

Application: Northside Charter High School

Jen Pasek - jen@pasekconsulting.com
2021-2022 Annual Report

Entry 1 School Info and Cover Page

Completed - Nov 1 2022

Instructions

Required of ALL Charter Schools

Each Annual Report begins with a completed School Information and Cover Page. The information is collected in a survey format within Annual Report portal. When entering information in the portal, some of the following items may not appear, depending on your authorizer and/or your responses to related items.

Entry 1 School Information and Cover Page

(New schools that were not open for instruction for the 2021-2022 school year are not required to complete or submit an annual report this year).

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your school's authorizer are visible on your task page. While completing this cover page task, please ensure that you select the correct authorizer (**as of June 30, 2022**) or you may not be assigned the correct tasks.

BASIC INFORMATION

a. SCHOOL NAME

(Select name from the drop down menu)

NORTHSIDE CHARTER HIGH SCHOOL 800000063771

a1. Popular School Name

Northside

b. CHARTER AUTHORIZER (As of June 30th, 2021)

Please select the correct authorizer as of June 30, 2022 or you may not be assigned the correct tasks.

BOARD OF REGENTS

d. DISTRICT / CSD OF LOCATION

CSD #14 - BROOKLYN

e. DATE OF INITIAL CHARTER

1/2009

f. DATE FIRST OPENED FOR INSTRUCTION

9/2009

c. School Unionized

Is your charter school unionized?

No

f. APPROVED SCHOOL MISSION (Regents, NYCDOE, and Buffalo BOE authorized schools only)

MISSION STATEMENT

The Mission of Northside Charter High School ("NCHS or School") is to provide a 9-12 educational program that results in mastery of the New York State Learning Standards, high school graduation, and acceptance to colleges and universities of choice by all students.

*Note that the mission statement listed here is NCHS' previous mission statement. A new mission statement and KDE go into effect July 1, 2022.

g. KEY DESIGN ELEMENTS (Regents, NYCDOE, and Buffalo BOE authorized schools only)

KEY DESIGN ELEMENTS (Briefly describe each Key Design Elements (KDE) as presented in the schools approved charter. KDEs are those general aspects of the school that are innovative or unique to the school's mission and goals, are core to the school's overall design, and are critical to its success.

| | |
|--------|--|
| KDE 1 | Performance-Driven Accountability |
| KDE 2 | Exhibition of Longitudinal Knowledge |
| KDE 3 | Participation in the Youth Development Framework |
| KDE 4 | Performance equal to or exceeding NYS Mandated Requirements for Graduation |
| KDE 5 | Participation in Ongoing Evaluation and Analysis Processes |
| KDE 6 | Instruction and Other Activities of a Highly Qualified Teaching Staff |
| KDE 7 | Support for Appropriate Instructional and Administrative Technology |
| KDE 8 | (No response) |
| KDE 9 | (No response) |
| KDE 10 | (No response) |

Need additional space for variables

No

h. SCHOOL WEB ADDRESS (URL)

<https://www.northsidechs.org/>

i. Total Approved Charter Enrollment for 2021-2022 School Year (exclude Pre-K program enrollment)

400

j. Total Enrollment on June 30, 2022 (exclude Pre-K program enrollment)

403

k. Grades Served during the 2021-2022 School Year (exclude Pre-K program students)

Check all that apply

Grades Served

9, 10, 11, 12

l1. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?

No

FACILITIES INFORMATION

m. FACILITIES

Will the school maintain or operate multiple sites in 2022-2023?

| | |
|--|--------------------|
| | No, just one site. |
|--|--------------------|

NORTHSIDE CHARTER HIGH SCHOOL 800000063771

School Site 1 (Primary)

m1. SCHOOL SITES

Please provide information on Site 1 for the upcoming school year.

| | Physical Address | Phone Number | District/CSD | Grades to be Served at Site for coming year (K-5, 6-9, etc.) | Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No). |
|--------|--------------------------------------|----------------|--------------|--|--|
| Site 1 | 424 Leonard Street Brooklyn NY 11222 | (347) 390-1273 | NYC CSD 14 | 9-12 | No |

m1a. Please provide the contact information for Site 1.

| | Name | Title | Work Phone | Alternate Phone | Email Address |
|---|-------------------|-------------------------|--------------|-----------------|--|
| School Leader | Muhammed Chaudhry | Chief Executive Officer | 347-390-1273 | | mac@northsidechs.org |
| Operational Leader | Mahmud Ennin | Chief Financial Officer | 347-390-1273 | | mennin@northsidechs.org |
| Compliance Contact | Mahmud Ennin | Chief Financial Officer | 347-390-1273 | | mennin@northsidechs.org |
| Complaint Contact | Mahmud Ennin | Chief Financial Officer | 347-390-1273 | | mennin@northsidechs.org |
| DASA Coordinator | Alicia Love | Counselor | 347-390-1273 | | alove@northsidechs.org |
| Phone Contact for After Hours Emergencies | Muhammed Chaudhry | Chief Executive Officer | 408-621-2984 | | mac@northsidechs.org |

m1b. Is site 1 in public (co-located) space or in private space?

Co-located Space

m1c. Please list the terms of your current co-location.

| | Date school will leave current co-location | Is school working with NYCDOE to expand into current space? | If so, list year expansion will occur. | Is school working with NYCDOE to move to separate space? | If so, list the proposed space and year planned for move | School at Full Capacity at Site |
|--------|--|---|--|--|--|---------------------------------|
| Site 1 | N/A | No | | No | | No |

IF LOCATED IN PRIVATE SPACE IN NYC OR IN DISTRICTS OUTSIDE NYC

m1d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 1 if located in private space in NYC or located outside of NYC .

Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2021.

- Fire inspection certificates must be updated annually. For the upcoming school year 2022-2023, the fire inspection certificate must be dated after July 1, 2021.
- If the fire inspection certificate is dated after the August 1, 2022 submission of the Annual Report, please submit the new certificate with the Annual Report entries due on November 1, 2022.

Site 1 Certificate of Occupancy (COO)

Site 1 Fire Inspection Report

CHARTER REVISIONS DURING THE 2021-2022 SCHOOL YEAR

n1. Were there any revisions to the school's charter during the 2021-2022 school year? (Please include approved or pending material and non-material charter revisions).

Yes

n2. Summary of Charter Revisions

| | Category (Select Best Description) | Specific Revision (150 word limit) | Date Approved by BOT (if applicable) | Date Approved by Authorizer (if applicable) |
|---|---|---|--------------------------------------|---|
| 1 | Change in complaint policy | Refined policy | 8/10/2021 | 6/13/2022 |
| 2 | Change in mission, vision or philosophy | Revised wording of mission statement | 4/20/2021 | 6/13/2022 |
| 3 | Change in organizational structure | 3 title changes, 3 new positions, 1 position eliminated | 8/10/2021 | 6/13/2022 |
| 4 | Change in Maximum Approved Enrollment | Increasing enrollment from 400 to 420 | 8/10/2021 | 6/13/2022 |
| 5 | Change in design or educational program | Revised wording of KDEs | 10/19/2021 | 6/13/2022 |

More revisions to add?

No

o. Has your school's Board of Trustee's approved a budget for the 2021-2022 FY?

Yes

ATTESTATIONS

p. Individual Primarily Responsible for Submitting the Annual Report. (To write type in a phone number with an extension, please use this format: 123-456-7890-3. The dash and number 3 at the end of the phone number refers to the individual's phone extension. Do not type in the work extension or the abbreviation for it - just the dash and the extension number after the phone number).

| | |
|-----------------|--|
| Name | Jen Pasek |
| Position | Consultant |
| Phone/Extension | 518-542-9810 |
| Email | jen@pasekconsulting.com |

p. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that our school has reviewed, understands and will comply with the employee clearance and fingerprint requirements as outlined in Entry 10 and found in the [NYSED CSO Fingerprint Clearance Oct 2019 Memo](#). Click **YES** to agree.

Responses Selected:

Yes

q. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Click **YES** to agree and then use the mouse on your PC or the stylus on your mobile device to sign your name).

Responses Selected:

Yes

Signature, Head of Charter School



Signature, President of the Board of Trustees



Date

(No response)

Thank you.



Entry 3 Progress Toward Goals

Completed - Nov 1 2022

Instructions

Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters no later than **November 1, 2022**.

PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.

Entry 3 Progress Toward Goals

PROGRESS TOWARD CHARTER GOALS

Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

Complete the tables provided. List each goal and measure as contained in the school's currently approved charter, and indicate whether the school has met or not met the goal. Please provide information for all goals no later than November 2, 2022.

NORTHSIDE CHARTER HIGH SCHOOL 800000063771

1. ACADEMIC STUDENT PERFORMANCE GOALS

Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters no later than **November 1, 2022**.

2021-2022 Progress Toward Attainment of Academic Goals

| | Academic Student Performance Goal | Measure Used to Evaluate Progress Toward Attainment of Goal | Goal - Met, Not Met or Unable to Assess | If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable |
|-----------------|---|---|---|--|
| Academic Goal 1 | Performance Framework: Regents Testing Outcomes compared to NYS | Percent Passing Five Required Regents after 4 Years in HS | Unable to Assess | data.nysed.gov does not include info on Regents Exemptions in statewide Report Cards ELA - Exempt Math - 76% of those tested passed with a 65 Science - 80% of those tested passed with a 65% US History - 83% of the 6 students tested passed Global History - Exempt |
| Academic Goal 2 | Performance Framework: Graduation Rates compared to NYS | Graduation Rates | Unable to Assess | 4 Yr Grad Rate = 90% with 36% of the graduates receiving a Regents with Advanced Designation Diploma (up from 23% Adv Regents in 2021) 5 Yr Grad Rate = 94% |
| Academic Goal 3 | Performance Framework: Graduation Rates will exceed 80% | Graduation Rates | Met | 4 Yr Grad Rate = 90% 5 Yr Grad Rate = 94% |

| | | | | |
|------------------|--|--|--|--|
| Academic Goal 4 | | | | |
| Academic Goal 5 | | | | |
| Academic Goal 6 | | | | |
| Academic Goal 7 | | | | |
| Academic Goal 8 | | | | |
| Academic Goal 9 | | | | |
| Academic Goal 10 | | | | |

2. Do have more academic goals to add?

No

4. ORGANIZATION GOALS

For the 2021-2022 school year, any organization goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as “N/A”.

2021-2022 Progress Toward Attainment of Organization Goals

| | Organizational Goal | Measure Used to Evaluate Progress | Goal - Met, Not Met, or Unable to Assess | If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable |
|-------------|---------------------|-----------------------------------|--|---|
| Org Goal 1 | | | | |
| Org Goal 2 | | | | |
| Org Goal 3 | | | | |
| Org Goal 4 | | | | |
| Org Goal 5 | | | | |
| Org Goal 6 | | | | |
| Org Goal 7 | | | | |
| Org Goal 8 | | | | |
| Org Goal 9 | | | | |
| Org Goal 10 | | | | |
| Org Goal 11 | | | | |
| Org Goal 12 | | | | |
| Org Goal 13 | | | | |
| Org Goal 14 | | | | |
| Org Goal 15 | | | | |
| Org Goal 16 | | | | |
| Org Goal 17 | | | | |
| Org Goal 18 | | | | |
| Org Goal 19 | | | | |
| Org Goal 20 | | | | |

5. Do have more organizational goals to add?

No

6. FINANCIAL GOALS

2021-2022 Progress Toward Attainment of Financial Goals

| | Financial Goals | Measure Used to Evaluate Progress | Goal - Met, Not Met, or Partially Met | If not met, describe efforts the school will take to meet goal. |
|------------------|-----------------|-----------------------------------|---------------------------------------|---|
| Financial Goal 1 | | | | |
| Financial Goal 2 | | | | |
| Financial Goal 3 | | | | |
| Financial Goal 4 | | | | |
| Financial Goal 5 | | | | |

7. Do have more financial goals to add?

No

Thank you.

Entry 4 - Audited Financial Statements

Completed - Nov 1 2022

Required of ALL Charter Schools

ALL SUNY-authorized charter schools must upload the financial statements and related documents in PDF format into the SUNY Epicenter system no later than **November 1, 2022**. SUNY CSI will forward to NYSED CSO. **SUNY-authorized charter schools** are asked to ensure that security features such as password protection are turned off.

ALL Regents, NYCDOE, and Buffalo BOE-authorized charter schools must upload final, audited financial statements to the [Annual Report Portal](#) no later than **November 1, 2022**. Upload the independent auditor's report, any advisory and/or management letter, and the internal controls report as one submission, combined into a PDF file, ensuring that security features such as password protections are removed from all school uploaded documents.

PLEASE NOTE: This task appears as visible and optional task in the online portal until August 1 2022 but will be identified as a required task thereafter and due on November 1, 2022. This is a required task, and it is marked optional for administrative purposes only.

[NCHS AUDIT 2021-22](#)

Entry 4b – Audited Financial Report Template (BOR/NYC/BOE)

Completed - Nov 1 2022

[Instructions - Regents-Authorized Charter Schools ONLY](#)

Regents-authorized schools must download and complete the Excel spreadsheet entitled “Audited Financial Report Template” from the online portal or the [2021-2022 Annual Reports](#) webpage. Upload the completed file in Excel format and submit by **November 1, 2022**.

EDUCATION CORPORATIONS WITH MORE THAN ONE SCHOOL SHOULD COMPLETE THE EXCEL SPREADSHEET FOR THE EDUCATION CORPORATION AS A WHOLE, NOT FOR THE INDIVIDUAL SCHOOLS. PLEASE SUBMIT THE SAME EXCEL SPREADSHEET FOR EACH OF THE SCHOOLS.

PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.

[SED 2022 AuditedFinancialReportTemplate NCHS \(1\)](#)

Filename: SED_2022_AuditedFinancialReportTe_ajUz7o9.xlsx Size: 71.7 kB

Entry 4c – Additional Financial Documents

Completed - Nov 1 2022

Instructions - Regents, NYCDOE and Buffalo BOE authorized schools must upload financial documents and submit by **November 1, 2022**. The items listed below should be uploaded, with an explanation if not applicable or available. For example, a “federal Single Audit was not required because the school did not expend federal funds of more than the \$750,000 Threshold.”

1. Advisory and/or Management letter
2. Federal Single Audit
3. CSP Agreed-Upon Procedure Report
4. Evidence of Required Escrow Account for each school^[1]
5. Corrective Action Plan for Audit Findings and Management Letter Recommendations

^[1] Note: For BOR schools chartered or renewed after the 2017-2018 school year, the escrow account per school is \$100,000.

PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.

[NCHS Bank Redacted](#)

Filename: NCHS_Bank_Redacted.pdf Size: 89.0 kB

Entry 4d - Financial Services Contact Information

Completed - Nov 1 2022

Regents, NYCDOE, and Buffalo BOE authorized schools should enter financial contact information directly into the form within the portal by **November 1, 2022**.

Form for "Financial Services Contact Information"

1. School Based Fiscal Contact Information

| | School Based Fiscal Contact Name | School Based Fiscal Contact Email | School Based Fiscal Contact Phone |
|--|----------------------------------|--|-----------------------------------|
| | Mahmud Enin | mennin@northsidechs.org | 347-390-1273 |

2. Audit Firm Contact Information

| | School Audit Contact Name | School Audit Contact Email | School Audit Contact Phone | Years Working With This Audit Firm |
|--|--|----------------------------|----------------------------|------------------------------------|
| | Gus Saliba PKF O'Connor Davies LLP | | | 5 |

3. If applicable, please provide contact information for the school's outsourced financial services firm.

| | Firm Name | Contact Person | Mailing Address | Email | Phone | Years With Firm |
|--|-----------|----------------|-----------------|-------|-------|-----------------|
| | | | | | | |

Entry 5 – Fiscal Year 2022-2023 Budget

Completed - Nov 1 2022

SUNY-authorized charter schools should download the [2022-23 Budget and Quarterly Report Template and the 2022-23 Budget Narrative Questionnaire](#) from the SUNY website and upload the completed template into Epicenter. SUNY CSI will forward to NYSED CSO. **Due November 1, 2022.**

Regents, NYCDOE, and Buffalo BOE authorized charter schools should upload a copy of the school's FY22 Budget using the [2022-2023 Budget Template](#) in the portal or from the Annual Report website. **Due November 1, 2022.**

The assumptions column should be completed for all revenue and expense items unless the item is self-explanatory. Where applicable, reference the page number or section in the application narrative that indicates the assumption being made. For instance, student enrollment would reference the applicable page number in Section I, C of the application narrative.

PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.

[Northside Charter High School Final2022-2023ARBudget](#)

Filename: Northside_Charter_High_School_Fin_IhcPodk.xlsx Size: 37.1 kB

Entry 6 – Board of Trustees Disclosure of Financial Interest Form

Completed - Nov 1 2022

Due on August 1, 2022, each member of the charter school's Board of Trustees who served on a charter school education corporation governing one or more charter schools for any period during the 2021-2022 school year must complete and sign a [Trustee Disclosure of Financial Interest Form](#). Acceptable signature formats include:

- Digitally certified PDF signature (i.e., DocuSign)
- Manual signature (1. download to print, 2. manually sign, 3. scan signed document to PDF, and 4. upload into portal)

All completed forms must be collected and uploaded in .PDF format for each individual member. **The education corporation is responsible for completing the form for trustees who left the board during the reporting year.**

Forms completed from past years will not be accepted. **Only the latest version of the form** (updated in April, 2022) is acceptable.).

Trustees serving on an education corporation that governs more than one school are not required to complete a separate disclosure for each school governed by the education corporation. In the Disclosure of Financial Interest Form, trustees must disclose information relevant to any of the schools served by the governing education corporation.

[Kaley Childs Karaffa NHCS](#)

Filename: Kaley_Childs_Karaffa_NHCS.pdf **Size:** 526.6 kB

[Willie Scott NCHS](#)

Filename: Willie_Scott_NCHS.pdf **Size:** 524.5 kB

[Danielle Redmond NCHS](#)

Filename: Danielle_Redmond_NCHS.pdf **Size:** 526.2 kB

[Douglas Giles NCHS](#)

Filename: Douglas_Giles_NCHS.pdf **Size:** 524.2 kB

[Rizwan Alladin Northside](#)

Filename: Rizwan_Alladin_Northside.pdf **Size:** 525.6 kB

[Deangeor Chin NCHS](#)

Filename: Deangeor_Chin_NCHS.pdf **Size:** 524.9 kB

Entry 7 BOT Membership Table

Completed - Nov 1 2022

Instructions

Required of ALL charter schools

ALL charter schools or education corporations governing multiple schools must complete the Board of Trustees Membership Table within the online portal. Please be sure to include and identify parents who are members of the Board of Trustees and indicate whether parents are voting or non-voting members.

Entry 7 BOT Table

1. SUNY-AUTHORIZED charter schools are required to provide information for VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools are required to provide information for all --VOTING and NON-VOTING-- trustees.

Authorizer:

Who is the authorizer of your charter school?

Board of Regents

1. 2021-2022 Board Member Information (Enter info for each BOT member)

| | Trustee Name | Trustee Email Address | Position on the Board | Committee Affiliations | Voting Member Per By-Laws (Y/N) | Number of Terms Served | Start Date of Current Term (MM/DD/YYYY) | End Date of Current Term (MM/DD/YYYY) | Board Meetings Attended During 2021-2022 |
|---|----------------------|-----------------------|-----------------------|--|---------------------------------|------------------------|---|---------------------------------------|--|
| 1 | Kaley Childs Karaffa | | Chair | Executive, Finance, Board Development, and Executive Director Search | Yes | 3 | 01/01/2018 | 01/01/2024 | 11 |
| 2 | Douglas Giles | | Vice Chair | Executive, Finance and Executive Director Search | Yes | 3 | 10/01/2021 | 10/01/2024 | 11 |
| 3 | Deangeo r Chin | | Trustee/ Member | Education and Accountability, Executive Director Search | Yes | 2 | 10/01/2020 | 10/01/2023 | 11 |
| 4 | Rizwan Alladin | | Treasurer | Executive, Finance, Education and | Yes | 2 | 12/01/2020 | 11/30/2023 | 11 |

| | | | | | | | | | |
|---|------------------|--|----------------|--|-----|---|------------|------------|----|
| | | | | Account ability | | | | | |
| 5 | Danielle Redmond | | Trustee/Member | Executive, Board Development, Education and Accountability | Yes | 2 | 10/01/2020 | 10/01/2023 | 12 |
| 6 | Willie Scott | | Secretary | Executive, Board Development, Education and Accountability | Yes | 4 | 01/01/2021 | 01/01/2024 | 10 |
| 7 | | | | | | | | | |
| 8 | | | | | | | | | |
| 9 | | | | | | | | | |

1a. Are there more than 9 members of the Board of Trustees?

No

2. INFORMATION ABOUT MEMBERS OF THE BOARD OF TRUSTEES

1. SUNY-AUTHORIZED charter schools provide response relative to VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools provide a response relative to all trustees.

| | |
|--|---|
| a. Total Number of BOT Members on June 30, 2022 | 6 |
| b.Total Number of Members Added During 2021-2022 | 0 |
| c. Total Number of Members who Departed during 2021-2022 | 0 |
| d.Total Number of members, as set in Bylaws, Resolution or Minutes | 6 |

3. Number of Board meetings held during 2021-2022

12

4. Number of Board meetings scheduled for 2022-2023

12

Total number of Voting Members on June 30, 2022:

6

Total number of Voting Members added during the 2021-2022 school year:

0

Total number of Voting Members who departed during the 2021-2022 school year:

0

Total Maximum Number of Voting members in 2021-2022, as set by the board in bylaws, resolution, or minutes:

15

Total number of Non-Voting Members on June 30, 2022:

0

Total number of Non-Voting Members added during the 2021-2022 school year:

0

Total number of Non-Voting Members who departed during the 2021-2022 school year:

0

Total Maximum Number of Non-Voting members in 2021-2022, as set by the board in bylaws, resolution or minutes:

n/a

Board members attending 8 or fewer meetings during 2021-2022

0

Thank you.

Entry 8 Board Meeting Minutes

Completed - Nov 1 2022

Instructions - Required of Regents, NYCDOE, and Buffalo BOE Authorized Schools ONLY

Schools must upload a complete set of monthly board meeting minutes (July 2021-June 2022), which should match the number of meetings held during the 2021-2022 school year, as indicated in the above table. The minutes provided must be the final version approved by the school's Board of Trustees and may be uploaded individually or as one single combined file. Board meeting minutes must be submitted by **August 1, 2022**.

NCHS 2021-22 board minutes

Filename: NCHS_2021-22_board_minutes_.pdf Size: 1.2 MB

Entry 9 Enrollment & Retention

Completed - Nov 1 2022

Instructions for submitting Enrollment and Retention Efforts

Required of ALL Charter Schools

Describe the good faith efforts the charter school has made in 2021-2022 toward meeting targets to attract and retain the enrollment of Students with Disabilities (SWDs), English Language Learners (ELLs), and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2022-2023.

Entry 9 Enrollment and Retention of Special Populations

Recruitment/Attraction Efforts Toward Meeting Targets

| | Describe Recruitment Efforts in 2021-2022 | Describe Recruitment Plans in 2022-2023 |
|----------------------------|---|--|
| Economically Disadvantaged | <p>Recruitment for all students is directed by the student enrollment manager and the communications and community engagement manager. To recruit ED students, NCHS focuses on outreach in neighborhoods in CSD 14 and other areas that connect to CSD 14 on public transportation lines. NCHS representatives attend high school school fairs (in-person and virtual) to recruit student applicants. Additionally, NCHS advertises in social media (Facebook and Instagram), and uses the services of the NYCDOE vendor, Vanguard, to mail to 8th grade families within specific zip codes within New York City. All the materials presented at school visits highlight our policy of conducting a blind lottery and our inclusive environment, and encourage ED students to apply. In December 2020, the NCHS Board of Trustees approved a revision to our lottery policy to add a weight for applicants who are ED. This decision was made in response to a decrease in the enrollment of ED students from 81% of our 2019-2020 student population to 77% of our 2020-2021 student population. Lastly, NCHS's recruitment marketing strategy focused on social media and print media marketing to more than 21 zip codes within Brooklyn, Queens, and Lower Manhattan, of which 80 percent of those zip codes were areas of low to moderate-</p> | <p>In 2021-22, our percentage of ED students was within 2 percentage points of CSD 14. Going forward, we will continue to use the strategies listed to the left.</p> |

| | | |
|----------------------------|--|---|
| | income (per 2010 US Census Bureau statistics). | |
| English Language Learners | <p>To recruit ELLs, a representative from NCHS conducts door-to-door canvassing in neighborhoods near NCHS with high concentrations of non-English speaking families. We distribute materials in English and Spanish and translators are provided for information sessions and open houses. Our marketing materials and presentations highlight the support at NCHS that helps ELLs succeed academically and socially. ELLs have historically been NCHS's most challenging subgroup target to meet. As a strategy to target the enrollment of ELLs, in December 2020 the Board also approved a revision to our lottery policy to add a weight for applicants who are ELLs. In 2021, NCHS included Spanish-language webinars for recruitment open houses and included a QR code on print material (mailed postcards) so that Spanish-language dominated households could review expanded explanations of recruitment material on our website in Spanish. Most recently, hired a bilingual Spanish speaking Recruitment, Enrollment, and Communications Manager to more effectively communicate with the English and Spanish speaking communities.</p> | <p>We enrolled 6% current ELLs in 2020-21 compared to 10% in the district. Going forward, we will continue to implement the strategies listed to the left, including a implementing a lottery weight for applicants who are ELLs.</p> |
| Students with Disabilities | <p>Similar to our efforts to recruit ELLs, our SWD recruitment strategy emphasizes the support we provide to ensure the success of SWD. Our recruitment team is knowledgeable about the school's special education and RTI programs and can speak to interested families about the</p> | <p>In 2021-22, our percentage of SWD was 21% and our district enrolled 24% SWD.</p> <p>Going forward, we will continue implementing the strategies listed to the left, as they have consistently resulted in enrollment of a</p> |

| | | |
|--|--|--|
| | comprehensive range of services provided as well as our inclusive environment. | population of SWD that reflects or exceeds (in some years) our district. |
|--|--|--|

Retention Efforts Toward Meeting Targets

| | Describe Retention Efforts in 2021-2022 | Describe Retention Plans in 2022-2023 |
|----------------------------|--|---|
| Economically Disadvantaged | As the majority of NCHS students are ED, our entire school program is focused on supporting the retention of ED students. NCHS ensures that no student is denied access to learning opportunities and special initiatives such as college visits because of an inability to cover the cost. NCHS provides breakfast and lunch to ED students. We also offer after-school tutorials with teachers, personal college guidance, and 1:1 counseling to ensure that students can access the rigorous curriculum. | Our retention rate for all students is historically strong. Going forward, we will continue to implement the methods described to the left. |
| English Language Learners | A teaching assistant provides push-in support for ELLs. Starting in the 2021-2022 school year, NCHS is using the NWEA MAP assessment to support placement and ongoing monitoring for ELLs. In addition, NCHS administers the NYSESLAT at the end of each school year to monitor ELLs' language development. To increase retention in the 2021-2022 school year, we employed the following strategies: Increased ELL interventions in all core academic classes. This initiative is led by the chief student services officer with support from a teaching assistant, who provides push-in support to ELL students; and Increased Spanish language outreach to families; all communications are available in Spanish and English. Hired a Bilingual Spanish speaking Recruitment, Enrollment, and Communications Manager, with connections to the Brooklyn | Our retention rate for all students is historically strong. Going forward, we will continue to implement the methods described to the left. |

| | | |
|----------------------------|--|---|
| | community, to more seamlessly communicate with our caregiver community. | |
| Students with Disabilities | <p>NCHS is committed to serving the needs of SWD; as previously described, in 2021-2022 we are introducing a chief student services officer, reporting to the executive director. This position expanded our special education department and allows for continued responsive support for students with IEPs. NCHS has an enhanced membership with the New York City Collaborative for Inclusive Education (NYCCIE). This membership provides us with onsite monthly professional development sessions as well as online resources on topics such as social emotional learning, culturally responsive education, and instructional strategies for inclusive classrooms. Teachers, social workers and counselors attend these professional development meetings. In addition, The NYCCIE matches us with an education expert who observes our SPED and ELL programs twice a year. These observations are paired with data analysis and we are provided with guidance to address any programmatic deficits. We are continuing this partnership in the 2021-2022 school years.</p> <p>To serve SWD, NCHS offers ICT classrooms. In the 2021-2022 school year, we had eight full-time special education teachers and 28 ICT classrooms: eight in grades 9-11 and four in grade 12. In addition to inclusive general education settings, NCHS provides special education teacher support services (SETSS)</p> | Our retention rate for all students is historically strong. Going forward, we will continue to implement the methods described to the left. |

| | | |
|--|---|--|
| | <p>and speech pathology. Special education teachers monitor the progress of students with IEPs and communicate with their families. Special education teachers also collaborate with the general education teachers at NCHS to ensure that uninterrupted services are provided to students with IEPs. Students receive progress reports twice a year that showcase their progress toward their IEP goals.</p> | |
|--|---|--|

Entry 10 – Teacher and Administrator Attrition

Completed - Nov 1 2022

Form for "Entry 10 – Teacher and Administrator Attrition" Revised to Employee Fingerprint Requirements Attestation

A. TEACH System – Employee Clearance

Charter schools must ensure that all prospective employees^[1] receive clearance through [the NYSED Office of School Personnel Review and Accountability](#) (OSPRA) prior to employment. **This includes paraprofessionals and other school personnel who are provided or assigned by the district of location, or related/contracted service providers.** After an employee has been cleared, schools are required to maintain proof of such clearance in the file of each employee. For the safety of all students, charter schools must take immediate steps to terminate the employment of individuals who have been denied clearance. Once the employees have been terminated, the school must terminate the request for clearance in the TEACH system.

In the Annual Report, charter schools are asked to confirm that all employees have been cleared through the NYSED TEACH system; and, if denied clearance, confirm that the individual or employee has been removed from the TEACH system, and is not employed by the school.

^[1] Employees who must be cleared include, but are not limited to, teachers, administrative staff, janitors, security personnel and cafeteria workers, and other staff who are present when children are in the school building. **This includes paraprofessionals and other school personnel that are provided or assigned by the district of location, as well as related/contracted service providers.** See NYSED memorandum dated October 1, 2019 at http://www.nysed.gov/common/nysed/files/programs/charter-schools/employee_fingerprinting_10_1_2019.pdf or visit the NYSED website at: <http://www.highered.nysed.gov/tsei/ospa/fingerprintingcharts.html> for more information regarding who must be fingerprinted. Also see, 8 NYCRR §87.2.

B. Emergency Conditional Clearances

Emergency Conditional Clearances

Charter schools are **strongly discouraged** from using the emergency conditional clearance provisions for prospective employees. This is because the school must request clearance through NYSED TEACH, and the school's emergency conditional clearance of the employee terminates automatically once the school receives notification from NYSED regarding the clearance request. Status notification is provided for all prospective employees through the NYSED TEACH portal within 48 hours after the clearance request is submitted. Therefore, at most, a school's emergency conditional clearance will be valid for only 48 hours after approval by the board.

Schools are not permitted to renew or in any way re-establish a prospective employee's emergency conditional clearance after status notification is sent by NYSED through the TEACH portal.

Schools are asked to attest that they have reviewed and understand these requirements. More information can be found in the memo at [NYSED CSO Employee Clearance and Fingerprint Memo 10-2019](#).

Attestation

Responses Selected:

I hereby attest that the school has reviewed, understands, and will comply with these requirements.

Entry 11 Percent of Uncertified Teachers

Completed - Nov 1 2022

Instructions

Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education.

Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

Entry 11 Uncertified Teachers

School Name:

Instructions for Reporting Percent of Uncertified Teachers

Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education. Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

If more than one line applies to a teacher, please include in only one FTE uncertified category. Please do not include paraprofessionals, such as teacher aides.

CATEGORY A. 30% OR 5 UNCERTIFIED TEACHERS WHICHEVER IS LESS

| | FTE Count |
|--|-----------|
| i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2022) | 5 |
| ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2022) | |
| iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2022) | |
| iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2022) | |
| Total Category A: 5 or 30% whichever is less | 5.0 |

CATEGORY B. PLUS FIVE UNCERTIFIED TEACHERS IN MATHEMATICS, SCIENCE, COMPUTER SCIENCE, TECHNOLOGY OR CAREER AND TECHNICAL EDUCATION.

| | FTE Count |
|-----------------------------------|-----------|
| i. Mathematics | 2 |
| ii. Science | 3 |
| iii. Computer Science | |
| iv. Technology | |
| v. Career and Technical Education | 0 |
| Total Category B: not to exceed 5 | 5.0 |

CATEGORY C: PLUS 5 ADDITIONAL UNCERTIFIED TEACHERS

| | FTE Count |
|--|-----------|
| i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2022) | 5 |
| ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2022) | |
| iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2022) | |
| iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2022) | |
| Total Category C: not to exceed 5 | 5.0 |

TOTAL FTE COUNT OF UNCERTIFIED TEACHERS (Sum of Categories A, B AND C)

(Include teachers who do not fit in one of these categories or if did fit would exceed the numerical limits for that category)

| | FTE Count |
|-------|-----------|
| Total | 15 |

CATEGORY D: TOTAL FTE COUNT OF UNCATEGORIZED, UNCERTIFIED TEACHERS

(Include teachers who do not fit in one of these categories or if did fit would exceed the numerical limits for that category)

| | FTE Count |
|------------------|-----------|
| Total Category D | 15 |

CATEGORY E: TOTAL FTE COUNT OF CERTIFIED TEACHERS

| | FTE Count |
|------------------|-----------|
| Total Category E | 16 |

CATEGORY F: TOTAL FTE COUNT OF ALL TEACHERS

Please do not include paraprofessionals, such as teacher aides.

| | FTE Count |
|------------------|-----------|
| Total Category F | 46 |

Thank you.



Entry 12 Organization Chart

Completed - Nov 1 2022

[Instructions](#)

Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY

Upload the 2021-2022 **Organization Chart**. The organization chart should include position titles and reporting relationships. Employee names should **not** appear on the chart.

[NCHS FY 22 Org Chart](#)

Filename: NCHS_FY_22_Org_Chart.pdf Size: 19.7 kB

Entry 13 School Calendar

Completed - Nov 1 2022

[Instructions for submitting School Calendar](#)

Required of ALL Charter Schools

If the charter school has a tentative calendar based on available information and guidance at the time, please submit with the August 1, 2022 submission. Charter schools must upload a final school calendar into the portal and may do so at any time but no later than **September 15, 2022**.

School calendars must meet the [minimum instructional requirements](#) as required of other public schools "... *unless the school's charter requires more instructional time than is required under the regulations.*"

Board of Regents-authorized charter schools also are required to submit school calendars that clearly indicate the start and end date of the instructional year AND the number of instructional hours and/or instructional days for each month. See an example of a calendar showing the requested information. Schools are encouraged to use a calendar template and ensure there is a monthly tally of instructional days.

PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.

[Northside Updated Calendar 2022-23](#)

Filename: Northside_Updated_Calendar_2022-23.pdf Size: 178.6 kB

Entry 14 Links to Critical Documents on School Website

Completed - Nov 1 2022

[Instructions](#)

Required of ALL Charter Schools noting that SUNY-authorized charter schools are not required to submit item 5: Authorizer-approved DASA policy and NYSED-Approved School Discipline Policy

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items:

1. Current Annual Report (i.e., 2021-2022 Annual Report);[\[1\]](#)
2. Board meeting notices, agendas and documents;
3. New York State School Report Card;
4. Authorizer-approved DASA Policy and NYSED-Approved School Discipline Policy **(For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)**;
5. District-wide safety plan, not a building level safety plan (as per the September 2021 [Emergency Response Plan Memo](#);
6. Authorizer-approved FOIL Policy; and
7. Subject matter list of FOIL records. (Example: See [NYSED Subject Matter List](#))

[\[1\]](#) Each charter school is required to make the Annual Report publicly available by August 1 and to post on their respective charter school website. Each school should post an updated and complete version to include accountability data and financial statements that are not or may not be available until after the August deadline (i.e., Report when financials have been submitted in November.)

Form for Entry 14 Links to Critical Documents on School Website

School Name: Northside Charter High School

Required of ALL Charter Schools noting that SUNY-authorized charter schools are not required to submit item

4: Authorizer-approved DASA policy and NYSED-Approved School Discipline Policy

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items:

| | Link to Documents |
|---|---|
| 1. Current Annual Report (i.e., 2021-2022 Annual Report) | https://www.northsidechs.org/apps/pages/index.jsp?uREC_ID=493088&type=d |
| 2. Board meeting notices, agendas and documents | https://www.northsidechs.org/apps/events/ |
| 3. New York State School Report Card | https://www.northsidechs.org/apps/pages/index.jsp?uREC_ID=496699&type=d |
| 4. Authorizer-approved DASA Policy and NYSED-Approved School Discipline Policy (For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY) | https://northsidecs.enschool.org/apps/pages/index.jsp?uREC_ID=476105&type=d |
| 5. District-wide safety plan, not a building level safety plan (as per the September 2021 Emergency Response Plan Memo | https://www.northsidechs.org/apps/links/ |
| 6. Authorizer-approved FOIL Policy | https://northsidecs.enschool.org/apps/pages/index.jsp?uREC_ID=476106&type=d |
| 7. Subject matter list of FOIL records. (Example: See NYSED Subject Matter List) | https://www.northsidechs.org/apps/pages/index.jsp?uREC_ID=496698&type=d |

Thank you.



Northside Charter High School

Financial Statements

June 30, 2022 and 2021

Independent Auditors' Report

Board of Trustees
Northside Charter High School

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Northside Charter High School (a nonprofit organization), which comprise the statements of financial position as of June 30, 2022 and 2021, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Northside Charter High School as of June 30, 2022 and 2021, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Northside Charter High School and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Northside Charter High School's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Northside Charter High School's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Northside Charter High School's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 27, 2022, on our consideration of Northside Charter High School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Northside Charter High School's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Northside Charter High School's internal control over financial reporting and compliance.

PKF O'Connor Davies, LLP

Harrison, New York
October 27, 2022

Northside Charter High School

Statements of Financial Position

| | June 30, | |
|---|---------------------|---------------------|
| | <u>2022</u> | <u>2021</u> |
| ASSETS | | |
| Current Assets | | |
| Cash | \$ 5,526,958 | \$ 5,563,048 |
| Grants and contracts receivable | 395,368 | 222,759 |
| Prepaid expenses and other current assets | <u>79,044</u> | <u>75,891</u> |
| Total Current Assets | 6,001,370 | 5,861,698 |
| Property and equipment, net | 420,225 | 392,708 |
| Restricted cash | <u>75,516</u> | <u>75,516</u> |
| | <u>\$ 6,497,111</u> | <u>\$ 6,329,922</u> |
| LIABILITIES AND NET ASSETS | | |
| Current Liabilities | | |
| Accounts payable and accrued expenses | \$ 161,267 | \$ 157,930 |
| Paycheck Protection Program loan payable | <u>-</u> | <u>612,500</u> |
| Total Liabilities | 161,267 | 770,430 |
| Net assets, without donor restrictions | <u>6,335,844</u> | <u>5,559,492</u> |
| | <u>\$ 6,497,111</u> | <u>\$ 6,329,922</u> |

See notes to financial statements

Northside Charter High School

Statements of Activities

| | Year Ended June 30, | |
|---|---------------------|---------------------|
| | 2022 | 2021 |
| REVENUE AND SUPPORT | | |
| State and local per pupil operating revenue | \$ 7,538,055 | \$ 7,099,923 |
| Federal grants | 689,628 | 289,100 |
| State grants | - | 28,995 |
| Interest and other revenue | 59,538 | 17,266 |
| Total Revenue and Support | <u>8,287,221</u> | <u>7,435,284</u> |
| EXPENSES | | |
| Program Services | | |
| Regular education | 5,250,656 | 5,240,928 |
| Special education | <u>1,995,533</u> | <u>1,797,466</u> |
| Total Program Services | 7,246,189 | 7,038,394 |
| Supporting Services | | |
| Management and general | <u>877,180</u> | <u>874,343</u> |
| Total Expenses | <u>8,123,369</u> | <u>7,912,737</u> |
| Gain on forgiveness of | | |
| Paycheck Protection Program loan | <u>612,500</u> | <u>-</u> |
| Change in Net Assets | 776,352 | (477,453) |
| NET ASSETS | | |
| Beginning of year | <u>5,559,492</u> | <u>6,036,945</u> |
| End of year | <u>\$ 6,335,844</u> | <u>\$ 5,559,492</u> |

Northside Charter High School

Statement of Functional Expenses Year Ended June 30, 2022

| | No. of Positions | Program Services | | | Management and General | Total |
|--|---------------------|----------------------|----------------------|---------------------|------------------------------|---------------------|
| | | Regular Education | Special Education | Total | | |
| Personnel Services Cost | | | | | | |
| Administrative staff personnel | 10 | \$ 624,310 | \$ 204,311 | \$ 828,621 | \$ 552,414 | \$ 1,381,035 |
| Instructional personnel | 43 | 2,305,723 | 1,001,478 | 3,307,201 | - | 3,307,201 |
| Non-Instructional personnel | 11 | 243,434 | 79,666 | 323,100 | - | 323,100 |
| Total Personnel Services Cost | 64 | 3,173,467 | 1,285,455 | 4,458,922 | 552,414 | 5,011,336 |
| Payroll taxes and employee benefits | | | | | | |
| Retirement | | 723,253 | 292,963 | 1,016,216 | 125,899 | 1,142,115 |
| Legal fees | | 21,793 | 8,828 | 30,621 | 3,794 | 34,415 |
| Audit fees | | - | - | - | 5,972 | 5,972 |
| Financial management services | | - | - | - | 20,250 | 20,250 |
| Contractual services | | 381,277 | 153,654 | 534,931 | 10,275 | 545,206 |
| Marketing and recruiting | | 32,532 | 11,450 | 43,982 | 58,636 | 102,618 |
| Staff development | | 244,778 | 80,105 | 324,883 | 1,798 | 326,681 |
| Office expense | | 66,202 | 26,816 | 93,018 | - | 93,018 |
| Telephone and internet | | 37,464 | 7,493 | 44,957 | 11,524 | 56,481 |
| Travel and conferences | | 25,082 | - | 25,082 | 14,986 | 40,068 |
| Textbooks and classroom supplies | | 156,110 | 51,088 | 207,198 | - | 207,198 |
| Student activities and fees | | 47,606 | - | 47,606 | - | 47,606 |
| School events | | 101,196 | 33,117 | 134,313 | - | 134,313 |
| Insurance | | 64,832 | 8,104 | 72,936 | 8,104 | 81,040 |
| Dues and subscriptions | | - | - | - | 36,596 | 36,596 |
| Technology and equipment | | 40,107 | 12,341 | 52,448 | 9,256 | 61,704 |
| Depreciation and amortization | | 120,597 | 24,119 | 144,716 | 16,080 | 160,796 |
| Miscellaneous | | 14,360 | - | 14,360 | 1,596 | 15,956 |
| Total Expenses | | \$ 5,250,656 | \$ 1,995,533 | \$ 7,246,189 | \$ 877,180 | \$ 8,123,369 |

See notes to financial statements

Northside Charter High School

Statement of Functional Expenses Year Ended June 30, 2021

| | No. of Positions | Program Services | | | Management and General | Total |
|-------------------------------------|---------------------|----------------------|----------------------|---------------------|------------------------------|---------------------|
| | | Regular Education | Special Education | Total | | |
| Personnel Services Cost | | | | | | |
| Administrative staff personnel | 10 | \$ 648,377 | \$ 156,361 | \$ 804,738 | \$ 536,492 | \$ 1,341,230 |
| Instructional personnel | 43 | 2,231,920 | 945,864 | 3,177,784 | - | 3,177,784 |
| Non-Instructional personnel | 11 | 419,031 | 101,052 | 520,083 | - | 520,083 |
| Total Personnel Services Cost | <u>64</u> | <u>3,299,328</u> | <u>1,203,277</u> | <u>4,502,605</u> | <u>536,492</u> | <u>5,039,097</u> |
| Payroll taxes and employee benefits | | | | | | |
| Retirement | | 687,346 | 250,678 | 938,024 | 111,766 | 1,049,790 |
| Legal fees | | 158,512 | 57,810 | 216,322 | 25,776 | 242,098 |
| Audit fees | | - | - | - | 14,532 | 14,532 |
| Financial management services | | - | - | - | 28,750 | 28,750 |
| Contractual services | | 337,241 | 122,993 | 460,234 | 59,110 | 519,344 |
| Marketing and recruiting | | 51,324 | 14,655 | 65,979 | 40,306 | 106,284 |
| Staff development | | 221,620 | 53,445 | 275,065 | 2,998 | 278,063 |
| Office expense | | 24,680 | 9,001 | 33,681 | - | 33,681 |
| Telephone and internet | | 29,482 | 5,896 | 35,378 | 4,013 | 39,391 |
| Travel and conferences | | 4,127 | - | 4,127 | 11,793 | 15,920 |
| Textbooks and classroom supplies | | 123,034 | 29,671 | 152,705 | - | 152,705 |
| Student activities and fees | | 8,500 | - | 8,500 | - | 8,500 |
| School events | | 38,251 | 9,225 | 47,476 | - | 47,476 |
| Insurance | | 103,604 | 12,951 | 116,555 | - | 116,555 |
| Dues and subscriptions | | - | - | - | 12,951 | 12,951 |
| Technology and equipment | | 18,554 | 5,709 | 24,263 | 4,076 | 28,339 |
| Depreciation and amortization | | 110,776 | 22,155 | 132,931 | 4,282 | 137,213 |
| Miscellaneous | | 24,549 | - | 24,549 | 14,770 | 39,319 |
| Total Expenses | | <u>\$ 5,240,928</u> | <u>\$ 1,797,466</u> | <u>\$ 7,038,394</u> | <u>\$ 874,343</u> | <u>\$ 7,912,737</u> |

See notes to financial statements

Northside Charter High School

Statements of Cash Flows

| | Year Ended June 30, | |
|--|---------------------|--------------|
| | 2022 | 2021 |
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Change in net assets | \$ 776,352 | \$ (477,453) |
| Adjustments to reconcile change in net assets to net cash from operating activities | | |
| Depreciation and amortization | 160,796 | 147,701 |
| Gain on forgiveness of Paycheck Protection Program loan | (612,500) | - |
| Changes in operating assets and liabilities | | |
| Grants and contracts receivable | (172,609) | 168,674 |
| Prepaid expenses and other current assets | (3,153) | (6,033) |
| Accounts payable and accrued expenses | 3,337 | 30,262 |
| Net Cash from Operating Activities | 152,223 | (136,849) |
| CASH FLOWS FROM INVESTING ACTIVITY | | |
| Purchases of property and equipment | (188,313) | (17,304) |
| Net Change in Cash and Restricted Cash | (36,090) | (154,153) |
| CASH AND RESTRICTED CASH | | |
| Beginning of year | 5,638,564 | 5,792,717 |
| End of year | \$ 5,602,474 | \$ 5,638,564 |

See notes to financial statements

Northside Charter High School

Notes to Financial Statements June 30, 2022 and 2021

1. Organization and Tax Status

Northside Charter High School (the "School") is a New York State, not-for-profit educational corporation that was incorporated on January 13, 2009 to operate a charter school pursuant to Article 56 of the Education Law of the State of New York. The School was granted a provisional charter on January 13, 2009, valid for a term of five years and renewable upon expiration by the Board of Regents of the University of the State of New York. The Board of Regents approved and issued several renewals to the School's charter expiring on June 30, 2027. The School's mission is to provide a nine through twelve grade educational program that results in mastery of the New York State Learning Standards, high school graduation, and acceptance to colleges and universities of choice by all students. In addition, the School develops and maintains a school culture that endorses high expectations that challenge each student to recognize and achieve his/her full potential within a school environment that is nurturing, professional and that fosters within each student an appreciation for life-long learning. The School provided education to approximately 376 students in ninth through twelfth grades during the 2021-2022 academic year.

The School shares space with a New York City public school beginning in August 2009. The School occupies approximately 20,880 square feet on one floor of a public school building. The School also shares the gymnasium, auditorium and cafeteria with the public school which approximate 20,520 square feet. The School is not responsible for rent, utilities, custodial services, maintenance and school safety services other than security related to the School's programs that take place outside the district's school day. The School was unable to determine a value for the contributed space and related services and did not record any value for use of donated facilities or services.

The New York City Department of Education provides free lunches and transportation directly to some of the School's students. Such costs are not included in these financial statements. The School covers a portion of the cost of lunches for children not entitled to the free lunches.

Except for taxes that may be due for unrelated business income, the School is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and from state and local income taxes under comparable laws.

2. Summary of Significant Accounting Policies

Basis of Presentation and Use of Estimates

The accompanying financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP"), which requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Northside Charter High School

Notes to Financial Statements
June 30, 2022 and 2021

2. Summary of Significant Accounting Policies *(continued)*

Net Asset Presentation

Resources for various purposes are classified for accounting and reporting purposes into net asset categories established according to nature and purpose as follows:

Net assets without donor restrictions - consist of resources available for the general support of the School's operations. Net assets without donor restrictions may be used at the discretion of the School's management and Board of Trustees.

Net assets with Donor Restrictions – represents amounts restricted by donors for specific activities of the School or to be used at a future date. The School records contributions as net assets with donor restrictions if they are received with donor stipulations that limit their use either through purpose or time restrictions. When a donor restriction expires, that is, when a time restriction ends or a purpose restriction is fulfilled, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions. The School had no net assets with donor restrictions as of June 30, 2022 and 2021.

Restricted Cash

Under the provisions of its charter, the School established an escrow account to pay for legal and audit expenses that would be associated with a dissolution, should it occur.

The following table provides a reconciliation of cash and restricted cash reported within the statements of financial position to the amounts presented in the statements of cash flows for the years ended June 30:

| | 2022 | 2021 |
|-----------------|--------------------|--------------------|
| Cash | \$5,526,958 | \$5,563,048 |
| Restricted cash | 75,516 | 75,516 |
| | <u>\$5,602,474</u> | <u>\$5,638,564</u> |

Property and Equipment

The School follows the practice of capitalizing all expenditures for property and equipment with costs in excess of \$1,000 and a useful life in excess of one year. Leasehold improvements are amortized over the shorter of the term of the lease, inclusive of all renewal periods, which are reasonably assured, or the estimated useful life of the asset which is five years. Purchased property and equipment are recorded at cost at the date of acquisition. Minor costs of maintenance and repairs are expensed as incurred. All property and equipment purchased with government funding is capitalized, unless the government agency retains legal title to such assets, in which case it is expensed as incurred.

Northside Charter High School

Notes to Financial Statements June 30, 2022 and 2021

2. Summary of Significant Accounting Policies *(continued)*

Property and Equipment (continued)

Depreciation and amortization is recognized on the straight-line method over the estimated useful lives of such assets as follows:

| | |
|-------------------------|---------|
| Computers and equipment | 5 years |
| Furniture and fixtures | 5 years |
| Software | 5 years |
| Website | 5 years |

Property and equipment are reviewed for impairment if the use of the asset significantly changes or another indicator of possible impairment is identified. If the carrying amount for the asset is not recoverable, the asset is written down to its fair value. There were no asset impairments for the years ended June 30, 2022 and 2021.

Refundable Advances

The School records certain government operating revenue as refundable advances until related services are performed, at which time they are recognized as revenue.

Revenue and Support

Revenue from the state and local governments resulting from the School's charter status and based on the number of students enrolled is recorded when services are performed in accordance with the charter agreement. Federal and other state and local funds are recorded when expenditures are incurred and billable to the government agency.

Contributions are recognized when the donor makes a promise to give to the School that is, in substance, unconditional. Grants and other contributions of cash are reported as temporarily restricted support if they are received with donor stipulations. Restricted contributions and grants that are made to support the School's current year activities are recorded as unrestricted revenue. Contributions of assets other than cash are recorded at their estimated fair value at the date of donation.

Functional Expense Allocation

The majority of expenses can generally be directly identified with the program or supporting service to which they relate and are charged accordingly. Other expenses by function have been allocated among program and supporting services classifications on the basis of periodic time and expense studies and other basis as determined by management of the School to be appropriate.

Marketing and Recruitment

Marketing and recruitment costs are expensed as incurred for staff and student recruitment. Marketing and recruitment expense for the years ended June 30, 2022 and 2021 was \$45,780 and \$68,977.

Northside Charter High School

Notes to Financial Statements
June 30, 2022 and 2021

2. Summary of Significant Accounting Policies *(continued)*

Accounting for Uncertainty in Income Taxes

The School recognizes the effect of income tax positions only if those positions are more likely than not to be sustained. Management has determined that the School had no uncertain tax positions that would require financial statement recognition or disclosure. The School is no longer subject to examinations by the applicable taxing jurisdictions for years prior to June 30, 2019.

Subsequent Events Evaluation by Management

Management has evaluated subsequent events for disclosure and/or recognition in the financial statements through the date that the financial statements were available to be issued, which date is October 27, 2022.

3. Grants and Contracts Receivable

Grants and contracts receivable consist of federal, state, city entitlements and grants. The School expects to collect these receivables within one year and has not provided an allowance for doubtful accounts. Management has assessed the need for an allowance and has determined that such an allowance is not necessary.

4. Property and Equipment

Property and equipment, net consists of the following at June 30:

| | <u>2022</u> | <u>2021</u> |
|--|--------------------|--------------------|
| Computers and equipment | \$ 1,201,503 | \$ 1,088,558 |
| Furniture and fixtures | 339,702 | 264,562 |
| Software | 41,115 | 41,115 |
| Leasehold improvements | 38,928 | 38,928 |
| Website | 31,227 | 30,999 |
| | <u>1,652,475</u> | <u>1,464,162</u> |
| Accumulated depreciation and amortization | <u>(1,232,250)</u> | <u>(1,071,454)</u> |
| | <u>\$ 420,225</u> | <u>\$ 392,708</u> |

Northside Charter High School

Notes to Financial Statements June 30, 2022 and 2021

5. Liquidity and Availability

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use within one year of the statement of financial position date, are comprised of the following at June 30:

| | <u>2022</u> | <u>2021</u> |
|---------------------------------|---------------------|---------------------|
| Cash | \$ 5,526,958 | \$ 5,563,048 |
| Grants and contracts receivable | <u>395,368</u> | <u>222,759</u> |
| | <u>\$ 5,922,326</u> | <u>\$ 5,785,807</u> |

As part of the School's liquidity management plan, the status of grants and contracts receivable is monitored regularly and any excess cash is invested in highly liquid securities until it is required for operational use. The School will continue to rely on funding received from the New York City Department of Education to cover its future operating costs (see Note 8).

6. Employee Benefit Plan

The School maintains a pension plan qualified under Internal Revenue Code 403(b), for the benefit of its eligible employees. Under the plan, the School provided matching contributions up to 5%. Employer match for the years ended June 30, 2022 and 2021 amounted to \$34,415 and \$242,098.

7. Concentration of Credit Risk

Financial instruments that potentially subject the School to concentrations of credit and market risk consist principally of cash and cash equivalents on deposit with financial institutions, which from time to time may exceed the Federal Deposit Insurance Corporation ("FDIC") limit. The School does not believe that a significant risk of loss due to the failure of a financial institution presently exists. As of June 30, 2022 and 2021, approximately \$5,330,000 and \$234,000 of cash was maintained with institutions in excess of FDIC limits.

Northside Charter High School

Notes to Financial Statements June 30, 2022 and 2021

8. Concentration of Revenue and Support

The School receives a substantial portion of its revenue and support from the New York City Department of Education. For the years ended June 30, 2022 and 2021, the School received approximately 84% and 95% of its total revenue and support from the New York City Department of Education. If the charter school laws were modified, reducing or eliminating these revenues, the School's finances could be materially adversely affected.

9. Paycheck Protection Program Loan Payable

On May 2, 2020, the School received loan proceeds in the amount of \$612,500 under the Paycheck Protection Program (the "PPP"). The PPP, established as part of the Coronavirus Aid, Relief and Economic Security Act (the "CARES Act"), provides for loans to qualifying entities for amounts up to 2.5 times the 2019 average monthly payroll expenses of the qualifying entity. The PPP loan bears an interest rate of 1% per annum. All or a portion of the PPP loan principal and accrued interest were forgivable as long as the borrower used the loan proceeds for eligible purposes, as described in the CARES Act, over a period of between eight and twenty-four weeks (the "Covered Period"). Loan payments of principal or interest are deferred until the amount of loan forgiveness is determined by the United States Small Business Administration ("SBA").

On November 9, 2021, the PPP loan was fully forgiven by the SBA, and as such, the School has recognized the proceeds as gain on forgiveness of Paycheck Protection Program loan in the accompanying statements of activities.

10. Contingency

Certain grants and contracts may be subject to audit by the funding sources. Such audits might result in disallowances of costs submitted for reimbursement. Management is of the opinion that such cost disallowances, if any, will not have a material effect on the accompanying financial statements. Accordingly, no amounts have been provided in the accompanying financial statements for such potential claims.

11. Risks and Uncertainties

The School's operations and financial performance may be affected by the recent COVID-19 outbreak which has spread globally and is expected to adversely affect economic conditions throughout the world. If the outbreak continues and conditions worsen, the School may experience a disruption in operations as well as a decline in revenue activities. Economic uncertainty is related to the potential reduction and/or delays in state and local per pupil operating revenue, shortfalls and variations in enrollment, and operational and other changes that could increase expenses. The outbreak may adversely affect the School's activities, financial condition, results of operations, and cash flows. Management is closely monitoring the impact of COVID-19 and believes the School is taking appropriate actions to mitigate the negative impact. However, management is unable to estimate the financial impact, if any, related to this matter.

* * * * *

**Report on Internal Control Over Financial Reporting and on Compliance and Other
Matters Based on an Audit of Financial Statements Performed in Accordance With
Government Auditing Standards**

Independent Auditors' Report

**Board of Trustees
Northside Charter High School**

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Northside Charter High School (the "School") (a nonprofit organization), which comprise the statement of financial position as of June 30, 2022, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 27, 2022.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the School's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified. We identified a deficiency in internal control, described in the accompanying schedule of findings and responses as item 2022-001 that we consider to be a significant deficiency.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the School's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

The School's Response to Findings

Government Auditing Standards requires the auditor to perform limited procedures on the School's response to the finding identified in our audit and described in the accompanying schedule of findings and responses. The School's response was not subjected to the other auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on the response.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

PKF O'Connor Davies, LLP

Harrison, New York
October 27, 2022

Northside Charter High School

Schedule of Findings and Responses Year Ended June 30, 2022

Section I - Financial Statement Findings

2022-001- Revenue Recognition for Cost-Reimbursement Grants

Criteria

Revenue from federal cost-reimbursement grants should be recorded on the accrual basis of accounting when actual expenditures are incurred and tagged to a funding source in the accounting software throughout the fiscal year.

Condition

The School recognized federal cost-reimbursement grants, passed through New York State Department of Education, on a cash basis. Grant management practices were performed as part of the fiscal year end closing, not throughout the fiscal year.

Cause

Management was not monitoring grant management policies and procedures during the year and at year-end closing.

Effect

Ineffective monitoring of grants resulted in misstatement of revenue on interim and year-end financial statements. Audit journal entries were made to the trial balance, initially provided for our audit, to adjust revenue and recognize grants and contracts receivable.

Recommendation

Revenue from federal cost-reimbursement grants should be recognized when earned and grant management procedures should be performed monthly to ensure that grant billings are adequately supported, recorded on a timely basis, and reflect the terms and conditions of the grant. In addition, a member of the finance and operations team should review and verify, monthly, that program expenditures are tagged in the accounting software for each funding source and ensure that revenue, refundable advances, and grants and contracts receivable are properly recorded in the financial statements. The School should also ensure that expenditures are not double claimed and grant management practices are in compliance with specific grant requirements and with government laws and regulations.

Views of Responsible Officials

See management corrective action plan in Exhibit A.



Northside Charter High School
424 Leonard Street
Brooklyn, New York 11222

RE : Corrective action plan Northside Charter High School June 30,2022

Response to 2022-001 - Revenue Recognition for Cost-Reimbursement Grants

The school recognized federal cost reimbursement grants, passed through New York State Department of Education on a cash basis. Grant management practices were performed as part of fiscal year end closing not throughout the year.

Corrective action plan by Northside:

The CFOO will ensure that the following process is adhered to as recommended:

Revenue from federal cost reimbursement grants will be recognized when earned.

Grant management procedures is performed monthly as per conditions of the grant and tagged accordingly in accounting software (QuickBooks)

Review and ensure that expenditures are not double claimed, and grant management practices are in compliance with grant requirements and government laws and regulations.

The CFOO will review and verify that revenue, refundable advances, grants and contracts receivable are properly recorded in the financial statements every month.

Corrective action plan as outlined above has been implemented by Northside as of October 11,2022

NORTHSIDE CHARTER HIGH SCHOOL

Mahmud Ennin

By: Mahmud Ennin, Chief Financial Officer

Date 10/11/2022

Northside Charter High School

Independent Auditors' Report on Communication of Internal Control Matters

June 30, 2022

**Independent Auditors' Communication on
Internal Control Matters**

**The Board of Trustees
Northside Charter High School**

In planning and performing our audit of the financial statements of Northside Charter High School (the "School") as of and for the year ended June 30, 2022, in accordance with auditing standards generally accepted in the United States of America, we considered the School's internal control over financial reporting ("internal control") as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we identified a deficiency in internal control that we consider to be a significant deficiency.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the School's financial statements will not be prevented, or detected and corrected, on a timely basis. We did not identify any deficiencies in internal control that we consider to be material weaknesses.

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. We consider the following deficiency in the School's internal control presented in Addendum A to be a significant deficiency.

This communication is intended solely for the information and use of management, audit committee, board of Trustees, The State Education Department of the State University of New York, and others within the School, and is not intended to be and should not be used by anyone other than these specified parties.

We would like to take this opportunity to acknowledge the courtesy and assistance extended to us by School personnel during the course of our audit.

PKF O'Connor Davies, LLP
Harrison, New York
October 27, 2022

Addendum A

Deficiencies in Internal Control that We Consider to be Significant Deficiencies

1. Revenue Recognition for Cost-Reimbursement Grants

During our audit we noted that The School recognized federal cost-reimbursement grants, passed through New York State Department of Education, on a cash basis. Grant management practices were performed as part of the fiscal year end closing, not throughout the fiscal year.

Revenue from federal cost-reimbursement grants should be recognized when earned and grant management procedures should be performed monthly to ensure that grant billings are adequately supported, recorded on a timely basis, and reflect the terms and conditions of the grant. In addition, a member of the finance and operations team should review and verify, monthly, that program expenditures are tagged in the accounting software for each funding source and ensure that revenue, refundable advances, and grants and contracts receivable are properly recorded in the financial statements. The School should also ensure that expenditures are not double claimed and grant management practices are in compliance with specific grant requirements and with government laws and regulations.

**Bank**

America's Most Convenient Bank®

**Go paperless.**
Scan the QR code to
get 2022 statements
electronically.

E

STATEMENT OF ACCOUNT

NORTHSIDE CHARTER HIGH SCHOOL
424 LEONARD ST
BROOKLYN NY 11222

Page: 1 of 2
Statement Period: Jul 01 2022-Sep 30 2022
Cust Ref #: 6741717855-350-E-0
Primary Account #: [REDACTED]

TD Business Savings

NORTHSIDE CHARTER HIGH SCHOOL

Account # [REDACTED]

ACCOUNT SUMMARY

| | | | |
|-------------------|------------|--------------------------------|-------|
| Beginning Balance | 600,632.68 | Interest Earned This Period | 30.28 |
| Other Credits | 30.28 | Interest Paid Year-to-Date | 69.30 |
| Ending Balance | 600,662.96 | Annual Percentage Yield Earned | 0.02% |
| | | Days in Period | 92 |

DAILY ACCOUNT ACTIVITY**Other Credits**

| POSTING DATE | DESCRIPTION | AMOUNT |
|--------------|---------------|--------|
| 07/31 | INTEREST PAID | 10.20 |
| 08/31 | INTEREST PAID | 10.20 |
| 09/30 | INTEREST PAID | 9.88 |
| | Subtotal: | 30.28 |

Call 1-800-937-2000 for 24-hour Bank-by-Phone services or connect to www.tdbank.com

Bank Deposits FDIC Insured TD Bank, N.A. Equal Housing Lender

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Kaley Childs Karaffa

Name of Charter School Education Corporation:

Kaley Childs Karaffa

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Chair

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☒ Yes ☐ No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

Employee of Nasdaq since September 2015. NCHS contracts with Nasdaq to purchase Nasdaq's board portal software. The software was vetted by our management team in accordance with our financial policies and procedures. I recused myself from all board decisions and discussions and the vote to approve the purchase of the board portal software.

Kaley Childs Karaffa

- Kaley Childs Karaffa

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

| Date(s) | Nature of financial interest / transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to you |
|---------|--|--|--|
| | | | |

Kaley Childs Karaffa

- Kaley Childs Karaffa

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

☐ **None**

| Organization conducting business with the school(s) | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps taken to avoid conflict of interest |
|---|------------------------------|---|---|---|
| Nasdaq | Board portal software | \$6950 | Kaley Childs Karaffa | Management vetted the board portal provides and made a recommendation to the board. I abstained from the vetting process and recused myself from board discussions, decision, and vote. |

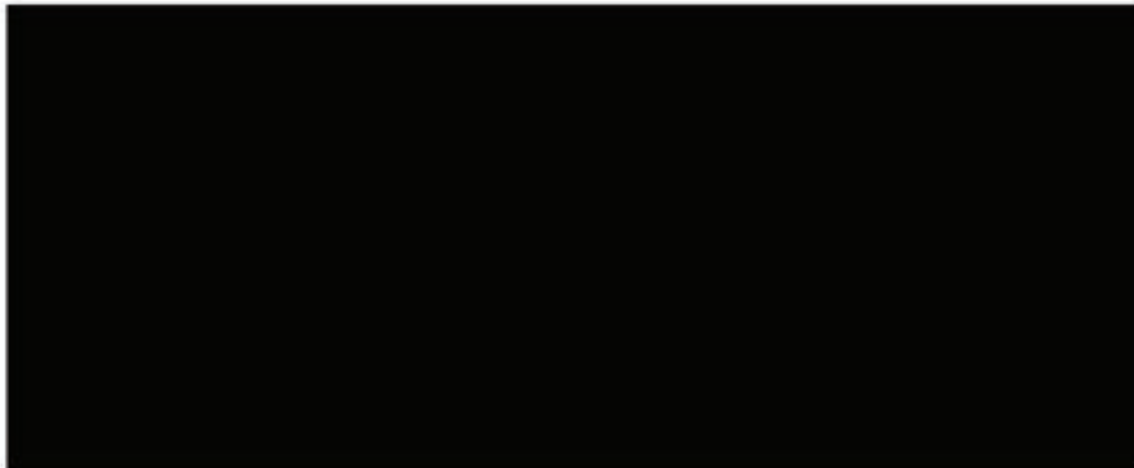
Kaley Childs Karaffa

- Kaley Childs Karaffa

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.



Business Address:



DocuSigned by:

/C622678D1884D9...

7/6/2022

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

| |
|--|
| Disclosure of Financial Interest by a Current or Former Trustee |
|--|

Trustee Name:

Willie Scott

Name of Charter School Education Corporation:

Northside Charter High School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Secretary

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☒ No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

| Date(s) | Nature of financial interest / transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to you |
|---------|--|--|--|
| | | | |

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

☒ **None**

| Organization conducting business with the school(s) | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps taken to avoid conflict of interest |
|---|------------------------------|---|---|---|
| | | | | |

Northside Charter High School

- Willie Scott

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:



DecuSigned by:
Willie Scott
21600636195D402

6/30/2022

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

| |
|--|
| Disclosure of Financial Interest by a Current or Former Trustee |
|--|

Trustee Name:

Danielle Redmond

Name of Charter School Education Corporation:

Northside Charter High School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☒ No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

| Date(s) | Nature of financial interest / transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to you |
|---------|--|--|--|
| | | | |

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

☒ **None**

| Organization conducting business with the school(s) | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps taken to avoid conflict of interest |
|---|------------------------------|---|---|---|
| | | | | |

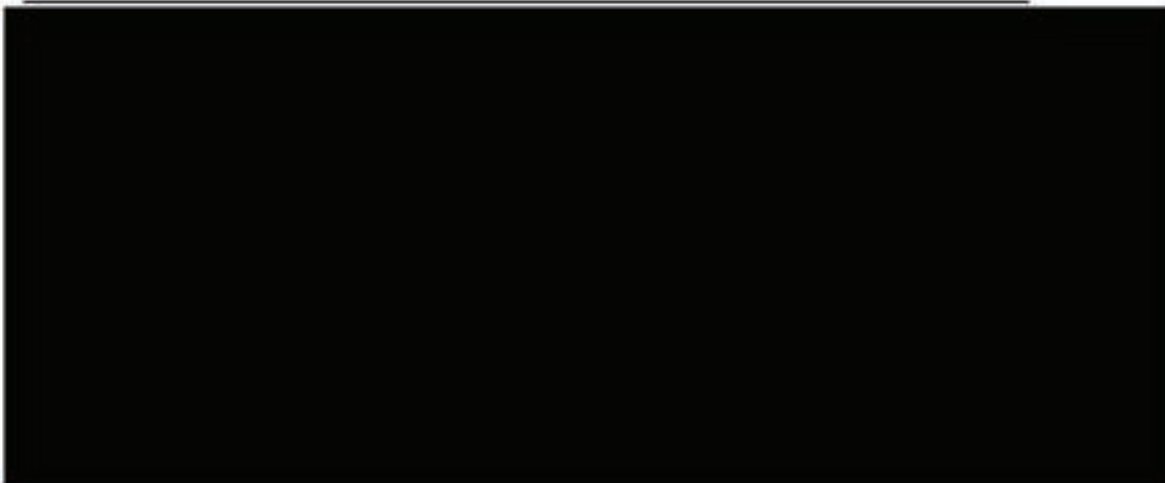
Northside Charter High School

- Danielle Redmond

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:



DecuSigned by:
Danielle Redmond
[055F11E179E3431]

7/5/2022

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

| |
|--|
| Disclosure of Financial Interest by a Current or Former Trustee |
|--|

Trustee Name:

Douglas Giles

Name of Charter School Education Corporation:

Northside Charter High School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Vice Chair

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☒ No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

| Date(s) | Nature of financial interest / transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to you |
|---------|--|--|--|
| | | | |

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

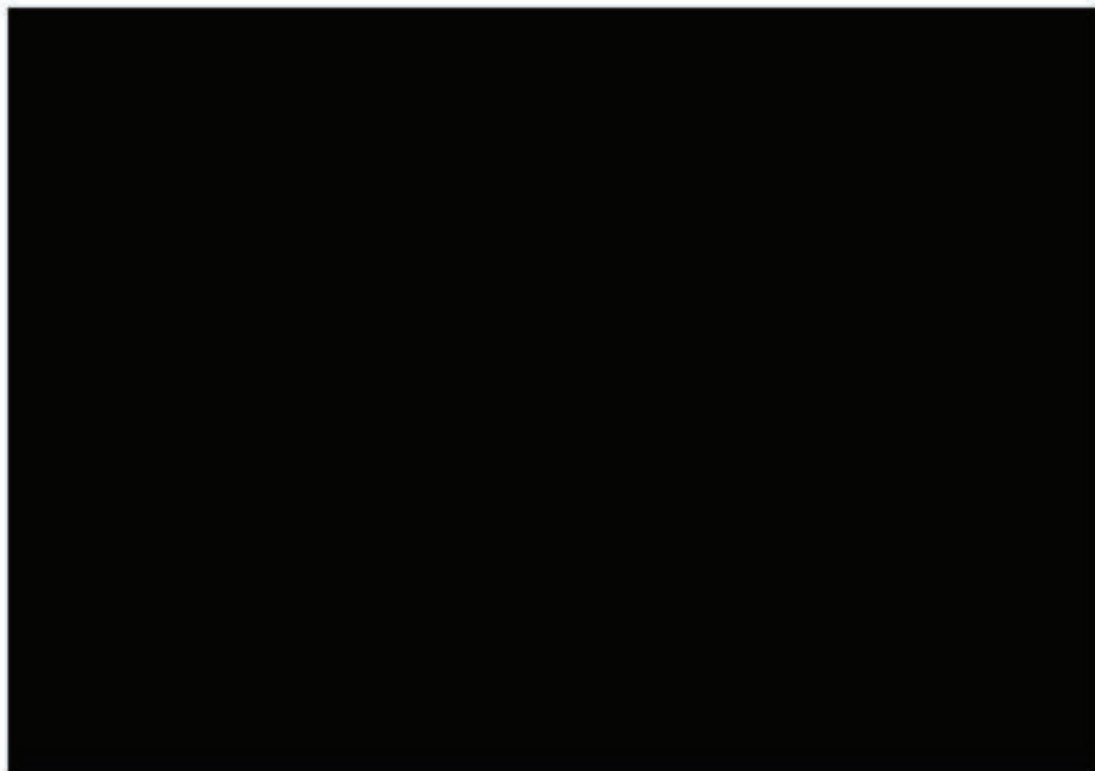
☒ **None**

| Organization conducting business with the school(s) | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps taken to avoid conflict of interest |
|---|------------------------------|---|---|---|
| | | | | |

Northside Charter High School

- Douglas Giles

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.



Declassified by:
Douglas Giles
81C6521811785F...

7/14/2022

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Rizwan Alladin

Name of Charter School Education Corporation:

Northside Charter High School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Treasurer

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

☒ **Yes** ☐ **No**

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

Muhammed Ahmad Chaudhry, CEO, is married to my sister.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

☐ **Yes** ☒ **No**

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☒ Yes ☐ No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

I was the Executive Director of Northside Charter High School from October 2019 to August 2020.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

| Date(s) | Nature of financial interest / transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to you |
|---------|--|--|--|
| | | | |

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

☒ **None**

| Organization conducting business with the school(s) | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps taken to avoid conflict of interest |
|---|------------------------------|---|---|---|
| | | | | |

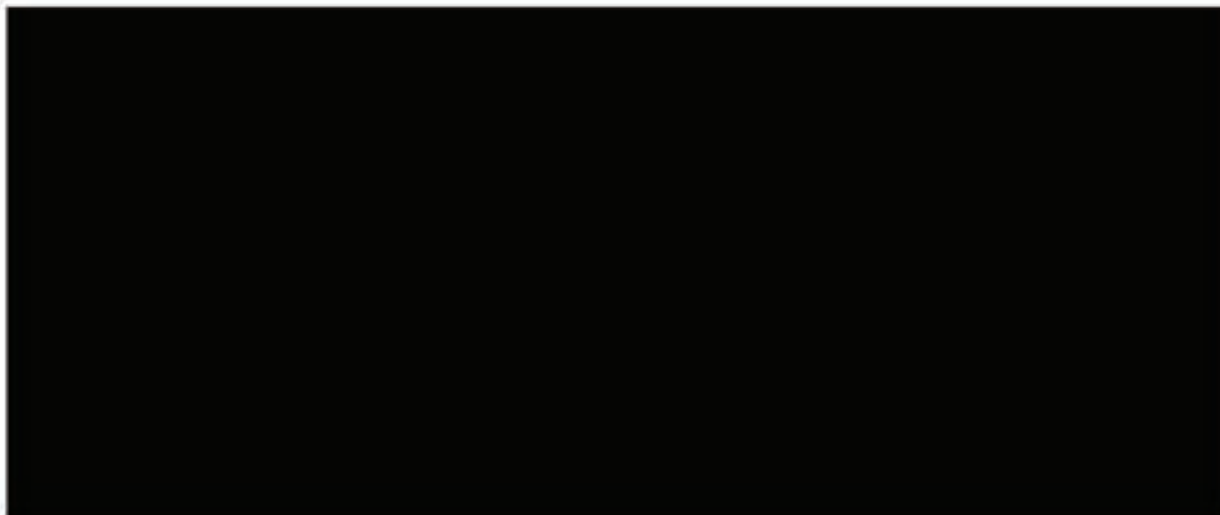
Northside Charter High School

- Rizwan Alladin

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:



DocuSigned by:
Rizwan Alladin
3B2935A3381F4C7...

6/29/2022

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Deangeor Chin

Name of Charter School Education Corporation:

Northside Charter High School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

☐ Yes ☒ No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☒ No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

| Date(s) | Nature of financial interest / transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to you |
|---------|--|--|--|
| | | | |

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

☒ **None**

| Organization conducting business with the school(s) | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps taken to avoid conflict of interest |
|---|------------------------------|---|---|---|
| | | | | |

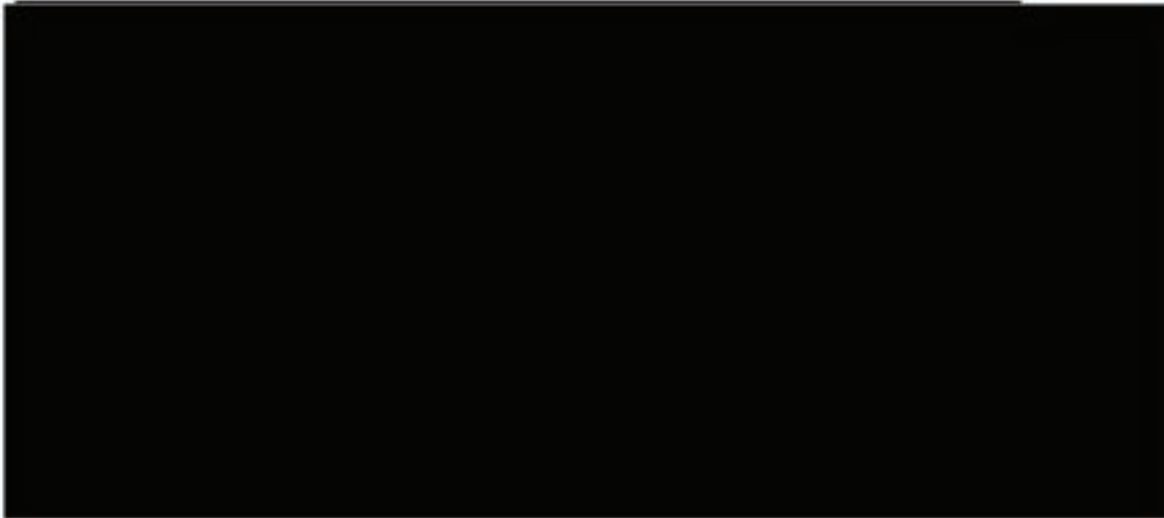
Northside Charter High School

- Deangeor Chin

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:



DecuSigned by:
Deangeor Chin
037C1207D28F4C2...

7/5/2022

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022



Board of Trustees July 2021 Meeting

Minutes Northside Charter High School

Jul 20, 2021 at 6:00 PM EDT

Attendance

Members Present (Remote):

Kaley Childs Karaffa- Chair, Deangeor Chin- Trustee, Douglas Giles- Trustee, Danielle Redmond Trustee, Willie Scott- Trustee

Members Absent:

Rizwan Alladin- Trustee

Guests Present (Remote):

Mahmud Ennin- Director of Finance and Administration, Brittany Sheckels- Executive Assistant, Manny Tejada- Brilliant Pathways Consultant, Rick Dalton- Brilliant Pathways Consultant, Stanton Brown- Executive Director, Jenny Kang- Dean of Humanities, Louise Grotenhuis Principal, Sharima Jackson- Assistant Principal - Response To Intervention & Special Services, Conor Hale- Dean of STEM

I. July 2021 Consent Agenda

June 2021 Financial Reports

June 2021 Meeting Minutes

Strategic Plan Data

The Board discussed the July 2021 consent agenda, which included the June 2021 Board Meeting Minutes, Strategic Plan Data, and June 2021 Financial Reports. All items in the consent agenda had been reviewed in greater detail in all Board Committee meetings during the week prior. After discussion, on motion to approve the June 2021 Consent Agenda that was seconded and carried, all were in favor.

II. Introduction of New Leadership Team Members

The Board presented a brief history of the current management team and each member's number of years at Northside to date, and afterwards Management introduced all brand new members of their team. The newest team members consist of: Ms. Sharima Jackson Evans, Assistant Principal - Response to Intervention & Special Services; Ms Jenny Kang, Dean of Humanities; Mr. Conor Hale, Dean of STEM; Ms. Nicole Davis, Assistant Director of Operations. Management explained that there was one new team member not present: Ms. Yomaira Herrera, Communications and Community Engagement Manager who has also taken on student enrollment. There are some

instructional staff members who will join Northside later in August closer to the new school year.

III. College For Every Student / Brilliant Pathways Introduction and Presentation

Management introduced Northside's consultants at College for Every Student/Brilliant Pathways, who then presented the background and history of their CEO and their company. The CFES team members shared their personal background and experience with their own college journey, which ultimately resulted in the current partnership CFES has with the University of Vermont. CFES summarized their practices which help to guide students into college entry and success, including how to manage the financial side of college tuition and loans. The Board inquired if all scholars would automatically be included in the Brilliant Pathways program, and Management advised that the larger process is still being assessed and considered alongside the AVID program already in place. The Board inquired about the planned process for students who still need to be caught up to the appropriate level of readiness for the Brilliant Pathways program; Management advised that Northside already has focused plans in place for meeting students where they currently are in order to get them up to the current level where they should be. The Board inquired if Brilliant Pathways could and would be combined with another college-ready platform already utilized by Northside- Naviance. CFES advised that while they do not work directly with Naviance, their Management team has designed some apps and career labs of their own that they utilize. Northside Management and the Board agreed that the use of both platforms would be combined at Northside to compliment one another. The Board inquired if there were any limitations or cap on how many students could benefit from this program at one time; CFES confirmed there were not and that was also up to Northside Management.

IV. ELA ICT Complaint Resolution

The Board reported that in June, Northside had received a parent complaint and Northside was required to provide an update on the status of its resolution by June 30, which it did. There were no questions or disapprovals from the Board, and it was confirmed that they would be sending a final update to the parent after the Board meeting had closed.

V. NYSED Letter of Deficiency - Special Education Services

The Board reported that approximately two weeks prior to the evening's meeting, Northside had received a notice from NYSED that they were deficient in rendering certain Special Education Services which was also related to the ELA ICT Complaint previously mentioned. A Corrective Action Plan is now required

for outlining the steps

Minutes generated by [OnBoard](#). 2

that will be taken to resolve the issue and is due on July 30. Management explained that the response and process would be shared in greater detail with the Board in Executive Session, and all NYSED requirements would be met on time. Northside is also currently working with its consultant Future Leaders Incubator for further staff training and professional development around Special Education protocol and requirements. The Board inquired about the standard procedures for configuring IEPs, and what might be included in the Corrective Action Plan; Management reported that the procedures were fairly standard and that exemplars would be given to staff to follow for correct protocol and this would be stated in the Corrective Action Plan. The Board inquired about the timeline for establishing a new student's IEP and what happens if Northside cannot provide for one's specific needs; Management reported that upon enrollment the Special Education team would analyze what is needed and if certain services are unable to be provided, the student and their caregivers are advised and it is suggested they look into a school who can provide those needed services. If the caregiver still insists that their child attend Northside, then Northside's team will work closely with that parent to coach them and offer transparency on all progress for that student. The Board consented to allow Northside to present the drafted response, Corrective Action Plan and finalized policies to external Special Education consultants before the final presentation to the Board.

VI. Charter Renewal Application Progress

The Board reported that Northside was still working with Pasek consulting on the Charter renewal application which will be completed by the end of July. The application is due on August 18, 2021 and therefore will first be presented to the Board on the August 10 Board meeting. Two significant Charter changes that will be requested are to increase the student body to 420 from 400, and to add Modern Classrooms and Early College to Northside's programs. The Board will continue to work closely with Management and Northside's consultants leading up to the school site visits in the fall.

VII. Strategic Planning - Annual Corporate Goals

Management reported that they had met with almost all Board members to date, and would complete all pending meetings by the end of the week to discuss the Annual Corporate Goals. Management will work with its new hires to gather their input on any changes or improvements still needed, and those suggestions will be considered for the 21-22 Corporate Goals. These new goals will be

discussed in the following week and in an upcoming August in-person Management retreat. The final Goals will be reviewed in the August Executive Committee meeting and presented for approval in the August 10 Board meeting.

Minutes generated by [OnBoard](#). 3

VIII. Executive Director Monthly Update

Management reported that the recent graduating class consisted of 83 total seniors, and outlined the students who had received Northside awards and scholarships for the 20-21 school year. While in the past Northside had funded these scholarships from their own budget, going forward there will be efforts to fundraise for these awards instead. Both Management and Northside's consultant, MACRHA have currently personally contributed to these funds. The Board also agreed to contribute at the request of Management.

A. Management Team Introductions

IX. Committee Reports

The Board reported that there was no new data or announcements to report for the individual committees..

A. Executive Committee

Executive Director Annual Evaluation Process

Board Annual Self-Evaluation Process

B. Board Development Committee

C. Finance Committee

1. Vendor Approval

Management asked for the Board to review and approve several updated vendor proposals for the 21-22 school year. Due to the late timing of the evening, the Board confirmed that they would review the proposals and

would sign off on them via an Unanimous Written Consent form. These forms will be processed the following week in an Executive Meeting.

a. EdOps - Accounting Support and Student Data Management Support

b. MACRA Consulting

c. Cybersecurity Insurance

D. Education and Accountability Committee

X. Public Comment

There were no public comments or questions received.

XI. Executive Session

Minutes generated by [OnBoard](#). 4

There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor

Minutes generated by [OnBoard](#). 5



**Northside Charter High School
Board of Trustees Meeting Minutes
August 10, 2021**

Location: Due to the COVID-19 pandemic, the meeting was held via video conference as per Executive Order. All locations were open to the public. See location notices for locations.

Present:

Kaley Childs Karaffa - Chair, via video conference
Deangeor Chin - Trustee, via video conference
Douglas Giles - Trustee, via video conference
Willie Scott - Trustee via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin - Trustee

Guests Present:

Stanton Brown - Executive Director, via video conference
Mahmud Ennin - Director of Finance and Administration, via video conference
Brittany Sheckels - Executive Assistant, via video conference
Louise Grotenhuis – Chief Academic Officer, via video conference
Sharima Jackson – Chief Student Services Officer, via video conference

- I. **August 10, 2021 Consent Agenda.** The Board discussed the August 2021 consent agenda, which included: July 2021 Meeting Minutes, August 2021 Agenda, Committee Reports, Annual Self-Assessment, Executive Director Update, July Financial Reports, Fiscal 2021 Finance Review, and Audit Update. All items in the consent agenda had been reviewed in greater detail in all Board Committee meetings during the week prior. After discussion, on motion to approve the August 2021 Consent Agenda that was seconded and carried, all were in favor.
- II. **Executive Director's Monthly Report.** Dr. Brown shared an update of the current enrollment status for the 2021-2022 school year, and reported that the new and returning student ratios are currently within the School's goals. The Board inquired about students who may originally enroll but then do not officially end up attending NCHS; management advised that this percent was included in the 10% average attrition shown in the current statistics. Management shared the new 2021-2022 NCHS hybrid in-person and virtual models and schedules that would be followed depending upon any mandates that arise as a result of the pandemic. The Board inquired about potentially surveying staff and students to see if a vaccination rate can be ascertained; management replied that there was an initial staff survey conducted in April 2021 but that would re-issue a new one at the start of staff orientation. The Board requested that management consult with NCHS's attorneys and then present the Covid policies to the Board at the next Board meeting.



- A. **Management Retreat.** Dr. Brown reported that the Senior Management Team attended a two-day in-person retreat facilitated by Muhammed Chaudhry, NCHS's executive consultant, for team building and coordinating on an organizational level.
 - B. **Staff Hiring Update.** Dr. Brown provided a brief update on recruitment for open positions, which he expects to be filled in the coming weeks.
- II. **NYSED Deficiency Letter.** Ms. Karaffa reported that she, Dr. Brown, and Dr. Grotenhuis met with their Paolo Giovine, Karrone Jarret Watson, and Barbara Moscinski of NYSED to discuss the SPED Deficiency Letter and Corrective Action Plan deadline. NYSED agreed to provide NCHS with an extension to August 30, 2021 to submit the corrective action plan to allow NCHS to conduct the full audit required therein. Management reported it is working with Pasek Consulting and Future Leaders Incubator to ensure their corrective action plan is compliant with all laws and regulations. Management will present the Board with the findings of the special education students audit and the draft corrective action plan for review and approval prior to submission to NYSED.
- III. **Charter Renewal Application.** Ms. Karaffa reported that the charter renewal application has been prepared by management in collaboration with Pasek Consulting and was sent to the Board for review prior to submission on August 16, 2021. There will be certain Benchmark 1 student performance data to report that won't be known until after the official start of school, and will be reported by October 1, 2021.
- A. **Core Statements for Renewal - Updated Mission & Vision.** Ms. Karaffa reported the Board approved the new vision, mission, core values, and IDEA statement at the April 20, 2021, Board meeting.
 - B. **Charter Renewal Narrative.** Ms. Clancy from Pasek Consulting highlighted the current status of the renewal narrative; after input and several revisions between the Board and Management, the narrative will be ready for submission by the August 16 due date. After discussion, on motion to approve NCHS's Charter Renewal Application that was seconded and carried, all were in favor.
 - C. **Organizational Chart.** Dr. Brown presented a revised Organizational Chart to the Board that includes four direct reports (Executive Assistant, Chief Finance and Operations Officer, Chief Academic Officer, Chief Student Services Officer) reporting to the Executive Director. The Board and management discussed the division and areas of responsibility for the Chief Academic Officer and Chief Student Services Officer and how the title of "Officer" promotes parity among the Executive Director's direct reports with responsibility for achievement of strategic goals. The Board noted that it is its desire and instruction for management that this organizational structure be durable and promote stability and accountability. After



discussion, on motion to approve NCHS's Organizational that was seconded and carried, all were in favor.

- D. **Discipline Policy.** Dr. Brown presented the new student Discipline Policy, which will include new rules around cell phone use and virtual attendance. After discussion, on motion to approve the updated Discipline Policy that was seconded and carried, all were in favor.
 - E. **Complaint Policy Approval.** Dr. Brown reviewed the updates to the Complaint Policy that have been reviewed by the School's legal counsel and noted the complaint policy includes levels of review based on the reason for the complaint with escalation through the Board of Trustees and with appeal to the New York State Board of Regents. Management described its planned efforts to ensure complaints are resolved at the lowest level and then escalated appropriately through management for proper addressing and resolution. After discussion, on motion to approve the updated Complaint Policy that was seconded and carried, all were in favor.
 - F. **Maximum Enrollment Approval.** As part of Northside's charter renewal, Dr. Brown described the proposed goal to increase the overall student count from 400 to 420. The Board discussed its desire to broaden reach for students served and positively impact our students and communities. After discussion, on motion to approve the total student enrollment count from 400 to 420 that was seconded and carried, all were in favor.
 - G. **FY 2022 Corporate Goals.** Dr. Brown reviewed the Fiscal Year 2022 Corporate Goals, which had been reviewed and discussed very thoroughly between Management and the Board at all committee meetings. The Board discussed how the goals align to the new mission, vision, values, and IDEA statements in support of student performance and post-secondary preparation and attainment. After discussion, on motion to approve the Fiscal Year 2022 Corporate Goals that was seconded and carried, all were in favor.
- IV. **NYSED Charter Term Desk Audit.** The Board reported that it received the request from NYSED to conduct its Charter Term Desk Audit. The areas included Desk Audit overlap with the areas being presented in the Charter Renewal Application and will be submitted to NYSED by the August 17, 2021 deadline.
- V. **August 24, 2021 Board Meeting.** Due to timing and the amount of information to be covered for the month of August, the Board proposed to have a second Board Meeting on August 24, 2021, to cover timely and important topics and approvals. After discussion, on motion to approve the additional August 24, 2021 Board Meeting that was seconded and carried, all were in favor.



- VI. **Public Comment.** There were no public comments or questions received.
- VII. **Executive Session.** There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.



**Northside Charter High School
Board of Trustees Meeting Minutes
September 21, 2021**

Location: Due to the COVID-19 pandemic, the meeting was held via video conference as per Executive Order. All locations were open to the public. See location notices for locations.

Present:

Kaley Childs Karaffa - Chair, via video conference
Deangeor Chin - Trustee, via video conference
Douglas Giles - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin – Trustee, via video conference

Guests Present:

Stanton Brown - Executive Director, via video conference
Mahmud Ennin - Director of Finance and Administration, via video conference
Brittany Sheckels - Executive Assistant, via video conference
Louise Grotenhuis – Chief Academic Officer, via video conference
Sharima Jackson – Chief Student Services Officer, via video conference
Nora Pasek- Consultant from Pasek Consulting, via video conference
Jeannie Mcauley- NCHS Parent, via phone conference

- I. **September Consent Agenda.** The Board discussed the September 2021 consent agenda, which included: August 24, 2021 Meeting Minutes and September Financial Reports. All items in the consent agenda had been reviewed in greater detail in all Board Committee meetings during the week prior. After discussion, on motion to approve the September 2021 Consent Agenda that was seconded and carried, all were in favor.
- II. **Executive Director Update**
 - A. Dr. Brown advised the Board that he had shared a brief video update in the board book with them for separate review.
 - B. **Beginning of School in Review.** Dr. Brown recapped the School's opening hybrid model, noting there are A/ B/C days switching between in-person and online classes. However, as of September 23, 2021, Dr. Brown and the management team decided to switch to hybrid-light model until October 5, 2021 due to a recent COVID case at the school. To promote health and safety, all students will take their classes remotely at this time, except for those students who may require in-person services. Dr. Brown reported that NCHS will be surveying all students to know their vaccination status, and the vaccine will be required for any extra-curricular activities and sports.
 - C. **Early College Celebration.** Dr. Brown reported to the Board NCHS's new structure of incorporating college classes into the high school curriculum. The new courses are: Poetry in America (by a Harvard professor), Intro to Computer

Programming (by a Stanford professor), Basic College Writing and Basic Spanish (by St. Francis professors). Dr. Grotenhuis also noted that approximately 20 students were also attending CUNY classes via the College Now program.

- D. **Compliance Calendar Update.** Dr. Brown outlined that every month a compliance calendar would be shared with the Board, showing the action items for the previous, current, and upcoming months.
 - E. **Monthly Dashboard.** Dr. Brown shared the Strategic Plan Dashboard with the Board, recapping general statistics around attendance, scores, benchmarks, and other relevant data.
 - F. **COVID-19 Vaccination Requirement.** Dr. Brown reviewed the August 2021 Board approved that requires that all NCHS staff receive COVID-19 vaccination, unless an employee has a health or religious exemption. The Board questioned management on the statistics of number of staff currently vaccinated, those who plan to meet the vaccine requirement, and those that do not, and management responded that there was only one staff member who had claimed a religious exemption and that they expected all other staff to meet the vaccination requirement.
- III. **Strategic Plan Progress Report.** Dr. Brown shared the Strategic Plan Dashboard with the Board, recapping general statistics around attendance, scores, benchmarks, and other relevant data. The Board inquired about the current student enrollment rate; Mr. Ennin advised the current count is 449 students enrolled, but that this number will decrease to be approximately 400 students as allowed under the charter, as students and families finalize their school plans. The Board inquired progress toward the strategic goal of having all major internal processes being codified this semester; Dr. Brown advised the process would be completed by December 2021. Dr. Brown noted that the student achievement data (specifically, SAT, Accuplacer, NWEA scores, and others) will be reported as those assessments are conducted.
- IV. **Charter Renewal Application Update.** Ms. Nora Clancy from Pasek Consulting outlined the protocol of the charter renewal process, which includes meetings by NYSED and their education consultant with staff, students, families, management, and the Board. Ms. Karaffa reported that NCHS's public hearing will be held virtually on October 4, 2021, and the board's meeting with NYSED will be on October 1, 2021. Management will be working with Pasek Consulting to produce a preparation deck for the Board and staff for the renewal site visit.
- V. **NCHS Policies:** Ms. Karaffa reported that management had shared all finalized, clean versions of NCHS policies, which include Family Life Guide, Personnel Handbook, Financial Policies and Procedures, School Safety Plan. Ms. Karaffa and Dr. Brown noted that there were no substantive changes to the policies approved by the Board on August 24, 2021, and that all changes were typographical, grammatical, and non-substantive. After discussion, on motion to approve the Family Life Guide, Personnel Handbook, Financial Policies and Procedures, and School Safety Plan that was seconded and carried, all were in favor.
- VI. **Committee Reports**

A. Executive Committee.

1. **FY 2022 Executive Director Evaluation Process Approval and FY 2022 Board Self-Assessment Process Approval.** Ms. Karaffa reported that the Executive Committee reviewed the questionnaires and process utilized to evaluate the Executive Director in a mid-year and end-of-year evaluation, which includes feedback from the Executive Director, Board, and members of staff, along with the questionnaire utilized by the Board to facilitate its annual self-assessment, which is supported by MACHRA Consulting. After discussion, on motion to approve to maintain the long-running and established Executive Director Evaluation process and Board Self-Evaluation process that was seconded and carried, all were in favor.

B. Finance Committee

1. **Fiscal Year 2021 Audit Update.** Mr. Alladin reported that the final report form NCHS's external auditors was received and that the Finance Committee met independently with PKF O'Connor, independent auditor, to review the results of the audit. Further, her reported that NCHS received a clean, unqualified opinion for the fiscal year 2021 audit and that the Board would receive, review and approve the IRS Form 990 prior to the November 2021 filing deadline. .
2. Mr. Alladin presented the request from management to approve Discubre as the School's new Spanish curriculum provider, which provides virtual and in-person materials at multiple levels of proficiency. Mr. Alladin noted that the proposal followed the Financial Policies and Procuedres bidding requirements and the amount for the curriculum was within the budgeted amount. After discussion, on motion to approve Discubre that was seconded and carried, all were in favor.

C. Board Development Committee

1. **Douglas Giles' Renomination.** Ms. Karaffa reported that Mr. Giles's current three year term was ending in October 2021 and that the Board Development Committee was recommending Mr. Giles's renomination for another three year term. After discussion, and on motion to renominate Mr. Giles as a trustee for another three year term, which was seconded and carried, all were in favor. Mr. Giles recused himself from the discussion and vote.

VII. **Public Comment.** There were no public comments or questions received.

VIII. **Executive Session.** There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.



Northside Charter High School
424 Leonard Street
Brooklyn, NY 11222
(347)390-1273
www.northsidechs.org

**Northside Charter High School
Board of Trustees Meeting Minutes
October 19, 2021, 6:00pm ET**

Present:

Kaley Childs Karaffa - Chair, via video conference
Deangeor Chin - Trustee, via video conference
Willie Scott - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin – Trustee, via video conference

Excused:

Douglas Giles, Trustee

Guests Present:

Stanton Brown - Executive Director, via video conference
Mahmud Ennin - Director of Finance and Administration, via video conference
Brittany Sheckels - Executive Assistant, via video conference
Louise Grotenhuis – Chief Academic Officer, via video conference
Sharima Jackson – Chief Student Services Officer, via video conference
Debbie Tenney- NCHS Parent, via phone conference

- I. October Consent Agenda.** The Board discussed the October 2021 consent agenda, which included: September 21, 2021, Board Meeting Minutes and September 2021 Financial Reports. All items in the consent agenda had been reviewed in greater detail in all Board Committee meetings during the week prior. After discussion, on motion to approve the October 2021 Consent Agenda that was seconded and carried, all were in favor.
- II. Executive Director Update.** Dr. Brown reported that the video shared with the Board outlined NCHS's detailed plan to return to their hybrid schedule this week. Dr. Brown will also be presenting in the NY Charter School Association conference on October 20, 2021. Management updated the Board on NCHS's employee vaccination policy, which requires faculty to be fully vaccinated, and requires students to be vaccinated for any extra-curricular activities. The employees are all vaccinated approximately 98%, and the student population is vaccinated approximately 40% at the time of reporting.
- III. Strategic Plan Progress Report.**
 - A.** Dr. Brown reported that the current student enrollment is 425, and the freshman and senior classes are the largest of all grades. He further reported that NCHS is also up to date with all compliance action items for state reporting. Additionally, he noted that the management team has finalized documentation for approximately 50% of NCHS processes and will meet the goal of documenting all processes and procedures by the goal date set in the annual corporate goals. Dr. Brown reported

that the SATs that were recently canceled due to a COVID case in the school and that they would be rescheduled for later in October. Management reported that the turnout for its new college dual enrollment courses was positive, and a good number of students are participating.

- B. IDEA Statement and Framework.** Dr. Brown shared NCHS's IDEA statement with the Board, which was approved in May 2021 by the Board. Dr. Brown and Dr. Grotenhuis shared the draft IDEA Framework, which builds the structure, philosophy, and tracking framework to measure implementation of the IDEA Statement, and noted it is being further developed for more specificity. The Board offered to help management with development of the IDEA Framework with a goal of finalization in late 2021-early 2022, so the Board can effectively monitor progress toward diversity, equity, inclusion, and antiracism initiatives across stakeholder groups. Dr. Brown and Dr. Grotenhuis indicated they would reach out to Board members to gain their insights and support further development of the IDEA Framework.

IV. Charter Renewal Application Update.

- A.** Ms. Karaffa reported that the charter renewal application was submitted in August 2021, and at the beginning of October, management and the Board met with NYSED, in addition to NYSED's class observations, meetings with parents and students. She stated that the current expectation is that the charter renewal recommendation should be received from NYSED in late 2021, and that the Board should review the application and recommendation and vote on the charter renewal by March of 2022. Further, Ms. Karaffa reported that she and Dr. Brown met with Paolo Giovine, NYSED Charter School Liaison, following the charter renewal site visit to further discuss NCHS's charter renewal application, specifically the key design elements, as well as the 2020-2021 annual report, and that he provided insights into current standards and expectations from NYSED and identified opportunities for NCHS to further refine the charter renewal application. Ms. Karaffa also noted the School would be submitting factual corrections to the 2020-2021 annual report.
- B. Key Design Elements Revision.** Ms. Karaffa described the origin of NCHS's Charter Key Design Elements, which were established in 2009 at the School's founding. She noted that based on changes in charter school practices in designing Key Design Elements and on the School's evolution and focus on its mission of post-secondary readiness and attainment, the School has the opportunity to revise the Key Design Elements in its current charter renewal application. Dr. Brown shared the proposed changes to the Key Design Elements that align to the School's vision, mission, and strategy. The Board discussed the revisions of the Key Design Elements and how the revisions would enable the Board to implement its strategy with authenticity and alignment to the School's mission and maintain compliance

with the Charter. After discussion, on motion to approve the updated Key Design Elements that was seconded and carried, all were in favor.

V. Committee Reports

A. Executive Committee. Ms. Karaffa reported that the Executive Director presented the Committee with his analysis of the management team member's strengths and opportunities for growth, which is an important way the Board monitors management team development and success and the system of performance management for key employees.

B. Finance Committee

1. **Form 990 Update.** Mr. Alladin reported that the IRS Form-990 should be finalized by November 15, 2021, and will present it for Board review and signature by the Board Chair in advance of the filing deadline.
2. **October Financial Update.** Mr. Alladin reported that a new fundraising plan and investment strategy were being developed by the Finance Committee and management team, which will be presented to the Board for review and approval. These will focus on acquiring outside funds to supplement NCHS's strategic initiatives and goals.
3. **Fiscal Year 2021 Audit.** Mr. Alladin reported that the final Audit Report for Fiscal Year 2021 was received, and the School received a clean, unqualified audit. He noted the Finance Committee met with school's independent auditors in closed session on multiple occasions in August, September, and October to review progress toward the audit as well as the finalized audit results and statements. After discussion, on motion to approve the Fiscal Year 2021 Audit that was seconded and carried, all were in favor.

C. Board Development Committee

1. **Board Succession Plan.** Ms. Karaffa reported that the Committee is utilizing the recently updated succession plan to support the Board's succession planning efforts and determine when to begin to actively recruit new members. It will continue to prioritize maintaining healthy board diversity in expertise, experience, and personal characteristics to support board effectiveness.
2. **Board Retreats and Education Sessions.** The Committee is assessing educational opportunities and planning for the Board's next retreat to support the Board's understanding of best practices and trends in education, charter schools, nonprofit organizations, and governance. The Board will continue to utilize outside consultants and advisors to support these sessions.

VI. Public Comment. There were no public comments or questions received.

VII. Executive Session. There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.

**Northside Charter High School
Board of Trustees Meeting Minutes
November 16, 2021, 6:00pm ET**

Present:

Kaley Childs Karaffa - Chair, via video conference
Deangeor Chin - Trustee, via video conference
Willie Scott - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin – Trustee, via video conference
Douglas Giles- Trustee, via video conference

Guests Present:

Stanton Brown - Executive Director, via video conference
Mahmud Ennin - Director of Finance and Administration, via video conference
Brittany Sheckels - Executive Assistant, via video conference
Louise Grotenhuis – Chief Academic Officer, via video conference
Sharima Jackson – Chief Student Services Officer, via video conference
Maria Frazier- NCHS College Counselor

- I. November Consent Agenda.** The Board discussed the November 2021 consent agenda, which included: October 19, 2021, Board Meeting Minutes, which had been reviewed in greater detail by the Board the week prior. After discussion, on motion to approve the November 2021 Consent Agenda that was seconded and carried, all were in favor.
- II. Executive Director Update:**
 - A. School Business:**
 1. Dr. Brown reported that the school's pupil count is approximately 415 students.
 2. He also reported that for the second semester, Northside is tentatively planning to fully return to in-person school for all grades. The Board inquired requested to review a detailed outline of the reopening process and all the accommodations and equipment that will be needed, and whether staff and the school community would be surveyed for their input and preferences. Management advised that they would provide more detail for Board review at the December Board meeting. The Board recommended to management that they should investigate any needed changes around the full time employee count to accommodate all students returning to the building. Management confirmed that NCHS would require additional full time employees to support full in-person learning.
 3. Dr. Brown reported that Northside's PowerSchool database update was still underway. Further he reported that the college essay, SAT/ PSAT and counseling teams had a positive and successful start to the school year. Management advised that the recent October SAT scores should be available for review on December 8, 2021.
 - B. Board Business:**

1. Dr. Brown reported that the charter renewal process is now almost completed with the exception of the pending the public hearing regarding Northside's updated Key Design Elements that were approved by the Board in October 2021. The hearing will be arranged between NYSED and the DOE.
2. Dr. Brown reported that Northside is completing Special Education intervention work and will provide an update on progress to the Board in December.
3. Dr. Brown outlined that management may present a budget expansion and revision to the Board, particularly to support college trips and field trips, as students are able to resume in-person events.

C. Staff and School Updates: Dr. Brown reported that one of Northside's teachers, Ms. Proto, ran the recent NYC Marathon. He also reported that some of the new sports clubs were successfully started this fall semester.

III. Strategic Plan Progress Report:

A. Standard Operating Procedures Update: The Board inquired if the Standard Operating Procedures Manual provided by Management in the board book was ready for Board review and subsequent approval, and Management advised that it is an initial draft; they will provide the Board with a finalized version for Board review and approval prior to distribution to staff. The Board inquired if Northside had yet implemented the NY Hero Plan Act. Management confirmed that they had not yet received any notice about this act but will consult with the School's HR provider to determine any necessary policy changes, which will be brought to the Board.

B. Strategic Plan Dashboard: Dr. Brown reported the Northside's Strategic Plan Dashboard was available in the board book for Board review.

IV. Committee Reports

A. Executive Committee: Ms. Karaffa reported that the Board continues to work with its consultants on its focus on its board culture, oversight, and governance processes and practices.

B. Finance Committee

1. **October Financials:** Mr. Alladin reported that the School does not receive any additional per-pupil funds for any students enrolled beyond our authorized 400 student capacity. He further noted that the PPP loan forgiveness submission has been completed, and now just awaiting further bank updates; more info should be available by February 3, 2022.
2. **FY 2021 Audit Finalization:** Mr. Alladin reported that the auditors are filing for an extension with the IRS for NCHS's FY 2021 Form-990 due to their capacity delays. They anticipate having the Form 990 for Board review in December.
3. **Fundraising Strategy Plan:** Dr. Brown outlined Northside's proposed Fundraising Strategy. He reported that management is considering the types of problems that donors typically want to support and would focus on highlighting Northside's mission of post-secondary readiness, attainment, and persistence. He further noted that management will increase efforts to

apply to outside grants and philanthropic effort and involve Northside Board and community.

C. Education and Accountability Committee

1. **Strategic Plan Progress on Academic Goals:** Ms. Chin reported that the Special Education compliance points were currently being worked on, and that a new hire for the Special Education team is in process. The recent NYSED compliance deficiency has been addressed and corrected, and the Special Education team continues to work on maintaining full compliance at all times.

V. Public Comment. There were no public comments or questions received.

VI. Executive Session. There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.



**Northside Charter High School
Board of Trustees Meeting Minutes
December 14, 2021, 6:00pm ET**

Present:

Kaley Childs Karaffa - Chair, via video conference
Deangeor Chin - Trustee, via video conference
Willie Scott - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin – Trustee, via video conference
Douglas Giles- Trustee, via video conference

Guests Present:

Stanton Brown - Executive Director, via video conference
Mahmud Ennin - Director of Finance and Administration, via video conference
Brittany Sheckels - Executive Assistant, via video conference
Louise Grotenhuis – Chief Academic Officer, via video conference
Sharima Jackson – Chief Student Services Officer, via video conference
Maria Frazier- NCHS College Counselor
Sheina McClendon- NCHS SpEd Coordinator
Monique Powell- NCHS Program Director
Nieisha Crawley- NCHS Dean of Students

Location: See meeting notice for specific locations and video conference information. All were open to the public.

- I. December Consent Agenda.** The Board discussed the December 2021 consent agenda, which included: November 16 2021 Board Meeting Minutes, and November Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the December 2021 Consent Agenda that was seconded and carried, all were in favor.
- II. Executive Director Update:** Dr. Brown initiated his update by sharing a short video clip of Northside's girls' volleyball team winning their recent game the night before.
 - A. Compliance Calendar Update- 3 Month Recap:** Management presented the three-month compliance recap showing action items due from November 2021-January 2022.
 - B. Reopening Plan-Progress Update:** Dr. Brown shared that for the Spring Semester, NCHS intends return to a fully in-person model, where all students would be in the building all five weekdays, starting in late January (the final date to be confirmed). The Board inquired if there would be Caregiver Webinars and student training before fully reopening. Management advised that there was a Caregiver Webinar already scheduled for December 15, 2021, plus two more in January 2022. The Board inquired how management will assess learning statistics and their differences between hybrid and moving to fully in-person. Management responded that NWEA assessment scores would be one point of reference for this data. The Board inquired

if there had been any other caregiver commentary regarding a preference for staying hybrid. Management advised that they had not received requests to remain hybrid and that returning to in-person instruction would better support student achievement. The Board inquired about the policy for letting Caregivers into the building to meet as needed. Management advised that Caregivers must be fully vaccinated and make an appointment in order to meet with anyone at the school. The Board inquired as to how NCHS would ensure that student tech needs were still met as the educational model changes from hybrid to in-person. Management advised that technology devices and programs would still be distributed and updated as necessary and that any new needs for new platforms or technology would be evaluated. The Board asked when management will ascertain the financial impacts from returning to in-person learning. Management advised that there were still a few outstanding new employees to on-board but will have more details in January's meeting.

III. Strategic Plan Progress Report:

- A. Monthly Dashboard:** Dr. Brown shared with the Board the monthly summary of NCHS's student statistics, including SAT scores, discipline statistics, and attendance rates. The Board inquired about how rigor would continue to be handled with the return to in-person learning. Management advised that there would be more focus on combining ELL programs with SAT programs, so those students would not fall behind in their preparation. Further, Advisory will also have a heightened focus on college preparation. The Board inquired if there was any difference in the rigor of the testing preparation training from the assessment tests facilitated in spring 2021 versus fall 2021. Management advised that the spring assessment preparation included additional preparatory courses not included before the fall 2021 assessment tests. Management noted that they would further evaluate the correlation between the additional preparatory support and student achievement in order to inform future planning. The Board inquired if there was a "road map" that was shared with students, which outlined the goals and tests they would encounter throughout high school. Management confirmed that the development of a detailed plan for this purpose would be worked on for the Spring semester.
- B. NWEA RIT Scores:** Dr. Grotenhuis reported that less than half of NCHS students took the initial NWEA test; the current statistics were gathered across 40 students in each grade. Dr. Grotenhuis advised that the next round of testing would have greater focus on its administration, with the goal of increasing the number of test-takers.
- C. Discipline Updates:** Ms. Jackson reported that there was a total of 14 student referrals for the school year to date, 8 of which were committed by the same student. The Board asked what the most common reason for student referral. Management advised that it was often due to class management, and students disrupting and acting out during class time. The Board suggested that management specifically consider adherence to their IDEA Statement and principles when assessing disciplinary action. Management agreed and noted that it would be prioritized.

IV. Committee Reports

A. Executive Committee

1. **Culture Survey:** Ms. Karaffa reported that the Board will be working with management to design and facilitate a Culture Survey to issue to all of employees, in order to assess and understand how the employees view the school's leadership and culture. The Board anticipates facilitating the survey will likely be released in winter 2022.

B. Finance Committee

1. **November Financials:** Mr. Alladin reported that NCHS has a positive net income for the current fiscal year.
2. The Finance Committee continues to investigate investment strategy and finalizing Northside's investment policies.

C. Board Development Committee

1. **Board Succession Planning:** Ms. Karaffa reported that the Board has its succession plan that will be utilized in finding new potential candidates for the board, which considering diversity characteristics and areas of expertise.
2. **Board Retreats and Education Sessions:** Ms. Karaffa reported that the Board is working to schedule the next Board retreat for the early part of 2022.

- V. **Public Comment.** There were no public comments or questions received.
- VI. **Executive Session.** There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.

**Northside Charter High School
Board of Trustees Meeting Minutes
January 18, 2021, 6:00pm ET**

Present:

Deangeor Chin - Trustee, via video conference
Willie Scott - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin – Trustee, via video conference
Douglas Giles- Trustee, via video conference

Excused:

Kaley Childs Karaffa - Chair

Guests Present:

Stanton Brown - Executive Director, via video conference
Mahmud Ennin - Director of Finance and Administration, via video conference
Brittany Sheckels - Executive Assistant, via video conference
Louise Grotenhuis – Chief Academic Officer, via video conference
Monique Powell- NCHS Program Director, via video conference

- I. January Consent Agenda.** The Board discussed the January 2022 consent agenda, which included: December 14, 2021, Board Meeting Minutes, and December 2021 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the January 2022 Consent Agenda that was seconded and carried, all were in favor.
- II. Executive Director Update:** Dr. Brown reported that NCHS had been fully virtual the past few weeks around the holiday, due to the Omicron variant of COVID-19. He noted that for the second semester, NCHS will still follow its hybrid design, and intended to change the in-person time for grades 9/10/11 from two days to three days. Dr. Brown further reported that NCHS will also implement a later afternoon “Knight school” option for 11th and 12th graders remediation and additional credit. Dr. Grotenhuis elaborated that some students may have their night school held virtually as needed, but this design aims to prevent the need for summer school wherever possible.
- III. Strategic Plan Progress Report**
 - A.** Dr. Brown reported that the rate chronic absenteeism is at 24%, due to ongoing COVID-19 cases between NCHS and JEMS 126.
 - B.** Dr. Brown reported that two new assistant deans have recently joined the team and will aid with support the restorative justice teams.
 - C.** Dr. Brown reported that the college essay coaching that had been provided this school year was progressing positively. The Board inquired what extra programs or resources were also utilized in helping to teach writing and grammar. Management advised that Lexia and Learning Ally were two programs currently being used for these efforts.

- D. The Board inquired if there was any special focus on the socio-emotional aspects around learning during a pandemic, and Management reported that the daily Advisory classes often focus on those issues.
- E. Dr. Grotenhuis reported an update on the ELA and Math Regents, noting that based on the current data, management expects approximately 60% of students will pass the ELA Regents and approximately 30% of students will pass for Math Regents.

IV. Committee Reports

A. Executive Committee

- 1. **Executive Director Mid-Year Review:** The Board will be conducting the Executive Director mid-year review that will gather feedback from board members, the Executive Director, and members of management with the goal of tracking progress toward objectives and promoting effective leadership and board oversight of the Executive Director.

B. Finance Committee

- 1. **IRS Form 990 Filing for FY 2021:** Mr. Alladin reported that the IRS Form 990 was expected to be filed prior to the extension deadline.
- 2. **PPP Loan Forgiveness:** Mr. Alladin reported that NCHS received its PPP Loan forgiveness and the approximately \$600,000 will be removed from NCHS's balance sheet.
- 3. Enrollment has continued to stay at maximum capacity, so the maximum amount may be received in Per Pupil Funding.
- 4. **FY2023 Budget Plan Timeline and Process:** Mr. Alladin reported that management is beginning budget planning for fiscal year 2023 and that the draft budget for the 2023 fiscal year should be drafted and ready for the Finance Committee to review in March and Board review in May and approval in June.
- 5. **Investment Strategy Discussion:** The Finance Committee and management team are working to develop a recommended investment strategy and are meeting with financial services providers to determine investment options to maximize NCHS's investment revenue and ensure strong fiscal stewardship.
- 6. **NCHS PEO Provider:** Mr. Alladin reported that the Finance Committee had reviewed management's proposal for NCHS's PEO provider, which is currently being provided by TriNet. Northside was planning to terminate its services with TriNet, and looking to a new PEO vendor, ADP. On motion to approve ADP as the new benefits provider, which was seconded and carried, all were in favor.

C. Board Development Committee

- 1. **Board Succession Planning:** There were no new updates around Board Succession from the December 2021 meeting.
- 2. **Board Retreats and Education Sessions:** Dr. Brown continues to work with the Board on planning future retreats and educational sessions.

V. **Public Comment.** There were no public comments or questions received.

VI. **Executive Session.** There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.



**Northside Charter High School
Board of Trustees Meeting Minutes
February 15, 2022, 6:00pm ET**

Present:

Kaley Childs Karaffa - Chair, via video conference
Deangeor Chin - Trustee, via video conference
Willie Scott - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin - Trustee, via video conference
Douglas Giles - Trustee

Guests Present:

Mahmud Ennin – Chief Finance and Operations Officer
Brittany Sheckels - Executive Assistant
Louise Grotenhuis - Chief Academic Officer
Monique Powell - Chief Student Services Officer
Muhammed Chaudhry, MACHRA Consulting

Location: See meeting notice for specific locations and video conference information. All were open to the public.

- I. February Consent Agenda.** The Board discussed the February 2022 consent agenda, which included: January 18, 2022 Board Meeting Minutes and January 2022 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the February 2022 Consent Agenda that was seconded and carried, all were in favor.
- II. Committee Reports**
 - A. Finance Committee.**
 1. Mr. Alladin reported that NCHS continues to operate at an overall positive net income.
 2. Mr. Alladin reported that the IRS Form 990 has been finalized and present it for Board review. After discussion, on motion to approve the IRS Form 990 that was seconded and carried, all were in favor.
 3. ADP Update. Mr. Alladin reported that management team is effectuating the transition from TriNet to ADP, which was expected to take month to complete. that The ADP contracts were finalized and fully executed.
 4. Fundraising and Investment Strategy. Mr. Alladin reported the Finance Committee is working with Mr. Ennin to finalize an investment strategy for NCHS and is considering multiple providers and plans to bring a recommendation to the Board once research is complete.
 5. Fiscal Year 2023 Budget Planning. Mr. Alladin reported that the first draft of the fiscal year 2023 budget will be ready for review for the Finance Committee in March, which will be presented to the Board for review and discussion in May prior to finalization and approval in June.

- B. Executive Committee.** Ms. Karaffa reported that the Executive Committee has been working with the management team and the Board's consultants to continue to understand and improve the corporate culture and school leadership team's capacity. Additionally, the Executive Committee is providing guidance and closely overseeing the management team as they finalize plans for all students to return for full in-person education on February 28th and prioritize goals and student performance for the remainder of the school year.
- C. Education and Accountability Committee.** Ms. Chin reported that the Education and Accountability Committee discussed NCHS's plan to return to in-person learning at the end of February, including its credit recovery initiatives. The Committee noted it reviewed academic objectives of strategic plan, special education processes, NWEA outcomes, and Modern Classroom utilization with the management team.

III. Management Report.

- A. In-Person Learning Transition Plan.** Management shared information on the plan to return to full in-person education on February 28. The management team noted they would be highly focused on addressing the learning loss experienced during the pandemic along with helping students with their mental and physical health as they return to the building. The Board inquired how messaging around this return was being handled; management replied they are developing a "Return to Brick" handbook, which will be shared with students and caregivers prior. .
- B. Strategic Plan Progress.** The Management Team shared an overview of the Strategic Plan statistics: maintaining student enrollment at 03, confirming overall compliance with State and DOE requirements, student attendance improvement efforts, considering establishing a new student government for the following school year, increased Caregiver Webinars and Spanish-translated literature, and opening a Caregiver Hotline. The Board and management discussed the need for student education on civics and democracy, which would align to a plan to create a student government in the future. Management shared latest student college-related statistics and efforts were shared, noting that St. Francis College recently visited NCHS to publicly award a student's early acceptance. Management reported that over the past several weeks, they have been working with Mr. Chaudhry focusing alignment on all strategic plan goals and assessing progress to date and working to enhance leadership team cohesion and dynamics, and they would continue this work and report further again in next month's meeting.
- C. Regents Exams Update.** Management reported there were no new updates on Regents at this time, and it remains to be seen if they will be canceled in June as they were in the past.
- D. Talent Development Update.** Management reported that they are continuing to work on team building and development efforts and are beginning to assess hiring needs for fiscal year 2023.
- E. Student Recruitment Plan.** Management reported that the student recruitment team recently attended a school fair on February 12, 2022, and they are planning more engagement events as the School approaches the April enrollment lottery date.



424 Leonard Street
Brooklyn, NY 11222
(347)390-1273
www.northsidechs.org

- IV. **Public Comment.** There were no public comments or questions received.
- V. **Executive Session.** There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.



**Northside Charter High School
Board of Trustees Meeting Minutes
March 15, 2022, 6:00pm ET**

Present:

Kaley Childs Karaffa - Chair
Willie Scott - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin – Trustee, via video conference
Douglas Giles- Trustee, via video conference

Excused:

Deangeor Chin- Trustee

Guests Present:

Brittany Sheckels - Executive Assistant, via video conference
Conor Hale - Dean of STEM, via video conference
Debbie Tenney - Guest, via video conference
Jeanmarie McAuley - Guest, via video conference
Jenny Kang - Dean of Humanities, via video conference
Louise Grotenhuis - Chief Academic Officer, via video conference
Mahmud Ennin - Director of Finance and Administration, via video conference
Monique Powell - NCHS Program Director, via video conference
Muhammed Chaudhry - Interim Executive Director, via video conference
Nicole Davis - Assistant Director of Operations, via video conference

Location: See meeting notice for specific locations and video conference information. All were open to the public.

- I. March Consent Agenda.** The Board discussed the March 2022 consent agenda, which included: February 15, 2022, Board Meeting Minutes, and February 2022 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the March 2022 Consent Agenda that was seconded and carried, all were in favor.
- II. Management Update.**
 - A. Executive Director Transition.** Ms. Karaffa reported that since the previous Board Meeting, the Board had terminated Dr. Brown from his Executive Director position. The Board has since appointed Mr. Chaudhry as Interim Executive Director. The Board will conduct an executive director search in the coming months, which will incorporate feedback from key stakeholders to inform the Board's decision. The Board and Mr. Chaudhry have been and will continue to work closely to drive focus for employees on promoting academic achievement and ensuring organizational soundness and success.

- B. Strategic Plan Progress Report.** Management shared presentation detailing the status on NCHS's annual strategic goals. Mr. Ennin reported that regarding the budget enrollment targets and planned expense savings, NCHS has maintained a student enrollment of 401 maximizing per pupil funding and that management is working to identify opportunities for expense savings for the 2023 fiscal year. Ms. Powell reported that the college culture is currently being designed and will update further at the next board meeting. Mr. Chaudhry reported that he is currently working on establishing NCHS's branding efforts and a fundraising plan. Dr. Grotenhuis reported that Northside will have an interim assessment for the Regents, which will help determine student readiness for the upcoming Regents examinations, and another NWEA assessment will be administered in the spring. Ms. Powell reported that she will be focusing on improving student attendance rates and caregiver interactions. She noted that the utilization of PowerSchool as a student information system by staff, students, and caregivers is increasing, which will provides access to student data. Dr. Grotenhuis reported that she's working with all teaching staff who are working toward their teaching certifications, and the process for obtaining staff, student, and family replies to the SQR survey has begun and would be completed by the next board meeting.
- C. Student Recruitment.** Ms. Davis presented her summary of the current student recruitment efforts and the application statistics, including the numbers of applicants per grade. Ms. Davis reported that NCHS is holding an Open House on March 19, 2022, and that 30 families had already signed up to attend. Ms. Karaffa noted that as part of the current charter renewal, NCHS has requested a charter revision to increase the maximum student enrollment from 400 to 420 and that our student recruitment team should be planning and recruiting based on the increased student enrollment capacity. Ms. Davis reported that there were ongoing efforts to provide translation and additional supports for any English Language Learning students and caregivers.
- D. CFOO- Financial Status Update.** Mr. Ennin reported that NCHS's transition to its new PEO provider, ADP, was complete. The first budget draft for fiscal year 2023 will be presented to the Finance Committee in April. Additionally, he reported that NCHS is on target to end this fiscal year with a surplus net income. Mr. Ennin reported that NYCDOE is installing water bottle filling stations on the other floors of the building and that NCHS is currently using single serve water bottles, because it does not have water bottle filling stations. Mr. Ennin noted management would be bringing the request for Board approval for the installation of four bottle filling stations for NCHS's floors in the building, which would cost \$24,000. The Board inquired who would maintain these, and management replied that the building custodial staff would manage them.
- E. Compliance Update.** The Board inquired about the recent Civil Rights Data Collection that was recently due, and Management advised that more time was needed to gather this information, and an extension was granted to the first week of April. Management maintains and updates an annual compliance calendar that provides details on compliance requirements.

III. Committee Reports

- A. Executive Committee.** Ms. Karaffa reported on March 10-11, the Board held an onsite visit and strategy retreat with management. The Board held meetings with staff, toured the building, observed classes being taught, and worked with management to review progress toward strategic objectives, assessed opportunities enhanced programming throughout the remainder of the 2022 fiscal year, and evaluated trends in the educational sector and related opportunities for NCHS.
- B. Finance Committee.** Mr. Alladin reported that the fiscal year 2023 budget should be approved by the Board in June. The Finance Committee is working with management toward designing investment and fundraising strategies.

IV. Public Comment.

- A.** A guest inquired how can the Board reassure that the academic team will improve in the next year; the Board advised that they continue to work closely with Management to ensure accountability for achievement of all academic, organizational, and strategic goals and that the Board monitors progress on a monthly basis.
 - B.** A guest inquired whether NCHS expected to lower the number of enrolled students with an IEP. The Board responded that the goal of an IEP is to provide students with services and supports to meet the student's needs and enable them to achieve at grade level, which typically results in reduction of necessary services/supports over time due to increases in the student's capabilities, skills, and expertise, which thereby decreases the level and number of students with IEPs as declassification appropriately occurs.
 - C.** A guest inquired when NCHS may be able to hold their Board meetings in person. The Board advised that NCHS returned students to full in-person education on February 28, 2022, and as pandemic related circumstances become safer and normalize, it is expected that Board meetings will have hybrid in-person and virtual opportunities for participation; however, the public has been and is invited to join all Board meetings via video conference.
 - D.** A guest inquired why her child's transcript did not match the methodology outlined on the Family Life Guide on NCHS's website; Management advised that counselors had been working on thorough audits of transcripts and were currently in the process of revising the template format; therefore, the look may appear differently but it is substantively aligned to our policies and requirements. Management also advised that the scenario may be specific to the student in question, so they would investigate and advise the caregiver separately.
- V. Executive Session.** There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.



**Northside Charter High School
Board of Trustees Meeting Minutes
April 19, 2022, 6:00pm ET**

Present:

Kaley Childs Karaffa – Chair via video conference
Willie Scott - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin – Trustee, via video conference
Deangeor Chin- Trustee, via video conference

Excused:

Douglas Giles- Trustee

Guests Present:

Mahmud Ennin – Chief Financial and Operations Officer, via video conference
Brittany Sheckels - Executive Assistant, via video conference
Louise Grotenhuis – Chief Academic Officer, via video conference
Monique Powell- Chief Student Services Officer, via video conference
Muhammed Chaudhry - Interim Executive Director, via video conference
Nicole Davis - Assistant Director of Operations, via video conference
Jeanmarie McAuley - Guest, via video conference
Debbie Tenney - Guest, via video conference

- I. April Consent Agenda.** The Board discussed the April 2022 consent agenda, which included: March 15, 2022, Board Meeting Minutes, and March 2022 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the April 2022 Consent Agenda that was seconded and carried, all were in favor.

II. Management Report.

A. April Strategic Plan Dashboard.

1. Mr. Ennin reported that student enrollment remains at 401. He reported that NCHS should end the 2022 fiscal year with a surplus; however, the amount would not reach management's goal \$500,000 in savings.
2. Mr. Ennin reported that NCHS is currently meeting all compliance requirements items and deadlines.
3. Ms. Powell reported that the leadership team is working to solidify the College Counseling Methodology and advised that it would be more prioritized for the following school year.
4. Mr. Chaudhry reported that there were no significant updates to report around NCHS's branding, marketing, and fundraising strategies, but they continue to be worked on.
5. Ms. Powell reported that she was still in the process of gathering and analyzing the numbers on how many seniors had committed to a higher

institution so far in their application process and could confirm about 29% so far.

6. Dr. Grotenhuis reported that freshmen and sophomores would be sitting for the Regents Exams in June (with the exception of a small number of juniors and seniors). She further reported that grade level standards and growth assessments have not yet met the current goals; the Board inquired if there was any growth toward the goal of 25% increase in academic performance due to the returning to in-person instruction in late February 2022, and Dr. Grotenhuis confirmed that there was and noted that for the NWEA Math and Literacy, numbers across all grades had increased between the fall and winter administrations and was a higher increase than anticipated; this was partially due to the larger number of students who tested in winter, and a better comparison would be to look at the spring data against the winter data, once available.
7. The Board inquired whether PowerSchool was functioning optimally and providing data-driven decisions; Dr. Grotenhuis advised that the management team has been working to maximize the utilization of PowerSchool with their support teams. Ms. Powell added that PowerSchool is still currently being used for attendance, along with ScholarChip. Ms. Powell further noted access to National Clearing House was still pending.
8. Mr. Ennin reported that NCHS had more uncertified teachers than desired but noted the leadership team's efforts to increase the number of certified teachers throughout the remainder of this fiscal year and into the next.
9. Ms. Powell reported that the number caregiver webinars had increased in the past monthly in lieu of a regular newsletter.
10. Ms. Davis reported the current status of enrollment for next year's new incoming students; currently NCHS is on track to hit its goal of 120 new enrolled students; so far 63 students have formally accepted.

III. Committee Reports

A. Finance Committee.

1. **Fiscal Year 2023 Budget Planning.** Mr. Ennin described the key design elements that were utilized to design the Fiscal Year 2023 budget. The Board noted that these budget key design elements should also incorporate the key design element changes that were requested in the School's fourth charter renewal application, and management confirmed the proposed fiscal year 2023 budget would align to support the key design elements as stated in the School's charter. Mr. Ennin highlighted key features of the fiscal year 2023 Budget Framework and its components: per pupil increase to \$17,622; Net Increase of \$300,000 based on 400 students; \$170,000 received from title funds and \$500,000 from ESSER funds; \$50,000 in other investments; \$9 million estimated fiscal year 2023 revenue compared to \$8.3 million fiscal year 2022 revenue.
2. **Investment Fund Providers.** Mr. Ennin reported that after researching Vanguard, JP Morgan, Signature Bank and American Deposit Management, Vanguard has the best offering for investment accounts for the School's

financial status and goals and the Committee recommends approving Vanguard as the financial service provider for its investment account. He further noted that the Committee is working with management to develop the outline investment strategy for Board review and approval. After discussion, on motion to approve Vanguard as NCHS's financial services firm for investment account that was seconded and carried, all were in favor.

3. Budget Approvals.

a) **Substitute Teachers.** Mr. Alladin reported that management requested to reallocate \$41,200 on hiring new substitute teachers for the remainder of the 2021-2022 school year. The Board discussed the request and determined that since the funds were being reallocated from employee compensation expenses that management could move forward with the reallocation. The Board requested management continue to update the Board on overall staff attendance and retention.

b) **Bottle Fillers.** Mr. Ennin explained that the water faucets had been disabled during COVID, and the New York City Department of Education ("NYC DOE") has its own supplier for water bottle filling stations. Management requested Board approval the \$24,000 to install our own stations by their same vendor, rather than continue to buy bottled water for staff and students. The Board discussed the request and noted that the service provider chosen by the NYC DOE was an approved, unique, which prevents the need to comply with the bidding process prescribed under NCHS's Financial Policies and Procedures. After discussion, on motion to approve the purchase of water bottle fillers from the NYC DOE's approved vendor at a cost of \$24,000 that was seconded and carried, all were in favor.

B. Executive Committee. Ms. Karaffa reported that earlier in the day that NCHS's Charter School Office Liaison, Paolo Giovine confirmed that NCHS's charter renewal application and charter revisions will be voted on at the New York State Board of Regents June board meeting and the public hearing hosted by the NYC DOE on NCHS's revisions to its key design elements is scheduled for May 9, 2022.

IV. Public Comment.

A. A guest inquired about the recent changes at NCHS. The Board replied that although the question lacked specificity, broadly over the past few years the Board has been working to ensure NCHS is an enriching environment for student learning that promotes high levels of academic success and changes to policies, programs, and strategic initiatives have been aligned to support the School's mission.

B. A guest asked if students are graded based on mastery of topics. Management explained that students are graded based on mastery of New York State learning standards. Management also elaborated that NCHS utilizes Grading for Equity, which has resulted in removing extra credit, and changing the grading scale from 100-points scale to 4-points scale.

C. A guest asked what NCHS's literacy goals are. Management advised that NWEA assessments would be looked back at to determine one's progress and see what

areas of focus may still be needed and agreed to meet with the caregiver to review the goals specific to their student.

- D. A guest asked about NCHS's student progress reports. Management replied that while NCHS transitions from PowerSchool to Performance Matters as its student information system, the progress reports are processed and shared in a spreadsheet format for now until transition is complete.
 - E. A guest asked if NCHS planned to distribute learning packets as its main teaching method. Management advised that the packets are supplementary to classroom instruction and are meant for extra support as needed.
 - F. A guest asked about the recent increase in teacher callouts and how they would be handled. The Board explained that NCHS Management has been focused on reiterating the requirements and importance to staff on their attendance during the school year. Further, the Board noted that, if necessary, external support would also be utilized to bridge any gaps.
 - G. A guest asked about NCHS's graduation requirements. Management responded that they were described in the Family Life Guide.
 - H. A guest asked of the Board's policy for communicating with parents. The Board responded that the Board has multiple methods of communicating and gathering feedback from caregivers, importantly noting that the monthly Board meeting is a regularly scheduled meeting open to all members of the public where public comments are taken. The Board noted that it is the responsibility of the Management team to handle routine communications and interactions with caregivers including addressing their issues, questions, and concerns.
 - I. A guest inquired about NCHS's complaint policy. The Board advised that its complaint policy was outlined in NCHS's Family Life Guide.
 - J. A guest asked about the transcript policy. The Board advised that students and their caregivers should reach out to the appropriate members of NCHS's staff in order to acquire official transcript records.
- V. **Executive Session.** There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.



**Northside Charter High School
Board of Trustees Meeting Minutes
May 19, 2022, 4:00pm ET**

Present:

Kaley Childs Karaffa - Chair
Willie Scott - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin - Trustee, via video conference
Deangeor Chin - Trustee, via video conference
Douglas Giles - Trustee, via video conference

Guests Present:

Mahmud Ennin - Director of Finance and Administration, via video conference
Brittany Sheckels - Executive Assistant, via video conference
Louise Grotenhuis - Chief Academic Officer, via video conference
Monique Powell Chief Student Services Officer, via video conference
Muhammed Chaudhry - Interim Executive Director, via video conference
Conor Hale - Dean of STEM, via video conference
Nicole Davis - Assistant Director of Operations, via video conference

- I. May Consent Agenda.** The Board discussed the May 2022 consent agenda, which included: April 19, 2022, Board Meeting Minutes, and April 2022 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the May 2022 Consent Agenda that was seconded and carried, all were in favor.

II. Strategic Plan – May Board Dashboard.

- A.** Management reported that NCHS did not meet their target for participation for the SQR survey feedback; therefore, it is anticipated that the results would be impacted. They further reported that results of the staff wide TNTP survey that was recently conducted will be available May 27, 2022.
- B.** Management advised that all grades would be finalized in the next four weeks, and by June, the spring NWEA assessment results would be available. Regarding Regents waivers, management reported that there were approximately 65-70 waivers than was originally known, and NCHS is in process of updating these records accordingly.
- C.** Mr. Ennin reported that the student enrollment count was still currently at 401 students. Further, he noted that for the 2023 fiscal year, NCHS aims to enroll 120 new students as incoming freshmen to maintain maximum enrollment.
- D.** Mr. Hale reported that NCHS was still awaiting the CSC report, showing the detailed certification status of each teacher, and that Teach for America would be a valuable source for recruiting new teachers as needed for the coming year. Mr. Hale advised that in the coming week, all decisions around staff returning for fiscal year 2023 would be finalized. Ms. Powell advised that each Dean would be assigned to a grade going forward.



- E. Ms. Powell reported that she is working on a “bridge” summer program for rising 9th graders to provide better information on their academic achievement level and aptitude and identify opportunities to support greater academic success. Ms. Davis elaborated that she had been working with the instructional staff and their schedules to help finalize the summer program. Ms. Davis also reported that the Board approved graduation requirements had published on NCHS’s website. Management reported updates on certain points from the last April meeting- the

III. Committee Reports.

- A. **Education and Accountability Committee.** Ms. Chin reiterated that it is awaiting data from the teacher surveys, NWEA assessment results, and Regents scores.

B. **Finance Committee.**

1. Mr. Alladin reported that NCHS continues to operate at a positive net income, and the fiscal year 2023 budget would be ready for approval by the Finance Committee and then the full Board in June.
2. Mr. Ennin and Mr. Alladin reported the Vanguard investment account had been opened, and the compliance calendar for the year had been updated.

C. **Executive Committee.**

1. Ms. Karaffa reported that NCHS’s public hearing regarding its requested charter changes, specifically changes related to its mission, organizational chart, key design elements, and enrollment of 420 students, was held by the New York City Department of Education. NCHS is now awaiting the Board of Regents final vote regarding its charter renewal application in June.
2. Ms. Karaffa further noted that the Board continues to work with the executive management team on matters related to corporate culture and employee retention and development.

IV. **Public Comment.** There were no public comments or questions received.

- V. **Executive Session.** There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.



Northside Charter High School
424 Leonard Street
Brooklyn, NY 11222
(347)390-1273
www.northsidechs.org

**Northside Charter High School
Board of Trustees Meeting Minutes
June 29th, 2022, 6:00pm ET**

Present:

Kaley Childs Karaffa - Chair via video conference
Willie Scott - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin - Trustee, via video conference
Deangeor Chin - Trustee, via video conference
Douglas Giles - Trustee, via video conference

Guest Present:

Mahmud Ennin- Chief Financial and Operations Officer, via video conference
Ramlah Malhi - Special Projects Coordinator, via video conference
Monique Powell - Chief Student Services Officer, via video conference
Muhammed Chaudhry - Interim Executive Director, via video conference
Conor Hale - Dean of STEM, via video conference
Louis Grotenhuis - Chief Academic Officer, via video conference
Sheina McClendon- Special Education Coordinator, via video conference
Jeanmarie Mcauley- Guest, via video conference

Location: See meeting notice for specific locations and video conference information. All were open to the public.

- I. **June Consent Agenda.** The Board discussed the June 2022 consent agenda, which included: May 19th, 2022, Board Meeting Minutes, and May 2022 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the June 2022 Consent Agenda that was seconded and carried, all were in favor.
- II. **Management Report**
 - A. Strategic Plan – June 2022 Board Dashboard
 1. Mr. Ennin advised the Board that all the June compliance items had been completed and the management team was now working on the July action items.
 2. Mr. Ennin reported that the management team had met the goal of a consistent enrollment of 400 students from beginning to the end of the school year 2022.
 3. Mr. Ennin further reported that management has met the goal of NCHS's processes and procedures.
 4. Ms. Powell reported that the Student Services team has consistently and successfully identified program models for SPED to help students in ensuring their needs were met and that all SPED-related compliance requirements are fulfilled. She noted this SPED programming will be incorporated into the Summer school plan and the Summer Bridge program and credit recovery depending on the students' needs.

5. Ms. Powell reported that the management team is focusing on post-secondary preparation in recruitment efforts and ensuring our website reflects our mission to attract families and students with goals of post-secondary attainment to NCHS.
6. Mr. Hale noted that the management team is implementing a leadership checklist to ensure all the processes are being followed appropriately and that they are further on developing the process to evaluate all the staff members.
7. Mr. Chaudhry reported that management is working on defining the proposed FY 2023 annual strategic goals with measurable metrics for Board approval. He noted that in developing the proposed goals and metrics that they are sharing the proposed goals with all the staff and creating a bottom up approach to support a cohesive culture and organizational alignment on priorities.
8. Mr. Hale reported that the students have improved their Regents Exam scores and exceeded teacher expectations especially in English. The Board inquired about the number of graduating students who earned Regents Diplomas, and management confirmed that all the students in the 2022 graduating class had the Regents diploma.
9. The Board directed management to compare the graduation requirements of other peer and top tier schools for Board consideration as the Board finalizes the Fiscal Year 2023 Corporate Goals..

B. Summer School:

1. Ms. Powell reported that Summer school plans are focused on increased participation by students and credit recovery. She noted the Knight School summer edition is extending educational opportunities for students.
2. Ms. Powell further reported that the NCHS website has all information for the Bridge program for the 9th grade students and their families and that there are currently 20 out of 75 incoming 9th grade students enrolled.
3. Ms. Powell reported that there are approximately 130 students in need of credit recovery, and they have been informed by teachers, counselors, and deans; of these students, 50% have agreed to participate in the necessary credit recovery course.

- III. **Board Leadership and Committee Membership.** Ms. Karaffa presented the slate of Board officer positions, committee chair positions, and committee memberships. She noted that the slate of positions had been agreed to by each board member and was designed to promote stability and consistency in board leadership and continuity of board and committee work. After discussion, on motion to approve the Fiscal Year 2023 Board Leadership and Committee Membership that was seconded and carried, all were in favor.
- IV. **FY 2023 School Calendar.** Ms. Karaffa introduced the Fiscal Year 2023 school calendar and noted that NCHS's charter requires 181-191 instructional days. Mr. Chaudhry presented NCHS's Fiscal Year 2023 school calendar and noted that it is aligned with NYC DOE's Calendar and that it recognizes major religious and cultural holidays in line with the School's Inclusion, Diversity, Anti-Racism, and Equity Policy.. After discussion, on motion to approve the Fiscal Year 2023 School Calendar that was seconded and carried, all were in favor.
- V. **FY 2023 Board Calendar.** Ms. Karaffa presented the Fiscal Year 2023 Board and Committee Meeting calendar, which includes a monthly Board, Executive Committee, and Finance Committee meeting and quarterly Education and Accountability Committee and Board

Development Committee meetings. After discussion, on motion to approve the Fiscal Year 2023 Board Calendar that was seconded and carried, all were in favor

- VI. **Fiscal Year 2023 Finance Budget.** Mr. Ennin presented the proposed Fiscal Year 2023 budget, which is based on expected revenue of \$9.6 million with expenditures of \$9.5 million and net income of \$28,000. He described how the budget aligns with NCHS's three strategic pillars and supports NCHS's mission. After discussion, on motion to approve the Fiscal Year 2023 Budget that was seconded and carried, all were in favor

- VII. **Organizational Structure.** Ms. Karaffa introduced the updated organizational structure and noted that it maintains the same management reporting structure with one head of organization reporting to the Board who is supported by three executive management level members followed by the senior management team and then the staff. The Board discussed the executive team member's titles, specifically noting that in August 2021, the Board approved title changes of the Executive Director's three direct reports to be "Chief" titles to align with the Board's goals for short- and long-term organizational growth and discussed the opportunity and benefits of changing the title of the Executive Director to "Chief Executive Officer". Mr. Chaudhry described minor revisions to align functional responsibilities to executive leaders and how this will support talent strategies for retention and development. After discussion, and on motion to approve the Organizational Structure and change of title from "Executive Director" to "Chief Executive Officer" that was seconded and carried, all were in favor.

VIII. Committee Reports

1. Executive Committee.

- a) **Fourth Charter Term.** Ms. Karaffa reported that the New York State Board of Regents approved NCHS's charter renewal application for a five year term from 2022 to 2027 and that the revisions to NCHS's key design elements, increased enrollment to 420 students, organizational structure, and mission statement were all approved. Ms. Karaffa noted that the Fiscal Year 2023 action plan from the Fiscal Year 2022 Site Visit Report needs to be submitted by July 11th, 2022, and that the management team is working with Pasek Consulting to develop the proposed action plan for Board review prior to submission.
- b) **Parent Complaint.** Ms. Karaffa reported a parent sent an email with a complaint about an incident involving students to the NYSED Charter School Office Counsel. Ms. Jarrett-Watson, Charter School Office Counsel, advised the parent of their right to file a complaint under NCHS's Complaint Policy and other relevant rights to the matter. The Board discussed the email and matter and determined that although the email did not meet the formal requirements for a complaint under NCHS's complaint policy, the Board would treat this as a formal complaint. After discussion, the Board directed management to retain outside counsel to investigate the complaint and report to the Board with outside counsel's findings and an action plan.

2. Finance Committee.

- a) **FY 2022 Incentive Compensation Approval.** Mr. Alladin reported that the Finance Committee had reviewed a request from the Executive Director to approve the leadership team incentive compensation, which

were derived from performance reviews toward personal performance objectives and organizational strategic objectives and to approve a reallocation of \$100,000 of the \$200,000 budgeted for leadership compensation to incentive compensation for all staff members who met performance criteria; the further noted the incentive compensation was being structured to support employee retention. After discussion, and on motion to approve reallocation of \$100,000 of leadership incentive compensation to staff incentive compensation and approval of the amounts for the executive and senior management team incentive compensation that was seconded and carried, all were in favor. .

- b) **FY 2023 Vendor Approval.** Mr. Alladin presented information on previously Board-approved vendors with contracts above \$10,000, which require Board approval per NCHS's Financial Policies and Procedures. He noted the Finance Committee is working with management to further formalize the policy for renewal of these vendors. After discussion, on motion to approve the list of renewal vendors with contracts above \$10,000, that was seconded and carried, all were in favor.
- c) **Vanguard Investment Account.** Mr. Alladin reported that the investment account with Vanguard has been initiated and the funding strategy will be brought to the Board for approval.. **Investment Strategy Planning Update.** Mr. Alladin and Mr. Ennin reported the Finance Committee and management team are working on developing the investment strategy and policy, which they anticipate bringing to the Board in late summer 2022 for review. They requested that if any Board members know anyone who is an investment advisors and would be willing to support this work, to connect the advisor with them
- d) **FY 2022 Audit Plan.** Mr. Alladin and Mr. Ennin reported that the FY 2022 audit has commenced with preliminary document submission. They anticipate the draft audited financial reports will be provided to the Board by September 2022.

Public Comment

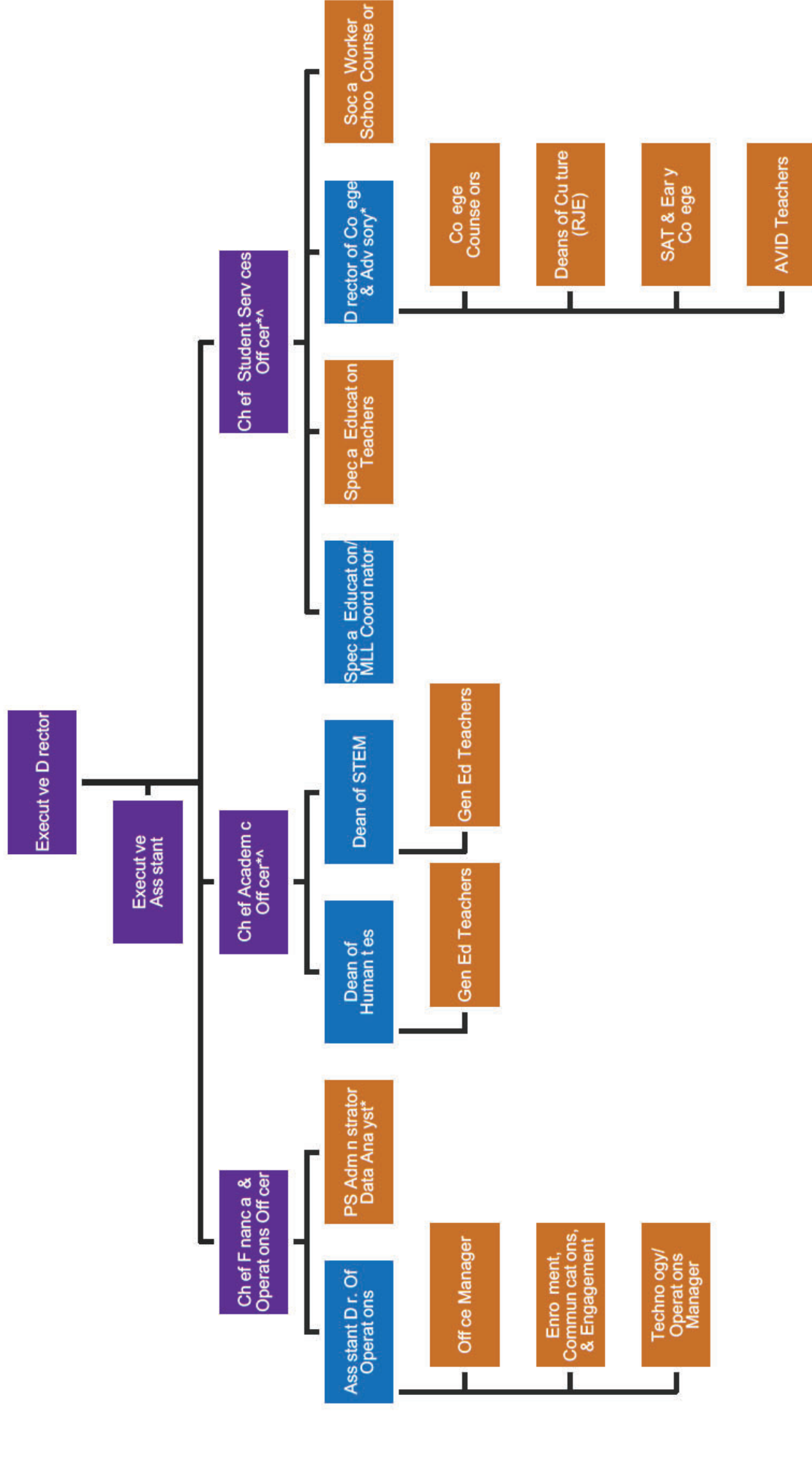
- B. A guest inquired if parents and students should expect a better college preparatory environment next year. The Board replied that NCHS is deeply focused on preparing students for their post-secondary education through rigorous academics and providing social-emotional support to be successful in college and beyond. The Board will be approving the Fiscal Year 2023 corporate strategic goals that will align to our mission of post-secondary preparation at the August 2022 Board meeting.
- C. A guest asked about complaints regarding the special education department. The Board noted in fall 2021, the Board and management in collaboration with external special education experts conducted a full audit of the School's special education department, policies, and compliance, and developed related procedures, policies, and staff training to ensure all special education requirements are met. The Board noted that the NYSED Charter School Office deemed that our special education action plans were aligned and



sufficient in meeting their requirements. The Board will oversee continuing enhancement in the special education program and training.

- D. A guest asked about opportunities for more parent involvement. The Board noted that caregiver engagement is a strategic priority under the School's strategic plan and annual goals and highlighted Ms. Powell's presentation on caregiver enrichment programs and future plans to further deepen engagement with the caregiver community.
 - E. A guest asked when final grades and transcripts could be expected. Management responded that grades should be finalized by the end of June.
 - F. A guest asked whether parent-teacher conferences would be in-person. The Board responded that management will be presenting the plan for caregiver engagement for fiscal year 2023, which will include the plans for parent-teacher conferences.
 - G. A guest asked whether NCHS will have a "principal" for the next school year. The Board noted that NCHS's departmental heads are the Chief Academic Officer and Chief Student Services Officer to ensure we have multiple points of contact for our core academics and social-emotional and enrichment supports; these titles were strategically determined to promote our mission, high student achievement, and organizational growth.
 - H. A guest asked how the School's grading system can be improved. Management responded that NCHS utilizes Schoology and an assessment platform called Performance Matters, which will directly tie to our Student Information System (SIS) student grading system.
- IX. **Executive Session.** There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.

FY 22 & FY 23 Org Chart – As of 8/16/21



Senior Management Team

School Leadership Team Member

* Instructional Leadership Team

^ Principals

2022-2023 School Calendar

| July '22 | | | | | | | | | | August '22 | | | | | | | | | | September '22 | | | | | | | | | | October '22 | | | | | | | | | | November '22 | | | | | | | | | | December '22 | | | | | | | | | | January '23 | | | | | | | | | | February '23 | | | | | | | | | | March '23 | | | | | | | | | | April '23 | | | | | | | | | | May '23 | | | | | | | | | | June '23 | | | | | | | | | | July '23 | | | | | | | | | | August '23 | | | | | | | | | | September '23 | | | | | | | | | | October '23 | | | | | | | | | | November '23 | | | | | | | | | | December '23 | | | | | | | | | | January '24 | | | | | | | | | | February '24 | | | | | | | | | | March '24 | | | | | | | | | | April '24 | | | | | | | | | | May '24 | | | | | | | | | | June '24 | | | | | | | | | | July '24 | | | | | | | | | | August '24 | | | | | | | | | | September '24 | | | | | | | | | | October '24 | | | | | | | | | | November '24 | | | | | | | | | | December '24 | | | | | | | | | | January '25 | | | | | | | | | | February '25 | | | | | | | | | | March '25 | | | | | | | | | | April '25 | | | | | | | | | | May '25 | | | | | | | | | | June '25 | | | | | | | | | | July '25 | | | | | | | | | | August '25 | | | | | | | | | | September '25 | | | | | | | | | | October '25 | | | | | | | | | | November '25 | | | | | | | | | | December '25 | | | | | | | | | | January '26 | | | | | | | | | | February '26 | | | | | | | | | | March '26 | | | | | | | | | | April '26 | | | | | | | | | | May '26 | | | | | | | | | | June '26 | | | | | | | | | | July '26 | | | | | | | | | | August '26 | | | | | | | | | | September '26 | | | | | | | | | | October '26 | | | | | | | | | | November '26 | | | | | | | | | | December '26 | | | | | | | | | | January '27 | | | | | | | | | | February '27 | | | | | | | | | | March '27 | | | | | | | | | | April '27 | | | | | | | | | | May '27 | | | | | | | | | | June '27 | | | | | | | | | | July '27 | | | | | | | | | | August '27 | | | | | | | | | | September '27 | | | | | | | | | | October '27 | | | | | | | | | | November '27 | | | | | | | | | | December '27 | | | | | | | | | | January '28 | | | | | | | | | | February '28 | | | | | | | | | | March '28 | | | | | | | | | | April '28 | | | | | | | | | | May '28 | | | | | | | | | | June '28 | | | | | | | | | | July '28 | | | | | | | | | | August '28 | | | | | | | | | | September '28 | | | | | | | | | | October '28 | | | | | | | | | | November '28 | | | | | | | | | | December '28 | | | | | | | | | | January '29 | | | | | | | | | | February '29 | | | | | | | | | | March '29 | | | | | | | | | | April '29 | | | | | | | | | | May '29 | | | | | | | | | | June '29 | | | | | | | | | | July '29 | | | | | | | | | | August '29 | | | | | | | | | | September '29 | | | | | | | | | | October '29 | | | | | | | | | | November '29 | | | | | | | | | | December '29 | | | | | | | | | | January '30 | | | | | | | | | | February '30 | | | | | | | | | | March '30 | | | | | | | | | | April '30 | | | | | | | | | | May '30 | | | | | | | | | | June '30 | | | | | | | | | | July '30 | | | | | | | | | | August '30 | | | | | | | | | | September '30 | | | | | | | | | | October '30 | | | | | | | | | | November '30 | | | | | | | | | | December '30 | | | | | | | | | | January '31 | | | | | | | | | | February '31 | | | | | | | | | | March '31 | | | | | | | | | | April '31 | | | | | | | | | | May '31 | | | | | | | | | | June '31 | | | | | | | | | | July '31 | | | | | | | | | | August '31 | | | | | | | | | | September '31 | | | | | | | | | | October '31 | | | | | | | | | | November '31 | | | | | | | | | | December '31 | | | | | | | | | | January '32 | | | | | | | | | | February '32 | | | | | | | | | | March '32 | | | | | | | | | | April '32 | | | | | | | | | | May '32 | | | | | | | | | | June '32 | | | | | | | | | | July '32 | | | | | | | | | | August '32 | | | | | | | | | | September '32 | | | | | | | | | | October '32 | | | | | | | | | | November '32 | | | | | | | | | | December '32 | | | | | | | | | | January '33 | | | | | | | | | | February '33 | | | | | | | | | | March '33 | | | | | | | | | | April '33 | | | | | | | | | | May '33 | | | | | | | | | | June '33 | | | | | | | | | | July '33 | | | | | | | | | | August '33 | | | | | | | | | | September '33 | | | | | | | | | | October '33 | | | | | | | | | | November '33 | | | | | | | | | | December '33 | | | | | | | | | | January '34 | | | | | | | | | | February '34 | | | | | | | | | | March '34 | | | | | | | | | | April '34 | | | | | | | | | | May '34 | | | | | | | | | | June '34 | | | | | | | | | | July '34 | | | | | | | | | | August '34 | | | | | | | | | | September '34 | | | | | | | | | | October '34 | | | | | | | | | | November '34 | | | | | | | | | | December '34 | | | | | | | | | | January '35 | | | | | | | | | | February '35 | | | | | | | | | | March '35 | | | | | | | | | | April '35 | | | | | | | | | | May '35 | | | | | | | | | | June '35 | | | | | | | | | | July '35 | | | | | | | | | | August '35 | | | | | | | | | | September '35 | | | | | | | | | | October '35 | | | | | | | | | | November '35 | | | | | | | | | | December '35 | | | | | | | | | | January '36 | | | | | | | | | | February '36 | | | | | | | | | | March '36 | | | | | | | | | | April '36 | | | | | | | | | | May '36 | | | | | | | | | | June '36 | | | | | | | | | | July '36 | | | | | | | | | | August '36 | | | | | | | | | | September '36 | | | | | | | | | | October '36 | | | | | | | | | | November '36 | | | | | | | | | | December '36 | | | | | | | | | | January '37 | | | | | | | | | | February '37 | | | | | | | | | | March '37 | | | | | | | | | | April '37 | | | | | | | | | | May '37 | | | | | | | | | | June '37 | | | | | | | | | | July '37 | | | | | | | | | | August '37 | | | | | | | | | | September '37 | | | | | | | | | | October '37 | | | | | | | | | | November '37 | | | | | | | | | | December '37 | | | | | | | | | | January '38 | | | | | | | | | | February '38 | | | | | | | | | | March '38 | | | | | | | | | | April '38 | | | | | | | | | | May '38 | | | | | | | | | | June '38 | | | | | | | | | | July '38 | | | | | | | | | | August '38 | | | | | | | | | | September '38 | | | | | | | | | | October '38 | | | | | | | | | | November '38 | | | | | | | | | | December '38 | | | | | | | | | | January '39 | | | | | | | | | | February '39 | | | | | | | | | | March '39 | | | | | | | | | | April '39 | | | | | | | | | | May '39 | | | | | | | | | | June '39 | | | | | | | | | | July '39 | | | | | | | | | | August '39 | | | | | | | | | | September '39 | | | | | | | | | | October '39 | | | | | | | | | | November '39 | | | | | | | | | | December '39 | | | | | | | | | | January '40 | | | | | | | | | | February '40 | | | | | | | | | | March '40 | | | | | | | | | | April '40 | | | | | | | | | | May '40 | | | | | | | | | | June '40 | | | | | | | | | | July '40 | | | | | | | | | | August '40 | | | | | | | | | | September '40 | | | | | | | | | | October '40 | | | | | | | | | | November '40 | | | | | | | | | | December '40 | | | | | | | | | | January '41 | | | | | | | | | | February '41 | | | | | | | | | | March '41 | | | | | | | | | | April '41 | | | | | | | | | | May '41 | | | | | | | | | | June '41 | | | | | | | | | | July '41 | | | | | | | | | | August '41 | | | | | | | | | | September '41 | | | | | | | | | | October '41 | | | | | | | | | | November '41 | | | | | | | | | | December '41 | | | | | | | | | | January '42 | | | | | | | | | | February '42 | | | | | | | | | | March '42 | | | | | | | | | | April '42 | | | | | | | | | | May '42 | | | | | | | | | | June '42 | | | | | | | | | | July '42 | | | | | | | | | | August '42 | | | | | | | | | | September '42 | | | | | | | | | | October '42 | | | | | | | | | | November '42 | | | | | | | | | | December '42 | | | | | | | | | | January '43 | | | | | | | | | | February '43 | | | | | | | | | | March '43 | | | | | | | | | | April '43 | | | | | | | | | | May '43 | | | | | | | | | | June '43 | | | | | | | | | | July '43 | | | | | | | | | | August '43 | | | | | | | | | | September '43 | | | | | | | | | | October '43 | | | | | | | | | | November '43 | | | | | | | | | | December '43 | | | | | | | | | | January '44 | | | | | | | | | | February '44 | | | | | | | | | | March '44 | | | | | | | | | | April '44 | | | | | | | | | | May '44 | | | | | | | | | | June '44 | | | | | | | | | | July '44 | | | | | | | | | | August '44 | | | | | | | | | | September '44 | | | | | | | | | | October '44 | | | | | | | | | | November '44 | | | | | | | | | | December '44 | | | | | | | | | | January '45 | | | | | | | | | | February '45 | | | | | | | | | | March '45 | | | | | | | | | | April '45 | | | | | | | | | | May '45 | | | | | | | | | | June '45 | | | | | | | | | | July '45 | | | | | | | | | | August '45 | | | | | | | | | | September '45 | | | | | | | | | | October '45 | | | | | | | | | | November '45 | | | | | | | | | | December '45 | | | | | | | | | | January '46 | | | | | | | | | | February '46 | | | | | | | | | | March '46 | | | | | | | | | | April '46 | | | | | | | | | | May '46 | | | | | | | | | | June '46 | | | | | | | | | | July '46 | | | | | | | | | | August '46 | | | | | | | | | | September '46 | | | | | | | | | | October '46 | | | | | | | | | | November '46 | | | | | | | | | | December '46 | | | | | | | | | | January '47 | | | | | | | | | | February '47 | | | | | | | | | | March '47 | | | | | | | | | | April '47 | | | | | | | | | | May '47 | | | | | | | | | | June '47 | | | | | | | | | | July '47 | | | | | | | | | | August '47 | | | | | | | | | | September '47 | | | | | | | | | | October '47 | | | | | | | | | | November '47 | | | | | | | | | | December '47 | | | | | | | | | | January '48 | | | | | | | | | | February '48 | | | | | | | | | | March '48 | | | | | | | | | | April '48 | | | | | | | | | | May '48 | | | | | | | | | | June '48 | | | | | | | | | | July '48 | | | | | | | | | | August '48 | | | | | | | | | | September '48 | | | | | | | | | | October '48 | | | | | | | | | | November '48 | | | | | | | | | | December '48 | | | | | | | | | | January '49 | | | | | | | | | | February '49 | | | | | | | | | | March '49 | | | | | | | | | | April '49 | | | | | | | | | | May '49 | | | | | | | | | | June '49 | | | | | | | | | | July '49 | | | | | | | | | | August '49 | | | | | | | | | | September '49 | | | | | | | | | | October '49 | | | | | | | | | | November '49 | | | | | | | | | | December '49 | | | | | | | | | | January '50 | | | | | | | | | | February '50 | | | | | | | | | | March '50 | | | | | | | | | | April '50 | | | | | | | | | | May '50 | | | | | | | | | | June '50 | | | | | | | | | | July '50 | | | | | | | | | | August '50 | | | | | | | | | | September '50 | | | | | | | | | | October '50 | | | | | | | | | | November '50 | | | | | | | | | | December '50 | | | | | | | | | | January '51 | | | | | | | | | | February '51 | | | | | | | | | | March '51 | | | | | | | | | | April '51 | | | | | | | | | | May '51 | | | | | | | | | | June '51 | | | | | | | | | | July '51 | | | | | | | | | | August '51 | | | | | | | | | | September '51 | | | | | | | | | | October '51 | | | | | | | | | | November '51 | | | | | | | | | | December '51 | | | | | | | | | | January '52 | | | | | | | | | | February '52 | | | | | | | | | | March '52 | | | | | | | | | | April '52 | | | | | | | | | | May '52 | | | | | | | | | | June '52 | | | | | | | | | | July '52 | | | | | | | | | | August '52 | | | | | | | | | | September '52 | | | | | | | | | | October '52 | | | | | | | | | | November '52 | | | | | | | | | | December '52 | | | | | | | | | | January '53 | | | | | | | | | | February '53 | | | | | | | | | | March '53 | | | | | | | | | | April '53 | | | | | | | | | | May '53 | | | | | | | | | | June '53 | | | | | | | | | | July '53 | | | | | | | | | | August '53 | | | | | | | | | | September '53 | | | | | | | | | | October '53 | | | | | | | | | | November '53 | | | | | | | | | | December '53 | | | | | | | | | | January '54 | | | | | | | | | | February '54 | | | | | | | | | | March '54 | | | | | | | | | | April '54 | | | | | | | | | | May '54 | | | | | | | | | | June '54 | | | | | | | | | | July '54 | | | | | | | | | | August '54 | | | | | | | | | | September '54 | | | | | | | | | | October '54 | | | | | | | | | | November '54 | | | | | | | | | | December '54 | | | | | | | | | | January '55 | | | | | | | | | | February '55 | | | | | | | | | | March '55 | | | | | | | | | | April '55 | | | | | | | | | | May '55 | | | | | | | | | | June '55 | | | | | | | | | | July '55 | | | | | | | | | | August '55 | | | | | | | | | | September '55 | | | | | | | | | | October '55 | | | | | | | | | | November '55 | | | | | | | | | | December '55 | | | | | | | | | | January '56 | | | | | | | | | | February '56 | | | | | | | | | | March '56 | | | | | | | | | | April '56 | | | | | | | | | | May '56 | | | | | | | | | | June '56 | | | | | | | | | | July '56 | | | | | | | | | | August '56 | | | | | | | | | | September '56 | | | | | | | | | | October '56 | | | | | | | | | | November '56 | | | | | | | | | | December '56 | | | | | | | | | | January '57 | | | | | | | | | | February '57 | | | | | | | | | | March '57 | | | | | | | | | | April '57 | | | | | | | | | | May '57 | | | | | | | | | | June '57 | | | | | | | | | | July '57 | | | | | | | | | | August '57 | | | | | | | | | | September '57 | | | | | | | | | | October '57 | | | | | | | | | | November '57 | | | | | | | | | | December '57 | | | | | | | | | | January '58 | | | | | | | | | | February '58 | | | | | | | | | | March '58 | | | | | | | | | | April '58 | | | | | | | | | | May '58 | | | | | | | | | | June '58 | | | | | | | | | | July '58 | | | | | | | | | | August '58 | | | | | | | | | | September '58 | | | | | | | | | | October '58 | | | | | | | | | | November '58 | | | | | | | | | | December '58 | | | | | | | | | | January '59 | | | | | | | | | | February '59 | | | | | | | | | | March '59 | | | | | | | | | | April '59 | | | | | | | | | | May '59 | | | | | | | | | | June '59 | | | | | | | | | | July '59 | | | | | | | | | | August '59 | | | | | | | | | | September '59 | | | | | | | | | | October '59 | | | | | | | | | | November '59 | | | | | | | | | | December '59 | | | | | | | | | | January '60 | | | | | | | | | | February '60 | | | | | | | | | | March '60 | | | | | | | | | | April '60 | | | | | | | | | | May '60 | | | | | | | | | | June '60 | | | | | | | | | | July '60 | | | | | | | | | | August '60 | | | | | | | | | | September '60 | | | | | | | | | | October '60 | | | | | | | | | | November '60 | | | | | | | | | | December '60 | | | | | | | | | | January '61 | | | | | | | | | | February '61 | | | | | | | | | | March '61 | | | | | | | | | | April '61 | | | | | | | | | | May '61 | | | | | | | | | | June '61 | | | | | | | | | | July '61 | | | | | | | | | | August '61 | | | | | | | | | | September '61 | | | | | | | | | | October '61 | | | | | | | | | | November '61 | | | | | | | | | | December '61 | | | | | | | | | | January '62 | | | | | | | | | | February '62 | | | | | | | | | | March '62 | | | | | | | | | | April '62 | | | | | | | | | | May '62 | | | | | | | | | | June '62 | | | | | | | | | | July '62 | | | | | | | | | | August '62 | | | | | | | | | | September '62 | | | | | | | | | | October '62 | | | | | | | | | | November '62 | | | | | | | | | | December '62 | | | | | | | | | | January '63 | | | | | | | | | | February '63 | | | | | | | | | | March '63 | | | | | | | | | | April '63 | | | | | | | | | | May '63 | | | | | | | | | | June '63 | | | | | | | | | | July '63 | | | | | | | | | | August '63 | | | | | | | | | | September '63 | | | | | | | | | | October '63 | | | | | | | | | | November '63 | | | | | | | | | | December '63 | | | | | | | | | | January '64 | | | | | | | | | | February '64 | | | | | | | | | | March '64 | | | | | | | | | | April '64 | | | | | | | | | | May '64 | | | | | | | | | | June '64 | | | | | | | | | | July '64 | | | | | | | | | | August '64 | | | | | | | | | | September '64 | | | | | | | | | | October '64 | | | | | | | | | | November '64 | | | | | | | | | | December '64 | | | | | | | | | | January '65 | | | | | | | | | | February '65 | | | | | | | | | | March '65 | | | | | | | | | | April '65 | | | | | | | | | | May '65 | | | | | | | | | | June '65 | | | | | | | | | | July '65 | | | | | | | | | | August '65 | | | | | | | | | | September '65 | | | | | | | | | | October '65 | | | | | | | | | | November '65 | | | | | | | | | | December '65 | | | | | | | | | | January '66 | | | | | | | | | | February '66 | | | | | | | | | | March '66 | | | | | | | | | | April '66 | | | | | | | | | | May '66 | | | | | | | | | | June '66 | | | | | | | | | | July '66 | | | | | | | | | | August '66 | | | | | | | | | | September '66 | | | | | | | | | | October '66 | | | | | | | | | | November '66 | | | | | | | | | | December '66 | | | | | | | | | | January '67 | | | | | | | | | | February '67 | | | | | | | | | | March '67 | | | | | | | | | | April '67 | | | | | | | | | | May '67 | | | | | | | | | | June '67 | | | | | | | | | | July '67 | | | | | | | | | | August '67 | | | | | | | | | | September '67 | | | | | | | | | | October '67 | | | | | | | | | | November '67 | | | | | | | | | | December '67 | | | | | | | | | | January '68 | | | | | | | | | | February '68 | | | | | | | | | | March '68 | | | | | | | | | | April '68 | | | | | | | | | | May '68 | | | | | | | | | | June '68 | | | | | | | | | | July '68 | | | | | | | | | | August '68 | | | | | | | | | | September '68 | | | | | | | | | | October '68 | | | | | | | | | | November '68 | | | | | | | | | | December '68 | | | | | | | | | | January '69 | | | | | | | | | | February '69 | | | | | | | | | | March '69 | | | | | | | | | | April '69 | | | | | | | | | | May '69 | | | | | | | | | | June '69 | | | | | | | | | | July '69 | | | | | | | | | | August '69 | | | | | | | | | | September '69 | | | | | | | | | | October '69 | | | | | | | | | | November '69 | | | | | | | | | | December '69 | | | | | | | | | | January '70 | | | | | | | | | | February '70 | | | | | | | | | | March '70 | | | | | | | | | | April '70 | | | | | | | | | | May '70 | | | | | | | | | | June '70 | | | | | | | | | | July '70 | | | | | | | | | | August '70 | | | | | | | | | | September '70 | | | | | | | | | | October '70 | | | | | | | | | | November '70 | | | | | | | | | | December '70 | | | | | | | | | | January '71 | | | | | | | | | | February '71 | | | | | | | | | | March '71 | | | | | | | | | | April '71 | | | | | | | | | | May '71 | | | | | | | | | | June '71 | | | | | | | | | | July '71 | | | | | | | | | | August '71 | | | | | | | | | | September '71 | | | | | | | | | | October '71 | | | | | | | | | | November '71 | | | | | | | | | | December '71 | | | | | | | | | | January '72 | | | | | | | | | | February '72 | | | | | | | | | | March '72 | | | | | | | | | | April '72 | | | | | | | | | | May '72 | | | | | | | | | | June '72 | | | | | | | | | | July '72 | | | | | | | | | | August '72 | | | | | | | | | | September '72 | | | | | | | | | | October '72 | | | | | | | | | | November '72 | | | | | | | | | | December '72 | | | | | | | | | | January '73 | | | | | | | | | | February '73 | | | | | | | | | | March '73 | | | | | | | | | | April '73 | | | | | | | | | | May '73 | | | | | | | | | | June '73 | | | | | | | | | | July '73 | | | | | | | | | | August '73 | | | | | | | | | | September '73 | | | | | | | | | | October '73 | | | | | | | | | | November '73 | | | | | | | | | | December '73 | | | | | | | | | | January '74 | | | | | | | | | | February '74 | | | | | | | | | | March '74 | | | | | | | | | | April '74 | | | | | | | | | | May '74 | | | | | | | | | | June '74 | | | | | | | | | | July '74 | | | | | | | | | | August '74 | | | | | | | | | | September '74 | | | | | | | | | | October '74 | | | | | | | | | | November '74 | | | | | | | | | | December '74 | | | | | | | | | | January '75 | | | | | | | | | | February '75 | | | | | | | | | | March '75 | | | | | | | | | | April '75 | | | | | | | | | | May '75 | | | | | | | | | | June '75 | | | | | | | | | | July '75 | | | | | | | | | | August '75 | | | | | | | | | | September '75 | | | | | | | | | | October '75 | | | | | | | | | | November '75 | | | | | | | | | | December '75 | | | | | | | | | | January '76 | | | | | | | | | | February '76 | | | | | | | | | | March '76 | | | | | | | | | | April '76 | | | | | | | | | | May '76 | | | | | | | | | | June '76 | | | | | | | | | | July '76 | | | | | | | | | | August '76 | | | | | | | | | | September '76 | | | | | | | | | | October '76 | | | | | | | | | | November '76 | | | | | | | | | | December '76 | | | | | | | | | | January '77 | | | | | | | | | | February '77 | | | | | | | | | | March '77 | | | | | | | | | | April '77 | | | | | | | | | | May '77 | | | | | | | | | | June '77 | | | | | | | | | | July '77 | | | | | | | | | | August '77 | | | | | | | | | | September '77 | | | | | | | | | | October '77 | | | | | | | | | | November '77 | | | | | | | | | | December '77 | | | | | | | | | | January '78 | | | | | | | | | | February '78 | | | | | | | | | | March '78 | | | | | | | | | | April '78 | | | | | | | | | | May '78 | | | | | | | | | | June '78 | | | | | | | | | | July '78 | | | | | | | | | | August '78 | | | | | | | | | | September '78 | | | | | | | | | | October '78 | | | | | | | | | | November '78 | | | | | | | | | | December '78 | | | | | | | | | | January '79 | | | | | | | | | | February '79 | | | | | | | | | | March '79 | | | | | | | | | | April '79 | | | | | | | | | | May '79 | | | | | | | | | | June '79 | | | | | | | | | | July '79 | | | | | | | | | | August '79 | | | | | | | | | | September '79 | | | | | | | | | | October '79 | | | | | | | | | | November '79 | | | | | | | | | | December '79 | | | | | | | | | | January '80 | | | | | | | | | | February '80 | | | | | | | | | | March '80 | | | | | | | | | | April '80 | | | | | | | | | | May '80 | | | | | | | | | | June '80 | | | | | | | | | | July '80 | | | | | | | | | | August '80 | | | | | | | | | | September '80 | | | | | | | | | | October '80 | | | | | | | | | | November '80 | | | | | | | | | | December '80 | | | | | | | | | | January '81 | | | | | | | | | | February '81 | | | | | | | | | | March '81 | | | | | | | | | | April '81 | | | | | | | | | | May '81 | | | | | | | | | | June '81 | | | | | | | | | | July '81 | | | | | | | | | | August '81 | | | | | | | | | | September '81 | | | | | | | | | | October '81 | | | | | | | | | | November '81 | | | | | | | | | | December '81 | | | | | | | | | | January '82 | | | | | | | | | | February '82 | | | | | | | | | | March '82 | | | | | | | | | | April '82 | | | | | | | | | | May '82 | | | | | | | | | | June '82 | | | | | | | | | | July '82 | | | | | | | | | | August '82 | | | | | | | | | | September '82 | | | | | | | | | | October '82 | | | | | | | | | | November '82 | | | | | | | | | | December '82 | | | | | | | | | | January '83 | | | | | | | | | | February '83 | | | | | | | | | | March '83 | | | | | | | | | | April '83 | | | | | | | | | | May '83 | | | | | | | | | | June '83 | | | | | | | | | | July '83 | | | | | | | | | | August '83 | | | | | | | | | | September '83 | | | | | | | | | | October '83 | | | | | | | | | | November '83 | | | | | | | | | | December '83 | | | | | | | | | | January '84 | | | | | | | | | | February '84 | | | | | | | | | | March '84 | | | | | | | | | | April '84 | | | | | | | | | | May '84 | | | | | | | | | | June '84 | | | | | | | | | | July '84 | | | | | | | | | | August '84 | | | | | | | | | | September '84 | | | | | | | | | | October '84 | | | | | | | | | | November '84 | | | | | | | | | | December '84 | | | | | | | | | | January '85 | | | | | | | | | | February '85 | | | | | | | | | | March '85 | | | | | | | | | | April '85 | | | | | | | | | | May '85 | | | | | | | | | | June '85 | | | | | | | | | | July '85 | | | | | | | | | | August '85 | | | | | | | | | | September '85 | | | | | | | | | | October '85 | | | | | | | | | | November '85 | | | | | | | | | | December '85 | | | | | | | | | | January '86 | | | | | | | | | | February '86 | | | | | | | | | | March '86 | | | | | | | | | | April '86 | | | | | | | | | | May '86 | | | | | | | | | | June '86 | | | | | | | | | | July '86 | | | | | | | | | | August '86 | | | | | | | | | | September '86 | | | | | | | | | | October '86 | | | | | | | | | | November '86 | | | | | | | | | | December '86 | | | | | | | | | | January '87 | | | | | | | | | | February '87 | | | | | | | | | | March '87 | | | | | | | | | | April '87 | | | | | | | | | | May '87 | | | | | | | | | | June '87 | | | | | | | | | | July '87 | | | | | | | | | | August '87 | | | | | | | | | | September '87 | | | | | | | | | | October '87 | | | | | | | | | | November '87 | | | | | | | | | | December '87 | | | | | | | | | | January '88 | | | | | | | | | | February '88 | | | | | | | | | | March '88 | | | | | | | | | | April '88 | | | | | | | | | | May '88 | | | | | | | | | | June '88 | | | | | | | | | | July '88 | | | | | | | | | | August '88 | | | | | | | | | | September '88 | | | | | | | | | | October '88 | | | | | | | | | | November '88 | | | | | | | | | | December '88 | | | | | | | | | | January '89 | | | | | | | | | | February '89 | | | | | | | | | | March '89 | | | | | | | | | | April '89 | | | | | | | | | | May '89 | | | | | | | | | | June '89 | | | | | | | | | | July '89 | | | | | | | | | | August '89 | | | | | | | | | | September '89 | | | | | | | | | | October '89 | | | | | | | | | | November '89 | | | | | | | | | | December '89 | | | | | | | | | | January '90 | | | | | | | | | | February '90 | | | | | | | | | | March '90 | | | | | | | | | | April '90 | | | | | | | | | | May '90 | | | | | | | | | | June '90 | | | | | | | | | | July '90 | | | | | | | | | | August '90 | | | | | | | | | | September '90 | | | | | | | | | | October '90 | | | | | | | | | | November '90 | | | | | | | | | | December '90 | | | | | | | | | | January '91 | | | | | | | | | | February '91 | | | | | | | | | | March '91 | | | | | | | | | | April '91 | | | | | | | | | | May '91 | | | | | | | | | | June '91 | | | | | | | | | | July '91 | | | | | | | | | | August '91 | | | | | | | | | | September '91 | | | | | | | | | | October '91 | | | | | | | | | | November '91 | | | | | | | | | | December '91 | | | | | | | | | | January '92 | | | | | | | | | | February '92 | | | | | | | | | | March '92 | | | | | | | | | | April '92 | | | | | | | | | | May '92 | | | | | | | | | | June '92 | | | | | | | | | | July '92 | | | | | | | | | | August '92 | | | | | | | | | | September '92 | | | | | | | | | | October '92 | | | | | | | | | | November '92 | | | | | | | | | | December '92 | | | | | | | | | | January '93 | | | | | | | | | | February '93 | | | | | | | | | | March '93 | | | | | | | | | | April '93 | | | | | | | | | | May '93 | | | | | | | | | | June '93 | | | | | | | | | | July '93 | | | | | | | | | | August '93 | | | | | | | | | | September '93 | | | | | | | | | | October '93 | | | | | | | | | | November '93 | | | | | | | | | | December '93 | | | | | | | | | | January '94 | | | | | | | | | | February '94 | | | | | | | | | | March '94 | | | | | | | | | | April '94 | | | | | | | | | | May '94 | | | | | | | | | | June '94 | | | | | | | | | | July '94 | | | | | | | | | | August '94 | | | | | | | | | | September '94 | | | | | | | | | | October '94 | | | | | | | | | | November '94 | | | | | | | | | | December '94 | | | | | | | | | | January '95 | | | | | | | | | | February '95 | | | | | | | | | | March '95 | | | | | | | | | | April '95 | | | | | | | | | | May '95 | | | | | | | | | | June '95 | | | | | | | | | | July '95 | | | | | | | | | | August '95 | | | | | | | | | | September '95 | | | | | | | | | | October '95 | | | | | | | | | | November '95 | | | | | | | | | | December '95 | | | | | | | | | | January '96 | | | | | | | | | | February '96 | | | | | | | | | | March '96 | | | | | | | | | | April '96 | | | | | | | | | | May '96 | | | | | | | | | | June '96 | | | | | | | | | | July '96 | | | | | | | | | | August '96 | | | | | | | | | | September '96 | | | | | | | | | | October '96 | | | | | | | | | | November '96 | | | | | | | | | | December '96 | | | | | | | | | | January '97 | | | | | | | | | | February '97 | | | | | | | | | | March '97 | | | | | | | | | | April '97 | | | | | | | | | | May '97 | | | | | | | | | | June '97 | | | | | | | | | | July '97 | | | | | | | | | | August '97 | | | | | | | | | | September '97 | | | | | | | | | | October '97 | | | | | | | | | | November '97 | | | | | | | | | | December '97 | | | | | | | | | | January '98 | | | | | | | | | | February '98 | | | | | | | | | | March '98 | | | | | | | | | | April '98 | | | | | | | | | | May '98 | | | | | | | | | | June '98 | | | | | | | | | | July '98 | | | | | | | | | | August '98 | | | | | | | | | | September '98 | | | | | | | | | | October '98 | | | | | | | | | | November '98 | | | | | | | | | | December '98 | | | | | | | | | | January '99 | | | | | | | | | | February '99 | | | | | | | | | | March '99 | | | | | | | | | | April '99 | | | | | | | | | | May '99 | | | | | | | | | | June '99 | | | | | | | | | | July '99 | | | | | | | | | | August '99 | | | | | | | | | | September '99 | | | | | | | | | | October '99 | | | | | | | | | | November '99 | | | | | | | | | | December '99 | | | | | | | | | | January '00 | | | | | | | | | | February '00 | | | | | | | | | | March '00 | | | | | | | | | | April '00 | | | | | | | | | | May '00 | | | | | | | | | | June '00 | | | | | | | | | | July '00 | | | | | | | | | | August '00 | | | | | | | | | | September '00 | | | | | | | | | | October '00 | | | | | | | | | | November '00 | | | | | | | | | | December '00 | | | | | | | | | | January '01 | | | | | | | | | | February '01 | | | | | | | | | | March '01 | | | | | | | | | | April '01 | | | | | | | | | | May '01 | | | | | | | | | | June '01 | | | | | | | | | | July '01 | | | | | | | | | | August '01 | | | | | | | | | | September '01 | | | | | | | | | | October '01 | | | | | | | | | |
|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|
|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|--------------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|----------|--|--|--|--|--|--|--|--|--|------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|-------------|--|--|--|--|--|--|--|--|--|