

The Method of Building a Community Center

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Abstract

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When growing up as a child, one can often find a person who reflects or shares a memory of their life growing up in their community. It could be a memory of the school they attended, a store often served as a hangout, or a friend's home that was the meeting place for many of their friends. The ones that have been shared with this author by many consist of one talking about their community centers, whether it was a Y Club or a Boys & Girls Club. It was during this conversation that this author realized they along with many friends missed out on a lot of opportunities because there was not one in our community and unfortunately there is not one there today. As a leader in the community, it is this author's passion to change all of that and seek ways to build a community center. The only question left for this author is what will it take to build a community center? In this research paper, this author despite many challenges will consult or interview other leaders or directors of community centers to found out the steps or aspects it takes to build and operate this type of facility and to help find the answer to this author's previously proposed question.

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Dictionary.com defines a community center as a “building or other place in which members of a community may gather for social, educational, or cultural activities.” It is these types of facilities that this author and as a leader in the community has seen shape many youths to become very successful adults because they had a place to go to avoid trouble and get the proper knowledge they needed to succeed. A famous actor as well as could be considered a role model, leader, and mentor, Denzel Washington, is a national spokesman for the Boys & Girls Club of America often shares his story of how that club helped him to become the adult he is today. According to (Washington, 2006), “in my neighborhood the Boys Club was the center of everything. It was my whole world...it was where I learned how to play ball, where I learned how to focus and set my mind on a goal, where I learned about consequences, where learned about consequences, where I learned how to be a man.” For a very short period of time, this author’s community had a Boys & Girls Club and in that brief time it gave many of our youth that attended a great experience and many of them went on to do great things because of it.

It was a devastating blow to this author and many people in the community to see that a club of this magnitude was lost because of funding. Being in the position of leadership, one never wants to see a facility designated for the positive growth of youth to be closed. The Pike County Times online website was one of two local news outlets that reported it to the community, “Boys & Girls Clubs of West Georgia’s Pike County Unit will close its operation on September 30, 2013, following five years of service to the Pike County community. This closing comes as the result of recent funding cuts to the club of \$50,000...This is definitely not an easy decision to make for our organization, said Bart McFadden, the organization’s executive director. However, the recent cuts to our funding for the upcoming year make it unsustainable for us to continue to operate this location.” It was during this time this author saw the challenges of

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running an organization and all it takes to sustain one, but unfortunately this organization was not able to sustain. It was one that this author does not want to repeat and has decided to take the time in researching every aspect before seeking out how to build a community center.

As a leader in the community, it has been this author's passion ever since to take it upon himself to find a way to make up for this lost for the youth. This will also provide an opportunity for all in the community to use this type of facility for such things as recreational events, conferences, conventions, weddings, and even funerals; therefore, this author will seek out other leaders that share the same passion and those who will help in building a community center for the hometown of Pike County, Georgia. While all of this sounds like a great idea to this author, they realize the challenge is who and what type of method will help this author with the research.

Proposed Method

(Garner & Scott, 2013), a "community-based participatory research ... approach involves the researcher and the subjects working together to drastically reduce the distance that separates them in more typical research studies. Instead of the researcher standing outside of the research, he or she interacts with the community participants to develop a research project that will answer their questions and address their practical concerns, not just to find answers to the researchers' questions. The research questions, the choice of specific methods, and the strategy of collecting information emerge from interaction and agreement between researcher and participants—it is their study, not a study owned by the researcher" (pg.5). This author found this research method to be a great one to use and is now set and ready to face the challenges of facing the community with the idea of building a community center not knowing how they will take it.

In this author's opinion, the leader needs to first investigate and find out the consensus of the community, so they could be prepared. As a leader, this author has been a part of many town

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hall and civic meetings where the discussion of a need for a place where the youth can play basketball and a place to hold activities for a large group. The only challenge with this matter is that it was nothing this author felt good to use as a starting point. It was a moment later that this author was reminded of previous surveys that were presented to several people in the community and recall seeing a community center at the top of the list and today believes that the community would still like to have one of its own. Therefore, this author, from a leader's perspective, decided to create another survey specifically designed to find out just how the community feels as a whole on the idea of building a community center or one that relates to one. Once the survey is complete, this author would take the positive results and analyze them and then introduce a proposal to the community to build a community center. In his article, *Community eager to make use of new Hickman Community Center*, Nicholas Bergin mentions "the new community center got its start with a 2011 strategic planning survey. Residents of the 2,000- person town listed it as the community's top need."

With the majority in agreement of building a community center, now one of the challenges of a leader is organizing individuals who have the experience of developing a design for a community center that meets the needs of this leader's community. Another challenge is to find the funds or methods of paying for building the center. Also according to Bergin's article, "More than 60 percent of Hickman voters in March 2014 approved a 1.5 percent sales tax, which the community used to leverage 3.6 million low interest USDA Rural Development loan." While this method worked for the Hickman community, this leader realizes and understands that it may not work for their hometown; therefore, it is this leader's responsibility to organize another group, preferably with experience in financing and budgeting, to help create methods or ways of how to pay for the construction of the Community Center. Therefore, before taking a proposal

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suggesting the type of payment method, which this author will call option 1, that the Hickman community used, this option and other methods of payment presented by the finance team will be researched.

In researching option 1, this author reviewed the qualifications on sales taxes particularly those that are familiar to this author's hometown and that is a Special Purpose Local Option Sales Tax (SPLOST). ("Special Purpose Local Option Sales Tax," 2016) explains "A SPLOST is an optional one percent county sales tax used to fund capital outlay projects proposed by the county government and participating qualified municipal governments...SPLOST is levied in what the law refers to as a "special district," which is comprised of the entire territory of the county calling for the SPLOST...The tax is imposed when the board of commissioners calls a local referendum (i.e., vote)... and the referendum is subsequently passed by the voters within that special district (i.e., county). The tax is collected on items subject to the sales and use tax within the county."

Even though, this leader could or might consider option 1, but the only challenge or key thing about this one is that the SPLOST that was mentioned in James Monacell's article entitled *Overview of Special Purpose Local Option Sales Tax (SPLOST) and Related Financing* is a slow process. The article states, "SPLOST funding is inherently slow, as the 1% tax will be collected over the several years for which the tax is imposed. Since as a general matter construction of a project cannot be contracted for until monies for that purpose are available, taxpayers may be disappointed not see the project they voted to fund until years after the SPLOST election." (Monacell, 2017) In this author's opinion, if the community truly wants a community center, the slow process can be a big challenge because they may not be willing to wait that long. This author believes it is very important to look at all these factors before settling on which option to

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present to this reader as well as others in the community, so that is why option 2 can be considered too.

In this proposal, it was also mentioned that the Hickman Community Center was funded through a USDA Rural Development loan. Therefore, this leader's research/finance team gathered information on possible USDA loans that are relevant to this community that may be eligible for and can consider for the building of a community center. This author was successful in finding one that was listed as a Community Facilities Direct Loan & Grant Programs and will be viewed as Option 2 for the purpose of this research proposal paper.

In researching Option 2, this author was able to learn about the Community Facilities Direct Loan & Grant Program that is part of United States Department of Agriculture Rural Development (USDA). (Community Facilities Direct, n.d.) states, "this program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area..." The website also explains those who are eligible are "rural areas including cities, villages, townships and towns including Federally Recognized Tribal Lands with no more than 20,000 residents according to the latest U.S. Census Data..."

In order to receive these funds for approval from the USDA, as a leader, one has to decide whether or not they would be applying for the direct loan and/or the grant. In reviewing this website, this author read about the eligibility requirements for applying for the direct loan and the most impressive aspect was the repayment terms and interest rates. The most impressive aspect of the grant program for this author was that it had several items that could qualify one to be approved and this looks like a possibility for Pike County. (Community Facilities Direct, n.d.)

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states, “maximum of 35 percent when the proposed project is located in a rural community having a population of 20,000 or fewer; and the median household income of the proposed service area is below the higher of the poverty line or 80 percent of the State nonmetropolitan median household income.” This author has taken note of all these items to share with future participants as well as other items that were listed on the web page that the group could determine if their hometown was eligible. In this author’s research on these projections and navigation of the census on census.org, Pike County could possibly be eligible because as of July 1, 2016 population they had a population of 17, 941 and a median household income is \$51, 338 compared to the state’s median household income of \$49, 620.

In reviewing all the data, statistics, and options that is associated with this option alone, this leader believes the challenges in this option would be that of being able to break all of it down, so they could get a true understanding. In this author opinion, it could be so much to take in that many of those in the community would choose not to go through the hassle because they fear it could cost them in the long run.

Participants

In having both of these options researched, this leader has concluded that one if not both of these options can possibly be used to pursue building a community center in Pike County, but believe now it is the time to bring in participants to evaluate the researcher’s findings and possibly come up with other suggestions to help figure out what will it take to build a community center. This author understands in moving into this process, it was going to be a challenge for the leader to find the participants, so this leader decided only to choose those that they saw would benefit from building a community center based on their position in the community. Another challenge this leader knew they would face and would be a factor is that not all the participants’

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findings will be the solution, but believes if they all can work in an ethical and professional manner then a solution can be derived.

“The relationship and intimacy that is established between the researchers and participants in qualitative studies can raise a range of different ethical concerns... Ethically challenging situations may emerge if researchers have to deal with contradicting issues and choose between different methodological strategies in conflict arises. In such cases, disagreements among different components such as participants, researchers, researchers’ discipline, the funding body and the society may be inevitable.” (Sanjari, Bahramnezhad, Fomani, Shoghi, & Cheraghi, 2014)

In forming a committee to be participants for this research, this leader believes one has to have the right people to serve on it. During this research, the committee was reminded of how it was often mentioned that the city officials as well as commissioners had to do some things on their part. The only challenge for this leader was getting each to do so and explain to how important their part plays in the research. (Bergin, 2017) states “while construction has wrapped up, city officials have yet to finalize rental fees and contracts for the 16, 940 building”. It is in this leader’s opinion to have at least one City official or the City Administrator in particular from Zebulon because it is the biggest area and attractive area in Pike County. The City official or Administrator also answers any issues or concerns in relations to city’s ordinances as well as the design and layout of the building.

(Monacell, 2017) states in his article “the board of county commissioners may authorize the special 1% sales and use tax...”, it shows in this author’s opinion of having a Commissioner or County Manager as a participant on the committee for this purpose would be very beneficial in relation to Option 1 discussed in this research proposal paper in regards of voters’ ballot and

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what all it would entail as for taxes on the voters. When it comes to determining the other participants who should be considered, this leader would also choose the participants based on their expertise in financial advising as well as knowledge of what type of features could be included that this author did not consider that also can be placed within the community center.

These participants or this committee should include those who are from the recreation department, bank, other community and business leaders, and members of the Development Authority. By using leader management and organizational skills, this leader believes that the appropriate way of finding these participants is by advertising it in the newspaper and presenting flyers so it could be done openly and fairly and state that one is seeking volunteers from each area noted. This author understood that the leader is going to find this challenging in selecting the participants this way, but wants it to be as fair as possible to avoid any confrontation. After advertising for participants to serve on the committee in the paper and taking applications for three weeks, the City administrative or City representative along with the County manager or a Commissioner Representative, along with this leader will choose those that best fit according to what is needed to conduct the research.

Design

Now that the committee participants have been selected and have met to discuss the purpose of the committee as a whole, each participant is faced with the challenge of determining how often they will meet, and what kind of timetable will be imposed in order for the community center to be built. In addition, once all of this has been determined, this leader and committee will be faced with the challenge of determining the type of design and what cost would be associated in building the community center. The most important thing this leader believes that has to be addressed before everyone starts is for everyone to stay professional because everyone

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has a right to share their opinion and do not have the discussion or conversation turn into personal attacks against each other. In other words, remember and know why one has been chosen for this committee – this is business not personal. (Sanjari, Bahramnezhad, Fomani, Shoghi, & Cheraghi, 2014) states “development of personal relationships with participants may be inevitable while collecting certain data. Therefore, researchers should seriously consider the potential impact they may have on the participants and vice versa...”

Procedure

This leader now knows that it is time to determine what procedures are needed to start the process and before the researcher shares the findings with the participants, this leader is going to be challenged in determining what specific tasks they were going to give each committee participant to research. This leader decided to give the tasks to the participants based on each of their expertise or knowledge, so a plan can be set in place. The City Administrator or City official could view land areas that are zoned or can be zoned to handle the specifications for building a community center. The County Manager or Commissioner can work on determining what it would take if a SPLOST is needed and what items would be taxed. The representative from the recreation department can explain if the design of the facility is lacking any provisions needed for the youth; the bank representative could establish an account or see what could be done if they are needed as a lender; the community and business leader could take a poll by having a conversation with colleagues to collect thoughts and other opinions about a community center being built and/or possibly becoming an individual or capital sponsor; and the member from the Development Authority can help look into other grants or speak to other Development Authority's in other counties that have community centers and ask how were they able to get it accomplished.

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It is this leader's belief as well to have members from different churches as participants could present more thoughts and suggestions as to how designated spaces can be utilized because they would take part in the use of the community center by holding special programs or doing community service programs. Once all of that has been established and agreed upon among the participants, this leader can share research and the nature of it to help as a starting point as well as a guide in their research.

Results

According to (Sanjari, Bahramnezhad, Fomani, Shoghi, & Cheraghi, 2014), "the principle of informed consent stresses the researcher's responsibility to completely inform participants of different aspects of the research in comprehensible language. Clarifications need to include the following issues: the nature of the study, the participants' potential role, the identity of the researcher and the financing body, the objective of the research, and how the results will be published and used." This leader truly believes in this statement and sharing one's own research in regards to what method it would take to build a community center from their prediction also prepares the participants for what they may come across while doing research. For the purpose of this research proposal paper, this leader as well as the researcher, shares the following with the participants of their findings.

As a leader, one cannot just take the research at face value without consulting everyone who will benefit; therefore, it was necessary to talk to the churches, parents, and youth in the hometown, who truly wants to see a community center built and believes it is very well needed. This leader felt that they could face many more challenges if they did not reach out to the other members of the community too. This author wants to make sure that they took the time to hear from the other members in the community. In this leader's opinion and by listening to all participants and other members of the community, it would be determined that the City of

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Zebulon by far is the best place to build the community center. Zebulon is in the thriving part and heart of Pike County and it is also where the schools are located along with the main shopping centers and in this leader's opinion is where more development is needed to keep more money coming in to the county.

While researching the need for a place in order for the youth to thrive, this leader also found the challenge of working it out that the adults would benefit from it too. In this research, this author would propose that the community center would have features for the adults as well as the youth, because the adults want to have a place to participate in leisure activities such as basketball, volleyball, racquet ball, and possibly work out. Another reason for wanting a community center is that often enough when someone mentions needing a large space to do weddings, funerals, conferences and conventions that there is no facility in the community to host these events. This leader believes that having a community center that provides both these aspects would benefit the community at large, so everyone could enjoy it and see it as a need.

In this author's opinion, the local banks are great supporters of the community and are always involved in the activities that occur in the community by volunteering services and being a capital sponsor. If a lender is needed, this author believes that based on conversations with key players of the bank, the lender could very well be willing to contribute in some way to helping make this come to past and/or possibly help the committee establish strategies that can off-set financial burdens that may occur when building a community center. The Development Authority has spoken many times of a revolving loan that can be assessed if something is new to the county and can offset some of the cost needed to start operations, but would need to be reviewed by the committee to determine. While this leader sees this to be very beneficial in having both of them as supporters and key figures to have in this research, the challenges that

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come with it is determining if both could be used as funders and under what conditions would it take to make it happen.

While this author will also share all his findings of the research, they want all the participants to understand and utilize the findings in determining all the factors that are needed to build a community center. One in particular is what size and structure design is the committee looking to build and what kind of cost? In this author's research, they would propose, based on their findings, that the community center needs to consist of an open court that can be used to play basketball, volleyball or any other indoor sport to accommodate the county's recreation department for its youth as well as for adults to enjoy too. This author also believes it would be beneficial to have a large multipurpose room that can be arranged to hold a funeral or wedding with at least 500 people and lastly the author believes there should be other rooms to accommodate businesses or individuals that will like to hold meetings, conferences, trainings, or conventions, so a 624 x 479 sounds like an idea. (See Figure 1 at end of paper)

A challenging issue for this leader and any leader is not being able to give an exact amount of what it will cost to build a community center. Even though it is a hard task to even estimate the cost of building the community center illustrated in Figure 1 and other items not mentioned in this paper, the leader, committee, and participants will continue the process of researching all avenues and keep the discussions and dialogue going about the community center for future participants. This process could possibly be done through dissemination among the participants and members of the community. "Conducting dissemination as a dialogue with community members involves an investment of time and resources, but it can lead to understanding of findings that is well-grounded in community perspectives and their implications for existing and new community-based services. In addition, this type of

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dissemination can strengthen community–academic partnerships, which builds 1) community trust in research and 2) researchers’ understanding of community concerns...” (McDavitt, Bogart, Mutchler, Wagner, Green Jr, Lawrence, Mutepfa, & Nogg, 2016)

Discussion

This author believes that in order to keep an open dialogue and discussion with the current participants about building the community center, they must also review the options mentioned in this research proposal done by the author. In the discussion of option 1 to the participants, this author as being in the leadership position must make sure that the participants are aware that they are to ask the citizens of the Pike County community to vote for doing a SPLOST to fund building a community center. One of those challenges that this leader would want the participants also to be aware of and prepare for is trying to get the community members to understand everything about the SPLOST. It is the reason why this leader and the participants job would be to make sure also that the language on the ballot was written correctly for a clear understanding of what it is asking.

According to Monacell (2017), “when general obligation debt, repayable from the SPLOST, is to be authorized, certain language described below must be added to the ballot...the ballot form requires that the purposes to which the tax will be applied be inserted... no necessity that the description of the purpose or purposes for the tax be in exacting detail. Rather, . . . the description and the purposes must be only so specific as to place the electorate on fair notice of the projects to which the tax will be devoted...the ballot form also must set out the estimated amount of tax to be raised and the period that the tax is to be applicable.” Monacell continues in this article to explain that it also has to be an “intergovernmental Contract...reached between the

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county and municipalities within the county having population representing 50% or more of the total population of such municipalities.”

While that could sound like an easy method as long as you have the votes, this leader would also have to let them know what could prevent it from passing based on the information given in Monacell’s article. According to (Monacell, 2017), “SPLOST funding is inherently slow, as the 1% tax will be collected over the several years for which the tax is imposed. Since as a general matter construction of a project cannot be contracted for until monies for that purpose are available, taxpayers may be disappointed not see the project they voted to fund until years after the SPLOST election.” As a leader and knowing the management process, one understands as well as some of the participants and the community members that it is going to take some time to get a community center built, but having to be taxed for something that is going to be too far down the road could leave a sore spot. This is why as a leader one must have other methods to choose from and that is why this author is taking a closer look at Option 2.

In discussing Option 2 with the participants in regards to the Community Facilities Direct Loan & Grant Program, this author can see that it would be the one possibly favorable way to save the citizens from being taxed and as a leader one wants what is best for the citizens and the community as a whole. One must also understand when discussing Option 2, the participants have to see and be sure that the county is qualified to get any of this assistance from USDA. In researching and reviewing the USDA website about this Program, it listed several things that have to be made note of before deciding on this as an option in regards to the loan portion of the USDA program. (Community Facilities Direct, n.d.) states, “loan repayment terms may not be longer than the useful life of the facility... interest rates are set by Rural Development...once the loan is approved, the interest rate is fixed for the entire term of the loan, and is determined by the

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median household income of the service area and population of the community...there are no pre-payment penalties...” With this option, in this author’s opinion, it is a lot to consider before acting upon doing a loan and to do the grant if the funds are available, so as a leader this author would also want to challenge the community to carefully review these options, but also view them as one.

In this author’s opinion, it would also be a great ideal to consider both Options 1 and 2 together in building the community center. This author believes once the participants are able to get an estimated cost, the participants could pursue finding grant funds available through Option 2. Once the participants find how much of any grant would be awarded, they could then use Option 1 to cover the remainder needed that Option 2 could not do within it. This author also believes it is possible this would not take as long as it takes the community center to be built because Option 1 could start the process as Option 2 matures enough to finish the project. These are the types of decision making skills that constitute for good leadership. In this author’s opinion, it would give the community a sense that things are going to get done, but the challenge for this author as a leader is being able to get it done sooner than later. In this author’s opinion, though the community may agree a community center is needed and the methods associated with it is good and will work, they will act too slowly and it becomes a major need before it is built.

A major factor another challenge for this author that has to be determined before any of these options are decided upon is how the participants will decide how the community center will be sustained and maintained once it is built. The participants or many of those in the community do not want past mistakes such as the Boys & Girls Club to haunt them again. In researching options for sustainability, this leader has to review different styles or forms and one they were able to research was that of Agnew & Beck who did a consulting paper for a company

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name the Foraker Group. The consulting paper discussed the basic model for a successful community center consisting of four main elements that include Capacity, Operations and Programming, Building and Site Design and Capital Financing. It is these areas in this author's opinion that need to be discussed as well to determine a method of building a community center.

In this author's opinion when it comes to the first component capacity, the participants are on the right track in seeking to build a community center that features several multipurpose rooms that meet the needs and size for the community. While Pike County may not be considered as a large county in the eyes of others in terms of population, but in this author's opinion because of the lack of facilities to accommodate the current population, the county has no room to accommodate future residents and could become a major problem if something is not done soon. According to (Agnew & Beck, 2013) "successful community centers are built and maintained because there is strong community support for the facility and services it houses...Once the facility is in operation, frequent community use and support for the center and the services it houses are the key to keeping it going, particularly for facilities that are subsidized or funded by the community" (pg.10).

The second main element mentioned by this group was Operations and Programming and it speaks of the importance of partnership, one that can easily be viewed between key members of the participants mentioned in this research paper. (Agnew et. al., 2013), "successful communities make sure the partnership will work for all parties through strategic partnerships and by establishing a workable governance strategy once partners have committed to the project" (pg. 14). In this author's opinion, partnership is one of Pike's best qualities and as a leader one has to have great partnerships, because the citizens of the community are at key meetings that are being held in the county such as the Pike County Family Connection Meeting. It is at these

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meetings that many of the community partners work voluntarily on strategic teams to help develop and come up with strategies and solutions to issues and problems that are of concern in their community as well as the state. According to the Pike County Family Connection homepage, “Pike County Family Connection collaborative serves as the local decision-making body, bringing community partners together to develop, implement, and evaluate plans that address the serious challenges facing Georgia’s children and families.”

The next component mentioned in this model was Building and Site Design and it spoke of Central Location, one that this author gave his opinion on earlier about Zebulon being the best location because of the features around the city. According to (Agnew et. al., 2013), “locating the facility in the center of town contributes to the ongoing sustainability of the center. Successful centers tend to be social hubs: they are centrally located in the community; they host a variety of events and programming, and are staffed by people well-liked in the community. People visited the facilities as much to socialize with other community members as to utilize the services housed within them. Multiple examples benefitted from being located adjacent to a school.” (pg. 14).

In this author’s opinion, Zebulon truly matches these criteria and very well could draw more people, but only to visit and can be a way for them taking advantage of our community center for us to gain extra revenue to help sustain it. While this may be a great outlook, in this author or leader’s opinion they still will have to prepare for the challenge of new residents coming in at one point because right now Pike is not prepared for it or any kind of growth that could be devastating. (Agnew et. al., 2013) states, “building a new center on the periphery of town or as a means of creating an anchor for a new subdivision is risky: the presence or absence

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of a multi-use facility is not guaranteed to be a strong enough amenity to influence homebuyers' decisions about where to live" (pg. 16).

The last component in regards of a basic model for sustaining a successful community center was Capital Financing and one that was listed under this component that got this author's attention and could be a key to the participant was Funders as Partners. In this author's opinion, just as some of the participants are key in partnership in regards of their opinions in the method of building the community center as well as the operations and programming, this author believes they could be just as important in possibly becoming a funder too that could be essential in coming up with more options regarding cost.

(Agnew et. al., 2013), "successful communities established relationships with funding entities early in the process. Establishing close working relationships with representatives from funding organizations can help connect the community other funders and ensure that when plans change or challenges arise, that the funder will work with the community as a partner..." (pg.16). All these components are essential and can be discussed more thoroughly as the participants gather more information and view all their options to determine what would be the best method of building a community center. It is one decision that this author views as a major need and needs to be discuss, so all options can be weighed before making a harsh decisions. It is also one that this leader chooses not to leave the citizens of Pike County left to suffer with along with the consequences, so this author will challenge themselves along with each participant listed in this research proposal and future participants to be considerate of the members of their community.

Lastly if neither one of these options are one that the participants consider to be beneficial to the community or one that can be sustained if done, it is not to say that these are the only options, but the only ones that this author found to discuss in this research proposal. It is a

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