



**CONTRACT SPECIFICATIONS FOR  
COLLECTION OF REFUSE, YARD WASTE, AND RECYCLABLES  
WITHIN THE  
CITY OF FRONTENAC, MISSOURI**

Qualified Contractors are invited to submit sealed bids to provide residential refuse collection and disposal services to the City of Frontenac, MO, in accordance with the specifications contained herein.

Sealed bids will be received at temporary City Hall trailers located at the rear of 10555 Clayton Road, St. Louis, MO 63131 until 10:00 am on Monday, February 22, 2010 when they will be opened and publicly read. A contract will be awarded and service will begin Monday, April 5, 2010.

1) **SERVICE OVERVIEW:**

A. The City of Frontenac is requesting specific options which must be clearly answered for the bid to be considered. Synopsis of these options:

- R-1 properties (approx. 1,130 homes) will be provided rear yard weekly refuse and recycle service
- R-2 properties (approx. 230 homes) will be provided with curb side refuse and recycle collection with the option of rear yard
- All properties will be offered curb side yard waste with the option for year round, quarterly, monthly or not at all. The City contracts for comprehensive leaf vacuum in the fall for all properties at no charge to the resident.
- Bidders must provide cost for Christmas tree collection for residents who do not choose any yard waste
- Bidders must provide property owners the option of "opting out" of paying for all services for at least one month up to two times per year while out of town
- Hauler will be required to bill all properties quarterly for all services and will be responsible for collection of all payments
- Recycle containers: The City has provided 65 gallon recycle carts to 755 households who requested them and small bins to all other residents participating in recycle. The City has available 70 additional 65 gallon carts for residents. All future carts will be the responsibility of the hauler. The City will cooperate in procuring grant funding for additional carts. Bidder must include in bid proposal, the containers they will provide. The City of Frontenac encourages residential recycling and participation and volume rates show very good results.
- No fuel surcharges will be allowed.

- Bidders must provide a bid to provide rear yard weekly trash and recycle collection and curb side yard waste bid for the Village of Westwood (approx. 120 homes) with the option for additional cost of rear or side yard, yard waste collection. Westwood service will be optional per resident and contracted by each resident.

B. INSTRUCTIONS TO BIDDERS:

- All bids shall be submitted on the attached bid form.
- Bid envelopes are to be marked "Refuse Collection Bid."
- Bids must be accompanied by attachments requested under the section "General Conditions," pertaining to equipment, employees, financial references, past experience, insurance, bid bonds, and by a sample or photo of the recycling container the Contractor will provide. (The City has provided recycle carts or bins to all current residents.) Failure to respond to General Conditions could result in bids being disqualified.
- All questions concerning the meaning or intent of the specifications shall be addressed to the City Administrator. Failure to request clarification shall not relieve the bidder from responsibilities assigned under the specifications or contract documents.
- No contract will be awarded to any bidder who, as determined by the City, has an unsatisfactory performance record or experience, or who lacks the necessary capital, organization and equipment to complete the services in strict accordance with the specifications.
- No bid may be withdrawn for a period of sixty (60) days following the date specified for receipt of the bids.
- Any additional proposed or anticipated fees or any other cost must be clearly identified as part of this bid to be considered.
- Any exceptions or alternates to the specifications listed must be clearly marked "exceptions" or "alternates" on the bid form and submitted at the time of the bid.
- Clarifications or amendments to bid request. Any questions for clarification must be submitted in writing to both [bshelton@cityoffrontenac.org](mailto:bshelton@cityoffrontenac.org) and [lross@cityoffrontenac.org](mailto:lross@cityoffrontenac.org) by 5:00 pm, Monday, February 15, 2010. Changes or statements of clarification (if any) will be e-mailed by 5:00 pm, February 16, 2010. Bidders requesting e-mail notification must contact the City with such request.
- This RFP does not commit the City of Frontenac to award a contract or to pay for any costs incurred by any firm in the preparation of a response to the request. The City reserves the right to cancel, withdraw or amend this RFP at any time and for any reason. The City reserves the right to waive any irregularities or informalities as the City sees fit in this process. The City may seek clarification regarding a proposal at any time. The City assumes no responsibility or liability for the accuracy of any information set forth herein, or other documents or materials

provided for use in developing a proposal. The respondent assumes all liability in the use of such information in developing its proposal.

## 2) DEFINITIONS:

**Bulky waste:** Bidder shall provide for the collection, hauling and disposal of bulky waste. Bidder must collect bulky waste when placed at the curb on collection day.

- Frequency of Collection. Bidder shall provide weekly bulky waste pick-ups curb side to each dwelling as part of the minimum service requirement.
- Number of Items and Weight for Bulky Waste. Bidder may limit each bulky waste pick-up to five (5) individual items that per item weight does not exceed sixty (60) pounds.
- Preparation of Collection. Bidder shall notify each dwelling of any special preparation or condition of the bulky waste prior to pick-up.

**Garbage:** All semi-solid and solid food wastes derived from and during the procurement, storage, processing, cooking, service and consumption of food materials of animal, vegetable or synthetic origin which are intended for and are used by householders, for the refreshment or sustenance of human beings or animals. Garbage shall not include dead animals, or liquid wastes from the processing of hides or other animal parts.

**Major Appliances:** Bidder shall provide for the collection of major appliances and provide instructions for the dwellings to arrange for collection. Bidder shall offer this service to dwellings at the price specified in Bid Form. Below contains a list of appliances that the Bidder shall collect and dispose of:

- |                      |                    |
|----------------------|--------------------|
| • Clothes Washers    | • Ranges           |
| • Clothes Dryers     | • Stoves           |
| • Water Heaters      | • Woodstoves       |
| • Trash Compactors   | • Air Conditioners |
| • Dishwashers        | • Ice Makers       |
| • Microwave Ovens    | • Refrigerators    |
| • Conventional Ovens | • Freezers         |

**Recyclables:** Recovered materials provided "single stream" to include: newsprint; magazines, catalogs, junk mail, paper board, carrier stock, office paper and phone books, glass containers, aluminum, cans, foil and trays, bi-metal and tin cans; and containers made of number (1), (2), (3), (4), (5), and (7) plastic. This list is subject to annual review and modification by the City.

**Refuse:** Garbage and rubbish as defined herein. Once a week refuse collection of up to five (5) thirty-two (32) gallon containers not exceeding 60 (sixty) pounds per container, provided by the resident, at the exterior rear or exterior side of the residence in R-1 and the once a week bulky waste collection, which should be placed at the curb and shall be collected the same day as refuse.

**Rubbish:** Such waste material as furniture, fixtures and other household equipment of such weight, dimension, size and shape that they can be stored in a standard container and all other useless, rejected and cast off matter, except as herein provided, which are produced by and accumulated in households.

The term "rubbish" shall not include any items prohibited from disposal in sanitary landfills in Missouri during the period of this contract such as major household appliances, batteries, tires or hazardous waste of any kind. Further, "rubbish" shall not include ashes stored in ash pits, pieces of wood, street sweepings, catch basin contents, soil, mortar, plaster, concrete, bricks, stone gravel, sand, and all wastes or left-over materials resulting from grading, excavation, construction, alterations, repair or wrecking of buildings, structures, walls, roofs, roads, streets, walks or other facilities and such items of rubbish whose weight, size, dimension and shape cannot be stored in a standard container, provided, however, that debris resulting from remodeling, repair or reconstruction of any building may be removed if properly placed in acceptable containers that can be removed by not more than two individuals.

**Single Stream:** All recyclables or recovered materials must be collected "single stream", identified as not separated and co-mingled into a single container to be collected.

**Yard Waste/Yard By-products:** Residential grass trimmings, weeds, leaves, small tree limbs and branches, plants, bushes, and wood chips. Yard waste must be collected in durable containers or biodegradable bags, or bundled. Bidders must specify in this response restrictions for limbs or branches related to size of limbs and length, diameter and weight of bundles.

#### **GENERAL CONDITIONS:**

1. The City will award a contract for a three (3) year period, **commencing April 5, 2010 and terminating March 31, 2013.** Bidders are requested to state the annual cost of service for each year of a three (3) year period on a per household basis with an option of a two (2) year extension.
2. All bids shall be accompanied by a bid bond in the sum of ten percent (10%) of the total estimated cost for the first twelve (12) months of collection guaranteeing that, if the bidder is awarded the contract by the City, the bidder will execute and return to the City the preferred contract within ten (10) working days of the award. A certified check payable to the City may be deposited in lieu of a bid bond.
3. Each bidder must submit, as part of the bid, a written statement covering the following:
  - Make, model, age, condition, minimum number of vehicles, and list of other equipment, which shall be used in the work.
  - Proposed schedule per day number and type of vehicle and employees per day.
  - Minimum number of employees who will render services to the City of Frontenac.
  - Financial status and bank references.
  - Total employees in the St. Louis area.
  - Previous experience in rear yard and curb side refuse disposal and a list of municipal contracts including rear yard (with contact information) held now or in the past five (5) years and contact information of at least one municipality who has not renewed their contract with your company in the past three (3) years.

4. Each bidder must submit as part of their bid a sample or photo of the 65 gallon recycling container the Contractor would provide to the resident as requested.
5. All bidders shall be held to comply with all City ordinances, applicable solid waste legislation of the State of Missouri and rules and regulations promulgated there under, and any applicable ordinances of St. Louis County and rules and regulations promulgated there under. The Contractor shall dispose of refuse only at a State licensed and approved landfill or authorized incinerator. Contractor shall dispose of yard waste in a manner pursuant to governing laws and regulations. Contractor shall dispose of recyclables in a manner that they will be recycled. Contractor shall provide the City in writing of the locations to be utilized for disposal.
6. The City shall follow their bidding procedures as set forth in the City's purchasing policy.

**SERVICE CONDITIONS TO BE FOLLOWED:**

1. The Contractor shall have the responsibility to collect, haul and dispose of all refuse, bulky waste, yard waste and recyclables from all residential structures within the City at such collection points and in such frequencies as described herein.
2. The Contractor shall furnish the necessary vehicles for the collection of refuse, bulky waste, yard waste, and recyclables which shall have substantial, non-leaking collection bodies provided with tops or a covering preventing spilling, blowing or leaking from the vehicle, and concealing said contents from view, which said vehicles and trucks must be kept covered or closed at all times except when being loaded or unloaded. The Contractor shall furnish necessary vehicles to prevent damage to driveways and access rear residential driveway areas.
3. The Contractor shall not allow refuse, bulky waste, yard waste and/or recyclables to be placed or scattered upon any public or private street, alley, or drive or public place. The Contractor shall replace any damaged receptacle, can or lid and upon completion of collection, leave the premises in a neat and clean condition.

**ADDITIONAL CONDITIONS:**

- A. Contractor shall supply, in writing, to all residents procedures for billing, collection, contact information to schedule bulk or appliance pick-up and any associated cost. Contractor shall supply, in writing, to all residents an annual schedule showing the various pick up dates and conditions for the residents for refuse, bulky waste, recyclables, yard waste, major appliances and all other collections. The calendar and procedures shall be distributed to the residents by April 30, of each year of the contract, including the initial year. Should Contractor obtain approval to change said schedule from the City or change the pickup procedures, new written calendars and procedures shall be distributed to the residents within twenty (20) days of the City granting approval or the effective date of the change at the sole expense of the Contractor.
  1. Major household appliances shall be collected by the Contractor at a cost to the resident as identified on the bid form, provided special arrangements are made with the Contractor for their collection.

2. Pick up service at City buildings will include providing and emptying one dumpster and unlimited recycle containers from City Hall property twice each week at no cost to the City. Contractor must supply one thirty (30) yard roll off for yard waste on an as-needed basis. Cost for yard waste disposal will be the responsibility of the City.
  3. Currently, refuse, bulky waste and recyclables are collected Tuesdays, Wednesdays, Thursdays and Fridays, per the attached sheets. Yard waste is collected Mondays. If the bidder proposes any changes to these schedules, please note on a separate attachment.
  4. Contractor shall keep such accurate records and deliver to the City on a monthly basis showing by separate category the amount of refuse, bulky waste, yard waste and recyclables the Contractor has collected within the City.
  5. No collections shall be required on the following legal holidays: New Years Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas. The Contractor must collect refuse and yard waste from all households at least once during all weeks, including weeks containing one of the above holidays and if collection is not made due to inclement weather. The Contractor must submit with the bid a plan for fulfilling this obligation. This plan shall not be changed without prior written approval of the City.
  6. Adverse Weather. Bidder is authorized to treat an event of adverse weather as a holiday schedule and shall notify the City as soon as is practical. An event of adverse weather is a climatic change that creates hazardous road conditions, including but not limited to snow, ice, sleet, heavy rainfall, or high winds.
  7. No collections shall be made prior to 8:00 a.m. or after 5:00 p.m. or on Sundays, except by written authorization of the City. Refuse collectors shall perform their duties in a quiet, orderly and sanitary manner. After emptying containers, lids shall be replaced. In case of spillage during collection, the refuse collector shall pick up the spillage and restore the premises to a clean and sanitary condition.
  8. The Contractor shall not assign or sublet any part of the work embraced in the Contract without the written permission of the City.
  9. The solicitation, acceptance, or demand for compensation of any kind whatsoever by the Contractor or employees of the Contractor from owners, tenants or occupants of any household is prohibited except for subscription services expressly permitted in the Contract and specifications.
  10. All bidders shall tour the City and familiarize themselves with the work contemplated and shall be charged with thoroughly understanding the specifications in relation to the bid which is submitted.
  11. Creative cost effective solutions or alternates will be considered and should be submitted to the City under separate cover or listed on the bid form as "EXCEPTIONS."
- B. Contractor shall secure and keep in force during the life of the contract the following types of insurance with an insurance company licensed in the State of Missouri: (A) Worker's Compensation Insurance as prescribed by the Statutes of the State of Missouri; (B) A policy of liability insurance on each vehicle used in the fulfillment of the contract, indemnifying both the Contractor and the City against damage

suits, in an amount not less than \$300,000/\$500,000 in case of bodily injury or death and \$100,000 per accident in case of property damage; and (C) excess liability umbrella coverage up to \$1,000,000. In the event any required insurance policy is canceled, the Contractor shall notify the City thirty (30) days prior to the effective date of such cancellation. The Contractor shall indemnify and hold harmless the City from any liability, claim, damage or cause of action which may be sustained or asserted against the City as the result, directly or indirectly or in any manner, of the performance or failure of performance on the part of the Contractor.

1. Contractor shall provide the name, address and telephone number of the claims agent(s) for any property damage or other claim that may be made against Contractor by a resident, in writing, to the residents along with the information required to be distributed under paragraph 1, above. If the Contractor has an in house risk manager or employee who performs this function, his/her name, position, address and telephone number shall be provided to the residents in the same manner as above. Any such claim shall be handled between the resident, the Contractor and the claims agent/carrier, in a timely manner. The City shall not participate, pay or assume any responsibility for any such claim. Contractor shall provide claims forms upon the request of a resident for such purposes.
2. Contractor shall obtain a Performance Bond with a reputable surety for a minimum sum of Fifty Thousand Dollars (\$50,000) or a cash escrow of Thirty Thousand Dollars (\$30,000) payable to the City of Frontenac for the first year renewable each additional year of the contract thereafter upon the agreement of the City and the Contractor, said surety to be in favor of the City to guarantee the faithful performance of all the terms and conditions of the contract and all specifications. The performance bond shall secure the City against the Contractor permitting any nuisance to be created and shall hold the City harmless by reason of any suit, claim, or demand growing out of the collection and disposal of garbage and rubbish by the Contractor. If the cash escrow option is chosen, after the faithful performance of all terms and conditions of the contract, the original cash escrow will be returned along with any resulting interest to the Contractor.

#### **FORM AND CONTENTS OF CONTRACT:**

1. The Contractor shall have a non-exclusive contract for the right to collect, haul and dispose of all residential solid waste within the City.
2. Compensation for collection service shall be billed thirty (30) days preceding the quarter service is to be provided and paid by the resident prior to the 30<sup>th</sup> of the month of the first month of the quarter.
3. The successful bidder shall be required to enter into a contract provided by the City.

#### **ADDITIONAL SERVICE/BILLING INFORMATION:**

1. Customer Service Center. Bidder shall operate and maintain a Customer Service Center with the following minimum standards:
  - a. Hours of Operation - 8:00 a.m. and 5:00 p.m., Monday through Friday. All calls shall be answered during the hours of operation by a Customer Service Representative;

- b. After hours calls to the Customer Service Center will be received by an answering service or answering machine;
  - c. All customer representatives shall identify themselves by name and treat each caller with professional courtesy at all times; and
  - d. Bidder shall provide a method whereby customer may submit written complaints via postal mail, fax and e-mail.
2. Response Time to Complaints. All complaints received by either the Bidder or City before 12:00 p.m. shall be resolved by Bidder before 5:00 p.m. on the day of the complaint. All complaints received after 12:00 p.m. shall be resolved by Bidder before noon the next day.
  3. Complaint Resolution. Bidder shall maintain a daily log of all complaints from district customers. The daily log shall include the date, time, method received, complaint raised and resolution.
  4. Customer Records Audit. All customer records pertaining to the performance of this contract are subject to an audit by the City. The City reserves the right to review the Bidder's records without notice during the term of the contract.
  5. Billing and Collection. Bidder shall not be entitled to any compensation from the City for services performed under this contract. Bidder shall be compensated solely through direct collection of the firm fixed prices specified in this bid from the households within the district.
    - a. Billing Responsibility. Bidder shall be responsible for its billing and collection of payments for minimum service and optional resident services under the contract. Bidder will be provided an initial list of all dwellings by the City. Bidder shall obtain names and billing information directly from the household. Bidder may bill dwellings quarterly in advance. Bidder shall establish a quarterly billing schedule for all dwellings in the district, excluding the "opt out" dwellings.
    - b. Billing Statements. Bidder shall provide an itemized list of services on its billing statements.
    - c. Household Relocation. Bidder shall refund any money due to a household that has pre-paid after receiving a written request from that household stating the reason for the refund is relocation.
  6. Temporary Leave of Absence Dwellings. If a household notifies the Bidder that no waste collection service is required and service is to be discontinued due to the household being vacant for a consecutive thirty (30) days, Bidder shall not charge the household for waste collection service during the time the house is vacant (herein referred to as "temporary leave of absence dwellings". Collection service and billing shall resume when Bidder is notified by household to resume service. If the designated City liaison requests from the Bidder information regarding temporary leave of absence dwellings, Bidder shall provide the requested information within ten (10) days of request.
  7. Late Notices and Late Fees:
    - a. Collection for Nonpayment. Bidder may collect reasonable late charges from all dwellings receiving Waste Collection services. Bidder shall follow allowable collection processes and actively

pursue payment under applicable laws for failure of non-payment. Bidder shall notify the City of dwellings that fail to pay on time in accordance with 3.12.

- b. Delinquent Dwellings. A household is considered delinquent when the bill is at a minimum ten (10) days in arrears (herein referred to as "delinquent dwelling". Bidder shall continue to serve delinquent dwellings for an additional forty-five (45) days after the initial ten (10) days in arrears. Following these fifty-five (55) days, Bidder may discontinue waste collection service to a delinquent dwelling seven (7) days after the City receives written notification from Bidder. Bidder shall notify the City of all delinquent dwellings.
  - c. Cancelled Service. Following the seven (7) days, a delinquent dwelling is considered as a "cancelled service dwelling" and services shall be stopped by Bidder. Bidder shall notify the City in writing of all cancelled service dwellings within two (2) days after service is stopped. Bidder shall include all cancelled service dwellings.
8. Billing Information to City. Bidder shall provide the City with a list of all delinquent dwellings and cancelled service dwellings. Bidder shall provide these lists to the City within fifteen (15) days from the last day of each quarter.
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**The attached Bid Proposal Form must be complete. In addition, bidders must supply:**

1. Any proposed Alternates or Exceptions to any specification required in this document.
2. Bid bond of 10% (1<sup>st</sup> year cost for R-1 rear yard refuse and recycle and R-2 curb side refuse and recycle).
3. Restrictions for yard waste dimensions etc. requested in "Definitions".
4. Reference information required in Additional Conditions Section B.1.
5. Photo of proposed recycle cart to be provided by the hauler.
6. Proposed schedule, staffing and equipment to be used.
7. All other information and specifications requested.

Table 1 – Performance Standards and Associated Costs

| Table 4 – Performance Standards and Associated Costs   |         |  |
|--|---------|--|
| Standard/Expectation   | Cost    | Notes:   |
| Cleanliness: Bidder is expected to immediately clean up and remove all residential household waste, recovered material, yard by-product that leaks, drops, spills or falls upon the streets or ground before leaving the collection point.   | \$25.00 | Bidder is granted a grace period of 24 hours for clean-up after notification of problem by the City. Cost will be incurred upon repeated failure to meet performance standard.   |
| Missed Collections. Bidder is expected to not miss any collections.  | \$10.00 | If the City notifies Bidder of a missed collection, Bidder shall have 24 hours to collect the missed collection. Cost will be incurred upon repeated failure to meet performance standard.                                       |
| Container Condition. Bidder is expected to leave containers upright at the collection location. Bidder is expected to place container lids securely on or inside the container.  | \$10.00 | Bidder is granted a grace period of 24 hours for righting the container and replacing the lid after notification of the problem by the City. Cost will be incurred upon repeated failure to meet performance standard.           |
| Caller Response: Bidder is expected to answer customer phone calls promptly and to not allow customer to remain on hold for more than two minutes.   | \$10.00 | City will monitor this standard by calling Bidder's customer service center periodically. Cost will be incurred upon repeated failure to meet performance standard.  |
| Customer Service. Bidder and its representatives are expected to provide courteous treatment to all customers.   | \$10.00 | City will monitor this standard by surveying individual customers periodically and investigating each and every customer treatment complaint received. Cost will be incurred upon repeated failure to meet performance standard. |
| Complaint Response: Bidder is expected to resolve all complaints. All complaints received by the Bidder before 12:00 p.m. shall be resolved by Bidder before 5:00 p.m. on the day the complaint was received. All complaints received after 12:00 p.m. shall be resolved by Bidder before noon the next day. | \$10.00 | Any unresolved complaints referred in any manner to the designated City liaison are incidents for investigation by City. Cost will be incurred upon repeated failure to meet performance standard.                               |

Enclosures (2):

- Map of City
- Street Names with current pick up dates
- Volume Report

**BID PROPOSAL FORM**

**R-1 (1 Acre lots, Approx. 1,130 homes)**

|                           | Per home weekly rear or side collection of refuse & recycle R-1 | Per home weekly curbside yard waste collection cost R-1 | Quarterly option subscription of yard waste cost R-1 | Monthly option subscription of yard waste cost R-1 | One (1) additional refuse pick-up per week |
|---------------------------|---|---|--|--|--|
| 1 <sup>st</sup> Year Cost |   |   |  |  |  |
| 2 <sup>nd</sup> Year Cost |   |   |  |  |  |
| 3 <sup>rd</sup> Year Cost |   |   |  |  |  |

**R-2 (Approx. 230 homes)**

|                           | Per home weekly rear or side collection of refuse & recycle R-2 | Weekly <u>curbside</u> refuse & recycle collection R-2 | Per home weekly curbside yard waste R-2 | Per home <u>monthly</u> option subscription of yard waste R-2 | Per home <u>quarterly</u> option subscription of yard waste R-2 | One (1) additional refuse pick-up per week R-2 |
|---------------------------|---|--|---|---|---|--|
| 1 <sup>st</sup> Year Cost |   |  |   |   |   |  |
| 2 <sup>nd</sup> Year Cost |   |  |   |   |   |  |
| 3 <sup>rd</sup> Year Cost |   |  |   |   |   |  |

Will hauler allow curbside/rear-yard choice in R-2 per parcel at above price?  Yes  No

|                           | Additional cost major appliance per item |
|---------------------------|--|
| 1 <sup>st</sup> Year Cost |  |
| 2 <sup>nd</sup> Year Cost |  |
| 3 <sup>rd</sup> Year Cost |  |

|                           | Additional cost for Christmas tree collection (if yard waste is not contracted) |
|---------------------------|---|
| 1 <sup>st</sup> Year Cost |   |
| 2 <sup>nd</sup> Year Cost |   |
| 3 <sup>rd</sup> Year Cost |   |

Will hauler provide option to not bill if individual resident opts out of collection for at least one month not more than twice per year?  Yes  No

**Village of Westwood (Approx. 120 Households)**

|                           | Per home weekly rear or side collection of refuse & recycle | Per home weekly yard waste | Per home weekly yard waste <u>rear or side yard</u> | Per home monthly option yard waste | Per home quarterly yard waste |
|---------------------------|---|----------------------------|---|------------------------------------|-------------------------------|
| 1 <sup>st</sup> Year Cost |   |                            |   |                                    |                               |
| 2 <sup>nd</sup> Year Cost |   |                            |   |                                    |                               |
| 3 <sup>rd</sup> Year Cost |   |                            |   |                                    |                               |