

**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 Big Rivers Electric Corporation (“Big Rivers”). Big Rivers’ headquarters are located in Henderson, 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 among the Commission, Big Rivers and the Consultant. This Agreement, described more fully herein, shall comprise the contract for the engagement.

The standard information package for this project, which can be found on the Commission’s website at [www.psc.ky.gov](http://www.psc.ky.gov) under the heading Big Rivers Focused Management Audit, contains the cover letter, the RFP, links to relevant Orders from Case Nos. 2007-00455, 2011-00036, 2012-00063, 2012-00535, 2013-00199, 2013-00221, and 2013-00413, and Big Rivers’ 2013 annual report.<sup>1</sup>

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<sup>1</sup> Documents for which confidential protection has been granted will be made available to the Consultant selected to perform the audit pursuant to a formal confidentiality agreement.

## 2. **Background Information**

Big Rivers is a member-owned not-for-profit rural electric generation and transmission cooperative organized pursuant to KRS Chapter 279. The three member-owner distribution cooperatives (“member-owners”) to which Big Rivers supplies power are:

Jackson Purchase Energy Cooperative

Kenergy Corporation (“Kenergy”)

Meade County Rural Electric Cooperative Corporation

Through its member-owners, Big Rivers serves approximately 114,000 retail electric member-owners located in all, or parts of, 22 western Kentucky counties. Big Rivers’ had total utility operating revenues for the year ended December 31, 2013 of approximately \$566 million with net margins of \$8.6 million. Big Rivers has approximately 525 full-time employees.

Big Rivers’ total generating resources are 1,819 MW, including:

Robert A. Reid Plant - 130 MW – Robards, Ky.

Robert D. Green Plant – 454 MW - Robards, Ky.

D.B. Wilson Plant – 417 MW – Centertown, Ky.

Kenneth J. Coleman Plant – 443 MW – Hawesville, Ky. (idled)

Southeastern Power Administration – 178 MW - contracted hydro capacity

Henderson Municipal Power & Light – 197 MW – contracted capacity

Big Rivers joined the Midcontinent Independent System Operator (“MISO”) in December 2009 and fully integrated its transmission system into MISO in December 2010. Resulting from MISO membership, Big Rivers is subject to certain generation

grid stability requirements from MISO, and entered into a System Support Resource agreement (“SSR”) with MISO related to continued operation of the Coleman generating station. The agreement terminated in May 2014 and Coleman is now idled.

On June 20, 2014, Big Rivers announced changes in the senior management of the company. On July 1, 2014, Mark Bailey, President and Chief Executive Officer (“CEO”) for the past seven years became Special Corporate Advisor and will continue in that role until his official retirement later this year. Robert Berry, previously the Chief Operating Officer became President and CEO. Mr. Berry is a 33 year veteran of Big Rivers.

For much of its existence, Big Rivers has supplied electricity to two aluminum smelters served by Kenergy. According to the terms of the 2009 contracts under which they received power from Big Rivers, the smelters had the right to terminate their agreements upon providing Big Rivers a one-year notice of termination.

On August 20, 2012, Century Aluminum of Kentucky General Partnership (“Century”), owner of the smelter located in Hawesville, Kentucky, provided Big Rivers its one-year termination notice. The Hawesville smelter represented roughly 40 percent of Big Rivers' native load and accounted for roughly 35 percent of Big Rivers' annual revenue. Century's termination was identified by Big Rivers as the primary reason it decided to file for increased rates in Case No. 2012-00535. The decision to terminate the Hawesville smelter's power agreement with Big Rivers reduced the demand on Big Rivers' system by roughly 480 megawatts (“MW”), the approximate capacity of Big Rivers' Coleman Generating Station.<sup>2</sup>

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<sup>2</sup> The idling of Big Rivers' Coleman Station was recognized in the 2012-00535 Rate Order.

On January 31, 2013, Rio Tinto Alcan ("Alcan"), owner of the smelter located in Sebree, Kentucky, provided Big Rivers its one-year termination notice. Subsequent to that notice, Alcan sold the Sebree smelter to Century Aluminum Sebree LLC ("Century Sebree").<sup>3</sup> The Sebree smelter represented roughly 35 percent of Big Rivers' native load and accounted for roughly 30 percent of Big Rivers' annual revenue when both it and the smelter located in Hawesville, Kentucky, were operated at or near capacity. Alcan's announced termination, which Century Sebree was legally bound to honor, was identified by Big Rivers as the reason it decided to file for increased rates in Case No. 2013-00199.

With the decision to terminate the Sebree smelter's power agreement with Big Rivers, demand on Big Rivers' system would be reduced by roughly 400 MW, or about 90 percent of the capacity of Big Rivers' Wilson Generating Station ("Wilson"). In conjunction with its application in Case No. 2013-00199, Big Rivers intended to idle Wilson as a means of reducing its operating costs in response to the termination.

After receiving Century's termination notice for the Hawesville smelter, Big Rivers and Kenergy entered into negotiations with Century to attempt to reach agreement on terms and conditions under which the smelter could continue to operate while purchasing power at market-based rates that were potentially less than the rates Century had been paying under the terminated agreements. The agreements reached by Big Rivers, Kenergy, and Century for such service to the Hawesville smelter were approved by the Commission in Case No. 2013-00221 in August of 2013.<sup>4</sup> After the

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<sup>3</sup> The sale took place in June, 2013.

conclusion of Case No. 2013-00221, and Alcan's sale of the Sebree smelter to Century Sebree, Big Rivers, Kenergy, and Century Sebree negotiated similar agreements for service to the Sebree smelter, which were approved by the Commission in January of 2014 in Case No. 2013-00413.<sup>5</sup>

Big Rivers is in transition from having a total system load of roughly 1,500 MW, with 850 MW consumed by the two aluminum smelters, to a total system load of 650 MW after the departure of the smelters. According to Big Rivers' former president, "After receiving the Century (Hawesville) termination notice, Big Rivers immediately began pursuing efforts to mitigate the effects of the Century contract termination."<sup>6</sup> According to Big Rivers, its application in Case No. 2013-00199 was designed to address the termination of the Sebree smelter contract under which Alcan provided approximately \$155 million in revenues to Big Rivers in 2012. Big Rivers outlined the steps taken to mitigate the effects of the Sebree contract termination in its application. Its former Chief Operating Officer states, "Big Rivers continues to implement its Load Concentration Analysis and Mitigation Plan that was submitted to the Commission under petition for confidential treatment in Big Rivers' 2012 Environmental Compliance Plan case, Case No. 2012-00063."<sup>7</sup>

The Load Concentration Analysis and Mitigation Plan ("Mitigation Plan") first calls for Big Rivers to seek rate increases to address the revenue shortfalls caused by the

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<sup>4</sup> Case No. 2013-00221, *Joint Application of Kenergy Corp. and Big Rivers Electric Corporation for Approval of Contracts and for a Declaratory Order* (Ky. PSC Aug. 14, 2013).

<sup>5</sup> Case No. 2013-00413, *Joint Application of Kenergy Corp. and Big Rivers Electric Corporation for Approval of Contracts and for a Declaratory Order* (Ky. PSC Jan. 30, 2014).

<sup>6</sup> Direct Testimony of Mark A. Bailey at 5 in Case No. 2013-00199.

smelter contract terminations. That was to be done in two steps: one for the revenue shortfall from the Hawesville smelter in Case No. 2012-00535; and the other for the revenue shortfall from the Sebree smelter in Case No. 2013-00199.

Second, Big Rivers is to market its excess power when the market price exceeds its marginal generation cost. According to Big Rivers, forecasted market prices in MISO indicate off-system sales will be depressed in the near future, so this is not expected to be an effective mitigation method for some period of time.<sup>8</sup>

Third, Big Rivers is to idle or reduce generation when the market price does not support the cost of generating. Big Rivers' plans to address this step involve idling the Coleman and Wilson generating stations.<sup>9</sup>

Fourth, Big Rivers is to evaluate possible forward bilateral sales agreements, wholesale power contracts, and participation in capacity markets. Efforts undertaken to find replacement load for the 850 MW that previously served the smelters involve efforts by Big Rivers' members to focus on economic development in their territories and by Big Rivers to identify wholesale marketing opportunities.<sup>10</sup>

In the two rate cases filed as part of its mitigation efforts, Big Rivers requested increases of \$74.5 million and \$70.4 million, respectively. The Commission has granted increases of \$54.2 million and \$36.2 million, respectively, the second of which will be offset by Big Rivers' use of reserve funds until those funds are exhausted.

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<sup>7</sup> Direct Testimony of Robert W. Berry at 10 in Case No. 2013-00199.

<sup>8</sup> *Id.*

<sup>9</sup> *Id.*

<sup>10</sup> *Id.* at 11.

In the 2012-00535 Rate Order issued October 29, 2013, at 19-20, the Commission stated:

[W]e find it reasonable to afford Big Rivers the time to pursue its mitigation strategies, including operational changes to reduce costs, seeking to acquire replacement load, increasing off-system sales, and attempting to sell or lease its generating facilities. The decision we make today is not an easy one, and some of our rate-making adjustments may be viewed as atypical. But we firmly believe that today's decision fairly balances the interests of all stakeholders. Ratepayers will not be required to pay for depreciation on the Coleman Station that is currently excess capacity, and Big Rivers will be able to avoid a default on its debts, continue to provide safe and reliable electric service to the 112,000 customers served by its member-owners, be able to implement its mitigation plan, and possibly attract new load.

Kentucky Industrial Utilities Customers Inc. ("KIUC"), is an association of industrial and commercial customers that are large energy consumers. KIUC was an intervenor in Case Nos. 2012-00535 and 2013-00199 and it criticized the Mitigation Plan in both cases. KIUC claimed the Big Rivers' approach does not resolve the problem of excess generating capacity and the fixed costs associated with that capacity. It argued that Big Rivers refuses to retain experts or counsel to assist in evaluating its alternatives and recommended that the Commission direct Big Rivers to retain professional advisors to identify and pursue options that will benefit customers, including, but not limited to, asset sales, corporate restructuring, corporate liquidation, and creditor concessions. KIUC asserted that Big Rivers also refuses to offer its generating units for sale at market value and insists that Big Rivers will sell the units only if it can do so at a premium.

Concerning the Big Rivers Mitigation Plan, the Commission recognizes that there are many issues to be considered in determining the optimal timing, pricing, terms, and conditions for marketing power and/or selling generation assets. These issues are complex in nature, and their proper analysis requires both detailed knowledge of wholesale power markets and Big Rivers' financial condition and status as a member-owned cooperative.

Based on all these factors, the Commission believes that it is critical to now review Big Rivers' mitigation efforts to determine the continued reasonableness of those efforts. Pursuant to the authority set forth in KRS 278.255, the Commission has determined that it will engage an independent consultant to perform a focused management audit of Big Rivers' efforts to mitigate the impact of the loss of the smelter loads.

### **3. Objective and Scope of the Audit**

#### **Objective**

The major focus of the audit will be on the steps that Big Rivers has undertaken or should undertake to mitigate any further financial impact relating to the loss of the smelter load.

#### **Scope**

A Consultant will be selected to review the strategic planning, management, and decision-making of Big Rivers relating to the mitigation efforts. The scope of the focused review will encompass, but not be limited to, the following Task Areas:



1. Review and analyze the utility's Mitigation Plan that was submitted to the Commission in Big Rivers' 2012 Environmental Compliance Plan case, Case No. 2012-00063.<sup>11</sup>
2. Review and analyze the reasonableness of each step taken by the utility to date under its Mitigation Plan to mitigate the negative financial impact relating to the loss of the smelter load. The analysis will include whether the utility has followed its Mitigation Plan, and if it has deviated from its plan, the reasonableness of deviating from the plan.
3. Review and analyze the reasonableness of the utility's Mitigation Plan going forward, including, but not limited to:
  - a. the ability of Big Rivers' coal-fired generating fleet to be competitive and to make sales of capacity and energy in the wholesale markets and offset Big Rivers' fixed costs.
  - b. the potential for the sale or lease of one or more of Big Rivers' coal-fired generating units.
  - c. whether environmental compliance is adequately considered in the Mitigation Plan.
  - d. the potential for debt restructuring and/or refinancing.
  - e. the requirements of and opportunities for Big Rivers as a member of MISO.

The proposal should reflect the Consultant's understanding of these issues and provide discussion of how they would likely affect Big Rivers.

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<sup>11</sup> A portion of the Mitigation Plan has been granted confidential protection.

The Consultant will be expected to make on-site visits to the utility's offices in Henderson, Kentucky as well as visits to the utility's generating plants.

The Consultant will conduct interviews with Big Rivers' senior management, Big Rivers' board members and the Presidents/Chief Executive Officers of Big Rivers' member-owners. The Consultant will also interview appropriate representatives of the following parties who have intervened at the Commission in Big Rivers' proceedings:

The Kentucky Attorney General  
Aleris International, Inc.  
Domtar Paper Co., LLC  
Kimberly Clark Corporation  
International Brotherhood of Electrical Workers Local 1701  
Ben Taylor and the Sierra Club  
Century Aluminum of Kentucky General Partnership  
Century Sebree LLC  
(These entities, along with KIUC, are collectively referred to herein as the "Participating Entities")

As appropriate, interviews will be conducted at Big Rivers' offices in Henderson, on-site at the offices of those to be interviewed that are near Henderson or at the Commission's offices in Frankfort, Kentucky. The Consultant will be required to make appropriate recommendations to the Commission. Both the Commission and Big Rivers expect the final audit report to be fully footnoted and for the Consultant's recommendations to be supported by findings and conclusions.

#### **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 audit of Big Rivers.

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 Big Rivers. 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 EDST on September 17, 2014**. 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 Daryl E. Newby in writing via mail, telefax (502-564-7189) or email (Daryl.Newby@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: Daryl E. Newby

**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 October 9, 2014. It is anticipated that the evaluation phase of the project will take about five (5) months to complete and culminate in the publication of a final report and a Management Audit Action Plan (MAAP) report.<sup>12</sup> The project will begin on or about November 19, 2014. If the bidder thinks additional time is needed to complete the project, justification should be supplied along with an estimate of additional time should be clearly set forth in the bidder's proposal.

**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

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<sup>12</sup> To comply with this requirement, the Consultant must complete Sections I – V.D of the Management Audit Action Plan Template, included on pages 33 and 34 of this RFP.

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 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 Big Rivers of any such requested personnel change and allow Big Rivers input before written approval for the change is approved.

F. STATEMENT ON POTENTIAL CONFLICTS OF INTERESTS

The Bidder shall identify any relationships between (i) itself and any of its affiliated companies or proposed subcontractors (including prior relationships of individual personnel engaged in performing the review) and (ii) Big Rivers (or any affiliate), any of the member-owners (or any affiliate of a member-owner), or any of the Participating Entities (or any affiliate of any the participating entities). This would include any services provided during the last five years to Big Rivers, any of the member-owners, or any of the Participating Entities; any subsidiaries, parent corporation, or subsidiaries of the parent corporation of Big Rivers, any of the member-owners, or any of the Participating Entities; 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 (i) the Consultant and (ii) Big Rivers, any of the member-owners, any of the Participating Entities, 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 labor costs, costs of supplies and materials, subcontractor costs, transportation costs and total cost. The labor 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, Big Rivers 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 Big Rivers' 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. 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 Big Rivers 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 Commission staff 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 Big Rivers. **Cost will be an important consideration, although it will not necessarily be the deciding factor.**

**7. Role of Commission Staff**

Daryl E. Newby 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. Newby 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 Commission staff 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 Commission staff 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 submitted to the Staff Project Officer and Big Rivers' 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 an Executive Summary, which includes the Consultant's findings and recommendations. All reports provided to the Staff Project Officer must be fully footnoted. The Commission staff, Big Rivers and the Consultant will review the Consultant's preliminary findings at a three-party roundtable meeting prior to the issuance of a preliminary draft report. The preliminary draft report shall be submitted early enough in the project to allow for additional in-depth analyses and subsequent revisions. Big Rivers will be afforded an opportunity to review the preliminary draft report and draft report as set forth in 807 KAR 5:013, Section 4, (3) and (4).

The Commission requires the final report to be in a narrative form and include terminology that will be meaningful to Big Rivers' 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 an Executive Summary that describes the project and ties all the issues together as well as 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, Big Rivers 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 Big Rivers 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 Big Rivers 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 Big Rivers to implement the Consultant's appropriate recommendations as expeditiously as possible, and to develop a dialogue between Big Rivers 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 Big Rivers. 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. Big Rivers 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 Big Rivers. Big Rivers' 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 Big Rivers. This step will require Big Rivers 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 Big Rivers. For any recommendations rejected, a detailed basis for rejection shall be provided.

- C. The Consultant will then be responsible for reviewing Big Rivers' 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. Big Rivers 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 Big Rivers 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 Big Rivers 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, Big Rivers 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 Big Rivers. 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 Big Rivers 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 project will be considered complete upon the Staff Project Officer's receipt of the finalized action plans as described in Item 10 of this RFP.

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 Big Rivers. Big Rivers 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 Big Rivers' services that are provided under existing tariffs) from employees or representatives of Big Rivers (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 Big Rivers (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 Big Rivers (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 Big Rivers (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 Big Rivers 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 Big Rivers advance notice so that they can seek to protect any interests in keeping the information confidential.

Big Rivers 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 Big Rivers 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 Big Rivers (or any affiliate) that is the subject of a proposed agreement between the Commission and the Consultant, or a material financial position in the net worth of any of the Participating Entities (or any affiliate of any of the Participating Entities), 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, Big Rivers, and the Consultant shall be stated in the Agreement between the Commission, Big Rivers, 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, Big Rivers, and the Commission.

The Agreement shall be construed according to the laws of the Commonwealth of Kentucky. Any legal proceedings against the Commission or Big Rivers 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 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, Big Rivers, 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 Big Rivers are to be delivered to Big Rivers' 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 Big Rivers. 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 Big Rivers 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 Big Rivers and their agents until an Agreement is entered into between the Commission, the Consultant and

Big Rivers. 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, Big Rivers, 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 Big Rivers, 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 Big Rivers 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 Big Rivers 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. Big Rivers 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 Big Rivers 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
<b>Cost:</b>		
<b>Benefit:</b>		

**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
	<p><b>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</b></p>		

**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.