

# Wright Charter School

4389 Price Avenue • Santa Rosa, CA 95407 • (707) 542-0556 • Grades K-8

Mr. Michael Waters, Principal

[mwaters@wrightesd.org](mailto:mwaters@wrightesd.org)

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

## 2018-19 School Accountability Report Card Published During the 2019-20 School Year

### Wright Charter School

4385 Price Avenue  
Santa Rosa, CA 95407  
(707) 542-0550  
[www.wrightesd.org](http://www.wrightesd.org)

### District Governing Board

Karen Irwin Magee

Stan Greenberg

Robin Jackson

Carolyn Dixon

Carmel Curiel Larios

### District Administration

Adam Schaible  
**Superintendent**

Talia Casci-Noethig  
**Special Education Coordinator**

Gloria Estavillo  
**Director of Curriculum and  
Instruction**

### School Description

Wright Charter School (WCS) is the original of three K-6 elementary schools in the Wright School District. WCS was founded in 1865. Beginning 2009-2010, Wright Charter School expanded its services to include a middle school that serves students in grades seven and eight. We are very proud to offer a small school environment for grades TK-8.

Wright Charter School serves approximately 460 students who represent a diverse population. Approximately seventy-three percent of Wright School's students participate in the Federal Government's Free and Reduced Lunch Program. Forty-two percent of our students are English Language Learners. The majority of our second-language learners speak Spanish as their primary language.

Wright Charter School proudly offers a range of services to meet the diverse learning needs of our students. Our classes include eighteen regular education classes, a middle school learning lab, a Resource Specialized Program, music, garden, and library classes. In addition, we offer students Speech and Language services, English Language Learner services, Title 1 Reading services, tutoring services and counseling. We have a brand-new multipurpose room, which is used for assemblies, school events, sports, music, and as a cafeteria for breakfast and lunch. Our students are fortunate to have meals prepared for them on site in our school kitchen by experienced school food service employees. We fondly refer to our cafeteria as the "Cougar Café."

Through a partnership with CalServes, our school also offers students an after-school program in which about one-hundred-fifty students participate in enrichment activities and receive help with homework and reading practice. The Extended Child Care (ECC) Coalition provides before and after school care for students.

### Mission and Vision Statement

The Wright Charter School is founded on the principles of Ecological literacy: the understanding that every living system is related to and affected by every other living system.

Ecoliteracy promotes the development of social, emotional and ecological intelligence through an ever-evolving understanding of the relationship between and among all living systems.

Our mission is to foster in our students the desire and capacity to live and contribute responsibly in society and to envision and achieve their goals, both in their own lives and as stewards of the planet. Our students will be educated to meet or exceed grade level expectations and mastery of core academic standards. Our students will develop an understanding of their responsibilities as global citizens and be educated to be contributing members of a larger society. We strive to identify, nurture and support the unique capabilities of every student.

Our vision is to create an environment that encourages every child to work to his or her potential, that builds basic skills, that kindles and nourishes curiosity, that teaches problem solving, that encourages children to love learning, and that inspires both teachers and children to pursue academic challenges.

Wright Charter School provides opportunities for children to develop personal and civic responsibility, self-discipline, necessary life skills for continuous education and economic independence, and a positive code of ethics supported by the community at large. We respect each individual, honor differences, and we strive to strengthen the community by educating its children and engaging families in the educational process.

### About the SARC

By February 1 of each year, every school in California is required by state law to publish a School Accountability Report Card (SARC). The SARC contains information about the condition and performance of each California public school. Under the Local Control Funding Formula (LCFF) all local educational agencies (LEAs) are required to prepare a Local Control and Accountability Plan (LCAP), which describes how they intend to meet annual school-specific goals for all pupils, with specific activities to address state and local priorities. Additionally, data reported in an LCAP is to be consistent with data reported in the SARC.

- For more information about SARC requirements, see the California Department of Education (CDE) SARC web page at <https://www.cde.ca.gov/ta/ac/sa/>.
- For more information about the LCFF or LCAP, see the CDE LCFF web page at <https://www.cde.ca.gov/fg/aa/lc/>.
- For additional information about the school, parents/guardians and community members should contact the school principal or the district office.

### 2018-19 Student Enrollment by Grade Level

Grade Level	Number of Students
Kindergarten	49
Grade 1	44
Grade 2	40
Grade 3	49
Grade 4	57
Grade 5	54
Grade 6	51
Grade 7	57
Grade 8	55
<b>Total Enrollment</b>	<b>456</b>

### 2018-19 Student Enrollment by Group

Group	Percent of Total Enrollment
Black or African American	4.2
American Indian or Alaska Native	0.9
Asian	5
Filipino	2
Hispanic or Latino	63.2
White	24.3
Two or More Races	0.4
Socioeconomically Disadvantaged	72.6
English Learners	41.4
Students with Disabilities	13.6
Foster Youth	0.2

### A. Conditions of Learning

#### State Priority: Basic

The SARC provides the following information relevant to the State priority: Basic (Priority 1):

- Degree to which teachers are appropriately assigned and fully credentialed in the subject area and for the pupils they are teaching;
- Pupils have access to standards-aligned instructional materials; and
- School facilities are maintained in good repair

Teacher Credentials for Wright Charter School	17-18	18-19	19-20
With Full Credential	26	25	25
Without Full Credential	0	0	0
Teaching Outside Subject Area of Competence	0	0	0

Teacher Credentials for Wright Charter School	17-18	18-19	19-20
With Full Credential	♦	♦	25
Without Full Credential	♦	♦	0
Teaching Outside Subject Area of Competence	♦	♦	0

#### Teacher Misassignments and Vacant Teacher Positions at Wright Charter School

Indicator	17-18	18-19	19-20
Teachers of English Learners	0	0	0
Total Teacher Misassignments*	0	0	0
Vacant Teacher Positions	0	0	0

\* Note: "Misassignments" refers to the number of positions filled by teachers who lack legal authorization to teach that grade level, subject area, student group, etc.

\*Total Teacher Misassignments includes the number of Misassignments of Teachers of English Learners.

### Quality, Currency, Availability of Textbooks and Instructional Materials (School Year 2019-20)

In order to ensure that core instructional materials support the Common Core State Standards, the district recently adopted the use of the open source mathematics program, Engage New York. Beginning with the 2016-17 School Year, the District also adopted a new ELA/ELD Program from the list of State approved programs, Benchmark Advance. Grade level committees have been formed and meet monthly, facilitated by the Director of Curriculum and Instruction, to support teachers in the implementation of the programs, to identify areas of strength and challenge and to ensure that State and Local assessments are aligned with curriculum and instruction.

#### Textbooks and Instructional Materials

Year and month in which data were collected: 02/03/2020

Core Curriculum Area	Textbooks and Instructional Materials/Year of Adoption
Reading/Language Arts	K-6: Benchmark Advance, 2015 Gr. 6-8: Holt McDougal, 2007  The textbooks listed are from most recent adoption: Yes Percent of students lacking their own assigned textbook: 0
Mathematics	My Math K-Grade 5; CA Math Grade 6-8 The textbooks listed are from most recent adoption: Yes Percent of students lacking their own assigned textbook: 0
Science	K-5: Macmillan/McGraw-Hill, 2007 Grade 6-8: McDougal/Littell, 2007 Grade 7-8: Pearson Elevate Science  The textbooks listed are from most recent adoption: Yes Percent of students lacking their own assigned textbook: 0
History-Social Science	K-6: Houghton-Mifflin, 2007 Gr. 7-8: History Alive!, Teachers Curr. Inst., 2005  The textbooks listed are from most recent adoption: Yes Percent of students lacking their own assigned textbook: 0
Health	Gr. 7-8: Glencoe/McGraw-Hill, 2005 Not Adopted Grades K-6  The textbooks listed are from most recent adoption: Yes Percent of students lacking their own assigned textbook: 0

Note: Cells with N/A values do not require data.

#### School Facility Conditions and Planned Improvements (Most Recent Year)

Wright School was built in 1950. Twelve portable classrooms were added incrementally in the seventies and eighties. Wright has twenty-seven classroom spaces, twenty-one of which are used for classes. In 2016 we inaugurated our new multipurpose room, and cafeteria. Our facility also includes a library, and rooms for other educational activities such as the English Language Development program, instrumental music program, counseling program, Title 1 services, Speech and Language services, School Psychologist, School Nurse, and Before/After School programs. A large field area used for soccer, kickball, softball, a running track and there is an average sized blacktop area. In 2015 a large jungle gym, and play structure were added, cushioned with sawdust. A separate, smaller kindergarten yard also contains a jungle gym cushioned with sawdust, a sandbox and a blacktop suitable for tricycles.

District maintenance staff ensures that the repairs necessary to keep the school in good repair and working order are completed. A work order process is used to ensure efficient service and to ensure that emergency repairs are given highest priority. Two custodians clean and maintain the school. Classrooms are vacuumed twice a week and all bathrooms are cleaned daily.

The district participates in the State School Deferred Maintenance Program, which provides state matching funds on a dollar for dollar basis, to assist school districts with expenditures for major repair or replacement of existing school building components. Typically, this includes roofing, plumbing, heating, air conditioning, electrical systems, interior painting, and floor systems.

#### School Facility Good Repair Status (Most Recent Year)

Year and month in which data were collected: February 2019

System Inspected	Repair Status	Repair Needed and Action Taken or Planned
<b>Systems:</b> Gas Leaks, Mechanical/HVAC, Sewer	Good	None needed
<b>Interior:</b> Interior Surfaces	Good	None needed

System Inspected	Repair Status	Repair Needed and Action Taken or Planned
<b>Cleanliness:</b> Overall Cleanliness, Pest/ Vermin Infestation	Good	None needed
<b>Electrical:</b> Electrical	Good	None needed
<b>Restrooms/Fountains:</b> Restrooms, Sinks/ Fountains	Good	None needed
<b>Safety:</b> Fire Safety, Hazardous Materials	Good	None needed
<b>Structural:</b> Structural Damage, Roofs	Good	None needed
<b>External:</b> Playground/School Grounds, Windows/ Doors/Gates/Fences	Good	None needed
<b>Overall Rating</b>	<b>Exemplary</b>	

## B. Pupil Outcomes

### State Priority: Pupil Achievement

The SARC provides the following information relevant to the State priority: Pupil Achievement (Priority 4):

- **Statewide assessments** (i.e., California Assessment of Student Performance and Progress [CAASPP] System, which includes the Smarter Balanced Summative Assessments for students in the general education population and the California Alternate Assessments [CAAs] for English language arts/literacy [ELA] and mathematics given in grades three through eight and grade eleven. Only eligible students may participate in the administration of the CAAs. CAAs items are aligned with alternate achievement standards, which are linked with the Common Core State Standards [CCSS] for students with the most significant cognitive disabilities); and
- The percentage of students who have successfully completed courses that satisfy the requirements for entrance to the University of California and the California State University, or career technical education sequences or programs of study

### CAASPP Test Results in ELA and Mathematics for All Students

#### Grades Three through Eight and Grade Eleven

#### Percentage of Students Meeting or Exceeding the State Standard

Subject	School 17-18	School 18-19	District 17-18	District 18-19	State 17-18	State 18-19
ELA	46	51	52	55	50	50
Math	23	27	35	37	38	39

Note: Percentages are not calculated when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: ELA and mathematics test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3–Alternate) on the CAAs divided by the total number of students who participated in both assessments.

### CAASPP Test Results in Science for All Students

#### Grades Five, Eight, and Ten

#### Percentage of Students Meeting or Exceeding the State Standard

Subject	School 17-18	School 18-19	District 17-18	District 18-19	State 17-18	State 18-19
Science	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cells with N/A values do not require data.

Note: This is a placeholder for the California Science Test (CAST) which was administered operationally during the 2018-19 school year. However, these data are not available for inclusion in the 2018-19 SARC posting due February 1, 2020. These data will be included in the 2019-20 SARC posting due February 1, 2021.

### State Priority: Other Pupil Outcomes

The SARC provides the following information relevant to the State priority: Other Pupil Outcomes (Priority 8):

- Pupil outcomes in the subject area of physical education

### 2018-19 Percent of Students Meeting Fitness Standards

Grade Level	4 of 6	5 of 6	6 of 6
5	17.9	23.2	3.6
7	37.0	13.0	9.3

Note: Percentages are not calculated and double dashes (--) appear in the table when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy. The 2018-19 PFT data has not been published by CDE. The SARCs are being board approved and posted without the data to meet the 2/1/20 publishing deadline. Updated SARCs will be posted as soon as the data is published.

**School Year 2018-19 CAASPP Assessment Results - English Language Arts (ELA)  
Disaggregated by Student Groups, Grades Three through Eight and Eleven**

<b>Student Group</b>	<b>Total Enrollment</b>	<b>Number Tested</b>	<b>Percent Tested</b>	<b>Percent Met or Exceeded</b>
All Students	316	310	98.10	50.97
Male	193	191	98.96	47.12
Female	123	119	96.75	57.14
Black or African American	--	--	--	--
American Indian or Alaska Native	--	--	--	--
Asian	13	12	92.31	66.67
Filipino	--	--	--	--
Hispanic or Latino	203	200	98.52	44.00
White	81	79	97.53	58.23
Socioeconomically Disadvantaged	238	235	98.74	45.11
English Learners	171	169	98.83	42.60
Students with Disabilities	54	52	96.30	19.23
Students Receiving Migrant Education Services	--	--	--	--
Foster Youth	--	--	--	--

Note: ELA test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3--Alternate) on the CAAs divided by the total number of students who participated in both assessments.

Note: Double dashes (--) appear in the table when the number of students is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: The number of students tested includes all students who participated in the test whether they received a score or not; however, the number of students tested is not the number that was used to calculate the achievement level percentages. The achievement level percentages are calculated using only students who received scores.

**School Year 2018-19 CAASPP Assessment Results - Mathematics**  
**Disaggregated by Student Groups, Grades Three through Eight and Eleven**

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Met or Exceeded
All Students	316	311	98.42	27.33
Male	193	192	99.48	27.08
Female	123	119	96.75	27.73
Black or African American	--	--	--	--
American Indian or Alaska Native	--	--	--	--
Asian	13	13	100.00	30.77
Filipino	--	--	--	--
Hispanic or Latino	203	200	98.52	21.00
White	81	79	97.53	41.77
Socioeconomically Disadvantaged	238	236	99.16	21.61
English Learners	171	170	99.42	20.59
Students with Disabilities	54	52	96.30	5.77
Students Receiving Migrant Education Services	--	--	--	--
Foster Youth	--	--	--	--

Note: Mathematics test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.

Note: Double dashes (--) appear in the table when the number of students is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: The number of students tested includes all students who participated in the test whether they received a score or not; however, the number of students tested is not the number that was used to calculate the achievement level percentages. The achievement level percentages are calculated using only students who received scores.

### C. Engagement

#### State Priority: Parental Involvement

The SARC provides the following information relevant to the State priority: Parental Involvement (Priority 3):

- Efforts the school district makes to seek parent input in making decisions for the school district and each school site

#### Opportunities for Parental Involvement (School Year 2019-20)

There are many ways that Wright Charter School encourages and provides opportunities for parent involvement. As part of the charter school's focus on community involvement, we encourage parents to donate ten hours of volunteer time per school year. Many of our parents donate significantly more hours than the minimum suggestion.

Parents can volunteer to be part of the Parent-Teacher Club (PTC) that promotes and enriches the welfare and educational experiences of the children at Wright Charter School and creates a closer relationship between home and school.

Parents are encouraged to run for election to the School Site Council (SCC), which meets periodically through the school year. Parents on the council become informed, share information, discuss needs and successes, and plan school program improvements. The council develops a comprehensive plan designed to improve the effectiveness of the school and assists in making budgetary decisions that allocate resources toward meeting the goals for academic improvement. All parents are invited to attend the meetings.

Parents of students who are learning English as their second language are encouraged to join the schools English Language Advisory Council (ELAC). This is a parent facilitated organization that meets several times each year to ascertain the needs and interests of the English Learner students and their families and to address them through advocacy, presentations, projects, events and links to services and programs in the greater community.

Teachers are pleased to have parent volunteers in the classroom. Other volunteer opportunities exist in the library, chaperoning field trips, and sporting events, our school and PTC events.

Environmental stewardship and global responsibility open up new opportunities for parent involvement, which include gardening and environmental projects. We also encourage parents, guardians and community members to share their expertise in the classroom. This can include event planning, translating, classroom presentations, and clerical tasks.

The District has several committees that encourage and include parent participation. The District English Language Advisory Committee (DELAC), comprised of parent representatives from each school's English Language Advisory Council, meets four times a year to become informed and share information about the English Language Development Program. Information about community services, including adult English language classes, are offered to our District parents.

All parents are invited to participate in Back to School Night, Literacy Night, and twice-yearly Parent-Teacher Conferences. In addition, we hold yearly celebrations for the school community including winter and spring music concerts, Pancake Breakfast, Spaghetti Dinner, and Open House.

Please contact the school principal at (707) 542-0556 for more information on ways to volunteer at school.

**State Priority: School Climate**

The SARC provides the following information relevant to the State priority: School Climate (Priority 6):

- Pupil suspension rates;
- Pupil expulsion rates; and
- Other local measures on the sense of safety.

**School Safety Plan**

Wright Charter School maintains a comprehensive school safety plan. The safety plan is updated annually and was updated this March 2019. The plan includes disaster preparedness, emergency protocols, and a host of policies and procedures designed to keep our school, students, and staff safe. All employees attend (or take online) annual mandatory trainings on a variety of first aid and safety topics including: blood borne pathogens, safety in the workplace, and disaster preparedness. The Wright Charter School Safety Plan is available on the District website and in the school office for review.

Suspensions and Expulsions for the School	2016-17	2017-18	2018-19
Suspensions Rate	4.2	1.4	2.3
Expulsions Rate	0.0	0.0	0.0

Suspensions and Expulsions for the District	2016-17	2017-18	2018-19
Suspensions Rate	2.5	1.6	1.9
Expulsions Rate	0.0	0.0	0.0

Suspensions and Expulsions for the State	2016-17	2017-18	2018-19
Suspensions Rate	3.6	3.5	3.5
Expulsions Rate	0.1	0.1	0.1

**D. Other SARC Information**

The information in this section is required to be in the SARC but is not included in the state priorities for LCFF.

**Ratio of Academic Counselors to Pupils (School Year 2018-19)**

Title	Ratio
Academic Counselor*	456.0

\* One Full Time Equivalent (FTE) equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

**Student Support Services Staff (School Year 2018-19)**

Title	Number of Full-Time Equivalent (FTE)
Counselor (Social/Behavioral or Career Development)	1.0
Library Media Teacher (Librarian)	
Library Media Services Staff (Paraprofessional)	
Psychologist	
Social Worker	
Nurse	
Speech/Language/Hearing Specialist	
Resource Specialist (non-teaching)	
Other	4.5

\* One Full Time Equivalent (FTE) equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

### Average Class Size and Class Size Distribution (Elementary)

Grade Level	2016-17	2016-17	2016-17	2016-17	2017-18	2017-18	2017-18	2017-18	2018-19	2018-19	2018-19	2018-19
	Average Class Size	# of Classes* Size 1-20	# of Classes* Size 21-32	# of Classes* Size 33+	Average Class Size	# of Classes* Size 1-20	# of Classes* Size 21-32	# of Classes* Size 33+	Average Class Size	# of Classes* Size 1-20	# of Classes* Size 21-32	# of Classes* Size 33+
K	22		3		23		3		25		2	
1	22		2		25		1		22		2	
2	23		3		22		2		20	1	1	
3	26		2		22		3		25		2	
4	27		2		27		2		29		2	
5	26		3		25		2		27		2	
6	28		2		25		3		26		2	
Other**												

\*Number of classes indicates how many classes fall into each size category (a range of total students per class).

\*\* "Other" category is for multi-grade level classes.

### Professional Development provided for Teachers

Measure	2017-18	2018-19	2019-20
Number of school days dedicated to Staff Development and Continuous Improvement			

The Wright District has provided between two and three Professional Development days for all certificated staff. Below is a description of the content of each of these days for the past three school years.

- 2014-15: Math Talks, Positive Action Social Skills Program, Differentiated Instruction/Engagement Strategies, Common Core Writing Strategies
- 2015-16 - Planning math instruction from Solutions Tree - 2 days; Step-up-to-Writing Program - 1 day
- 2016-17 - Training in the use of the ELA/ELD Program Benchmark Advance - 3 days; Use of universal academic skills screener and progress monitor, STAR 360 Reading and Math; Mandated Reporter Training
- 2017-18 –Social/Emotional Training
- 2018-19 - NGSS Science Test Training
- 2019-2020 - Benchmark Advanced ELA/ELD Training - 2 days (lost one day to school closure due to fires)

### FY 2017-18 Teacher and Administrative Salaries

Category	District Amount	State Average for Districts In Same Category
Beginning Teacher Salary	\$46,554	\$49,378
Mid-Range Teacher Salary	\$68,162	\$77,190
Highest Teacher Salary	\$86,182	\$96,607
Average Principal Salary (ES)	\$105,178	\$122,074
Average Principal Salary (MS)	\$0	\$126,560
Average Principal Salary (HS)	\$0	\$126,920
Superintendent Salary	\$162,264	\$189,346

Percent of District Budget	District Amount	State Average for Districts In Same Category
Teacher Salaries	32%	36%
Administrative Salaries	4%	6%

\* For detailed information on salaries, see the CDE Certificated Salaries & Benefits webpage at [www.cde.ca.gov/ds/fd/cs/](http://www.cde.ca.gov/ds/fd/cs/).

### FY 2017-18 Expenditures Per Pupil and School Site Teacher Salaries

Level	Total	Restricted	Unrestricted	Average Teacher Salary
School Site	8,275	2,647	5,628	47,894
District	N/A	N/A	5,628	\$68,234.00
State	N/A	N/A	\$7,506.64	\$77,619.00

Percent Differences	Unrestricted	Average Teacher Salary
School Site/District	0.0	-20.9
School Site/ State	5.2	-30.7

Note: Cells with N/A values do not require data.

The California Department of Education issued guidance to LEAs on August 1, 2018, regarding how to calculate school-level per-pupil expenditures that will be reported on 2018-19 report cards.

**Types of Services Funded**

Wright School District is committed to providing an excellent supportive education that meets the needs of our students. In order to meet this commitment, funds are allocated to Wright Charter School for the following services: English Language Development Teacher and English Language Development Instructional Assistant, School Psychologist, Title 1 and Intervention Teacher, Library Manager, Special Education Director, Student Support Instructional Assistants, Full Inclusion Aides, Special Education Teachers, School Nurse, Instructional Assistants, Speech and Language Therapist, Music Teacher, Counselor, Intervention services provided by teachers and a PE Specialist.

**DataQuest**

DataQuest is an online data tool located on the CDE DataQuest web page at <https://dq.cde.ca.gov/dataquest/> that contains additional information about this school and comparisons of the school to the district and the county. Specifically, DataQuest is a dynamic system that provides reports for accountability (e.g., test data, enrollment, high school graduates, dropouts, course enrollments, staffing, and data regarding English learners).

**Internet Access**

Internet access is available at public libraries and other locations that are publicly accessible (e.g., the California State Library). Access to the Internet at libraries and public locations is generally provided on a first-come, first-served basis. Other use restrictions may include the hours of operation, the length of time that a workstation may be used (depending on availability), the types of software programs available on a workstation, and the ability to print documents.

*(This page left intentionally blank)*