

ABSTRACT

LEAD APPLICANT: Hydaburg Cooperative Association, a federally recognized Tribe.

PLANNED ACCOMPLISHMENTS AND WHY: The Hydaburg Cooperative Association (HCA) is dedicated to the revitalization and ongoing stewardship of Haida culture, language, and way of life. The Tribal members of Hydaburg understand that learning Haida language, art, and values that have been passed on by their Elders creates a connectedness that is essential to individual and community health and wellbeing. HCA Tribal leaders believe that this IMLS Enhancement project will assist in creating a place for cultural and language learning that will strengthen the fabric of our community, and will encourage other Haida families to move back to the village.

PROJECT TIME FRAME: October 1, 2017 – September 30, 2019

COMMUNITY NEEDS TO BE ADDRESSED:

1. **Space** - The current school library will permanently close, May 2017. The existing Tribal library has limited space to review materials, no seating area, limited hours (M-F, 8am-4:30pm), and no room to expand holdings or to host youth/community/cultural activities.
2. **Permanent Paid Library Staff** - Current Tribal librarians are HCA staff who volunteer time. The community is in need of a consistent librarian working a minimum of 20 scheduled hours/week, so community members and visitors have greater access to library resources, as well as to someone with expertise in information resources, and who can develop library programs and activities.
3. **Increased Cultural Knowledge** - There is a lack of cultural knowledge among the children and families of Hydaburg. Having a dedicated public space where books, electronic resources, and other printed materials on Haida language, art, history, clan crests, etc. are held, shared, and displayed will greatly increase Tribal member and visitor access to this important cultural information.

INTENDED AUDIENCE: The expanded and relocated Hydaburg Tribal Library will serve residents and Tribal members of all ages who live in Hydaburg, as well as tourists and other visitors to the community. After-school and weekend programs will target Hydaburg's children, youth and families.

PROJECT GOALS, ACTIVITIES, OUTCOMES, RESULTS, AND TANGIBLE PRODUCTS:

Project Goal #1 – To improve the visitability and accessibility of the Hydaburg Cultural Library. Outcomes: Move Tribal library to a larger and more accessible public space; Increase and frequency of library visits by local children and youth.

Project Goal #2 - To professionalize the library staff by hiring and training a paid part-time Tribal Librarian, and a paid youth-librarian. *Outcomes: Establish permanent librarian and youth librarian positions and provided necessary training.*

Project Goal #3 - To revitalize Haida language, art, and culture in Hydaburg by building the library's collections so that they can better support and enhance the community's carving program, Haida Artist's Co-op, summer youth culture camp, summer language immersion camp, and other language and culture programs. *Outcomes: Increased number of Haida-specific books and other cultural materials; Increase number of Haida language and culture classes held in library; Increase number of participants and participant hours attending cultural programs.*

STATEMENT OF NEED

A Snapshot of the Village of Hydaburg, Alaska

The Hydaburg Cooperative Association (HCA) is a federally recognized Tribe formed by the Indian Reorganization Act of 1938, and located in southern Southeast Alaska. The mission of the Hydaburg Cooperative Association is to honor, strengthen, and preserve our Haida culture and language through fostering healthy children and families who have pride and dignity in the community and culture. HCA is committed to nurturing the resurgence of the Haida culture to re-instill traditional Haida values that lead to healthier families and a healthy community. Hydaburg is the seat of the Haida Nation in the United States, and the larger of two remaining Haida Tribes in Alaska.

The village of Hydaburg is an isolated Southeast Alaska village with 405 residents, of whom 87.8% are American Indian/Alaska Native. Southeast Alaska, the “panhandle” of the state is approximately 500 miles from one end to the other, as it hugs the Canadian coast, and consists of an archipelago of over 1,000 islands, one of which is Prince of Wales Island, where Hydaburg is located. Transportation to Prince of Wales Island is only by small plane or boat. There are no roads that connect the island to the U.S. or Canadian mainland. This geographic information paints a picture of some of the challenges that local residents face in traveling too, and staying connected with, other communities in Southeast Alaska and beyond. Going to visit a neighboring library to learn more about Haida culture requires a flight on a small plane to Ketchikan, and then a second jet flight north to the State library in Juneau.

Hydaburg’s local economy is based primarily on government jobs with the largest employers in the village being the local Tribe, the school district, and the City of Hydaburg. Eco- and cultural tourism and a newly opened and Tribally-owned specialty seafood processing plant provide additional employment opportunities. Hydaburg also has a large number of artisans including several expert carvers and weavers. Carved Haida totem poles and large wooden panels are recognized around the world for their rich detail and unique style. Some of the best Haida Master Carvers in the world live in Hydaburg.

The Hydaburg Cooperative Association (HCA) is dedicated to the revitalization and ongoing stewardship of Haida culture, language, and way of life. The Tribal members of Hydaburg understand that learning Haida language, art, and values that have been passed on by their Elders creates a connectedness that is essential to individual and community health and wellbeing. HCA Tribal leaders believe that this IMLS Enhancement project will assist in creating a place for cultural and language learning that will strengthen the fabric of our community, and will encourage other Haida families to move back to the village.

The Hydaburg Cultural Library

There are currently two libraries in Hydaburg, one in the local school, and a second small cultural library housed in the Tribal office building. Earlier this year, the school announced that they were closing their library and seeking a place to transfer their current holdings. This library will no longer exist after May 2017. The current Tribal Library consists of two large lockable bookcases that reside in one of the Tribal offices. Resources in the library are only available during office business hours, Monday – Friday, 8am – 4:30pm. Thus, the library is not accessible to community youth, who are in school during most of this time. Although the books and other printed materials are safely housed, there are no chairs or comfortable spaces to review materials, and only minimal room for expanding the library’s holdings. This lack of space and furniture makes the library inaccessible to local Elders and others who need to sit while reviewing materials. The space is also not welcoming or “visitable” for tourists, researchers, and other visitors.

The Tribal library has been in existence for since 2015, and started with a small donation of Haida art and language books. Subsequent donations, and a 2016 IMLS Basic Grant, have supported the acquisition of additional books for a total of approximately 150 books and printed materials that focus specifically on Haida culture and language. The library is staffed by an existing Tribal staff person who, in addition to his other job responsibilities, has agreed to improve the library by obtaining new books and print resources, ensuring that the existing holdings are categorized and maintained, and encouraging local residents to view and check out books. Although there is internet connectivity in the current library room, given the small size of the office space designated for the Tribal library, there are no computers for patron use. There is also no space to host public activities, educational forums, discussion groups, or after-school activities.

Needs Assessment and Identified Needs

To determine the unmet needs that IMLS funding could help address, information was gathered from a number of sources. This input was used to develop the strategy for moving forward on meeting these identified needs, that is outlined below.

Hydaburg 20-Year Community Development Plan – In October, 2016, twenty-two community members and leaders met for three days to draft a long-range community development plan. One of the top priorities identified, is to “expand Haida culture education and youth programs.” This priority includes the specific activities of “developing a Haida library and resource center,” “supporting Haida language and arts,” and “educating Tribal members about their Clans, Crests, and protocols.”

Interviews with Tribal and School District Staff – One-on-one discussions were conducted with several Tribal and School District staff and managers to determine the best approach for making library resources more accessible to the community. It was during these discussions that the school shared its plans to close the school library in May 2017. Concerns were also expressed about the limited access and “visitability” of the Tribal library in its current location in the Tribal offices. Tribal management has suggested that the Tribal library be relocated to the much larger HCA Community Building that is centrally located, and a more accessible public space.

As a result of the above assessment of needs, the following three key Needs have been identified:

Need #1 – Space: The current school library will permanently close, May 2017. The existing Tribal library has limited space to review materials, no seating area, limited hours (M-F, 8am-4:30pm), and no room to expand holdings or to host youth/community/cultural activities. Shelving for books and periodicals is inadequate and the physical space does not allow for group learning activities or private reading. It is also inadequate as a community classroom to teach classes on information literacy, and to share Haida language, art, culture and history.

Need #2 – Permanent Paid Library Staff: Current Tribal librarians are HCA staff who volunteer time to locate and obtain new resources, and to catalogue, safely store, and check-out materials, etc. Library staffing is inconsistent and at times, there is no one is available to help at all. Further, given the fact that there is a less than part-time volunteer librarian, there are no library-related activities that take place in the facility. The community and Tribe are in need of a dedicated and consistent librarian who works a minimum of 20 scheduled hours/week, so that community members and visitors have greater access to library resources and the internet, as well as to someone who has expertise in information resources, and who can develop library programs and activities.

Need #3 – Increased Cultural Knowledge: There is a lack of cultural knowledge among the children and families of Hydaburg. Having a dedicated public space where books, electronic resources, and other printed materials on Haida language, art, history, clan crests, etc. are held, shared, and displayed will greatly increase Tribal member and visitor access to this important cultural information. In addition, having a large enough room to hold culture and language activities for children, youth, and families will create a space where community members of all ages feel welcome and encouraged to come and learn about their culture and family and Clan lineage, and to study Haida language, and access information on the internet.

Target Audience

The expanded and relocated Hydaburg Tribal Library will serve residents and Tribal members of all ages who live in Hydaburg, as well as tourists and other visitors to the community. After-school and weekend programs will target Hydaburg's children, youth and families.

Project Approach and Baseline Data

The purpose of this IMLS proposal is to build on the IMLS Basic Grant funding that the Tribe has received in the past by increasing the Tribe's capacity to provide the residents of Hydaburg with a more accessible library space as well as increased access to a variety, and growing number of print and electronic resources to preserve and revitalize Haida language and culture. As noted above, the approach that will be taken includes creating a new, expanded and more visitable library space; hiring and training a dedicated professional librarian; and building the library's collections so that they are an asset to existing groups including our Artist's Co-op, Haida dance groups, Haida language classes, and summer culture and immersion camps.

Baseline data that will be used to determine project success includes: size of current library; number of existing print and other resource materials; number of weekly visits to view library resources; number of youth and family cultural activities currently hosted by the Tribal library; and number of tourists and other visitors who come to the library.

PROJECT DESIGN

The project goals and conceptual design for this IMLS Enhancement project is based on developing clear, measurable, and attainable outcomes that directly address the Needs identified above. The project goals also address a number of IMLS goals (20 U.S.C. 9149), including:

- Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages;
- Providing training and professional development... to enhance the skills of the current library work workforce;
- Developing public and private partnerships with other agencies and community-based organizations;
- Targeting library services to individuals of diverse... cultural backgrounds;
- Targeting library and information services to.... underserved urban and rural communities, including children from birth to age 17 from families with incomes below the poverty line.

The Hydaburg Tribal library began expanding its holdings with the support of a 2016 IMLS Basic grant that was used to purchase scores of books and other printed materials on Haida art, language, culture and

history. A 2017 Basic grant has already been submitted with a similar goal in mind. An inventory of all books and materials was completed in April 2017, and an extensive bibliography has been expanded to include materials that will be sought out as additional funds are available. Initial planning has also taken place to determine how best to organize and furnish the space that is being proposed as the new site for the Tribal Library.

Use of Existing or Emerging Best Practices

Several best practices in library services have been incorporated into the goals, rationale, and activities outlined below. These best practices are noted in a report entitled, “Best Practices for the Customer-Focused Library.”¹ These best practices include:

- Patrons are utilizing the library as meeting and study space, not just for items or computers. Allotting space for study and socializing is important when creating an overall atmosphere of service. Patrons using the building are easier to convert to users of library services.
- Patrons are seeking staff interaction to serve their needs. Staff must be available and willing to help, no matter what patrons seek.
- If patrons are browsing materials, collections must be browsable. It’s easier to change to fit patron needs than it is to retrain them.
- New fixtures should focus on displaying circulating materials rather than storing the materials.
- If your focus is service, make sure staff receive training on how to be service focused.

The IMLS Enhancement Project Goals for 2017 - 2019 are:

Goal #1 – To improve the visitability and accessibility of the Hydaburg Cultural Library.

Rationale for the Approach and Process: *The Hydaburg Cultural Library currently consists of one small room in the Tribal office building. Consequently, resources in the library are only available during business hours, Monday – Friday, 8am – 4:40pm. Thus, the library is not accessible by community youth, who are in school during most of this time. Although the books and other printed materials are safely housed, there are no chairs or comfortable spaces to review materials, and only minimal room for expanding the library’s holdings. This lack of space and furniture makes the space inaccessible to local Elders and others who need to sit while reviewing materials. The space is also not welcoming and “visitable” for visitors, tourists, researchers, who are visiting from outside Hydaburg.*

Goal #1 includes moving the library from the Tribal office building to the HCA Community Building. The Community Building is centrally located, fully accessible, and welcoming to all ages. Moving the library out of the Tribal offices, and hiring a paid part-time librarian (see Goal #2 below) will allow the library to be open during after-school hours and weekends, so that it is more accessible to children, youth, and those who work during the day. The new space will also allow for the creation of “reading nooks”, group activity space, computer work stations, and significantly more space for housing books and other print materials. The larger space will also allow Elders with their grandchildren, and entire families to visit the library, which will assist the Tribe in strengthening the social fabric of the community.

Activities Required to Accomplish Goal #1:

1. Review the IMLS grant award letter and any specific grant conditions.

¹ Metropolitan Library System, Burr Ridge, IL. *Best Practices for the Customer-Focused Library*. Published through a grant funded through the Library Services and Technology Act, from the Illinois State Library.

2. Convene the Tribal Administrator and current staff librarian to review the project activities and timeline, and develop a plan of action.
3. Create a written physical space plan to make the new library space more conducive to individual and small group learning.
4. Consult Haida Elders for a name for the new library space.
5. Select and purchase group project tables, additional bookshelves, magazine racks, librarian desk, comfortable chairs, floor lighting, and computer work stations.
6. Plan a community work-party to assemble and install tables, bookshelves, computer work stations, etc.
7. Create reading cove(s) consisting of comfortable chairs and Floor lighting.
8. Hire a local Haida Artist to design and create a sign for the outside of the building.
9. Solicit the donation of Haida artwork to display on the library walls.
10. Establish "open hours" that allow for optimum accessibility by Hydaburg youth and Elders.
11. Host an Island-wide open-house to celebrate the re-opening of the Hydaburg Cultural Library.
12. Notify community members of library hours through public postings, community meetings, and school flyers.
13. Develop and implement a library usage log noting number of people and type of individual and group facility use.
14. Utilize the Tribe's website to advertise cultural and language activities at the library.
15. Hold at least one cultural activity each month that encourages community members of all ages to come to the library and become familiar with its resources.
16. Conduct a grantee and community partner survey to assess IMLS Agency-Level Goal 2 – Community Engagement.

Goal #2 - To professionalize the library staff by hiring and training a paid part-time Tribal Librarian, and a paid youth-librarian.

Rationale for the Approach and Process: *As noted above, the Hydaburg Cultural Library is currently housed in the Tribal office building. The library is staffed by an existing Tribal staff person who, in addition to his other job responsibilities, has agreed to obtain build the library by obtaining new books and print resources, ensuring that the existing holdings are categorized and maintained, and to encouraging local residents to view and check out books.*

Moving the library to a new, more accessible and much larger space that is not in the Tribal office, and the desire for the library to become a resource center for Haida art, language and culture, has created the need for a permanent part-time librarian position who can staff the library during after-school and weekend hours. The Tribe would also like to foster a youth-adult librarian partnership model² that will not only allow a local youth to learn more about the library's resources, but will also be a key strategy for encouraging children and youth to visit the library.³ It will be important to make sure that both the adult and youth librarian positions receive adequate training. Given the remote location of the village of Hydaburg, and the high travel costs of attending trainings, web-based training opportunities will be pursued. Also, given the isolation of the village, it will be important for the librarians to begin to network with other Tribal libraries including the library in the village of Kasaan (supported through past IMLS funding), and the much larger and well-resourced Tribal libraries: Kuugin King Naay Children's Library in the Village of Skidegate, and the Jesse Simpson Library in the Village of Masset, on the island of Haida Gwaii, British Columbia.

² Wunrow, J., and E. Einspruch. (2001). *Promoting Youth/Adult Partnerships: The Seven Circles Coalition in Sitka, Alaska*. Journal of Primary Prevention, Vol. 22 (2), pp.169-185.

³ Einspruch, E. and J. Wunrow. (2002). *Assessing Youth/Adult Partnerships: The Seven Circles (AK) Experience*. Journal of Drug Education, Vol. 32 (1).

Activities Required to Accomplish Goal #2:

1. Develop a paid librarian position description that is approved by Tribal Council.
2. Recruit and hire a part-time paid librarian.
3. Determine initial training needs for librarian.
4. Identify on-line training opportunities for librarian.
5. Complete a minimum of 24 hours of on-line training specific to managing a community-based library, including training on "Storage and safety of old books, photos, and manuscripts."
6. Begin communication with the Alaska Library Association and other area librarians, to develop a network for support, training, and technical assistance.
7. Develop a position for a Youth Librarian position.
8. Recruit and hire a Youth Librarian.
9. Identify appropriate training opportunities for the Youth Librarian.
10. Conduct a one-day trip to Kasaan library to review their holdings, and discuss library policies, procedures and efforts towards sustainability (during Project Year 1).
11. Conduct a four-day visit to the Haida Gwaii libraries in Haida communities of Skidegate and Masset, to review the holdings and discuss library policies, procedures, and efforts towards sustainability (during Project Year 2).

Goal #3 - To revitalize Haida language, art, and culture in Hydaburg by building the library's collections so that they can better support and enhance the community's carving program, Haida Artist's Co-op, summer youth culture camp, summer language immersion camp, and other language and culture programs.

Rationale for the Approach and Process: *There are only two remaining Haida Tribes in the United States. Both are located on Prince of Wales Island in southern Southeast Alaska. As the much larger of the two remaining Haida Tribes, the Village of Hydaburg has a responsibility to become a repository for materials that are specific to the Haida people who migrated from Haida Gwaii (Queen Charlotte Island, British Columbia) to what is now Southeast Alaska. This repository of Haida cultural information will be used both locally, as well as by tourists, and researchers to learn more about Haida art, culture, language, and history.*

As part of the 2016 IMLS Basic Grant, the Hydaburg librarian developed a comprehensive bibliography of books, magazine and journal articles, and other print materials that are specific to Haida language, art, history, and culture. This list has been used as a guide to acquire materials for the library. There are several ways to expand this bibliography including meeting with local Haida artisan, language teachers, and Tribal members. If the library resources are to be used, then the library needs to include materials that people need/want to access, including planners and participants in the many culture and language programs that are already taking place in Hydaburg. These include: summer culture camp, language immersion camp, Haida Artist's Co-Op, and the youth and adult dance groups.

It is important to consistently remind community members of the kinds of materials and activities at the library using social medias and the Tribe's website. With instant access to information via the internet and various search engines, most people, and particularly young people, don't see any reason to go to the library. So, the local library needs to become an important partner in supporting language, art and culture activities that are already taking place, as well as host cultural activities for children, youth, Elders, and families.

Activities Required to Accomplish Goal #3:

1. Review and update the comprehensive bibliography of Haida books and other documents that was created in part, through work conducted during the 2016 IMLS Basic Grant.
2. Subscribe to Native American newspapers and periodicals (both state-wide and national), and make the available in the library.
3. Meet with Haida artisans and language instructors to identify specific books, audio, and electronic materials to add to the library's holdings.
4. Meet with various community members to see what books and other materials they may have in their personal collection that could be added to the bibliography for future purchase from booksellers.
5. Purchase Haida language, art and culture materials (print, audio, and electronic) that have been identified.
6. Solicit donations for books, photos, and other culturally relevant materials from community and Tribal members.
7. Meet with the Tribe's webmaster to identify ways that the Hydaburg Cultural Library can use the Tribe's website to post new and existing cultural holdings, and create links to other library and educational resources, and communicate with Tribal members living within and outside Kasaan.
8. Create a Hydaburg Cultural Library Facebook page to highlight existing and new materials, and advertise library activities and events.
9. Purchase a museum-quality locked viewing case for cultural books and material of value, and/or donated materials that need additional protection.

Data Collection

The following data will be gathered to track progress and outcomes. Data will be gathered by the Tribal librarian and reviewed on a monthly basis by the Tribal Librarian and HCA Grant Manager. Data will be reported to the HCA Tribal Administrator and Tribal Council, and to the Hydaburg City Council twice per year. Data will also be gathered and reported in the manner required in the IMLS Enhancement grant award notification. **Data to be Gathered for Goal #1:** Written physical space plan and layout, list and invoices for furniture purchased, photos of library interior and signage, flyer and photos for open house event, library visitor log, list of culture and language activities hosted and copies of flyers, attendance log for cultural activities. **Data to be Gathered for Goal #2:** Copy of Tribal librarian recruitment ad, list of trainings attended, log of networking activities with other libraries, Youth Librarian position description and recruitment ad, brief summary of site visits to Haida Tribal libraries in Kasaan, Masset, and Skidegate. **Data to be Gathered for Goal #3:** Copy of updated Haida bibliography, list of Native American newspapers and periodical subscriptions, suggested list of resources to be acquired, copies of library postings on the Tribal website, Facebook URL, photos of viewing case that is purchased.

IMPACT/PERFORMANCE MEASURES

The three overall project goals are listed above. The types of data to be gathered are also listed above. IMLS Agency-Level Goal 2: *Community*, has been selected with a focus on the area of "*Strengthening libraries as essential partners in addressing the needs of the community.*" As required by IMLS, surveys will be conducted with grantee representatives and community partners to better determine the outcome of this performance goal. Program data will also be gathered to measure the success of six additional outcomes:

Outcome #1 – Increase the number of Haida-specific books and other printed materials from 150 to 250; and the number of Haida-specific videos from zero to 20. Data will be collected as all new items are entered into the library's data base of holdings.

Outcome #2 - Increase the number of hours dedicated to locating, purchasing, copying and inventorying culturally important print, photographic, and video materials from 25 hours/year to 200 hours/year. Data will be collected time logs for the Tribal Librarian.

Outcome #3 – Establish a Youth Librarian position assist the Tribal Librarian in developing after-school and weekend cultural programs for children and youth. Position description, timesheets and activity logs will be kept on file.

Outcome #4 – Increase the number of Haida language and culture classes that are held in the Tribal library from zero to 24 per year. Class schedules and sign-in sheets will be maintained.

Outcome #5 – Increase the number of participants and participant hours attending Haida language and culture classes hosted by the library from zero participants and zero participant hours per year, to 20 unduplicated participants and 400 participant hours per year. Class schedules and sign-in sheets will be maintained.

Outcome #6 – Increase the number of unduplicated children and youth who visit the library from zero to 40 per year. A visitor's log will be kept.

COMMUNICATIONS PLAN

The target group identified for this Tribal library enhancement project includes residents and Tribal members of all ages who live in Hydaburg, as well as tourists and other visitors to the community. After-school and weekend programs will target Hydaburg's children, youth and families. Family and community building activities will be held in the new library space that focus on Haida arts, language, history, and identification of family/clan lineage and crests. The village of Hydaburg has very few indoor gathering places where children, youth, parents and Elders can spend time together, particularly during the dark cold winter months. Hydaburg doesn't have a restaurant, cafe, bowling alley, swimming pool, fitness center, YMCA, parks and recreation department or other types of community centers and gathering places that other communities in the lower-48 states have.

Communication of library events, activities, and hours of operation in a small remote village like Hydaburg is easy. Word of activities and events travels amazingly quickly, and local residents are always looking for things to do. The Tribal Librarian will be responsible for using posted flyers, announcements at Tribal Council and City Council meetings, and in-school announcements to engage the target audience.

The data to be gathered (outlined above) will be reported to both the City and Tribal Council's public meetings 2x's per year. The librarian will also tally visitor and participant log info and post this information on a bulletin board in the library, updating it on a monthly basis. The HCA Tribal Administrator, Tribal Librarian, and HCA Grants Manager will also use the forums they currently attend, including the Prince of Wales Island All-Tribes meeting, the B.I.A. Provider's Conference, and Southeast Conference, to make regular reports on the library's progress.

Stakeholder input and feedback will be gathered in several ways. The Youth Librarian position will be key to getting feedback from children and youth about the types of program, activities and resources the library should be pursuing. Project Goal #3 includes activities that involve: meeting with Haida artisans and language instructors to identify specific books, audio, and electronic materials to add to the library's holdings; and meeting with various community members to see what books and other materials they may have in their personal collection that could be added to the bibliography for future purchase from booksellers. In addition, the semi-annual presentations that will be made to the Tribal and City Councils will include an opportunity for community leader and community member feedback. And finally, the Tribal Librarian and Youth Librarian will regularly solicit feedback from the patrons who are using the library.

SCHEDULE OF COMPLETION – HYDABURG LIBRARY ENHANCEMENT PROJECT – Page 2

	Year: 2017			Year: 2018												Year: 2019									
	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	
2.3			X																						
2.4			X	X																					
2.5				X	X	X	X	X																	
2.6				X	X																				
2.7											X														
2.8													X	X											
2.9														X	X	X									
2.10							X	X													X	X			
2.11																									
3.1								X	X	X															
3.2								X																	
3.3													X	X	X	X									
3.4													X	X	X	X	X	X							
3.5														X	X	X	X	X	X	X					
3.6								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.7											X	X													
3.8															X	X									
3.9																			X	X					