Museums Create Jobs & Income for Hawai‘i: A Preview of the HMA Economic Impact Study

by Deborah Pope, Program Director

The Hawai‘i Museums Association’s (HMA) long awaited report *The Economic Impact of Hawai‘i’s Museums & Their Role in Tourism* has been completed and will be in print in mid October. The study includes detailed financial and program information on 94 Hawai‘i museums and cultural attractions including art, history and science museums; historic sites; national and state parks which are of a primarily historical or cultural nature; nature centers; botanical gardens; zoos and aquariums. The study was conducted for HMA by Dr. Juanita Liu of the School of Travel Industry Management, University of Hawai‘i; Deborah Pope served as project director.

Following are some of the key study findings:

- Hawai‘i’s 94 museums and cultural attractions generate a total impact of $339 million in economic output, 5,000 jobs and $142.5 million in household income;
- 1,542 in new jobs and $43 million in new household income;
- Museums are largely self-supporting. Earned income is the single largest source of museum revenue at 54%.
- State support currently accounts for only 7% of museum operating revenues. For every dollar of state funding, museums generate $14.50 in other revenue. For every dollar of state funding, museums bring in $4.30 in new monies from out-of-state.
- Museums are a major asset to tourism, Hawai‘i’s largest industry. Museums attract tourists who stay longer, spend more and make a greater contribution to the state’s economy. As Hawai‘i seeks to diversify its tourism product and appeal to the growing cultural tourism market, museums represent a highly attractive but underutilized asset.
- Museums are popular and effective centers for education and entertainment. They receive over 20 million visits annually including 960,000 visits from Hawai‘i’s schoolchildren — on average,

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News from the HMA Board

As it has in each of the last few years, the HMA Board met in mid-summer for a half-day planning retreat. In a July 1 meeting at the Honolulu Academy of Arts, we began by reviewing HMA's accomplishments during 1996-1997, chief among them:

- a very successful membership appeal which has to date more than doubled membership income from the previous year. Thanks are due to Cathy Riley, Jennifer Saville and Susan Shaner for their excellent work in planning and implementing this appeal;

- the HMA Annual Conference, "Dialogues on Cultural Tourism," which brought together a dynamic mix of museums, cultural organizations, leaders from government and the visitor industry and which significantly furthered the level of discussion and the potential for collaborations on cultural tourism;

- the work of the Collections Networking Group, led by Stuart Ching, in conducting a survey of the status of museum loans and planning to propose museum loan legislation;

- completion of the study The Economic Impact of Hawai'i's Museums. This important report will be in print by mid-October and is expected to demonstrate the significant contributions museums make to the economy and to tourism, Hawai'i's largest industry (see related article on page 1);

- a two-day workshop in museum marketing partnerships and further research to identify model marketing partnerships which HMA and its member museums could pursue;

- and last, but by no means least, the revision of the HMA by-laws. Thanks to Marilyn Nicholson, Agnes Conrad and Leon Bruno for tending to this sometimes tedious but very necessary bit of housekeeping.

In 1998, HMA will observe its 30th anniversary. This is a particularly important milestone and one well worth celebrating. HMA has come a long way since 1968. As the number of Hawai'i museums has grown, so have the challenges of managing museums! HMA has enjoyed inspired and hard-working leadership throughout its history and we are well-positioned both to celebrate our accomplishments and call greater public attention to them.

Following are highlights of HMA's plans for 1997-1998:

- expansion of the new HMA Web-site with updated information on member museums, their collections, programs and services. This project will be developed with partial funding from DBEDT and is aimed at helping museum museums market their services directly to consumers. The site will also serve as a place to obtain information on HMA research, such as the economic impact study, and membership information;

- updating of the HMA's Hawai'i Museums and Related Organizations Directory, last published in 1994;

- aggressive use of the report The Economic Impact of Hawai'i's Museums & Their Role in Tourism to advocate for Hawai'i's museums and continued state support. An HMA Advocacy Committee will be co-chaired by George Ellis and Bruce Carlson;


The strength of HMA lies in its members. We invite you to share your concerns with Board members and let us know how HMA can better serve your professional needs. Mahalo for your past and continuing support! À hui hou!

Update on Collections Surveys

In March 1997, the Hawai'i Museums Association Collections Networking Group mailed 77 "museum loan legislation survey forms" to museums around Hawai'i. It's goal is to use information from this survey to justify the introduction and passage of abandoned and long-term loan legislation. Selected bits of data follows:

- 40 out of 77 surveys were returned
- 23 of the responding institutions have no registrars on staff and 18 have never had a registrar
- 5 museums that responded have over 50,000 objects in their permanent collection. Most, however, have between 1,000 to 5,000 in their holdings (10 respondents)
- Most of responding institutions are classified as either art (19), historical (19) or a combination of the two (4)
- 30 of those who answered have between 0 and 10,000 items on loan to their institutions
- 29 respondents acknowledged that between 0 and 25% of items in collection have an unknown status as either a loan or a gift
- 15 of those who answered do not require lenders to keep them notified of changes of address
- 13 do not require periodic renewal of loans
- 90% of respondents would be in favor of legislation to resolve abandoned and long-term loans.

Institutional Members

HMA plans to update its Hawai'i Museums and Related Organizations Directory. The last update was in 1994. You will be contacted this fall to update your institutional information.

The Board plans to include some of the directory information in HMA's Web site, so be sure to participate in the update. It will give you a presence on the World Wide Web.
Gardens
(Continued from page 1)
Honolulu in planning a successful international seminar on "The Changing Roles of Botanical Gardens in the 21st Century," held in late February. The seminar, attended by about 250 people, included invited speakers from Great Britain, Indonesia, Orlando, and Denver. The organizers later met with representatives of the Hawai'i Visitors Bureau to discuss potential means of promoting greater visitation of Hawaiian botanical gardens.

Hawaiian gardens received a number of national awards this year. The American Horticultural Society 1997 award for the best "wild" botanical garden in the country went to Limahuli Garden, a branch of the National Tropical Botanical Garden on Kaua'i. At the annual conference of the American Association of Botanical Gardens and Arboreta held in New York in late May, National Tropical Botanical Garden was given a Dorothy Hansell Publications Award for the NTBG Newsletter, ranked in first place among gardens with annual budgets of $250,000 or more.

At the same New York meeting the Harold L. Lyon Arboretum of the University of Hawai'i at Mānoa was presented with the AABGA Award for Program Excellence for 1997 for its micropropagation program. In her letter to Charles Lamoureux, the Arboretum Director, Dr. Nancy Morin, Executive Director of AABGA stated, "This award recognizes the important contribution that the micropropagation program makes to conservation, botany, horticulture and research. It is a truly outstanding and innovative program." Dr. Peter Raven, Director of the Missouri Botanical Garden, commented "it is an enormous tribute to Dr. Lamoureux and the University of Hawai'i and to their many partners that the Arboretum has accomplished so much, so well, in so little time, in service to plant conservation, with such limited resources. I think that the Lyon Arboretum is today the world leader in propagating and preserving rare native plants through this technique."

Micropropagation involves using immature, or mature seeds, or small parts of leaves, buds, shoots, or roots to propagate large numbers of plants in a short time, under sterile growing conditions, in test tubes on synthetic media. In 1991 this program had one part-time employee. Personnel has now grown to one full-time researcher, two part-time student helpers, and 30 to 35 volunteers at any time.

Lyon Arboretum works cooperatively with other botanical gardens in the state, as well as with the Center for Plant Conservation, The Nature Conservancy of Hawai'i, the State Division of Forestry and Wildlife, the U.S. Fish and Wildlife Service, the Lyon Arboretum Association, and several other organizations, to support this program entirely on grant funds. Since 1991 the lab has successfully propagated more than 140 species of Hawaiian plants, of which more than 80 are listed as endangered. Several have now been produced in sufficient numbers that they can be released for replanting in the wild in authorized restoration programs.

In November 1996, Michael Kristiansen left his position as Director of Honolulu Botanical Gardens. Craig Maeda, an administrator with the Honolulu Parks and Recreation Department, has been named Acting Director, and Derek Miyasaki remains Acting Assistant Director. The gardens are making good progress under their leadership, and the City will soon begin the process of recruiting a new Director.

Early this year new management took control of Waimea Falls Park. As part of the new management strategy, the six staff members of the Waimea Arboretum and Botanical Garden were terminated on two hours’ notice in April. Waimea has been an important site for conservation of many rare species of plants, from Hawai'i, Guam, the Ogasawara Islands, the Mascarene Islands and other places. Next day the terminated workers returned to work as volunteers, in order to protect the rare plants. After public protest and several newspaper articles, as well as an editorial and editorial cartoon supporting their rehiring, four of the terminated staff were rehired in late May. However, their funding is only assured through June 1998, by which time Waimea Arboretum and Botanical Garden must either develop a means of acquiring sufficient funds to continue in operation or the rare plant conservation efforts at Waimea will terminate.

HMA Study
(Continued from page 1)
4.5 museum visits for each schoolchild. 99% of museum visitors rate Hawai'i's museums good to excellent in overall quality.

The study and the published report were funded by a major grant from the Professional Services Program of the Institute of Museum & Library Services, a federal agency serving the nation's museums and libraries; and the additional support of the Hawai'i Community Foundation.

Copies of the published report will be distributed to HMA institutional members and to museums which participated in the survey. The report will also be widely distributed to leaders in government, the visitor industry, the business community and culture and arts community. Additional copies of the report are available for a nominal fee by contacting HMA, P.O. Box 4125, Honolulu, HI, 96812-4125 or calling (808) 254-4292.
LOCAL NEWS

Using the Web for Fun and Work
by Ray Tabata, UH Sea Grant Extension Service

Unless you were a hermit the past two years, you should be aware of the World Wide Web, or “Web” for short. In fact, if you have kids, they may already have a Web page of their own. You may have also noticed that practically all home computers on the market include multimedia and Internet features. If you are intimidated by the latest revolution in information technology, this primer should encourage you to “surf the Web” and even create your own Web page for yourself or your organization.

The Web is merely a system that uses HTML (short for hypertext markup language), sort of like wordprocessing coding, which provides a powerful means for publishing text, graphics, and sound on the Internet. On the publishing end, there are many different software programs that are user-friendly for people like you and me (i.e., non-computer nerds). This means that you do not need a M.S. in computer sciences to be able to publish beautiful Web pages. Actually, many “suites” such as Corel WordPerfect and MS Office include Web publishing programs. Many other programs such as Adobe PageMill, Hot Dog and HotMetal also offer easy-to-use ways to create elaborate Web pages.

Once you have created a page—hopefully with some planning and following simple design guidelines—you are ready to publish it. This requires use of FTP, or file transfer protocol, to send your files electronically to a Web server. The server could be America On Line, the UH server, Hawai‘i On Line, your own dedicated server, or a number of servers that “host” Web sites. Your Web files are stored on the servers’ computers and made available to the rest of the Internet community through a simple modem connection.

On the receiving end (i.e. “browsing”), you will need a modem and a “browser” software to access Web pages; two of the most popular browsers today are Netscape Navigator and Microsoft Internet Explorer. Every Web page has an “URL” or “uniform resource locator” address—such as “http://www.planet-hawaii.com/hea.” The “http://” means “hypertext transfer protocol,” and instructs your computer to connect with a Web page’s address. As you sit at your computer at home or the office, you can actually interact with Web pages using a mouse. You can scroll through documents, click on an icon or highlighted phrase and “hotlink” to other documents or Web sites, or even send an email message. Fancier Web pages have video clips, audio messages and sound effects and virtual tours.

Whether you are on the sending or receiving end, Web pages written in HTML and a computer with a modem and browser are all that is necessary for you to join the Web community. Web pages have become an essential tool for communications, information dissemination and marketing. Publishing a Web page (and updating it) can be much cheaper than printing four-color brochures every few weeks! Build a great Web page—and people will come.

(Continued on page 5)

Visit HMA on the Web

HMA now has a Web site. Thanks to support from the Benton Foundation, a nonprofit organization dedicated to promoting communications tools, applications and policies in the public interest, and Leeward Community College’s Open Studio project, HMA was among a group of 10 nonprofit arts and cultural organizations and 10 artists recently given training on how to develop a Web site.

HMA’s site contains background, directory, membership and research information as well as hotlinks to Hawai‘i institutions that have Web pages. Come and visit our site at http://alaike.lcc.hawaii.edu/openstudio/hma. Comments and suggestions are welcome.

Dragon Hunts to Gods: Keiki-Parent Programs at the Academy of Arts
by Karen Thompson, Curator of Education, Honolulu Academy of Arts

Public programming for families is a highly effective means of reaching out to those in the community who may not otherwise visit an art museum. The Honolulu Academy of Arts Keiki-Parent Activity Tours, Family Events and Festivals introduce participants to a “user-friendly” environment that is fun as well as educational.

Keiki-parent programs are held once a month on Saturday mornings during the school year. Based on a specific theme, they consist of a gallery tour and/or a hands-on display of objects from the Academy Lending Collection; an activity such as storytelling, a play, puppet show or musical performance; and an art-making project. A take-home gallery guide or activity booklet is usually included. The program is free and no reservations are required.

From dragons to gods, heroes and heroines, the encyclopedic nature of the Academy’s collections provides endless possibilities for themes that showcase
Keiki Programs
(Continued from page 4)

the museum’s permanent collections or traveling exhibitions, and make learning about art an adventure. Go for Green, a puppet show starring a leprechaun, was highlighted. A traditional Indonesian puppet dance-performance with Monster Wabru was presented in conjunction with The Giant Who Swallowed the Moon, a traveling exhibition of Indonesian children’s art. Keiki made shadow puppets and staged their own show. Making and decorating rainsticks was a popular activity in April Showers, and a Belauan storyboard project complemented an exploration of Pacific Island Art. Of Pride and Spirit explored Native-American art and featured demonstrations and workshops by Pueblo potters and a performance by the Buffalo Dancers from New Mexico. Where in the World? participants, with passports and visas in hand, took a trip through world art and made periscopes to see the world from a different point of view.

Family events and festivals follow the keiki-parent format, but with expanded and more elaborate activities. The African Cultural Safari, in honor of National African-American History Month, was celebrated for the fifth year in 1997 with storytelling, a dance and drum performance, a display and discussion on African animals by Honolulu Zoo staff, games, and creative fun making African headdresses and other ornaments.

Delightful, lifesize papier maché animals by ‘Iolani school students populated the Sculpture Garden and an elephant greeted visitors in Central Court.

Many themes are related to major temporary exhibitions: Mexican Fiesta, in conjunction with Passion with Reason: The Mexican School, attracted more than 2,500 people who enjoyed a lively program of music and dance, cooking demonstrations, games and art projects which included papel picado (paper cutting), maracas, ojo de Dios (Gods’ eyes) and giant paper flowers. Day of Knights: A Medieval Faire, in conjunction with Windows on Enchantment, an exhibition of children’s book illustrations, was an outstanding family event, attended by 2,882 on a Sunday afternoon. The festive atmosphere of a Middle Ages tournament was recreated with mock battles. Artisans demonstrated spinning, card weaving, calligraphy and manuscript illumination. Costumes were available to try on; there were musical performances and a puppet play. Children made a jester-on-a-stick, a lady’s steeple hat, or a knight’s helmet.

The involvement and collaboration of community groups is fundamental to the success of the family events. The In addition to the voluntary participation of community organization members in the family programs, many of the adults who accompany our young visitors have become Academy members, volunteers and enthusiastic supporters of the museum’s educational programs. Our primary objective, however, is a commitment to our future members. A parent wrote to thank us for a fun-filled Saturday morning with her three boys viewing a mask display, listening to stories about the culture in which the masks were created, and making masks of their own. “You certainly promote creativity and imagination—an essential part of being a child.”
Conservation News

The Conservation department at the Bishop Museum is increasing the amount of outside work it will accept. Treatments (including freeze treatments for insect infestations), surveys and consultations for museums and the general public are available. Contact Laura Gorman at 848-4112 to discuss projects.

Applications for 1998 Conservation Assessment Program (CAP) grants will be mailed out in October with an application deadline of early December. Applicants are advised to return their information as soon as possible, since the grants are awarded on a first-come, first-served basis. The grant is painless to get and pays for an on-site survey by a conservator. To request an application, contact the National Institute for Conservation, 3299 K Street, NW, Suite 602, Washington, DC, 20007-4415; phone: (202)625-1495.

An Emergency Response Salvage Wheel, designed to provide staff at cultural institutions with quick access to essential information on protecting and salvaging collections during the first 48 hours after an emergency, can be ordered by calling toll free 1-888-979-2233. Be prepared!

Announcements

The National Philanthropy Day Conference, Good People Good Causes, Nā Po'e Maika'i, Nā Kumu Maika'i, will be held Friday, November 21, 1997 at the Sheraton Waikiki Hotel. The conference, intended for newcomers, seasoned professionals, consultants, board members and volunteers, will offer information and opportunities to meet with leading fund-raisers, grant makers and vendors.

Keynote speaker, James W. Frierson, director of strategic initiatives at RiverValley Partners, Chattanooga, Tennessee will describe the process that has helped transform Chattanooga into a model sustainable community. Dr. Roderick McPhee, president emeritus, Punahou School will honor those who enrich our community at the awards ceremony. For fee and registration information call 956-3712.

The Western Museums Association (WMA) offers many opportunities for Hawai'i museums to publicize their current events, exhibitions and news as well as contribute articles and list classified ads in their nationally distributed quarterly magazine.

The deadline to submit news, article ideas, and calendar listing for the Fall issue is November 26. For more information call or write: WMA, P.O. Box 36069, Los Angeles, CA 90036-069; phone: (213)939-6453; FAX (213)939-6493; or e-mail westmuse@aol.com.

**Bishop Museum** welcomes Robert L. Moore as the new Hawai'i Maritime Center manager. Moore will manage the Maritime Center's daily operations and develop new marketing programs. Moore was previously the executive director for the Waikolola Marine Life Fund and the general manager of Sea Life Park Hawai'i. Guy Kaaukukui has filled the Education Chair position. Guy has taught at Kamehameha Schools and the University of Hawaii. He received his Ph.D. in curriculum & instruction from Kansas University.

David Kiss has joined the Planetarium's NASA team as the Space Expo exhibit developer. He has a degree in communications from the University of Hawai'i, Mānoa. Valerie Free, collections manager, is now the unit manager for cultural resources & collections care. Toni Han has left the museum to take a new position with State Parks, Department of Land and Natural Resources.

Hawai'i's Plantation Village welcomes Bernie Mokihana Watson, Carol Hasegawa and Teresa Bill to its operations and programs. Bernie, the associate director, is in charge of special events at the Village. She was formerly with the State Department of Transportation, is a past director of Pāmana Leo of Honolulu, and is a long time Waipahu resident and community organizer. Carol is working part time with staff, volunteers and donors as project coordinator to inventory objects for the Village. Partially funded by a Hawai'i Committee for the Humanities preservation grant, collection information is being gathered and input to Filemaker Pro. The project will streamline periodic inventory procedures to facilitate rotation of the collection; identify objects at risk and enhance interpretation. Teresa is the new curator. She returned to the museum on a consultant basis and this summer trained 23+ students to serve as interpretive guides.

**The Honolulu Academy of Arts** welcomes Kristi Jacobs as membership coordinator. Previously head of membership at the Contemporary Museum, Kristi will develop and increase Academy membership support through special promotions, benefits and materials, with a special focus on the Academy business council.

**National Tropical Botanical Garden**'s nursery manager, Kerin Lillegren-Rosenberger, was the subject of a feature story in the September issue of United Airlines' in-flight magazine, Hemispheres.
Judiciary History Center Wins AASLH Award

In recognition of the excellence of its public program *Trial of a Queen: 1895 Military Tribunal*, the Judiciary History Center has received the American Association for State and Local History’s (AASLH) Award of Merit. One of 36 other award winners nationally, the award will be presented at the 53rd Annual Awards Program in October in Denver, Colorado.

The AASLH initiated the awards program in 1945 to establish and encourage standards of excellence in the collection, preservation and interpretation of state, provincial and local history throughout the nation. By publicly recognizing these achievements, AASLH strive to increase awareness of the possibilities for small and large organizations, institutions and programs. For more information about the awards program, contact: AASLH at (615)255-2971 or Hawai‘i’s State Chair, Chieko Tachihata, at (808)531-1597.

Smithsonian Programs

The Smithsonian Center for Museum Studies announces the 1998 Awards for Museum Leadership, March 16-20, 1998. Application deadline is January 16, 1998. For application and more information contact Magdalena Mieri, Center for Museum Studies, MRC 427, Smithsonian Institution, Washington, DC 20560; (202)357-3162; e-mail: mmieri@ic.si.edu. This annual five day seminar in Washington, DC explores diversity issues in museums and provides training opportunities for enhancing leadership skills and competencies. The program targets the career development needs of members of all minority groups working in all disciplines and functional areas of the museum.

The Smithsonian Center for Museum Studies is now seeking proposals for Fellowships in Museum Practice. Proposals are due by February 15, 1998 for projects beginning the following October. The Fellowships in Museum Practice is a professional development program for museum staff at mid-career or senior level, designed to increase learning and understanding about museums. For further information and application contact Nancy J. Fuller, Center for Museum Studies, MRC 427, Smithsonian Institution, Washington, DC, 20560; fax: (202)357-3346; e-mail: fmp@cms.si.edu; website: http://www.si.edu/cms/fmpcov.htm

Congratulations to Hawai‘i’s Museums

The Institute of Museum and Library Services (IMLS) recently announced their award recipients, and three of Hawai‘i’s museums were fortunate to receive funds. The Bishop Museum received a General Operating Support (GOS) grant for $112,500, the maximum awarded in the program. Bishop Museum was one of 202 museums receiving support out of 1,061 applicants.

The Honolulu Academy of Arts was awarded $50,000 to purchase and install new compacting screens for the storage of two-dimensional artwork and upgrade lighting conditions in the storage facility. The Academy was one of only 77 recipients of the 1997 Conservation Project Support (CP) grants.

Hawai‘i’s third institution, The Contemporary Museum, was granted $1,775 through the Museum Assessment Program (MAP). The funds will be used to conduct a MAP I, institutional assessment, that will result in a review of the museum’s entire management and operations.

One of the original founders of HMA, Agnes Conrad, celebrates her 80th birthday with fellow museum, archives, library and preservation professionals.
Fall Calendar

OCTOBER
31 Deadline, Museum Assessment Program (MAP I), IMLS

NOVEMBER
1 Submission Deadline, Nāhou, Winter 1997-1998
2-22 AAM, Seminar for Historical Administration, Williamsburg, VA

DECEMBER
5 Deadline, Conservation Assessment Program (CAP), IMLS

JANUARY
23 Deadline, General Operating Support (GOS), IMLS

The Hawai‘i Museums Association is a non-profit corporation dedicated to communication and cooperation among the staffs and supporters of Hawai‘i’s museums.

Membership is open to all individuals, educational institutions, historical organizations and museums interested in the growth and development of the museum profession and its activities in the State of Hawai‘i.

To apply for individual membership, send a check for $25 with your name, address/zip code, home and business phone numbers, organization and your position title to Hawai‘i Museums Association, P.O. Box 4125, Honolulu, Hawai‘i 96812-4125. Institutional applicants should call Deborah Pope on O‘ahu at 808/947-4673 as rates vary.

Nāhou is the quarterly newsletter of the Hawai‘i Museums Association which carries articles of professional interest to HMA members. Submissions to Nāhou are welcome, subject to editing, and should be received (c/o HMA at the above address) by February 1, May 1, August 1 and November 1. Mailing is scheduled for the following month.

Hawai‘i Museums Association
P.O. BOX 4125 HONOLULU, HAWAI‘I 96812-4125

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¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬ ¬