

**OSHTEMO CHARTER TOWNSHIP BOARD  
7275 West Main Street  
Kalamazoo, MI 49009  
269.375.4260**

**Tuesday  
January 23, 2018**

**Township Board Meeting  
IT Work Group**

**6:00 p.m.  
AGENDA**

1. Call to Order
2. Public Comment
3. Discussion of Township IT
  - a. Telephone & Emergency Responder System Licenses & Budget Amendment
  - b. Website Service
  - c. Central Copier Replacement
  - d. Acceptable Use Policy
  - e. Social Media Subcommittee Update - Policy
  - f. Records Retention Subcommittee Update
  - g. Other IT Business
4. Public Comment
5. Adjournment

*Unfinished Business:  
Rotating Schedule for Hardware Replacements*

**Policy for Public Comment  
Township Board Regular Meetings, Planning Commission & ZBA Meetings**

All public comment shall be received during one of the following portions of the Agenda of an open meeting:

- a. Citizen Comment on Non-Agenda Items or Public Comment – while this is not intended to be a forum for dialogue and/or debate, if a citizen inquiry can be answered succinctly and briefly, it will be addressed or it may be delegated to the appropriate Township Official to respond at a later date.
- b. After an agenda item is presented by staff and/or an applicant, public comment will be invited. At the close of public comment there will be board discussion prior to call for a motion.

Anyone wishing to make a comment will be asked to come to the podium to facilitate the audio/visual capabilities of the meeting room. Speakers will be invited to provide their name; it is not required unless the speaker wishes to have their comment recorded in the minutes.

All public comment offered during public hearings shall be directed, and relevant, to the item of business on which the public hearing is being conducted. Comment during the Public Comment or Citizen Comment on Non-Agenda Items may be directed to any issue.

All public comment shall be limited to four (4) minutes in duration unless special permission has been granted in advance by the Supervisor or Chairperson of the meeting.

Public comment shall not be repetitive, slanderous, abusive, threatening, boisterous, or contrary to the orderly conduct of business. The Supervisor or Chairperson of the meeting shall terminate any public comment which is in contravention of any of the principles and procedures set forth herein.

(adopted 5/9/2000)  
(revised 5/14/2013)

**Policy for Public Comment  
6:00 p.m. "Public Comment"/Portion of Township Board Meetings**

At the commencement of the meeting, the Supervisor shall poll the members of the public who are present to determine how many persons wish to make comments. The Supervisor shall allocate maximum comment time among persons so identified based upon the total number of persons indicating their wish to make public comments, but no longer than ten (10) minutes per person. Special permission to extend the maximum comment time may be granted in advance by the Supervisor based upon the topic of discussion.

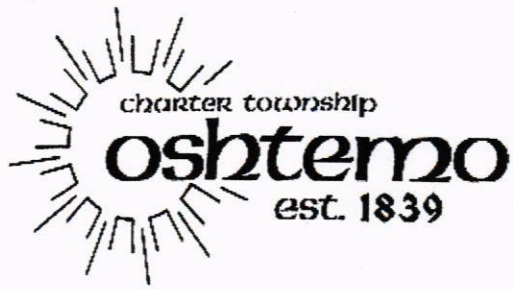
While this is not intended to be a forum for dialogue and/or debate, if a citizen inquiry can be answered succinctly and briefly, it will be addressed or it may be delegated to the appropriate Township Official to respond at a later date.

Anyone wishing to make a comment will be asked to come to the podium to facilitate the audio/visual capabilities of the meeting room. Speakers will be invited to provide their name; it is not required unless the speaker wishes to have their comment recorded in the minutes.

Public comment shall not be repetitive, slanderous, abusive, threatening, boisterous, or contrary to the orderly conduct of business. The Supervisor shall terminate any public comment which is in contravention of any of the principles and procedures set forth herein.

(adopted 2/27/2001)  
(revised 5/14/2013)

# Memo



**To:** IT Committee  
**From:** Jon Gibson and Nancy Culp  
**Date:** January 17, 2018  
**Subject:** Extend Licenses/Warranties for Telephone and Emergency Responder Systems

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**OBJECTIVE**

To extend the software licenses and warranties of the Township phone system and emergency responder program.

**BACKGROUND**

It was brought to our attention in December that the software licenses for our phone system and emergency responder software will expire at the end of February and the hardware warranties in April. The extension of the licenses and warranties covers the phone system and emergency responder software through the remaining 2 years, 4 months of their expected life cycle. This licensing covers any software patching, upgrades needed and technical support.

**INFORMATION PROVIDED**

e-mail from Jerry Minich, our Account Representative at Secant.

**STATEMENT OF WHAT YOU ARE ASKING BOARD TO APPROVE**

Approval from the IT Committee of a budget adjustment in the amount of \$8,550.50 to extend the software licenses and warranties for the phone system and emergency responder software.

## Nancy Culp

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**From:** Jerry Minich <jminich@secantcorp.com>  
**Sent:** Wednesday, January 17, 2018 1:51 PM  
**To:** Jon Gibson  
**Cc:** Nancy Culp  
**Subject:** RE: Quote

Jon Nancy

CUWL Standard License - ECMU Support

COVERAGE: MARCH 1, 2018 TO FEBRUARY 28, 2021

This is software support for the user licensing. It covers any software patching, upgrades and Technical support. Usually there is one or more version upgrades during the course of a year. In the original sale, three years of coverage were included. This adds 3 years more coverage.

EMERGE/CNY RESPONDER ER License - ECMU Support

COVERAGE: MARCH 1, 2018 TO FEBRUARY 28, 2021

The Emergency Responder is the software that provides location information to the PSAP when 911 is dialed. As you are multi-site it is required by law. Again this is software support. Initially the sale included three years of coverage. This adds three more years of support.

BE6K.STBDL.8x5xrNBD

COVERAGE: APRIL 17, 2018 TO AUGUST 30, 2020

This is hardware extended warranty for the Call Manager Server and software. Original sale had three years coverage, this extends for 2 yrs 4 Months. As this is a server warranty coverage will only be available through about a five year life cycle. We will need to review options for server replacement earlier in 2020.

C2901-CME-SRST/K9 - 8X5XNBD

COVERAGE APRIL 17, 2018 TO APRIL 16, 2021

This is hardware coverage for the Router Gateway that connects all of the telephone lines and links between sites. Originally three years on the sale, this adds three years coverage.

Hope that helps

**Jerry Minich** | Account Representative



6395 Technology Avenue

Kalamazoo, MI 49009

Direct 269-488-8035 | Main 269-375-8996

[www.secantcorp.com](http://www.secantcorp.com)

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**From:** Jon Gibson [<mailto:jgibson@scpro.net>]  
**Sent:** Wednesday, January 17, 2018 12:52 PM  
**To:** Jerry Minich <jminich@secantcorp.com>  
**Cc:** Nancy Culp <[ncoshtwp@oshtemo.org](mailto:ncoshtwp@oshtemo.org)>  
**Subject:** Fwd: Quote

Hi Jerry,

See Nancy's question below. Is there a detail we can get on what each line item is for.

Julie n

Sent from my iPhone

Begin forwarded message:

**BUDGET AMENDMENT or JOURNAL CORRECTION REQUEST**

*AMOUNT*

|                                  |   |            |
|----------------------------------|---|------------|
| <i>Person/Department Request</i> | <i>Treasurer/IT</i>                       |            |
| <i>Item Requested</i>            | <i>Software Licenses &amp; Warranties</i> | \$8,550.50 |

*Board Authorization (NA if not required)*

**Needed**

*BUDGET AMENDMENT and/or ADJUSTMENT*

*Fund Source (Deduction) (such as General Fund or General Fund Reserves, Police Fund Reserves, etc)*

**General Fund Reserves**

\$8,550.50

*Account Source (to/from)*

*Budget Line Source (Deduction)*

**101-001-401  
206-001-401**

*Budget Line Expenditure (Addition)*

\$4,275.00  
\$4,275.00

*Blanket PO (Y/N)*

**N**

*Supervisor Review (Y,N, NA)*

**NA**

*Explanation*

See attached memo



6395 Technology Ave, Suite A  
 Kalamazoo MI 49009  
 269-375-8996 or 1-800-875-4222

# QUOTATION

Quote Number | PS- 2530  
 Salesperson | Minich J  
 Date | 12/08/17  
 Quote Tax Status | MI-NON Non Tax  
 Terms | NET 15  
 Page | 01 of 01

*Prepared For:* OSHT2636

**Oshtemo Charter Township**  
 7275 W. Main Street  
 Kalamazoo MI 49009

*Thank you for the opportunity!*

TAXABLE CLIENTS: Compliance with Michigan Compiled Law 205.51 requires that tax be charged on the portion of labor expended for physical installation of equipment shown as included within a project. That amount will be represented as a separate labor line.

*This Quote is valid for 30 days.*

| Part Number  | Description   | QTY   | UOM  | Price      | EXT. Price        |
|--------------|---|-------|------|------------|-------------------|
| Kit SmartNet | Project Warranty Items - SmartNet<br><i>CUWL Standard License - ECMU Support</i><br><i>COVERAGE: MARCH 1, 2018 TO FEBRUARY 28, 2021</i>       | 52.00 | Each | \$95.50    | <b>\$4,966.00</b> |
| Kit SmartNet | Project Warranty Items - SmartNet<br><i>EMERGENCY RESPONDER License - ECMU Support</i><br><i>COVERAGE: MARCH 1, 2018 TO FEBRUARY 28, 2021</i> | 50.00 | Each | \$4.90     | <b>\$245.00</b>   |
| Kit SmartNet | Project Warranty Items - SmartNet<br><i>BE6K-STBDL-PLS-K9= - 8x5xNBD (SNT)</i><br><i>COVERAGE: APRIL 17, 2018 TO AUGUST 30, 2020</i>          | 1.00  | Each | \$879.50   | <b>\$879.50</b>   |
| Kit SmartNet | Project Warranty Items - SmartNet<br><i>C2901-CME-SRST/K9 - 8x5xNBD (SNT)</i><br><i>COVERAGE: APRIL 17, 2018 TO APRIL 16, 2021</i>            | 2.00  | Each | \$1,230.00 | <b>\$2,460.00</b> |

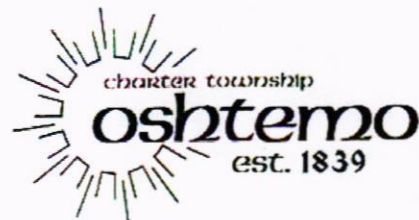
Labor, where estimated, will be invoiced +/-10% before change orders.

DEPOSITS: A 50% deposit is required on all transactions over \$2500. To place your project into our scheduling queue and/or authorize the ordering of equipment, pre-payment is required for clients with out a Secant Terms and Conditions on file.

**Subtotal :** \$8,550.50  
**Tax :** \$0.00  
**Quoted Total :** \$8,550.50

CREDIT CARD: A handling fee of 3.5% will be applied to payments totaling more than \$2500.00. (Invoices may not be broken up)

**Quote accepted by:** \_\_\_\_\_ **Date:** \_\_\_\_\_ **Fax to: 269-375-4222**



# Memorandum

**Date:** 1/18/2018

**To:** Oshtemo IT Group

**From:** Amanda McMillon, Deputy Clerk

**Subject:** Website Hosting & Design

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**Objective:**

To provide the IT Committee with information regarding website hosting and a possible design option to discuss.

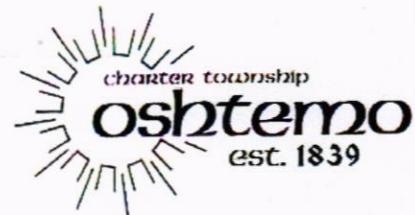
**Background:**

Our current website designer and host, Kelly White Designs, is keeping us on for web hosting at \$15.00 per month. She could not provide us with the name of a company for website design, but she did state that she has worked with freelance designers through the website, Upwork.com.

Upwork.com matches companies with freelancers based on the project's specific needs and the freelance candidate's skills. A job post would be created for the work desired, with the specific programs and skill level needed. It should be detailed, organized and thorough. Also in the post, rate of pay for the project needs to be addressed.

Once the job is posted then it will match the job to freelance candidates. Each candidate has a profile to review of their qualifications and past projects. Then invite the best candidates to submit bids for review. Once a freelancer is chosen, then communication about the project occurs between the two parties. Payment of services occurs through Upwork.com.

If we find a candidate that we like after using them through Upwork.com, we could communicate with them directly for additional projects.



# Memorandum

**Date:** Thursday, January 18, 2018

**To:** **Oshtemo IT Group**

**From:** Grant Taylor, Deputy Treasurer

**Subject:** Township Copier and Scanner

**Objective:** To give the IT Group options on a new contract for the township copier.

**Background:** The IT Group has been tasked to evaluate the cost difference between purchasing and leasing a new copy machine. Township staff has received quotes from five different vendors.

**AOS:** Sharp MX-5050N – Lease Option \$244.74 a month, with a minimum service cost of \$461.21, overages are billed at \$.00748 per B&W and \$.05175 per Color.

**Cornerstone:** Sharp MX-6050N – Lease Option \$62.58 a month, with a service cost of \$474.67, overages are billed at \$.006 per B&W and \$.055 per Color.

**Hasselbring Clark:**

5506ACT Toshiba – Lease Option \$192.97 a month, with a service cost of \$442.34, overages are billed at \$.007 per B&W and \$.049 per color.

C5560i Canon Lease option \$192.97 a month, with a \$415.89 a month service cost, overages are billed at \$.006 per B&W and \$.047 per color.

**Adams Remco:** Skip Shaw – Toshiba 6506ACT – Lease option \$259.90 a month, with a service cost of \$359.47, overages are bill at .0065 per B&W and \$.043 per color.

**Canon:** Mike Metzger – Canon ImageRunner AC7565i – Lease option \$276.80 a month, with a service cost of \$374.20, overages are billed at \$.0059 per B&W and \$.035 per color.

Attached:  
Worksheet with breakdown of quote



**Our Current Usage**

| Machine               | 1 month | 1 year     | 5 year     | Current Costs |
|-----------------------|---------|------------|------------|---------------|
| Estudio 5520c Toshiba |         |            |            |               |
| Township Usage 2017   |         |            |            |               |
| Black and White       | 11,755  | 141,060.00 | 705,300.00 | 0.01298       |
| Color                 | 7,348   | 88,181.33  | 440,906.65 | 0.04955       |

| Vender      | Machine             | Service Cost | Color    | B&W     | Lease     | Total (Monthly) | Total (Annual) | Total (5 Year) |
|-------------|---------------------|--------------|----------|---------|-----------|-----------------|----------------|----------------|
| Aos         | MX-5050N            | \$ 461.21    | 0.051750 | 0.00748 | \$ 244.74 | \$ 1,174.16     | \$ 14,089.91   | \$ 70,449.56   |
| Cornerstone | MX-6050N            | \$ 474.67    | 0.055000 | 0.00600 | \$ 62.58  | \$ 1,011.94     | \$ 12,143.29   | \$ 60,716.47   |
| Hasselbring | 5506ACT Toshiba     | \$ 442.34    | 0.049000 | 0.00700 | \$ 192.97 | \$ 1,077.67     | \$ 12,932.03   | \$ 64,660.13   |
|             | C5560i Canon        | \$ 415.89    | 0.047000 | 0.00600 | \$ 192.97 | \$ 1,024.77     | \$ 12,297.20   | \$ 61,486.01   |
| Adams       | Toshiba 6506ACT     | \$ 359.47    | 0.043000 | 0.00650 | \$ 259.90 | \$ 983.75       | \$ 11,805.00   | \$ 59,025.00   |
| Canon       | ImageRunner AC7565I | \$ 374.20    | 0.035000 | 0.00590 | \$ 276.80 | \$ 977.55       | \$ 11,730.60   | \$ 58,653.00   |

**Monthly Formula**

$$(\text{B\&W Print * Cost}) + (\text{Color Print * Cost}) + \text{Monthly Service Amount} + \text{Monthly Lease Amount}$$

## Electronic Tablet Acceptable Usage Policy Oshtemo Township

Oshtemo Township recognizes the benefits of utilizing digital communication and information. This policy is to ensure the Users of the tablet acknowledge, understand, and respect the tablet, Internet, and this Usage Policy.

**SCOPE:** This policy applies to elected officials, commissioners, and staff of Oshtemo Township who are issued a tablet by the Township.

**POLICY:**

It is the policy of Oshtemo Township to provide tablet devices to the Township's elected officials for the duration of their terms, and/or other commissioners or staff during their tenure when deemed appropriate. The tablet, Internet, and email access that the Township provides to Users are tools for conducting Township business. All of the Township's computer systems, including the tablet, are considered public property. The tablet, Internet, and email activities will be traceable to the Township and will impact the reputation of the Township. In addition to this policy, users shall follow the Township Social Media Policy.

**PROCEDURES:**

**1. Receipt of tablet.** Information Technology (IT) Director will issue to each user a tablet for use relating to Township business. The Township will direct all of its email and other electronic transmissions for a User to the User's Township email address. Each user will be responsible for returning the tablet to the IT Director to conduct updates when necessary.

**2. Care of the Tablet.** Users are responsible for the general care of the tablet and accessories. Tablets and equipment must remain free of any writing, drawing, stickers, or labels that are not the property of the Township. Tablets must be kept inside the provided case at all times. Only a clean, soft cloth should be used to clean the screen.

**3. Software on the Tablet.** The software and applications installed by the Township must remain on the tablet in usable condition and be readily accessible at all times. The Township may require Users to check in their tablets to add or upgrade software or for periodic updates and syncing. In the event it becomes necessary to restore a tablet to its original condition, the Township will not be responsible for the loss of any personal software or data deleted due to a re-format and/or re-image.

Any software, email messages, or files downloaded via the Internet into the Township system become the property of the Township.

The Township is the sole licensee of the software included with a tablet. Any copying, modification, or distribution of any software by the User is prohibited. The User is responsible for complying with any and all hardware, software, service provider licensing agreements and applicable state and federal copyright and other intellectual property protections.

A User may not download a file or open an email attachment unless the User knows that the file or attachment comes from a trustworthy source. Downloaded files and attachments may contain viruses or hostile applications that could damage or breach the security of the Township's information systems.

**4. Life of the tablet.** The technological life of the tablet is estimated at three years; therefore, the tablets will be assessed every three years and, if authorized through the budgeting process, the Township will purchase upgraded devices. Replacement or upgrade decisions shall be made by Township staff.

**5. WARNING - NO PRIVACY.** All software and data (including, and without limitation, email, calendars, downloaded files, and web browsing history) stored on Township-issued devices are subject to disclosure under State and Township public records laws or for litigation purposes, unless a privilege or exception exists that justifies withholding the information.

**7. Email Usage for Township Business.** A User shall use his or her assigned Township email account for all email related to Township business. Emails sent or received on a User's Township email account are retained by the Township. This account shall be synced to the User's individual tablet.

**8. Acceptable Use.** The tablet, Internet, and email access that the Township provides to Users will be primarily for Township business related purposes, such as to review Township Board and Committee agenda materials and obtain useful information for Township-related business. Oshtemo Social Media Policy shall be followed.

**9. User Responsibility.** It is the responsibility of the User to ensure the Township-provided tablet is kept in a reasonable and safe condition. Tablets that are damaged or destroyed through intentional, reckless or negligent misuse must be repaired or replaced at the User's expense

**10. Security of the tablet.** The User is responsible for the security of all data stored on the tablet, whether related to Township business or otherwise. The User will maintain appropriate password protection, and will not delete or modify any security features that the Township loads on the tablet. A User shall notify the IT Director as soon as possible if the tablet is lost or stolen.

**11. Return of the tablet.** Users shall return their tablet to the IT Coordinator or department designee when the User's term of service or employment has ended. Upon return, the tablet will be wiped clean of any and all information, and issued to the User's successor.

**12. Compliance with Policy.** The Township reserves the right to inspect any and all files stored on any and all tablets that are the property of the Township in order to ensure compliance with this policy. Any violation of this policy by employees may result in discipline as deemed appropriate.

**13. Annual Review Date/Lead Review Department.** The IT Group will review this document periodically for any needed revisions.

**14. Acceptable Use Policy.** All users will sign the Township's Tablet Usage Policy prior to receiving a tablet. No communication between any member of a public body of the Township and another member of that public body or any third party which involve deliberation of a public issue which should only take place in an open meeting.

### Acknowledgement

I certify that I have read the Tablet Acceptable Usage Policy and I will adhere to the policy as stated above.

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Name and Date

## **OSHTEMO CHARTER TOWNSHIP DRAFT- SOCIAL MEDIA POLICY**

Oshtemo Township encourages the use of social media, social networking sites, and emerging web tools to enhance transparency, communication, customer service, collaboration, and information exchange among the Township and the public. This Social Media Policy ("Policy") applies to all existing and future ways that an Oshtemo Charter Township ("Township") Employee or Official can post information of any kind on the Internet and/or social media. **This Policy is intended to cover all publically accessible posting of information by a Township Employee or Public Official to any and all websites, applications, or media sharing services.**

Please read this Policy in conjunction with the Township's Employee Handbook and related policies. If you have a question about this or any other policy or a question regarding its application, contact the Township Supervisor or your direct manager for advice. This Policy is intended to recognize both your interests, and those of the Township. **Violation of this Policy may result in discipline up to and including termination.**

As an individual, your personal utilization of social media may include personal (non-professional), incidentally professional, and/or Township-related posting. This Social Media Policy applies to your posting of materials both on and off Township time, even when you are not utilizing Township resources.

### **Ownership and Social Networking Activities**

**1. Official Township Accounts-** The Township will establish official social media accounts. Official accounts are the sole property of the Township, and shall not be used in any way, or by any Employee or Official, not authorized by the Township Board. Specific terms for the appropriate use of these accounts are covered under "*Township Account Content and Responsiveness to Social Media Posts.*"

**2. Personal Employee Accounts-** Personal social media accounts of Employees and/or Officials that do not represent the Township are the property of the individual Employee or Official creating the profile on the social media platform. When using your personal account, do not attribute any content to the Township. Employees are expressly prohibited from using a Township email address in creating or maintaining a personal social media account. When using personal or campaign-related social media accounts, Officials must ensure that posts do not have the appearance of officially authorized Township content.

**3. Harassment, Intimidation, and Inappropriate Content-** The online activities of Township Employees and Officials should not negatively impact the individual's job performance, that of a co-worker, or members of the public served by the Township. Township Employees and Officials are expected to follow the same principles and guidelines found in the Employee Handbook when conducting themselves online. The Township strongly discourages Employees and Officials from: creating or distributing lewd or profane material; using ethnic/racial slurs, personal insults, or derogatory language which would not be appropriate in the workplace or a public meeting; links to any content that disparages the Township or its Employees; links to any profane, illegal, discriminatory, or other content that would be inappropriate in the workplace or public meeting; posting information which would compromise the safety/security of the Township, or provide information which is not yet publically available; and promoting consumer

products not associated with the Township in a way that implies they are endorsed or affiliated with the Township.

## **General Requirements for Social Networking Activities**

### **Do Not Speak for the Township Unless Authorized**

#### **Confidential and Proprietary Information**

All Township policies related to nondisclosure of confidential or proprietary information apply to postings to social media. Do not post internal reports, policies, procedures, internal business-related documents, or other similar confidential information to any web platform or application without authorization.

#### **Be Honest and Accurate**

Any social media content you post should always be an honest and accurate accounting of information or news. If you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember, the Internet archives almost everything- deleted content can be searched and retrieved. Never post any information or rumors that you know to be false.

#### **Media Contacts**

Employees should not speak to the media on the Township's behalf without permission. All media inquiries should be directed to the Township Supervisor, or her/his designee.

#### **Retaliation Is Prohibited**

The Township prohibits taking negative action against any Employee for reporting a possible deviation from this Policy or for cooperating in an investigation. Any Employee who retaliates against another employee (1) for reporting a possible deviation from this Policy, or (2) for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

## **Requirements for Social Networking Activities for Authorized Township Employees and Township Officials**

#### **Passwords**

All passwords to Township accounts must be maintained by the Employee authorized to use the account and be recorded with the Township Clerk. Authorized Employees or Township Officials shall not change the password unless authorized.

#### **Township Account Content and Responsiveness to Social Media Posts**

- 1. Content Uniformity-** The Township logo shall be uniformly used in social media posts for Township events, activities, information, and any other authorized content across all platforms and accounts. All material posted by the Township should clearly indicate that it is being posted/distributed by the Township.

2. **Township Account Monitoring-** Authorized Employees will be responsible for removing comments to posts, or deleting content on Township accounts which does not conform with either this Social Media Policy or the Policy for Public Comment.
3. **Responding to Media Posts-** In an effort to serve the public, and create an open channel of communication, the Township will respond to posts as soon as possible during the business hours of the Township.
4. **Appropriate Channels for Posting Approval-** All postings shall be approved through a process agreed upon by the Supervisor, Clerk, and Treasurer. Department Heads will submit content for review and posting as needed. Department Heads are responsible for the content and necessary edits or additions.

**Emergency Information Posts**

In the event of an emergency (weather, natural disaster, etc.), where providing information to the public quickly and accurately is of the utmost importance, the Township Supervisor, Clerk, Treasurer, Fire Chief, or his/her designee, will post information addressing the emergency.

**Separation**

Should the Employee or Official leave the Township for any reason, the individual's prior authorization to use Township accounts shall terminate immediately, and the individual will immediately cease access to any and all accounts.

**Social Media Policy Receipt and Acknowledgment**

I have received a copy of this policy to review, and I agree to comply with the Social Media Policy or any future revision.

Sign and date the receipt below and return it to the Human Resources Department. A copy will be placed in your personnel file.

\_\_\_\_\_  
Employee/Official Name

\_\_\_\_\_  
Employee/Official Signature

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