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Food Charter Community Input Session:

Building a Northwestern Ontario Food Charters

Community Coordinator Training Manual

Cloverbelt Local Food Co-op

Dryden, ON

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**Community Food Charter Input session**

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**Introduction**

The purpose of this manual is to describe processes which can be used to gain community perspectives on food related issues, projects, or initiatives. The manual will also introduce Liberating Structures (LS), which are tools to gain broad and diverse community input. We will also be using the overall premise of Peter Blocks’ book “Community: The Structure of Belonging”.

LS allows us to shift our conversations from the problems of community to the possibility of community through enhancing local food initiatives. It is formed out of the questions “Whom do we want? What is the story that each of us holds about local food development?” and “What is the new conversation that we want to occur about local food in our community?” These questions allow for a transformation of isolation within our communities into connectedness and caring for the whole with a commitment to create a future distinct from the past.



**Steps for holding a community Food Charter Input session**

***Step 1: The Invitation***

***Step 2: Liberating structures***

***Step 3: Stages of communication***

**The Invitation**

* **Declare the possibility**
* **Frame the choice**
* **Name the hurdle**
* **Reinforce the request**
* **Decide the most personal form possible**

***Step 2:* Liberating structures**

**a) 1-2-4-All**

**Engage Everyone Simultaneously in Generating Questions, Ideas, and Suggestions (12 min.)**

**What is made possible?**You can immediately include everyone regardless of how large the group is. You can generate better ideas and more of them faster than ever before. You can tap the know-how and imagination that is distributed widely in places not known in advance. Open, generative conversation unfolds. Ideas and solutions are sifted in rapid fashion. Most importantly, participants own the ideas, so follow-up and implementation is simplified. No buy-in strategies needed! Simple and elegant!

**Five Structural Elements – Min Specs**

**1. Structuring Invitation**

* Ask a question in response to the presentation of an issue, or about a problem to resolve or a proposal put forward (e.g., What opportunities do YOU see for making progress in local food in our community, in your region? What ideas or actions do you recommend?)

**2. How Space Is Arranged and Materials Needed**

* Unlimited number of groups
* Space for participants to work face-to-face in pairs and foursomes
* Chairs and tables optional
* Paper for participants to record observations and insights

**3. How Participation Is Distributed**

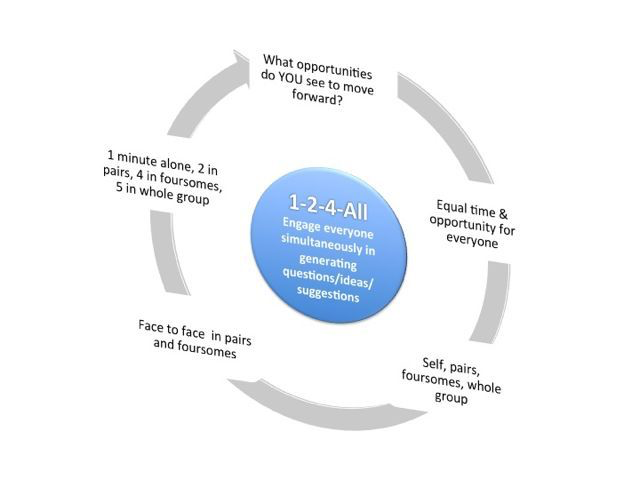
* Everyone in the group is included (often not the facilitator)
* Everyone has an equal opportunity to contribute

**4. How Groups Are Configured**

* Start alone, then in pairs, then foursomes, and finally as a whole group

**5. Sequence of Steps and Time Allocation**

* Silent self-reflection by individuals on a shared challenge, framed as a question (e.g., What opportunities do YOU see for making progress on this challenge? How would you handle this situation? What ideas or actions do you recommend?) **1 min.**
* Generate ideas in pairs, building on ideas from self-reflection. **2 min.**
* Share and develop ideas from your pair in foursomes (notice similarities and differences**). 4 min.**
* Ask, “What is one idea that stood out in your conversation?” Each group shares one important idea with all (repeat cycle as needed). **5 min.**



**b) Discovery & Action Dialogue (DAD)**

**Discover, Invent, and Unleash Local Solutions to Chronic Problems (25-70 min.)**

*Live the questions now and perhaps without knowing it you will live along someday into the answers. – Rainier Maria Rilke*

**What is made possible? DADs** make it easy for a group or community to discover practices and behaviours that enable some individuals (without access to special resources and facing the same constraints) to find better solutions than their peers to common problems. These are called positive deviant (PD) behaviours and practices. **DADs**make it possible for people in the group, unit, or community to discover **by themselves** these PD practices. **DADs**also create favourable conditions for stimulating participants’ creativity in spaces where they can feel safe to invent new and more effective practices. Resistance to change evaporates as participants are unleashed to choose freely which practices they will adopt or try and which problems they will tackle. **DADs** make it possible to achieve frontline ownership of solutions.

**Five Structural Elements – Min Specs**

1. **Structuring Invitation**

Invite people to uncover tacit or latent solutions to a shared challenges that are hidden among people in their working group, unit, or community. Ask anybody interested in solving the problem to join a small group and participate in a **DAD.** In the group, ask seven progressive questions:

* How should we enhance access to local food?
* How should we promote local food to enhance local economic development?
* How can we enhance culinary tourism?
* What needs to be done to make it happen?
* Who else needs to be involved?

**How Space Is Arranged and Materials Needed**

* **DADs** take place in a local setting or unit
* Groups may be standing or sitting around a table
* Paper, flip chart, or software/projection equipment needed to record insights and actions

**How Participation Is Distributed**

* Facilitator introduces the questions
* Everyone who is around is invited to join and be included
* Everyone in the group has an equal opportunity to contribute

**How Groups Are Configured**

* Facilitator works with a partner to serve as a recorder
* Group size can be 5–15 people
* Diversity in roles and experience is an important asset

**Sequence of Steps and Time Allocation**

* State the purpose of the initiative being discussed and the DAD and invite brief round-robin introductions. **5 min.**
* Ask the 7 questions one by one in the order given in the Invitation. Address them to the whole group and give everyone the opportunity to speak to each question. Make sure your recorder captures insights and action ideas as they emerge—big ones may emerge when you least expect it. **15–60 min.**
* Ask your recorder to recap insights, action ideas, and who else needs to be included. **5 min.**

**c) Impromptu Networking**

**Rapidly Share Challenges and Expectations, Build New Connections (20 min.)**

**What is made possible?**You can tap a deep well of curiosity and talent by helping a group focus attention on problems they want to solve. A productive pattern of engagement is established if used at the beginning of a working session. Loose yet powerful connections are formed in 20 minutes by asking engaging questions. Everyone contributes to shaping the work, noticing patterns together, and discovering local solutions.

**Five Structural Elements – Min Specs**

**1. Structuring Invitation**

* Ask, “What big challenge do you bring to this gathering? What do you hope to get from and give this group or community?”

**2. How Space Is Arranged and Materials Needed**

* Open space without obstructions so participants can stand in pairs and mill about to find partners

**3. How Participation Is Distributed**

* Everybody at once with the same amount of time (no limit on group size)
* Everyone has an equal opportunity to contribute

**4. How Groups Are Configured**

* Pairs
* Invite people to find strangers or colleagues in groups/functions different from their own

**5. Sequence of Steps and Time Allocation**

* In each round, 2 minutes per person to answer the questions. **4-5 min**. per round
* Three rounds

**d) World Café Conversations**

**60 minutes**

World Café is an easy-to-use method for creating a living network of collaborative dialogue around questions that matter in service to real work. Cafés in different contexts have been named in many ways to meet specific goals. World Café conversations are based on the principles and format developed by the World Café, a global movement to support conversations that matter in corporate, government, and community settings around the world. We have outlined a series of guidelines for putting conversation to work through dialogue and engagement. If you use these guidelines in planning your meetings and gatherings to be able to create a unique environment where surprising and useful outcomes are likely to occur. A World Cafe is always intimate, even when it scales to very large numbers.

**Five Structural Elements – Min Specs**

**1. Structuring Invitation**

* Engage questions or issues that genuinely matter to your life, work, or community.
* Invite all the participants to gather in small groups to listen to one another's thoughts and reflect together on a shared challenge

**2. How Space Is Arranged and Materials Needed**

* Unlimited number up to 5 chairs around small tables
* Markers and one or two pieces of flip-chart paper per table

**3. How Participation Is Distributed**

* Everyone is included
* Everyone has an equal opportunity to contribute

**4. How Groups Are Configured**

* Seat four (five max) people at small Café-style tables or in conversation clusters.
* With paper and markers on each table

**5. Sequence of Steps and Time Allocation**

* Set up progressive (at least three) rounds of conversation, approximately **20 minutes each.**
* Encourage participants to write, doodle and draw key ideas on their tablecloths (and/ or note key ideas on large index cards or placements in the center of the table).
* At the end of the 20 min ask one person to remain at the table as a “table host” for the next round, while the others serve as travelers carry key ideas, themes and questions into their new conversations, while the table host welcomes the new set of travelers.
* Complete a second round **20 minutes each**
* In the last round of conversation, people may continue traveling to new tables. **20 Minutes**
* You may use the same question for one or more rounds of conversation, or you may pose different questions in each round to build on and help deepen the exploration.
* After at least three rounds of conversation, initiate a period of sharing discoveries & insights in a whole group conversation. It is in these town meeting-style conversations that patterns can be identified, collective knowledge grows, and possibilities for action emerge. **10 minutes**

**e) Social Networking Webb**

**Map Informal Connections and Decide How to Strengthen the Network to Achieve a Purpose (60 min.)**

*Nothing evolves or survives on its own. Life co-evolves through relationships and networks ... assembled from the bottom up following simple rules of organization and communication. – Kevin Kelly*

**What is made possible? Social Network Webbing** quickly illuminates for a whole group what resources are hidden within their existing network of relationships and what steps to take for tapping those resources. It also makes it easy to identify opportunities for building stronger connections as well as new ones. The inclusive approach makes the network visible and understandable to everybody in the group simultaneously. It encourages individuals to take the initiative for building a stronger network rather than receiving directions through top-down assignments. Informal or loose connections—even your friends’ friends—are tapped in a way that can have a powerful influence on progress without detailed planning and big investments.

**Five Structural Elements – Min Specs**

**1. Structuring Invitation**

* Invite the members of a core working group with a shared purpose to create a map of their network and to decide how to expand and strengthen it
* Ask them to name the people they are currently working with and those they would like to include in the future (i.e., people with influence or expertise they need to achieve their purpose)
* Invite them to “weave” connections in the network web to advance their purpose

**2. How Space Is Arranged and Materials Needed**

* A long open wall with a tapestry paper or multiple flip-chart pages
* 2-by-2-inch Post-it notes in at least 8 colors
* Bold-tip black pens (e.g., Sharpies)

**3. How Participation Is Distributed**

* Everyone involved in the core working or planning group is included
* Everyone has an equal opportunity to contribute

**4. How Groups Are Configured**

* [1-2-4-All](http://www.liberatingstructures.com/1-1-2-4-all/) to generate the names of all the key groups
* Everyone together to generate the names of people in the network and construct the map

**5. Sequence of Steps and Time Allocation**

* Create a legend of all the key groups in the network needed to achieve your purpose and assign a Post-it color or symbol for each. **5 min.**
* Every core group member prints clearly his or her name on a Post-it. Put the Post-its in a group in the center of the wall**. 5 min.**
* Ask all core group members, “What people do you know that are active in this work?” Tell them to create a Post-it with each of their names. Ask them to arrange the Post-its based on each person’s degrees of separation from each design group member. **10 min.**
* Ask all core group members, “Who else would you like to include in this work?” Invite them to brainstorm and create Post-its for the other people they would like to include. Ask them to build the map of Post-its as a web with a core and periphery structure (mimicking the actual and desired spread of participation). Individuals in this group may your friends' friends.  New legend categories and colors may be needed as the webbing expands. **10 min.**
* Tell the core group to step back and ask, “Who knows whom? Who has influence and expertise? Who can block progress? Who can boost progress?” Ask them to illustrate the answers with connecting lines. **15 min.**

Ask the group to devise strategies to:

1) invite, attract, and “weave” new people into their work;

2) work around blockages

3) boost progress. **10 min.**

**f) What, So What, Now What? W³**

**Together, Look Back on Progress to Date and Decide What Adjustments Are Needed (45 min.)**

**What is made possible?**You can help groups reflect on a shared experience in a way that builds understanding and spurs coordinated action while avoiding unproductive conflict. It is possible for every voice to be heard while simultaneously sifting for insights and shaping new direction. Progressing in stages makes this practical—from collecting facts about *What Happened* to making sense of these facts with *So What* and finally to what actions logically follow with *Now What*. The shared progression eliminates most of the misunderstandings that otherwise fuel disagreements about what to do. Voila!

**Five Structural Elements – Min Specs**

**1. Structuring Invitation**

After a shared experience, ask, “WHAT? What happened? What did you notice, what facts or observations stood out?” Then, after all the salient observations have been collected, ask, “SO WHAT? Why is that important? What patterns or conclusions are emerging? What hypotheses can you make?” Then, after the sense making is over, ask, “NOW WHAT? What actions make sense?”

**2. How Space Is Arranged and Materials Needed**

* Unlimited number of groups
* Chairs for people to sit in small groups of 5-7; small tables are optional
* Paper to make lists
* Flip chart may be needed with a large group to collect answers
* Talking object \* (optional)

**3. How Participation Is Distributed**

* Everyone is included
* Everyone has an equal opportunity to contribute at each table
* Small groups are more likely to give voice to everyone if one person facilitates and keeps everybody working on one question at a time

**4. How Groups Are Configured**

* Individuals
* Groups of 5-7
* Whole group
* Groups can be established teams or mixed groups

**5. Sequence of Steps and Time Allocation**

* If needed, describe the sequence of steps and show the Ladder of Inference (see below). If the group is 10–12 people or smaller, conduct the debrief with the whole group. Otherwise, break the group into small groups.
* First stage: WHAT? Individuals work 1 min. alone on “What happened? What did you notice, what facts or observations stood out?” then **2–7 min.** in small group. **3–8 min. total.**
* Salient facts from small groups are shared with the whole group and collected. **2–3 min.**
* If needed, remind participants about what is included in the SO WHAT? question.
* **Second stage**: SO WHAT? People work **1 min alone** on “Why is that important? What patterns or conclusions are emerging? What hypotheses can I/we make?” then **2–7 min**. in small group**. 3–8 min. total**.
* Salient patterns, hypotheses, and conclusions from small groups are shared with the whole group and collected. **2–5 min**.
* **Third stage**: NOW WHAT? Participants work **1 min**. alone on “Now what? What actions make sense?” then **2–7 min**. in small group. **3–8 min**. total.
* Actions are shared with the whole group, discussed, and collected. Additional insights are invited. **2–10 min.**

**g) Appreciative Interviews (AI)**

**Discovering and Building on the Root Causes of Success (1 hr.)**

**What is made possible?**In less than one hour, a group of any size can generate the list of conditions that are essential for its success. You can liberate spontaneous momentum and insights for positive change from within the organization as “hidden” success stories are revealed. Positive movement is sparked by the search for what works now and by uncovering the root causes that make success possible. Groups are energized while sharing their success stories instead of the usual depressing talk about problems. Stories from the field offer social proof of local solutions, promising prototypes, and spread innovations while providing data for recognizing success patterns. You can overcome the tendency of organizations to underinvest in social supports that generate success while overemphasizing financial support, time, and technical assistance.

**Five Structural Elements – Min Specs**

**1. Structuring Invitation**

* Ask, “Please tell a story about a time when you worked on a challenge with others and you are proud of what you accomplished. What is the story and what made the success possible? Pair up preferably with someone you don’t know well.”

**2. How Space Is Arranged and Materials Needed**

* Unlimited number of groups
* Chairs for people to sit in pairs face-to-face; no tables needed.
* Paper for participants to take notes
* Flip chart to record the stories and assets/conditions

**3. How Participation Is Distributed**

* Everyone is included
* Everyone has equal time and opportunity to contribute

**4. How Groups Are Configured**

* First pairs, then groups of 4.
* Encourage groups to be diverse

**5. Sequence of Steps and Time Allocation**

* Describe the sequence of steps and specify a theme or what kind of story participants are expected to tell. **3 min.**
* In pairs, participants take turns conducting an interview and telling a success story, paying attention to what made the success possible. **7–10** min. each; **15–20 min. total**.
* In groups of 4, each person retells the story of his or her pair partner. Ask participants to listen for patterns in conditions/assets supporting success and to make note of them. **15 min. for groups of 4.**
* Collect insights and patterns for the whole group to see on a flip chart. Summarize if needed. **10-15 min**.
* Ask, “How are we investing in the assets and conditions that foster success?” and “What opportunities do you see to do more?” Use [1-2-4-All](http://www.liberatingstructures.com/1-1-2-4-all/) to discuss the questions. **10 min.**

***h)* 25/10 Crowd Sourcing**

**Rapidly Generate and Sift a Group’s Most Powerful Actionable Ideas**

**(30 min.)**

*Reality is only a consensual hunch. – Lily Tomlin*

**What is made possible?**You can help a large crowd generate and sort their bold ideas for action in 30 minutes or less! With **25/10 Crowd Sourcing**, you can spread innovations “out and up” as everyone notices the patterns in what emerges. Though it is fun, fast, and casual, it is a serious and valid way to generate an uncensored set of bold ideas and then to tap the wisdom of the whole group to identify the top ten. Surprises are frequent!

**Five Structural Elements – Min Specs**

**1. Structuring Invitation**

* Invite participants to think big and bold and discover the most attractive of their ideas together by asking, “If you were ten times bolder, what big idea would you recommend? What first step would you take to get started?”

**2. How Space Is Arranged and Materials Needed**

* Open space without chairs or tables
* Participants will be standing and milling about
* Index cards, one for each participant

**3. How Participation Is Distributed**

* Everyone is included and participates at the same time
* Everyone has an equal opportunity to contribute

**4. How Groups Are Configured**

* Individually to generate bold idea and first step and write on index card
* Everyone standing to pass cards around
* Pairs to exchange thoughts
* Individually to score the card participants have in their hand
* Whole group for sharing highest final scores and ideas

**5. Sequence of Steps and Time Allocation**

* Explain the process. First, every participant writes on an index card his or her bold idea and first step. Then people mill around and cards are passed from person to person to quickly review. When the bell rings, people stop passing cards and pair up to exchange thoughts on the cards in their hands.
* Then participants individually rate the idea/step on their card with a score of 1 to 5 (1 for low and 5 for high) and write it on the back of the card. When the bell rings, cards are passed around a second time until the bell rings and the scoring cycle repeats. This is done for a total of five scoring rounds.
* At the end of cycle five, participants add the five scores on the back of the last card they are holding. Finally, the ideas with the top ten scores are identified and shared with the whole group**. 3 min.**
* Demonstrate one exchange-and-scoring interaction using a sample index card to clarify what is expected during the milling, namely no reading aloud of the cards, only passing the cards from person to person so that each person has one and only one card in hand. The process can be confusing for some people. **2 min.**
* Invite each participant to write a big idea and first step on his or her card. **5 min.**
* Conduct five 3-minute exchange-and-scoring rounds with time for milling (and laughing) in between. **15 min.**
* Ask participants to add the 5 scores on the back of the card they are holding
* Find the best-scoring ideas with the whole group by conducting a countdown. Ask, “Who has a 25?” Invite each participant, if any, holding a card scored 25 to read out the idea and action step. Continue with “Who has a 24?,” “Who has a 23”…. Stop when the top ten ideas have been identified and shared. **5 min.**
* End by asking, “What caught your attention about 25/10?” **2 min.**

***Step 3: Stages of Communication***

**Questions for the Five Phases of the Gathering**

*Possibility*

* Beginning question
  + Block would ask “What is the crossroads where you find yourself at a community building a Northwestern Ontario (NWO) food charter?
* Direct Individual question
  + Block would ask, “What declarations of possibility can you make that has the power to transform the community and inspire you?”
* The questions that need to be asked indirectly
  + According to Block, “What do we want to create together that would make a difference”

*Ownership*

Questions Block would ask;

* How much risk are you willing to take
* How participative do you plan to be
* To what extent are you interested to the well-being of the whole
* What have I done to contribute the very thing I complain about our want to change
* What is the story about this community or organization that you hear yourself most often telling? The one that you were wedded to and maybe even take your identity from?

I would then following by asking;

* What other payoffs you receive from holding onto the story?

*Dissent*

*Commitments*

*Gifts*

**Questions to Avoid – According to Block**

* How do we get people to show up and be committed?
* How do we get others to be more responsible?
* How do we get people to come on board and do the right thing?
* How do we hold those people accountable?
* How do we get others to buy into our vision?
* How do we get those people to change?
* How much does it cost and where do we get the money?
* How do we negotiate into something better?
* What new policy or legislation will move our interests forward?
* Why aren’t those people in the roo

**Convening Leadership**

According to Block “The role of convening leaders is to provide structure and experiences that encourages conversations that bring citizens to solving their own issues”.

**Shifting from Traditional Leader to a Convening Leader**

|  |  |
| --- | --- |
| **Traditional Leader** | **A Leader of Possibilities** |
| Possess “special set” of personal skills | Is a committed community member or a  social architect |
| Leaders are essential | Leaders are people that help bring out other peoples gifts |
| Task is to define problem & how to solve it | Task is to structure a space that encourages conversations and openness |
| Leaders responsibility is to recruit people | Ask powerful questions and create experiences |
| Are an elite group | Are people we interact with everyday and act as owners of the community |
| Leaders are replaceable if they don’t comply  Tend to delegate | Leaders are valued they will own and exercise power |
| Is excellent at public speaking | MAIN OBJECTIVE IS TO LISTEN |

NOTES: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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