

Date: 30 January 2023

Dear xxxxx,

**Contract Title: eMission2023 Maturity Matrix**

You are invited to quote for the above in accordance with the enclosed documents.

Instructions on what information we require you to provide is in Section 4 of the following Request for Quotation document.

Your response should be returned to the following email address by 5pm, 17 February 2023.

joanne.murphy@Environment-agency.gov.uk

Please confirm, by email, receipt of these documents and whether you intend to submit a quote.

If you have any queries, please do not hesitate to contact me. Please note I will be on annual leave from February 10th and queries during the week of 13 February should be directed to Karen.Wells@environment-agency.gov.uk

Yours sincerely

Jo Murphy

Sustainable Business Manager – Social Equity, Communications and Local Operations

E-mail: joanne.murphy@environment-agency.gov.uk

Telephone: 07766781187

**Request for Quotation**

**Title:** **eMission2030 Maturity Matrix**

**Project ref:** **SBT-SE-2206**

**Section 1**

**Who is the Environment Agency?**

We are an Executive Non-departmental Public Body responsible to the Secretary of State for Environment, Food and Rural Affairs. Our principal aims are to protect and improve the environment, and to promote sustainable development.

Further information on our responsibilities, Corporate Plan and how we are structured can be found on our Website.

<https://www.gov.uk/government/organisations/environment-agency/about>

**What do we spend our money on?**

We are a major procurer of goods and services within the UK, spending circa £600M per annum, our major spend areas are:

* Flood and Coastal Risk Management (design, construction and maintenance)
* ICT and Telecommunications
* Vehicles and Plant
* Environmental Consultancy and Monitoring
* Temporary Staff and Contractors
* Facilities Management, Energy and Utilities
* Flood Management and Water Related Services

**What do we need from our suppliers?**

Suppliers are vital in supporting the delivery of our corporate plan. We aim to support the economy and society whilst delivering more environmental outcomes for every pound we spend. In many areas we are leading the way on environmental and technical developments. It is our role to ensure that suppliers clearly understand our corporate aims and objectives and know that we are committed to delivering the best value most sustainable solutions, taking into account the whole life cost of our procurement decisions. We promote diversity and equality and treat all of our suppliers fairly.

Our procurement strategy may be of interest to you as a potential supplier. It sets out our priorities and key commitments in a range of areas such as delivering our corporate plan, Government policy, supplier management and sustainable procurement:

<https://www.gov.uk/government/organisations/environment-agency/about/procurement#procurement-strategy>

**Government changes and collaboration**

Since 1 April 2013, the Environment Agency is no longer responsible for delivering the environmental priorities of Wales. This is now the remit of Natural Resources Wales (NRW).Further information can be found here:

<http://naturalresources.wales/splash?orig=/>

By bidding for this requirement, you may also be approached by other members of the Defra network, NRW or other government departments that are specifically named in the tender document.

**Further information**

For further information and to see our commitments to Diversity and Equality, please visit our website.

<https://www.gov.uk/government/organisations/environment-agency/about/procurement>

https://www.gov.uk/government/organisations/environment-agency/about/equality-and-diversity

Also, are you up to date on environmental legislation? See links below for further information.

Waste and Environmental Impact - <https://www.gov.uk/browse/business/waste-environment>

Environmental Regulations - <https://www.gov.uk/browse/business/waste-environment/environmental-regulations>’

**Section 2**

**The Customer**

**Summary**

The Environment Agency was established to support sustainable development and its mission is to create better places for people, wildlife and the environment. The Sustainable Business Team (SBT) is a ‘corporate enabler’ within the Environment Agency, working in partnership across the business to ensure it is an exemplar in organisational sustainability.  The eMission2030 sustainability strategy for the Environment Agency was signed off by the Executive Directors’ Team (EDT) in 2019. It was launched internally as a supporting plan to [EA2025](https://defra.sharepoint.com/sites/WorkDelivery375/SitePages/Home.aspx), via the internal intranet system (easinet), national and locally hosted webinars and other internal communications.

The medium-term aim of the SBT is to deliver Aim 9 of EA2025: By 2025 we will be on track to deliver our sustainable business commitments, including to be net zero by 2030.   The longer-term aim of the SBT is to deliver the 4 themes of eMission2030, in full. By 2030 we will be:

* responding to the climate emergency
* optimising our use of resources
* benefiting people & communities
* delivering environmental net gain.

The strategy has never been published externally, to our partners or to our supply chain and only the climate theme currently has a detailed roadmap. A refreshed package of materials is being developed to support a refresh and internal relaunch, deliver an external launch and to support the newly restructured SBT in enabling the organisation to deliver its sustainability ambition.

As part of the suite of products we will be developing to support the re-launch of eMission2030, we would like supplier support to develop a maturity matrix to assist the Sustainability Area Business Partners (a team within SBT that links into and supports each of the EA areas) in embedding eMission2030 within the Areas (local operations) and supporting them on their sustainability journey to deliver the commitments and targets within eMission2030.

## Contract Length

It is anticipated that this contract will be awarded to one supplier for a period of up to three months. Prices will remain fixed for the duration of the contract award period. We may at our sole discretion extend this contract to include related or further work. Any extension shall be agreed in advance of any work commencing and may be subject to further competition. Any amendment to contract prices for the extensions are to be by negotiation.

The Environment Agency Conditions of Contract for Services shall apply to this contract.

This contract shall be managed on behalf of the Agency by **Jo Murphy, Sustainable Business Manager – Social Equity, Communications and Local Operations**

## Contact Details and Timeline

Jo Murphy will be your contact for any questions linked to the content of the quote pack or the process. Please submit any questions by email and note that both the question and the response will be circulated to all tenderers.

**joanne.murphy@environment-agency.gov.uk**

Key elements of the process have been reviewed. Anticipated dates for planned activities are below:

|  |  |
| --- | --- |
| **Activity** | **Due Date** |
| Supplier responses for Request for Quote | 5pm, 17 February 2023 |
| Evaluation of Request for Quote submissions | w/c 20 February 2023 |
| Award of contract | 27 February 2023 tbc |
| Project/Contract end date | 21 April 2023 tbc |

It should be noted that these timescales and activities may be subject to change.

**Section 3**

## Evaluation Criteria

We will award this contract in line with the most economically advantageous tender (MEAT) as set out in the following award criteria:

* Price – 60%
* Quality – 40%

The following quality criteria are weighted in accordance with the importance and relevance attached to each one.

* Methodology
* Skills and experience
* Useability/communicability
* Organisational understanding

The criteria listed above will be assessed on a 0 to 10 basis and will reflect the following judgements:

|  |  |
| --- | --- |
| **Rating of Response****The tenderer provides a response which in the opinion of the evaluators is:**  | **Score** |
| **Excellent:** Addresses all of the requirements and provides a response with relevant supporting information which does not contain any weaknesses, giving the Agency complete confidence that the requirements will be met. | 10 |
| **Very Good:** Addresses all of the requirements and provides a response with relevant supporting information, which contains very minor weaknesses, giving the Agency high confidence that the requirements will be met. | 8 |
| **Good:** Addresses all of the requirements and provides a response with relevant supporting information, which contains minor weaknesses, giving the Agency reasonable confidence that the requirements will be met.  | 6 |
| **Satisfactory:** Substantially addresses the requirements and provides a response with relevant supporting information which may contain moderate weaknesses, but gives the Agency some confidence that the requirements will be met.  | 4 |
| **Weak:** Partially addresses the requirements, or provides supporting information that is of limited relevance or contains significant weaknesses, and therefore gives the Agency low confidence that the requirements will be met. | 2 |
| **Nil:** No response or provides a response that gives the Agency no confidence that the requirements will be met.   | 0 |

**Section 4**

**Information to be returned**

**Please note, the following information requested must be provided. Incomplete tender submissions may be discounted.**

Please complete and return the following information:

* completed Pricing Schedule (Appendix A);
* completed Prior Rights Schedule (Appendix B);
* confirmation that terms and conditions are accepted (Appendix C. Please note that the terms cannot be amended later).
* Methodology – describe how you propose to deliver the objectives
* Skills and experience - include details of your key personnel who will be directly involved with this contract, including their CVs and their previous experience in forming sustainability plans such as this, for complex organisations.
* Useability/communicability describe how you will make this work accessible, easy to interpret and flexible for the users, when have you been faced with this challenge before and what did you do?
* Organisational understanding – describe your knowledge of the Environment Agency and the core role of Area Operations.

**Section 5**

**Specification**

# Background to the Requirement

The Environment Agency was established to support sustainable development and its mission is to create better places for people, wildlife and the environment. The Sustainable Business Team (SBT) is a ‘corporate enabler’ within the Environment Agency, working in partnership across the business to ensure it is an exemplar in organisational sustainability.  The eMission2030 sustainability strategy for the Environment Agency was signed off by the Executive Directors’ Team (EDT) in 2019. It was launched internally as a supporting plan to [EA2025](https://defra.sharepoint.com/sites/WorkDelivery375/SitePages/Home.aspx), via the internal intranet system (easinet), national and locally hosted webinars and other internal communications.

The medium-term aim of the SBT is to deliver Aim 9 of EA2025: By 2025 we will be on track to deliver our sustainable business commitments, including to be net zero by 2030.

The longer-term aim of the SBT is to deliver the 4 themes in eMission2030, in full. By 2030 we will be:

* responding to the climate emergency
* optimising our use of resources
* benefiting people & communities
* delivering environmental net gain.

We will be regarded as walking the walk in all our actions - a credible and trusted employer, operator, regulator and partner, sharing sustainability learning and best practice with others - and a truly sustainable business by 2030. To date, only the climate theme has a detailed plan, set out in the [Net Zero Roadmap](https://www.gov.uk/government/publications/environment-agency-reaching-net-zero-by-2030) and action plan submitted to the Executive Director Team. Work is underway within SBT to develop roadmaps for the three additional themes of circular economy, people & communities, and nature.

The strategy has never been published externally, to our partners or to our supply chain. A refreshed package of materials is being developed to support an internal relaunch, deliver an external launch and to support the newly restructured SBT in enabling the organisation to deliver its sustainability ambition.

Maturity assessment or analysis is a recognised approach to improvement: communicating, benchmarking and guiding how to set out on that improvement path. Maturity models are well-used in the sustainability sector. Literature describes how as an organization progresses from one level of maturity to the next, its culture is transformed through the evolutionary improvement of its processes and, as a result, its behaviours should also evolve. Literature also puts forward several topic specific and more general organisational models, or alternatively design principles by which models can be created.

As part of the suite of products we will be developing to support the re-launch of eMission2030, we would like supplier support to develop a maturity matrix to assist the Sustainability Area Business Partners (a team within SBT that links into and supports each of the EA areas) in embedding eMission2030 within the Areas (local operations) and supporting them on their sustainability journey to deliver the commitments and targets within eMission2030.

Although eMission2030 applies throughout the business, to national teams and to all business boards, it is assumed that a maturity matrix may look different for these areas of work. If early work on this project suggests that one all-encompassing product can be developed, then the project will proceed on that basis.

# Specific Objectives/Deliverables

We want to allow the supplier flexibility to use their expertise and knowledge to ensure the most innovative and effective method is used in completing the contract. Our aims and anticipated tasks are set out below.

**Aims**

We require a product which will form part of the suite of tools to assist the implementation of the refreshed eMission2030. The maturity model will help us to shine a light on behaviour and decision making which leads to sustainable outcomes.

Specifically it will:

* articulate the sustainability journey to Areas, transparently setting out eMission2030 expectations with clarity and purpose
* reflect the accountability and control for sustainability performance within Areas
* assess progress and identify where each Area needs to take action to close the gaps between performance and expectations
* draw out excellence and best practice, to highlight where Areas are doing brilliantly and innovating (at the top of the matrix)
* generate a commitment to continuous improvement
* position compliance as a fundamental component of sustainability performance, in addition to more strategic or visionary ambition (it is currently not explicitly included in the current eMission2030)
* support our efforts to ensure compliance with the environmental management system is embedded within local operations reflect the integrated nature of sustainability and the connectivity between topics and actions whilst allowing for differing levels of progress in each of the four themes
* connect eMission2030 commitments with organisational culture/values, decision making and behaviour
* provide the framework from which to have area leadership discussions, fulfilling the 'management review' element of ISO14001 at this level and part of the organisation.

The format of the model is flexible, but it will:

* not be a checklist or ‘tick box’ exercise, or a matrix which purely ranks the differing aspects of sustainability or offsets them against each other
* include descriptions or narratives
* be simple and visual with a way to measure using management information
* be realistic with what information/data can be available to determine positions on the model
* be in a format that can be updated and maintained internally
* Is easy to visualise and can be used in different formats and offline.

# Tasks

1 Context and understanding

* Review of existing work undertaken on this topic within our team and other relevant information including, for example, EA2025 and eMission2030.
* Review of the approach to implementation and governance.
* Develop a detailed programme and engagement plan for the project.

2 Develop the approach

* Develop a draft model which meets the aims, incorporating input from stakeholder engagement workshops and more detailed liaison with specific specialists and/ or a working group.
* Refine the model following consultation

3 Deliver the outputs

* Produce the final model and supporting materials.
* Present the findings.

# Dependencies and assumptions

The refresh of eMission2030 will be taking place in parallel to the development of the maturity matrix. Thinking from this maturity matrix project may inform the development of the refreshed strategy.

The four themes of the current eMission2030 will remain as they are, with no broad scale changes to the commitments (although the targets may be adjusted).

The model will be applied to each individual Areas (local operations) rather than to the whole organisation.

Additional support will be available in designing and facilitating workshops with key stakeholders.

# Outputs / deliverables

As a minimum, the supplier will provide the following deliverables:

1. Programme and engagement plan.
2. A maturity matrix and accompanying guidance which meets the project aims.
3. Light-touch engagement with relevant parallel activities or projects, as described above.
4. A streamlined presentation (to be presented by the suppliers) of the product to the Environment Agency client and key decision makers or implementers (such as the Area Directors Group for example).
5. A training session (including materials) for Area Sustainable Business Partners and other SBT members on how to use the model effectively and update it when required, together with recommendations as to how the model could be adapted in the future for national operations.
6. A summary comms and engagement pack including a slide deck that we can use as training material for Areas and to engage our staff and decision makers.

The **approach** we seek must:

* Use current best practice understanding of organisational sustainability
* Be specific to our organisation, work, sustainability ambitions and ISO14001 accredited environmental management system
* Be flexible to incorporate outcomes from other projects should they become available within the timescales

The Supplier must provide Deliverables : (i) in accordance with this Specification and Tender Submission; (ii) to a professional standard; (iii) using all reasonable skill and care; (iv) using Good Industry Practice; (v) using its own policies, processes and internal quality control measures as long as they don’t conflict with the Contract; (vi) in accordance with such policies and procedures of the Authority (as amended from time to time) that may be specified in the Contract (vii) on the dates agreed; and (viii) in compliance with all applicable Law.

**Section 6**

**Contract Management**

This contract shall be managed on behalf of the Agency by Jo Murphy.

The supplier must:

* Provide project management, facilitate any necessary workshops via MS Teams and ensure notes and actions are taken down in meetings and provided as draft minutes to the EA no later than 5 working days after each meeting
* Following contract award, provide an overall programme and written proposal detailing the methodology, data the EA will need to provide and final deliverables. This proposal will be accepted by the EA Project Manager prior to any work starting. Outputs will need to be reviewed and approved before work continues.

You will not be based at an Environment Agency site. Meetings will take place using MS Teams. If face to face meetings are required, you should outline these in your proposal and make sure that they are fully costed and support the Environment Agency’s travel hierarchy.

The frequency of project management / progress meetings will be weekly. There is a terms of reference document which details our governance processes including programme board meetings, where we will expect a senior supplier to attend.

The supplier will report into the Project Manager who will collate risks, issues and carry out reporting on progress and spend.

We will raise purchase orders to cover the cost of the services and will issue to the awarded supplier following contract award.

Invoicing will likely be after certain milestones have been completed, to be agreed after contract award.

Before the invoice is issued, a fee note must be emailed in advance to the contract manager for approval. All invoices must quote the purchase order number in order to be processed. A file copy invoice must be provided to the contract manager, on request. The timescale for payment of invoices will be up to 30 days after we have received a valid invoice.

**Section 7**

**Sustainability Considerations**

We are committed to continually improving our sustainability performance. The Environment Agency has set itself tough objectives as a clear commitment and contribution to sustainable development throughout England. The Agency recognises that this can only be achieved through commitment from all sectors of society and it is intent on raising awareness amongst industry and commerce.

Contractors must adopt a sound proactive environmental approach, designed to minimise harm to the environment.

Environmental criteria should be considered as part of your tender submission with credit given for innovation. Factors to be considered could include areas such as:

* + - Paper use: All documents and reports prepared by consultants and contractors are produced wherever possible on recycled paper containing at least 100% post consumer waste and printed double sided.
		- Travel: use of public transport, reduce face to face meetings by using email and videoconferencing. Meetings to be held in locations to minimise travel and close to public transport links.
		- Packaging: should be kept to a minimum. Re-use and disposal issues must be considered.
		- Efficient Energy and Water Use.
		- Disposal of Waste: Whilst on site the contractor is responsible for the disposal of their own waste and can only use client facilities with express permission from the on site facilities officer.
		- Whilst on site, contractors should comply with the local environmental policy statement which will be made available to you in advance or on arrival.

**Diversity and Equal Opportunities**

We are committed to promoting equality and diversity in all we do and valuing the diversity of our workforce, customers and communities.  As a public body, we publish regular information about what our equality objectives are and how we’re meeting them.

<https://www.gov.uk/government/organisations/environment-agency/about/equality-and-diversity>

**Health and Safety**

Contractors will be responsible for making sure all required health and safety aspects including risk assessments are undertaken and required management measures are in place to protect worker exposure. This includes management of all partners, consortium members and subcontractors.

## Section 8

### Additional Information

### Copyright and confidentiality

Unless otherwise indicated, the copyright in all of the documentation belongs to the Environment Agency, and the documentation is to be returned to us with your tender. The contents of the documentation must be held in confidence by you and not disclosed to any third party other than is strictly necessary for the purposes of submitting your quote. You must also ensure that a similar obligation of confidentiality is placed upon any third party to whom you may need to disclose any of the documentation for the purposes of the tender.

### Accuracy of documentation

You should check all documentation; should any part be found to be missing or unclear you should immediately contact us at the address given in the covering letter. No liability will be accepted by the Environment Agency for any omission or errors in the documentation which could have been identified by you.

### Amendments to documentation

Prior to the date for return of tenders, we may clarify, amend or add to the documentation. A copy of each instruction will be issued to every Tenderer and shall form part of the documentation. No amendment shall be made to the documentation unless it is the subject of an instruction. The Tenderer shall promptly acknowledge receipt of such instructions.

### Alternative Offers

Alternative offers may be considered if they constitute a fully priced alternative and are submitted in addition to a quotation complying with the requirements of the Invitation to Quote Documents. If, for any reason you wish to submit an alternative offer without a fully compliant tender please contact us in accordance with the details in the covering letter.

## Continuity of personnel

The Contractor shall employ sufficient staff to ensure that the Services are provided at all times and in all respects to the Project Standard. It shall be the duty of the Contractor to ensure that a sufficient reserve of staff is available to ensure project delivery in the event of staff holidays, sickness or voluntary absence

The Environment Agency will be notified immediately of any changes to personnel associated with the project. The Contractor will ensure that every effort is made to replace outgoing staff with personnel of equal calibre and expertise. All new members of staff undertaking work for the Project will need to be agreed by the Environment Agency prior to commencement.

At all times, the Contractor shall only employ in the execution and superintendence of the Contract persons who are suitable and appropriately skilled and experienced.

## Intellectual property rights

All results, including material and tools produced, developed or paid for under this contract shall be the property of the Environment Agency.

## References

The Environment Agency may request recent and relevant references prior to the award of the project.

**Contract award**

This Request for Quote is issued in good faith but we reserve the right not to award any or all of this work.

### DATA PROTECTION ACT ADDENDUM TO SPECIFICATION

## Protection of personal data

In order to comply with the Data Protection Act 1998 the Contractor must agree to the following:

* You must only process the personal data in strict accordance with instructions from the Environment Agency.
* You must ensure that all the personal data that we disclose to you or you collect on our behalf under this agreement are kept confidential.
* You must take reasonable steps to ensure the reliability of employees who have access to personal data.
* Only employees who may be required to assist in meeting the obligations under this agreement may have access to the personal data.
* Any disclosure of personal data must be made in confidence and extend only so far as that which is specifically necessary for the purposes of this agreement.
* You must ensure that there are appropriate security measures in place to safeguard against any unauthorised access or unlawful processing or accidental loss, destruction or damage or disclosure of the personal data.
* On termination of this agreement, for whatever reason, the personal data must be returned to us promptly and safely, together with all copies in your possession or control.

# APPENDIX A - PRICING SCHEDULE

ALL COSTS QUOTED MUST BE EXCLUSIVE OF VAT

All costs must be quoted on this schedule. Any costs not detailed will not be paid.

**Staff Costs**

Please detail the day rates of your proposed personnel in the table below.

(Please also advise how many hours you constitute a working day)

|  |
| --- |
| **Cost Proposal (To be completed by Supplier)** |
| **Tasks** | **Hourly Rate** | **No of Hours** | **Cost** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| Total Staff Costs  |  |
| **Expenses (please detail type, i.e. travel etc)** |  |
| **Discounts applied (please detail)** |  |
| **Total Overall Cost**  |  |

**Other costs**

Please state any other costs that will need to be taken into consideration.

|  |  |
| --- | --- |
| **DESCRIPTION** | **COST** £ |
| **1. Other costs (please detail)** |  |
| **2. Other costs (please detail)** |  |
| **3. Other costs (please detail)** |  |
| **TOTAL**  |  |

**Discounts, rebates and reductions**

Please detail below any discounts, rebates and other reductions you are prepared to offer and the basis of those incentives

|  |  |
| --- | --- |
| **DESCRIPTION** | **AMOUNT**£ |
|  |  |
|  |  |
|  |  |
| **TOTAL**  |  |

**Total Overall Cost**

Please detail the total fixed cost for the project

|  |  |
| --- | --- |
| **ITEM** | **TOTAL AMOUNT**£ |
| **Staff Costs** |  |
| **Other Costs** |  |
| **Discounts/reductions** |  |
| **TOTAL Overall Cost** |  |

The following limits will be applicable to all claims for travel and subsistence under this contract:

1. Travel by rail: standard class should be used at all times
2. Travel by car: 45 pence/mile

Hotel bookings should be made through the Environment Agency’s corporate travel contract. Details of this contract are available from the Corporate Contracting Team.

When making reservations you should state that you are a contractor working on Environment Agency business.

Hotel charges must not exceed a maximum limit per night bed and breakfast (VAT included) of: £140 in London; £100 in Bristol; £90 in Warrington; £85 in Reading; £75 in Aberdeen, Birmingham, Belfast, Cardiff, Coventry, Edinburgh, Glasgow, Harlow, Leeds, Manchester, Middlesbrough, Newcastle, Oxford, Portsmouth, Sheffield and York; and £70 in all other destinations. Please note that these hotel ceiling rates are subject to change throughout the life of the contract.

Expenditure on dinner during an overnight stay must not exceed a maximum limit of £25, including a drink.

Receipts for all rail travel, hotel and food expenses will be required as proof of expenditure and will be reimbursed at cost. No profit or additional cost shall be applied by the contractor to such personal expenses.

**APPENDIX B - PRIOR RIGHTS SCHEDULE**

Details of Prior Rights held by the Parties (To be updated as Rights are introduced during the period of the Contract)

Prior Rights owned or lawfully used by a Party, whether under licence or otherwise, which it introduces to the Project for the purposes of fulfilling its obligations under the Contract

Held by the Environment Agency

|  |  |  |
| --- | --- | --- |
| **Name and description of Prior Rights** | **Extent of proposed use in the Project**  | **Proprietary owner of the Prior Rights** |
|  |  |  |
|  |  |  |
|  |  |  |

Held by the Contractor

|  |  |  |
| --- | --- | --- |
| **Name and description of Prior Rights** | **Extent of proposed use in the Project**  | **Proprietary owner of the Prior Rights** |
|  |  |  |
|  |  |  |
|  |  |  |

**Explanation of Contractor's Prior Rights**
All Intellectual Property Rights owned by or lawfully used by the Contractor, whether under licence or otherwise before the date of this Contract. It can also mean any invention and know how or other intellectual property (whether or not patentable) owned by one of the parties prior to the commencement of the Project, or devised or discovered by one of them only in the course of other projects during the Project period and not arising directly from the Project.

**APPENDIX C – ACCEPTANCE OF TERMS AND CONDITIONS**

I/We accept in full the terms and conditions named in Section 2 and appended to this Request for Quote document.

Company \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name

Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Print Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_