

Tim London, Planner  
Region 7 Homeland Security Planning Board  
8506 W. Deer Rd.  
Curran, Michigan 48728  
(888) 397-7858  
(630) 929-3780 (fax)  
(989) 335-0147 (cell)  
[tlondon@ausablevalleyem.org](mailto:tlondon@ausablevalleyem.org)



[www.ausablevalleyem.org](http://www.ausablevalleyem.org)

January 18, 2011

**CONTRACT ANNOUNCEMENT  
For: REGION 7 IED PLANNER**

Otsego County, Fiduciary of the 2008 Homeland Security Grant Program, on behalf of Michigan's Region 7 Homeland Security Planning Board (R7HSPB), is seeking an individual or company for the purpose of providing a Region 7 Multi-Jurisdictional Improvised Explosive Device Support Plan (R7MJIEDSP) to R7HSPB jurisdictions. Interested parties can view and download the Request for Proposal (RF) at: [http://www.ausablevalleyem.org/RFP\\_2011-01-IED\\_Planner-DRAFT.pdf](http://www.ausablevalleyem.org/RFP_2011-01-IED_Planner-DRAFT.pdf).

**REQUEST FOR PROPOSAL (RFP)**

**NO. 2011-01**

**ON BEHALF OF:**

OTSEGO COUNTY BOARD OF COMMISSIONERS (FIDUCIARY)  
AND  
REGION 7 HOMELAND SECURITY PLANNING BOARD

ISSUED

ISSUE DATE OF JANUARY 18, 2011



PROPOSAL DUE

DUE DATE OF TUESDAY, JANUARY 31, 2011, 4:00 PM

A Request For Proposal requesting an Improvised Explosive Device (IED) Assessment and a Written RESPONSE PLAN for Michigan's Region 7 Homeland Security Planning Board jurisdictions

This RFP prepared by:  
Tim London, Planner  
Region 7 Homeland Security Planning Board (R7HSPB)  
AuSable Valley Emergency Management, LLC  
(888) 397-7858  
[www.ausablevalleyem.org](http://www.ausablevalleyem.org)  
[tlondon@ausablevalleyem.org](mailto:tlondon@ausablevalleyem.org)

## TABLE OF CONTENTS

<u>SUBJECT</u>	<u>PAGE</u>
Introduction	4
Region 7 Background	5
Overview of authorized IED Planning Activities	6 - 10
Over reaching goal	10
Project goal	11
Scope of work	11
Deliverables	11
Evaluation of Proposals	12
Required Proposal Submission Format	12
Insurance & indemnification	12
Ownership of Region 7 IED Planner Work Products	13
Rejection of Proposals	13
TAB A: Anti-Collusion Certification	14

## I. INTRODUCTION

- a. The Region 7 Homeland Security Planning Board (R7HSPB) is seeking Proposals for the purpose of conducting an Assessment and developing a Plan of the threats and vulnerabilities to the Region; specifically as those threats and vulnerabilities relate to Improvised Explosive Devices (IED). The Assessment must also address Region 7 IED strengths and contain a list of resources available to the Region if an IED attack were to become imminent or to already have occurred. For purposes of continuity, from this point forward, the Plan will be known as the Region 7 Multi-Jurisdictional IED Security Plan (R7MJIEDSP). The successful Proposer to this RFP will be known as the Region 7 IED Planner.
- b. The R7HSPB was awarded funds under the 2008 Homeland Security Grant Program (HSGP) for the purpose of improving IED response and recovery operations. Due to administrative situations beyond the Region's control, some of the funds dedicated to IED have not yet been committed. This RFP addresses a portion of that issue.
- c. Because the grant performance period ends on May 31, 2011, and this portion of the grant could not be completed prior, this RFP requires a short turn-around. All individuals and/or companies wishing to fulfill the requirements of this RFP must send a Proposal to Tim London, the Region 7 Planner, no later than **4:00 pm, Monday, January 31, 2011**, via electronic mail. Tim London's email address is: [tlondon@ausablevalleyem.org](mailto:tlondon@ausablevalleyem.org). All questions concerning this RFP must be received by the R7HSPB Planner (Tim London) no later than **4:00 pm, Friday, January 28, 2011** – also via electronic mail. To ensure that all questions are answered accurately, they must be received via email; however, all Proposers are encouraged to contact Tim London via telephone, at **(888) 387-7858**, prior to sending any emails, to ensure communications has been established and to notify Tim of the Proposer's interest. The R7HSPB will not honor any questions to this RFP that are answered verbally. Again, to ensure fairness and establish a written record, all questions and answers must be by way of electronic mail. All Proposers are hereby notified that any contact between the Proposer and any member and/or partner of the R7HSPB prior to February 1, 2011, may result in the Proposal being disqualified. The Region 7 Multi-Disciplinary Work Group will meet on Tuesday, February 1, 2011, from 9:00 am to 5:00 pm, for the purpose of determining the successful Proposal, review/revise the contract and conduct interviews of Proposers (if deemed necessary). If an interview with any prospective Proposer to this RFP is necessary, each Proposer will be notified of their interview time by the R7HSPB Planner. However, to ensure that all prospective IED Planners have sufficient time to travel, the interviews will all be conducted on the same day, February 1, 2011, from 9:00 am to 5:00 pm at half-hour intervals.. The R7HSPB will determine whether to accept the subcommittee's recommendation at their February 3, 2011, meeting. If the subcommittee's recommendation is accepted at that time, and a representative from the successful Proposal is available, the contract can be signed and work can begin immediately. (NOTE: Since the Chair of the Otsego County Board of Commissioners must also sign the contract, that portion may not occur until the Otsego County Board of Commissioner meeting on February 8, 2011, in Gaylord). Additionally, the successful Proposer is expected to attend the Region 7 IED Exercise **Concepts & Objectives (C&O) meeting on February 8, 2011, starting at 9:00 am**, at the R7MDPN offices, located at 2464

Silver Fox Trail, Suite A, Gaylord, MI 49735, for the purpose of coordinating IED Planning activities with the IED Exercise Planner.

- d. In addition to the IED planning this RFP requests, Region 7 is simultaneously publishing an RFP (RFP # 2011-02) for the purpose of conducting an IED-related exercise in May of 2011. The successful Proposer to this RFP will be expected to work closely with the successful Proposer of the IED Exercise RFP to ensure that the needs addressed in the R7MJIEDSP are addressed in the IED Exercise. Although the R7HSPB is not suggesting such, the successful Proposer to this RFP and the IED Exercise RFP, if qualified and capable of proving the ability to accomplish both, could be the same individual and/or company.
- e. The R7HSPB has set aside \$25,000.00 for the purpose of entering into a contractual Agreement with an individual (Consultant) and/or company for the purpose of completing this project. The successful Proposer will be required to enter into a contractual Agreement between the Proposer and Otsego County, the fiduciary of the Region 7 – 2008 HSGP.
- f. The R7HSPB works closely the **Region 7 Medical Disaster Preparedness Network (R7MDPN)**. Additional information concerning the organization can be found at: "www.miregion7.com". The two organizations have established a monthly work group meeting comprised of key individuals from each group. The work group, informally referred to as the "Multi-Disciplinary Work Group", is the subcommittee directed to review/revise this RFP, rate all Proposals, conduct interviews and make a recommendation to the R7HSPB and Otsego County.
- g. It should be noted; that, although extensions to the Homeland Security grant Program series have been approved in the past, it is the desire of the R7HSPB to complete this project prior to the current expiration date of May 31, 2011. If obstructions to the planning process occur that are outside of the ability of the Region 7 IED Planner to resolve, an extension to the project may be considered by the R7HSPB. Such extension requests must be sent to Michigan's Emergency Management & Homeland Security Division for consideration and are not considered "automatic".

## II. REGION "7" BACKGROUND

- a. Region 7 encompasses seventeen (17) Counties and three (3) Native American tribes in Northern Lower Michigan. The Region consists of the counties of: Alpena, Antrim, Benzie, Cheboygan, Charlevoix, Crawford, Emmet, Grand Traverse, Kalkaska, Leelanau, Manistee, Missaukee, Montmorency, Otsego, Presque Isle, Roscommon and Wexford; as well as the following Native American tribes: Little Traverse Bay Band (LTTB), Little River Band (LRB) and the Grand Traverse Band (GTB).
- b. The R7HSPB is recognized by the State of Michigan's Emergency Management & Homeland Security Division (EMHSD) as the sole authorized representative agency for the 17 counties and 3 Native American Tribes it is comprised of.

- c. Region 7 encompasses over 8,824 square miles of territory and rests between two Great Lakes with 371 miles of shoreline on Lake Michigan on the west and Lake Huron on the east. Region 7 shares an international border with Canada in the navigable waters of Lake Huron, and has two international Sea Ports. Region 7 is predominantly rural including the 1 million acres of the Huron-Manistee National Forrest, thousands of acres of state forests, and 127 inland lakes. Michigan's Upper and Lower Peninsulas' are linked by I-75 at the Straits of Mackinac by one of the longest suspension bridges in the world. Region 7 is bordered by Region 3 and Region 6 to our South, and Region 8 to the North. The 2000 United States Census recorded the full time resident population of Region 7 at 426,999 people, including 5,838 citizens representing tribal nations. This population figure increases by as much as 50% seasonally as Region 7 is a vacation destination for both summer and winter sports activities. Each county within Region 7 has communities of interest to tourists and vacationers alike. Summer attractions include camping, hiking, horse-back riding, sports fishing, canoeing, kayaking, sailing, scuba diving, water skiing, and golf at one of 118 championship golf courses. Winter sports include Alpine skiing, cross country skiing, snow shoeing and winter camping. Seasonal attractions include fall color tours and wine tasting at 19 nationally recognized wineries. Northern Michigan is also a destination for hunting including deer, bear, small game, and wildfowl. The lumbering history of northern Michigan is remembered in areas of Crawford and Cheboygan counties with exhibits, reenactments and educational events.
- d. Key resources and critical infrastructure within the region include petroleum pipelines, natural gas transmission lines, fuel tank farm, the Mackinac Bridge, commercial airports, the I-75 corridor, international sea ports, and out of doors special events with national recognition . Protection of these key resources is protected by a limited number of first responders, most of whom are volunteers.
- e. Region 7 includes 12 hospitals, 9 medical control authorities and 6 local health departments as well as 10 community health centers, 29 long term care facilities, and several renal dialysis centers. The region's two largest hospitals provide tertiary care with an average daily census (ADC) of 200-300 patients, one of the region's hospitals has and ADC in the range of 100 patients and nine hospitals are sole community providers with fewer than 100 beds, including five designated Critical Access Hospitals. The hospitals also encompass active outpatient centers, many with multiple satellite locations and/or rural health clinics.

### **III. OVERVIEW OF AUTHORIZED IED PLANNING ACTIVITIES:**

*This section is provided to ensure that the successful Proposer understands what the State of Michigan requires to successfully execute the IED Planning portion the grant.*

Below, Michigan's 2008 HSGP guidance document gives the following direction concerning IED planning activities as:

#### **Appendix F: Multi-Jurisdictional IED Security Plan (MJIEDSP) Development:**

### **Step 1: Identify the Planning Area**

In many regions, emergency preparedness functions may not fall along the same jurisdictional or political boundaries. For example, law enforcement regions may not be contiguous with emergency medical services regions, which in turn, may not fall under the political jurisdiction of a governing mayor. In addition, in the event of an incident that overwhelms a jurisdiction's capability to respond, neighboring jurisdictions that can provide support within each function must also be identified.

#### Component Steps:

- Identify the political and legal jurisdictional lines that define your area of operations

Output/Outcome/Metric(s): Geographical Information System (GIS) and mapping products should be used to delineate IED Security Planning areas to achieve common understanding of each planning area and the ability to use common planning tools in emergency IED/CBRNE situations. The goal is to achieve an increase in the number of responders, leaders and key decision makers who have planning aids and are aware of each planning area.

### **Step 2: Identify Security Partners**

For the MJIEDSP to be effective, it must include all security partners, including Federal, State, and local emergency management, law enforcement, first responders, and selected private sector and public partners that will be instrumental in supporting efforts to prevent an incident and mitigating consequences if an attack does occur.

Identifying roles, responsibilities, authorities, and key IED security capabilities for a certain jurisdiction is an essential step in developing a MJIEDSP. During an incident that may overwhelm a single jurisdiction, all players that may support the prevention of and/or response to an IED attack must be included to maximize capability. Collaborating with each entity during the planning stages ensures the scope of services provided and the responsibility for each authority are well understood.

#### Component Steps:

- Identify the security partners that have responsibilities during an IED emergency
- Identify individuals from each agency/discipline to participate in the planning process

#### Output/Outcome/Metric(s):

A Master Stakeholder Listing should be created to develop a cohesive IED Security partnership within each planning area. The goal is to achieve an increase in the number of participants in the planning process.

### **Step 3: Identify Facilities or Locations of Concern**

The goals and motivations of a terrorist make it likely that critical infrastructure and key resources (CI/KR) will remain a highly attractive target. Therefore, it is imperative that security partners identify and prioritize the CI/KR within their planning areas that may be a potential target for a terrorist attack. Criticality means asset value, or the consequences of its damage. This is the primary consideration when determining the priority of a key asset. A facility, key asset or soft target is critical when its destruction or damage has a significant impact on our nation's military, political processes, economy, and most important, the loss of life.

#### Component Steps:

- Identify Critical Infrastructure and Key Resources (CI/KR) assets, systems, and networks and their buffer zones within the planning area
- Identify other facilities or locations of concern such as soft targets, urban metroplexes and other vulnerable sites within the planning area
- Prioritize identified facilities according to their criticality

Output/Outcome/Metric(s):

A prioritized list according to criticality should be developed based upon identification of CI/KR assets, systems and networks within planning areas.

**Step 4: Identify Site-Specific Considerations**

Once the facilities and locations of concern are identified, the next step is to prioritize and evaluate CI/KR and soft-targets to determine vulnerabilities. Criticality and vulnerability assessments are common planning tools for homeland security plans. Whenever possible, previously conducted assessments should be leveraged to facilitate this planning step. As vulnerabilities are identified, emergency planners can then determine the protective measures needed to reduce the risk to a potential target by a successful IED attack. While the previous and following steps may have already been conducted during prior vulnerability assessments when developing a Buffer Zone Plan (BZP), this information is important for identifying when and how emergency management and law enforcement will address threats that may involve specific sites, multiple sites, and/or Buffer Zone Plans (BZPs). The following steps provide a quick overview of the assessment tools used to identify specific-site vulnerabilities.

Component Steps:

- Review the most probable IED attack methods
- Conduct a vulnerability assessment of each identified site or location of concern based on probable IED attack methods

Output/Outcome/Metric(s):

A comprehensive list of possible methods of attack and vulnerability assessments for each planning area should be developed. The goal is to achieve an understanding of possible targets and common vulnerabilities within the planning areas and increase the number of CI/KR assets which have been inventoried and/or reviewed for IED security planning.

**Step 5: Identify Security Needs**

Collectively, the multi-jurisdiction must possess a specialized group of capabilities that are specific to IED threats and incidents. Understanding the range of capabilities that are relevant in the context of IED security is necessary to develop MJIEDSPs and to guide future capability development efforts. To this end, the MJIEDSP process should explicitly identify target IED specific capabilities and tasks so that current preparedness levels can be compared with the ideal case in the next step.

*Additionally, to ensure requirements of the R7MDPN are met, the R7MJIEDSP must compliment Michigan's State-Wide Burn Plan. A Developmental Template for the Hospital Management of Burn Patients resulting from a Multi-Casualty Incident (Burn Plan) can be viewed at:*

[http://www.mgh.org/trauma/Michigan\\_Burn\\_Plan\\_2010.pdf](http://www.mgh.org/trauma/Michigan_Burn_Plan_2010.pdf).

Component Steps:

- Identify capabilities and tasks necessary to mitigate site-specific vulnerabilities
- Identify known and suspected threat elements within the multi-jurisdictional area

Output/Outcome/Metric(s):

Data collected should be used in the creation of a consensus-based IED Security Task List for each planning area. The goal is to achieve an increase in the number of responders, leaders and key decision makers who are aware of the tasks which they or their organization must perform.

**Step 6: Assess Current Capabilities and Assets**

After the needs assessment has been conducted, planners may then use the National Capabilities Analysis Database (NCAD)<sup>13</sup> to assess their current levels of IED security capabilities. When complete, the capabilities assessment will determine how well the jurisdictional area is currently able to perform the needed IED security tasks. The capabilities assessment will also identify gaps in capability and which capability elements may need to be improved or added to fill those gaps.

Component Steps:

- Assess capabilities within MJIEDSP area of operations

Output/Outcome/Metric(s):

The result will be documentation of capability gaps within each planning area so that leaders, managers and emergency planners gain a common understanding of the threats and tactics that should be prepared for within the planning area.

**Step 7: Identify Steady-State Actions**

The purpose of identifying steady-state IED security actions is to develop an IED security posture that exists at all levels of emergency management, law enforcement, and the private sector. This posture is established by creating a random and unpredictable security net over a multi-jurisdictional area with the goal of being effective enough to deter IED attacks during their planning stages. Steady-state security actions are always in effect; their intensity will increase and decrease with the threat advisory level of the primary jurisdiction, its security partners, the State, or the Nation.

Component Steps:

- Implement IED Awareness Campaigns
- Define operational objectives and priorities for general steady-state security actions
- Identify steady-State security actions to enhance the security postures of both identified facilities of concern and the multi-jurisdiction as a whole

Output/Outcome/Metric(s):

A consolidated list of steady-state security actions necessary to counter key threats and tactics will be created. The goal is to achieve an effective IED Security posture within each planning area while increasing the awareness level of responders, leaders and managers on the key IED threats and associated tactics.

**Step 8: Identify Threat-Initiated Actions**

IED threats present themselves on several levels of severity and specificity. An appropriate set of threat-initiated security actions must be determined based on the type and specificity of the IED threat. The threat-initiated action section of the MJIEDSP must describe the procedures for processing threat information and determining a coordinated IED response across all stakeholders and emergency management personnel. Planners should also develop a threat categorization system that allows local law enforcement to determine specific security actions for likely IED scenarios. These security actions should describe the general factors to consider to be followed in the event that a specific threat is identified.

Component steps:

- Develop a standardized IED threat rating system
- Determine procedures for information management
- Define incident management considerations for each IED scenario
- Define mutual aid triggers and limitations for each IED scenario

Output/Outcome/Metric(s):

Creation of a standardized IED Threat Rating System and a consolidated list of threat-initiated security actions that will trigger the use of IED response resources within the planning area to counter the threat/use of IEDs.

**Step 9: Validate Plan**

The next to last step in the Multi-Jurisdiction IED Security Planning Process is the review and validation of the plan through a **multi-jurisdiction IED-scenario exercise**. This exercise will provide an opportunity for the jurisdictions' emergency responders and homeland security officials to practice and assess their collective IED security capabilities. Once the initial exercise is complete, routine exercises should be incorporated into the plan maintenance process to ensure that the MJIEDSP accurately reflects the needs of the IED security environment for the planning area.

Component Steps:

- Conduct multi-jurisdiction IED exercise to practice and assess the MJIEDSP
- Implement post-exercise corrective actions to improve and finalize the MJIEDSP

Output/Outcome/Metric(s):

Multi-Jurisdiction IED Security Plans will be evaluated and revised on an ongoing basis to reflect changing threat environments, new policies and guidance, legislative changes, fluctuations in planning area resources and capabilities, and procedural changes based on lessons learned from exercises and actual events.

*NOTE: It is understood that no Plan is final until it has been validated. Prior to the completion of the Region 7 IED Exercise and subsequent completion of the exercise After Action Review/Improvement Plan, the R7MJIEDSP will be considered a DRAFT.*

**IV. OVER REACHING GOAL:** Provide for the safety and security of the residents and visitors to Michigan's Region 7 Homeland Security Planning Board jurisdictions.

**V. PROJECT GOAL:** Provide Michigan's Region 7 a comprehensive Multi-Jurisdictional Improvised Explosive Device Support Plan in accordance with Michigan's 2008 Homeland Security Grant Program guidance document (as listed in paragraph III).

**VI. SUPPORT OBJECTIVES: See Paragraph III.**

**VII. Scope of Work:** The Region 7 IED Planner will be responsible for conducting all research necessary to formulate the R7MJIEDSP. The Planner must attend all monthly meetings of the R7HSPB within the performance period of the contract and R7HSPB subcommittee meetings when appropriate. The Region 7 IED Planner will report routinely to the Region 7 Planner by providing the Planner weekly progress reports via electronic mail. Additionally, the Region 7 IED Planner will be placed on the agenda of all Region 7 Multi-Disciplinary Work Group meetings for the purpose of updating the group and receiving any guidance that may be needed as the planning process proceeds. It is understood that the R7MJIEDSP will not be complete until the results of the Region 7 IED Exercise AAR/IP have been incorporated into the Plan. The acceptance of the final version of the R7MJIEDSP by the R7HSPB will be the formal notice that the Plan is complete and the Region 7 IED Planner can submit his/her final invoice to Otsego County.

**VIII. Equipment & Services:**

Unless specifically addressed in the Region 7 IED Planner contract, the successful Proposer is responsible for providing all his/her work-related equipment, to include, but not limited to: computers, paper products, internet service, transportation, software, office space, etc.

**IX. Deliverables:**

- a. As approved by the R7HSPB, 1 paper copy of the final R7MJIEDSP per Region 7 jurisdiction.
- b. One electronic copy of the approved R7MJIEDSP (Compact Disk)

**X.** *The term Proposer, Consultant, Consultant/Vendor, Contractor or Subcontractor or Region 7 IED Planner shall refer to the firm, firms or persons performing the action of responding to this Proposal. The terms are synonymous for purposes of this RFP.*

## **XI. EVALUATION OF PROPOSALS:**

Each Region 7 IED Planner Proposal will be evaluated by a sub-committee of interested stake holders using the following criteria:

1. Years of experience in a related field
2. Professional credentials relative to the R7MJIEDSP
3. Previous work related to the Plan
4. Knowledge of Region 7 and Region 7 partners
5. Ability to complete the Scope of Work identified in this RFP
6. Ability to complete the objectives of this RFP within the timelines established herein
7. References

*It is expected that each Proposer will be present during the evaluation process for the purpose of an interview. The Region 7 Planner will notify all Proposers to this RFP if they are required to attend an interview. NOTE: All Proposers may not be interviewed.*

## **XII. REQUIRED PROPOSAL SUBMISSION FORMAT:**

1. Cover Letter
2. Tax Certification (EIN Number, if company; SSAN, if individual)
3. Overview of plan for completing the R7MJIEDSP
4. Services Pricing Schedule (not to exceed the authorized \$25,000.00 total for the project)
5. Anti Collusion Statement [Scan and email signed document or Fax signed document to (630) 929-3780]
6. \*Proof of Insurance (A Statement in the Proposal is adequate, but actual proof will be required prior to the contract being signed)
7. Minimum of three References

## **XIII. INSURANCE AND INDEMNIFICATION:**

In accordance with Otsego County policy, the Region 7 IED Planner (Contractor) must maintain during the term of the contract the following insurance coverage, at a minimum:

Commercial General Liability Insurance in the amount of \$1,000,000.00 per occurrence for property damage and bodily injury, with a \$1,000,000.00 aggregate.

Professional Liability/Errors & Omissions Insurance in the amount of \$1,000,000.00 each claim, incident or occurrence. This insurance must cover damages caused by error, omission or negligent acts related to the professional services to be provided under this Contract.

Worker's Disability Compensation Insurance including employer's liability coverage, in accordance with applicable statutes of the State of Michigan.

Motor Vehicle Liability Insurance, including Michigan no-fault coverage.

Any other Insurance that may be needed by the Contractor in order to fulfill contractual obligations.

**XIV. OWNERSHIP OF REGION 7 IED PLANNER WORK PRODUCTS:** All work products produced by the Region 7 IED Planner in performance of the work outlined in this RFP are the exclusive property of the R7HSPB, the R7MDPN and their participating jurisdictions and agencies.

**XV. The R7HSPB reserves the right to reject all Proposals.**

**TAB A**

**ANTI-COLLUSION CERTIFICATION**

The individual signing below certifies:

1. They are fully authorized to submit this bid, including all assurances, understanding and representations contained within it which shall be enforceable as specified.
2. The individual has been duly authorized to act as the official representative of the proposer, to provide additional information as required and, if selected, to consummate the transaction subject to additional, reasonable standard terms and conditions presented by County.
3. This proposal was solely developed and prepared without any collusion with any competing proposer.
4. The content of this proposal has not and will not knowingly be disclosed to any competing or potentially competing proposer prior to the proposal opening date, time, and location indicated.
5. No action to persuade any person, partnership, or corporation to submit or withhold a bid has been made.

Signature: \_\_\_\_\_

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

Title: \_\_\_\_\_

Company Name:  (if applicable) \_\_\_\_\_

Date: \_\_\_\_\_