

# ROSEVILLE QUILTERS GUILD

## Policies and Procedures Manual

### I. General Policies

- A. Members are encouraged to serve actively on at least one committee each year and to participate in the annual quilt raffle and the boutiques.
- B. Board Meetings are open to all members to voice opinions and discuss Guild business. Members must notify the President in advance of any topic to be addressed.
- C. Any Guild activity in which ~~not~~ all members are **not** able to participate must be self-supporting.
- D. Classes, special events, Fat Quarter Exchange, Pick-a-Prize and A Bit of Me are open to members and guests.
- E. In any Guild activities where attendance is limited, active members, followed by corresponding members, shall have priority in registrations
- F. The Board shall designate the Guild's official mailing address, ~~which is~~ **as** P.O. Box 513, Roseville, CA 95678-0513 and the Guild's website, as [www.rosevillequilters.org](http://www.rosevillequilters.org).
- G. The Guild's Membership Roster is to be used for Guild-related activities and to promote friendship and idea sharing between Members **only**. It is not to be used for business purposes.
- H. No voting member of the Nominating Committee shall be a candidate for office.

### II. Financial Policies

- A. Any expenditure not included in the **currently** approved budget must have prior approval of the Board.
- B. The Board must approve all expenditures over \$100 not pre-approved **or part of the budget of the particular committee** before being reimbursed.
- C. To be reimbursed for Guild expenditures, an approved voucher with receipt(s) attached for the item(s) purchased must be submitted to the Treasurer. Reimbursement must be requested within 3 months of the date of purchase.
- D. All income received on behalf of the Guild must be turned in to the Treasurer and may not be offset by expenses incurred.
- E. **Monies received by the Guild when the Guild is acting as an agent shall be held in the Guild's bank account until it is disbursed.**
- F. The Treasurer's report shall be published in the newsletter.
- G. All checks for the Guild must be made payable to the Roseville Quilters Guild or RQG. Checks for RQG made payable to a Member must be endorsed by that Member and given to the Treasurer.
- H. No Executive Officer may sign a check written to **them self**.
- I. Basting is provided for Members at no charge. Fees for non-members are as follows: ~~for various quilt sizes~~ \$10 for a lap or twin, \$15 for a full, \$20 for a queen and \$25 for a king.
- J. ~~There is no~~ **may be a** charge for Block of the Month.
- K. The annual dues shall be \$30 for Active Members and will be prorated on a monthly basis for new Members. Corresponding Members will pay an annual fee of \$15 to receive the newsletter plus a \$3 fee for any meeting **or activity attended**.
- L. Charges for classes for participants will vary depending upon the instructor's fee. Other activity charges will be based on the cost of the activity. Refunds will not be given after the posted cancellation date; however, participants may find a replacement. If the event is canceled, refunds will be made (less any contractual fees).
- M. Professional speakers/teachers will be paid their contracted rate for giving a program or class.
- N. **Members using credit/debit card of GroupWorks Stripe payment shall be responsible to pay the additional fees associated with the transaction.**
- O. **Professional services for accounting, bookkeeping or assistance to the Treasurer will be paid in accordance with contracted price with Board Approval.**

### III. General Meeting Policies

- A. General Meetings will be held on the third Wednesday of the month.
- B. General Meetings are scheduled to begin at 9 am.

- C. Members are expected to wear ~~handmade~~ name tags. Members not wearing their name tags will be asked to donate 25 cents to the Guild and wear a temporary name tag available at the membership table.
- D. No sales are permitted during the General Meeting unless approved by the President.
- E. During the program portion of the meeting, photography, video or audio recordings ~~must be pre-approved by the Speaker, and/or the President or Program Chairperson~~ **are acceptable unless otherwise announced.**
- F. ~~The Library borrowing policy is from month to month. If an item is late, there will be two reminders after which the Member will be billed for the replacement cost of the item. Guests may not check out library materials.~~ **(F) The Library provides a collection of books and other media for members to checkout/purchase at monthly meetings.** and arranges for book sales at the annual Guild Quilt Show.
- G. Cell Phone/~~Pager~~ Etiquette: In order not to disturb the rest of the group, cell phones ~~and pagers~~ must be turned off or set to vibrate during the General Meeting and Guild activities.
- H. Guests may attend General Meetings for a \$3 fee. ~~Guests may attend, as space permits, quilt camp for the member fee plus \$5.~~

#### IV. Committees

- A. All Committee Chairs shall keep a notebook recording procedures, financial records (when applicable), and other notes and comments that will be helpful to future ~~participants~~ **chairs**. These records **shall** be passed on to the next Committee Chair.
- B. Volunteers will fill committees. Chairs within them will be the responsibility of the group. Failure to fill a committee will result in appointment by the President.
- C. ~~All Committees shall make reports at the general meeting and inform the membership of events in the newsletter, when appropriate.~~ All Committees should keep the membership informed of events in the newsletter, and when necessary make brief reports at the general meeting.
- D. Each Committee shall request reimbursement from the Treasurer using a reimbursement form. The Chairperson shall also monitor expenditures against the budget and request any increase in the budgeted amount from the Board before expenditures are made **beyond the budgeted amount.**
- E. Each Committee that collects monies on behalf of the Guild shall turn over all funds to the Treasurer accompanied by a Receipt Form.
- F. The Committees and their primary descriptions and responsibilities are:

##### A BIT OF ME

1. Arranges for donations made by members of items to be raffled at general meetings.
2. Displays the items and sells tickets at \$1 each before and during the break of the meeting. Both members and guests may purchase tickets.
3. Draws winning ticket(s) and announces the winner(s); tickets are not held over beyond the drawing.
4. **Winners are listed in the newsletter.**

##### BASTING

1. Arranges for quilts to be basted or tied at a monthly workshop.
2. Sets up tables for basting using leg extenders, and brings supplies.
3. Maintains records of attendance.
4. Maintains records of basting or tying of quilts for members and collects fees from non-members.
5. Maintains and replaces equipment as needed.

##### BLOCK OF THE MONTH

1. Provides members with a kit **and/or instructions** for a quilt block so they may learn techniques, designs and/or colors.
2. **May collect a nominal fee.**
3. Chooses a theme and/or colors for the ~~monthly kit~~ **block of the month.**
4. Provides some fabric (when appropriate) with the pattern.
5. Makes up a sample block to show to the membership.
6. May display the completed blocks at the next meeting.
7. For each block completed, the participant's name is entered into a drawing ~~of~~ **for** the blocks

- or the money collected to be divided between one or more winners.
- 8. Keeps a record of members who take **kits and/or instructions** and return blocks.
- 9. Once **a year each quarter**, **kits blocks-will may** be used for Quilts of Valor.
- 10. Maintains the following equipment: a quilt rack and design cloth for displaying blocks at the meeting, **containers and pens for the drawing. supplies for drawing.**
- 11. **Winners are listed in the newsletter.**

BOUTIQUE

- 1. Provides ideas and encouragement to assist members in making items to sell at annual craft events.
- 2. Encourages members to create and consign and/or donate salable items.
- 3. Supervises the collection of items for sale.
- 4. Promotes and coordinates all boutique activities, including selection of ~~locations and times.~~ **events.**
- 5. Collects all necessary equipment for display of items.
- 6. Supervises the set-up, take-down, display and arrangement of items.
- 7. Schedules workers.
- 8. Collects and turns in all proceeds from sales to Treasurer.

BYLAWS

- 1. Studies and makes written recommendations on proposed amendments, revisions, additions and deletions to the Bylaws.
- 2. **Quadrennially-Triennially**, reviews Bylaws and Policies and Procedures Manual for additions, deletions and changes.

COMMUNITY SERVICE

~~Encourages and provides the means and opportunity to make donations to those in need directly or through non-profit organizations~~

~~1. Community Service Coordinator~~

- ~~a. Represents the committee as a Board member~~
- ~~b. Coordinates committee~~
- ~~c. Reports to the Guild at general meetings and in the newsletter~~
- ~~d. Oversees preparation of display for Quilt Show~~

~~2. Donation of Quilts~~

- ~~a. Encourages members to make one or more blocks and/or quilts to donate to Community Service~~
- ~~b. May provide kits at the meetings to take home to finish~~
- ~~c. May provide block patterns in the newsletter or at Guild meetings to use in a group quilt~~
- ~~d. Ties and/or bastes quilts at workshop meetings~~
- ~~e. Encourages members to finish and bind quilts as need arises~~
- ~~f. Responsible for finding appropriate outlets~~
- ~~g. Maintains a supply of fabric, batting and appropriate equipment~~

~~3. Charitable Giving~~

- ~~a. Collects quilts, food, clothing and/or other items for those in need~~
- ~~b. Distributes items to individuals or charitable organizations such as Sutter Breast Cancer Auction, St. Vincent's Community Cupboard, Project Linus and other non-profit organizations~~

~~4. Troop Support~~

- ~~a. Collects Christmas stockings, Quilts of Valor, and/or other approved projects~~
- ~~b. Accepts monetary donations~~

COMMUNITY OUTREACH

**Shall consist of the separate committees of Community Service, Charitable Giving, and Troop Support. Encourages and provides the means and opportunity to make donations to those in need directly or through non-profit organizations**

## 1. COMMUNITY SERVICE

### Community Service Coordinator

- a. Represents the committee as a voting Board member.
- b. Coordinates committee (manages budget and workdays).
- c. Reports to the Guild at general meetings and in the newsletter.
- d. Oversees preparation of displays for Quilt Show.
- e. Encourages members to make personal quilts, quilt tops, and pillowcases to donate to Community Service.
- f. Provides kits at the meetings to take home to finish.
- g. Ties and/or bastes quilts at workshop meetings.
- h. Coordinates 5<sup>th</sup> Wednesday event where quilters meet at a local church to make/sew kits, machine quilt, make pillowcases, and sew bindings.
- i. Facilitates the making and delivering of VINA quilts (18' x 18') quilts combined with a stuffed animal and book for preschoolers.
- j. Encourages members to finish and bind quilts
- k. Responsible for finding appropriate donation outlets.
- l. Maintains a supply of fabric, batting and appropriate equipment.
- m. Accepts monetary donations and proceeds from items sold.
- n. Directs collected monies to be used by Community Service for purchase of supplies and equipment to assist in the community service program with Board approval.
- o. Specific sales planned in advance, like quilt show challenge quilt sales, must be added to the Community Service annual budget.
- p. Chooses, with input from the Community Service Committee, three (3) non-profit organizations to give a monetary donation to at Christmas time.

## 2. CHARITABLE GIVING

- a. Collects quilts, food, clothing and/or other items for those in need and yarn and material for Project Linus.
- b. Distributes items to individuals or charitable organizations/non-profit organizations.

## 3. TROOP SUPPORT

### Troop Support Coordinator

- a. Collects Christmas stockings, Quilts of Valor, and/or other approved projects.
- b. Accepts restricted monetary donations to be turned in to the Treasurer for Troop Support.
- c. When buying items, turns in receipts to receive reimbursement from restricted Troop Support money.

## DAY CAMP

1. Obtains dates and contracts for the venue.
2. Collects applications and fees.
3. Arranges for supplemental tables, irons, and other equipment.
4. Coordinates layout of the room.
5. Obtains food for provided meals.
6. Organizes activities for Day Camp.

## FAT QUARTER EXCHANGE

1. Provides a chance for contributors to win a collection of fabrics.
2. Each participant brings one or more good quality fat quarters to the meeting. A fat quarter is a piece of fabric 18" x 20"/22".
4. One ticket is given for each fat quarter brought.
5. Plans ~~the a~~ a monthly color or theme ~~calendar for each meeting~~ and submits it for publication in the Newsletter.
6. Oversees the drawing for the fabric at each meeting.

7. Winners are listed in the newsletter.

#### FINANCE COMMITTEE

1. Provides oversight and assistance to Treasurer in guiding financial policy of the Guild.
2. Meets once a quarter to review Guild financial statements and address financial questions.
3. Membership will be chosen by the Board and will be three (3) volunteers. The Treasurer Elect, a previous treasurer for the guild, if available, and a member with accounting, bookkeeping, finance or business experience, if available.
4. Reports to the Board.

#### HISTORICAL RECORDS

1. Provides a record of the history of the Guild's activities through photographs and electronic media.
2. Photographs members' show-and-tell quilts, opportunity quilts, any speakers and their presentations and any program activities at each meeting.
3. Photographs special events such as the quilt show, boutiques, quilt camp and bus trips.
4. Photographs officers and committees.
5. Labels the photographs with event, date and names (when possible).
6. Equipment includes a digital camera, flash drive and two photo lights.

#### HOSPITALITY

Welcomes all members and guests and coordinates social events.

##### ~~1. Greeters~~

~~a. Greets all members and visitors.~~

~~b. Welcomes other guilds showing their raffle quilts.~~

##### ~~2. Sunshine~~

~~Sends get well, sympathy and other occasion cards to members or their families~~

##### Social Activities

~~1. Coordinates special activities such as the Christmas party, and other celebrations.~~

(1) Coordinates refreshments at meetings.

(2) Coordinates all potlucks.

(3) Coordinates new member luncheon.

#### LIBRARY

~~7. Provides a collection of books and other media for members to check out at monthly meetings.~~

8. (1.) Provides a collection of books and other media for members to checkout/purchase at monthly meetings and arranges for book sales at the annual Guild Quilt Show

~~9. Selects and orders new books and media.~~

~~10. Keeps a current printed inventory of all materials in the library.~~

11. (2.) Reports on new acquisitions at the general meeting and in the newsletter.

12. (3.) Sets up the library display, removing it from storage, signs out materials to members only and returns materials to storage.

13. (4.) Periodically removes/sells unused or worn out inventory.

14. (5.) Equipment includes two (2) storage carts, with cover and a checkout system.

#### MEMBERSHIP

1. Collects dues and keeps accurate up-to-date membership records.

2. Prepares new member application form and annual dues renewal form.

3. Makes and distributes membership cards.

4. Makes and distributes welcome packets to new members. The packet includes a membership identification card, membership directory, and new member booklet. Assigns a "buddy" to new members.

5. Provides a directory to existing members containing each member's name, address, phone number, email address, birthday and year joined (if known).

6. Maintains a master roster, keeping track of all changes throughout the year.

7. Provides the newsletter editor with additions, deletions and changes in membership information.
8. Maintains a monthly record of attendance of members and guests, and provides a summary to Secretary on a monthly basis.
9. Collects guest fees and provides guest name tags.
10. Collects "no name tag" fees and supplies temporary name tags.
11. Maintains and sells Roseville Quilt Guild logo pins.
12. Maintains a waiting list for those interested in becoming members.
13. **Greets all members and visitors and welcomes other guilds showing their raffle quilts.**
14. Acknowledges birthday celebrants each month.

#### NEWSLETTER

1. Publishes and distributes a monthly newsletter which provides information about all aspects of the Guild's activities.
2. Ensures that the newsletter is e-mailed, or printed and mailed **only** to each **member not having email**.
3. The Guild logo, newsletter name, along with the month and year should appear on page one.
4. Indicates the month and year and page number on each page.
5. Includes the following basic content in each issue:
  - a. President's Message
  - b. Meeting and Guild events
  - c. Birthdays
  - d. Secretary's minutes
  - e. Treasurer's report
  - f. Committee reports
  - g. Names of the Board of Directors and Committee Chairs with their phone numbers.
6. The President's message and the list of Guild events and their dates should appear in a consistent position.
7. The deadline for submission to the next month's newsletter should be published in the current newsletter.
8. Prints mailing labels for newsletter each month and other special mailings as needed.
9. Notify membership of important information that is time sensitive. A member without web access will be notified by the Telephone Tree Committee.

#### NOMINATING

1. Provides the membership with the names of people running for elected positions.
2. Consists of no more than (3) members in addition to the Vice President as chair, who is a non-voting member.
3. Provides a slate of candidates to the membership in April to be published in the newsletter as a part of the minutes.
4. Conducts, with the Vice President presiding, the election of officers at the May meeting. **If a meeting cannot be held, electronic voting may take place.**
5. Tallies ~~ballot~~ votes.
6. Arranges for installation of new officers.

#### OPPORTUNITY QUILT PRODUCTION

1. Design will be approved by the Board.
2. Creates a quilt to be raffled to raise funds to help support the ongoing activities of the Guild.
3. Sets up subcommittees, **if necessary**, to include Planning, Top Assembly, Quilting, and Finishing.
  - a. Planning - selects a pattern, prepares instructions for each part of the quilt, calculates required yardage and procures the fabric.
  - b. Top Assembly - cuts, sews, pieces blocks and/or applique.
  - c. Quilting - hand or machine quilt.
  - d. Finishing - makes the binding and sleeve, sews on the label and sleeve, binds the quilt and makes a pillowcase.

4. Quilt name to be determined by February Board Meeting one year before quilt raffle.
5. Quilt completed for picture by March Board Meeting.

#### OPPORTUNITY QUILT TICKET SALES

~~Arranges for and encourages members to sell tickets for the annual Opportunity quilt raffle and finds places to display the quilt for the purpose of selling tickets.~~

- ~~1. Sub-committees include Marketing Ticket Production, Sales Accounting and Marketing~~

##### ~~a. Ticket Production~~

- ~~1. Has a photograph taken of the quilt which may be used in whole or in part to produce postcards, note cards and/or other items.~~

##### ~~b. Sales Accounting~~

- ~~1. Provides each member with a packet of tickets, and a photograph of quilt.~~
- ~~3. Keeps track of number of tickets sold and dollar amounts.~~

##### ~~c. Marketing~~

- ~~1. Arranges for and takes the quilt to other guild meetings and display sites.~~
- ~~2. Sells tickets~~

#### OPPORTUNITY QUILT TICKET SALES

Arranges for and encourages members to sell tickets and finds places to display the quilt for the purpose of selling tickets. Sub-committees may include Marketing, Ticket Production and Accounting.

##### 1. Marketing

- a. Schedules dates up to 3 years out to display the quilt at guild meetings and other display sites for the purpose of selling tickets.
- b. Submits required applications with event organizers in advance as required.
- c. Gets volunteers to sign up to sell tickets at guild meetings and other display sites.
- d. Encourages members to pre-purchase their tickets through Groupworks at the time of their membership renewal.
- e. Shows the quilt on Facebook and other social media.
- f. Encourages members to help distribute postcards and make sales to family, friends, coworkers, and at quilt shops.

##### 2. Ticket Production and Distribution

- a. Develops "proof" of ticket and secure approval by the Chairperson of the Quilt Show Committee to ensure that dates, times, location and quilt show name are correct.
- b. Tickets can be ordered through the Orangevale Copy Center which is the original ticket designer of record.
- c. Makes up ticket packets and distributes.

##### 3. Accounting

- a. Tracks sales from each guild meeting and display site.
- b. Monies collected shall be turned in to the Treasurer.
- c. Provides notice of earnings in committee reports.



## PARLIAMENTARIAN

Helps Guild follow Bylaws, Policies and Procedures, and Robert's Rules of Order.

## PICK-A-PRIZE

1. Gives participants a chance to win prizes of interest to quilters.
2. **Pick-a-prize is a self-supporting activity and has no Guild funds budgeted.**
3. Prizes may include items such as fabric, notions, supplies, stationery, books, collectibles, gift certificates and mystery bags.
4. Sells tickets before **the meeting** and during the break. ~~at the meetings.~~ **Monies collected shall be turned in to the Treasurer.**
5. Both members and guests may purchase tickets.
  - a. Prices for ~~raffle~~ tickets are: 3 for \$1 with a minimum purchase of 3 tickets.
  - b. For every \$1 after the first dollar, a special ticket is given out. For example, if someone buys \$5 worth of ~~raffle~~ tickets, they also receive 4 special tickets.
  - c. On the back of each special ticket, the person should print her full name and deposit it into the designated basket **for quarterly prizes.**
  - d. At the end of each quarter (September, December, March and June) tickets are drawn for special prizes.
  - e. Draws winning tickets and announces the winners; tickets are not held over beyond the drawing.
  - f. Maintains an itemized account of the cost of each prize and submits receipts to the Treasurer **for reimbursement.**
  - g. Winners are listed in the newsletter.

## PROGRAMS

1. Maintains responsibility for all programs and classes.
2. Plans programs and classes for Guild members to foster the love of quilting, increase creativity, and help members improve their skills and discover their talents.
3. Contacts potential speakers and teachers and arranges for them to give a lecture or presentation at a Guild Meeting.
4. Prepares the speaker's/teacher's contract and signs the contract or presents it to the President for signature.
5. Arranges for the teaching of classes in close proximity to a meeting date.
  - a. Arranges the class time and place.
  - b. Provides a sign-up sheet for participants to register, collect fees and provides a materials list. **Turns all monies collected in to the Treasurer.**
  - c. Shows class samples when available.
6. Arranges accommodations and other services for the visiting speaker. May offer a free class to member housing a speaker.
7. **Obtains W9 form from presenter/teacher and submits W9 and contract to the Treasurer when requesting payment for the program. Payment requests should break down the fees into presentation, class, mileage, and meals per the contract.**

## PUBLIC AFFAIRS AND COMMUNITY LIAISON

Coordinates written and verbal communication between the Guild and the public.

1. Sees that information is provided to news outlets.
2. Arranges for members to speak to interested organizations.

## QUILT CAMP/RETREAT

1. Arranges for and coordinates retreats for quilters.
2. **Serves as an agent in coordinating camps and retreats for participating members.**
3. Obtains approval from the Board before any commitments are made for events and signs required contracts.
4. Arranges for location and dates.
5. Provides a sign-up sheet for participants and collects fee. **Guests may attend, if space permits, for the member fee plus \$5. Collected fees are turned in to the Treasurer.**



6. Furnishes name tags and organizes time spent at camp.
7. **Additional monies may be collected for supplies and activities. Any residual funds should be voted to be returned to members or donated to the Guild.**

### QUILT SHOW

Arranges annual quilt show to display members' achievements in quilting and to educate viewers about quilts and quilting.

1. Planning
  - a. Finds a suitable date and location for quilt show. Contacts to confirm date and location.
  - b. Verifies terms and conditions, and signs contract.
  - c. Establishes the theme.
  - d. ~~Dedicate~~ **Establishes a memorial corner to honor any member(s) who passed away during the year.**
2. Publicity and Marketing
  - a. **Has a photograph taken of the quilt which may be used in whole or in part to produce postcards, note cards, bookmarks and/or other items. Runs "proof" through chairperson of quilt show for errors.**
  - b. Prepares a press release for newspapers.
  - c. Prepares announcements for dissemination via the Internet.
  - d. Creates and distributes bookmarks and fliers to quilt guilds and quilt shops.
3. Show Coordinator
  - a. Oversees show entries.
  - b. Arranges for decorations.
  - c. Arranges for ribbons and passports.
  - d. Organizes set-up and take down.
  - e. Oversees storage and maintenance of quilt show equipment.
  - f. Coordinates opening and closing of the show.
  - g. Establishes security for quilts.
4. Volunteer Coordinator
  - a. Coordinates workers for the show.
  - b. Coordinates Boutique, Raffle Quilt, Community Service display and demonstration.
  - c. Obtains Raffle Baskets.

### QUILTER OF THE MONTH

1. **Encourages and schedules members to share their quilting experience at guild meetings.**
2. **Maintains quilt rack to display members' quilts.**

### SPECIAL EVENTS

1. Arranges for events such as bus and field trips.
2. Obtains approval from the Board before any commitments are made for events.
3. Arranges the time and place for all events, transportation as appropriate, and food and entertainment.
4. Provides a sign-up sheet for participants to register.
5. Collects fees from participants at the time of registration.
6. **Monies collected are turned in to the Treasurer.**

### SUNSHINE

**Sends get well, sympathy and other-occasion cards to members or their families.**

### TEA

1. Arranges time and place for tea.
2. Arranges ticket production including time, place and cost.
3. Sells appropriate number of tickets.
4. ~~Provides~~ **Recruits volunteers to host sign-up for facilitating** a table by providing theme **decorations** and place settings.
5. Arranges for volunteers to bring food.
6. **Arranges for entertainment.**
7. Obtains volunteers to provide raffle baskets.
8. Arranges for clean-up committee.
9. **Turns all monies collected in to the Treasurer.**

### TELEPHONE TREE

Calls members without email ~~of~~ **about** important information not published in the newsletter or announced at a General Meeting.

### STORAGE UNIT COORDINATER

1. Facilitates the use of the contents of the storage unit.
2. **Makes sure that yearly storage fees are paid.**

### UFO CHALLENGE

1. **Encourages members to complete unfinished projects.**
2. **Collects a bi-monthly fee for prizes. Turns all monies collected in to the Treasurer.**
3. **Prizes**
  - a. **A small completion prize**
  - b. **A larger drawing prize - winners are drawn from those completing projects.**

### WEBMASTER

1. Maintains and updates the Guild's website.
2. Registers domain name; obtains approval from Board for a service provider and signs the contract, as needed.
3. Manages content placement.

Amended ( **May \_\_\_\_\_, 2020**)