

Appendix A: Forms & Guidelines

- A. Intention Form
- B. Prospectus Guidelines
- C. Application Cover Page
- D. Application Checklist
- E. Student Population
- F. Background Information
- G. Affidavit, Disclosure, and Consent
for Background and Credit Check
- H. Compliance Assurances
- I. Site Information
- J. Budget Forms (*link to fillable docs J 1-7*)

Forms are also available for download at:

www.aacps.org

(click on the *Charter Schools* link)

Program Contact

Senior Manager of Alternative Programs

410.224.8572



Intention Form

This *Intention Form* is the first step in the Public Charter School Application process but implies no further obligation on either party. If, however, the applicant desires to submit an application for a public school charter in Anne Arundel County, then the applicant is required to submit a prospectus within 30 days of submitting this *Intention Form*. The filing of this *Intention Form* may not be used for promotion or advertising, although it may be noted in internal school communications or as otherwise authorized by Anne Arundel County Public Schools. Please inquire with any questions regarding these restrictions. For more information, contact the Senior Manager of Alternative Programs at 410-224-8572.

Contact Information

School Name

Mailing Address

City

State

Zip

Phone

Fax

Website

Principal/Head of School

Phone

Fax

email

Charter Sponsor (1)

Phone

Fax

email

Charter Sponsor (2)

Phone

Fax

email

This proposed public charter school is: for profit not for profit other

If other, please explain:



Guidelines for the Public Charter School Prospectus

Applicants are required to complete and send a Prospectus summarizing their proposal prior to submitting a full application. The submission of this prospectus implies no further obligation on either party. Following are several guiding questions for the narrative. Below is a list of required contents, as well as directions for meeting the format requirements and deadline.

Contents

The Prospectus must contain the following items:

- Cover page: name and location of proposed school
- Information sheet consisting of names, addresses and telephone numbers of all charter sponsors
- Five to ten page summary of the charter proposal consisting of a mission statement that indicates, in one or two sentences, what the school intends to do, for whom, and to what degree; an explanation of how the proposed school will meet the needs of the community; a brief description of the educational foundation, including curricular approach; a brief description of the plan for meeting the proposed school's educational goals; a brief description of the business plan, including financial management capabilities, potential partners and access to financial resources; and a description of the founding team's capacity to implement the educational plan and business plan
- Leadership information for the applicant's authorized representative (as stated in the *Intention Form*), school leader(s), and governing board members

(Note: Several sections of the full application will ask for the same or similar information as the Prospectus. Further expansion of information will be required in the full application.)

Format

The Prospectus should adhere to the following format:

- White, 8.5" x 11" paper with one-inch margins on all sides
- No font smaller than 11-points
- Formatting may not be more compact than standard single spaced
- Spiral bound (no binders, paper clips or folders, please)

Additional information that supports the narrative may be included as attachments. Choice of attachments are up to the applicant, though they should be used to provide evidence, support a particular aspect of the *Prospectus*, or lend insight into the applicant, its leadership, or management personnel. Examples of attachments in the *Prospectus* include curriculum samples, academic standards, letters of support, financial statements, etc. All attachments should be numbered and clearly referred to by number in the *Prospectus* narrative.

Deadline

The *Prospectus* must be received within 30 days after Anne Arundel County Public Schools' receipt of the *Intention Form*. Failure to submit a prospectus within that timeframe will require a new *Intention Form*.

Submit completed *Prospectus* to:

Senior Manager of Alternative Programs
Anne Arundel County Public Schools
2644 Riva Road
Annapolis, MD, 21401



Application Cover Page

Please complete the following information. If you require assistance to complete your application, please feel free to contact the Senior Manager of Alternative Programs. Please provide 3 bound hard copies which include tabs to separate the content areas and 1 electronic copy (thumb-drive) to: *Senior Manager of Alternative Programs, Anne Arundel County Public Schools, 2644 Riva Road, Annapolis, MD 21401.*

Name of Applicant(s) applying for Charter

(Eligible applicants include staff of a public school; a parent or guardian of a student who attends a public school in the county; a nonsectarian nonprofit entity; a nonsectarian institution of higher education in the State, or any combination of those listed in §9-104(A)(2)(I-IV)) of the Educational Article.

Name of Proposed Charter School

New School

Converted School

Note: The name by law must include the term "Public Charter School."

Authorized Agent for Application

(This may be the individual applicant or an authorized member of the public charter management board.)

Mailing Address

City

State

Zip

County

email

Day Time Phone

Fax

Existing Legal Arrangements

Please identify any existing legal arrangement with the following types of entities and provide documentation.

Non-Profit Corporation

Corporation

Partnership

Staff of Existing School

Tribal Entity

Sectarian

Institution of Higher Learning

Other

Internal Use Only

Assigned tracking code

Date



Application Checklist

This document is similar to the Administrative Checklist used by the AACPS staff in determining if an application is complete. **Any section not complete, including items left blank or unanswered or missing attachments and appendices, will result in an application being deemed INCOMPLETE.** Notice of deficiencies will be sent to the applicant within 30 business days of receipt of application. **Incomplete applications will not be forwarded to the Board of Education.** Certain information will be verified for accuracy.

Arrange document into large sections (A, B, and C) with tabs for each topic (1, 2, 3...) Include the page number where each item listed will be found within the application section indicated. Include a copy of this checklist with the application.

PART A: Overview

1. Executive Summary

2. Profile of Founding Group

3. Background Information

- _____ References
- _____ Employment history
- _____ Education history
- _____ Statement of Intent
- _____ Background and Credit Check Affidavit

4. Governance Structure (if applicable)

- _____ Description of organizing group
- _____ Business arrangements, or partnerships
- _____ Expertise of consultants
- _____ Methods for conflict resolution
- _____ By-laws
- _____ Proposed communication plan

5. School Management & Administrative Structure

- _____ Organizational chart & description
- _____ Role & Responsibilities
- _____ Proposed operation structure
- _____ Proposed code of ethics
- _____ Proposed compliance plan

6. Student Population & School Calendar

7. Recruiting & Marketing Plan

- _____ Publicizing the school
- _____ Reaching the 'harder to reach' families

8. Private School Conversion

Part B: Instruction & Student Services

1. Educational Plan

- _____ Describe methods to measure progress
- _____ Grades served, number of students, etc.
- _____ Student population and the geographic area

2. Academic Program, Standards, and Curriculum

- _____ Educational program
- _____ Goals and objectives
- _____ Time spent on core classes/ Length of school day
- _____ Sample schedule
- _____ Student Achievement Goals
- _____ Learning standards and curriculum
- _____ Instructional methods
- _____ ESOL
- _____ Special education students

3. Student Assessment

- _____ Plan to assess student performance in the core academic areas.
- _____ Baseline student academic achievement levels established
- _____ Baseline rates compared to academic progress achieved
- _____ Evaluation of progress comparison
- _____ Methods used to identify educational strengths
- _____ Participation in statewide assessment program
- _____ Schedule of the state assessments

3. Student Assessment, continued

- _____ Requirements for graduation (secondary schools)
- _____ State or local rules waived
- _____ Meeting the needs of students at-risk of academic failure,

4. Student Support Services

- _____ Extracurricular activities
- _____ Technology/media availability
- _____ Student Admission
- _____ Student Enrollment and attendance
- _____ Compulsory attendance
- _____ Student withdrawals and dismissals
- _____ Promotion of students
- _____ Student records and forms
- _____ Confidentiality standards
- _____ Immunizations

5. Code of Student Conduct

- _____ Discipline strategies & interventions
- _____ Discipline philosophy

6. Parent Involvement & Community Participation

- _____ Building family-school partnerships
- _____ Parent involvement
- _____ Staff Involvement
- _____ Community partnerships
- _____ Community backing
- _____ Handling disputes
- _____ Support for conversion to charter school

Part C: Business & Management Services

1. Personnel

- _____ Roster of Charter School
- _____ Determination of positions
- _____ Job descriptions
- _____ Teacher program and related duties
- _____ Information on volunteers
- _____ Personnel and accountability plan
- _____ Evidence of meetings, conversations

2. Human Resource Information

- _____ Recruitment, employment, and retention
- _____ Payroll and benefits
- _____ Certification
- _____ Records management
- _____ Contact information

3. School Facilities

- _____ Location, or options
- _____ Suitability, renovation, and compliance
- _____ Partnerships towards acquisition of a school building.
- _____ Financing plans
- _____ Identified a charter school facility
- _____ Ownership or leas
- _____ Insurance.
- _____ Determination of per-pupil allocation
- _____ Ownership and inventory control of materials and equipment

4. Finances

- _____ Financial management, internal accounting procedures
- _____ Three-year budget
- _____ Budget for start-up expenses
- _____ Revenues and planned expenditures
- _____ Fund Raising
- _____ Insurance
- _____ Per-pupil allocation
- _____ Ownership and inventory control

5. School Safety & Security

- _____ Safety and security of students and staff
- _____ School insurance coverage
- _____ Emergency plans

6. Transportation

- _____ Transporting students
- _____ Reasonable distance
- _____ Policies to ensure equal access
- _____ Transportation for special needs

7. Food & Nutrition Service

8. Accountability Plan

- _____ Proposed three-year plan
- _____ Statement of goals
- _____ Student academic content and performance standards
- _____ Performance indicators
- _____ Benchmarks (annual/long-term)
- _____ Measurement tools
- _____ Improvement & renewal strategies
- _____ Reporting procedures

9. Final Documentation

- _____ Compliance Assurance form
- _____ Any other information for evaluation of application



Student Population

Name of Charter School

Enrollment

	Grades Served												Total Number* Served	# of Sites	
	K	1	2	3	4	5	6	7	8	9	10	11			12
Year 1															
Year 2															
Year 3															

**Enrollment cap at all campuses and in all grades combined*

School Calendar

If this is different from the existing collective bargaining agreement, it must be first negotiated through the existing bargaining units with the Board of Education.

Standard School Year

Extended School Year

Alternative School Year _____

Please describe in five words or less.

Number of Instructional Days:	Hours:	Start Date:
-------------------------------	--------	-------------

Student Population

Please define student population, i.e., special education, etc.



Background Information

Please provide the following information on the authorized agent, principal, and any individuals responsible for the day to day operation of the school. A resume for each individual is also required. The information and resume provided will be subject to verification by the Board. This page may be copied as many times as necessary.

Name	Role (Position in School)

Employment History:

Using as much space as necessary, please provide your employment history that supports your qualifications and relates your experiences to be considered sufficiently qualified to operate a charter school. Specifically address your qualifications and experiences as it relates to the development of academic programs, operations of a school or a small business, and background in financial management.

Education History:

Using as much space as necessary, please provide your educational training (including degrees earned, dates enrolled, and institution) that supports your qualifications to be considered sufficiently qualified to operate a charter school.

Statement of Intent:

Using as much space as necessary, provide a personal statement regarding your role and responsibilities relating to this application and/or operation of the proposed public charter school.



Affidavit, Disclosure, and Consent for Background and Credit Check

Instructions: Return this signed affidavit with the application. Include a copy of this form for all members of the founding group, Board of Directors, etc.

<i>Name</i>		<i>Social Security #</i>	
<i>Street Address</i>			
<i>City</i>		<i>State</i>	<i>Zip</i>
<i>Phone</i>	<i>Date of Birth</i>	<i>Place of Birth</i>	

1. Have you ever been convicted or pled “no contest” for any violation of law other than minor traffic offenses? **Yes No**
 If either event has occurred, you must answer YES. If the conviction has been set aside, the charges must be disclosed. Please give details on a separate signed, notarized and dated sheet.

2. Have you ever been convicted of, admitted committing, or are you awaiting trial on any of the following criminal offenses in this state or similar offenses in another jurisdiction: (1) Sexual abuse of minor, (2) Incest, (3) First or second degree murder, (4) Kidnapping, (5) Arson, (6) Sexual assault, (7) Sexual exploitation of a minor, (8) Contributing to the delinquency of a minor, (9) Commercial sexual exploitation of a minor, (10) Felony offenses involving distribution of marijuana or dangerous or narcotic drugs, (11) Felony offenses involving the possession or use of marijuana or dangerous or narcotic drugs, (12) Misdemeanor offenses involving the possession or use of marijuana or dangerous drugs, (13) Burglary in the first degree, (14) Burglary in the second or third degree, (15) Aggravated or armed robbery, (16) Robbery, (17) A dangerous crime against children (18) Child abuse, (19) Sexual conduct with a minor, (20) Molestation of a child, (21) Manslaughter, (22) Aggravated assault, (23) Assault, or (24) Exploitation of minors involving drug offenses? If YES, submit certified court record and details of incident(s), signed notarized and dated. **Yes No**

3. Have you ever declared bankruptcy? Please give details on a separate signed, notarized and dated sheet. **Yes No**

With signature below, permission is hereby granted to complete the background and credit check of the individual above for _____ Public Charter School.

I do solemnly swear or affirm that the foregoing information provided by me for receipt of charter school status of _____ Public Charter school is true and correct to the best of my knowledge. Furthermore, should any part of the information herein provided prove to be false, I recognize that it shall be just cause for denial of charter school applications, or revocation of charter status of charter school by the Anne Arundel County Board of Education.

<i>Applicant's signature</i>	<i>Date</i>
------------------------------	-------------



Compliance Assurances

Admission Procedures §9-102

Admission is not limited based upon ethnicity, national origin, gender, disabling condition, proficiency in the English language or athletic ability. There are no tuition or fees charged for attending _____ Public Charter School.

_____ Public Charter School will admit all eligible pupils who submit a timely application. A charter school shall give enrollment preference to pupils returning to the charter school in the second or any subsequent year of its operation and to siblings of pupils already enrolled in the charter school. If, by the application deadline, the number of applications exceeds the capacity of a program, class, grade level, or building, all applications for that program, class, grade level or building will be selected for the available slots through an equitable selection process, such as a lottery, except that preference shall be given to siblings of a pupil. After the application deadline, pupils for any remaining slots or from a waiting list will be accepted in chronological order.

Nonsectarian Statement §9-104

_____ Public Charter School is nonsectarian in its programs, admission policies and employment practices and all other operations.

Special Education/Exceptional Student Services Training

The Operators of _____ Public Charter School shall take Special Education training classes approved by the Anne Arundel County Public Schools subsequent to signing the contract, but prior to the first day of instruction (§9-107(c)(d)).

Agreement to Comply with Audit Requirements

The Operators of _____ Public Charter School agree to comply with audit requirements as set forth by the Board of Education.

Agreement to Comply with Maryland Student Assessment

The Operators of _____ Public Charter School agree to comply with the Maryland Student Assessment Program.

_____	_____	_____
<i>Authorized Agent (please print)</i>	<i>Authorized Agent Signature</i>	<i>Date</i>



Site Information and Schedule for Opening

Complete the following information for each site indicated.

If facility arrangements have been made, provide the information below:

Site Name

Site Address

If a facility *has not been established*, provide the following Site/Location Description:

A. Present option for building:

B. Specific boundary information (e.g. targeted 10 mile radius) on the planned school location:

Facility Plan:

Provide a summary of the Spatial Requirements (i.e. type of rooms, size and quantity including total square footage) to implement your program. If program is to expand during term of agreement, describe how facility will be expanded.

Schedule on Next Page

Schedule for the Opening of the Charter School

Complete this schedule in the days prior to opening of school.

Items in Bold must be submitted two weeks prior to Board meeting. Two meetings may be required for approval vote.

**Name of
Charter School**

_____ Site/building reviewed with A. A. County Inspections and Zoning departments.

_____ Site/building submitted to AACPS Facilities for approval by State.

_____ Lease submitted to AACPS Facilities.

_____ **Architect's contract submitted for AACPS Board of Education approval.**

_____ **Educational Specification submitted for AACPS Board of Education approval.**

_____ Reviewed Health Service requirements with A.A. County Health Department.

_____ Reviewed Food Licensing requirements with A. A. County Health Department.

_____ Schematic design submitted to AACPS Facilities for review.

_____ **Schematic Design submitted for AACPS Board of Education approval.**

_____ Design Development Documents submitted to AACPS Facilities for review.

_____ **Design Development Documents submitted for AACPS Board of Education approval.**

_____ Construction documents submitted to AACPS Facilities for review.

_____ Construction contract draft submitted to AACPS Facilities for review.

_____ Documents submitted to A.A. County PACE for permit.

_____ Anticipated date of receiving permit

_____ **Proposed construction contracts submitted for AACPS Board of Education approval.**

_____ Start construction.

_____ Complete construction.

_____ Final inspection by A.A. County Inspectors, Fire Marshal, Health Department (Health services and food).

**30 days
before the
opening
of Charter
School**

_____ Certificate of Occupancy

_____ AHERA Management Plan submitted to Maryland Department of Environment

_____ Asbestos certification

_____ Emergency Management Plan

_____ Final approved Shelter-in-Place and other security measures.

_____ , **20** _____ — **Opening Day**



Public Charter Schools Operating Budget

Pre-Operational

A charter school is likely to incur considerable costs before it receives its first distribution. Prepare an estimated budget February 1st (Concept proposal due) and August 15th prior to the first school year.

Revenue-Sources of Funding	Amount	Specific Source
Federal Funding		
Start-Up Grant		
Other (specify)		
State Funding		
Other (specify)		
Local Funding		
Fundraising		
Contributions		
Local Foundation and Grant Support		
Other Financing Sources		
Lines of Credit		
Loans		
Other (specify)		
Total Revenue	\$0	
Expenditures	Amount	Assumptions (e.g., 40 hours of consulting at \$100/hour)
Legal Fees		
Accounting and Consultation Fees		
Fundraising Fees		
Marketing (including postage, printing)		
Recruitment-Students		
Recruitment-Staff		
Curriculum Development		
Staff/Board Development		
Staff Stipends		
Equipment and Supplies		
Information Technology		
Rent		
Capital		
Utilities		
Telephone/Fax		
Travel		
Other (specify)		
Total Expenditures	\$0	

Public Charter Schools Operating Budget

Projected Revenues

	Year One Fiscal Year	Year Two Fiscal Year	Year Three Fiscal Year	Year Four Fiscal Year
Major Assumptions				
Student Enrollment				
Facility Size (square footage)				
Average Teacher Salary				
Student/Teacher Ratio				

Revenues				
Revenue From State Source				
Per Pupil Tuition				
State Entitlements				
State Grants				
Transportation				
Revenue From Federal Sources				
Federal Entitlements				
Federal Direct Grants				
Federal Revenue Pass through the Commonwealth				
Federal Revenue Pass through another agency (specify)				
School Lunch				
Revenue From Local Sources				
Private Grant Revenue				
Fundraising				
Investment Income				
Program Fees				
Facilities Rental				
Other Revenue (specify)				
Total Revenues	\$0	\$0	\$0	\$0

Public Charter Schools Operating Budget

Four-Year Revenue Detail

	Year One Fiscal Year	Year Two Fiscal Year	Year Three Fiscal Year	Year Four Fiscal Year
Revenue Source				
Local				
State				
Federal				
Other				
Total	\$0	\$0	\$0	\$0

Are any major changes in the revenue source expected during this four year period?

If Yes, explain in detail and include calculations. Attach additional sheets if needed.

Type here

What contingency plans have been made if revenues are not received or are lower than budgeted?

Type here

Public Charter Schools Operating Budget

Projected Expenditures

(Page 1 of 3)

	Year One Fiscal Year	Year Two Fiscal Year	Year Three Fiscal Year	Year Four Fiscal Year
Expenditures				
School Administration				
Salaries and Wages - School Director				
Salaries and Wages - Supervisors				
Salaries and Wages - Clerical Staff				
Fringe Benefits - Health Insurance				
Fringe Benefits - Retirement Benefits				
Unemployment/Workers Compensation				
Office Supplies				
Equipment and Furniture				
Information Technology				
Purchased Management Services				
Subtotal - School Administration	\$0	\$0	\$0	\$0
Instructional Staff				
Salaries and Wages - Full-Time Teachers				
Salaries and Wages - Part-Time Teachers				
Salaries and Wages - Substitutes				
Fringe Benefits - Health Insurance				
Fringe Benefits - Retirement Benefits				
Unemployment/Workers Compensation				
Subtotal - Instructional Staff	\$0	\$0	\$0	\$0
Instructional				
Contract Labor - Instructional				
Consultants				
Purchased Management Services				
Professional Development				
Special Education				
Student Assessment/Testing				
Supplies/Materials - Instructional				
Classroom Furniture				
Equipment - Instructional				
Textbooks				
Information Technology				
Computer Supplies and Repairs				
Library				
Subtotal - Instructional	\$0	\$0	\$0	\$0

Public Charter Schools Operating Budget

Projected Expenditures
(Page 2 of 3)

	Year One Fiscal Year	Year Two Fiscal Year	Year Three Fiscal Year	Year Four Fiscal Year
	0	0	0	0
Expenditures, continued				
Business Services				
Accounting				
Advertising				
Public Relations/Marketing				
Insurance - General Liability				
Insurance - Vehicle				
Insurance - Other (specify)				
Office Expenses				
Fees, Licensing, Dues, and Memberships				
Purchased Management Services				
Payroll Services				
Postage and Shipping				
Printing				
Telephone				
Travel				
Subtotal - Business Services	\$0	\$0	\$0	\$0
Operations and Maintenance				
Contact Labor - Non-Instructional				
Custodial Services				
Maintenance - Vehicle				
Maintenance - Facility				
Maintenance - Office Equipment				
Supplies/Materials - Maintenance				
Subtotal - Operations and Maintenance	\$0	\$0	\$0	\$0
Physical Plant				
Rent				
Mortgage				
Renovation/Construction				
Capital Debt Service				
Utilities				
Subtotal - Physical Plant	\$0	\$0	\$0	\$0
Student Services				
Health				
Transportation				
Food				
Recreation				
Subtotal - Student Services	\$0	\$0	\$0	\$0

Public Charter Schools Operating Budget

Projected Expenditures—3
(Page 3 of 3)

	Year One Fiscal Year	Year Two Fiscal Year	Year Three Fiscal Year	Year Four Fiscal Year
	0	0	0	0
Expenditures, continued				
<i>Miscellaneous</i>				
Audit				
Advertising				
Dues and Subscriptions				
Workshops and Conferences				
Fundraising				
Legal				
Contingency Fund				
Subtotal - Miscellaneous	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0

Explain how the projected per-pupil expenditures are aligned with the school's mission statement.

Type here

Public Charter Schools Operating Budget

Balance Sheet

School Name: _____

Assets		
Cash and Cash Equivalents		0
Investments		0
Due from Other	<i>Anne Arundel County</i>	0
Governments:	<i>State of Maryland</i>	0
	<i>United States</i>	0
Accounts Receivable		0
Prepaid Items		0
Other Assets	_____	0
Specify:	_____	0
		0
Total Assets		\$0

Liabilities and Fund Balance		
Liabilities		
Accrued Salaries and Wages		0
Accrued Payroll Taxes and Deductions		0
Accounts Payable		0
Due to Other	<i>Anne Arundel County</i>	0
Governments:	<i>State of Maryland</i>	0
	<i>United States</i>	0
Other Liabilities	_____	0
Specify:	_____	0
		0
Total Liabilities		\$0

Fund Balance		
Reserve for Encumbrances		0
Unreserved:	Undesignated	0
Total Fund Balance		\$0

Total Liabilities and Fund Balance		\$0
---	--	------------

Public Charter Schools Operating Budget

School Name: _____

School Year: _____

100 Income	Salaries	Services	Supplies	Other	Equipment
101 Local Appropriations	0	0	0	0	0
120 State Revenue	0	0	0	0	0
100 Total Income	\$0	\$0	\$0	\$0	\$0

200 Expenses		Salaries	Services	Supplies	Other	Equipment
201	Administration	0	0	0	0	0
202	Mid-Level Administration	0	0	0	0	0
	20215 · Office of the Principle	0	0	0	0	0
203	Instructional Salaries & Wages	0	0	0	0	0
	20301 · Regular Programs	0	0	0	0	0
204	Text Books & Instructional Supplies	0	0	0	0	0
	20401 · Regular Programs	0	0	0	0	0
205	Other Instructional Costs	0	0	0	0	0
	20501 · Regular Programs	0	0	0	0	0
	20509 · Instructional Staff Curr. Dev	0	0	0	0	0
	20510 · Guidance Services	0	0	0	0	0
	Total 205 Other Instructional Costs	0	0	0	0	0
209	Transportation	0	0	0	0	0
210	Operation of Plant	0	0	0	0	0
211	Maintenance of Plant	0	0	0	0	0
212	Fixed Charges	0	0	0	0	0
	200 Total Expenditures	0	0	0	0	0
	Net Income	0	0	0	0	0

Budget and Actual Report

TOTAL	Budget	Variance
0	0	0
0	0	0
\$0	\$0	\$0

TOTAL	Budget	Variance
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0