

**THE THIRTIETH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES**

Type of Grant Request:

Operating Capital

Legal Name of Requesting Organization or Individual: Db a:

Ceeds of Peace

Amount of State Funds Requested: \$ 60,648

Brief Description of Request (Please attach word document to back of page if extra space is needed):
Ceeds of Peace is a non-profit based in Hawai'i whose mission is to raise peacebuilding leaders. Our proposed project focuses on 3 goals: (1) To hold our flagship 3-Part Peacebuilding Workshop Series (an existing service) and the accompanying pilot program, the Ceeds Alumni Summit (presently does not exist), (2) to offer our 3-Part Peacebuilding Workshop Series as a 100% subsidized professional development credit (PDE3 Credit) course to DOE educators, and (3) to uplift educators as community leaders.

Amount of Other Funds Available:

State: \$ _____

Federal: \$ _____

County: \$ _____

Private/Other: \$ 25,340

Total amount of State Grants Received in the Past 5 Fiscal Years:

\$ 0

Unrestricted Assets:

\$ 141,097

New Service (Presently Does Not Exist): Existing Service (Presently in Operation):

Type of Business Entity:

501(C)(3) Non Profit Corporation
 Other Non Profit
 Other

Mailing Address:

PO Box 235696
City: Honolulu State: HI Zip: 96823

Contact Person for Matters Involving this Application
Scott Nishimoto

Name: Scott Nishimoto	Title: Executive Director, Ceeds of Peace
Email: scott.nishimoto@ceedsofpeace.org	Phone: 808-783-6641

Federal Tax ID#: [REDACTED]	State Tax ID#: [REDACTED]
--------------------------------	------------------------------


Authorized Signature

Scott Nishimoto, Executive Director
Name and Title

1/10/2020

Date Signed

received
01/15/2020

Application Submittal Checklist

The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 1) Certificate of Good Standing (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
 - a) Budget request by source of funds ([Link](#))
 - b) Personnel salaries and wages ([Link](#))
 - c) Equipment and motor vehicles ([Link](#))
 - d) Capital project details ([Link](#))
 - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing


AUTHORIZED SIGNATURE

SCOTT NISHIMOTO, EXECUTIVE DIRECTOR
PRINT NAME AND TITLE

1/10/2020
DATE



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

CEEDS OF PEACE

was incorporated under the laws of Hawaii on 10/26/2015 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: January 10, 2020

Director of Commerce and Consumer Affairs



**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.

- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.

- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawai'i Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Ceeds of Peace

(Typed Name of Individual or Organization)



(Signature)

1/14/2020

(Date)

Scott Nishimoto

(Typed Name)

Executive Director

(Title)

Application for Grants

If any item is not applicable to the request, the applicant should enter "not applicable".

I. Certification – Please attach immediately after cover page

1. Certificate of Good Standing (If the Applicant is an Organization)

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2019.

See attached Certificate of Good Standing for Ceeds of Peace.

2. Declaration Statement

The applicant shall submit a declaration statement affirming its compliance with Section 42F-103, Hawaii Revised Statutes. ([Link](#))

See attached Declaration Statement affirming compliance with Section 42F-103, Hawaii Revised Statutes.

3. Public Purpose

The applicant shall specify whether the grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes. ([Link](#))

This grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

II. Background and Summary

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

1. A brief description of the applicant's background;

Ceeds of Peace is a non-profit based in Hawai'i whose mission is to raise peacebuilding leaders. We do so by creating and facilitating community platforms and opportunities for adults and youth, educators, family members, service providers, those in the justice system, business leaders, and non-profit leaders to work together in our collective pursuit to build sustainable, just, peaceful, beloved communities. Some of the broad categories of community platforms

include professional development workshops for DOE educators, school-based youth action planning workshops, and community events.

We share and model tools, activities, and best practices to develop leadership skills, which we refer to as the “Ceeds” – Critical Thinking, Courage, Conflict Resolution, Compassion, Commitment, Collaboration, and Connection. Hence our name, Ceeds of Peace. We then work with our community to design and implement peace action plans, using these leadership skills as the foundation.

We were founded in 2012 by renowned peacebuilders Dr. Kerrie Urosevich and Dr. Maya Soetoro-Ng and have since reached over 6,000 individuals across the state. Hundreds of these participants have launched peace action plans in their communities, ranging from rallies & marches, to social emotional learning curricula in schools, to community stream restoration days, to family conflict resolution plans, to campaigns uplifting silenced voices.

2. The goals and objectives related to the request;

The primary goal of our proposed project is to hold our flagship 3-Part Peacebuilding Workshop Series and the accompanying pilot program – the Ceeds Alumni Summit. The 3-Part Peacebuilding workshop will bring together over 70 community members – educators, non-profit leaders, business leaders, government officials, etc. – to learn Ceeds of Peace’s evidence-based approach to peacebuilding and best practices in peacebuilding in the community, then translate this knowledge into the design, creation, and implementation of peace action plans. These peace action plans will address the barriers that threaten peace in our participants’ homes (family conflict, family violence, etc.), schools (bullying, expulsion rates, lack of resources, etc.), and communities (discrimination, community tension issues, etc.). The 3-Part Peacebuilding Workshop Series will occur over 3 physical all-day convenings and provide various avenues for support and follow-up between and after the convenings. Our goal is to facilitate the creation of 25 peace action plans as a result of the 3-Part Peacebuilding Workshop Series, as well as meet a number of other metrics to be described in the body of this proposal.

The secondary goal of our proposed service is to offer our 3-Part Peacebuilding Workshop Series as a 100% subsidized professional development credit (PDE3 Credit) course to DOE educators. Fulfilling this goal not only saves our state’s educators money (some PDE3 workshops can cost hundreds of dollars), but it also enables DOE educators to move into higher salary classes.

The third goal of our proposed service is to uplift educators as *community* leaders, in addition to what the community-at-large views them as – *classroom* leaders. Our proposed Ceeds Alumni Summit will position educators who have previously gone through our 3-Part Peacebuilding Workshop series to lead small teams of other multi-disciplinary community members to design, create, and implement action plans to address some of our community’s most pressing issues. We will provide them with the necessary facilitation strategies, platforms and resources to be successful in their efforts. Our goal is to facilitate four teams in creating 4 peace action plans through our Ceeds Alumni Summit.

3. The public purpose and need to be served;

In November 2019, Civil Beat¹ published an article stating that only two-thirds of Hawai'i middle schoolers reported feeling safe at school – a statistic that showed virtually no improvement from the previous year, despite our community's heightened awareness of the issue. While the prevalence of social emotional learning and anti-bullying and anti-violence curricula has increased in our schools, the fact that only two-thirds of our middle schoolers feel safe reveals that we, as a community, must do better, and perhaps must do different.

In 2013, Hope Lab examined best practices in school-based anti-bullying programs. Their findings underscored four key practices – two of which are most relevant to this proposal: (1) Programs are most sustainable when families, schools, and communities come together to commit time, resources, and energy to create safe and respectful environments for children, and (2) solutions are most successful when they are created from the inside out, meaning that solutions are elicited and not prescribed from the outside.

Our proposed 3-Part Peacebuilding Workshop Series has focused on providing a platform for educators and community members to come together to focus on exactly this since 2012 by launching home-, school-, and community-responsive action plans. However, we acknowledge that our reach has not been wide enough in order to make the sustainable and widespread difference we envision in our schools and beyond, and we need funding resources to do so.

At the same time, our community is losing educators at an alarming rate, slowing much of the momentum we may have made. According to Civil Beat², teachers are leaving the state at a higher rate than before, creating a concerning amount of vacancies – 1,029 certified teacher vacancies at the start of the 2018-2019 school year. On average, only 51% of DOE teachers stayed at the same school five years or longer as of the 2018-2019 school year. This teacher shortage and turnover rate make school culture transformation and anti-bullying efforts unstable, inconsistent, and interrupted.

Our secondary goal fills a need to address a major factor in educator retention – educator salaries. By providing our 3-Part Peacebuilding Workshop free-of-charge (the majority of PDE3 opportunities are not free and some cost in the hundreds), we are providing a free opportunity for educators to earn three credits – three of fifteen – that they need to move up in a salary class. This promotion to a higher salary class results in raises ranging from \$1,585 to \$3,268.³

Our third goal – to uplift educators as *community* leaders – also helps to fill a need in addressing educator retention. Through conversation with our teacher network, it is a common sentiment that teachers are not recognized enough for their impact on their communities, nor are they

¹ <https://www.civilbeat.org/2019/11/about-two-thirds-of-hawaii-middle-schoolers-feel-safe-at-school/>

² <https://www.civilbeat.org/2019/05/where-hawaiis-chronic-teacher-shortage-hits-hardest/>

³ Based on the Teacher Annual Rate Salary Schedule, Effective 2nd Quarter of 18-19 SY. Lower raise is based on an entry-level classification moving from Class III to IV, higher raise is based on Classification 14B moving from Class III to IV.

offered enough leadership opportunities beyond their school walls. This lack of recognition and leadership opportunities are often unspoken reasons for teacher turnover, as while nearly all human beings seek recognition in some form, educators are trained to believe that their job is “not about the recognition,” according to a teacher who wishes to remain anonymous. The Ceeds Alumni Summit not only offers teachers a unique recognition and leadership opportunity, but it also puts educators in design and leadership roles, which will result in many of the most profound action plans to tackle some of the most pressing issues.

4. Describe the target population to be served; and

There will be two tiers of target populations. The first tier includes educators and any other community members who work with youth (parents, caregivers, non-profit professionals, businesspersons, government leaders, etc.). Our 3-Part Peacebuilding Workshop and our Ceeds Alumni Summit are both designed to bring a diverse, multi-disciplinary group of adults into the same room to collaborate on wrapping our youth in peacebuilding practices. For the 3-Part Peacebuilding Workshop, we will convene over 70 individuals – roughly 40 being educators and the other 30 being community members. For the Ceeds Alumni Summit, we will convene 4 educator-led teams of 5-6, totaling 20-24 participants.

The second tier of target populations includes all those who are affected by the action plans launched by our participants. This second-tier is difficult to define at this time because we can't predict what these peace action plans will look like. However, from past experience, we have seen action plans reach groups as small as a single family (for ex. family conflict resolution plan), a classroom (class peace book), a school (school-wide peace garden), and an entire community (community-wide peace march and advocacy campaigns). The primary beneficiaries of these action plans are typically youth, though the impact often extends to the adults in the home, school, or community as well.

5. Describe the geographic coverage.

Our workshops are open to all educators and community members across the state of Hawai'i. Although this specific program – the 3-Part Peacebuilding Workshop and the accompanying Ceeds Alumni Summit – is O'ahu-based, teachers from the neighbor islands have attended our 3-Part Peacebuilding Workshop in the past, and we will commit to conducting outreach to the neighbor islands, in addition to all regions of O'ahu.

Each convening will be held in the Honolulu area, which is a convenient central meeting area for all residents of O'ahu to attend.

III. Service Summary and Outcomes

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;

The scope of work proposed here includes running Ceeds of Peace's flagship 3-Part Peacebuilding Workshop Series as well as an accompanying pilot program – the Ceeds Alumni Summit.

3-Part Peacebuilding Workshop Series

Developed by our co-founders, Dr. Maya Soetoro-Ng and Dr. Kerrie Urosevich, this workshop series has had a transformative community impact over the past 7 years. Over these years, 145 educators from 87 different schools from across the Hawaiian Islands have attended our workshop series and the vast majority of them have earned DOE Professional Development credits, qualifying them for pay raises. These hundreds of teachers have convened with hundreds of general community members – including non-profit professionals, business professionals, social workers, judges, police officers, and students – to learn peacebuilding practices, then design and launch action plans in their homes, schools, and communities.

Each of these action plans in some way focus on building leadership qualities we refer to as our “Ceeds” -- Critical Thinking, Courage, Conflict Resolution, Compassion, Commitment, Collaboration, and Connection. Hence our name, Ceeds of Peace. Our continuously-growing list of hundreds of action plans include social-emotional learning curricula, restorative justice campaigns, LGBTQ+ clubs, family conflict resolution plans, peer mediation programs, and peace gardens. These efforts have transformed school cultures and will continue to do so years after their creators have completed our workshop series.

The 3-Part Peacebuilding Workshop Series occurs yearly over the course of 5 months, beginning in the fall and ending in the spring. We are currently wrapping up our 2019-2020 cohort, and our next one (proposed here) will take place in 2020-2021. Within these 5 months, we hold 3 all-day in-person convenings, where we gather 70-100 educators and general community members and share best practices in peacebuilding, invite a lineup of guest speakers from the community, and facilitate the action planning process in small groups. The third and final workshop is a “shareout” where participants have the opportunity to share their own action plans with the group. Between each convening, our facilitators are available to work with each participant in sharpening their action plans. In addition to the 5 months of service delivery, Ceeds of Peace puts in 7 months of preparation and follow-up – outreach, recruitment, DOE coordination, logistics planning, and follow-up, making this a year-long commitment for our organization.

If awarded the funds being requested in this proposal, 70 scholarships (otherwise known as tuition/entry fee reimbursements) will be offered to cover the entire cost to attend this workshop series. Completion of all three workshops will be a requirement to receive the scholarship (a retroactive one that reimburses the participant for their tuition paid upfront). By providing our 3-Part Peacebuilding Workshop free-of-charge (the majority of PDE3 opportunities are not free and some cost in the hundreds), we are providing a free opportunity for educators to earn three credits – three of fifteen – that they need to move up in a salary class. This promotion to a higher

salary class results in raises ranging from \$1,585 to \$3,268,⁴ which ultimately serves to address, at least in small part, the teacher retention crisis that our state is facing.

For the 3-Part Peacebuilding Workshop Series cohort proposed here, our goal is to facilitate the creation of 25 peace action plans, as well as meet a number of other metrics to be described in section 3 of this proposal below. In order to do so, it will take the time and expertise of our team of professional facilitators. This team of facilitators includes our two founders – Dr. Maya Soetoro-Ng and Dr. Kerrie Urosevich – who will design and lead the morning portion of the first two workshops, focusing on the Ceeds of Peace peacebuilding approach. This team of facilitators also includes two DOE teachers and two DOE counselors, who facilitate our groups of DOE participants and grade all participant portfolios, which qualify them to earn professional development credit. Finally, this team of facilitators includes three other trained facilitators who facilitate our groups of non-DOE participants. Our four DOE facilitators and three non-DOE facilitators lead the afternoon portions of the first two workshops and consult all participants on their action plans in between the workshops.

Together with the Executive Director, the Program Manager will be tasked to oversee all logistical matters in implementing a successful 3-Part Peacebuilding Workshop Series. These logistical matters include, but are not limited to: Conducting all outreach and participant recruitment by presenting workshop information to various schools and community groups; engaging in all communication (pre-homework, logistical notices, reminders, etc.) with all participants; identifying and scheduling guest speakers; coordinating with participants to create presentations for our third workshop shareout; measuring and communicating impact through surveys and data collection; handling all logistics for space rentals, space set-up, space breakdown; handling all logistics for participant meals.

Ceeds Alumni Summit

The Ceeds Alumni Summit is a pilot program that will accompany the 3-Part Peacebuilding Workshop Series. All current and former 3-Part Peacebuilding Workshop Series participants (limited to DOE educator participants) will be invited to submit an application for our Ceeds Alumni Summit. From this pool of applications, Ceeds of Peace's Executive Director and a panel of board members / founders will select 4 DOE educators to serve as Team Leads in our first-ever Ceeds Alumni Summit.

Ceeds of Peace's Executive Director will work together with each of the 4 Team Leads to brainstorm and draft up a brief vision of the community issue they would like to tackle and the project they would like to launch to address this issue. Based on this vision, Ceeds of Peace's Executive Director will help each participant to assemble a diverse multi-disciplinary team of 3-4 other community members. Potential team members might include, but are not limited to non-profit leaders, business leaders, government leaders, youth, other educators, funders, etc.

⁴ Based on the Teacher Annual Rate Salary Schedule, Effective 2nd Quarter of 18-19 SY. Lower raise is based on an entry-level classification moving from Class III to IV, higher raise is based on Classification 14B moving from Class III to IV.

Once the teams have been formed, all teams will participate in two full-day and two half-day all-team convenings spaced across a three-month period scheduled between October 2020 and March 2021. These convenings will be led by a trained team of Ceeds of Peace facilitators, guiding the teams through a process influenced by a combination of proven design thinking principles, Smallify principles, and Ceeds of Peace Action Planning principles. Teams will participate in group activities to ideate, iterate, and launch action plans that bring more peace to their respective schools and communities. These plans may include school-based efforts to make school campuses safer or address student social and emotional well-being, or it may include community-based efforts to tackle tension between cultures or to launch a community workshop on climate change. These are just a small handful of examples, but the possibilities are endless.

The four convenings will consist of activities related to ideating, iterating, and launching their action plans. After the four convenings, the teams will meet for a fifth time at our showcase event, where each team will present a pitch to an audience of potential partners, funders, and stakeholders from the community. Each of the four teams will receive a \$1500 mini-grant budget to launch their action plans, which they will have to write a formal proposal and line item budget for, followed by a grant report due by early May 2021.

2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;

The 3-Part Peacebuilding Workshop Series and the Ceeds Alumni Summit will take place concurrently, yet no dates will conflict, allowing community to possibly participate in both, as they are accompanying programs.

3-Part Peacebuilding Workshop Series

- February 2020: Begin discussions with the Department of Education to certify our workshop series as a professional development opportunity. Also secure our 7-8 facilitators and obtain their commitments for the 2020-2021 workshop series. Solidify date, location, logistics of 2020-2021 workshop series. *Ceeds of Peace understands that this leg work will occur prior to the grant period, and possibly before we even receive notice of whether we are awarded the grant, and we accept the risk in doing so.
- March 2020: Set up registration on DOE PDE3 (professional development educator portal) site, as well as on Ceeds of Peace's website. Create outreach material and an outreach plan.
- April & May 2020: Begin outreach to all Hawai'i DOE schools to recruit participants. Meet with educators and administrators to explain what we do.
- June & July 2020: Begin outreach to general community and continue outreach to DOE schools. Begin identification of and outreach to guest speakers for workshops #1 and #2.
- August 2020: Final push to recruit participants. Plan all logistics for workshop series – location, food, etc. Create and finalize content with co-presenters and facilitators. Finalize contract agreements with co-presenters and facilitators.

- September 2020: Prepare final logistics for workshop #1. Begin communication with all participants by sending out reminders and pre-homework. Launch workshop #1 in late September.
- October 2020: Facilitators follow-up and work with participants to create their action plans. Prepare logistics for workshop #2. Solidify workshop #2 guest speakers. Finalize workshop #2 content.
- November 2020: Launch workshop #2.
- December 2020: Facilitators follow-up and work with participants to sharpen their action plans and prepare for shareout. Coordinate with participants to help them create presentations for shareout. Prepare logistics for workshop #3. Finalize workshop #3 content.
- January 2021: Launch workshop #3.
- February 2021 and beyond: Be available to support participants to sharpen and implement their action plans. Compile report for the workshop outcomes.

Ceeds Alumni Summit

- Early July 2020: Solidify dates and venues for all convenings. Begin outreach and application process to identify the 4 educator Team Leads. Review applications.
- Late July 2020: Select the 4 educator Team Leads.
- August, September, October 2020: Work together with Team Leads to brainstorm and identify potential action plan topics. Work together to form each of their teams.
- Early November 2020: First convening. After first convening, facilitators will consult each team on their action plans.
- Late November 2020: Second convening. After second convening, facilitators will consult each team on their action plans
- December 2020: Third convening. After third convening, facilitators will consult each team on their action plans as well as consult on showcase presentation.
- Early January 2021: Fourth convening. After fourth convening, facilitators will consult each team on their action plans as well as consult on showcase presentation.
- January 2021: Ceeds will organize logistics for the January shareout, inviting stakeholders, potential partners, potential funders, etc. and organizing agenda.
- Early February 2021: Final convening (showcase). After final convening, Ceeds of Peace will work with each team lead to disperse the \$1500 action planning stipend and continue offering support to the implementation of their action plans.
- May 2021: Grant reports from Team Leads due. Ceeds to compile report for the summit outcomes.

3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and

Ceeds of Peace releases a participant satisfaction survey after each of its convenings. They are filled out and submitted voluntarily and anonymously at the conclusion of each convening and reviewed by Ceeds of Peace's Executive Director within one week of submission. The survey

for the 3-Part Peacebuilding Workshop Series poses the following questions, assessed by participants on a 5-point scale:

1. "I am satisfied with the programming provided and gains in knowledge, relevance, and useful information."
2. "I am more knowledgeable about peacebuilding, leadership practices, and conflict resolution."
3. "I plan to incorporate Ceeds of Peace tools (activities, lessons, strategies) into existing classroom work and/or curriculum." (For educators)
4. "I plan to incorporate Ceeds of Peace tools (activities, lessons, strategies) into my family/home environment." (For community members)
5. "I would recommend Ceeds of Peace events to my peers (parents, educators, and community members)."

The survey for the Ceeds Alumni Summit will pose the following questions, assessed by participants on a 5-point scale:

1. "I am satisfied with the programming provided and gains in knowledge, relevance, and useful information."
2. "I am more knowledgeable about peacebuilding, leadership practices, and action planning."
3. "I felt supported by Ceeds of Peace in my efforts to launch a peace action plan."
4. "I plan to launch the action plan that my team and I have designed."
5. "I would recommend Ceeds of Peace events to my peers (parents, educators, and community members.)"

At the conclusion of the 3-Part Peacebuilding Workshop Series as well as the Ceeds Alumni Summit, the Ceeds of Peace team (Co-Founders, Executive Director, facilitators) will meet to debrief and assess the results of the surveys. If our response outcomes (as identified in the following section of this proposal) are not achieved, then we will work together as a team to identify reasons for our shortcomings and design solutions. We will bring in at least three workshop participants (one DOE teacher participant, one DOE counselor participant, and one non-DOE participant) to join us in this process. An independent facilitator may be recruited to facilitate this session.

Complaints or shortcomings in our offerings will be addressed first by the Executive Director. If the complaint is not adequately addressed or the complaint is directly related to the Executive Director's performance, then the complaint will be addressed by the Board of Directors, led by the Board Chair, who will ultimately decide on next steps of action.

An extra layer of quality assurance for the 3-Part Peacebuilding Workshop Series comes in the oversight from the workshop's DOE sponsors. These sponsors are DOE officials and supervise the delivery and outcomes of the workshop series as a professional development opportunity. Any issues that arise will be communicated to the Executive Director.

4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.

Measures of effectiveness will be organized by dividing the two accompanying components of this grant proposal – the 3-Part Peacebuilding Workshop Series and the Ceeds Alumni Summit. For both components, Ceeds of Peace is flexible in adjusting the measures of effectiveness if we receive less than requested here.

3-Part Peacebuilding Workshop Series

The first tier of measures include the amount of convenings held, the amount of 100% subsidized workshop entry fees, and the # of action plans that result from the workshop series. Ceeds of Peace commits to holding 3 physical convenings, offer 100% subsidized workshop entry fees to 70 participants, and 25 participants will launch action plans in their communities. Attendance records with signed initials will be provided for all 3 convenings to verify the first two commitments. This will be ready for submission after each of the three workshops. A document filled by our participants and facilitators will keep record of action plans launched. This will be ready for submission after the final workshop.

The second tier of measures will focus on participant satisfaction and outcomes. These measures will be ready for submission after the final of three workshops. We commit to our participants reporting the following outcomes:

1. 85% of participants will respond either "Agree" or "Strongly Agree" with the statement, "I am satisfied with the programming provided and gains in knowledge, relevance, and useful information."
2. 85% of participants will respond either "Agree" or "Strongly Agree" with the statement, "I am more knowledgeable about peacebuilding, leadership practices, and conflict resolution."
3. 75% of school-based participants will respond either "Agree" or "Strongly Agree" with the statement, "I plan to incorporate Ceeds of Peace tools (activities, lessons, strategies) into existing classroom work and/or curriculum."
4. 75% of parent/caregiver participants will respond either "Agree" or "Strongly Agree" with the statement, "I plan to incorporate Ceeds of Peace tools (activities, lessons, strategies) into my family/home environment."
5. 85% of participants will respond either "Agree" or "Strongly Agree" with the statement, "I would recommend Ceeds of Peace events to my peers (parents, educators, and community members)."

Ceeds Alumni Summit

The first tier of measures include the amount of convenings held, the number of teams formed, and the # of action plans that result from the summit. Ceeds of Peace commits to holding two full-day convenings, two half-day physical convenings, and one showcase, form 4 DOE-educator-led multi-disciplinary teams of 5-6 team members, and launch 4 community action plans. Attendance records with signed initials will be provided for all convenings to verify the first two commitments. This will be ready for submission after each of the five convenings. An excel document filled by our participants and facilitators, as well as group powerpoints and presentations will keep a record of action plans launched. This will be ready for submission after the final convening.

The second tier of measures will focus on participant satisfaction and outcomes. These measures will be ready for submission after the final workshop. We commit to our participants reporting the following outcomes:

1. 85% of participants will respond either "Agree" or "Strongly Agree" with the statement, "I am satisfied with the programming provided and gains in knowledge, relevance, and useful information."
2. 85% of participants will respond either "Agree" or "Strongly Agree" with the statement, "I am more knowledgeable about peacebuilding, leadership practices, and action planning."
3. 85% of participants will respond either "Agree" or "Strongly Agree" with the statement, "I felt supported by Ceeds of Peace in my efforts to launch a peace action plan."
4. 100% of participants will respond either "Agree" or "Strongly Agree" with the statement, "I plan to launch the action plan that my team and I have designed."
5. 85% of participants will respond either "Agree" or "Strongly Agree" with the statement, "I would recommend Ceeds of Peace events to my peers (parents, educators, and community members.)"

IV. Financial

Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
 - a. Budget request by source of funds ([Link](#))
 - b. Personnel salaries and wages ([Link](#))
 - c. Equipment and motor vehicles ([Link](#))
 - d. Capital project details ([Link](#))
 - e. Government contracts, grants, and grants in aid ([Link](#))
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2021.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$15,162	\$15,162	\$15,162	\$15,162	\$60,648

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2021.

Funds related to this proposal

- Na Lei Aloha Foundation - \$19,860 (secured)

Funds unrelated to this proposal

- Atherton Family Foundation - \$10,000 (secured)
- Stevens World Peace Foundation - \$10,000 (secured)
- Novo Foundation - \$10,000 (not secured)
- Kamehameha Schools – Amount TBD, still in discussion (not secured)
- Punahou School - \$10,000 (not secured)
- Hawai'i Technology Academy - \$8,000 (not secured)
- Zilber Family Foundation – Amount TBD, soon to discuss (not secured)
- Women's Fund of Hawai'i – \$22,000 (not secured)
- American Association of University Women Honolulu – \$22,000 (not secured)
- Pacific & Asian Affairs Council – \$5,000 (not secured)
- Various Fundraising Activities – Amount TBD, soon to determine (not secured)

4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

No state and federal tax credits have been granted or have been applied for within the prior three years.

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2021 for program funding.

No federal, state, or county government contracts, grants, and grants in aid have been granted to Ceeds of Peace within the prior three years.

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2019.

As of December 31, 2019, Ceeds of Peace has a balance of \$141,097 of unrestricted assets.

V. Experience and Capability

1. Necessary Skills and Experience

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

3-Part Peacebuilding Workshop Series

The 3-Part Peacebuilding Workshop Series has been the flagship service since the founding of Ceeds of Peace in 2012. The approach itself was created by Ceeds of Peace's founders based on evidence-based practices. The series' creators – our Co-Founders Dr. Maya Soetoro-Ng and Dr. Kerrie Urosevich – developed it based on their skills, abilities, knowledge of, and experience in peacebuilding and conflict resolution. As explained in section VI of this proposal, Maya developed and demonstrated the necessary skills and experience as an educator at the high school and university level and as the Director at the UH Matsunaga Institute for Peace & Conflict Resolution. Kerrie developed and demonstrated the necessary skills and expertise as an Affiliate Faculty member at the UH Matsunaga Institute for Peace & Conflict Resolution and during her years leading early childhood initiatives under Governor Abercrombie and Governor Ige.

Since 2012, we have run ten 3-Part Peacebuilding Workshops across two islands, and Maya and Kerrie have played a major role in every single workshop since. In the process, they have trained and equipped our 8 professional facilitators and Ceeds of Peace's Executive Director with the necessary skills, abilities, knowledge of, and experience to facilitate the action planning component of the 3-Part Peacebuilding Workshop Series. All facilitators have at least 3 years of experience – some with up to 7 years of experience – facilitating Ceeds of Peace workshops.

Ceeds of Peace has established this workshop series as a staple among professional development opportunities for Hawai'i DOE and we have been recognized by our DOE sponsors, Maureen Ikeda, as one of the most popular, longest-running professional development workshops within Hawai'i DOE.

Ceeds Alumni Summit

Co-Founder and Lead Facilitator for the Ceeds Alumni Summit, Dr. Kerrie Urosevich possesses the necessary skills, abilities, knowledge of, and experience to pilot a successful Ceeds Alumni Summit. Kerrie is one of just a handful here in Hawai'i to have been trained in the Smallify facilitation process – a renowned design thinking process that has been recently utilized by institutions such as Stanford Changelabs and UC Berkley Haas School of Business, and corporations like Salesforce. Locally, the Hawai'i Leadership Forum and the Omidyar Fellows Program have uses the Smallify process to tackle some of our community's most profound challenges. A modified Smallify process, with permission from the Smallify founders, will be facilitated for the Ceeds Alumni Summit, making Kerrie's unique experience incredibly valuable

here. Kerrie will co-facilitate this process alongside another community expert who is versed in the Smallify process.

Executive Director Scott Nishimoto has also participated in the Smallify facilitation process, and, with permission from the Smallify founders, he has used several Smallify activities in the design of the Ceeds of Peace youth action planning facilitation approach.

Related Projects:

- 3-Part Peacebuilding Workshop Series (Adult action planning program funded in the past by Hawai'i Community Foundation, Zilber Family Foundation, Atherton Foundation, Castle Foundation, among others)
- Smallify Workshop Cohorts (Adult action planning program in which Scott & Kerrie have participated in several workshops and Kerrie has been trained as a facilitator)
- Keynote Speeches and Breakout Sessions (Keynotes: Nagasaki Peace Ceremony, Hawai'i Conference on Religions for Peace, Hawai'i Model UN. Breakouts: IVAT, Hawai'i After School Alliance Summit)
- Community-Building Events (We Are Not Climate Refugees, Koko Kondo Talk Story, Nagasaki Peace Ceremony, Community Storytelling Series)
- Youth Talk Back (Youth action planning program funded in the past and currently by Pam Omidyar and the Omidyar 'Ohana Fund)
- Punahou Luke Leaders Program (Youth action planning program funded by Punahou's Luke Center)
- Global Leadership Program (Youth action planning program funded by Pacific & Asian Affairs Council)
- Girls Talk Back (Youth action planning program funded by Women's Fund of Hawai'i and American Association of University Women)
- Innovatorship (Youth action planning program funded by Hawai'i Technology Academy)

2. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.

Ceeds of Peace is a member organization and partner to Waiwai Collective. Waiwai Collective operates a shared co-working office space and event space called Ka Waiwai. Co-working membership is paid for by Ceeds of Peace's Executive Director as a personal expense, not a Ceeds of Peace expense. This allows Ceeds of Peace to operate with very low overhead while also receiving the benefits of discounted membership space rental rates at Ka Waiwai.

Ka Waiwai is a versatile space in Honolulu that can accommodate a maximum capacity of 200 individuals, making this a comfortable and accessible venue for all of the convenings proposed here. Ka Waiwai's modular furniture and circular shape make it an ideal space for collaborative brainstorming, ideation, iteration, and launching of projects. It comes equipped with

microphones, speakers, a projector and a screen for presenters and guest speakers, as well as a staff who take care of all space logistics.

Due to our partnership with Waiwai Collective, we have already entered into discussion about this proposed project with management, and they are supportive. We have the luxury of also renting breakout room spaces at Hālau 'Īnana, located one block away from Ka Waiwai.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

Scott Nishimoto, Ceeds of Peace's Executive Director, will lead the team in planning and implementing the 3-Part Peacebuilding Workshop Series and Ceeds Alumni Summit. Because Ceeds of Peace is a small organization with Scott being the sole salaried employee, Scott is engaged in a high level of direct service, contrary to the role of many Executive Directors of larger organizations. The same will be the case for the program proposed here, as Scott will be conducting much of the prep and implementation for the program.

Scott has served as the Executive Director of Ceeds of Peace for over a year now. In this role, Scott has been able to continue and scale Ceeds' existing offerings and build several new programs in partnership with dozens of community organizations. Previously, he served as the Vice President of Workforce Development & Community Relations for Winners at Work (dba Abilities Unlimited), where he led a team of 10 staff members to design, secure, and successfully deliver on various programs to improve the lives of adults with disabilities. These programs included various contracts with the State of Hawai'i, including a State Grant-In-Aid. Scott is a graduate of the UH-Mānoa William S. Richardson School of Law.

Ceeds of Peace's team of facilitators is composed of several highly-trained and highly-experienced facilitators from our community. This team includes our co-founders, Dr. Maya Soetoro-Ng and Dr. Kerrie Urosevich. In addition to being our co-founder, Maya leads the Obama Foundation for the Asia Pacific region and is the recent co-founder for the Institute for Climate and Peace. She is the former Director of the Matsunaga Institute for Peace & Conflict Resolution and has taught at the secondary school level and the university level. Dr. Kerrie Urosevich is the Early Childhood Action Strategy Coordinator and has previously served in both Governor Abercrombie's and Governor Ige's Administrations. She serves as Affiliate Faculty at the Matsunaga Institute for Peace & Conflict Resolution. Kerrie is also formally trained in design thinking and Smallify concepts, which positions her as an ideal lead facilitator for the Ceeds Alumni Summit. Together with Maya, Kerrie designed, piloted, and trained our team of facilitators on the Ceeds of Peace approach.

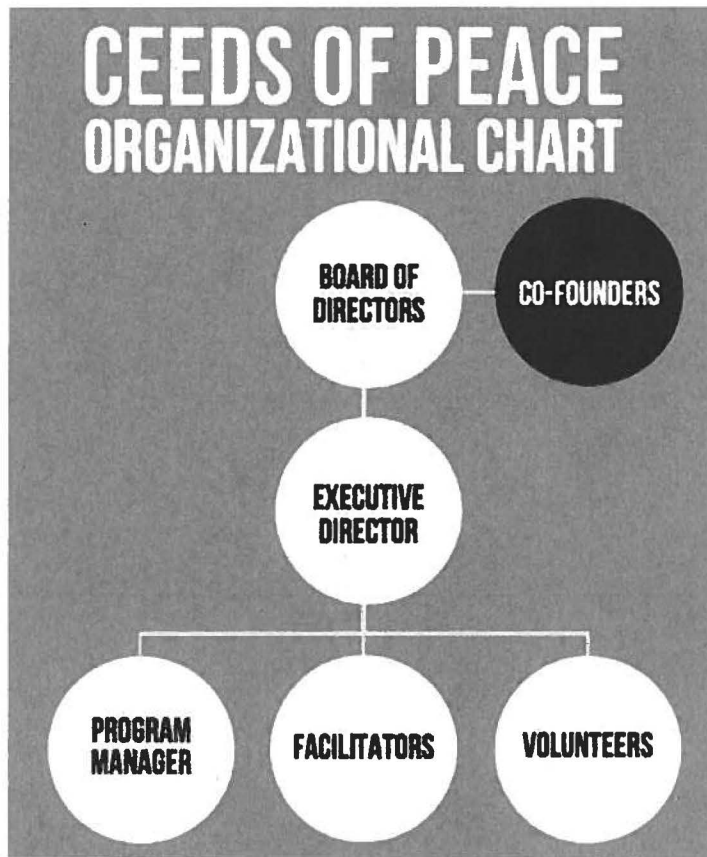
This team of facilitators is continuously growing and new facilitators may be recruited and trained for the purposes of this proposed project. The existing team of facilitators includes two DOE teachers and two DOE counselors – all four of whom facilitate the action planning process and oversee participant portfolios and the professional development credit process for all of our DOE participants. All four of these facilitators have experience in facilitation, particularly with Ceeds of Peace.

This team of facilitators also includes several community-based facilitators who come from a variety of backgrounds – mediation, secondary education, university education, peace & conflict resolution, to name a few. These facilitators facilitate the non-DOE community participants' action planning process. Any additional facilitators will be identified based on their experience in facilitation and general knowledge of Ceeds of Peace's approach and trained on Ceeds of Peace's facilitation strategies by the Executive Director and Co-Founders.

2. Organization Chart

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organization chart that illustrates the placement of this request.

See organization chart below. Ceeds is a multi-purpose organization, which also focuses largely on action planning cohorts for youth, in addition to adults. However, this organization chart still accurately represents this request. It has yet to be determined whether we will utilize volunteers, but the service delivery will occur as proposed with or without the presence of these volunteers.



3. Compensation

The applicant shall provide an annual salary range paid by the applicant to the three highest paid officers, directors, or employees of the organization by position title, not employee name.

At the time of the writing of this proposal, Ceeds of Peace only has one paid employee. The organization's Program Manager and Facilitators are paid, but they are considered Independent Contractors. Facilitators will continue to serve as Independent Contractors, but due to a potential expansion in scope of duties, the Program Manager position may soon become an employee position.

The Executive Director is compensated a salary of \$70,000 per year. If converted to a salaried position, the Program Manager will be paid a salary range of \$40,00 to \$60,000 per year.

VII. Other

1. Litigation

The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgement. If applicable, please explain.

No litigation is pending or outstanding.

2. Licensure or Accreditation

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that the applicant possesses relevant to this request.

There are no special qualifications relevant to this request.

3. Private Educational Institutions

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see Article X, Section 1, of the State Constitution for the relevance of this question.

The grant will not be used to support or benefit a sectarian or non-sectarian private institution.

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2020-21 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2020-21, but
- (b) Not received by the applicant thereafter.

Receiving the proposed funding would allow Ceeds of Peace to fully fund and staff its 3-Part Peacebuilding Workshop Series for the 2020-2021 cohort. Currently, Ceeds has secured partial funding from a private foundation to run the 3-Part Peacebuilding Workshop Series, although this partial funding only covers the bare minimum necessary to run the workshop series and does not fully cover several very important organizational costs, including the full cost of staff to organize and lead the series and the full cost of its preferred venue (Ka Waiwai). The partial funding also results in us needing to charge each participant \$95 in order for us to break even from this service, and this results in less attendees benefiting from the service, often times those who can benefit the most.

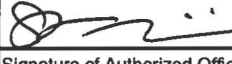
That said, Ceeds of Peace is a resilient organization that proactively seeks a diverse set of revenue sources. The foundation that has already committed to provide this partial support for this project has already given us indication that this funding is likely to continue in future years and may be increased based on outcomes and need. Ceeds of Peace also has a strong track record of identifying and securing a variety of other funding sources to layer this funding in the future. If history is any indication of the future sustainability of the 3-Part Peacebuilding Workshop Series, there is relative certainty that we will find a way to keep this service running for several years to come, as we have every year since 2012.

Receiving the proposed funding would also allow Ceeds of Peace to pilot the accompanying program – the Ceeds Alumni Summit. There is currently no external funding in place to fund this element of this proposal for 2020-2021. Receiving this proposed funding for 2020-2021 would provide us the means to launch this pilot. The theory behind the program, the models we plan to use, and the quality of the participants we plan to recruit to be a part of this program give us confidence that this pilot will be successful. The demonstration and showcasing of these successful outcomes is what we need to secure additional funding for this program to continue beyond 2020-2021. The end-of-program Showcase will be organized with the intention of creating a platform for our teams to showcase their action plans to future partners, including funders. We are confident that the community – private foundations, corporations, individuals – will be interested in supporting the sustainability of this program beyond 2020-2021.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2020 to June 30, 2021

Applicant: Ceeds of Peace

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	29,565			18,254
2. Payroll Taxes & Assessments	1,925			988
3. Fringe Benefits	1,709			878
TOTAL PERSONNEL COST	33,199			20,120
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance	449			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	11,750			1,500
5. Staff Training				
6. Supplies	400			840
7. Telecommunication				
8. Utilities				
9. Participant Lunches	2,200			2,880
10. Participant Scholarships	6,650			
11. Action Planning Budgets	6,000			
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES	27,449			5,220
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	60,648			25,340
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	60,648	Scott Nishimoto		808-783-6641
(b) Total Federal Funds Requested		Name (Please type or print)		Phone
(c) Total County Funds Requested				1/14/2020
(d) Total Private/Other Funds Requested	25,340	Signature of Authorized Official		Date
TOTAL BUDGET	85,988	Scott Nishimoto, Executive Director		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2020 to June 30, 2021

Applicant: Ceeds of Peace

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Executive Director	1	\$70,000.00	16.52%	\$ 11,565.00
Alumni Summit Lead Facilitator (Independent Contractor)	0.0833	\$7,500.00	100.00%	\$ 7,500.00
Alumni Summit Lead Co-Facilitator (Independent Contractor)	0.0833	\$7,500.00	100.00%	\$ 7,500.00
3-Part Workshop Program Manager (Independent Contractor)	0.0833	\$3,000.00	100.00%	\$ 3,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				29,565.00

JUSTIFICATION/COMMENTS:
 Though the Alumni Summit Lead Facilitator, the Alumni Summit Lead Co-Facilitator, and Program Manager are Independent Contractors at the moment -- not salary or wage employees -- I am including them here in this document for the sake of transparency, as well as the fact that there is no line item for Independent Contractors on the Budget Worksheet. If other organizational funding is secured for next fiscal year, these positions may convert into salary or wage positions. However, at the moment, since the positions are program-specific, and since each position fits the definition of an Independent Contractor, they are currently labeled as Independent Contractors.

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2020 to June 30, 2021

Applicant: Ceeds of Peace

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
NOT APPLICABLE			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
NOT APPLICABLE			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	
JUSTIFICATION/COMMENTS:				
NOT APPLICABLE				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2020 to June 30, 2021

Applicant: Ceeds of Peace

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2018-2019	FY: 2019-2020	FY:2020-2021	FY:2020-2021	FY:2021-2022	FY:2022-2023
PLANS	N/A					
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS:						
NOT APPLICABLE						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Ceeds of Peace

Contracts Total: -

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	NOT APPLICABLE				
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					