

# Inter-County Community Council



Policy Council Handbook  
2016-17



## ICCC Head Start

207 Main Street  
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Oklee, MN 56742  
218.796.5144  
888.778.4008

ICCC Leadership	
ICCC Board Chair	John Lerohl
ICCC Executive Director	Catherine Johnson
Fiscal Director	Janet Halvorson
Head Start Director	D'Anne Johnson
Child Services Coordinator	Lynette Kaster
ERSEA Coordinator	Cindy Stoneouse
Family Services Coordinator	Kaylani Kiesow
Nurse / Health Services	Unknown
Program Development Assistant	Kristy Larson

### Tentative Policy Council Schedule

1<sup>st</sup> Monday of Month  
5:30 pm meal  
6:15 pm Meeting Start  
Oklee Office

**January 9**

**February 6**

**March 6**

**April 3**

**May 1**

**June 5**

**July 10** – one week late due to holiday

August – break no meeting scheduled

**September 11** – one week late due to holiday

**October 2**

**November 6**

**November 27** – joint meeting with ICCB Board of Directors

## Head Start Fast Facts

Head Start has served millions children since 1965, growing from an eight-week demonstration project to include full day/year services and Early Head Start for infants/toddlers. Currently, Head Start is administered by the Administration for Children and Families (ACF) in the Department of Health and Human Services. Head Start serves over a million children and their families each year in urban and rural areas in all 50 states, the District of Columbia, Puerto Rico and the U.S. territories, including American Indian, Alaskan Native and Migrant/Seasonal communities. Early Head Start (EHS), a federally funded community-based program for low-income pregnant women and families with infants and toddlers up to age 3, has 1,027 programs which provide EHS child development and family support services in all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands.

The Region Office, Region V (5) oversees all Minnesota, Wisconsin, Illinois, Michigan, Ohio, and Indiana Head Start/Early Head Start programs. The Region is a resource for Head Start training needs, policy clarification and guidance.

Minnesota serves a total of 14,367 children; 10,558 in Head Start and 1,752 in Early Head Start, with the remaining served by Migrant / Seasonal and American Indian programs. There are 43 HS / EHS grantees in the state. Minnesota continues to support a state-wide Head Start Association that offers additional support and training to all programs.

## Head Start...

- Is a comprehensive and innovative child development program
- Is a comprehensive family development program
- Is a program working to break the cycle of poverty
- Is a child advocacy program
- Is parent training
- Is a health program
- Is a nutrition program
- Is a catalyst for social change and changes the lives of people
- Is responsive to the needs of its clients
- Is family oriented
- Is based on locally-assessed community needs
- Is a source of local resources
- Is parent engagement
- Is a self-help program
- Is a mental health program
- Is crisis intervention support
- Uses volunteers to match federal dollars

- Knows parents are the primary educators of their children
- Encourages the idea of life-long learning

### **Program Options**

ICCC Head Start serves 170 children. Services are offered in Clearwater, east Polk, Pennington and Red Lake counties. Our program options are:

#### **Center Based Option**

- 4 year old children in Thief River Falls & Bagley
- 4 full days of classroom – M-Th
- Up to 20 children per classroom
- 6 Home Visits per year
- 4 Family Events / Parent Meetings per year

#### **Home Based Option**

- All children throughout the service area
- 90 minute Weekly Home Visit
- Head Start (3-5 year olds) – September – May
- Early Head Start (birth to 3 year olds) – year round
- 2 Family Events per month, with 3-4 Parent Meetings per year

#### **Combination Option**

- 4 year old children in Fosston – 2, ½ days of classroom
- 4 year old children in Oklee – 2, ½ days of classroom
- 4 year old children in Win-E-Mac – 3 full days of classroom
- Share classroom (and staffing) with School Readiness
- 9 Home Visits per year in WEM
- 18 Home Visits per year in Fosston & Oklee
- 4 Family Events / Parent Meetings per year

# **ICCC Head Start**

## **Mission Statement**

The mission of ICCC Head Start is to provide a high quality, comprehensive early education program that works with eligible children and families. Together we build partnerships that support lifelong learning and family self-sufficiency.

## **Philosophy Statement**

ICCC Head Start supports parent as the primary educator & nurturer of their children to reach the goal of school readiness. We provide developmentally appropriate, culturally competent, comprehensive and individualized services to eligible children and families. We strive for family self-sufficiency and success through our support and connections with community resources.

## POLICY COUNCIL ROLE & RESPONSIBILITIES

You, as the parent, observe, guide, promote and participate in the everyday learning of your children at home and in your community. Your role on Policy Council is one way to advance your learning and interest in education, receive training and other experiences that support your parenting, career and life goals.

To make an impact we have to work together to build strong relationships that support information sharing, and access to information that is understandable and meaningful to you. There are at least six levels you can be involved in:

1. **Parent Committee:** Each area / community has a Parent Committee. This group, with the help of our staff, hosts Family Events to give every parent the chance to share and learn about child development, engage in activities or classes that are of interest to parents in that classroom and to further you and your child's school readiness. Policy Council members are elected at this level and serve as the link between the Parent Committee & Policy Council.
2. **Policy Council level:** Elected parents represent the parents from the Parent Committee at Policy Council meetings. Policy Council membership must be made up of at least 51 percent currently enrolled parents. Community representatives can also be elected by the Policy Council. Policy Council membership is limited to five-one year terms. Within the Policy Council, there are other roles that a member can take on:
  - a. **Chairperson / Vice-Chairperson:** These people facilitate the meetings and sign official documents for the program. Ensures that motions are clear and meeting procedures are followed.
  - b. **Secretary:** This person is responsible for verifying that the minutes are accurate and have been approved by the Council.
  - c. **Liaison to the ICCC Board:** This person attends the bi-monthly ICCC Board of Directors meeting. This is not a voting position on the Board, but they serve as a voice from Policy Council at these meetings.
  - d. **MHSA Representative:** This person serves as a parent representative to the MN Head Start Association. This person attends quarterly meetings – located either in St. Cloud or St. Paul. Expenses of attending are covered by the program.
  - e. **Personnel Committee:** These people assist with interviewing for open positions within the Head Start program.
  - f. **Grant Committee:** These people assist with areas of concern when writing / updating our grant applications. This group does not meet very frequently.
  - g. **Early Learning Committee:** These people assist with curriculum & assessment tool selections, school readiness goals changes, other child education service concerns. They meet as needed.
  - h. **Health Advisory Committee:** These people assist with health, mental health, nutrition and safety concerns. They meet at least 2x per year.

As a Policy Council member you have made a decision to influence the future direction of ICCC Head Start.

As a chosen leader you will learn about how Head Start/Early Head Start (HS/EHS) operates, the mandates we have to follow and internal policies and procedures to ensure we meet or exceed Federal Performance Standards. Performance Standards are the guidelines that all HS/EHS programs must meet. How each program meets the

Performance Standard is individualized to the need and resources of their community. Policy Council members will have many opportunities for direct involvement in:

- Promoting school readiness for preschoolers
- Decision-making in planning, and operating the program
- Developing and planning activities for parent and family engagement
- Advocating for Head Start and early childhood education in the ICCC service area

Policy Council is responsible for program design and operations, long and short term goals, assisting with recruitment & selection of candidates for open positions with the program, approving policies, approving funding applications and activities that support school readiness, and parent and family engagement. In order to complete your duties, you will be provided with the following documents:

- Policy Council By-Laws (found at the end of this handbook)
- Head Start Performance Standards (the Program Governance section is found in this handbook – the remainder are covered within your Plan / Policies section)
- Budget Summaries / Financial Reports / Copy of monthly credit card statements
- Organizational Chart
- Minutes from monthly Policy Council meeting
- Program Information Report (PIR)
- Monthly program progress reports, including attendance reports – provided by management team
- Self-Assessment / Planning reports
- Updates from OHS in the form of IM (Information Memorandums) or PI (program Instructions)
- Financial Audit report
- Strategic Plan & Community Needs Assessments

The Board of Directors has ultimate responsibility for the financial health and welfare of ICCC. Both bodies (Policy Council and Board) work towards the same goal – providing a high quality early childhood program for families with children ages birth to five in our service area. Included in our Policy Council By-Laws are Impasse Policies to be used when our Board of Directors and Policy Council cannot agree.

The Head Start Act 2007 and Performance Standards outline the governance role of the Policy Council. Below is the updated wording from the Head Start Program Performance Standards (HSPPS) on Program Governance:

### **Head Start Program Performance Standards**

#### **Part 1301 — Program Governance**

Sec.

1301.1 Purpose.

1301.2 Governing body.

1301.3 Policy council and policy committee.

1301.4 Parent committees.

1301.5 Training.



1301.6 Impasse procedures.

AUTHORITY: 42 U.S.C. 9801 *et seq.*

### **§1301.1 Purpose.**

An agency, as defined in part 1305 of this chapter, must establish and maintain a formal structure for program governance that includes a governing body, a policy council at the agency level and policy committee at the delegate level, and a parent committee. Governing bodies have a legal and fiscal responsibility to administer and oversee the agency's Head Start and Early Head Start programs. Policy councils are responsible for the direction of the agency's Head Start and Early Head Start programs.

### **§1301.2 Governing body.**

(a) Composition. The composition of a governing body must be in accordance with the requirements specified at section 642(c)(1)(B) of the Act, except where specific exceptions are authorized in the case of public entities at section 642(c)(1)(D) of the Act. Agencies must ensure members of the governing body do not have a conflict of interest, pursuant to section 642(c)(1)(C) of the Act.

(b) Duties and responsibilities.

(1) The governing body is responsible for activities specified at section 642(c)(1)(E) of the Act.

(2) The governing body must use ongoing monitoring results, data on school readiness goals, other information described in §1302.102, and information described at section 642(d)(2) of the Act to conduct its responsibilities.

(c) Advisory committees.

(1) A governing body may establish advisory committees as it deems necessary for effective governance and improvement of the program.

(2) If a governing body establishes an advisory committee to oversee key responsibilities related to program governance, it must:

(i) Establish the structure, communication, and oversight in such a way that the governing body continues to maintain its legal and fiscal responsibility for the Head Start agency; and,

(ii) Notify the responsible HHS official of its intent to establish such an advisory committee.

### **§1301.3 Policy council and policy committee.**

(a) Establishing policy councils and policy committees. Each agency must establish and maintain a policy council responsible for the direction of the Head Start program at the agency level, and a policy committee at the delegate level. If an agency delegates operational responsibility for the entire Head Start or Early Head Start program to one delegate agency, the policy council and policy committee may be the same body.

(b) Composition.

(1) A program must establish a policy council in accordance with section 642(c)(2)(B) of the Act, or a policy committee at the delegate level in accordance with section 642(c)(3) of the Act, as early in the program year

as possible. Parents of children currently enrolled in each program option must be proportionately represented on the policy council and on the policy committee at the delegate level.

(2) The program must ensure members of the policy council, and of the policy committee at the delegate level, do not have a conflict of interest pursuant to sections 642(c)(2)(C) and 642(c)(3)(B) of the Act. Staff may not serve on the policy council or policy committee at the delegate level except parents who occasionally substitute as staff. In the case of tribal grantees, this exclusion applies only to tribal staff who work in areas directly related to or which directly impact administrative, fiscal, or programmatic issues.

(c) Duties and responsibilities.

(1) A policy council is responsible for activities specified at section 642(c)(2)(D) of the Act. A policy committee must approve and submit to the delegate agency its decisions in each of the following areas referenced at section 642(c)(2)(D)(i) through (vii) of the Act.

(2) A policy council, and a policy committee at the delegate level, must use ongoing monitoring results, data on school readiness goals, other information described in §1302.102, and information described in section 642(d)(2) of the Act to conduct its responsibilities.

(d) Term.

(1) A member will serve for one year.

(2) If the member intends to serve for another year, s/he must stand for re-election.

(3) The policy council, and policy committee at the delegate level, must include in its bylaws how many one-year terms, not to exceed five terms, a person may serve.

(4) A program must seat a successor policy council, or policy committee at the delegate level, before an existing policy council, or policy committee at the delegate level, may be dissolved.

(e) Reimbursement. A program must enable low-income members to participate fully in their policy council or policy committee responsibilities by providing, if necessary, reimbursements for reasonable expenses incurred by the low-income members.

**§1301.4 Parent committees.**

(a) Establishing parent committees. A program must establish a parent committee comprised exclusively of parents of currently enrolled children as early in the program year as possible. This committee must be established at the center level for center-based programs and at the local program level for other program options. When a program operates more than one option, parents may choose to have a separate committee for each option or combine membership. A program must ensure that parents of currently enrolled children understand the process for elections to the policy council or policy committee and other leadership opportunities.

(b) Requirements of parent committees. Within the parent committee structure, a program may determine the best methods to engage families using strategies that are most effective in their community, as long as the program ensures the parent committee carries out the following minimum responsibilities:

(1) Advise staff in developing and implementing local program policies, activities, and services to ensure they meet the needs of children and families;

(2) Have a process for communication with the policy council and policy committee; and

(3) Within the guidelines established by the governing body, policy council or policy committee, participate in the recruitment and screening of Early Head Start and Head Start employees.

**§1301.5 Training.**

An agency must provide appropriate training and technical assistance or orientation to the governing body, any advisory committee members, and the policy council, including training on program performance standards and training indicated in §1302.12(m) to ensure the members understand the information they receive and can effectively oversee and participate in the programs in the Head Start agency.

**§1301.6 Impasse procedures.**

(a) To facilitate meaningful consultation and collaboration about decisions of the governing body and the policy council, each agency's governing body and policy council jointly must establish written procedures for resolving internal disputes between the governing board and policy council in a timely manner that include impasse procedures. These procedures must:

(1) Demonstrate that the governing body considers proposed decisions from the policy council and that the policy council considers proposed decisions from the governing body;

(2) If there is a disagreement, require the governing body and the policy council to notify the other in writing why it does not accept a decision; and,

(3) Describe a decision-making process and a timeline to resolve disputes and reach decisions that are not arbitrary, capricious, or illegal.

(b) If the agency's decision-making process does not result in a resolution and an impasse continues, the governing body and policy council must select a mutually agreeable third party mediator and participate in a formal process of mediation that leads to a resolution of the dispute.

(c) For all programs except American Indian and Alaska Native programs, if no resolution is reached with a mediator, the governing body and policy council must select a mutually agreeable arbitrator whose decision is final.



### Essential Job Responsibilities

Policy Council is responsible for the direction of the Head Start program. They work in conjunction with the ICCC Board of Directors to oversee program operations. Policy Council members shall:

1. Attend scheduled (typically monthly) Policy Council meetings. If unable to attend, make arrangements with the alternate from their parent committee. While at meetings, Council members will do the following:
  - a. Give input on and approve the process for program recruitment, selection and enrollment priorities
  - b. Give input on and approve all applications for funding to support the program
  - c. Give input on and approve budget expenditures, including reimbursement policies for participation in Council activities
  - d. Give input on and approve the PC By-laws, including the election process for Council members
  - e. Give input on and approve program policies, employment of program staff, and standards of conduct
  - f. Review and approve the annual financial audit
  - g. Participate in, review and approve the annual self-assessment
  - h. Participate in, review and approve the triennial Community Needs Assessment, as well as regular updates to this assessment
  - i. Review and approve regular communication and guidance from the Secretary of Head Start
  - j. Review and approve annual Program Information Reports (PIR)
  - k. Participate in triennial Onsite Federal Review; review any findings, corrective action steps, and follow up
2. Additional roles that a member *may* fill:
  - a. 2 committees are available for participation by PC members –
    - i. Personnel Committee (oversees hiring / firing of staff) and
    - ii. Grant Committee (assists with process of completing the grant applications when requested by the Council as a whole).
  - b. Officer positions –
    - i. Chairperson
    - ii. Vice-Chairperson
    - iii. Secretary
    - iv. State Association Representative or Alternate
    - v. ICCC Board of Directors Liaison
3. Attend program planned family events and other community events and serve as an advocate of the Head Start program.
4. Council members should attend all Parent Committee meetings in their community; to collect information from the parents in their respective program area to present to the Council as a whole, as well as to report back to the parents on actions or requests of the Council.
5. Council members should read through and follow all PC By-laws; read through all Head Start program plans and policies.

6. Council members are required, annually, to sign and abide by the ICCC PC Code of Conduct, including the agreement to confidentiality of private information; and the ICCC Conflict of Interest statement.
7. Council members should serve as an advocate for ICCC Head Start; by providing input to run a quality program, assist in recruitment of new families, assist in recruitment of new staff, and contacting their local / state / national legislators on pertinent issues.

In addition there are some personal characteristics to consider as a Council member:

- Ability to listen, analyzes, think clearly and creativity; work well with individual people and groups.
- Willingness to prepare for and attend Council and committee meetings.
- To ask questions, take responsibility and follow through on given assignments.
- Willingness to develop new skills, recruit new members and other volunteers.
- Possess honesty, sensitivity to and tolerance of differing views.
- Concern for the organizations development and financial health.
- A sense of humor

### **Giving Your Time to Head Start & the Policy Council**

As you consider giving your time to our program, consider the definition of a “volunteer”.

“Volunteer” means any individual 18 years or older who intends to perform uncompensated duties for the program. According to HSPPS, volunteers are not allowed to be left unsupervised with the children in the program. Volunteers will be provided with orientation before they complete regular volunteer hours for the program. A volunteer completes program duties under the supervision of a program staff person.

The Office of Head Start requires ICCC Head Start to match our Federal grant funds with local dollars. We must match 20% of our Federal funds. These matching dollars can be made up of hours of “in-kind” or volunteer work from parents and the community. “In-kind” can be made up of hours volunteering in a classroom, doing curriculum extensions or at home activities with your child, donating materials, Policy Council or Parent Committee time.

As an example, when you attend a three hour Policy Council meeting the in-kind value is \$40.50 or \$486 for one year of service. In-kind contribution information is entered into our database, and submitted to the Office of Head Start by our fiscal department.

### **Things to Know**

**Business Meeting.** Policy Council meetings are business meetings and not an ideal place for children. The room is not childproof and there are no toys or materials for children. We strongly encourage only nursing infants and

disabled children attend with their parent if no alternative childcare is available. If you have trouble finding childcare, please let us know.

**Confidentiality.** Confidentiality is one of the Agency’s core values. Use the “Need to Know” test to make sure you do not breach confidentiality.

Does the person you are talking with Need to Know.

Not...

~Would it be fun to know

~ Would it be convenient to know

~ Would it be interesting to know

~ Would it be exciting to know

~ Would the tabloids be interested in it

But, does the person Need to Know this sensitive information in order to do his/her job for ICCC. When in doubt, practice caution and do not share. Seek guidance from a fellow Policy Council member or Head Start staff.

Each Policy Council member will be asked to sign an Ethical Code of Conduct. This document outlines expectations for your conduct – many of which have been covered in this handbook.

**Staff Interaction.** The Policy Council is a policy making group who makes decisions that guide and direct the program. The Head Start staff are responsible for implementing the policies that are made by the Policy Council and Board of Directors. In other words, Policy Council sets policy for the program but does not interfere with the day-to-day management of the program. The Head Start staff make decisions about the day-to-day operations, but does not make policy.

The Head Start staff should provide information and support to Policy Council – so that they can make good decisions. However, there are times when the staff may attempt to sway or pressure Policy Council members to vote one way or another – because the decision affects their job. This is unprofessional and inappropriate. Staff should only discuss an issue Policy Council is considering when asked to do so, in a formal setting and should only provide facts and information.

**Reimbursements.** Serving on Policy Council should never cost you money. ICCC provides reimbursements for your costs of attending Policy Council meetings. The reimbursement rates are determined by the ICCC Board of Directors. A meal is provided at each Council meeting and at many of the additional committee meetings.

These are for expenses you have and include:

- ❖ **Mileage:** to and from Policy Council meetings held in Oklee. You must write down your odometer readings when you leave home and when you arrive at the meeting. This will allow you to figure out what your mileage will be when you get home.  
ICCC reimburses at the current IRS rate - \$.54 per mile
- ❖ **Connectivity Fee:** ICCC will reimburse you for keeping a way for us to get a hold of you in between meetings, a “connection” – home phone, cell phone, or Internet service. You will need

to provide a copy of your bill one time per year. We can reimburse up to \$40 per month (as long as your bill is that much or more).

- ❖ **Childcare:** if you have to pay for childcare for your children while you attend meetings, ICCC will reimburse you for the expense. The ICCC Board has capped a total amount per meeting at \$50.

Meeting reimbursement forms should be submitted at the end of each meeting. Payment will typically be mailed within 2 weeks of the meeting.

If you attend a training or MHSA meeting offered by ICCC Head Start, we will cover the expenses:

- ❖ **Hotel.** ICCC will pay the hotel directly for reservations made for you.
- ❖ **Mileage.** If you drive your own vehicle, ICCC will reimburse your mileage to and from the training. Often, we will offer for you to ride with a staff member that may be attending the same event.
- ❖ **Per Diem.** This is an amount paid to you in advance (when possible) to cover any other expenses – meals, snacks, other items while traveling. If you receive this check, but cannot attend the training – this check must be returned to ICCC.

Policy Council meetings are open to the public and held monthly (first Monday of the month) except for August. However, only Policy Council members are allowed to vote on action items. Policy Council meeting ground rules are:

### **Ground Rules**

1. The Chair runs the meeting
2. There must be quorum (a certain number of people – see by-laws for details) in order for business to be conducted.
3. Show up on time and read your packet in advance.
4. Before speaking, raise your hand to be recognized by the Chair; speak loud enough so others can hear you.
5. Debate the issue, not the person.
6. Encourage others to speak; be respectful and listen to others.
7. Summarize or restate a point. Ask for clarification.
8. Consider other perspectives and be creative in problem-solving.
9. Inform Council support staff if unable to attend monthly meeting.
10. Share information from the Policy Council with other parents.
11. Represent HSOLC in a professional manner.

12. If you resign, let us know so we can fill the vacant spot. This would require a new election done by your Parent Committee.

### **Remember....**

1. Communication will improve as we learn about each other.
2. Expertise of many will be used.
3. Problems will be resolved – this is a business.
4. A unified group will form.
5. Ownership and personal accomplishments will be felt.

You will receive an information packet through the mail in advance of the Policy Council meeting. It will contain the monthly agenda, previous month's notes (minutes – which are the official record of what happens at meetings, decisions made, etc.) budget and other material to help you make an informed decision. It is not always possible to give information in advance so the agenda design allows for us to “amend” or change the agenda at the start of each meeting to give the Council time to review, consider and ask questions before moving forward with the meeting. The agenda is the Chairperson's guide for conducting business. A sample agenda is written out in our By-Laws.

### **Running the Meeting**

The Policy Council meeting is run by Policy Council Chairperson, or the Vice-Chair when the Chairperson is absent. These positions are elected by the Council each January. The Executive Council is supported by the Head Start Director and ERSEA Coordinator. Other members of our management team and direct service staff will attend meetings throughout the year depending on topics and guest speakers asked to present information. Since these are public meetings other interested community members may attend but they will be asked to leave the room when confidential information is discussed.

Parliamentary procedures are used to run meetings. This process helps meetings run smoothly, maintain order and ensure each member is given equal time and consideration for input. Common terms you will become familiar with are:



Acronym	Name/Phrase/Title	Definition
ASQ: SE		This is our social emotional screening tool that is done on each child upon entry to the program, and specific ages. This identifies any social emotional concerns that may be referred for further evaluation to a mental health provider or ECSE or for re-screening in the future.
ASQ:3		This is our developmental screening tool that is done on each child upon entry to the program, and specific ages. This identifies any developmental delays or concerns that may be referred for further evaluation through ECSE or for re-screening in the future.
	Abstain	Not voting one way or another
	Adjourn	End the meeting
	Adopt / Approve	To okay or accept
	Agency	When we use the term "Agency" we refer to HSOLC as a whole.
	Agenda	The topics and business for the monthly meeting
	Amendment	Changing a motion either to improve, enlarge its intent or make it more understandable
	Appeal	To question the decision of the chairperson and ask the group to change it.
	Appoint	To place someone in a job or position
ASEC	Area Special Education Cooperative	This is the special education cooperative that serves 13 school districts in NW MN. They provide special education services to children on a district level. The schools in our service area include Win-E-Mac, Fertile-Beltrami, Fosston, Red Lake Falls and Red Lake County Central.
BRIC	Bemidji Regional Interdistrict Council	This is the special education cooperative that serves 11 school districts in NW MN. They provide special education services to children on a district level. The schools in our service area include Bagley & Clearbrook-Gonvick.
	By-laws	The rules the group has agreed to follow and the goals of the organization.
	Call to Order	Ask for meeting to begin or get back on topic
CTR	Center program	
	Chair	The position held by the group's leader
CDA	Child Development Associate.	A professional category of childcare specialist
CCNS	Clearwater County Nursing Service	
Combo	Combination program	
	Committee	A small group that reviews/reports on a special task assigned to them. The committee can make recommendations

	Community Needs Assessment Data	is collected on the needs of the people in the ICCC service area
CSSR	Comprehensive Services & School Readiness	In December 2015, OHS conducted our CSSR review of all child / family services.
DHS	Department of Human Services	MN state agency that focuses on human services such as social services, child care / day care, licensing of child care facilities, and background checks.
DAP	Developmentally Appropriate Practices	This is a phrase used to describe our programs requirement to provide services / activities for children and families that are appropriate to each person's developmental level.
ECFE	Early Childhood Family Education	This program is offered through each school district. It is programming for families with children birth through K or 3 <sup>rd</sup> grade, depending upon the district. There is typically a fee for their programming, but they often waive fees for low-income families.
ECI	Early Childhood Initiative	These are committees in local communities that operate outside of Head Start, but serve all aspects of early childhood in their community. Our Head Start Director attends / participates in 4 – Thief River Falls, Clearbrook, Bagley, and Fertile-Beltrami.
ECSE	Early Childhood Special Education	Special Education services for children birth to kindergarten age.
EHS	Early Head Start	Programming for Head Start families that serves children birth to 3 years old. In our service area, this is only home based programming and runs year round.
ERSEA	Eligibility, Recruitment, Selection, Enrollment, Attendance	
	ERSEA (er-sea)	The term used to refer to Eligibility, Recruitment, Selection, Enrollment and Attendance
FCC / E-rate	Federal Communications Commission	This is a federal agency that provides reimbursements for E-Rate, to reimburse expenses to schools / libraries / Head Starts for communications expenses. We receive between 50-90% of these expenses reimbursed: telephone, cell phone, internet, website, and some computer hardware.
	Federal Review	these are conducted by review teams – there is a cycle of these that are done on 1-2 topics each year over a 5 year cycle to ensure our agency's compliance with Performance Standards
	General Consensus	Approval by the group. If even one member objects a vote must be taken.
HAC	Health Advisory Council	This is also called Health Services Advisory Council. This is a council made up of program staff, community partners and interested parents. This council gives input and makes recommendations on all aspects of health services.
HB	Home Based program	
In Kind	In Kind	This is a phrase used within our budget to define the matching dollars required by Federal Office of Head

		Start. We must match 25% of the Federal funds granted to our program. This can be in the form of funds provided by another entity (State of MN) or support from the following: school districts, community partners, or parents that are provided for our families to assist in reaching the goals set by our program. Parents can give “in kind” through completing at home assignments (curriculum extensions) with their children that help them work toward school readiness, providing assistance at our classrooms as a volunteer, participating in Policy Council or Parent Meetings.
IGDI	Individual Growth and Development Indicators	This is an assessment tool that we do with each 4 year old child in our program. It assesses their abilities in the areas of alliteration, picture naming, and rhyming.
IEP	Individualized Education Plan	This is a plan written by ECSE, with a child’s parents and teachers, for children age 3 up to kindergarten age. It is reviewed annually and prior to their entry into kindergarten for any changes.
IFSP	Individualized Family Service Plan	This is a plan written by ECSE, with a child’s parents, for children age birth to 3 years old. It is reviewed annual and prior to their third birthday for any changes.
IEIC	Inter-Agency Early Intervention Council	This is a council that is focused on special needs families birth through 3 <sup>rd</sup> grade. There are representatives from ECSE, public health, social services, school districts, Head Start, tribal councils, parents. We are split between Region 1 & 2. Our membership on this rotates in Region 2, our membership in Region 1 is constant. They work to promote collaboration of services, increased awareness of how to refer families, and advocacy for parents.
ICCC	Inter-County Community Council	
ICNS	Inter-County Nursing Service (Pennington / Red Lake)	
LPN	Licensed Practical Nurse	
	Majority Opinion	The decision of more than half of the voting members
MHSA	Minnesota Head Start Association	This is an association of all the Head Start programs in the state of MN. We are allowed representation from the Director, a staff member, and a Policy Council member (parent rep). This group meets in St. Cloud or St. Paul 4 times a year (October, December, March, May). The MHSA Executive Director works to promote Head Start throughout the state through training, collaboration, and connecting with legislators.
MDE	MN Department of Education	MN state agency that focuses on education services, laws, and compliance.
MDH	MN Department of Health	MN state agency that focuses on health services, laws,

		and compliance.
	Motion	A proposal for action
	Nominate	To recommend a person for election to office
NWRIC	Northwest Regional Interdistrict Council	This is the special education cooperative that serves 8 school districts in NW MN. They provide special education services to children on a district level. They serve the Goodridge school in our service area.
NWSC	Northwest Service Cooperative	The mission of the Northwest Service Coop is to be a Regional Leadership Partner with Schools, Cities, Counties and other Governmental Agencies and to plan and provide innovative programs and quality services that maximize resources. ICCC utilizes several programs offered through the co-op: collaborative purchasing (for lowered costs), random drug testing for our bus drivers, and their Wellness Program.
NWMHC	Northwestern Mental Health Center	This is a mental health provider located in Crookston. They serve Polk & Red Lake counties in our service area for primary mental health services. They are starting to provide additional services outside of this area, but they must be done by referrals.
OHS	Office of Head Start	
	Organizational Chart	The chart that shows the make up of our agency, each department and the staff that are in each department
PFCE	Parent Family and Community Engagement	This is a term used by Head Start to list requirements of programs to engage parents, families, and community partners in agency programming. We are required to set goals and report on progress toward engagement of each sector.
	Pending	Still “up in the air” and undecided.
	Personnel Policies	policies that relate to staff only
	Point of Information.	Asking for more information before making a decision
PCSS	Polk / Pennington Council Social Services	
PCPH	Polk County Public Health	
	Pre-Service Training	Training provided for staff each year at the beginning of the program year
	Pro tem	Temporary
PD	Professional Development	Training and skills building of staff, community partners and parents of the program.
	Proxy	Permission is given (usually in writing) by one absent member for another member to vote in his/her name.
	Question	A motion that is under consideration with a vote to be taken on it.
	Quorum	The required number of members present at a meeting for actions to be voted upon.
	Recess	A short break

RLCSS	Red Lake County Social Services	
	Region V (5)	The Office of Head Start Region office.
RN	Registered Nurse	
	Rescind	To withdraw or take back a motion or topic
	Resolution	Usually a policy statement being suggested to the group for approval
SR	School Readiness	This could be 2 things: 1. A program offered by the school district for 3 or 4 year olds to prepare them for kindergarten. 2. A term to define a child's readiness for school.
SRG	School Readiness Goals	Each Head Start program is required to set / define their goals for calling a child "school ready". ICCC maintains these, with annual reviews and changes as necessary.
	Second	Support for a motion. Before a group can move on a action (motion), it must have two people in favor before moving to a vote.
	Self Assessment Process	used to determine whether or not Performance Standards, policies and state/federal regulations are followed – conducted each year by our agency
	Special Committee	(Ad Hoc) A committee selected to handle a single task or event.
	Standing Committee	A committee that goes year-round.
	Sub-committee	A small group of the larger committee who takes an issue and reports back to the committee for a final decision.
	Suspending	the By-laws Making an exception to the Policy Council by-laws with approval. This is temporary in nature.
	Tabled	Topic needs to be continued at the next meeting
TLC	Teachers Learning Collaboratively	A new training tool being used by our T / TA consultant. This works with staff to learn from each other, rather than from a management staff or an external trainer. They work in small groups to discuss a topic, practice it, return with feedback to the group.
T / TA	Training and Technical Assistance	Training and skills building assistance provided by OHS and other state agencies. Our training budget / plan is often referred to as our T / TA plan.
	Unanimous vote	Everyone votes the same way
	Veto	To turn down (no vote) on a motion or idea

Now that you have some language to build upon, let's consider the act of **making a "motion"** – a proposal for action. When you make a motion there are some things to consider:

1. Is your motion clearly and simply worded?
2. Is your motion stated so it is easily understood?
3. Is your motion brief and to the point?
4. Is there specific action?
5. Does the motion focus on a single issue or are issues being confused?

If you answer no to any of these questions, re-word your motion.

A sample of the voting process is:

1. Recognition. Raise your hand to get the Chairperson's permission to speak.
2. Motion. Offer your recommendation to the rest of the group. "I move we have a spring picnic."
3. Seconded. To support the idea two people are needed. The second person would say "I second the motion for a spring picnic."
4. State the Motion. The Chairperson restates the motion to ensure everyone is clear what action is being approved. "It has been moved and seconded to have a spring picnic."
5. Discussion. The Chair asks for any further discussion. "Is there any further discussion?"
6. Vote. The Chair calls for a vote. This can be by hand, voice, or written ballot. "All those in favor of having a spring picnic raise your hand and say "yes." All those opposed say no. Any abstaining" (not voting either for or against).
7. State the Results. The Chair announces the vote results. "The motion passes to have a spring picnic." "The motion passes with two no votes to have a spring picnic." "The motion passes with two no votes and one abstention to have a spring picnic."

You will know when you have had a productive meeting when:

1. Attendance is regular;
2. Ideas and issues are brought up and action is taken;
3. Group goals are met; and
4. Community needs are being met by the services offered

## More to Being a Policy Council Representative

As a spokesperson for the Agency you may be asked to join committees at the local, state and national levels. You may be instrumental in sharing information about school readiness goals and ways to be engaged in a child's education by learning what these terms mean and how it applies across all levels of your family's life and community involvement. You may be the testimony needed to help others understand the importance of early childhood education and that the connections made now travel with you and your child throughout life.

What does school readiness mean to Head Start? There are ten domains which connect to school readiness:

When you show interest and are involved in your child's learning, asking questions to encourage thinking and problem-solving you are engaging in school readiness. You are also increasing your own awareness about child development and the stage your child is in. You may set a goal that furthers your child's development while complimenting your personal goals – this is all part of school readiness.

## ICCC Head Start School Readiness Goals

### Social and Emotional Development

- Children will regulate own emotions and behaviors.
- Children will establish and sustains positive relationships.
- Children will participate cooperatively in group situations.

### Language

- Children will listen to and understand increasingly complex language.
- Children will use language to express thoughts and needs.
- Children use appropriate conversational and other communication skills.

### Literacy

- Children will demonstrate phonological awareness.
- Children will demonstrate knowledge of the alphabet.
- Children will demonstrate knowledge of print and its uses.
- Children will comprehend and responds to books and other texts.
- Children will demonstrate emergent writing skills.

### Approaches to Learning

- Children will demonstrate positive approaches to learning.
- Children will remember and connect experiences.
- Children will use classification skills.

### Cognitive and General Knowledge

- Children will use number concepts and operations.
- Children will explore and describe spatial relationships and shapes.
- Children will compare and measure.
- Children will demonstrate knowledge of patterns.

### Physical Development and Health

- Children will demonstrate traveling skills.
- Children will demonstrate balancing skills.
- Children will demonstrate fine-motor strength and coordination.

Here are some examples of how you can help your child work toward their individual school readiness goals:

- Encourage regular attendance – whether they go to a classroom or get home visits
- Count – as you do household chores, ask them to count with you – count the dishes as you put them in the dishwasher or put them away
- Identify colors – as you do grocery shopping, ask them to find something that is the color orange
- Read to them – teach them what a book is, how to hold it, to connect that the words on a page make sounds and mean something
- Attend Family Events to give them an opportunity to meet other children, to take turns, to use their manners
- Show them the importance of education by learning yourself – set a family goal and learn a new skill, take a community education or ECFE class, learn something new as a family
- Talk to your child, ask questions, describe things, and use new and interesting words- read or tell children stories
- Challenge your child with new ideas or skills, give them time to work it out before offering assistance
- Show your child where the boundaries are, give them rules, routines, and consequences to ensure a healthy child that gain independence and social skills
- Children love technology so use it, but too much can be harmful to brain development & social skills, remember the first and BEST teacher for a child is their parent, so make time to play together

In support of achieving our School Readiness Goals, it is important to ensure compliance with our many health requirements that are designated by the HSPPS and the MN Rule 3 Guidelines for our center classrooms. Your child’s teacher will work with you to ensure completion of each of these, but as a Policy Council member you should help other parents understand the importance of these activities – not just for program compliance – but to ensure the health of their child.

With each of these requirements, the program needs proof of an up to date event or completed within a time frame AND kept up to date as a child continues in the program. Our program follows the MN EPSDT (recommendations about proper medical care for children)

- ✓ **Physical exam or “well child check”**
  - Within 30 days if in a center classroom
  - Within 90 days if in other options
- ✓ **Dental exam**
  - Within 30 days if in a center classroom
  - Within 90 days if in other options
- ✓ **Immunizations**
  - Within 30 days if in a center classroom



- Within 90 days if in other options
- ✓ **Hearing & Vision screening** – within 45 days
- ✓ **Developmental screening** – within 45 days
- ✓ **Social-Emotional screening** – within 45 days
- ✓ **Health History / Nutrition Screening** – within 45 days
- ✓ **Completion of Releases to obtain medical / dental records** – within 45 days
- ✓ **Hemoglobin** – within 90 days
- ✓ **Lead Screening** – within 90 days
- ✓ **Health Determination Status** – this is completed by an agency staff within 90 days of a child entering the program. This is a documentation of what is done, what is up to date, and what needs to be completed for an individual child. Staff will work with parents to make a plan to complete these events.

In your role as Policy Council, and as your child's primary educator, we have numerous staff that can be of assistance to you. Below is a list of our program staff. You will find that we do not provide our direct service staff's last names, except in the official minutes at the time of their hire, resignation or termination. Otherwise, we give out only their first names for safety purposes.



**Inter-County Community Council  
Head Start Staff List**

<b>Location</b>	<b>Staff Name</b>	<b>Position</b>
<b>Bagley Center</b>	Brittany	Classroom Teacher
	Judy	Assistant Teacher / Bus Driver
	Kami	Classroom Assistant / Kitchen (1/2 time)
<b>TRF Center</b>	Jade	Classroom Assistant
	Lynn	Family Advocate
	Jackie	Classroom Teacher
	Harley	Classroom Teacher
	Hilary	Classroom Teacher
	Additional Staff will be added for Fall '17 for 2 <sup>nd</sup> classroom at new site	
<b>Combinations</b>	Heather	WEM Classroom Teacher
	Joni	Oklee Classroom / Home Based Educator / Mentor
	Sheila	Fosston Classroom Teacher
<b>Head Start Home Based Staff</b>	Denise	TRF Area Home Based Educator
	Jamie	RLF/TRF Area Home Based Educator
	Harleigh	Bagley Area / East Polk Home Based Educator
<b>Early Head Start Home Based Staff</b>	Christine	TRF / Goodridge / RLF Area Home Based Educator
	Michelle	East Polk / C-G / Bagley Area Home Based Educator
	Brandi	East Polk / C-G / Red Lake Cty Home Based Educator
	Trista	TRF / RLF Home Based Educator (1/2 caseload)
	Kendra	TRF / Goodridge / RLF Area Home Based Educator
<b>Management Staff</b>	Cindy	ERSEA Coordinator
	D'Anne	HS / EHS Director
	Kaylani	Family Services Coordinator
	Kristy	Program Development Assistant
	Lynette	Child Services Coordinator
	Unknown	Nurse / Health Services

\*\* Service areas for Home Based Staff are simply a guide – they may be assigned children from outside the listed area above if necessary.

**HEAD START POLICY COUNCIL**  
**BY-LAWS**  
**OF**  
**INTER-COUNTY COMMUNITY COUNCIL**

Passed and Approved at Regular Policy

Council Meeting

November 28, 2016

## **RESOLUTION**

RESOLVED, that the By-Laws of Head Start Policy Council be, and the same hereby are amended in its entirety so as to read as follows:

# HEAD START POLICY COUNCIL

## ARTICLE I

### NAME AND PURPOSE

Section 1.1 Name.

Inter-County Community Council Head Start Policy Council. (Hereinafter referred to as the Policy Council).

Section 1.2 Purpose.

Consistent with responsibilities described in Head Start Performance Standards 1304.5, the Policy Council exists to provide parental and community involvement in the development, conduct, and overall direction of the Head Start program.

## ARTICLE II

### MEMBERSHIP

Section 2.1 Composition.

The Policy Council shall be composed of three types of members: 1.) Parents currently enrolled in the program. 2.) Carry-over Parent Representatives. 3.) Community Representatives. At least fifty-one percent (51%) of the Policy Council members shall be currently enrolled in the Head Start program.

1. Parents Currently Enrolled in the Program: The Policy Council shall consist of one (1) representative and one (1) alternate who are elected by each parent group. Communities with more than one option may choose to be three separate or one combined parent group.

2. Carry-over Representatives: Policy Council members may also consist of up to five carry-over representatives. Carry-over representatives may be recommended by Parent

Committees, but will be elected by the Policy Council at the meeting prior to the annual Policy Council meeting with priority being given to parents of children currently enrolled in the program. Carry-over representatives will not have alternates.

3. Community Representatives: Policy Council members may also include up to four (4) Community Representatives. Community representatives will be selected on the basis of their expertise so that a variety of the Head Start components will be represented, such as elementary principal for administration; kindergarten teacher for education; public health nurse for health; physical therapist for disabilities; social worker for social services; past Head Start parents for family partnerships, education, health etc. It is possible that a community representative could provide expertise in more than one component area or general knowledge that would be helpful to the Policy Council and the Head Start program. Potential community representatives will be contacted and elected by current parents on the Policy Council at the meeting prior to the annual meeting. Community Representatives will not have alternates.

#### Section 2.2 Tenure:

The length of membership must not exceed five years for any voting member. This is a total of five years, either consecutive or non-consecutive and applies to all categories of membership. Membership on the Policy Council shall be for one year at a time beginning at the Annual Meeting. Serving as alternate shall not be counted toward the five year limit unless the person becomes the representative during the year.

#### Section 2.3 Replacement:

If a member resigns from the Policy Council, the Policy Council Alternate for the member would become the Policy Council representative. If the Alternate cannot assume the Representative role the Parent Committee will elect another representative. If a new representative is not elected, that parent group will lose its vote and representation on the Policy Council.

#### Section 2.4 Attendance:

If a member is absent from three meetings throughout the year, the Policy Council members may vote to terminate their membership. If the alternate is not able to fill in the Parent Group may elect a new representative or lose it's vote and representation on the Policy Council. Attendance will be reviewed at each meeting to monitor proper representation. The

chairperson will follow up with a phone call to missing members to determine continued interest in serving.

#### Section 2.5 Conflict of Interest

No employee of ICCC may serve on Policy Council.

No member of Policy Council may receive compensation for providing services to ICCC, except for short term as described in Performance Standards 1304.50(b)(6). Policy Council members will sign a Conflict of Interest statement that is kept on file at the ICCC office.

#### Section 2.6 Expense Reimbursement:

Members of Policy Council may receive the following reimbursements:

- Reimbursement of connectivity expenses to maintain a telephone or internet connection for the purpose of regular contact with Head Start Staff. Monthly reimbursement level to be set by ICCC Board of Directors at their annual re-organizational meeting.
- Round trip mileage to attend monthly Policy Council meetings, personnel committee meetings/interview sessions, or other meeting/trainings as designated by Policy Council or Head Start Director. Mileage will be reimbursed at the current agency rate.
- Child care, reimbursed at the actual cost, necessary for member to attend monthly Policy Council meetings, personnel committee meetings/interview sessions, or other meetings/trainings as designated by Policy Council or Head Start Director. Reimbursement will follow the allowable cost set by the ICCC Board of Directors at their annual re-organizational meeting.

Reimbursement procedures will be discussed and determined at the re-organizational meeting each January. These procedures will determine how reimbursements will be distributed for connectivity fees.

### **ARTICLE III**

## OFFICERS

### Section 3.1 General.

The officers of the Policy Council shall include Chairperson, Vice-Chairperson, Secretary, ICCB Board Liaison, Minnesota Head Start Association Parent Affiliate Representative, Minnesota Head Start Association - Parent Affiliate Alternate(s) .

### Section 3.2 Tenure.

The officers shall be elected by the Policy Council at the annual meeting for a term of one year commencing at the next meeting.

### Section 3.3 Removal.

Officers may be removed from office by a 2/3 vote of qualified voting members.

### Section 3.4 Duties of Officer.

#### CHAIRPERSON

- a. Serves on Executive, Personnel & Grant Committees.
- b. Preside at regular and special Policy Council meetings and any Committee meetings.
- c. Represent the Policy Council, as necessary.
- d. Appoint committees and task forces as necessary.
- e. Vote in the event of a tie. The Chairperson has the right to break a tie on all committees.
- f. Maintain order at Policy Council meetings.

#### VICE-CHAIRPERSON

- a. Serves on Executive, Personnel & Grant Committees.
- b. Assists the Chairperson whenever possible.
- c. Preside over meetings in the Chairperson's absence.
- d. Alternate representative of the Policy Council in the Chairperson's absence.



#### SECRETARY

- a. Serves on the Executive, Personnel & Grant Committees.
- b. Review and sign the official minutes maintained in the Head Start Office.
- c. Serve as parliamentarian.

#### STATE PARENT AFFILIATE REPRESENTATIVE

- a. Attend State Association Meetings.
- b. Represent the Policy Council at State meetings and bring back information from meetings to the Policy Council.

#### STATE PARENT AFFILIATE ALTERNATE

- a. Assume the responsibilities of the representative when representative is unable to perform duties.

#### BOARD LIAISON

- a. Member of the Inter-County Community Council Board.
- b. Represent Head Start and bring back information from ICCC meeting to Policy Council.

### **ARTICLE IV**

#### **COMMITTEES**

##### Section 4.1 General.

The Chairperson of the Policy Council shall ask for volunteers for membership on all committees other than the Executive Committee. If no members volunteer, the chairperson shall appoint the members of the committees.

Section 4.2 Executive Committee.

The Executive Committee shall include the officers. Its duties shall be to maintain cognizance over personnel and financial policy, act for the Policy Council in emergencies between meetings, and function in an advisory capacity to the Program Director.

Section 4.3 Standing Committees will be formed as follows:

- A. Grant Committee
- B. Personnel Committee

The duties of the Committees will be to maintain awareness of program objectives, plans and policies; serve in an advisory capacity to the Policy Council; conduct annual program self-assessment; assist in the hiring process and make regular reports to the Policy Council.

Section 4.4 Other Advisory Committees will be formed as necessary.

**ARTICLE V**

**MEETINGS**

Section 5.1 Regular Meetings.

The Policy Council shall hold meetings at such time and place as may be determined by the Policy Council at the annual meeting.

Section 5.2 The Annual Reorganizational meeting of the ICCC Policy Council shall be held in January. The purpose of the annual meeting shall be to elect officers, form committees and conduct business.

Section 5.3 Joint Meeting.

The Policy Council and ICCB Board will meet jointly for the ICCB Annual board meeting in November. Additional joint meetings may be set for training for policy council and board members.

Section 5.4 Special Meetings.

Special meetings may be called at by the Chairperson and Head Start Director and/or Executive Director or by written request of any four members of the Policy Council. The Head Start office staff shall mail a notice of such call to each Policy Council member one week before such meetings. The notice shall state the time, place and purpose of the meeting.

Section 5.5 Quorum.

A quorum shall be defined as four members as established at roll call.

Section 5.6 Voting.

- A. Each Policy Council member is entitled to one (1) Policy Council vote. If the Policy Council member is absent, the Policy Council Alternate may vote in the Policy Council member's place. Majority vote rules. If both the Representative and Alternate are present, only the vote of the Representative will be valid. The Board liaison does not have a vote.
- B. Votes necessary between meetings will be held by mail or electronic means. Issues must have a motion and a second by Policy Council members before sending out for a vote. Votes conducted by text must be signed with the member's name.

Section 5.7 Notice.

One week written notice shall be given to all members of the Policy Council at their last known address, for all special, regular and annual meetings. Fifty percent (50%) of committee members must give consent for waiver.

Section 5.8 Continuance or Recess.

If any meeting of the Policy Council is to be continued, or recessed to another time or place, notice shall be given to the members at the time the meeting is recessed.

Section 5.9 Procedure and Agenda.

Parliamentary procedures as set forth in Robert Rules of Order shall be followed at all meetings. The following Order of Business shall be observed so far as practicable:

1. Roll Call/Establish Quorum
2. Approve/Amend Agenda
3. Approve/Amend Minutes of Previous Meeting
4. Old Business
5. New Business
6. Financial Reports
7. Administrative & Program Reports
8. Next Meeting Date
9. Adjournment

**ARTICLE VI**

**AMENDMENTS**

Section 6.1 Amendments.

Changes in these by-laws must be presented in writing to all regular members ten days prior to approval. Approval requires a majority vote of the voting members.

Chairperson \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Attest:

Secretary \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

