

BID SPECIFICATIONS PACKET

REQUEST FOR PROPOSALS #16-04

INMATE FOOD SERVICES

COUNTY OF FAYETTE  
Fayette County Prison  
12 Court Street  
Uniontown, PA 15401-3514



Phone: 724-430-1222

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BOARD OF FAYETTE COUNTY COMMISSIONERS

Vincent Vicites, Chairman

Dave Lohr, Vice Chairman

Angela Zimmerlink, Secretary

Bid Opening Date / Time: May 26, 2016, @ 3:00 PM

## **PURPOSE**

The purpose of this Request for Proposals is to solicit interest from qualified firms to provide Inmate Food Services for the Fayette County Prison. A qualified firm will be selected through a fair and open process at the sole discretion of the County.

## **PROCEDURES FOR RESPONDING TO THIS REQUEST FOR PROPOSALS**

The forms and specifications for this RFP can be requested by contacting Amy Revak, Chief Clerk, Commissioners Officer, Fayette County Courthouse, 61 East Main Street, Uniontown, PA, 15401, telephone 724-430-1200, extension 213, or by email to [arevak@fayettepa.org](mailto:arevak@fayettepa.org).

Technical questions regarding this RFP or a request to visit the project site should be directed no later than May 16, 2016, to Barry Croftcheck, Deputy Warden for Treatment, Fayette County Prison, 12 Court Street, Uniontown, PA, 15401, telephone 724-430-1222, extension 14, or by email to [bcroftcheck@fayettepa.org](mailto:bcroftcheck@fayettepa.org). Another point of contact for this RFP is Jack Loughry, Business Manager, Fayette County Prison, 12 Court Street, Uniontown, PA, 15401, telephone 724-430-1222, extension 28, or by email to [jloughry@fayettepa.org](mailto:jloughry@fayettepa.org).

Sealed proposals for Inmate Food Services for a three (3) to five (5) year period will be received at the Office of the County Controller, Fayette County Courthouse, 61 East Main Street, Uniontown, Pennsylvania, 15401, until 3:00 PM on Thursday, May 26, 2016, at which time they will be opened and read aloud. Late bids will not be accepted or considered regardless of the reason.

An original and five (5) copies of the proposers proposal to provide Inmate Food Services to the Fayette County Prison must be submitted in an envelope sealed with clear tape and addressed to the Fayette County Controller and clearly marked on the outside of the envelope with the bidder's name and address and the designation "Bid Enclosed for Proposal #16-04." No responsibility will be attached to any County representative for premature opening of a bid not properly addressed and identified. The bid shall be signed by an official authorized to bind the offer.

Each bid must be accompanied by a bid bond or cashier's check payable to the County of Fayette in the amount of Two Hundred Thousand (\$200,000.00) Dollars. The bid bonds or cashier's checks of all bidders will be held until the bids have either been rejected in whole or in part, or the award of the contract has been made. The bid bond or cashier's check of the successful bidder will not be released until an Agreement for the work hereunder is fully executed and the vendor provides the required performance bond. The full amount of the bond or cashier's check shall be forfeited and payable as damages occasioned to the County of Fayette if the successful bidders fails to execute the Agreement within fifteen (15) calendar days of contract award or provide an acceptable performance bond.

The vendor shall submit a performance bond in the amount of 100% of the total bid after award but prior to start-up. However, all proposals must be accompanied by an agreement of surety (Consent of Surety) for 100% of the awarded amount if the contract is awarded to its principal. The consent of surety must not contain any conditions or reservations, other than the conditions that the contract is to be awarded to Proposing Contractor. Failure to submit the consent of surety will result in an immediate rejection of a vendor's proposal.

The Fayette County Commissioners reserve the right to reject any or all bids or parts thereof.

It is anticipated that the five (5) year contract entered into pursuant to this RFP will become effective September 19, 2016, and terminate on September 19, 2021. However, the County reserves the right to limit the contract award to a three (3) year period with an anticipated effective date of September 19, 2016, and terminating on September 19, 2019.

The County will not be liable for any costs incurred by vendors in the preparation of bids for this project.

Bids may be withdrawn at any time prior to the designated time of the opening of bids. All bids must be firm for ninety (90) days following the bid opening, and no bids will be permitted to be withdrawn during such period. Bids will be awarded or rejected within ninety (90) days from opening.

Provisions Required by Law Deemed Inserted: Each and every provision of law and clause required by law to be inserted in the contract for Inmate Food Services will be deemed to be inserted therein and the contract will be read and enforced as though it were included here, and if through mistake or otherwise and such provision is not inserted, or is not correctly inserted, then upon the application of either party, the contract shall forthwith be physically amended to make such insertion.

## **INTRODUCTION**

Fayette County is requesting proposals for the provision of food services to include inmate feeding seven (7) days a week and program support services for an approximate inmate population for a term of three (3) to five (5) years.

Fayette County presently operates Fayette County Prison at 12 Court Street, Uniontown, PA, 15401.

For the convenience of bidders, the Prison's Average Daily Population (ADP) for the past thirty-six (36) months is attached to this RFP. While the Prison does not anticipate exceeding an inmate population of 275 per inmate meal served, proposers must provide a cost for inmate meals provided in excess of 275 inmates in the event that the prison would be physically expanded or moved to a new facility.

## **OBJECTIVES**

1. To deliver a high quality food service that can be audited against established nutritional and health standards.
2. To operate the food service program using corrections experienced and professionally trained personnel.
3. To operate the food service program in a cost effective manner with full reporting to Fayette County Prison.
4. To implement a written food service plan with clear objectives, policies, and procedures as well as annual evaluation of compliance.
5. To maintain an open collaborative relationship with the administration and staff of Fayette County Prison and other Fayette County offices.
6. To maintain standards established by Fayette County as well as American Correctional Association (ACA), State, and Federal Correctional Food Service Standards.

7. To provide comprehensive program for continuing staff and inmate training.
8. To operate the food service program in a humane manner with respect to the inmates' rights to basic health and nutritional standards.

### **PROPOSER QUALIFICATIONS**

To be considered for award of this contract, the vendor must meet the following qualifications:

1. The vendor must be organized for the purpose of providing institutional and/or volume food service and must have five (5) years previous correctional feeding experience with proven effectiveness in administering large scale corrections food service programs, one of which must be in the Commonwealth of Pennsylvania.
2. The vendor must have a proven ability for a contract start-up within thirty (30) days of signed contract.
3. The vendor must have qualified and trained staff with sufficient back-up personnel to successfully complete the contract requirements. Personnel must include a full-time, corrections experienced Registered Dietician available for menu development.
4. The vendor must have the central office capability to supervise and monitor the program ensuring satisfactory provision of services. In addition, the vendor must have an alternate emergency preparation site.
5. The vendor must submit a certified copy of a current financial report for its company. If the company is a subsidiary or a division of a corporation, the relationship of the vendor must be clearly delineated in the proposal.
6. The vendor shall submit a list of five (5) references, including name of institution, address, and contact person and phone number.

### **SELECTION CRITERIA – CRITERIA FOR EVALUATION**

#### **Mandatory requirements include:**

1. Compliance with the RFP instructions.
2. Compliance with general requirements for all contracts by governing bodies of the facility.
3. The vendor will be elected based on the proposer's written proposal and any requested presentations. The primary criteria that will be used in making a selection will be as follows:
  - The vendor's demonstrated experience and expertise in correctional facilities. Experience shall include current service in correctional facilities of similar size and volume, as well as experience of staff, district manager, dietician, transition team, and local and regional support network.
  - The vendor's demonstrated ability to comply with American Correctional Association standards for local detention facilities and attain ACA certification for food services. Vendors will indicate

those facilities currently under contract, which have attained accreditation as a result of their efforts.

- Past history and references. Vendors shall include a listing of references with their proposals, indicating facility locations, name, and telephone number of facility contact person. This list should contain at least five (5) references, preferably of a size and service complexity to Fayette County Prison.
- The vendor's financial stability and conditions.
- Vendor's development of an operating plan for food service program that best meets the stated objectives and needs of Fayette County Prison. This includes vendor's Quality Assurance Plan and proposed staffing and personnel plan.
- Services and menu quality offered for the price proposed. This includes nutritional quality, menu acceptability and stated menu standards.
- The proposed price per meal. For an acceptable proposal, costs can only be expressed in terms of price per meal. The price per meal can be proposed on a graduated price break schedule based on the number of meals served for each breakfast, lunch, and dinner. Price(s) per meal for the period September 19, 2016, through December 31, 2017, must be firm for the entire duration of that contract time period. Proposers may include price increases per meal served at the onset of each new calendar year thereafter during the term of the contract (i.e., 1/1/2018; 1/1/2019; 1/1/2020, and 1/1/2021). No other pricing such as startup costs, management fees, or contract termination / removal fees can be proposed. Proposers must provide pricing per meal for a full five (5) year period from September 19, 2016, through September 19, 2021
- Proposers must agree in their response that if they are the firm successful in negotiating a contract award as a result of this RFP, it will be the responsibility of their legal representatives to develop a formal written agreement for the services to be provided for review and approval by a solicitor for Fayette County.
- Vendors who are deemed, based on the selection criteria, fully qualified and best suited among those submitting proposals may be requested to participate in discussions regarding their proposals. Discussion will cover cost, methods of operation, and all other relevant factors.

#### **METHOD OF AWARD**

1. The award will be made to the vendor whose proposal is determined to be professionally and technically complete. The selection process may, however, include a request for additional information or an oral presentation to support the written and price proposals.
2. The County reserves the right to award this contract not necessarily to the vendor with the lowest price, but to the bidder that demonstrates the best ability to fulfill the requirements of the RFP.
3. The successful vendor shall commence work only after the transmittal of a fully executed

contract from Fayette County. The successful bidder will perform all services indicated in the proposal in compliance with the negotiated contract.

4. Fayette County reserves the right to reject any or all proposals for any reason, in whole and in part, received in response to this RFP. Fayette County will not pay for any information herein requested, nor is it liable for any costs incurred by the proposer.
5. Vendors whose proposals do not meet the mandatory requirements will be considered non-compliant and their RFP proposal package will be rejected.

### **PROPOSAL PACKAGE**

**Vendors must submit a response in the form of a proposal that includes the following sections:**

1. Transmittal Letter. This letter is to be brief, addressed to Fayette County, and shall provide the following information:
  - Name and address of the proposer.
  - Name, title, address, telephone number, and email address of their primary and secondary point of contact for this RFP.
  - Each original proposal must be signed and dated by an official authorized to bind the contractor. Signature must be written in ink; typing or printing is not acceptable. Unsigned proposals will be rejected. Each proposal shall be indexed and pages numbered for ease of reference.
2. Technical Proposal. This portion of the proposal must address each item listed below.
  - Introduction to and profile of company.
  - Corporate and regional office organization structure.
  - Date the company was organized to provide food service management in correctional facilities.
  - Corporate background and depth of support to include description of parent company, if any; number of employees; and number of years doing business.
  - Listing of current contracts or business with other correctional food service facilities by client name, date of original contract and length of service, and the type and size of the facility.
  - Company achievements in providing correctional food service management and facilities currently served that are accredited by State and/or Federal food service accreditation boards.
  - Trade references with names, addresses, and phone contacts.
3. Operational Standards. All proposals must clearly define:

- Procedures for meal delivery to inmates.
- Quality and inventory control methods and standards.
- Specific procedures for providing food service management including supervision and control of inmate labor and internal security of products and equipment available to inmates.
- Procedures for dealing with inmate complaints about food and minimizing the potential for inmate litigation.
- Any recommendations regarding existing or additional kitchen equipment necessary for an efficient food service operation.
- Procedures for weekly billings. It is understood and agreed that billings will be submitted by the successful vendor weekly; however, Fayette County will reimburse the vendor for services rendered monthly after the fact.
- Operational procedures for handling and maintaining food services at Fayette County Prison should the on-site kitchen be rendered unusable through fire, riot, etc.
- The methods the vendor will use in establishing and revising food service policies and procedures.
- The vendor's ability to secure food service accreditation for the delivery of food services at the Fayette County Prison.
- The wages and a listing of benefits, including insurance coverage, vacation and sick plans, and other related benefits, that will be provided by the vendor to its employees employed at the Fayette County Prison. If no hourly benefits are provided, the vendor must clearly address their plan for employee recruitment and retention.

## **SCOPE OF WORK**

### 1. Description of Current Operations:

- The average daily population (ADP) at Fayette County Prison for the past three years has been 250.89. The ADP is not to be construed to mean the successful vendor will serve that number of inmates daily. It is only provided as a guideline for possible meals to be served.
- The price per meal charged shall be determined by taking the actual meals served for each breakfast, lunch, and dinner times the contract price for that number of meals.
- Food is currently received, stored, prepared, and served at Fayette County Prison's main facility located at 12 Court Street, Uniontown, PA, 15401.
- Contracted food service personnel train and supervise assigned kitchen inmate workers in food preparation, sanitation, and cleanup and insure that they follow established Prison and kitchen work rules and regulations.

- Inmate workers supervised by Corrections Officers deliver meals to the main facility inmate housing units and to the Prison's stand-alone Annex building using thermal trays provided by the Fayette County Prison.
- All food trays in the main facility are washed in the main kitchen under the supervision of contracted food service personnel. Food trays used in the Annex building are washed in that building by inmate workers with indirect training and supervision provided by contracted food service personnel.
- The current meal serving schedule is breakfast – 6:45 AM; lunch – 11:45 AM; and dinner – 4:45 PM.

## **VENDOR SERVICE REQUIREMENTS**

1. The successful vendor will be expected to provide the following services as part of the food service program:
  - Purchase and safely manage all food and consumable supplies and products that are required for the food service operation. These supply and food products shall remain the property of the contractor. The vendor shall provide cleaning supplies for the kitchen area including all dishwashing soaps and chemicals.
  - Be responsible for routine cleaning and housekeeping of food preparation, service, and dry and refrigerated storage areas and will, on a continuing basis, maintain standards of sanitation required by state or local regulations. The County shall be responsible for removal of trash and garbage.
  - Inspections of kitchen facilities and compliance documentation by County and State health and other regulatory agencies must achieve satisfactory ratings.
2. Licenses, Fees, and Taxes. The successful vendor shall be responsible for paying all federal, state and local licenses, permits, and fees required for the operation of the food service program being provided hereunder.
3. Access and Records. The successful vendor shall keep full and accurate records of sales and meal count records in connection with the food services program. A copy of the said record shall be supplied to the Warden or designee on a weekly basis. In addition, all such records shall be available for auditing by the County at any time during regular work hours.
4. Return Facility in Good Working Order. The successful vendor shall return to the County at the expiration of this contract the food services premises and all equipment furnished by the County in the condition in which it was received except for ordinary wear and tear and except to the extent that said premises and equipment may have been lost or damaged by fire, flood, or unavoidable occurrence and except to the extent that the said equipment may have been stolen by persons other than employees of the vendor without negligence on the part of the vendor or its employees and providing that all damages and losses are reported to the County for all items covered by this paragraph. The County will pay for needed repairs to equipment and the premises caused by normal wear and tear. The County will replace equipment, which in the opinion of the County, has exceeded its useful life.

5. Security. The successful vendor's personnel assigned to work at Fayette County Prison will be required to undergo a security background check and clearance will be granted or denied at any time at the sole discretion of the Warden or designee. This personnel shall also participate in security training provided by the Prison as determined by the Deputy of Security at no additional cost to the County.
6. Uniforms for Vendor Staff. The successful vendor at its own expense and not at the expense of its assigned employees shall provide professional, neat uniform attire that distinguish the vendor's paid staff from the inmates and corrections officers.
7. Daily Processing of Inmate Complaints. Trained food service personnel shall act upon all inmate complaints regarding the food service operation. The vendor's Food Service Director / Manager shall be responsible for resolving inmate grievances.

### **MENU SPECIFICATIONS**

1. All proposals must clearly define proposed menu(s) along with item-by-item nutritional analysis which may be included as an appendix or MS Word disc. Both the menu(s) and nutritional analysis must be certified by a registered dietician. A summary of the specifications that will be adhered to for all food products must be included.
2. Inmate Cycle Menu. Proposers must submit a four (4) week cycle menu. Each week will include 21 meals and comply with ACA standards. No proposal will be considered that does not provide the menu upon which the cost of services is calculated together with the "as served" portion sizes of each menu item.
3. Menu Description Requirements. Menus submitted in proposals must include clearly defined descriptions of food items. All menu items must be listed in "as served" portions which clearly indicate weight or volume measurements (e.g., ½ cup, 1/48 cut portion, 3 oz. wt., etc.) Entrée items including casseroles must include cooked weight measurements of meat or meat equivalent per portion. Approximate condiments and beverages to be served must be included.
4. Balanced Menu Planning Requirements:
  - The menu shall be planned with products and recipes with proven inmate acceptability. The vendor shall include in the proposal a method to monitor inmate preferences and to make applicable adjustments. A sample meal quality assurance assessment form shall be submitted.
  - A variety of food flavors, textures, temperatures and appearances shall be used.
  - USDA School Lunch Buying Guide shall be used to determine fruit and vegetable minimum requirements and qualifying equivalents. Minimum daily variety of four different fruits and vegetables shall be used to meet the requirement. As specified by the guide, items such as fruit drink, rice, and noodles do not qualify.
  - To avoid excessive fat calories, and provide more stomach filling bulk on the menu, portions for margarine, butter, salad dressing, and mayonnaise shall be restricted on the menu. A maximum of ½ oz. shall be used as a margarine or salad dressing portion. Sandwich meals shall include

appropriate mustard and catsup condiments, not unnecessary margarine.

5. Nutritional Requirements:

- Menus shall provide an average of calories per day per ACA standards in addition to all of the required nutrients.
- An item-by-item computer nutritional analysis of the proposed menu(s) with a weekly summary indicating the percentage of compliance to the highest RDA values for the population shall be submitted with proposals. Each item on the menu shall have specific nutritional values based on recipes that will be used in the facility. For example, the specific calories, protein, fat, sodium, calcium, iron and vitamins in the recipe that will be used for Beef, Macaroni, and Tomatoes and all other meal items shall be separately identified on the computer analysis.
- A registered dietician shall certify the inmate menu in the proposal with a signed nutritional compliance statement for the age and sex of the inmate population. A copy of the dietician's ADA registration card shall be submitted with the proposal.
- A registered dietician will approve all menus prior to service and biannually thereafter. All meals served will be in compliance with the most recently published Recommended Dietary Allowances and Dietary Reference Intakes for adult males as established by the National Academy of Sciences.

6. Type of Meat Requirements:

- Pork and pork-derived products are not allowed on any menu served to the Fayette County Prison inmate population.
- Ground meat items like taco filling, meat sauce for spaghetti, etc., must be made with no additives ground beef.
- Use of granular soy or similar products as a meat replacement, enhancement, or extender is not permitted.

7. Medical and Religious Diets:

- The vendor shall provide at no additional cost religious and medical diets conforming to special religious or medically ordered specifications.
- The vendor shall provide at no additional cost medically necessary snack bags as appropriate for pregnant, diabetic, and other inmate medical conditions.

8. Holiday Meals:

- The vendor shall include in the proposal their policies for serving special meals (spirit lifters) on holidays. Proposed menus and holidays shall be identified. A minimum of five (5) spirit lifter meals shall be provided annually, including Easter, Thanksgiving, Christmas and New Year holiday periods with one (1) meal to be scheduled at the discretion on the Warden's Office. Holiday and special (spirit lifters) meals will be provided by the successful vendor at the established contract rates for meals. No additional payment will be made by the County.

9. Plan for Product Wholesomeness:

- The vendor warrants that all meat products will be purchased from suppliers using HACCP (Hazard Analysis Critical Control Point) programs. The vendor also warrants that all food items will be purchased from facilities that meet all applicable federal and state regulations for food safety, use only industry "best practices" to assure wholesomeness, and maintain appropriate liability insurance on their products.
- Vendor shall provide a written procedure for verification of food safety and quality of "spot buys" (items purchased at a discount usually from a broker or distributor).
- Vendor will include in the proposal its specific plan for maintaining safe and wholesome food at the Fayette County Prison.

10. Documentation of Meals Served:

- Documentation of all meals served including substitutions shall be maintained. A plan for assuring nutritional compliance with substitutions shall be provided in the proposal.
- The vendor shall outline in the proposal procedures used to assure that all meals will be served at appropriate temperatures and in a manner that makes them palatable, neat, and visually pleasing.
- The vendor shall provide as part of their proposal standardized recipes with portion yield data for all items. The successful vendor must have these standardized recipes available at Fayette County Prison and insure that they are utilized by their personnel.

**STAFFING REQUIREMENTS**

1. The successful vendor must provide a full time on site Food Service Director / Manager at the Fayette County Prison. In addition, the vendor must provide a minimum of one (1) work supervisor per work shift. Additional contractor personnel shall be provided as necessary to maintain a safe, secure, and efficient food service operation at the discretion of the Prison's Warden.
2. Proposers will include a description of the required qualifications and a job description for the Food Service Director / Manager to be provided under this Agreement. Job descriptions for all other vendor staff to be assigned to work at the Fayette County Prison must be included in vendor responses.
3. Proposers will include the resume of the District Manager who will oversee the management of an ensuing Agreement.
4. Proposers will be responsible for the supervision and training of it's paid staff. The vendor shall provide training in food service, delivery, and management. The proposal shall outline what this training will entail as part of the vendor's overall training program.
5. Inmates will be assigned to assist the vendor's personnel in food service work details at the discretion and subject to the approval of the Prison's Warden. The vendor agrees to train and supervise inmate workers subject to the overall control of the County. Proposers shall outline

the nature and methodology of its overall inmate vocational food training program. Inmate payroll for workers assigned to assist the successful vendor shall be the sole responsibility of the County.

6. The vendor will provide an organizational chart and job descriptions for all professionals and inmates required per shift. Inmate personnel shall be used for the preparation of food, delivery of meals, and general sanitation and cleaning.
7. The successful vendor shall be solely responsible for all wages, salary, benefits, overtime payments, workman compensation, unemployment compensation, and any and all other required payroll deductions for its personnel assigned to work at the Fayette County Prison.
8. The successful vendor shall insure that its assigned staff works cooperatively and in concert with Fayette County Prison employees.
9. The contractor and its personnel will abide by all the security rules and regulations of the Fayette County Prison.
10. Proposers must agree that its employees assigned to duty at the Fayette County Prison and at the vendor's expense shall submit to periodic health examinations at least as frequently and as stringently as required by law and agrees to submit satisfactory evidence of compliance with all health regulations upon request to the County.

#### **COUNTY RESPONSIBILITY**

1. Fayette County Prison shall be responsible to:
  - Provide accurate and timely orders for the number of meals to be served to inmates.
  - Allow ingress and egress to all production areas subject to any security concerns.
  - Provide lighting, heating, ventilation, water, and all other utilities.
  - Provide pest extermination services and removal of trash and garbage.
  - Provide general maintenance to the building structure including but not limited to the maintenance of gas, water, sewage, ventilation, lighting, air conditioning, refrigeration, duct work, floor coverings, and wall and ceiling surfaces. The Prison's maintenance does not include day to day cleaning operations in the kitchen area which is the responsibility of the vendor.
  - Provide preparation, storage, and holding equipment and maintenance for same.
  - Maintain kitchen appliances and equipment in proper working order on a regular basis.
  - Provide a sufficient number of inmate workers to support the food service operation subject to security needs and at the sole discretion of Fayette County Prison.
  - Provide security, control, and limitation of inmate movement in, to, and from the food service area, including physical security of employees, suppliers, and other authorized visitors.

## **INSURANCE AND LIABILITY COVERAGE**

1. The successful vendor shall be responsible for providing any and all insurances as required by law.
2. The successful vendor shall also carry separate general liability insurance covering bodily injury; personal injury, and property damage in the minimum amount of one million dollars (\$1,000,000) combined single limit.

## **CONTRACT REVIEW**

1. Fayette County and the successful vendor will meet at the facility prior to the contract startup date and annually to discuss contract objectives and performance. Additional meeting shall be held as necessary at the discretion of the Warden / designee.

## **TERMINATION OF CONTRACT**

1. Termination for Cause. Fayette County may terminate the awarded contract at any time that the contractor fails to carry out its provisions or to make substantial progress under the terms specified in the contract. Fayette County will provide the contractor with twenty (20) days written notice of conditions endangering performance. If after twenty (20) days written notice the contractor fails to remedy the condition contained in the notice, Fayette County will provide the contractor with an immediate cancellation notice with a termination date as determined by the County.
  - Fayette County shall be obligated to reimburse the contractor only for those services rendered prior to the contract termination date, less any liquidation damages that may be assessed for non-performance.
2. Unilateral Right to Terminate: Either party upon receipt of not less than ninety (90) days written notice may terminate the contract prior to the end of the contract period without penalty to either party.

# Fayette County Prison Average Daily Population (**ADP**) April 2013 --March 2016

| Month                 | ADP           |
|-----------------------|---------------|
| 13-Apr                | 259.17        |
| 13-May                | 280.10        |
| 13-Jun                | 274.27        |
| 13-Jul                | 281.87        |
| 13-Aug                | 291.87        |
| 13-Sep                | 263.03        |
| 13-Oct                | 264.62        |
| 13-Nov                | 275.27        |
| 13-Dec                | 274.06        |
| 14-Jan                | 269.48        |
| 14-Feb                | 259.39        |
| 14-Mar                | 249.03        |
| 14-Apr                | 255.43        |
| 14-May                | 268.13        |
| 14-Jun                | 259.60        |
| 14-Jul                | 259.10        |
| 14-Aug                | 254.77        |
| 14-Sep                | 262.73        |
| 14-Oct                | 242.26        |
| 14-Nov                | 246.43        |
| 14-Dec                | 217.58        |
| 15-Jan                | 231.00        |
| 15-Feb                | 239.75        |
| 15-Mar                | 248.55        |
| 15-Apr                | 232.90        |
| 15-May                | 230.77        |
| 15-Jun                | 239.80        |
| 15-Jul                | 235.03        |
| 15-Aug                | 224.48        |
| 15-Sep                | 247.57        |
| 15-Oct                | 239.94        |
| 15-Nov                | 233.30        |
| 15-Dec                | 228.13        |
| 16-Jan                | 217.48        |
| 16-Feb                | 228.90        |
| 16-Mar                | 246.19        |
| <b>THREE YEAR AVG</b> | <b>250.89</b> |