

# SOUTH WAIRARAPA DISTRICT COUNCIL

26 JUNE 2013

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## AGENDA ITEM D5

### REPORT ON WASTE MINIMISATION OFFICER

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#### **Purpose of Report**

The purpose of this report is to report on the initialisation of a "Waste Minimisation Officer" for the Wairarapa region covering the three councils.

#### **Recommendations**

Officers recommend that the Council:

1. *Receive the information.*

## **1. Executive Summary**

As we discussed last year and through the development of the Regional Waste Minimisation, the Wairarapa Councils require a Regional Waste Minimisation Officer to coordinate the waste actions for the Wairarapa. A copy of the RWMP actions is attached in Appendix 1

There had been an estimated budget of \$100,000 for this role (including operational costs and a small budget for waste minimisation initiatives etc.) The salary has been job sized by Strategic Pay at \$45,000-\$55,000.

The proposed cost share would be population based at MDC 58%, CDC 19%, SWDC 23%. This equates to \$23,000 from SWDC for this position.

This cost can be covered via the Waste Minimisation funding council currently receives therefore requiring no change to council budgets.

Carterton District Council has also offered space in their yard office and a spare vehicle as well if required to cover some costs in kind.

The full operational details have not been fully concluded and the reporting structure currently shows in the Job Description attached in Appendix 2 as reporting to Mastertons Utilities Manager, however this could change on negotiation with the preferred candidate and the three councils.

## **2. Background**

In March 2011 Transfield Services waste management functions was removed from their contract with Council. The Council undertook negotiations with Earthcare Services (formerly Greenfingers Ltd), the current MDC/CDC waste services contractor and joined the regional contract for the next five years (2015).

The aim of the negotiation was to re-align the Councils level of service with Masterton and Carterton District combined contract, to obtain best value for this Council and integrate all of its relevant services into one single package of delivery. The re-alignment came at some additional cost to Council principally because the proposed levels of service are a significant improvement to current practice and methodology which has been in place for some period of time. The contract however provides certain of delivery and pricing until 30<sup>th</sup> June 2015 and has provision for up to a two year extension subject to satisfactory performance and agreement by all parties.

It is now proposed to have a single position funded via existing expenditure and waste minimisation funding to work across all three councils, further aligning the three councils waste initiatives and actions laid out in the Regional Waste Management plan.

## **3. Discussion**

The position of Solid Waste Co-ordinator encompasses the following functions or key result areas:

- Public Community
- Business Community
- Waste Management
- Waste Industry
- Waste Reduction

Added initiatives from the SWDC Utilities Manager have been suggested from observation in role since his introduction.

- Implementation of organic collection as done by other District Councils. The refuse survey shows 28% of household waste is food scraps. Research and evaluate what other Councils are doing to divert this waste stream from landfill.
- Changing business practice in reducing landfill streams. Promote alternatives to straight dumping and show the cost benefits with recycling.
- Review better options for the District's green waste processing; the current disposal procedure is expensive.

- Public awareness of minimisation waste streams and develop Council process to deal with it. An example being the Foodwise programme from Australia, this is a good starting point in promoting changes in people's attitude.

### **3.1 Financial Considerations**

The costs for the position are \$23,000 from SWDC covered via existing funds and the waste minimisation levy received.

MFE has advised that Wasteminz levy money can be carried over into the next financial year with an estimated \$15,000 available to be carried forward.

## **4. Supporting Information**

### **4.1 Waste Management and Minimisation Plan 2011 – 2017**

## **5. Appendices**

Appendix 1 – RWMP Actions

Appendix 2 - Job Description for Waste Minimisation Officer

Contact Officer: Mark Allingham, Group manager Infrastructure and Services

Reviewed By: Paul Crimp, Chief Executive



# **Appendix 1 – RWMP Actions**

Action reference	Description	Implementation/Delivery/Timeframe			New/Expanded/Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
<b>ALL ASPECTS OF THE WASTE HIERARCHY</b>							
<b>R1</b>	<p><b>Take a collective approach to waste management, where appropriate,</b> including the following:</p> <ul style="list-style-type: none"> <li>• Reviewing end markets for recyclable materials, compost and re-useable goods</li> <li>• Hazardous waste collection, storage and disposal</li> <li>• Residual disposal options</li> <li>• Bylaws (solid waste)</li> <li>-</li> </ul>	On-going			Existing action	?	<p>All aspects of the waste hierarchy</p> <p>Re-use, recycling</p> <p>Treatment, Disposal</p> <p>Disposal</p>
<b>F1</b>	<b>Take into account costs when assessing the benefit of a collective approach.</b>	On-going			Existing action	?	All aspects of the waste hierarchy

Action reference	Description	Implementation/ Delivery/Timeframe			New/Expanded/ Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
WM1	<b>Employ Waste Minimisation staff</b>	On-going			Existing action	Rates, waste levy	All aspects of the waste hierarchy
R3	<b>Investigate partnering with community groups and businesses and with local authorities outside the Wairarapa.</b>  -	On-going			Existing action	?	All aspects of the waste hierarchy
A1	<b>Encourage the active participation of tangata whenua in waste management issues in the Wairarapa</b>  <ul style="list-style-type: none"> <li>Facilitate consultation with iwi on solid waste management matters in the Wairarapa region</li> <li>Encourage iwi participation in decision making on waste management issues in the Wairarapa.</li> </ul> -	On-going			Existing action	Rates	All aspects of the waste hierarchy

Action reference	Description	Implementation/ Delivery/Timeframe			New/Expanded/ Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
W1	<p><b>Provide for effective collection and delivery mechanisms of recycled material and residual waste</b></p> <ul style="list-style-type: none"> <li>• Encourage individual councils to facilitate the collection of household residual waste at least once per week.</li> <li>• Encourage individual councils to provide a timetable for collection of kerbside recyclable materials to all relevant households in the region.</li> <li>• Encourage individual councils to regularly review waste management contracts, including assessing the benefits of collectively tendering out the services.</li> <li>• Encourage individual councils to collect general household</li> </ul>	On-going			Existing action	User pays, targeted rates	Reduction, reuse, recycling, disposal



Action reference	Description	Implementation/ Delivery/Timeframe			New/Expanded/ Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
	<p>items, such as white ware and furniture, at least once per year or to otherwise provide for their re-use.</p> <ul style="list-style-type: none"> <li>• Encourage individual councils to provide clear and consistent signs at landfills and transfer stations to show compost, re-use and recycling facilities.</li> <li>• Encourage individual councils to adopt in-house waste minimisation programmes and “green” purchasing policies.</li> </ul> <p>-</p>						
<b>W2</b>	<p><b>Encourage good waste management practices in rural areas and holiday communities</b></p> <ul style="list-style-type: none"> <li>• Encourage individual councils to provide extra collection</li> </ul>	On-going			Existing action	User pays, targeted rates?	Recycling, disposal

Action reference	Description	Implementation/Delivery/Timeframe			New/Expanded/Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
	<p>services in holiday areas to meet demand.</p> <ul style="list-style-type: none"> <li>Facilitate the provision of information on management of hazardous chemicals in rural areas.</li> <li>Facilitate the collection, transportation and disposal where appropriate of rural hazardous wastes.</li> <li>Encourage individual councils to undertake regular reviews of the level of service provided for waste management in rural areas and rural residential settlements.</li> </ul>						
<b>E1</b>	<p><b>Encourage the community, through education and promotion, to adopt sustainable waste minimisation practices</b></p> <ul style="list-style-type: none"> <li>Establish Wairarapa Waste Management</li> </ul>	On-going			Existing action	?	Reduction, re-use, recycling, treatment

Action reference	Description	Implementation/Delivery/Timeframe			New/Expanded/Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
	<p>Environmental Awards for industrial, commercial and household categories.</p> <ul style="list-style-type: none"> <li>Regularly publicise recent achievements and future initiatives in waste management in the Wairarapa</li> <li>Liase with the Ministry for the Environment, the Department of Conservation and Greater Wellington Regional Council to ensure a consistent approach to education and promotion.</li> <li>Work with organisations to assist with maintaining a database of reusable and recyclable materials wanted by or available from businesses in the Wairarapa.</li> <li>Encourage the market</li> </ul>				To be actioned		

Action reference	Description	Implementation/ Delivery/Timeframe			New/Expanded/ Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
	<p>for reusable goods, recycled goods and composting products.</p> <ul style="list-style-type: none"> <li>• Promote sharing of information to encourage reduced use of hazardous materials.</li> <li>• Promote industrial and commercial waste reduction mechanisms by: <ul style="list-style-type: none"> <li>- <i>Promoting waste audits of businesses</i></li> <li>- <i>Promoting Cleaner Production</i></li> </ul> </li> <li>• Facilitate education and the dissemination of information to individual households on best practice minimisation and recycling processes</li> <li>-</li> </ul>						

Action reference	Description	Implementation/ Delivery/Timeframe			New/Expanded/ Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
E2	<p><b>Inspire the community to achieve the target of having zero residual waste requiring disposal at a landfill by 2015</b></p> <ul style="list-style-type: none"> <li>• Encourage councils to develop information systems which generate data on waste diversion and disposal.</li> <li>• Encourage the councils to carry out Solid Waste Analysis Protocol (composition analysis) surveys in order to manage their waste streams, identify waste minimisation opportunities, set targets and monitor the effectiveness of waste minimisation programmes</li> <li>• Encourage business initiatives for waste reduction.</li> <li>• Encourage individual councils to conduct in-</li> </ul>	On-going			Existing action	Rates	Reduction, disposal

Action reference	Description	Implementation/Delivery/Timeframe			New/Expanded/Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
	<p>house waste audits, set in-house waste reduction targets and implement in-house waste minimisation practices.</p> <ul style="list-style-type: none"> <li>• Encourage community groups including schools to minimise waste</li> <li>• Encourage waste minimisation at public events</li> <li>• Encourage waste minimisation in street litter management and disposal.</li> </ul> <p>-</p>						
<b>REDUCTION</b>							
<b>A2</b>	<b>Encourage Central Government to take a consistent national approach to Waste Policy</b>	On-going			Existing action	?	Reduction, recycling

Action reference	Description	Implementation/ Delivery/Timeframe			New/Expanded/ Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
	<ul style="list-style-type: none"> <li>Support central government in implementing a consistent statutory and regulatory framework in the waste management area.</li> <li>Encourage central government to facilitate the development of a national approach to identifying the benefits and costs of waste management initiatives.</li> </ul> <p>Note linkage to projects P2, S1 of the Regional Action Plan.</p>						
<b>E3</b>	<p>- <b>WMW proposes to facilitate the provision of information to the public on how they can use the waste hierarchy to reduce the amount of waste being disposed of in the Wairarapa.</b></p> <ul style="list-style-type: none"> <li>Where practical this</li> </ul>	On-going			Existing action	?	Reduction

Action reference	Description	Implementation/Delivery/Timeframe			New/Expanded/Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
	<p>will include encouraging the processing and use of diverted resources locally.</p> <ul style="list-style-type: none"> <li>Emphasising the importance of the Waste Hierarchy is one of the keys to the success of the Zero Waste management philosophy.</li> </ul> <p>- Note linkage to project E1 of the Regional Action Plan.</p> <p>-</p>						
<b>S1</b>	<p><b>Encourage reduced use of hazardous materials</b></p> <p>Promote knowledge and awareness of alternatives to hazardous materials in the home and at work</p>	On-going			Existing action	?	Reduction
<b>C1</b>	<p><b>Reduce construction and demolition waste and cleanfill to landfill</b></p> <ul style="list-style-type: none"> <li>Establish a Wairarapa</li> </ul>	On-going			Existing action	?	Reduction



Action reference	Description	Implementation/Delivery/Timeframe			New/Expanded/Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
	<p>measurement programme to quantify the amount of construction and demolition waste.</p> <p>Note linkage to project R1 of the Regional Action Plan</p>						
<b>F2</b>	<p><b>Encourage waste minimisation through collection and disposal charges</b></p> <ul style="list-style-type: none"> <li>Encourage the councils to put in place systems that will achieve full cost recovery of waste management operations.</li> <li>Encourage waste minimisation practices through collection and disposal charges which reflect the full cost of treatment and disposal</li> <li>Ensure charges for disposal of hazardous or difficult wastes reflect the nature of the</li> </ul>	On-going			Existing action	User pays, rates	Reduction, recycling, recovery

Action reference	Description	Implementation/ Delivery/Timeframe			New/Expanded/ Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
	<p>waste.</p> <ul style="list-style-type: none"> <li>• Have differential charges for green waste</li> <li>• Encourage a consistent charging policy for waste Disposal across the Wairarapa.</li> </ul>						
<b>C2</b>	<p><b>Encourage the regional and territorial councils to develop consistent policies and approaches to the matter of clean spoil within their respective statutory plans.</b></p> <p>Note linkage to project R4 of the Regional Action Plan.</p>	On-going			Existing action	?	Reduction, disposal
<b>C3</b>	<p><b>Promote the adoption of the Ministry for the Environment's Cleanfill Guidelines for all cleanfill sites.</b></p> <p>Note linkage to project R4 of the Regional Action Plan.</p>	On-going			Existing action	?	Reduction, disposal

Action reference	Description	Implementation/ Delivery/Timeframe			New/Expanded/ Existing  Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
<b>REUSE AND RECYCLING</b>							
P1	Provide kerbside recycling	On-going			Existing action	Targeted rates	Recycling
P2	Provide greenwaste separation, re-use and recycling, and resource recovery facilities at all landfills and transfer stations.  -	On-going			Existing action	User pays, rates	Reuse, recycling, recovery
P3	Promote competitions based on re-used and recycled material use.	On-going			Existing action	?	Reuse, recycling
P4	Record the amount of material diverted to recycling each year.	On-going			Existing action	?	Recycling
P5	Ensure that recycling facilities are available to at least 95% of the community.	On-going			Existing action	?	Recycling

Action reference	Description	Implementation/Delivery/Timeframe			New/Expanded/Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
R4	Require new multi-unit residential and commercial buildings to include space for appropriate recycling facilities.	On-going			Existing action	?	Recycling
	Address recycling facilities within the building and subdivision consent process	On-going			Existing action	?	Recycling
<b>RECOVERY</b>							
O1	<p>Reduce the volume of land filled organic waste through composting and vermiculture</p> <ul style="list-style-type: none"> <li>Promote the benefits of home composting and vermiculture</li> <li>Provide drop-off facilities for green waste at all transfer stations and landfills in the Wairarapa</li> <li>Sponsor compost and vermiculture bins to</li> </ul>	On-going			Existing action	?	Recovery

Action reference	Description	Implementation/Delivery/Timeframe			New/Expanded/Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
	<p>target groups such as schools</p> <ul style="list-style-type: none"> <li>Investigate end markets for compost and vermiculture products.</li> <li>Monitor the organic waste stream</li> <li>Investigate options for achieving 95% diversion of commercial organic waste</li> </ul>						
<b>TREATMENT</b>							
L1	<b>Continue to include in transfer station and landfill management plans guidelines for safe collection, storage and disposal (where appropriate) of hazardous and difficult wastes, including hazardous household wastes</b>	On-going			Existing action	?	Treatment, disposal

Action reference	Description	Implementation/ Delivery/Timeframe			New/Expanded/ Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
S2	<b>Liase with Greater Wellington Regional Council to find acceptable solutions for storage and disposal of hazardous wastes by December 2004</b>	On-going			Existing action	?	Treatment, disposal
S3	<b>Investigate and encourage periodic collection of unwanted hazardous chemicals in the Wairarapa.</b>	On-going			Existing action	?	Treatment, disposal
S4	<b>Establish a monitoring and recording programme to document the amount of hazardous chemicals collected.</b>  Note linkage to project R1 of the Regional Action Plan	On-going			Existing action	?	Treatment, disposal
S5	<b>Investigate current recovery and recycling rates for a list of priority wastes, and increase rates by 20% by December 2012.</b>	Not implemented			Existing action	?	Recovery, recycling
<b>DISPOSAL</b>							

Action reference	Description	Implementation/Delivery/Timeframe			New/Expanded/Existing Action	Funding Source	Position on the Waste Hierarchy
		1 - 2 Years	3 - 5 Years	5+ Years			
L2	<p><b>Ensure the residual disposal needs of the Wairarapa community are provided for now and in the future</b></p> <ul style="list-style-type: none"> <li>• Provide for disposal of residual solid waste from the Wairarapa.</li> <li>• Contract in place for disposal of residual waste to landfill to 2018.</li> </ul>	On-going			Existing action	?	Disposal
L3	<p><b>Produce, comply with and regularly revise management plans for council transfer stations and landfills.</b></p>	On-going			Existing action	?	Disposal

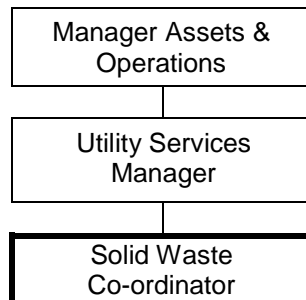
# **Appendix 2 - Job Description for Waste Minimisation Officer**



## POSITION DESCRIPTION

Job Title:	<b>Solid Waste Co-ordinator (vacant)</b>
Responsible To:	<b>Utility Services Manager</b>
Responsible For:	<b>Waste Management and Minimisation</b>
Term:	<b>Full Time, Permanent</b>
Position Purpose:	<b>This job exists to:</b>  Administer the joint waste services operation contract and promote the waste management policies of the Masterton District Council (MDC), South Wairarapa District Council (SWDC) and Carterton District Council.
Date:	Updated April 2013

### Organisation Context:



### Important Functional Relationships:

#### External

- Ratepayers/Public
- Schools and Community Groups
- Greater Wellington Regional Council
- Ministry for the Environment
- Adjoining Territorial Authorities

#### Internal

- MDC, SWDC and CDC Council Operational Staff and Asset Managers
- Customer Service Staff
- Communications Officer
- Other staff according to needs and requirements

#### Committees/Groups

- Regional Waste Steering Committee
- Waste and Recycling Industry Operators
- MDC, SWDC and CDC relevant committees
- WREA committee

### Key Result Areas:

The position of Solid Waste Co-ordinator encompasses the following functions or Key Result Areas:

- Public Community
- Business Community
- Waste Management
- Waste Industry
- Waste Reduction

The requirements in the above Key Result Areas are broadly identified below:

Jobholder is accountable for	Jobholder is successful when
<p>1 <b><u>Contracts Administration</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Answer public enquiries &amp; provide information</li> <li><input type="checkbox"/> Administer solid waste contract</li> <li><input type="checkbox"/> Provide day to day supervision and technical support for solid waste and transfer station operations</li> <li><input type="checkbox"/> Audit contract</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with contract conditions.</li> <li>• Effective management of resources within the contract and Council policies to deliver the Level Of Service</li> </ul>
<p>2 <b><u>Public Community</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Promote the Council's waste minimisation policies to the public throughout the district and in the wider Wairarapa</li> <li><input type="checkbox"/> Educate the public in the 3R's (Reduction, Re-use, Recycling)</li> <li><input type="checkbox"/> Ensure an understanding of the 5R's which include Recovery and Residual management</li> <li><input type="checkbox"/> Prepare and manage annual minimisation resource budgets in conjunction with the Utility Services Manager</li> <li><input type="checkbox"/> Ensure all programmes respect the kaitiakitanga role of tangata whenua</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate educational programmes are prepared and implemented in a timely manner and to the required standards</li> <li>• Schools have been assisted regarding Waste Minimisation</li> <li>• Programmes and activities completed within budget and to agreed standards</li> <li>• Agreed timeframes and reporting requirements met</li> <li>• Variances justified</li> <li>• Respond to public enquiries and correspondence related to Waste Minimisation within appropriate timeframes</li> </ul>
<p>3 <b><u>Business Community</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Promote the Council's waste minimisation policies to the business communities throughout the district and in the wider Wairarapa</li> <li><input type="checkbox"/> Educate the business community re Waste Minimisation</li> <li><input type="checkbox"/> Facilitate new relationships within the business community</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial residual is 20% (or as agreed) lower than previous year</li> <li>• Local businesses are encouraged to undertake Waste Audits</li> </ul>
<p>4 <b><u>Waste Management</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Collect and analyse solid waste and recoverable item(s) data</li> <li><input type="checkbox"/> Encourage Waste Minimisation as being value for money</li> <li><input type="checkbox"/> Liaise with other local authority officers, Government agencies and national organisations to ensure that developments in the waste management field are brought to the attention of local decision-makers, where appropriate for the Wairarapa</li> <li><input type="checkbox"/> Seek and identify funding opportunities that may be able to be applied to local and regional initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Data from the Council's tonnage and/or gated entries, and general residual waste analysed and reported on a quarterly basis.</li> <li>• Council departments or contractors approached and encouraged to implement waste minimisation</li> <li>• Funding opportunities are identified</li> </ul>

<p>5     <b><u>Waste Industry</u></b></p> <ul style="list-style-type: none"> <li>❑ Liaise with operators/contractors as needed</li> <li>❑ Implement new services where necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Conversant with industry operators/drivers</li> <li>• All improvements/viability are facilitated when opportunity's present themselves</li> </ul>
<p>6     <b><u>Waste Reduction</u></b></p> <ul style="list-style-type: none"> <li>❑ Research and identify a wide range of initiatives to implement specific waste minimisation opportunities within Masterton, Carterton and South Wairarapa Districts and develop an awareness of the whole Wairarapa waste management needs</li> </ul>	<ul style="list-style-type: none"> <li>• Identification &amp; reporting on waste reduction initiatives</li> </ul>

**Note**

*The above performance standards are provided as a guide only. The precise performance measures for this position will need further discussion between the jobholder and manager as part of the performance management process.*

**Person Specification:**

Knowledge/Experience

This appointment calls for a candidate who ideally can demonstrate previous experience and interest across a variety of areas of expertise. These include:

- Contract management
- Project management
- Solid or liquid waste management
- Waste minimisation and/or cleaner production
- A general understanding of the Local Government Act 1974 and the Resource Management Act 1991.
- Understanding Environmental Management Systems
- Preparing and presenting environmental education programmes including liaison with Enviro school facilitators
- Preparing and monitoring budgets and financial summaries/reports
- Researching and preparing reports
- Data capture and database management

Key Job Competencies

This appointment calls for a candidate who can demonstrate the following skills:

- Project management
- Budget preparation and management
- Report and letter writing
- Computer applications for word processing, preparing spreadsheets and presentations.
- Data gathering, manipulation and analysis
- Time management and day to day organisation and administration
- Public speaking and presentation
- The ability to work independently and as a part of the Council's team of Officers

\_\_\_\_\_  
Manager

\_\_\_\_\_  
Date

\_\_\_\_\_  
Position Holder

\_\_\_\_\_  
Date