CONFIDENTIAL

IESO_RFP_0085

RFP

Power to Ontario.
On Demand.

External Financial Audit Services

Request for Proposal

Issue 1.0

RFP Released: November 13, 2009
RFP Closing: December 18, 2009

The purpose of this RFP is to select a vendor to perform the external audit of the IESO's financial statements and the IESO Pension Plan

Confidential

Document ID	IESO_RFP_0085
Document Name	External Financial Audit Services
Issue	Issue 1.0
Reason for Issue	Issued to Respondents
Effective Date	November 13, 2009

Document Change History

Issue	Reason for Issue	Date
1.0	Final release	November 13, 2009

Related Documents

Document ID	Document Title

(** This page must be removed before the document is released to the public. This page is only pertinent to *IESO*, not the public. **)

Document Control

Authorities

Prepared by	**Role**	**Signed & Dated**
Vesna Markovic	Market Accounting Analyst	

Reviewed by	**Role**	**Signed & Dated**
Tina Oswald	Procurement Specialist	
Susan Nicholson	Corporate Controller	
Anthony Martinello	Manager - Treasury & Pension Operations	
Roy Stewart	Legal Services, General Counsel and Secretary	

Approved by	**Role**	**Signed & Dated**
Ted Leonard	VP Finance, CFO & Treasurer	

Distribution List

Name	**Organization**
Tina Oswald	Finance
BIRM (original)	Organizational Development - BIRM

Table of Contents

1. Introduction

1.1 About the IESO

1 The Independent Electricity System Operator ("IESO") was established as a non-share, not-for-profit Corporation on April 1, 1999 and was continued under its current name on January 1, 2005, with responsibility for operating the wholesale electricity markets in Ontario, and maintaining the reliability of Ontario's electricity grid. The objects of the IESO are set out in the Electricity Act, 1998 as amended by the *Electricity Restructuring Act, 2004*.

1.2 Additional Information

2 Additional information regarding the IESO can be found on the IESO website: www.ieso.ca and Appendix D.

1.3 Purpose

3 This document is to be used to request Proposals from licensed public accounting firms in Ontario to perform the external audit of the IESO's financial statements and the IESO Pension Plan as detailed in Section 2 of the RFP.

1.4 Scope

4 This document covers timelines, document format, and legal issues with regards to the Respondent's submission. The requirements that the Respondent should address will be supported with relevant background information.

1.5 Who Should Use This Document

5 This document is for potential vendors, as requested on MERX tendering system.

1.6 Conventions

6 The standard conventions followed for this document are as follows:

- The word 'shall' denotes a mandatory requirement;

- Double quotation marks are used to indicate titles of legislation, publications, forms and other documents.

– End of Section –

2. Invitation to Bid

7 The IESO invites licensed public accounting firms (the "Respondent") to respond to this Request for Proposal (RFP).

2.1 Purpose of the RFP

8 This RFP seeks Proposals from Respondents to perform the external audit of the IESO's corporate financial statements and those of the IESO Pension Plan, in accordance with Canadian generally accepted auditing standards as set forth by the Canadian Institute of Chartered Accountants (CICA), and issue a related opinion.

9 The services are to also include the non-auditing services as specified in section 2.2.

10 The contract is for a five (5) year period commencing with the 2010 fiscal year, subject to satisfactory performance on an annual basis, with an option for an extension of up to five (5) additional years.

2.2 Scope of Work / Services

11 The scope of work consists of the following (collectively, the "Services"):

I. Perform audits in accordance with Canadian generally accepted auditing standards (GAAS);

II. Issue an audit opinion on the fair presentation of the IESO's corporate financial statements, in conformity with generally accepted accounting principles (GAAP);

- Year-end is December 3; and
- Audit opinion is required in early February of the subsequent year.

III. Issue an audit opinion on the fair presentation of the financial statements of the IESO Pension Plan, in conformity with GAAP;

- Year-end is December 31; and
- Audit opinion is required in the first half of April of the subsequent year.

IV. Issue an audit opinion on the fair presentation of the condensed financial statements of the IESO Pension Plan;

- Year-end is December 31; and

- Audit opinion is required in the last half of May of the subsequent year.

V. Review other information in documents containing audited financial statements, such as:

- IESO Annual Report - must be completed 90 days subsequent to year-end; and
- Annual Pension Plan Review – must be completed by June of the subsequent year.

VI. Provide written assurance to the Auditor General of Ontario that they may place reliance on the audit, typically in the form of a letter;

VII. Identify and bring forth new and emerging accounting, auditing and regulatory developments that may have an impact on the IESO's corporate financial statements and those of the IESO Pension Plan;

VIII. As requested, provide Taxation Services advice regarding retail sales tax, personal income tax related to pension & payroll, pension withholding taxes, or other taxation matters to IESO Finance staff (collectively, "Taxation Services");

IX. Provide general accounting, auditing, and taxation educational information and presentations on an adhoc basis in a structured manner (collectively, "Educational Services").

X. Periodically, it may be necessary for IESO Finance staff to discuss accounting, reporting and similar matters with the auditors (collectively, "Routine Telephone Inquiries and Discussions");

XI. Participate in the development and presentation of an annual pension orientation/educational session for our Board of Directors and key pension related staff, focusing on pension accounting;

XII. Develop and execute an audit plan that considers information and results of internal audit reviews, audits by regulators, and other external audits and reviews commissioned by the IESO;

XIII. Provide input into the annual Internal Audit plan; and

XIV. At the end of each audit, the Respondent will be responsible for reporting to the Board of Directors on the results of their audits.

2.3 IESO Responsibilities

12 As part of the audit process, the IESO will perform the following general responsibilities to assist the Respondent in delivery of Services:

- Provide access to IESO facilities during the audit fieldwork; and
- Provide a point of contact for coordinating access to IESO's personnel and information during the fieldwork, including access to Internal Audit and their working papers.

– End of Section –

3. Instructions to Respondents

3.1 Examination of RFP

13 Respondents shall promptly examine all of the documents comprising this RFP and shall promptly report to the IESO any errors or omissions. If necessary, addenda may be issued by the IESO to all Respondents on or before the deadline for issuing addenda stated in Section 3.7, Timetable for the RFP.

3.2 RFP Communications

14 The IESO has assigned Tina Oswald as the RFP Co-ordinator. All communications concerning this RFP shall be addressed to the RFP Co-ordinator in writing via fax or e-mail at:

Tina Oswald
Procurement Specialist
Independent Electricity System Operator

Facsimile: (905) 855-6283
E-mail: tina.oswald@ieso.ca

15 Under no circumstances shall the Respondents rely upon any information or instructions other than those provided in writing by the RFP Co-ordinator.

16 All significant interpretations, responses, and supplemental information and instructions provided by the IESO shall be issued in the form of written addenda and provided to all Respondents using either e-mail or facsimile transmission.

17 No verbal instructions or verbal information provided to Respondents will be binding on the IESO. All written instructions and specifications will be considered clear and complete unless written attention is called to any apparent discrepancies or incompleteness before the official closing of this RFP.

3.3 Due Diligence

18 The Respondent shall be responsible for obtaining its own independent financial, legal, accounting and technical advice with respect to this RFP and the RFP process and any information included in this RFP and in any addenda, attachments, appendices, data, materials, or documents made available, provided or required pursuant to this RFP. The IESO will not be liable under any circumstances for any information or advice or any errors and omissions that may be contained in this RFP or in the addenda, attachments, appendices, data, materials, or documents made available, disclosed or provided to the Respondent pursuant to this RFP. The IESO makes no representation or warranty, either express or implied, in fact or in law, with

respect to the accuracy or completeness of this RFP or such addenda, attachments, appendices, data, materials, or documents. The IESO will not be responsible or liable under any circumstances for any claim, action, cost, loss, damage, or liability whatsoever arising from the Respondent's reliance on or use of this RFP or any other technical or historical addenda, attachments, appendices, data, materials, or documents provided by the IESO.

3.4 Receipt of Confirmation

19 An authorized representative of each Respondent must complete and sign the Receipt Confirmation Form attached to this RFP as Appendix A.

20 Respondents shall return the completed Receipt Confirmation Form, by fax, to the RFP Co-ordinator (Tina Oswald) before 11:00 a.m., November 20, 2009, indicating their intention to submit a Proposal. Failure to return the Receipt Confirmation Form by that deadline may disqualify the Respondent from submitting a Proposal and result in no further communications from the IESO regarding this RFP.

3.5 Submission of Proposals

21 The Respondent is required to submit their Proposal in response to this RFP (the "Proposal") in printed form by courier or hand delivery on or before 1:00 p.m. on December 18, 2009 (the "Closing Date/Time") at:

Independent Electricity System Operator
2635 Lakeshore Road West.
Mississauga, Ontario L5J 4R9

Attention: Tina Oswald, Procurement Specialist

22 The Proposal must be clearly marked as **"External Financial Audit Services RFP – Private and Confidential"** along with the Respondent's full legal name and return address. The Proposal must include all sections specified under Section 4, Proposal Format of the RFP, together with any other documentation in response to this RFP. The Proposal must satisfy the mandatory requirements specified under Section 5, Mandatory Requirements of the RFP. An authorized officer of the Respondent must sign the Proposal

23 Proposals received after the Closing Date/Time will not be considered. Proposals must not be submitted by facsimile or by any other method of telecommunication or electronic mail and will not be accepted if so submitted.

3.6 Proposal Presentation

24 If required, the IESO may request the Respondent to provide a presentation to the IESO's Proposal Evaluation Team after the Closing Date/Time.

3.7 Timetable for RFP

25 The timetable for this RFP is set out below. The IESO reserves the right to alter the timetable as the IESO may determine, in its sole and absolute discretion, but shall provide notice of any such alterations to all Respondents.

Time Table	Dates & Eastern Time
Issue Date of RFP	November 13, 2009
Deadline Receipt Confirmation Form	11:00 am November 20, 2009
Deadline for Submission of Questions	3:00 pm November 27, 2009
Deadline for Issuing Addenda	December 4, 2009
Closing Date/Time for RFP Submission	1:00 pm December 18, 2009
Selection Notice and Enter into Agreement	February 28, 2010

3.8 RFP Evaluation Process & Criteria

26 The initial stage of the RFP evaluation process will be to review each Proposal to determine, in the IESO's sole and absolute determination, if the Proposal satisfies all of the mandatory requirements set out Section 5, Mandatory Requirements. Proposals that do not meet all of the mandatory requirements may be disqualified from consideration at the IESO's sole and absolute discretion.

27 Proposals that satisfy all of the mandatory requirements will then be evaluated based on the following criteria and corresponding weightings:

Evaluation Criteria
Price and Total Cost to the IESO (40% total) • Total Price for 5-year term for all Audit Services including Routine Telephone Inquiries and Discussions (35%) • Taxation Services (5%)
Firm Experience and Expertise (30% total): ▪ Ontario Electricity sector experience (10%) ▪ ISO/RTO experience (5%) ▪ IFRS expertise/ PSAB experience/ Not-for-profit experience (10%) ▪ Taxation experience and expertise (5%)
Experience and Expertise of Proposed Audit Team (5%)
Understanding of and ability to meet the IESO's requirements (10%)
Audit past performance and favorable reference check (5%)
Approach and Methodologies utilized to meet the IESO's requirements (10% total)

Evaluation Criteria
• Audit approach 5% • Ongoing client education 5%

3.9 Determination of Short List

28 The approach being taken to short list Respondents' submissions is as follows:

- A Respondent's overall score of less than 70/100 will preclude the Respondent from further consideration.
- Short listed Respondents will be invited to participate in the next phase in the procurement process to further discuss scope, deliverables, fees and terms and conditions related to the project.

Note: The IESO reserves the right to negotiate with one or more Respondents and award one or more requirements to a short listed Respondent.

– End of Section –

4. Proposal Format

29 This section describes the way in which the Respondent should prepare its submission. These are not mandatory requirements. The Respondent's Proposal will not be automatically rejected if it does not meet the format requirements contained in this section.

4.1 Proposal Format Checklist

30 The Respondent's Proposal should:

- Identify the name, address, telephone, e-mail and facsimile number of the contact person(s) for the Respondent;
- Be made up of one original (marked) and three (3) copies, sequentially page numbered, indexed, tabbed, and bound in an 8-½ x 11 three (3) ring binder(s) for reference and ease of handling during the evaluation process. An electronic copy of the Proposal should also be provided with the submission, on diskette or CD, in Microsoft Word format;
- Rates must be provided in a separate sealed envelope;
- List all attachments; as attachments shall be considered part of the Proposal; and
- Include a description of the Respondent's ability to satisfy the requirements of this RFP, especially addressing each applicable Service set out in Section 2.2, Scope of Work/Services, following the sequence of topics as set out in this RFP.

4.2 Executive Summary

31 The Respondent should include an Executive Summary with its Proposal. The summary should contain:

- Disclosure of the intended use of any subcontractors or any other third parties in the Respondent's Proposal;
- An overview of the methodology to be employed by the Respondent in delivering the Services;
- A summary of the Respondent's qualifications, references and its ability to deliver the Services; and
- An overview of the qualifications for the personnel expected to complete the work.

32 All information needed to convey an executive overview of the Proposal should be included in the Executive Summary.

4.3 Order of Presentation for Proposal

33 For ease of evaluation, the Respondent should present its Proposal in the following order:

- Executive Summary;
- Response to the Mandatory Requirements (Section 5 of this RFP); and
- Any other information that the Respondent wishes to include as relevant to the evaluation of its Proposal.

Note: Pricing Proposals must be submitted separately in a sealed envelope marked as follows: "External Financial Audit Services RFP – Pricing Proposal".

34 The Respondent should sequence its Proposal to Sections 5 and 6 using the order of presentation contained within the RFP.

– End of Section –

5. Mandatory Requirements

35 This section contains the requirements that must be satisfied in order for the Respondent's Proposal to receive consideration. If the IESO determines, in its sole and absolute discretion, that the Proposal does not substantially comply with these requirements, the IESO shall disqualify the Proposal. If the IESO disqualifies the Proposal in accordance with this section, the Proposal shall not be given any further consideration.

36 Respondents must be a licensed public accounting firm in Ontario, in good standing.

- An affirmative statement should be included indicating that the firm and all assigned key professional staff are properly licensed to practice in Ontario; and
- The selected Respondent will ensure that staff assigned to work on this Project have the necessary education, licenses and are in good standing.

37 Respondents must demonstrate the ability to meet the following mandatory requirements.

I. Respondents must have extensive audit experience within Ontario within the last three years;

II. Respondents must have experience in a completed IFRS conversion;

III. Respondents must have experience in auditing of Non-Profit Organization (NPO) and Public Sector Accounting Board (PSAB);

IV. Respondents must have substantial resources/support services available to address the scope of Services required, including Taxation Services identified;

V. Respondents must have demonstrated experience in working with, and placing reliance upon, Internal Audit work activities; and

VI. Respondents must have an extensive demonstrable ongoing client education and awareness program.

38 The onus is on the Respondents to show their knowledge, understanding and capacity to conduct the work outlined in the RFP. The Proposals will be assessed according to how well they assure IESO of success in relation to the RFP requirements. The detail and clarity of the written submission will be considered indicative of the Respondent's expertise and competence.

5.1 Proposal Content

39 The Proposal must , as a minimum, provide the following information:

I. Audit Firm Technical Qualifications:

a) Provide a list of the Respondent's current and prior largest electricity sector clients, indicating the type(s) of service performed, the number of years served for each client and the time period covered for each.

b) Indicate the Respondent's experience in providing Tax Services and Educational Services to electricity sector clients by listing the name of the client, the type(s) of services performed and the local office which provided the service.

c) Show evidence of well developed professional auditing techniques to evaluate systems of internal control.

d) Provide evidence the Respondent has experience in auditing a midsized, complex, highly computerized entity.

e) The Respondent must show evidence they have the substantial expertise, resources and support services available to perform the Services consistently from one year to the next, in an expeditious manner and within the required time frames specified.

II. Audit Personnel Technical Qualifications:

a) Include resume(s) and experience profile of the Respondent's principal contact person(s) who will be responsible for the Services.

b) Describe the experience in electricity sector audits of the partner, manger/supervisor and senior staff assigned to the audit, including the years on each job and their position on each audit.

c) Describe the role of each member of the audit team to be assigned to the audit, including staff in specialized areas.

d) Indicate the local office(s) where the staff will be located, which office will be assigned the audit and provide a detailed list of audit staff and their positions.

e) Describe the relevant educational background of each individual assigned to the audit, including seminars and courses presented or attended within the last two years.

f) Describe any specialized skills, training and background in IFRS, PSAB and NPO accounting by the designated individuals.

III. Audit Approach:

Describe the Respondent's approach and methodology for planning, conducting field work, reporting, quality assurance, and relying on the work of third party service organizations and Internal Audit. This should include at least the following:

a) Risk assessment and audit planning, including considerations for relying on internal controls;

b) Type of audit program used;

c) Use of statistical sampling (techniques and automated tools);

d) Use of computer audit specialists;

e) Quality control program, including review procedures;

f) Usual content of the Management Letter;

g) Approach for interacting with and minimizing the impact on IESO staff in the conduct of the field work;

h) Recommendations and considerations for optimizing the effort, cost and efficiency of the audits;

i) Approach for relying and integrating work and results of Internal Audit reviews, Regulator audits, and other external audits and reviews; and

j) Organization of the audit team and approximate percentage of time spent on the audit by each team member.

IV. Development, Technical Support, and Other Considerations:

Within this section, please provide details of any:

a) "In House" courses, training or literature which would be available to IESO staff related to:

- Internal controls;
- IFRS;
- NPO Accounting; and
- PSAB.

b) Other considerations Respondent determines as relevant and not requested above.

V. Taxation Services:

Within this section, please provide details of any:

a) "In House" courses, training or literature which would be available to IESO staff;

b) Include resume(s) and experience profile of the Respondent's principal contact person(s) who will be responsible for delivery of Taxation Services; and

c) Other considerations Respondent determines as relevant and not requested above.

40 The Form of Offer, (Appendix B), may be utilised for responses to this section.

5.2 Declaration of Intent

41 The recommendation to award this work based on Section 3.8 RFP Evaluation Process and Criteria will be presented to the IESO Audit Committee in early February 2010 for approval.

42 The Respondent must declare in its Proposal(s) whether they wish to withdraw from the RFP Process if it is determined that the recommended Respondent will not be allowed to bid on other IESO Assurance Engagements (see list in Appendix D - "IESO Assurance Engagements").

5.3 Signing of Proposal, Amendments and Notice of Withdrawal

43 An authorized signing officer of the Respondent must sign the Proposal, any amendment to the Proposal, or a notice of withdrawal of the Proposal.

5.4 Understanding and Acceptance of all Terms of this RFP

44 The Respondent must indicate in its Proposal that it has read and understood the RFP, and has accepted the provisions contained in the RFP. Failure to accept all of the provisions contained in the RFP, subject to the qualification set forth below regarding Section 6, RFP Terms and Conditions, may result in disqualification of the Respondent's Proposal.

45 The terms set out in this RFP and IESO Contract Standard A-29-09 (Appendix C), governing the supply of contract services, will be the minimum terms and conditions (the "Contract") for the supply of deliverables by the successful vendor, if any, in accordance with this RFP. **The Respondent must accept these terms and conditions in its Proposal, or propose specific amendments on a point-by-point basis**. A copy of the Respondent's standard terms is not an acceptable response to this requirement.

5.5 Declaration of Acceptance

46 The Respondent must clearly state in its Proposal(s) that, if selected, the Respondent will provide all of the Services described in Section 2.

5.6 Respondent's Representative(s)

47 The Respondent must identify one or more persons as the authorized representative(s) of the Respondent for all matters relating to the Respondent's Proposal or to any subsequent Contract between the Respondent and the IESO. The Respondent must confirm that anything said or done by such representative(s) shall be deemed to have been said or done by the Respondent.

5.7 Declaration of Conflict of Interest

48 The Respondent must indicate in its Proposal that the Respondent does not and will not have any conflict of interest (actual, potential or perceived) in submitting its Proposal or, if selected, in delivery of the Services under the Contract. Where applicable, the Respondent must declare **in its Proposal any situation that may be a conflict of interest in submitting its Proposal or, if selected, in delivery of the Services under the Contract.**

5.8 References

49 The Respondent will provide a minimum of three references for services that it has provided within the last three years of similar scope and complexity. Each reference will include a description of the services provided, the client's name, the name of a client contact and telephone number, and the results achieved. The Respondent will also provide a clear statement as to the roles of the Respondent in the provision of same services.

5.8.1 Reference Checks

50 The Respondent **must consent**, in writing, to the IESO contacting the references listed in its Proposal.

5.9 Services Delivery Timeframe

51 The Respondent must commit to completing all work activities in accordance with the timelines outlined below:

Detailed Schedule	Date
Interim Corporate Audit	November
Year-end Corporate Audit	January
Report to Audit Committee on Corporate Audit	1st Week of February
Annual Report	End of March
Pension Plan Year-end Audit	March
Pension Plan Report to Audit Committee	April
Audit Plan to Audit Committee	September
Education Sessions	Ad hoc

5.10 Compliance with Pricing Expectations

52 The Respondent must provide its pricing Proposals according to the Mandatory Requirements in a similar format as the Pricing Proposal template (Appendix E) in Canadian funds as follows:

- The fee must be inclusive of all audit work and associated costs resulting from and during the normal course of an audit. Unless agreed to in advance, any billings for additional work will not be considered;
- A fixed price contract is preferred for the audit work for the initial five year contract. When not possible, the Proposal must detail the process for reviewing and adjusting the fee for each year of the initial 5-year contract not included in the fixed price period;
- The Proposal must detail the process for reviewing and adjusting the fee for each year of the second five year term, should the IESO decide to continue the contract up to a further five year term;
- The Proposal must outline the process to be followed for reviewing the fees should there be a significant increase or decrease in scope (e.g. legislative requirements and/or reliance on Internal Audit work);
- If changes as described in Appendix D "Anticipated Changes to IESO Corporate Structure" are expected to alter the Respondent's Pricing Proposal, the Respondent must outline the impact on process, work and fees;
- It is expected that the Services are considered "local". Accordingly, expenses shall be included as part of the fixed price and not billed separately;
- The Proposal must clearly outline the Respondent's policy on billing for Taxation Services.

- The Proposal must clearly outline the Respondent's policy on billing for Routine Telephone Inquiries and Discussions.

Note: Pricing Proposals must be submitted separately in a sealed envelope marked as follows: "External Financial Audit Services RFP – Pricing Proposal".

5.11 Dispute Settlement

53 Respondent will provide a description of each claim or other dispute in excess of $100,000 in which the Respondent was involved in Ontario in the last five years for which any arbitration or court proceeding was commenced.

5.12 Security Checks

54 The successful Respondent shall be responsible for providing documentation required by IESO so that IESO may conduct security background checks for all Contract personnel to be involved in the project and visiting or working at IESO facilities prior to the commencement of work. Security searches shall include, but may not necessarily be limited to, Canadian Security Intelligence Service searches and Criminal Record searches.

55 The Respondent must explicitly accept this condition in its Proposal.

- End of Section –

6. RFP Terms and Conditions

6.1 IESO's Right to Amend, Supplement or Cancel the RFP

56 The IESO may, in its sole and absolute discretion, at any time prior to the Closing Date/Time, as set out in Section 3.7, Timetable for the RFP, alter any dates in this RFP, or cancel this RFP at any time, in all cases without liability, cost, or penalty to the IESO.

57 The IESO may, in its sole and absolute discretion, amend or supplement this RFP at any time prior to the Deadline for Issuing Addenda, as set out in Section 3.7, Timetable for RFP, by issuing an addendum to all Respondents in the same manner in which this RFP is issued.

58 After the Closing Date/Time, the IESO may, in its sole and absolute discretion, also elect not to accept any of the Proposals, or to accept only part of a Proposal, in all cases without liability, cost or penalty to the IESO. Without limiting the generality of the foregoing, the IESO shall not be obligated to select any given Proposal on the basis of cost, ability to meet the requirements of this RFP or otherwise.

59 The IESO may, in its sole and absolute discretion, waive informalities and defects in any Proposal, conduct such investigations of any Respondent that it sees fit, and consider any information whatsoever in respect of any Respondent or its Proposal.

6.2 Withdrawal of Bids

60 Proposals shall be irrevocable for 180 days from the Closing Date/Time and all bids shall be firm.

6.3 Costs

61 All costs and expenses incurred by a Respondent relating to the preparation or presentation of its Proposal or in any way related to this RFP or contract negotiations with the successful Respondent, if one is selected, shall be borne by the Respondent. The IESO is not liable to pay such costs and expenses or to reimburse or to compensate a Respondent under any circumstances.

6.4 Confidentiality

62 All material, data, information, or any item in any form (including any intellectual property rights derived there under) supplied by or obtained from the IESO, or derived from any data which the Respondent may have acquired in connection with this RFP and the selection and negotiation process under this RFP, both before and after the issuance of the RFP:

- is the sole property of the IESO and must be treated as confidential in accordance with the agreed upon Non-Disclosure Agreement.
- is not to be used for any purpose other than responding to this RFP and the fulfillment of any subsequent Contract;
- must not be disclosed (unless required by law) without prior written authorization from the IESO; and
- must be returned to the IESO upon request.

63 The Proposal and any accompanying documentation submitted by the Respondent prior to the Closing Date/Time shall become the property of the IESO and shall not be returned. Documents provided by a Respondent and specifically identified as being confidential, will be held in confidence and will not be released by the IESO (unless required by law), without prior authorization of the Respondent.

6.5 Disqualification

64 The IESO may, in its sole and absolute discretion, and without liability, cost or penalty, disqualify any Proposal before the Proposal is fully evaluated if, in the opinion of the IESO:

- the Proposal contains false or misleading information;
- the Respondent or any of its employees, agents, contractors or representatives contact any member of the IESO other than the RFP Co-ordinator with respect to this RFP; or
- the Respondent has failed to satisfy any of the Mandatory Requirements specified under Section 5 of the RFP.

6.6 FIPPA Compliance

65 The Respondent acknowledges that the *Freedom of Information and Protection of Privacy Act* (FIPPA) applies to the IESO. The Respondent acknowledges that the terms and conditions of the Contract that will be entered into between a successful Respondent and the IESO may be disclosed by the IESO where the IESO is obligated to do so under FIPPA, by an order of a court or tribunal or pursuant to a legal proceeding.

6.7 Governing Law

66 This RFP and the Contract to be entered into between the IESO and the successful Respondent shall be governed by the laws of the Province of Ontario and the laws of Canada applicable therein.

– End of Section –

Appendix A: Receipt of Confirmation Form

ieso
Power to Ontario. On Demand.

To: Tina Oswald, Procurement Specialist, IESO
Email: tina.oswald@ieso.ca or Fax: (905) 855-6283

Company:____

Address: ____

____

____

City: ________________ Postal Code: ______________________

Phone: ________________ Fax Number:______________________

E-mail address:______________________________

We have received a Request for Proposals (RFP) for ______________________________ from the IESO and intend/not intend to submit a Proposal. **[Strike-out the inapplicable portions.]**

Signature: ____

Title: ______________________ Date: ______________________

– **End of Section –**

Appendix B: Form of Offer

To: Independent Electricity System Operator (IESO)

From: ____ (Respondent)

Legal Business Name

Mailing Address:

Telephone No(s):

Facsimile No(s).:

Authorized Representative:

____

All defined terms used in this Offer without separate definition shall have the meaning attributed thereto in the Request for Proposal (RFP).

Accompanying this Offer is the Proposal of the Respondent. This Offer forms part of the Proposal. This Proposal shall be irrevocable by the Respondent until the Closing Date/Time and for a period of one hundred and eighty (180) days thereafter.

The Respondent has read and understood the RFP including, without limitation, Addenda No(s). ______________________ [Insert #s or None] and hereby accepts the provisions of the RFP, including the specified Addenda.

If the Proposal is selected by IESO, the Respondent will provide all of the deliverables described in the applicable subsection of Section 2, Invitation to Bid for the **External Financial Audit Services RFP** in consideration of the IESO paying the Respondent in accordance with agreed upon pricing.

FIPPA Compliance

The Respondent acknowledges that the *Freedom of Information and Protection of Privacy Act* (FIPPA) applies to the IESO. The Respondent acknowledges that the Respondent's submission and the terms and conditions of the contract that will be entered into between a successful Respondent and the IESO may be disclosed by the IESO where the IESO is obliged to do so under FIPPA, by an order of a court or tribunal or pursuant to a legal proceeding.

The Respondent accepts the terms and conditions set out in Appendix C; the IESO Contract Standard A-29-09 other than those terms and conditions specified in Section ______________________ of the Proposal.

The Proposal includes responses to all mandatory requirements set out in Section 5 of this RFP.

The individual referred to above is the Authorized Representative of the Respondent for all matters relating to the Proposal or to any subsequent negotiations to reach a Contract between the Respondent and the IESO. Anything said or done by the Authorized Representative shall be deemed to have been said or done by the Respondent.

EITHER (strike out inapplicable paragraph)

The Respondent certifies that it does not and will not have any conflict of interest (actual or potential) in submitting the Proposal or, if selected, in fulfilling the obligations of the Respondent as the vendor under the Contract.

OR

The following is a list of situations, each of which is, appears to be or may potentially be a conflict of interest in submitting the Proposal or in fulfilling the obligations of the Respondent as the vendor under the Contract. Other than as set out below, the Respondent certifies that it does not and will not have any conflict of interest (actual or potential) in submitting the Proposal or, if selected, in fulfilling the obligations of the Respondent as the vendor under the Contract.

List of Situations (to be completed by Respondent)

1.

2.

3.

4.

In submitting the Proposal, the Respondent has/has no **[strike out the inapplicable portion]** knowledge of or the ability to avail themselves of Confidential Information of the IESO (other than Confidential Information which may have been disclosed by the IESO to the Respondents in the normal course of the RFP) and the Confidential Information was relevant to the work to prepare the Proposal, its pricing set out in the Proposal or this RFP evaluation process and the disclosure of which could result in prejudice to the IESO or an unfair advantage to the Respondent. **"Confidential Information",** for the purpose of this Offer, is defined in the Non-Disclosure Agreement.

The Respondent hereby consents to the IESO performing checks with the references listed in the Proposal.

The Respondent hereby agrees to the Security Check requirements in Section 5.13.

The Respondent acknowledges and agrees that, in the event the Proposal is selected by the IESO, in whole or in part, the Respondent agrees to finalize and execute an agreement in accordance with and containing the terms and conditions set out in the RFP and the IESO Contract Standard A-29-09 (Appendix C), other than those terms specified in Section(s) ________________________ of the Proposal.

SIGNED SEALED AND DELIVERED	)	________________________
in the presence of:	)	(Name of Respondent)
	)	
	)	
	)	
	)	
	)	
______________________________	)	________________________
Signature of Witness	)	*(Authorized Signing Officer of Respondent)*
	)	
	)	Date: ____________________

- End of Section -

Appendix C: IESO Contract Standard A-29-09

ieso
Power to Ontario.
On Demand.

Class	Number	Date
A	29	09

CONTRACT STANDARD

INDEPENDENT ELECTRICITY SYSTEM OPERATOR (IESO) STANDARD COMMERCIAL CONDITIONS FOR CONTRACT SERVICES

Issued August 2009

CONTENTS

1. Contract Documents and Order of Precedence

The contract will consist of (1) the purchase order; (2) these standard commercial conditions; (3) IESO's Request for Proposal; and (4) the Contractor's proposal (collectively, the "Contract"). These documents, and portions thereof, will take precedence in the order in which they are named.

Written amendments to the Contract, shall take precedence over the documents amended thereby. Appendices and addenda shall be considered part of the documents in which they are referenced.

There are no warranties, conditions, or representations (including any that may be implied by statute) and there are no agreements in connection with such subject matter except as specifically set forth or referred to in the Contract. No reliance is placed on any warranty, representation, opinion, advice or assertion of fact made either prior to, contemporaneous with, or after entering into the Contract, or any amendment or supplement thereto, by any party to this contract or its directors, officers, employees or agents, to any other party to this contract or its directors, officers, employees or agents, except to the extent that the same has been reduced to writing and included as a term of this contract, and none of the parties to this contract has been induced to enter into the Contract or any amendment or supplement by reason of any such warranty, representation, opinion, advice or assertion of fact

2. Interpretation of Contract

The Contract will be governed by and interpreted in accordance with the laws of the Province of Ontario.

3. Laws, Regulations and Codes

The Contractor will comply with all federal, provincial and municipal statutes, regulations, bylaws, standards and codes which are applicable to the work.

4. IESO Representative

IESO will inform the Contractor as to the identity of its authorized representative, to whom all correspondence, reports and documents will be addressed. No acceptance, instruction, approval or statement by IESO's authorized representative or by any other representative of IESO will relieve the Contractor from responsibility for proper performance of the work.

5. Consultant's Manager/Staff; Contractor Not Agent

Prior to commencing the work, the Contractor will appoint a manager or professional as Project Manager who will be responsible for the administration and co-ordination of all phases of the work. All staff of the Contractor employed on the project will have the knowledge, abilities, experience and qualifications required for the work and will perform their tasks in a professional manner. The Contractor will provide such additional support as may be required from time to time for the work's proper performance. Changes to the Contractor's personnel and support staff will require IESO approval, except in the case where such replacement is as a result of illness or termination of the employment of such personnel, in which case the Contractor may remove the employee, provided, however, IESO may request that it approve, acting reasonably, any replacement. IESO may request, at its reasonable discretion, that the dedicated project individual(s) be changed. The Contractor will endeavor to accommodate such requests.

Neither party will have the authority to bind the other or to assume or create any obligation or responsibility expressed or implied on the other's part, or in its name, nor will it represent to anyone that it has such power or authority, except as expressly provided in the contract

6. Security Checks

The Contractor shall provide documentation required by IESO so that IESO may conduct security checks for Contractor personnel prior to the commencement of work. Security searches shall include, but may not necessarily be limited to, Canadian Security Intelligence Service searches and Criminal Record searches. The acceptance of this Contract by IESO is conditional upon the IESO being satisfied that Contractor Personnel do not pose a security threat to IESO.

7. Assignment or Subletting

The Contractor will not assign or sublet the contract or any portion thereof without the prior written consent of IESO, not to be unreasonably withheld.

8. Offshore Contractors

The Contractor is responsible for applying to Immigration Canada for admission of personnel into Canada and for obtaining work permits where required. The Contractor will be required to obtain customs clearance and pay duties and taxes where applicable, for goods or tools used in the performance of the work or imported into Canada. Assistance with clearance of goods will be provided by IESO if requested. The Contractor may be required to pay GST on goods and tools notwithstanding that such goods or tools may be duty free, such as those originating in a NAFTA country

9. Withholding Tax

Certain amounts paid or credited to non-residents of Canada are subject to income tax withholding in accordance with rates and conditions set forth in the Income Tax Act and tax treaties. This tax is remitted to Canada Revenue Agency. Contractors may apply to Canada Revenue Agency for a waiver before commencement of the work in Canada to avoid this withholding.

For U.S. Contractors, a 15% withholding tax is required on the gross amount payable for services rendered in Canada (i.e., consulting fees, maintenance fees) and 10% withholding tax is required on rentals, royalties and similar payments (including payments for the rights to use computer software).

10. IESO Owned Equipment

Equipment authorized by IESO for purchase by the Contractor or supplied to the Contractor by IESO, will be used solely in the performance of the work unless prior written approval is obtained from IESO. Title to such equipment will remain with IESO. When in the Contractor's possession, it will ensure the Equipment will be clearly identified as property of IESO. The Contractor will be responsible for safeguarding such equipment while in its custody and control, maintaining a system of inventory control acceptable to IESO, acting reasonably. IESO will have reasonable access to the premises of the Contractor for the purpose of verifying records and auditing inventories of such equipment.

Following completion of the work or termination of the contract, the Contractor will, unless otherwise directed, make all such equipment immediately available for pick up by IESO. The Contractor will be liable for the repair or replacement of all IESO owned equipment which becomes damaged or lost while in the custody or control of the Contractor. At IESO's request, the Contractor will maintain insurance, in which the Contractor and IESO will be named jointly as insured, covering the full replacement value of all such equipment against the risk of loss or damage

11. Terms of Payment

If established in the Contractor's proposal and referenced in the purchase order, gross, fixed hourly rates may be established for specific personnel or for classes of personnel. Such rates and any proposed increases will be subject to audit as set forth below only for consistency of application of the Contractor's cost factors. Such rates will be subject to adjustment annually for increases in cost factors.

If fixed rates are not established in the purchase order, the Contractor will indicate in advance the hourly rate to be charged for the Contractor personnel engaged in the work. Unless otherwise stipulated, the hourly rate will be broken down in the Contractor's proposal and calculated based on:

(a) the payroll cost of that hour for the particular person involved; plus
(b) a fixed percentage markup on said payroll cost, the percentage being that specified in the Contractor's proposal.

Payroll cost will mean normal salary or wages plus a payroll burden percentage of such salary or wages (as specified in the Contractor's proposal) which represents a provision for statutory holidays, vacation, sick time, unemployment insurance, hospitalization and medical insurance, group life insurance, workers' compensation, and pension plan (tax equalization payments, bonuses and profit-sharing plans will not be included in payroll cost and are not compensable under the contract). The hourly rate used will be based on the number of regular working hours in 260 working days. Hours charged will be calculated to the nearest hour.

The payroll burden percentage may be revised annually as necessary to reflect changes in statutory and other allowances. IESO will, at its cost, have the right to verify the established rate and revisions thereto.

The fixed percentage mark-up specified in (b) above will be deemed to compensate the Contractor for all corporate, executive and management expenses, general administration expenses, including the services of a project administrator (unless otherwise specified), accounting, employee relations, clerical staff, secretarial support, normal stationery and office supplied, local telephone, rent, utilities and taxes, depreciation and Contractor's fee.

The Contractor's personnel designated as manager or above, including Project Manager, will not be charged to the work unless explicitly contemplated in the Contractor's proposal and they are engaged in making a direct technical contribution thereto or unless otherwise specified. Any effort which contemplates such charges not set out in the Contractor's proposal will require IESO's prior written authorization.

The use of overtime hours on the work will be subject to IESO's prior written approval. Overtime hours will be compensated at straight time hourly rates. If overtime use becomes extensive, IESO will be entitled to a reasonable adjustment in overhead rates to take the increase in billable hours into account.

The services of other contractors will not be employed without the prior written approval of IESO. In such case, the Contractor will be reimbursed, without mark-up, at the per diem rate charged by the other contractor(s).

Contract staff, employed at the Contractor's premises and under its direct supervision, will be reimbursed at the hourly rate cost to the Contractor unless otherwise agreed upon with IESO.

IESO will not reimburse the Contractor for expenses or administrative charges. Accordingly, these expenses should be included as part of the rates.

12. Invoicing

Charges for services rendered and reimbursable expenses incurred may be submitted monthly unless otherwise specified. Invoices will be in such detail and format as specified by IESO. Payment of acceptable invoices will be made 30 days after receipt thereof. If at any time during the performance of the work there are deficiencies in the work, including non-delivery of an acceptable final report, IESO will have the right to withhold from any invoice an amount that, in IESO's reasonable opinion, takes into account the deficiencies. Any amount withheld will be paid 30 days after receipt of invoice submitted after IESO's approval of the correction of deficiencies

13. Goods and Services Tax (GST)

Goods and Services Tax (GST) will be shown separately on all invoices. The Contractor will deduct all recoverable GST paid from reimbursable expenses before adding GST to amounts to be invoiced to IESO.

14. Safety

If the work includes field work, the Contractor will comply with all relevant safety rules and regulations, including, without limiting the generality of the foregoing, those established by IESO.

15. Inspection and Warranty

IESO's authorized representative will have the right to inspect the work at all times and may reject any part thereof which is found to be not in accordance with specifications and statements set out in the contract or otherwise required by law. Any of the work so rejected will be promptly redone by the Contractor at no additional cost to IESO. This will include, but not be limited to, all drawings and data prepared by the Contractor under the contract which are found, within a period of one year from date of transmittal to IESO, to be incomplete or inaccurate due to a failure to comply with said specifications and standards.

16. Progress Reports

Unless otherwise agreed in this contract, the Contractor will forward to IESO on or before the 20th day of each month, a progress report in such form and detail as may reasonably be requested by IESO, showing the progress of the work to the end of the preceding month. Such report will also include a summary of the costs to date, estimated cost to completion of the work, and an explanation of any variance from the original estimate. The Contractor will notify IESO immediately upon having expended or committed 80% of the authorized funds.

17. Completion of the Work

The Contractor will diligently endeavor to complete the work in accordance with the schedule set forth in the contract and, if necessary, will increase the level of effort/resources necessary to ensure the schedule is maintained. Any price or funding limitations will not be exceeded without IESO's written authorization, notwithstanding any extra efforts required to maintain schedule.

18. Termination

Unless otherwise agreed in the Contract, IESO may, at its discretion, terminate the work or any portion of the work under the Contract for any reason upon 30 days written notice to the Contractor. Unless otherwise agreed between the Contractor and IESO, upon termination IESO will be obligated to pay the Contractor only for work effort expended and expenses incurred prior to the expiry of the notice period. The Contractor will not undertake any forward commitment after receipt of notice of termination. Either party may terminate the Contract in the event that the other party materially breaches the Contract and such breach is not cured to the reasonable satisfaction of the non-breaching party within 15 days of written notice of such breach.

19. Proprietary Rights; Confidentiality

Both parties will retain all rights to methodology, knowledge, and data brought to the work and used therein. No rights to proprietary interests existing prior to the start of the work are passed hereunder other than rights to use same as provided for below. The Contractor will not knowingly incorporate into the work any data, software or hardware the use of which by IESO violates the proprietary rights of third parties.

All title and beneficial ownership interests to all intellectual property, including copyright, of any form, including, without limitation, discoveries (patented or otherwise), software, data (hard copied and machine readable) or processes, conceived, designed, written, produced, developed or reduced to practice in the course of the work will vest in and remain with IESO. Furthermore, the Contractor agrees to waive any moral rights that it has, or cause its employees to waive any moral rights they may have, in the work. The Contractor will not do any act which may compromise or diminish IESO's interests as aforesaid.

The Contractor grants to IESO a non-exclusive paid up license to use any data and other proprietary items incorporated into the work by the Contractor hereunder. The Contractor may, by prior written notice and written acknowledgment by IESO's representative, reserve the right to incorporate into the work data or other proprietary property for the use of which the Contractor wishes to charge a fee. If said notice and acknowledgment are not executed prior to the incorporation, the Contractor will be deemed to have waived any such fee. IESO will have the right to exploit such data and property and to license same to third parties provided that such licenses contain reasonable reservations of proprietary rights in favor of the Contractor (which may be included in a general reservation, but will contain the same order of legal protection as the Contractor uses when distributing such data or property to third parties) or provided the use of same does not reveal information proprietary to the Contractor.

Except as required in the performance of the work or as authorized in writing by the owner, each party will keep confidential all proprietary information of the other, including, without limitation, all unpublished business and technical information, papers, or records, however produced. These obligations of confidentiality will survive completion and/or termination of this Agreement and will apply for a period of five years from the date of the last invoice submitted by the Contractor hereunder.

20. Compliance with Privacy Laws

In this section, "Personal Information" means any information about an identifiable individual, which before or after the date of the Contract, is exchanged, disclosed, transferred, stored, warehoused, accessed, processed, handled or in any way made available to the Contractor. "Privacy Laws" includes the *Personal Information Protection and Electronic Documents Act* (Canada), Freedom of Information and Protection of Privacy, Ontario (FIPPA), and the provisions of any other applicable municipal, provincial or federal or other laws, regulations, decisions, orders, judgments and rulings or regulatory requirements applicable to either party to our agreement from time to time that address the collection, use, transfer or disclosure of Personal Information.

The Contractor agrees to comply with all Privacy Laws applicable to either it or IESO in relation to Personal Information and shall refrain from taking any action that could cause IESO to be in non-compliance with any such Privacy Laws. The Contractor agrees to name a person (or persons) to be responsible for ensuring compliance with the obligations of this section and shall advise IESO of the name of such individual and any replacement(s). The Contractor agrees to reasonably cooperate with IESO in connection with any access requests for Personal Information as provided for in the Privacy Laws. The Contractor agrees to amend Personal Information as required by the Privacy Laws, only upon receiving instructions to do so from IESO, its personnel or any other individual to whom the Personal Information relates. The Contractor agrees, within 10 business days, to return to IESO or destroy all Personal Information which is no longer necessary to fulfill the purpose(s) for which it was made available, unless otherwise instructed by IESO or required by law.

21. Accounts and Right to Audit

The Contractor will keep proper accounts and records of the work in form and detail satisfactory to IESO. Such accounts and records, including invoices, receipts, time cards and vouchers will at all reasonable times be open to audit, inspection and copying by IESO. Accounts and records will be preserved and kept available for audit until the expiration of two years from the date of completion or termination of the work.

22. Limitation of Liability

Each party's liability under the Contract will be limited to the greater of: (a) the total amount of fees paid or payable by IESO to the Contractor under the Contract; and (b) the total amount of professional errors and omissions insurance coverage the Contractor has in place at the commencement of the work, or which the Contractor obtains during the course of the work and toward the cost of which IESO directly or indirectly (i.e., through payment of overhead markups) contributes.

23. Force Majeure

If the performance of the Contract, or any obligations thereunder, is prevented, restricted, or interfered with by reason of: fire, flood, earthquake, explosion, or other casualty or accident or act of God; strikes or labour disputes; inability to procure or obtain delivery of parts, supplies, power or software from suppliers; failure, delay, interruption or other adverse impact caused by telecommunications carriers, internet service providers, and other intermediaries; war or other violence; any law, order proclamation, regulation, ordinance, demand or requirement of any governmental authority; or any other act or condition whatsoever beyond the reasonable control of the affected party (a "Force Majeure"), the party so affected, upon giving prompt notice to the other party, will be excused from such performance to the extent of such prevention, restriction or interference; provided, however, that the party so affected will take all reasonable steps to avoid or remove such Force Majeure and will resume performance hereunder with dispatch whenever such causes are removed.

24. Severability

If any provisions of the Contract will for any reason be held illegal or unenforceable, such provision will be deemed separable from the remaining provisions of the Contract and will in no way affect or impair the validity or the enforceability of the remaining provisions of the Contract.

Appendix D: Additional Information

Additional documents that have been provided with this RFP:

- Pension Financial Statements;
- Auditor's Report on Condensed Pension Plan Financial Statements;
- Pension Plan Orientation Session Presentation Slides;
- Corporate Organization Chart;
- Finance Organization Chart;
- 2010 Internal Audit Plan;
- Internal Audit Universe Document;
- Section 5970 Report (to outline general IT controls);
- Review of the Dispatch Algorithm's compliance with Market Rules; and
- IESO Financial Information Return.

Additional information that is available on the IESO's website:

- IESO Corporate Structure: http://www.ieso.ca/imoweb/governance/mgt.asp
- Annual Reports: http://www.ieso.ca/imoweb/corp/corpInfo.asp
- 2010 – 2012 Business Plan: http://www.ieso.ca/imoweb/news/newsItem.asp?newsItemID=4952
- 2010 IESO Fees Submission: http://www.ieso.ca/imoweb/corp/regulatory.asp

Financial Systems at IESO:

- The Lawson Financial System provides information management and reporting functions related to IESO corporate management and statutory reporting as well as vendor payment and procurement activities.
- The Treasury Manager System provides information management and reporting functions related to the IESO's treasury functions, including investment and debt tracking.
- The Kronos Workforce Timekeeper System provides time and attendance reporting functions and generates pay-related accounting entries which interface to our Lawson Financial System and our payroll services provider.

Anticipated Changes to IESO Corporate Structure:

The IESO's financial statements reflect assets, liabilities and costs incurred in fulfilling its role as the Interim Smart Metering Entity as designated by Ontario Regulation 393/07 under the Electricity Act made on March 28, 2007. The regulation came into effect on July 26, 2007. The objects of the Smart Metering Entity, as contained in the Electricity Act, can be found in the 2008 Annual Report available on the IESO's website listed above.

The IESO is in the process of establishing a not-for –profit, non-share capital subsidiary, with the IESO as the sole member, with the intention that the subsidiary fulfill the roles of the Smart Metering Entity.

The costs for the Smart Metering Entity will be recovered through a rate order approved by the Ontario Energy Board and are expected to be (a) a flat fee per smart meter customer; or (b) two separate fees including a one-time fee (upfront payment) and ongoing fee per smart meter customer.

Other IESO Assurance Engagements:

- **Settlements S.5970 Audit:** An external audit of IESO's settlement operations, processes and procedures is conducted every two years to provide assurance under the market rules to market participants and their auditors that the IESO's settlement operations and internal controls are suitably designed and operated effectively.
- **IESO-Administered Markets Dispatch Algorithm**: An independent review of the operation and application of the dispatch algorithm and related dispatch processes and procedures is conducted at least once every two calendar years.
- **Smart Metering Entity (SME) Meter Data Management/Repository (MDM/R) S.5970 Audit:** An external audit report to provide reasonable assurance that controls are designed and operating effectively over the system and services delivered by the SME and MDM/R service provider. The scope and objectives of such audits to be relevant to a user organization's internal controls as it relates to an audit of financial statements.

- End of Section -

Appendix E: Pricing Proposal

1. IESO's Financial Statements Audit:

Respondent's Resource	Estimated Hours	Rate
		$
		$
		$

Fixed Rate for Audit:	$

2. IESO's Pension Plan Financial Statements Audit:

Respondent's Resource	Estimated Hours	Rate
		$
		$
		$

Fixed Rate for Audit:	$

3. Taxation Services:

Respondent's Resource	Hourly Rate
	$
	$
	$

4. Routine Telephone consultations and inquiries:

Respondent's Resource	Hourly Rate
	$
	$
	$

- End of Section –

- End of Document –