Odessa R-VII School District Student Transportation Request for Proposal

RFP Issue Date - January 8, 2024

Notice of RFP

The Odessa R-VII School District, Odessa, Missouri (hereafter District) is soliciting competitive proposals to identify a student transportation services vendor (hereafter Contractor) that provides exceptional service and competitive pricing for the District.

The key contact and reference information is as follows:

Odessa R-VII School District
Dr. Roger Feagan, Assistant Superintendent
713 South Third Street
Odessa, MO 64078
(816) 633-5316
rfeagan@odessar7.net

These specifications outline all the requirements and conditions for performing this service. Any aspects of the service not addressed herein are left for the Proposer to address.

The service shall include providing full-service student transportation. The service will include the vehicles, cameras, facility, vehicle repairs, insurance, routing, parent contact, transportation management, drivers, monitors, attendants, mechanics, department staff, recordkeeping, reporting, training, continuing education, and certifications necessary to provide the District's transportation. The District will require the Contractor to provide professional transportation management and adequate workforce and service supervision, such that the District is not burdened with facilitating the day to day operations and customer service requirements. The District requires that the Contractor act as a partner with the District, regularly collaborating with District officials to deliver superior services in a safe, courteous, and fiscally responsible manner.

The District is requesting proposals for all of its transportation services. It is the District's intent to award all transportation services to a single provider

Evaluation Criteria

Multiple criteria will be considered in evaluating the proposals. This evaluation will be made based upon information provided within the Proposal, by the Proposer during RFP specific presentations or negotiations, news articles, press releases, client references, industry references, vendors and related sources, and any other sources.

Finalists will be determined by applying the following criteria for consideration:

- 1. District's direct experience, if any, with the proposer
- 2. Proposer's direct experience in school transportation
- 3. Proposer's staff experience
- 4. Proposer's references
- 5. Proposer's maintenance program
- 6. Proposer's computerized routing program
- 7. Proposer's hiring and retention program
- 8. Proposer's safety and training programs
- 9. Proposer's student safety program
- 10. Proposer's ability to handle additional work
- 11. Proposer's insurance coverage and bonding

The proposed Student Transportation Service Contract provides and defines the specific parameters within which the Contractor is to provide the transportation service.

Introduction and Overview

The District will make a concerted effort to respond to all inquiries in sufficient detail to satisfy the request.

All inquiries must be made in writing, via email, to: Dr. Roger Feagan, Assistant Superintendent rfeagan@odessar7.net

- 1) Sealed Proposals Due: Friday, February 2, 2024 by 10:00 am
 - i) Dr. Roger Feagan, Assistant Superintendent 701 South Third Street Odessa, MO 64076
 - ii) Once submitted to the school district, the bid cannot be altered or amended.
 - iii) Late proposals will not be considered.
 - iv) No alternative proposals will be accepted. All submissions must use the provided pricing sheet, provided by the District (Link at the end of this document), with no exceptions.
- 2) Anticipated Award and Contract Process Commences: Tuesday, February 13, 2024
- 3) Transportation Service Commences: Monday, July 1, 2024

Present Operations

Previously the District operated 23 total routes (16 Regular & 7 SpEd). Currently Odessa runs 13 regular and 4 in-district special education routes, 1 out-of-district special education route, and 2 out-of-district special education routes in a minivan. The schools served include McQuerry Elementary (K-2), Odessa Upper Elementary (3-5), Odessa Middle School (6-8), Odessa High School (9-12) along with some other locations outside of the district as needed. The 20 total routes operated today is a result of the need to combine routes due to staffing shortages, impacting the desired service levels for the students. This RFP and applicable pricing should account for 23 total routes (16 Regular & 7 SpEd - 4 in-district and 3 out-of-district as outlined above) for 161 school days, with no alternative proposed route counts. The District reserves the right to work with the Contractor on route adjustments after award of the contract.

Schedule of Activities	Date	Time (CST)
RFP published in local newspaper and on district website	Week 1 – January 8, 2024 Week 2 – January 15, 2024	N/A
Mandatory Pre-Bid (questions due 24 hrs. prior)	January 19, 2024	10:00 a.m. Dist. Office - 701 S 3rd St.
Proposal Submission	February 2, 2024	10:00 a.m.
Work Shop: Oral Presentation - if requested by the District	February 8, 2024	TBD
Board Award	February 13, 2024	Board Meeting
Contract Initiation	July 1, 2024	N/A

The District reserves the right to consider all relevant and reasonable criteria in selecting the successful Bidder, which may or may not be expressed in this Specification description.

The following rubric will be used for the award of this contract.

Pricing 25 points
Experience 20 points
Reliability 20 points
Operational Plan 20 points
Expertise of Personnel 15 points

The proposal should follow the rubric mentioned above which should encompass all articles and requirements within the RFP.

The judgment of the value and merit of the bids shall be made solely at the discretion of the District.

Once selected, the Finalists may be presented specific questions pertaining to the submitted proposal or the District's needs, expectations, and requirements. A recommendation for award and/or contract negotiations will then be determined.

All questions from bidders are to be provided to the district by 10:00 am on January 18, 2024. This will allow the District to compile questions and provide applicable responses at or following the Mandatory Pre-Bid Meeting. Not attending the Mandatory Pre-Bid Meeting will disqualify any prospective bidder for this RFP.

The District reserves the right to not conduct any Oral Presentations or invite selected Bidders based on their discretion.

Project Description

It is the intent of the District to procure the services of an experienced Contractor who will perform the following function and the proposer awarded this contract will be expected to agree to the following stipulations:

- 1. Manage twenty-three (23 to include total number of buses) school buses, more or less as required for the safe and uninterrupted transportation of District students. No special education routes shall be separated by elementary or secondary. As buses may be returned from service due to safety and fiscal considerations, the Contractor shall work with the District to provide new buses to replace retired buses so as to maintain essential transportation service. There is no current restriction on the age of a bus, but it must be able to be operated in a safe and legal manner. The District may not allow an individual bus from the fleet if it is unsightly or has regular occurring mechanical issues.
- 2. Provide heated buses for extracurricular trips (Mid-Day, Extended Day, Field Trips, Athletic Trips and other agreed upon Special Trips)
- 3. Buses provided under the contract shall be equipped with automatic transmission, heating, two-way radios, crossing gates on bumpers, GPS and digital video cameras.
- 4. Should it become necessary a vehicle to be replaced, said vehicle must be replaced, at a minimum with a vehicle that is similar in age, model and condition of the unit replaced, and should be at a minimum the same passenger capacity as the vehicle replaced.

- 5. To ensure compliance with these specifications, the District reserves the right to inspect vehicles provided by the Contractor at any time to ascertain conditions. The District reserves the right to require the Contractor to discontinue the use of any vehicle that does not meet reasonable standards for appearance and condition.
- Contractor shall provide oil, lubricants, tires, tubes and all other operating supplies and accessories necessary for the proper and efficient use of those buses provided by Contractor. Fuel will be the responsibility of the District.
- 7. Maintenance and repair, including all labor and parts that may be required to keep the buses in safe operating condition, shall be provided by Contractor, who shall warrant that all preparation and maintenance services performed during the term of the contract are free from defects in workmanship.
- Painting and lettering of those buses provided by Contractor shall be in accordance with the District and State of Missouri specifications prior to the time said buses are placed in service.
- 9. Required road service shall be provided by Contractor or by a sub-contractor selected and compensated by Contractor.
- 10. Contractor shall be responsible for processing accident repairs, including appraisals, obtaining repair bids, transportation of vehicles to and from repair site, repair quality and timeliness, and shall be responsible for administration, including the payment of invoices.
- 11. Contractor shall be responsible for and shall propose/retain sub-contractors for the disposal of all trash and other waste generated by said contractor during the course of the contract and shall comply with all EPA and OSHA rules and regulations.
- 12. Contractor shall pay for the state motor vehicle license, personal property, ad valorem taxes and any other taxes required or imposed by law for those vehicles, inclusive of buses, owned by Contractor. District shall pay for all applicable taxes and registration fees for District owned buses.
- 13. Contractor shall provide reports to be determined as mutually acceptable by Contractor and District.
- 14. The Contractor shall be responsible for the employment of competent, qualified drivers, subject to district approval, and be responsible for Workmen's Compensation Insurance, all employee unemployment, social security, payroll, and taxes. All drivers must meet the minimum standards of Federal and Missouri State Law. All drivers shall be properly trained and licensed in accordance with the laws of the state of Missouri and the rules and regulations of the District. All drivers shall possess and carry on their person at all times while driving a school bus for the District proof of a current DOT physical.
- 15. Contractor shall provide competent, trained and certified drivers for all buses provided by Contractor as determined by the District at all times, without exception.
- 16. Contractor agrees to indemnify, hold harmless and defend the District and all administrators, employees, agents or servants of the District against all suits, actions, legal proceedings, claims and demands, and against all damages, loss, costs, expenses and attorneys' fees, in any manner, caused by, arising from, incidental to, connected with or growing out of the operation of this contract.
- 17. The Contractor shall perform vehicle maintenance repairs on District White Fleet (i.e. non-school bus vehicles or equipment such as vans, cars, trucks, and utility vehicles).
- 18. The District reserves the right to negotiate final terms and conditions to be included in the contract.

Guidelines for Proposal / Submission

- 1. The term of the initial agreement is to be for three (3) school years commencing with the 2024-2025 school year, with the option of two (2) additional, one (1) year renewals.
- 2. The proposal is for all regular routes, special needs, shuttles, summer school (should the district decide to provide transportation during summer school in the future), and field/activity trip transportation.
- 3. The contractor agrees to hold harmless and indemnify the district from every claim or demand which may be made by reason of injury to a person or property caused by any act, neglect, default, or omission of Contractor under the performance of their student transportation agreement with the District.
- 4. The Contractor is to invoice the District on a monthly basis for all services provided under the student transportation contract.
- 5. All fuel used in the operation of the school buses to provide transportation services, for the duration of the contract, shall be provided by the District.
- 6. The Contractor shall not assign or transfer by operation of law or otherwise any or all of its rights, burdens, duties, or obligations without the prior written consent of the District. Should the Contractor be allowed to assign any contract awarded, any assignment shall not operate to increase the cost to, nor reduce the obligations owed to the District.
- 7. The student transportation contract shall be binding upon the successors of the parties. After the initial term of the transportation agreement both parties will continue to observe its provisions for succeeding years, with price increases after the first three years to be negotiated.
- 8. Contractor will pay all expenses for the operation of the fleet including, but not limited to: employee salary and benefits, maintenance, repair, and replacement.

Responsibilities of the Proposer

- 1. Inspection of all documents to assure completeness, legibility, etc.
- 2. It is the Proposer's duty to understand the proposal; any misunderstanding is the responsibility of the Proposer; the District has no obligation to correct, reject or question any portion of the proposal.
- 3. Abide by all Proposal Requirements, else the Proposal may be rejected by the District regardless of type or significance of noncompliance.

Prices

- 1. All prices quoted by various vendors must be firm prices for a maximum period of sixty (60) days to allow acceptance by the District. If awarded the contract, the prices will then be firm for the time period indicated by the proposer.
- All prices and quotations must be in ink or typewritten. No pencil figures will be permitted. Mistakes are to be crossed out and corrections inserted adjacent thereto and initialed by the person signing the proposal. Also, corrections made with correction tape or fluid is to be initialed.
- It is the intent of the District to award the contract in due course and after a reasonable proposal evaluation period to the best proposer considering all the requirements set out in the Specifications.
- 4. The Proposer shall complete the Proposal Pricing Page included with this RFP. No alternative bids shall be provided or accepted.

Form and Style of Proposals

- 1. Three (3) copies of the proposal shall be submitted addressing all areas required by this Specification and USB Drives
- 2. All support data shall be furnished with the proposal. Failure to address all segments of the Specifications may result in rejection of the proposal in the District's sole discretion.
- 3. The proposal shall include the legal name of the proposer and a statement whether the proposer is a sole proprietor, and partnership, a corporation or other legal entity, and each copy shall be signed by the person or persons legally authorized to bind the proposer to a contract. A proposal by an agent shall have a current Power-of-Attorney attached certifying agent's authority to bind the proposer in contract.

Submission of Proposals

- 1. The proposal, the proposal security, and any support data required to be submitted with the proposal shall be enclosed in the same envelope.
- 2. The cost proposal shall be included based on the provided RFP Pricing Proposal page and included in the sealed envelope.
- 3. The envelope containing the cost proposal shall be addressed to the party receiving the proposals and shall be identified with the proposer's name and address, closing date, and hour. If the proposal is sent by mail, the sealed envelope shall be enclosed in a separate mailing envelope with the notation "PROPOSAL ENCLOSED" on the face thereof
- Proposals shall be deposited at the designated location prior to the time and date for receipt of proposals or any extension thereof made by addendum.
- 5. Proposals received after the closing time and date for receipt of proposals will not be considered.
- 6. Proposers shall assume full responsibility for timely delivery at the location designated for receipt of proposals.
- 7. Oral, telephonic, facsimile, electronic or telegraphic proposals are INVALID and will not receive consideration.

Proposal Authorities, Restrictions & Clauses

- 1. District Authorities and Options
 - a. The District reserves the right to reject any and all proposals for any reason.
 - b. The District reserves the right to negotiate any and all proposals for any reason.
 - c. The District has 90 days to accept a submitted Proposal; the Proposer cannot withdraw a Proposal within that 90-day period without mutual consent with the District.

2. Negative Assurances

- a. The District cannot assure that student enrollment or transportation requirements will escalate, decline, or remain at status quo. If this is a factor, the Proposer should indicate any minimum or maximum constraints in its proposal.
- The District cannot assure that the services will be awarded to any Proposer at any time.

3. Prohibitions

- a. The District shall assess, negotiate, and decide on this Proposal without influence from the Proposer's employees, the Proposer's representatives or agents, the Proposer's vendors, or any other parties with a business, financial or family relationship to the Proposer.
- b. The Proposer is prohibited from exploiting a conflict of interest, gratuities, kickbacks, or any other type of incentive or influence upon the District, its Board, and its agents; violators will be prosecuted to the extent of the laws pertinent to the District.
- c. The Proposer is prohibited from contacting any District representatives other than those listed as "District Contact"(s), unless so authorized in writing or email by the District Contact.

Bonding

- 1. All proposals shall be accompanied by a proposal bond or irrevocable letter of credit of not less than 10% of the total amount of the annual proposed cost, pledging as security that the proposer will enter into contract with the District on the terms stated in his proposal. Should the proposer refuse to enter into a contract or fail to furnish required performance and payment bonds, the amount of the security shall be forfeited to the District as liquidated damages, not as a penalty.
- 2. The District will retain the proposal security of proposers until either (a) the contract has been executed and performance bonds have been furnished, (b) the specified time has elapsed so that the proposals may be withdrawn, or (c) all proposals have been rejected.
- 3. A 100% performance bond of the total value of the contract may be required of the successful proposer. The decision to require a performance bond rests in the sole discretion of the District by making this request in writing, who will also be responsible for the expense associated with the performance bond. It shall be written on a form acceptable to the District and the Attorney-in-Fact who executes the bond on behalf of the surety shall affix to the bond a certified and current dated copy of his Power-of-Attorney. The date of the Power-of-Attorney shall not precede the date of the bonds. This performance bond may be waived by the District upon completion of a

- satisfactory period of service by the successful proposer. The District shall be responsible for the cost of any Performance Bond required by the Contractor.
- 4. Time of Delivery of Bonds: If required, the proposer shall deliver the bonds to the District no later than the date of execution of the contract agreement

Operational Requirements

Contractor Minimum Requirements

- 1. Qualified Proposers will have at least five years of successful contracted student transportation experience.
- 2. Qualified Proposers will be financially stable and not currently engaged in bankruptcy proceedings, being acquired or merging with another company, or a party to a material lawsuit. Proposer must confirm in writing within the executive summary its compliance with this requirement. The District reserves the option of validating financial and control status and matters with the Proposer before awarding the services.
- Qualified Proposers must provide satisfactory assurance as to the financial capacity to purchase, lease, or otherwise supply the quantity, types, and age of vehicles specified in this Proposal. Failure to satisfy this concern may cause the District to reject the proposal.

Equipment

- The bus terminal shall be located within the district. The contractor shall be responsible
 for the proper licensing of all vehicles and their proper entrance upon the tax records for
 the local district and county.
- 2. Vehicles used for transporting pupils must meet all requirements of the Missouri Department of Elementary and Secondary Education (DESE) and the Missouri Department of Transportation.
- 3. All buses shall be subject to inspection by Missouri law enforcement officials and/or any person designated to do so by the Board of Education.
- 4. Any new type B, C, or D buses will be diesel.
- 5. The manufacturer's rated capacity shall not be exceeded at any time.
- 6. Spare buses (minimum of 20% of fleet) shall be furnished at no charge to the district, in case of breakdown and to cover field/activity trips.
- 7. The Contractor will be responsible for all school bus maintenance and ensure all vehicles are clean and in safe condition.
- 8. Each bus shall have a working digital camera which records both audio and video (in color) and have the ability to make the recording available to district administration upon request within one working day.
- 9. Each bus shall be equipped with two-way radios that provide service to buses throughout the entire district. The Contractor shall also furnish five (5) two-way radios to the district, one for Central Office and one in each school. The District will maintain appropriate FCC licensing and provide the Contractor consent to operate under the District's license.

10. All regular route buses are to display bus numbers that are four (4) inches tall at the front of each beltline. All regular route buses are to display bus numbers that are two (2) inches tall, one on the right side of the front bumper, and one opposite the license plate below the brake/tail light assembly. All buses shall have lettering three (3) inches tall on the belt line below the windows that reads "Odessa R-VII School District". All other lettering shall be in accordance with MO State specifications.

Fleet Maintenance

- 1. The proposer shall maintain all equipment in satisfactory condition. The equipment must pass any and all inspections by the State of Missouri.
- 2. The District reserves the right to inspect any and all buses at any time for purposes of assuring the successful proposer's compliance.
- 3. Proper maintenance of all equipment is of the utmost importance to the District; therefore the following additional minimum requirements must be met:
- 4. The proposer must have a computer maintenance program with preventative maintenance scheduling and inspections.
- 5. The maintenance system must include a comprehensive preventative maintenance scheduling program
- 6. The proposer must also supply the District with a list of the experience of all local mechanics, and maintenance supervisors currently under the proposer's employment.

Employees

- 1. The Contractor shall be responsible for the employment of competent drivers, subject to district approval, and be responsible for Workmen's Compensation Insurance, all employee unemployment, social security, payroll and any applicable employer taxes. All drivers must meet the minimum standards of Missouri State Law. Contractor will pay drivers a wage and daily hours comparable with other District in the area.
- The Contractor shall be responsible to pay for all CDL training, background checks, licensing, drug/alcohol testing, and physicals related to district student transportation services.
- 3. The District retains the authority to have the Contractor exclude an employee from working with Odessa R-VII Students.
- 4. The contractor agrees to be responsible for the periodic instruction of employees in those practices that assure the highest degree of safety and protection to the student. There are to be a minimum of 10 hours of ongoing safety training and instruction available to all drivers during the course of each school year. Written records of the driver safety/training meetings are to be kept and made available to the District upon request.

Drivers

- 1. The proposer shall submit a list of bus driver qualifications, certifications and indications of ability to meet all driver requirements under Missouri law and regulations, and how the proposer will supply these drivers, assuming existing drivers will not be available. The successful proposer will offer employment opportunities to the existing driving staff and District personnel, provided that they meet insurability requirements, current state law, and the proposer's driver qualifications.
- 2. Drivers shall be carefully chosen based upon their driving skill and character. At the minimum all drivers must be pre-screened. Proposers shall supply a description of their hiring process and selection criteria. Each prospective applicant must have their traffic and criminal records researched, and he or she must be drug tested prior to employment as required by Missouri law. Drivers must be randomly drug tested for cause during employment.

Bus Monitors

- 1. Each prospective monitor applicant must have their criminal records researched, and the provision of a drug screen will be preferred by the District.
- 2. The District will require sensitivity training for all bus monitors.
- 3. Proposer shall provide an overall description of the proposer's training process.
- 4. Bus monitors (aides), which apply only to Special Education transportation, shall also be carefully chosen based upon their character and ability to handle students with disabilities with physical and emotional challenges. At the minimum, all monitors (aides) must also be pre-screened. Proposers shall supply a description of their hiring process and selection criteria.

Driver Training

- 1. The District will require that all proposers provide a copy of its driver training program along with each course outline. Areas include, but are not necessarily limited to, driver training requirements, driver skills, student orientation and training, student discipline and safety, defensive driving, commercial driver's license preparation and instruction, and crisis prevention skills development. All driver training certification shall meet all State Department of Education requirements as well as state and federal laws and regulations.
- 2. Proposer must have certified and/or qualified instructors available to teach courses offered.
- 3. Proposer shall describe its driver evaluation process.
- 4. Proposer shall have established several in-service programs addressing specific transportation topics including, but not limited to:
 - a. proper backing procedures
 - b. railroad crossing safety
 - c. seasonal weather conditions
 - d. behavior based accident prevention
- 5. Proposers shall describe any other accident prevention and safety awareness programs

Management

- The Contractor shall provide at their own cost at least two phone lines to handle customer service. The phone system must be staffed from the time regular route buses leave the terminal at the start of the day until all students are returned home safely in the afternoon.
- The Contractor shall have the primary responsibility of planning all routes and schedules. The routes will be approved by the Administration and the Board of Education and the District reserves the right to modify routes and schedules as needed.
- All problems with respect to the discipline reporting of students on buses are to be handled by the driver or the Contractor's supervisor. The principal or assistant principal of the school attended by the child will coordinate consequences should removal from a bus be deemed necessary.
- 4. The Contractor shall have a manager or supervisor of transportation residing within the District or be available to the District and its patrons during non-school hours. The Contractor's supervisor will be available and provide information on bad weather days when there is a question regarding road conditions. The cell phone number of the supervisor will be provided to all District administrators and to local law enforcement.
- 5. The contractor shall see that each driver keeps an accurate attendance record of bus riders as required by the DESE and/or District policy.
- 6. The contractor shall report accurate monthly mileage readings and fuel consumption of each bus used during that month to the District.

Routing

- 1. All routing shall be the responsibility of the proposer and is subject to the approval of the District.
- 2. The District and proposer shall work cooperatively to ensure the best and most efficient routing of buses.
- 3. It is the intent of the district to achieve three goals with bus routing: safety, efficiency and length of student time on buses.

Each proposer must summarize its routing system and computerization. At a minimum, the proposer's routing system should be able to provide:

- 1. comprehensive routing abilities
- 2. route directions
- 3. total route and run optimization

All pick-up and drop offs shall be subject to District approval.

The proposer shall be responsible for notifying each passenger of his/her pick-up time at the beginning of school and in the event of a bus change or major change in bus route.

Insurance

All contract vehicles used for transporting pupils shall carry bodily injury liability insurance with an aggregate minimum of \$5,000,000, \$5,000,000 each occurrence. Excess liability in the amount of \$5,000,000 should also be carried. Such insurance shall be carried with a reliable company authorized to do business in the State of Missouri. All policies must provide for 30 days cancellation notice in writing to the District before cancellation becomes effective.

Force Majeure

Contractor will incur no liability to the District to perform any of their respective obligations under this Agreement if prevented by a national emergency, act of God, civil disturbance, fires, floods, riots, wars, terrorism, epidemic, quarantine, freight embargo, loss of transportation facilities, picketing, strike, governmental action, shortages (local or national) or fuel allocation programs, or any other condition or cause beyond either party's control. In the event of such an occurrence, the District and Contractor shall work together to obtain the best possible resolution to the issue.

Pricing

- 1. The Proposer shall submit with their proposal a completed Pricing Proposal (Attachment B) as provided with this RFP.
- 2. The fuel used for the student transportation system shall be the responsibility of the District. The Proposer will use a District approved method for fueling
- 3. The pricing sheet shall include all routes and rates as outlined in this RFP.
- 4. The hours for each route should be set at a four (4) hour minimum for Drivers and Monitors.
- 5. The District reserves the right to correct mathematical errors in extensions and additions by the proposer. The District's corrected proposal sum total shall take preference over the proposer's computed proposal sum total.

Current Customers

Proposers shall supply references and contracts held describing their experience in transporting school-age children. Names, addresses and phone numbers of the references must be included.

Conversion Process

Proposer shall detail their experience in addressing a service conversion from currently provided service to new contracted service. Further, every proposer shall describe how they will assist the District in this regard.

Submission Requirements

- 1. Proposal covering all requirements outlined in above sections
- 2. Pricing sheet assumptions of pricing
- 3. Sample Contract
- 4. Bid Bond
- 5. Certificate of Insurance

Confirmation of Proposal and Submission Compliance		
Proposer's Legal Name		
District's Proposal Date of Issue		
Last Addendum Date or #		
Authorized Representative		
Authorized Signature		
Date of Execution		

PRICE SHEET - REQUIRED

<u>CLICK HERE</u> for the required price sheet. There are formulas included, you should only need to add numbers in the GREEN cells.

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