

**HOUSTON COUNTY SCHOOL DISTRICT**

**REQUEST FOR PROPOSALS**

**For**

**DECODABLE TEXTS AND TEXT SETS**

**RFP NUMBER 23-040**

For all questions about this RFP contact via email:

L. Renee Langston CPPB, Issuing Officer

PH. - 478-988-6211 ext. 4

FAX – 478-988-6212

EMAIL – renee.langston@hcbe.net

**RELEASED ON:**

**March 27, 2023**

**DUE ON:**

 **April 27, 2023; 2:00 P.M. Eastern Time**

 1.0 INTRODUCTION

## Purpose of Procurement

## The Houston County School District, hereafter referred to as the “District,” is requesting proposals for a Decodable texts and text sets.

##

## 1.2 Proposal Certification

The Houston County School District certifies the use of competitive sealed bidding will not be practical or advantageous to the District in completing the acquisition described in this RFP.  Competitive sealed proposals will be submitted in response to this RFP. All proposals submitted pursuant to this request will be made in accordance with the provisions of this RFP.

##

##  Schedule of Events

## This Request for Proposals will be governed by the following schedule:

|  |  |  |  |
| --- | --- | --- | --- |
| 03/27/2023 |  | Release of RFP |  |
| 04/10/2023 |  | Questions due  |  |
| 04/13/2023 |  | Answers to written questions posted on the HCSD website |  |
| 04/27/202305/01/2023 |  | Proposals dueSamples upon request |  |
| 05/09/2023 |  | Award no later than 05/9/2023 |  |
|  |  |  |  |
|  |  |  |  |

##

## 1.4 Restrictions on Communications with Staff

All questions about this RFP shall be submitted in the following format:

 Company Name

 1. Question

 Citation of relevant section of the RFP

 2. Question

 Citation of relevant section of the RFP

Questions shall be directed in writing to the Issuing Officer: renee.langston@hcbe.net

From the issue date of this RFP until a Vendor is selected and the selection is announced, Offerors are not allowed to communicate for any reason with any District staff except through the Issuing Officer named herein, or during the Offeror's conference, or as provided by existing work agreement(s). The District reserves the right to reject the proposal of any Offeror violating this provision. All questions concerning this RFP shall be submitted in writing (fax or email may be used) to the Issuing Officer. No questions other than written will be accepted. No response other than written will be binding upon the District. Questions and answers will be posted to the HCSD website as they are received. Website address is <https://www.hcbe.net/purchasing/openbids>.

##

## 1.5 Definition of Terms

Board – Houston County School District

Contractor – Respondent to this Request for Proposal

District – Houston County School District

HCSD – Houston County School District

OCGA – Official Code of Georgia Annotated (State Statute)

Offeror – Respondent to this Request for Proposal

RFP – Request for Proposal

Vendor – Respondent to this Request for Proposal

## 1.6 Contract Term

Code section 20-2-506 of the laws of the State of Georgia as of this date and as may be amended apply to this agreement.

## 1.7 Background

For information on the Houston County School District please go to [www.hcbe.net](http://www.hcbe.net).

**1.8 Submission Expenses**

The District shall not be liable for any expenses incurred by the Offeror in responding to this RFP. This shall include expenses incurred by the Offeror to conduct product demonstrations at the District site.

**1.9 Right to Purchase**

HCSD reserves the right to purchase from any source to include existing or future state or federal contracts, cooperatives or from any submitted proposals.

#  2.0 MANDATORY REQUIREMENTS

This section identifies all mandatory requirements, which must be addressed in the proposal before further consideration will be given. Each response must reference the item number it is in reference to (i.e., 2.1.a, 2.1.b, etc.).

**Project Objective**

The Houston County School District is made up of 23 elementary and primary schools. As a district we are committed to literacy and are continuously exploring methods to enhance our reading instruction.

**2.1 Scope of Work – Mandatory Requirements**

To augment the phonics instruction of the Houston County School District, we are looking to purchase decodable texts and text sets that can be used for small group instruction and classroom libraries. All offerors must offer at least one of three types of decodable texts. As such, this RFP may be broken into three awards dependent on the quality of each of the three individual components offered. All offerors must meet the mandatory requirement for each of the following:

**2.1.1** **Type One:** Decodable texts designed for primary grades small group instruction. These texts should include a minimum of six copies per title and should include a digital component. Authors such as Wiley Blevins should be a contributor to these texts.

**2.1.1.1** For Kindergarten Texts, we require 156 sets that should include at least 35 individual titles. Individual titles must be listed.

**2.1.1.2** For 1st grade Texts, we require 157 sets that should include at least 70 individual titles. Individual titles must be listed.

**2.1.1.3** Provide a copy of the scope and sequence, as well as the number of titles available for each phonics pattern.

**2.1.2 Type Two:** Decodable texts designed for upper grades small group instruction. Texts are considered “Catch Up Readers.” These texts include decodable text with content written more for upper elementary school aged students. Book series are encouraged, and texts should include a minimum of six copies per title and should include a digital component.

**2.1.2.1** We require at least 288 sets that should contain at least 12 titles. Individual titles must be listed.

**2.1.2.2** Provide a copy of the scope and sequence, as well as the number of titles available for each phonics pattern.

**2.1.3 Type Three:** Decodable texts for kindergarten, 1st grade, and 2nd grade classroom libraries.

**2.1.3.1** For Kindergarten libraries, we require at least 80 titles per classroom for 156 classrooms. Individual titles must be listed.

**2.1.3.2** For 1st grade libraries, we require at least 80 titles per classroom for 157 classrooms. Individual titles must be listed.

**2.1.3.3** For 2nd grade libraries, we require at least 80 titles per classroom for 131 classrooms. Individual titles must be listed.

**2.1.3.4** Provide a copy of the scope and sequence, as well as the number of titles available for each phonics pattern.

**2.1.4** All texts, those designed for small group instruction and those designated for classroom libraries must meet the following technical requirements:

**2.1.4.1** Texts shall provide supplemental curricular materials that are easy to understand for students, as well as parents/guardians.

**2.1.4.2** Texts shall support students with applying phonic skills and build student confidence in their abilities to read full sentences and short stories.

**2.1.4.3** Highly decodable, engaging for students, and suitable for a wide variety of ages.

**2.1.4.4** Introduce words and word structures in a carefully planned scope and sequence.

**2.1.4.5** Contain high quality texts that are a mixture of fiction and nonfiction titles that provide opportunities to practice decoding, fluency, and comprehension.

**2.1.4.6** Follow a scope and sequence of decoding skill instruction and controls for phonic patterns that align with what students have been taught.

**2.1.4.7** Builds foundation in recognizing, pronouncing, and reading vowels, consonants, and word families.

**2.1.4.8** Support word recognition instruction.

**2.1.4.9** Compliment teacher read-aloud, oral vocabulary development, shared reading and writing instruction.

**2.1.5** Please provide descriptions of the following:

**2.1.5.1** Describe how the texts help students associate letters and sounds to distinguish how words are pronounced phonetically.

**2.1.5.2** Describe how the texts will engage students in practicing phonic skills in full sentences.

**2.1.5.3** Describe how the texts will engage students in automatizing accurate sound-symbol associations for use in word recognition and consolidating a sight word vocabulary.

**2.1.5.4** Describe how texts will provide opportunities for students to apply and solidify phonic skills through cumulative practice.

**2.1.5.5** Describe how cultural relevance are referenced (i.e., students see positive representations of themselves in literature).

**2.1.5.6** Describe content including text, color illustrations and photographs, and other features that are engaging and of interest to K through 5th grade students.

**2.1.5.7** Shipping must be included in the total cost of the sets.

## 2.2 Company Background and Experience

Offeror will describe their background, relevant experience, and qualifications, including, but not limited to the following:

##  Company Structure

The Offeror will include in the proposal the legal form of their business organization, the state in which incorporated (if a corporation), the types of business ventures in which the organization is involved, the office location that will be the point of contact, and a chart of the organization structure, including the reporting relationships, as they relate to this RFP.

## Experience

The Offeror must include the total number of full consecutive years’ experience as current business.

Each Offeror shall submit a minimum of three (3) references. Preferred are references from other school systems in Georgia. HCSD reserves the right to solicit references from businesses that have had a recent working relationship with the Offeror. These references may be used to evaluate the responsibility level.

The references must include:

* name of contact person
* title of contact person
* phone number of contact person

#  3.0 PROPOSAL SUBMISSION AND EVALUATION

## 3.1 Process for Submitting Proposals

## 3.1.1 Preparation of Proposal

Each proposal should be prepared simply and economically, avoiding the use of elaborate promotional materials beyond those sufficient to provide a complete presentation. If supplemental materials are a necessary part of the technical proposal, the Offeror should reference these materials in the technical proposal, identifying the document, and citing the appropriate section and page(s) to be reviewed.

## 3.1.2 Packaging of Proposal

The Offeror's proposal in response to this RFP must be divided into two appropriately labeled and sealed packages - a Technical Submission and a Financial Proposal.

Include original and two (2) copies of technical submission and one (1) copy of the financial proposal. **One (1) USB flash drive with all documents technical and financial.**

**Do not include cost information in the technical submission.**

The contents of each package will include:

Technical Submission

Proposal Certification (Attachment A)

Immigration and Security Form (Attachment B)

Certificate Regarding Debarment, Suspension, Ineligibility (Attachment C)

Technical Proposal, addressing all requirements in Section 2.0

 *Do not include cost information in the Technical Proposal*

Financial Proposal

The Offeror must use the Financial Proposal Form provided as a part of this RFP.

Mark the outside of shipping package as follows:

Name of Company

Phone Number and Point of Contact for Company

RFP # 23-040

**Due no later than** April 27, 2023; 2:00 P.M. Eastern Time

## 3.1.3 Submission of Proposals

Proposals must be submitted to:

HCSD – Purchasing Dept.

L. Renee Langston, CPPB

200 Jerry Barker Drive

Warner Robins, Georgia 31088

**Mail, hand delivery, or put in drop box located in front of building at above address. Any proposal received after the due date and time will not be evaluated. Faxed or Emailed proposals will not be accepted.**

## 3.2 Evaluation Process

The evaluation of proposals received on or before the due date and time will be conducted in the following phases.

## 3.2.1 Administrative Review

The proposals will be reviewed by the Issuing Officer for the following administrative requirements:

* Submitted by deadline
* Separately sealed Technical Submission and Financial Proposal
* All required documents have been submitted
* Technical Submission does not include any information from the Financial Proposal
* All documents requiring an original signature have been signed and are included

## 3.2.2 Proposal Evaluation

Proposals, which pass the Mandatory Requirements Review, will be reviewed by the Technical Evaluation Team for quality and completeness.

The following are the maximum possible points of each category:

**Description Points Possible**

Qualifications and Experience 10

Technical Requirements 40

Cost 50

Total Possible Points  **100**

## 3.2.3 Samples

The District reserves the right to request samples from the Offerors upon request for evaluation.

## 3.2.4 Financial Proposal Evaluation

Offerors shall use only the Financial Proposal Form provided with the RFP.

## 3.2.5 Identification of Apparent Successful Offeror

The resulting Financial Proposal scores will be combined with the Technical Proposal score. The Offeror with the highest combined technical and financial score will be identified as the apparent successful Offeror.

The apparent successful Offeror’s proposal will be presented to the Board of Education for approval at a Board meeting, if required by policy. Once approved, an award summary will be posted to the District website. Award is contingent upon available funds and necessary approvals.

## 3.3 Rejection of Proposals/Cancellation of RFP

The District reserves the right to reject any or all proposals, to waive any irregularity or informality in a proposal, and to accept or reject any item or combination of items, when to do so would be to the advantage of the District. It is also within the right of the District to reject proposals **that do not contain all elements and information requested in this document**. The District reserves the right to cancel this RFP at any time. The District will not be liable for any cost/losses incurred by the Offerors throughout this process.

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#  4.0 TERMS AND CONDITIONS

## 4.1 RFP Amendments

The District reserves the right to amend this RFP prior to the proposal due date. All amendments and additional information will be posted to the HCSD Purchasing website, located at: <https://www.hcbe.net/purchasing/openbids>. Offerors are encouraged to check this website frequently.

## 4.2 Proposal Withdrawal

 A submitted proposal may be withdrawn prior to the due date by a written request to the Issuing Officer. A request to withdraw a proposal shall be signed by an authorized individual.

## 4.3 Cost for Preparing Proposals

 The cost for developing the proposal is the sole responsibility of the Offeror. The District will not provide reimbursement for such costs.

## 4.4 Conflict of Interest

If an Offeror has any existing client relationship that involves the Houston County School District, the Offeror must disclose each relationship.

##

## 4.5 Compliance with Laws

 The Vendor will comply with all State and Federal laws, rules, and regulations.

**4.6** All merchandise shall be subject to inspection after arrival at District site location. In the case any items are found to be defective or otherwise not in conformity with specifications, the District has the right to reject such items and return them at Vendor’s expense.

**4.7** HCSD shall make payment for goods and services within thirty (30) days upon receipt, inspection and acceptance by HCSD personnel and receipt of invoice unless a prior agreement is made. Payment may be made by check or by credit card. If an additional fee will be added to the invoice for use of a VISA credit card, it must be noted on the Financial Proposal. Invoices should be addressed and mailed to Accounts Payable Department, PO BOX 1850, Perry, and GA 31069.

# Attachment A

## PROPOSAL CERTIFICATION

I certify that I have read and understand the terms and conditions herein except as stated below. I further state that I am and/or my company is capable, able to, and will provide the requested products and/or service described herein. I am the owner or agent of the company stated below and am authorized and empowered to contract. By my signature on this RFP, I/we guarantee and certify that all items included in my bid meet or exceed specifications.

I certify that this quotation is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a quotation for the same materials, supplies, equipment, or services and is in all respects fair and without collusion or fraud. I understand collusive bidding is a violation of State and Federal Law and can result in fines, prison sentences, and civil damage awards. I agree to abide by all conditions of the quotation and certify that I am authorized to sign this quotation for the Vendor.

SUBMITTED BY\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ DATE \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

TITLE\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_EMAIL: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

COMPANY NAME\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

ADDRESS\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_CITY\_\_\_\_\_\_\_\_\_\_\_\_\_\_ST\_\_\_\_\_ZIP\_\_\_\_\_\_\_

TELEPHONE NUMBER\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_FAX NUMBER\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

COMPANY WEBSITE \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

SIGNATURE \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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# Attachment B

**Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1)**

 By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of Houston County School District has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Federal Work Authorization User Identification Number Date of Authorization

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
Name of Contractor Name of Project

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on ­­­\_\_\_\_\_\_, \_\_\_, 202\_\_ in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(city), \_\_\_\_\_\_(state).

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
Signature of Authorized Officer or Agent

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE ­­­\_\_\_\_\_\_ DAY OF \_\_\_\_\_\_\_\_\_\_\_\_\_\_,202\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

NOTARY PUBLIC

My Commission Expires:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Attachment C

**Certificate Regarding Debarment, Suspension, Ineligibility**

The Houston County School District is a recipient of Federal monies. As such we require that participating vendors not be debarred, suspended, ineligible or excluded from doing business with the Federal government or any agency thereof.

The prospective participant certifies, by submission of the proposal, that neither it, nor its principals, is presently debarred, suspended, proposed for debarment, declared ineligible, or excluded from participation in this transaction by any Federal department or agency.

Organization Name

Name(s) and Title(s) of Authorized Representative(s)

Signature(s) Date

## FINANCIAL PROPOSAL FORM

RFP 23-040

## COST PROPOSAL

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ITEMS TYPE ONE** | **QTY** | **DECODABLE TEXT & TEXT KITS**  | **UNIT PRICE** | **TOTAL PRICE** |
| KINDERGARTEN  | 156 | DECODABLE TEXT & TEXT KITS - INCLUDE 35 TITLES |   |  |
| 1ST GRADE | 157 | DECODABLE TEXT & TEXT KITS - INCLUDE 70 TITLES |   |  |
| TOTAL FOR TYPE ONE: |  |
| **ITEMS TYPE TWO** | **QTY** | **DECODABLE TEXT & TEXT KITS**  | **UNIT PRICE** | **TOTAL PRICE** |
| CATCH UP RADERS  | 288 | DECODABLE TEXT & TEXT KITS - INCLUDE 12 TITLES |   |  |
| TOTAL FOR TYPE TWO: |  |
| **ITEMS TYPE THREE** | **QTY** | **DECODABLE TEXT & TEXT KITS CLASSROOM LIBRARIES** | **UNIT PRICE** | **TOTAL PRICE** |
| KINDERGARTEN  | 156 | DECODABLE TEXT & TEXT KITS - INCLUDE 80 TITLES |  |  |
| 1ST GRADE | 157 | DECODABLE TEXT & TEXT KITS - INCLUDE 80 TITLES |  |  |
| 2ND GRADE | 131 | DECODABLE TEXT & TEXT KITS - INCLUDE 80 TITLES |  |  |
| TOTAL FOR TYPE THREE: |  |
| GRAND TOTAL FOR ALL THREE TYPES: |  |

Do you accept VISA as a method of payment for the services proposed? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If yes and you charge a fee for acceptance, what is the fee? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Billing Details: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

SUBMITTED BY\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ DATE \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

PRINTED NAME \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

TITLE\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

COMPANY NAME\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

COMPANY ADDRESS \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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PHONE \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ FAX \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

EMAIL ADDRESS \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

WEB ADDRESS \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

SIGNATURE \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_