

**District School Board of Indian River County**  
**6500 – 57th Street, Vero Beach, FL 32967**

If a person decides to appeal any decision made by the Board with respect to any matter considered at these meetings, he will need to ensure that a verbatim record is made which includes the testimony and evidence upon which the appeal is to be made.

**Date: April 2, 2019**

**Time: 4:30-6:30 p.m.**

**Room: Joe N. Idlette, Jr. Teacher Education Center (TEC)**

**Special Discussion Session Agenda**

- I. CALL DISCUSSION SESSION TO ORDER
  
- II. ITEMS PLACED ON AGENDA BY CHAIRMAN
  - 1) Review of Superintendent Search Process and Timeline
  
- III. ADJOURNMENT

Anyone who needs a special accommodation to participate in these meetings may contact the School District's American Disabilities Act Coordinator at 564-3175 (TTY 564-2792) at least 48-hours in before the meeting. NOTE: Changes and amendments to the agenda can occur 72-hours prior to the meeting. All business meetings will be held in the Joe N. Idlette, Jr. Teacher Education Center (TEC) located in the J.A. Thompson Administrative Center at 6500 – 57th Street, Vero Beach, FL 32967, unless otherwise specified. Meetings may broadcast live on Comcast/Xfinity Ch. 28, AT&T Uverse Ch. 99, and the School District's website stream; and may be replayed on Tuesdays and Thursdays at the time of the original meeting. For a schedule, please visit the District's website at [www.indianriverschools.org/iretv](http://www.indianriverschools.org/iretv). The agenda can be accessed by Internet at <http://www.indianriverschools.org>.

**This page intentionally left blank.**

# Superintendent Search Process

Below are steps to consider when thinking about selecting the next educational leader for your district.

## Steps in the Selection of Your Next Superintendent

### **Phase 1: Determine how the next Superintendent will be selected and conduct Pre-search Interview with Superintendent, if desired.**

Options include: 1) a local, state or national search led totally by the Board and/or district personnel; 2) a direct Board appointment, or: 3) a local, state or national search led by a Consultant or Search Consulting Firm, such as FSBA.

If you choose to move forward with a Superintendent Search Process, we suggest you begin by holding a workshop to discuss the current status of the district, immediate and pressing issues and long-term considerations that need thoughtful planning. Also, discuss protocols presently used by the Superintendent and Board, paying attention to what worked well and what might need special focus when working with another leader. Discuss transition planning.

### **Phase 2: Identify district priorities and strategic goals in relation to needs of the district and the qualities desired in a Superintendent.**

Hold an initial Board Work Session, supplemented by input sessions from stakeholders. Each Board Member and other key education and community leaders identified by the Board, such as administrators, teachers, parents, business leaders, and others, should provide input to determine the perceived needs of the district and the attitudes, abilities, and skills most desired in the new Superintendent. Input sessions can be held through a variety of platforms—roundtable discussions, town hall style meetings, via electronic platforms, etc.

### **Phase 3: Determine the extent of community involvement in the process.**

The Board determines the role of the community in the search process.

### **Phase 4: Develop recruitment materials, application procedures, and advertisement plan.**

Develop appropriate recruiting materials describing the district, position requirements, and announcing the vacancy. Develop application procedures, and an advertisement plan with associated timeline. Distribute to marketing bases and potential candidates, as identified by district or consultant.

### **Phase 5: Develop plan for receiving applications and how they will be processed.**

Outline a specific plan for how all resume packets and associated materials will be received, processed, shared, documented, and available to the public. Determine a plan for communicating with applicants regarding material submission and associated questions. Identify a public records custodian/contact person.

### **Phase 6: Conduct reference checks, and determine process for selecting candidates for the interview phase.**

Under the direction of the School Board, candidates must be screened and references checked. Determine process for selecting candidates to be interviewed, and determine if the applicant pool will be filtered through any semi-finalist process.

### **Phase 7: Interview candidates.**

An interview process should be established for the final candidates with Board members and could include representation from the internal education community, the broader community, and other designated parties.

### **Phase 8: Select a candidate.**

The Board meets to select the final candidate that best meets the needs of the district.

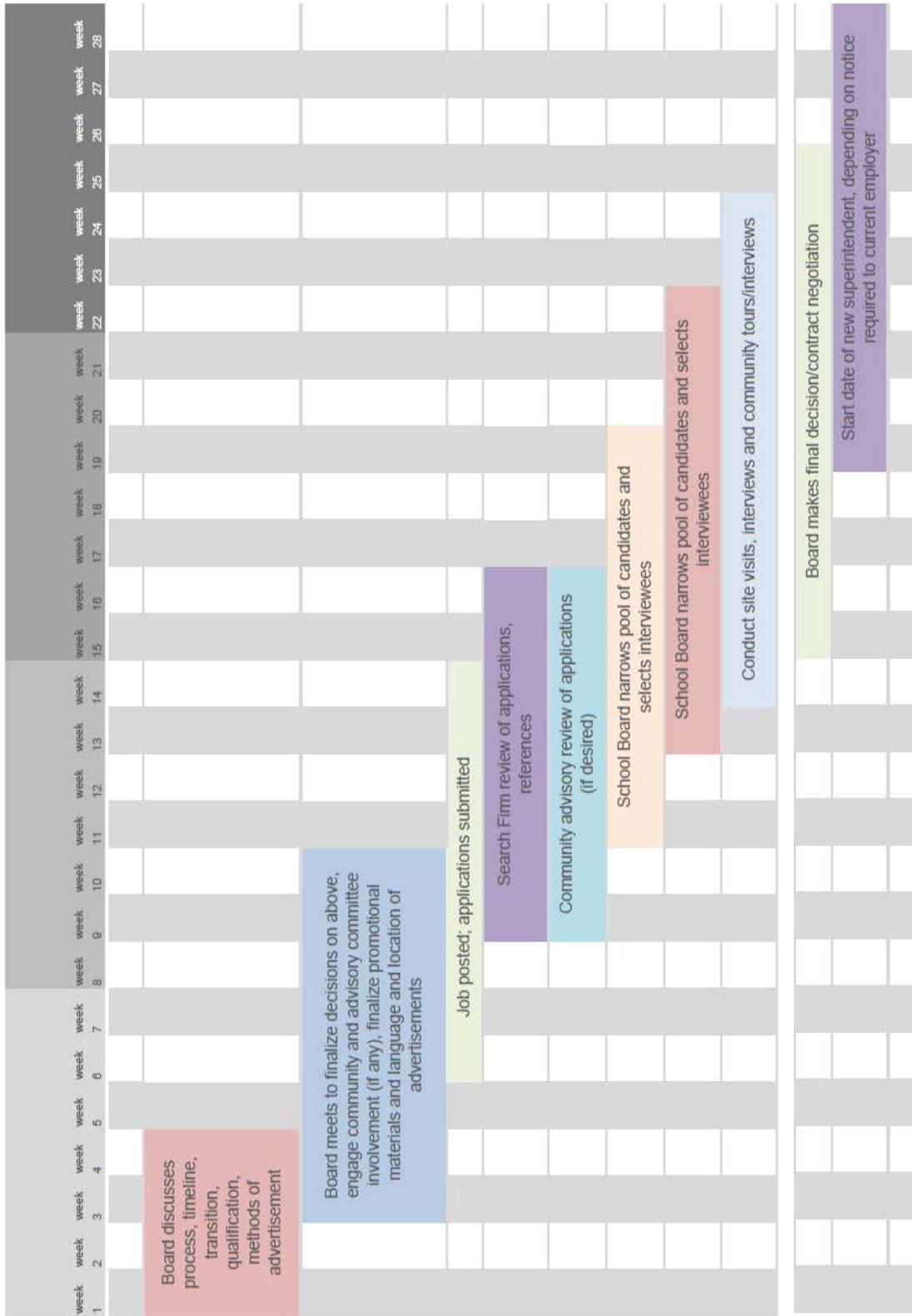
### **Phase 9: Develop contract and agreements.**

The Board, the candidate and the Board's attorney establish a final employment agreement, as well as the expectations of the District for the Superintendent's performance and evaluation measurements. A transition plan should be agreed upon.

### **Additional information:**

- A minimum of six (6) months should be allocated for a full search. Abbreviated searches can be conducted, depending on the needs of the district.
- Search consultants may have additional steps for your consideration. The cost varies based on the extent of the services provided.
- If a search firm is utilized, identify firm contact person who will be appointed to address all questions of the Board, the applicants and the press.
- FSBA has recently expanded their Superintendent Search Process protocol and now provides an all-inclusive support system to School Boards. This process involves: Board Superintendent Search preparation, actual Superintendent search process, new hire on-boarding, leadership transition and first year support as requested.
- All searches are conducted within the guidelines of the Florida Sunshine Law.

# FSBA Superintendent Search Timeline



**This page intentionally left blank.**

# OUR DISTRICT

## Mission Statement:

The St. Johns County School District will inspire good character and a passion for lifelong learning in all students, creating educated and caring contributors to the world.

Located on Florida's historic First Coast, St. Johns County provides a varied environment, including our beautiful beaches and a rich arts community. It is a short drive to larger cities, including Jacksonville and Orlando. Its population is approximately 210,000.



## DESIRED CHARACTERISTICS

- Demonstrates ability to manage high student growth, facilities, budgets and projects
- Implements strategic planning for the future of a school or district
- Maintains and improves student achievement as an instructional leader
- Exemplifies good character in previous professional and personal experiences

## CONTACT US

### St. Johns County School Board

Beverly Slough - District 1

Tommy Allen - Vice Chairman - District 2

Bill Mignon - District 3

Kelly Barrera - District 4

Patrick Canan - Chairman - District 5

[www.stjohns.k12.fl.us](http://www.stjohns.k12.fl.us)

### Florida School Boards Association Superintendent Search Services

Andrea D. Messina  
Executive Director  
850.414.2578 or Cell 850-566-1860  
[messina@fsba.org](mailto:messina@fsba.org)

Dr. Bill Vogel  
Consultant  
321.299.2452 - [b2vogel@gmail.com](mailto:b2vogel@gmail.com)

John Reichert  
Consultant  
321.363.7909 - [jreichert9@gmail.com](mailto:jreichert9@gmail.com)

The St. Johns County School District in Florida is seeking the next superintendent to continue its legacy of success.



## ABOUT US

- This K-12 district consists of 18 elementary schools, 3 K-8 academies, 7 middle schools, and 7 high schools.
- The district serves more than 36,000 students with over 4,000 employees.
- For the past seven years, St. Johns has been first in the state academically based on total accountability points and is one of only five districts to receive an "A" for 11 consecutive years.
- As the fastest growing school district in Florida, St. Johns County realizes a growth of approximately 1,500 students each year.
- A half-cent sales tax was passed in November 2015 to be used to support capital improvements.
- Three new schools are under construction and will open for the 2017-2018 school year.

## QUALIFICATIONS

- 1 Master's degree (earned Doctorate preferred) from an accredited educational institution
- 2 A minimum of 10 years administrative experience (at least 5 years at senior level management) in a K-12 comprehensive, multicultural school system with at least 20,000 students (preferred)
- 3 Teaching experience (preferred)
- 4 Florida experience (preferred)

## FIND OUT MORE

### Contract Terms:

The position start date is no later than January 2017. The Board is prepared to offer, at minimum, a three-year contract with a salary range of \$165,000 - \$195,000, plus competitive benefits.

### Visit and apply at:

[www.stjohns.k12.fl.us/supt-search/](http://www.stjohns.k12.fl.us/supt-search/)



## CHARACTER COUNTS!

St. Johns County School District believes in educating "smart kids and good kids." Character Counts!, with the pillars of Respect, Responsibility, Trustworthiness, Fairness, Caring and Citizenship, is the focus of our entire community. Character education is a major emphasis in our district.

### Application Process and Deadline:

Candidates should access [www.stjohns.k12.fl.us/supt-search/](http://www.stjohns.k12.fl.us/supt-search/) to obtain information pertaining to the application process and requirements. Completed applications and the required supporting information must be received no later than the application deadline of midnight on July 15, 2016.

NOTATION: Finalists selected must be available to participate in the on-site interview process during the week of October 3, 2016.

7/24/18 - Informal

Handout by A. Messina, FSBA



## Florida School Boards Association

*The voice of education in Florida.*

### Superintendent Search Services Hernando County School Board

---

We are pleased to have this opportunity to present the Hernando County School Board with a proposal for Superintendent Search Services for your district. We recognize that any search for your next education leader will be unique to your district's high expectations and your community's desires. We are offering you a broad-based search using our extensive national network of contacts with educational and business leaders. We can also discuss any alterations to this proposal to meet the personalized needs of your unique situation.

FSBA offers the best protection for the interests of your School Board; we are the only search firm whose primary concern is your School Board's successful match with a Superintendent who will meet your unique needs. We are also heavily invested in ensuring that your new governance team continues to flourish long after the initial hiring process is complete.

The search process itself should be an exciting and unifying opportunity for everyone connected with your district. It provides an excellent opportunity to recommit to the direction and the priorities that has made your district a desirable school district in Florida. You are not, as we know you understand, just hiring to fill a position. The identification, recruitment, and selection of the type of educational leader you desire all require ongoing open communication that builds trust throughout the search process.

FSBA has a proven track record of providing exemplary leadership development services to School Boards throughout Florida. As the professional association for School Boards, FSBA has a stake in your Board and district's effectiveness. Finding an effective Superintendent to collaborate with your Board as part of the governance team is paramount; it is likely the most important decision your Board will ever make. FSBA is a participating member of NSBA's National Affiliation of Superintendent Searches (NASS) which gives our organization an extensive national network of applicants and keeps us abreast of the best practices in Superintendent Searches.

Thank you for the opportunity to provide this proposal to you.

## FSBA Superintendent Search Experience

The Florida School Boards Association has a long history of accomplishment working with School Boards and their constituents to attract and place qualified Superintendents in Florida school districts. FSBA has led more than eighty Superintendent searches in the last forty years and has worked with many districts multiple times due to retirements, Board direction changes, or other circumstances causing the loss of a Superintendent. FSBA is committed to and has a proven track record of recruiting traditional, non-traditional, minority, and both in- and out-of-state candidates, as well as nurturing and assisting in the development of Florida talent.

Since 2016, the FSBA Superintendent Search team listed below facilitated the superintendent searches for Osceola County, Sarasota, St. Johns, Alachua, Flagler and Brevard counties' School Boards.

Additionally, FSBA is uniquely committed to the achievement of *your* goals and is qualified to support your school district once a new Superintendent has been hired. Follow up services, included in this proposal, are crucial to ensuring the realization of a highly effective governance team. Our goal is to assist you in finding the best fit for your district at this time.



## Why select Florida School Boards Association for your search?

- FSBA has experience in leading over eighty (84) successful Superintendent Searches, six in the last two years
- FSBA protects the best interests of the School Board and never poaches sitting Florida Superintendents away from current posts
- FSBA maintains a network of national contacts through NSBA, state School Board Associations' Executive Directors, and the National Affiliation of Superintendent Searchers (NASS) who *know and have worked* with many of the applicants, allowing us to gain valuable insight into candidates, information that no other search firm can access
- FSBA has experience recruiting and working with in-state, out-of-state, minority, and non- traditional candidates
- FSBA knows your board members, your community, and Florida's education and legislative landscape
- FSBA provides on-site representation and facilitation at community meetings and other meetings associated with the search and is available to attend board meetings, as requested
- FSBA offers 24-Hour availability to all candidates, the Board, and media
- FSBA staff and associates have extensive experience with Florida public records, Sunshine Laws, and media outlets
- FSBA's staff and associates' proximity reduces travel and lodging costs
- FSBA's staff and associates have long-term active participation in Florida education and other state coalitions, bringing knowledge of local challenges and opportunities facing your school district
- FSBA utilizes a team approach in working with your Board Member contact, district staff as designated, and School Board Attorney or HR staff who will conduct the background checks of the finalists and perform other search-related functions.
- FSBA offers additional inclusive services such as:
  - Working with the Superintendent and your Board during the transition phase to develop and put into action an on-boarding plan
  - Merging your Board's expectations with the Superintendent's performance and evaluation instruments



## Superintendent Search Team—Key Members

We offer a multi-faceted team comprised of a former school board member, former superintendent, and former district human resources director. Providing these three perspectives ensures a well-rounded consideration of issues throughout your search.

### **Andrea Messina**

Since 2015, Andrea Messina has been the Executive Director of the Florida School Boards Association. Previously, Andrea served as FSBA's Director of Board Development, a post she held for 2 ½ years. In this role, Andrea was the go-to person in Florida on the issue of School Board and Superintendent Relations, providing coaching and leadership support to district governance teams and their members. Andrea led the recently successful superintendent search processes in Osceola, Sarasota, St. Johns, Sarasota, Flagler, and Brevard counties, Florida.

Andrea is known for her ability to maximize team efforts through knowing and understanding various personality, learning, behavioral, listening, and leadership styles of team members and bringing together team members with different styles to work together toward achieving a shared goal.

Prior to assuming the position of Executive Director, assisted in Superintendent searches as an FSBA staff member as well as participated in Superintendent searches while serving as a School Board member in Charlotte County. Her insight into the search process as a Board Member is a crucial element in FSBA's Superintendent Search offering.

Andrea has led and facilitated professional development and community input sessions for groups ranging from two to over three hundred. Andrea is a skilled trainer with multiple certifications including Facilitative Leadership and Seven Habits for Highly Effective People and has a proven track record of working collaboratively with a wide range of internal and external stakeholders.

Andrea's experience includes teaching high school English for eight years and being elected to the Charlotte County School Board for three terms where she served as chair four times. During Andrea's tenure on the Charlotte County School Board, the district received nine straight "High Performing School District" designations by FLDOE.

Additionally, Andrea has testified before committees in the Florida Legislature and the US Congress, served as a Keynote Speaker for numerous civic and state-wide organization meetings and conferences, and authored various education articles on local school district issues, community involvement, School Board governance, and School Board/Superintendent relations.



## Dr. Bill Vogel

Dr. Bill Vogel retired as Superintendent of Seminole County, Florida in 2012, a post he held for nine years. Prior to leading this high performing district of 60,000+ students and 8,000+ employees, Bill led the St. Lucie County School District for seven years. While in that position, Bill was named the Florida Superintendent of the Year. Other accomplishments while leading two Florida school districts were his advancements in student academic achievement every year for the fifteen years, and his ability to work with parent and community groups to extend educational possibilities. While in Seminole County, Bill established The Triple A Experience, first a motto, then a reality, when the district embraced The **A**rts, The **A**cademics and **A**thletics as a well-rounded educational experience where every child can connect and be successful.

Prior to these positions, Bill served as Deputy Superintendent, Assistant Superintendent, Personnel and Administrative Services, Assistant Superintendent of Instruction, district and school level administrator, and Social Studies teacher in Osceola County. Representing the Florida Association of District School Superintendents (FADSS), Bill conducts financial, human resources, personnel and payroll in-depth studies and training and has worked with Jim Huge and Associates conducting Superintendent Searches. Bill has been an Adjunct Professor for the University of Central Florida, and a Chief Negotiator for the Manatee County School District. He holds Bachelor of Arts in Social Studies and a Master's in Education from Rollins College, and an Educational Specialist and Doctorate of Education from Florida Atlantic University

Dr. Vogel was honored by Seminole County when he was selected for the Envision Seminole Leadership Legend Award. He also received the following awards: Seminole State College Pathfinder Award, Raymond Gaines Leadership Award, Metro Orlando Hispanic Chamber Sun Award, Florida Atlantic University Outstanding Professional Educator Alumni Award, Florida Alliance for Arts Education award, Above and Beyond Service Award, Leadership Award from the Office of the State Attorney, Outstanding Educator Award from the Conference on the Education of Minorities in Florida, SECME: Bethune, Carver, Dewey Educational Leadership Award, Florida Association of School Administrators, Lamp of Knowledge Award, "Medallion of Excellence" Award from Senator Ken Pruitt and the Rotary International Paul Harris Fellow award, two years.

Most recently, Bill co-designed the FADSS Chief Executive Officer Leadership Development Program, Phase 1, and currently supports 23 sitting superintendents who have made a commitment to advance their leadership skills. Bill is a member of the Florida School Board Association's Superintendent Search Team and has helped lead Superintendent searches in six Florida school districts.

## John Reichert

John Reichert retired as Executive Director of Human Resources and Professional Standards (Seminole) in 2013, but was quickly called back into education when he served on a Florida Association of District School Superintendents' Personnel study in the Polk County School District. Making such a dramatic impression on the district, he was hired to remain in a consultant role with the district long term. Besides the Polk County assignment, John contracts part-time for the FADSS organization, and has consulted in the following school districts: Flagler, Martin, St. Johns, Hillsborough, Madison, Bradford, and Manatee counties. He was the district contact on two previous Seminole County Superintendent Search processes and designed and led the 2012 Superintendent Search. In 2015, he conducted a successful national search for an Executive Director for the Manatee County School District.

John began his career in education as a math teacher. He quickly moved into administration when he became Dean of Students, then Assistant Principal. Becoming the Assistant Director of Personnel Services was his first step into a district level administrative position. He advanced to Director of Personnel Services, being recognized throughout the state for his thorough and innovative human resource practices and processes. He has presented at local and state conferences and readily shares his learnings with others. When his role expanded to Ombudsman, his responsibilities included receiving and investigating complaints from applicants, employees, students, parents, and members of the community associated with all functions and aspects of the Seminole County Public School System.

As the Director of Human Resources, then Executive Director of Human Resources and Professional Standards, John was responsible for administering all functions associated with the Department of Human Resources and Professional Standards: application/screening process, recruitment and retention, employment processing, annual reappointment and staffing, payroll, retirement, certification, investigation of employee misconduct, employee discipline, unemployment compensation, educational equity, and various other programs as required by district policy, Florida Statutes and/or the Florida Department of Education.

Mr. Reichert received his formal education at the University of Georgia and his Master of Education Degree from Rollins College. Extensive educational growth opportunities have kept John on the cutting edge of his educational understandings. He has presented to new Florida school Superintendents pertaining to duties and requirements pursuant to Florida Statutes, Human Resources Management, Professional Standards and Labor Relations. His ability to relate to people and break down complex theories has made him a sought after consultant.



## Superintendent Search Team References

Osceola County School Board, St. Johns County School Board, Sarasota County School Board, Alachua County School Board, Flagler County School Board—any school board member or staff member associated with the recent searches.

### **Partial List of References for FSBA Search Team All served as chair of their board during the FSBA search process**

- Tim Weisheyer, Osceola County School Board Member,  
[weisheyt@osceola.k12.fl.us](mailto:weisheyt@osceola.k12.fl.us) or (407) 460-3211
- Patrick Canan, St. Johns County School Board Member,  
[patrick.canan@stjohns.k12.fl.us](mailto:patrick.canan@stjohns.k12.fl.us) or (904) 716-3450
- Caroline Zucker, Sarasota County School Board Member,  
[Caroline.zucker@sarasotacountyschools.net](mailto:Caroline.zucker@sarasotacountyschools.net) or 941-780-8566
- Rob Hyatt, Alachua County School Board Member,  
[Rob.hyatt@gm.sbac.edu](mailto:Rob.hyatt@gm.sbac.edu) or 352-378-9903
- Trevor Tucker, Flagler County School Board Member,  
[Tuckert@flaglerschools.com](mailto:Tuckert@flaglerschools.com) or 386-931-5165
- John Craig, Brevard County School Board Chair  
[Craig.john@brevardschools.org](mailto:Craig.john@brevardschools.org) or 321-271-9705

# Superintendent Search Process

Below are steps to consider when thinking about selecting the next educational leader for your district.

## Steps in the Selection of Your Next Superintendent

**Phase 1: Determine how the next Superintendent will be selected and conduct Pre-search Interview with Superintendent, if desired.**

Options include: 1) a local, state or national search led totally by the Board and/or district personnel; 2) a direct Board appointment, or; 3) a local, state or national search led by a Consultant or Search Consulting Firm, such as FSBA.

If you choose to move forward with a Superintendent Search Process, we suggest you begin by holding a workshop to discuss the current status of the district, immediate and pressing issues and long-term considerations that need thoughtful planning. Also, discuss protocols presently used by the Superintendent and Board, paying attention to what worked well and what might need special focus when working with another leader. Discuss transition planning.

**Phase 2: Identify district priorities and strategic goals in relation to needs of the district and the qualities desired in a Superintendent.**

Hold an initial Board Work Session, supplemented by input sessions from stakeholders. Each Board Member and other key education and community leaders identified by the Board, such as administrators, teachers, parents, business leaders, and others, should provide input to determine the perceived needs of the district and the attitudes, abilities, and skills most desired in the new Superintendent. Input sessions can be held through a variety of platforms—roundtable discussions, town hall style meetings, via electronic platforms, etc.

**Phase 3: Determine the extent of community involvement in the process.**

The Board determines the role of the community in the search process.

**Phase 4: Develop recruitment materials, application procedures, and advertisement plan.**

Develop appropriate recruiting materials describing the district, position requirements, and announcing the vacancy. Develop application procedures, and an advertisement plan with associated timeline. Distribute to marketing bases and potential candidates, as identified by district or consultant.



### **Phase 5: Develop plan for receiving applications and how they will be processed.**

Outline a specific plan for how all resume packets and associated materials will be received, processed, shared, documented, and available to the public. Determine a plan for communicating with applicants regarding material submission and associated questions. Identify a public records custodian/contact person.

### **Phase 6: Conduct reference checks, and determine process for selecting candidates for the interview phase.**

Under the direction of the School Board, candidates must be screened and references checked. Determine process for selecting candidates to be interviewed, and determine if the applicant pool will be filtered through any semi-finalist process.

### **Phase 7: Interview candidates.**

An interview process should be established for the final candidates with Board members and could include representation from the internal education community, the broader community, and other designated parties.

### **Phase 8: Select a candidate.**

The Board meets to select the final candidate that best meets the needs of the district.

### **Phase 9: Develop contract and agreements.**

The Board, the candidate and the Board's attorney establish a final employment agreement, as well as the expectations of the District for the Superintendent's performance and evaluation measurements. A transition plan should be agreed upon.

### **Additional information:**

- A minimum of six (6) months should be allocated for a full search. Abbreviated searches can be conducted, depending on the needs of the district.
- Search consultants may have additional steps for your consideration. The cost varies based on the extent of the services provided.
- If a search firm is utilized, identify firm contact person who will be appointed to address all questions of the Board, the applicants and the press.
- FSBA has recently expanded their Superintendent Search Process protocol and now provides an all-inclusive support system to School Boards. This process involves: Board Superintendent Search preparation, actual Superintendent search process, new hire on-boarding, leadership transition and first year support as requested.
- All searches are conducted within the guidelines of the Florida Sunshine Law.

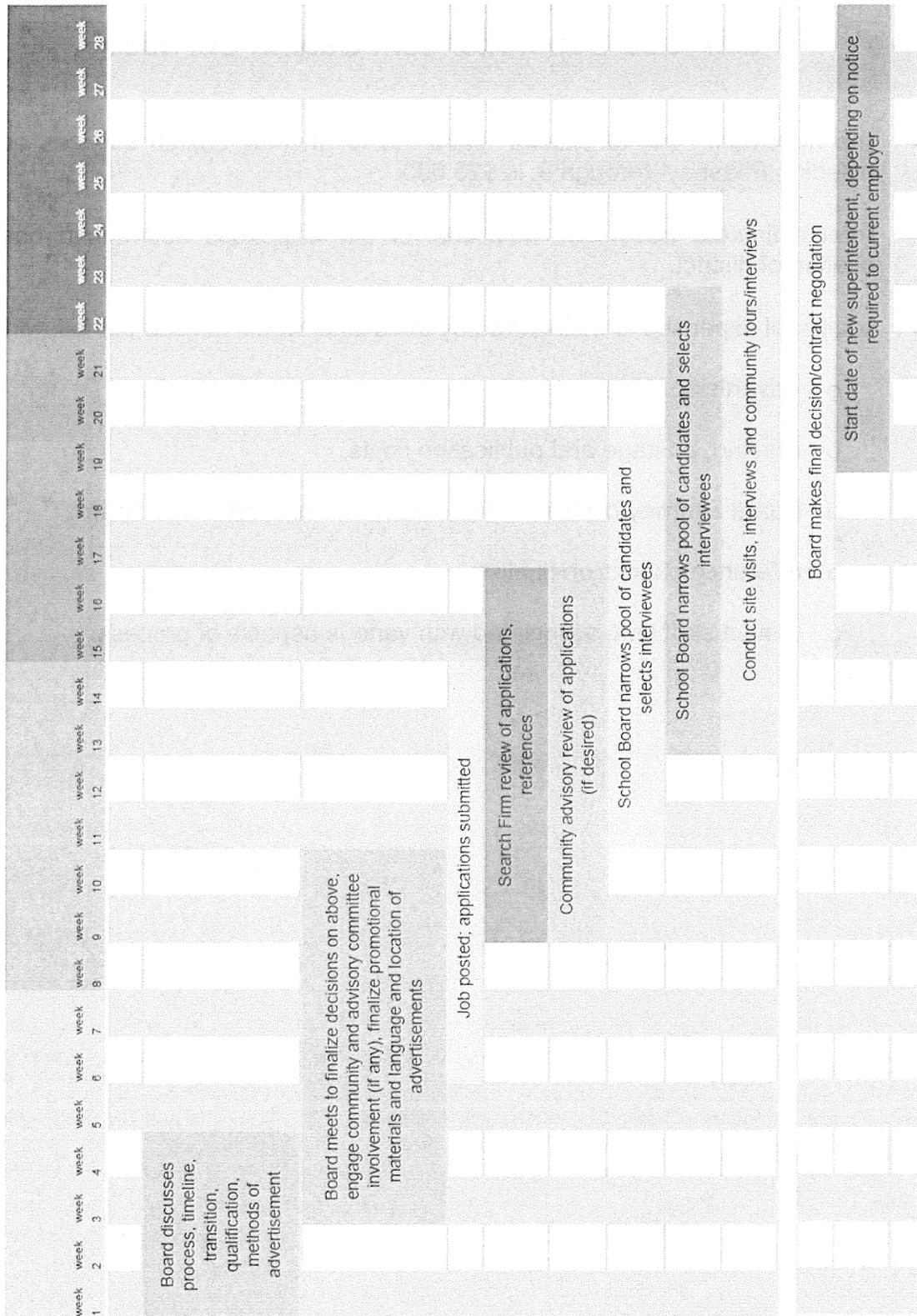
## Community Involvement Options

Below are opportunities for internal and external stakeholder involvement. Specific community involvement is determined by each board to best meet the individual needs of the district.

- Focus group participation
- Identify and recommend to the Board characteristics and district areas of need
  - Identify the high priority needs of the district
  - Establish the characteristics desired in the new school leader
- Provide feedback to the School Board after being involved with the candidates during their on-site interviews
  - Give opportunities for stakeholders to create and offer impressions of the candidates, relative to the Board's clearly articulated desired characteristics, the district's needs, and the community
  - NOTE: only the School Board can make the Superintendent selection—it will be made clear from the beginning by the facilitator to the involved Stakeholders that they will not be ranking the candidates, only giving their impressions to the Board
- Recommended stakeholder groups to be considered:
  - Parents
  - Students
  - Business Representatives
  - Community Leaders
  - Retirees
  - Employees
    - Teachers
    - Non-Certified Employees
    - Administrators
- During candidates' in-county visits:
  - Information from the various stakeholder groups will be assimilated and given to the Board in writing following each interview so that the Board can use this feedback in their deliberations



# FSBA Superintendent Search Timeline



## Fee Structure for FSBA Led Superintendent Search Services

- The maximum, “not to exceed” base fee for the full search services outlined, including Phases 1 through 9, is \$25,000.
- Total estimated travel and additional on-site expenses determined based on location of district.
- Additional expenses to be incurred by the district would include the following:
  - Advertising costs.
  - Printing, postage and publication costs.
  - Board attorney costs to conduct specific requests of the board.
  - reference checks on finalists.
  - District staff time associated with various aspects of process.



## Contact Information

Ms. Andrea Messina  
Florida School Boards Association  
Executive Director  
(850) 414-2578, (850) 566-1860  
[messina@fsba.org](mailto:messina@fsba.org)

Dr. Bill Vogel  
Consultant  
(321) 299-2452  
[b2vogel@gmail.com](mailto:b2vogel@gmail.com)



**This page intentionally left blank.**