Consultant, would constitute a breach of the Agreement, the same shall be deemed a breach by the Consultant. For purposes of this section, "affiliate" shall mean a parent, subsidiary or other person controlling, controlled by or under common control with the Consultant.
- S. Assignment - The Consultant shall not assign its inclusion on the pre-qualified list or any Agreement entered into as a result of this RFP in whole or in part or any payment arising therefrom without the prior written consent of the Commission. Any assignment without the written consent of the Commission shall be void.
- T. Hold Harmless - The Consultant agrees to indemnify, defend, and hold harmless the Commonwealth, the Commission and EKPC, their officers, agents, and employees from:
- a. Any claims or causes of action by or any losses to any person or firm alleging injury or damage resulting from the intentional or negligent acts of the Consultant, its officers or employees in the performance of any Agreement arising from this RFP.
 - b. Any failure of the Consultant, its officers or employees to observe the laws or regulations of the Commonwealth of Kentucky or the United States of America, including but not limited to, labor and minimum wage laws.
- U. Permits, Licenses, Taxes and Registration - The Consultant shall procure all necessary permits and licenses and abide by all applicable laws, regulations and ordinances of all federal, state and local governments in which work under any Agreement is performed.
- The Consultant shall pay any sales, use or personal property taxes arising out of any Agreement and the transaction contemplated hereby. Any other taxes levied upon the transaction, equipment or services delivered pursuant hereto shall be borne by the Consultant.
- V. Employment Practices - The Consultant shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, age, marital status, political affiliations, or handicap; except as otherwise provided by law. The Consultant must take affirmative action to ensure that employees, as well as applicants for employment, are treated without discrimination because of their race, color, religion, sex, national origin, age (except as provided by law), marital status, political affiliations, or handicap. Such action shall include, but is not limited to, the following:

employment, promotion, demotion, or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. Consultant agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this clause.

The Consultant shall, in all solicitations or advertisements for employees placed by or on behalf of the Consultant, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age (except as provided by law), marital status, political affiliation, or handicap, except where it relates to a bona fide occupational qualification.

The Consultant shall comply with the nondiscrimination clause contained in Federal Executive Order 11246, as amended by Federal Executive Order 11375, relative to Equal Employment Opportunity for all persons without regard to race, color, religion, sex, or national origin, and the implementing rules and regulations prescribed by the Secretary of Labor and with 41 CFR Chapter 60. The Consultant shall comply with related laws and regulations of the Commonwealth of Kentucky.

The Consultant shall comply with regulations issued by the Secretary of Labor of the United States in 20 CFR Part 741, pursuant to the provisions of Executive Order 11758 and the Federal Rehabilitation Act of 1973.

The Consultant shall comply with the Civil Rights Act of 1964, and any amendments thereto, and the rules and regulations thereunder, and Section 504 of Title V of the Vocational Rehabilitation Act of 1973 as amended, and the Kentucky Civil Rights Act.

- W. Rights and Remedies - The rights and remedies of the Commission provided herein shall not be exclusive and are in addition to any other rights and remedies provided by law or under any Agreement arising from this RFP.
- X. Contract Severability - If any provision of an Agreement (including items incorporated by reference) is declared or found to be illegal, unenforceable, or void, then the Commission, the Consultant, and EKPC shall be relieved of all obligations arising under such provision. If the remainder of the Agreement is capable of performance, it shall not be affected by such declaration or finding and shall be fully performed.
- Y. Waiver - No covenant, condition, duty, obligation, or undertaking contained in or made a part of any Agreement arising from this RFP will be waived

except by written agreement of the parties, and forbearance or indulgence in any other form or manner by any party in any regard whatsoever shall not constitute a waiver of the covenant, condition, duty, obligation, or undertaking to be kept, performed or discharged by the party to which the same may apply; and until complete performance or satisfaction of all such covenants, conditions, duties, obligations, and undertakings, any other party shall have the right to invoke any remedy available under law or equity, notwithstanding any such forbearance or indulgence.

Any consent by any party to or waiver of a failure by the other, whether express or implied, shall not constitute consent of, waiver of, or excuse for any other different or subsequent failure.

- Z. Insurance - The Consultant will provide public liability, property damage and worker's compensation insurance, insuring as they may appear, the interests of all parties to any Agreement arising from this RFP against any and all claims which may arise out of the Consultant's actions or the actions of its subcontractors or agents under the terms of an Agreement. In the event any carrier of such insurance exercises cancellation, notice will be made immediately to the Commission of such cancellation.
- AA. Accounting Requirements - The Consultant shall establish and maintain an accounting system in accordance with Generally Accepted Accounting Principles (GAAP). The accounting system shall maintain records pertaining to the tasks defined herein and any other costs and expenditures made under an Agreement.
- BB. Audit Requirements - The Consultant shall maintain books, documents, and other evidence pertaining to the administrative costs and expenses of any Agreement arising from this RFP to the extent necessary and in such detail as shall properly reflect all costs, direct and apportioned, and other costs and expenses of whatever nature for which reimbursement is claimed under the provisions of such an Agreement. Accounting records related to the provision of service under any Agreement arising from this RFP shall be open to the Commission at any time from the commencement date through 12 months subsequent to the review's conclusion.
- CC. Contract Records Retention - The Consultant shall preserve and make available to the Commission and EKPC all books, documents, papers, and records related to any Agreement arising from this RFP for a period of one year from the date of expiration or termination of the Agreement.

Records involving matters in litigation shall be kept for one year following the final termination of litigation and associated appeals, if any.

Authorized representatives of the Commission may examine and copy the items listed above during the Agreement period and during the periods described above. EKPC may also examine and copy the items listed above during the Agreement period and during the periods described above after the Consultant's review has been completed.

DD. Legal Fees - In the event that the Commission or EKPC prevail in a legal action to enforce any provision of an Agreement arising from this RFP, the Consultant agrees to pay all expenses of such action, including reasonable attorney's fees and costs at all stages of litigation as set by the court or hearing officer.

EE. Independent Price Determination - By submission of a proposal the Consultant certifies the following:

- a. Prices in the proposal have been arrived at independently without consultation, communication, or agreement for the purpose of restricting competition, as to any matter relating to such prices with any other Consultant or with any competitor.
- b. Unless otherwise required by law, the prices that have been quoted in the proposal have not been knowingly and will not knowingly be disclosed by the Consultant prior to award directly or indirectly to any other Consultant or to any competitor.
- c. No attempt has been or will be made by the Consultant to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

MANAGEMENT AUDIT ACTION PLAN TEMPLATE

Recommendation No.

I. Report Reference (Filled Out By Consultant)

- A. Chapter
- B. Section
- C. Recommendation No.
- D. Priority:

II. Recommendation Statement (Filled Out By Consultant)

III. Background (Filled Out By Consultant)

This Section should discuss key findings and conclusions, noting deficiencies which are addressed by the Recommendation.

IV. Expected Improvement/Implementation Timeline (Filled Out By Consultant)

This Section should include a discussion of the specific improvement that will exist after the Recommendation is implemented.

V. Cost/Benefit Analysis and Support (Filled Out By Consultant)

A. Cost Analysis

This Section should address the cost associated with implementing the Recommendation, along with the specific support for the estimate.

B. Benefit Analysis

This Section should address the benefits associated with implementing the Recommendation, along with the specific support for the estimate.

C. Cost/Benefit Summary

Category	One Time	Annual Recurring
Cost:		
Benefit:		

D. Other Costs or Benefit

Other costs or benefits that cannot be quantified should be described in this Section

VI. Utility Responsibility (Filled Out By Company)

A. Name:

B. Title:

C. Recommendation Action:
Approved; Approved With Exception; Rejected

D. Explanation of Exception or Rejection:

VII. Utility Response (Filled Out By Company)

A. Discussion of Recommendation

This Section should address the Company's interpretation of the recommendation.

B. Improvement Proposed by Cooperative

This Section should include the Company's perspective on what improvement will be realized.

C. Discussion of Cost/Benefit Analysis

This Section should address the Company's Estimate of the costs and benefits associated with the Recommendation.

VIII. Implementation Steps (Filled Out By Company)

Recommendation No.	Implementation Steps	Start Date	Completion Date
	The Company should list the specific action to be taken to realize the intended improvement, as well as a start and completion date for each step		

IX. Comments/Clarification of Intent (Filled Out By Consultant)

A. Consultant Name:

B. Discussion:

The Consultant should respond to the Company's discussion, Improvement, Steps, and cost/benefits. Included should be the Consultant's Perspective, Particularly on areas of disagreement.