# TABLE OF CONTENTS

## 1.0 INTRODUCTION
1.1 ACA ACCREDITATION  
1.2 VISION  
1.3 MISSION  
1.4 CORE VALUES  
1.5 MINIMUM AGE REQUIREMENT OF STAFF  
1.6 COUNSELOR-IN-TRAINING PROGRAM  
1.7 CAMP PROGRAM GOALS  

## 2.0 POLICIES AND PROCEDURES
2.1 ARRIVALS AND DEPARTURES  
2.2 WRITTEN NOTES  
2.3 ABSENCES, LATE ARRIVALS & EARLY PICK-UPS  
2.4 LATE PICK-UP POLICY  
2.5 COMMUNICATION  
2.6 BUS TRANSPORTATION  
2.7 BEHAVIOR  
2.8 BULLYING POLICY  
2.9 DISCIPLINE  
2.10 INCLUSION  
2.11 CAMP ATTIRE  
2.12 PHOTOS FOR PUBLICITY  
2.13 SUNSCREEN & INSECT REPELLENT  
2.14 SEVERE WEATHER CONDITIONS  
2.15 WATER ACTIVITIES  
2.16 ACCIDENTS & EMERGENCIES  
2.17 INSURANCE  
2.18 PERSONAL PROPERTY  
2.19 FOOD/SNACK RESTRICTIONS  
2.20 ILLNESS POLICY  
2.21 MEDICATIONS  
2.22 WEBSITE CALENDARS & CAMP NEWSLETTERS  
2.23 POOL RULES & PROCEDURES  
2.24 PLAYGROUND RULES
WELCOME TO THE SKOKIE PARK DISTRICT SUMMER CAMPS!

1.0 INTRODUCTION

1.1 ACA ACCREDITATION
The Skokie Park District is one of a few park districts in the nation to be accredited by the American Camping Association (ACA). This nationally recognized program, developed exclusively for the camp industry, focuses on program quality, health and safety issues and requires us to review every facet of our day camp operation. We have voluntarily submitted to this independent audit by camp experts and have earned this mark of distinction.

1.2 VISION
The Skokie Park District envisions a community where all of its residents enjoy a high quality of life through leisure time pursuits, beautiful open spaces, and first-rate facilities.

1.3 MISSION
Mission
The Skokie Park District will realize its vision through teamwork, community partnerships, sound fiscal management, and creativity in every area of its operation.

1.4 CORE VALUES
The Skokie Park District will fulfill its mission through:
- Commitment
- Service
- Integrity
- Openness
- Innovation
- Environmental Stewardship

1.5 MINIMUM AGE REQUIREMENT OF STAFF
At least 80% of staff at each program site will be 18 years of age or older. Additionally, staff will be a minimum of two years older than the campers that are being supervised.

1.6 COUNSELOR-IN-TRAINING PROGRAM
Counselors-In-Training (CITs) are campers with increased responsibility and are defined as Level I (12-13 year olds) and Level II (14-15 year olds). They have come to camp in tradition, to see old friends, and most importantly they have come to learn how to be counselors. Each CIT will be placed in a camp under the Camp Director and Program Leaders. The 2018 CIT camp sites are: Camp Iwannago, Central Camp, Earth Adventures, Happy Campers, North End Camp, Sports Camp, Weber Sports Camp, and World Travelers. Because CITs are still considered campers, they will never be left alone with a group of children. The Camp Director or a Program Leader must always be present. The four days each week that CITs spend with their assigned camp is a significant step in their road towards becoming excellent leaders and counselors.
1.7 CAMP PROGRAM GOALS

- To provide every camper with a safe, fun, and memorable camp experience that helps develop a sense of self-respect, respect for others, cooperation, a sense of accomplishment, sportsmanship, and an appreciation of nature.

- To help each camper develop a positive self-concept by giving the camper an opportunity to interact with campers of all different backgrounds and lifestyles and develop a sense of curiosity about the world and an enthusiasm for learning.

- To provide opportunities for campers to develop emerging social, cognitive, and self-help skills by giving the campers an opportunity to establish relationships with other campers and adults, make choices and be able to accept the outcome of their choices, explore, create and express themselves at their own levels.

- To provide for the physical and emotional well-being of each camper by creating an atmosphere of warmth, safety, and acceptance and to provide an environment that is stimulating and allows the camper to feel a sense of belonging.

- To meet parents’ expectations for the health, safety, welfare and education of their campers.

- To establish a climate of teamwork among staff through open communication, mutual respect and a willingness to share in the camp experience. Camp is for campers, but it is also an excellent opportunity for staff to grow and learn more about themselves.

- To maintain the high quality of the camp program through excellent instruction in activities, a mixture of traditional and innovative programming, the teaching of fun games, an emphasis on appreciation of the environment and an emphasis on camper growth.
2.0 POLICIES AND PROCEDURES

2.1 ARRIVALS AND DEPARTURES
Most camps meet from 9:30 a.m. to 3:30 p.m. Monday through Friday or as described in the camp brochure. Campers should be dropped off no earlier than the camp start time and picked up no later than the camp ending time, unless otherwise noted. Please park in the parking spaces/areas designated by your specific camp program.

Parents are responsible for signing in their camper daily when they are dropped off and signing them out when they are picked up. Camp staff will be waiting at the sign-in and sign-out location listed in your Camp Welcome Letter each day at 9:30 a.m. and 3:30 p.m. (or as noted for your camp program).

The safety of all campers is our number one concern and it is crucial that each camper is accounted for daily. Parents and guardians will be required to show a picture ID to staff during the first week of the program. Your patience during the sign-in and sign-out procedure is appreciated.

For children ages 8 and older, parents or guardians may submit a written note in advance authorizing their child to sign him/herself in or out daily. Children under 8 years of age must be signed in and out by a parent/guardian.

Staff members are busy preparing for daily camp activities before the campers arrive and after they leave each day. The planning time is valuable to ensure a positive and organized camp experience for all participants. Therefore, be advised that the camp staff cannot be responsible for supervising campers who arrive before the scheduled start time or who remain after the scheduled end time. The Skokie Park District does not assume responsibility for campers arriving early or remaining on site outside of established beginning and ending times for any program. Repeated late pick-ups may result in late fees or dismissal from the camp.

2.2 WRITTEN NOTES
A written note with a parent or guardian’s signature is required in advance, for the safety of your camper, any time your camper will be allowed to:

• Leave camp early with you, a relative, or a friend.
• Be picked up by anyone other than you (the parent/guardian) or anyone listed on the Camper Information Form.
• Sign him/herself in or out, if 8 years old or older.

If your camper will be allowed to do any of the things listed above throughout the camp session, you may write one written note in advance that can be kept on file with the Camp Director. Please include your child’s name, the date and your signature on all notes. An example note is provided at the end of this manual.

Also, if there are any changes regarding your home, work or emergency phone numbers; or addresses; or any additional contact information, please notify the Camp Director.

2.3 ABSENCES, LATE ARRIVALS & EARLY PICK-UPS
If your camper will be late in arriving or picked up early from camp for any reason please call the Camp Director or camp facility that morning at the phone number provided in your Camp Welcome Letter. If you are calling before the start of the work day, please leave a recorded message. This is very important so that all campers can be accounted for each day.
If we do not hear from you via Camp Central or written note and the Director reports your camper absent, staff will make every attempt to contact you by phone. Please help the staff avoid unnecessary phone calls by reporting your camper's absence or late arrival in the morning. If your camper is enrolled in Extended Camp or is a participant in the CIT Program, you will also need to notify the Extended Camp or CIT Director(s) respectively of any absences or late arrivals.

Please be advised that the proper sign-in and sign-out procedures must be followed any time a camper will be arriving late or leaving early. Whenever bringing your camper to camp late or picking him/her up early, please take your camper directly to the Camp Director or the specified sign-in or sign-out location.

2.4 LATE PICK-UP POLICY
Camp staff will supervise children who are left beyond the scheduled pick-up time until a parent or other authorized adult on the pick-up list arrives. However, late pick-ups will result in a fee. The first time a parent is late a fee will be charged at a rate of $5.00 for the first 15 minutes and $1.00 for every minute thereafter. The second time a parent is late, the charge will be $10.00 for the first 15 minutes; the third time, the charge will be $15.00 and will continue in $5.00 increments for each occurrence. The dollar-per-minute charge will stay constant. Payment of the late fee is due at the time of pick-up. All measurements of time are to be according to the clock located at the camp.

2.5 COMMUNICATION
On-going and open communication between parents/guardians is essential for a positive experience for each camper. Parents/guardians are encouraged to discuss questions and concerns with the Camp Director. Should there be something your camper is experiencing at camp or in their personal life which may reflect in their behavior or attitude towards camp, please inform a staff member of the situation.

If you need to contact your camper at camp for any reason, you may call the Camp Director’s as detailed in each individual camp’s welcome letters. Campers are not allowed to make telephone calls during the camp day except in an emergency.

Camp welcome letters for individual camps will detail how to:
- Contact camp staff.
- Report absences.
- Obtain camp site location changes due to weather.
- Obtain field trip updates and swim schedules
- Report lost and found items.

Camp Directors
Camp Director should be contacted when you need to notify staff that another person listed on the authorization form will be picking up a camper, communicate behavior issues, or discuss medication. All calls made to the Camp Director will receive a response within three hours with the exception of an emergency. Emergencies are classified as a serious injury to an immediate family member or if an authorization for a camper pick-up is required by another person not listed on the pick-up form.

Camp Supervisors
The Camp Supervisor should be contacted for issues previously reported to the Camp Director that remain unresolved or are reoccurring.
Superintendent of Recreation
Contact the Superintendent of Recreation for issues previously reported to the Camp Supervisor that remain unresolved or are reoccurring.

2.6 BUS TRANSPORTATION
Home Pick up
Those campers who have registered for the optional (ala carte) bus service will receive a detailed route sheet and additional information from the bus program supervisor, Crystal VanHyning, Oakton Center Manager, who can be reached at 674-1500 x 2720. The deadline to register for bus service is May 7, 2018 (1st session) and June 11th (2nd session). Detailed bus information is emailed one week before the camp session begins. Buses will pick up campers who have elected this service and transport them to the transportation hub at Devonshire Park. The campers will board separate buses there, which will take them to their own camp locations for the day. This process will be reversed in the afternoon. An adult bus monitor (usually a camp program leader who has agreed to work additional hours before and after camp) will travel on all buses. Campers will be provided with numbered and color-coded tags for their particular bus routes to aid in the daily transfers. Camper should be on time at the bus stop.

The morning pick-up begins between 8:15 and 8:30 a.m.; the afternoon drop-off begins at 3:30 p.m. in the same order as the morning route. Pick-up and drop-off times will become routine and timely after the first couple of days of camp.

Please do not call the bus program supervisor if your camper will be absent. However, it is important that you contact the Director(s) at the actual camp program(s) your camper attends anytime your camper is absent for any reason.

BUS RULES
- Stay on the curb while waiting for the bus.
- Do not approach the bus until it has completely stopped.
- Upon entering the bus, go directly to your seat.
- Keep hands and head inside the bus at all times.
- Don’t throw anything out of the windows.
- Keep the bus clean at all times.
- Keep the aisles clear.
- Orderly behavior in the bus is essential at all times.
- No camper should harass other riders or the driver.
- Personal belongings should not be left on the bus.
- Remain on the bus in the event of a road emergency until instructions are given by the driver.
- Remember that unnecessary confusion diverts the driver's attention and could result in a serious accident.
- Be absolutely quiet when approaching a railroad crossing.
- Treat bus equipment as you would valuable furniture in your own home.
- Never tamper with the bus or any of its equipment.
- Keep backpacks, coats and all other objects out of the aisles.
- Do not ask the driver to stop at places other than the regular bus stop. The driver is not permitted to do this except in the event of an emergency.
- Observe safety precautions at the drop-off point. Where it is necessary to cross the street, proceed to a point at least 10 feet in front of the bus on the right shoulder of
the highway where traffic may be observed in both directions. Wait for a signal from the bus driver.
- Seat belts must be worn at all times.

2.7 BEHAVIOR
To ensure the safety and enjoyment of all campers, the following behavior code of conduct will be used as a guideline for Skokie Park District program participants:
- Will show respect to fellow campers and staff.
- Will follow direction from staff and volunteers.
- Will show respect to equipment, supplies and facilities.
- Will not use inappropriate, abusive, or foul language.
- Will not show any aggressive behavior (hitting, punching, slapping, kicking, biting, etc.).
- Will not show continuous disruptive behavior.
- Will follow all established rules and regulations.

Behavioral incidents that involve non-compliance with the above guidelines will be documented by camp staff. When deemed necessary by the Camp Director and/or Camp Supervisor, parents/legal guardians will be notified. Continued infraction of the rules will be noted on behavioral incident forms and may result in suspension and possible discharge from the program.

Campers shall be discharged from camp(s) under circumstances which ensure protection of their own and other camper’s physical and emotional well-being. Any camper who, after attempts have been made to meet the camper’s individual needs, demonstrates the inability to function positively in the type of environment offered at camp or whose presence is harmful to the group, shall be discharged from camp.

In the event of discharge, the needs of the camper and the parent/guardian will be addressed through referrals to other agencies or facilities, if possible.

2.8 BULLYING POLICY
The Skokie Park District is committed to protecting campers and staff from bullying, harassment, or discrimination for any reason and of any type. All Campers and staff are entitled to a safe, equitable and harassment-free experience. Bullying, Harassment or discrimination will not be tolerated and is cause for disciplinary action.

Bullying is defined as systematically and chronically inflicting physical hurt or psychological distress on one or more students or employees. It is further defined as: unwanted purposeful written, verbal, nonverbal or physical behavior, including but not limited to any threatening, insulting or dehumanizing gesture, that has the potential to create an intimidating, hostile or offensive environment or cause long term damage; cause discomfort or humiliation; or unreasonably interfere with the individuals performance or participation, is carried out repeatedly and is if often characterized by an imbalance of power. Bullying may involve, but is not limited to:
- Unwanted teasing
- Threatening
- Intimidating
- Stalking
- Cyberstalking
- Cyberbullying
• Physical violence
• Theft
• Sexual, religious or racial harassment
• Public humiliation
• Destruction of property (park district or personal)
• Social exclusion, inducing incitement and/or coercion
• Rumor or spreading of falsehoods

Participants and staff will conduct themselves according to this policy. All District employees are required to investigate any allegations of bullying or violation of this policy.

2.9 DISCIPLINE
Effective discipline has three purposes:
• To encourage self-esteem, self-control and responsibility.
• To discourage irresponsibility and inappropriate behavior.
• To ensure the safety of all campers under our supervision.

To be effective, discipline must be a part of a positive, respectful relationship between adult and camper. While campers cannot assume the same rights and responsibilities as adults, they can be treated as equals in terms of worth and respect. Staff is expected to communicate their behavioral expectations in a way that is understandable to campers.

When developing behavior expectations, camp staff will consider some basic ground rules:
• Be Safe! Behavior must be stopped if it presents a clear risk of harm to oneself or others.
• Be Kind! Behavior must be stopped if it infringes on the rights of others.
• Be Neat! Behavior must be stopped if it will unnecessarily damage the environment or animals, objects and materials in the environment.

2.10 INCLUSION
The Skokie Park District works cooperatively with the Maine-Niles Association of Special Recreation (MNASR) to integrate campers with disabilities into recreational programs.

Inclusion aides may be present at camp to work one-on-one with a specific camper. These aides only intervene in necessary circumstances.

If you feel that your camper would benefit from additional assistance at camp, be sure to communicate the necessary information to the Camp Director.

2.11 CAMP ATTIRE
Campers are encouraged to wear loose and comfortable clothing that may get dirty during daily camp activities. We require that all campers wear closed-toed shoes to ensure their safety while at camp. No open shoes will be permitted at any Skokie Park District camp. We also recommend campers do not wear expensive gym shoes. Each camper will receive a Skokie Park District Camp T-Shirt during the first week of camp. This T-Shirt must be worn on all field trip days. If a camper comes to camp without their T-Shirt, the camper’s parent/guardian will be notified to bring it.

2.12 PHOTOS FOR PUBLICITY
Throughout the camp season, photographers representing the Skokie Park District or local newspapers may be visiting the camp sites to take pictures. The Skokie Park District
is a non-profit organization and the use of any photographs will be used strictly on a non-profit basis.

2.13 SUNSCREEN & INSECT REPELLENT
It is recommended that you apply sunscreen (at least SPF 30) to your camper before camp and send a labeled bottle with them to camp, as the majority of camp is spent outdoors. Insect repellent, in lotion or stick form only, is recommended as well. You may let us know, in writing, of additional times throughout the day that you would like your camper to apply more sunscreen. Park District staff will not apply sunscreen or insect repellent to your camper, but they will supervise the application by the campers.

2.14 SEVERE WEATHER CONDITIONS
In the interest of safety for all of our summer campers, the Skokie Park District has implemented a plan of action regarding severe weather conditions. The plan states that in the event of rain or excessive heat, campers will be brought inside, if located outdoors. On the days of questionable inclement weather, please follow the procedures outlined in your camp’s welcome letter.

2.15 WATER ACTIVITIES
In an effort to help keep campers cool, water activities may take place during the camp day. As a result, it is probable that your camper will get wet at times. If you have any objections to their participation, please inform the Camp Director in writing on or before the first day of camp (See Section 2.2 Written Notes.) Additionally, we strongly recommend that your camper pack an extra set of clothing in their backpack on a daily basis, in case they get wet and would like to change into dry clothing.

2.16 ACCIDENTS & EMERGENCIES
The Camp Director(s) are certified in both CPR and First-Aid. In case of a major accident, injury or health emergency, local paramedics will be notified by calling 911. In addition, every effort will be made to contact parents/guardians immediately. Staff will provide care for which they are trained until paramedics arrive and will reassure campers through maintaining a safe and calm environment. It is important to list an emergency contact on your registration and Camper Information Form. Once again, we will not release your camper to anyone not listed on the Camper Information Form or whose name has been received through written notification (See Section 2.2 Written Notes.)

2.17 INSURANCE
The Skokie Park District does not provide individual accident or health insurance.

2.18 PERSONAL PROPERTY
Please label all of your camper's items to prevent loss. No games, toys, sports equipment, expensive jewelry, animals/pets or other valuables should be brought to camp. Please check the lost and found on a weekly basis, as uncollected items will be donated to a charitable organization at the end of each camp session.

For the safety of all campers and staff, the possession of illegal substances or weapons will not be tolerated.
2.19 FOOD/SNACK RESTRICTIONS
Campers must provide their own lunch each day of camp (reusable containers preferred.) Campers are required to bring a drink for lunch as well. Camp locations are not equipped with a refrigeration system for perishables. Since lunch at camp may not be until noon or 12:30 p.m., we strongly encourage campers to eat breakfast before arriving at camp. On hot summer days, it is critical that campers stay hydrated. Not all camp sites and field trip locations will have water fountains. Therefore, campers are encouraged to bring a reusable water bottle. If at any time your camper will be bringing a special snack to share with others, (i.e. a birthday party or special event) please be sure that the snack is store bought and remains in its original package. Snacks may not be homemade. Please refrain from sending peanut or peanut product snacks with your camper due to allergies. Extended campers are also responsible for bringing an afternoon snack on a daily basis.

Sometimes food or snacks are provided at camp. Campers on restricted diets will gladly be accommodated. Parents will be advised of food selections in advance and alternate choices will be provided whenever possible. Please advise your camp directors of any special needs.

Please be aware that campers suffering from severe health allergies may be in attendance and that we may count on your cooperation to make alternate food choices for the safety of all campers. If severe allergies exist, you will be notified prior to the start of camp.

2.20 ILLNESS POLICY
Campers should not be brought to camp with an illness that is contagious, or with a fever, diarrhea, vomiting, or unidentifiable rashes. Campers may not return to the camp until they are fever and/or diarrhea free for 24 hours. Campers who are not participating normally (who show extreme lethargy or fatigue) will be considered ill and the camper’s parent/guardian will be contacted to come and pick-up their camper. If a camper has a communicable disease, all parents with a camper at the respective camp site will be notified via letter from the Camp Supervisor that will be handed out at camp and mailed home.

2.21 MEDICATIONS
If your camper takes any kind of medications, please indicate this on the Camper Information Form and complete the Medical Form which must be signed by a parent/guardian. Please note medications will not be dispensed without the completed and signed forms. It is preferred that medication schedules be planned around the camp program if possible.

All medications must be kept in the original containers and specific directions for their use described on the forms. All medication should be given to the Camp Director only. The Camp Director will supervise the distribution of any medication that must be taken during the camp day.

2.22 WEBSITE CALENDARS & CAMP NEWSLETTERS
Camp specific calendars will be available on the Skokie Park District website, www.SkokieParks.org. Once logged onto the website, go to Summer Camps tab, select your camp and view calendar on page. Parents are encouraged to check these calendars regularly for field trip dates, swim dates, and special information.
Camp specific newsletters will be sent to parents via email on a weekly basis. For those families without an email address, paper newsletters will be available. Parents will be asked to provide an email address on the camper information form. A reminder notice will be distributed during parent orientation and the first week of camp as well.

2.23 POOL RULES & PROCEDURES
The following rules exist for the Skokie Water Playground and Devonshire Aquatic Center:

Facility Rules

- Approved bathing suits are required in pool area. No unlined shorts, cut-offs, or leotards are allowed.
- Clean footwear is allowed on pool decks.
- Please keep our pools clean. Take a shower before entering the water.
- All infants must wear a swimsuit over their approved swim diaper and/or rubber pants.
- No running, jumping or horseplay will be allowed in the aquatics facility.
- No diving is allowed in the Aquatic Centers.
- Children under 46 inches must pass a swim test given by the Aquatics Staff in order to use the Plunge Pool.
- Children under 10 years of age will not be admitted to the pool area unless accompanied by a person at least 16 years of age.
- Smoking is not allowed anywhere in the aquatic facility.
- People with open sores, skin infections, contagious diseases, or band-aids will not be allowed in the water.
- District is not responsible for lost or stolen items.
- Please advise management staff if you wish to use a video or standard camera.
- Glass objects of any kind are not allowed inside the aquatic facilities.
- Flotation devices, hard throwing, and spraying objects are prohibited.
- Deck lounge chairs must remain on the deck areas only. Turf lounge chairs must remain in grass areas only. Please keep lounge and deck chairs 4 feet from pool edge.
- Management is authorized to institute appropriate rules to insure safety when necessary.
- District reserves the right to revoke any season passes, as well as suspend individuals paying daily admissions, if there are continual violations of facility rules.

Water Slide Rules

- Children must be at least 46 inches tall to ride the slide, or pass a deep water swimming test given by Aquatics staff. Test includes 25 yards freestyle with rhythmic breathing in designed area.
- One person on the waterslide at a time; NO tandem riding allowed at any time.
- The wearing of goggles, glasses, or t-shirts while on the water slide is prohibited.
- No twists, flips, or head first sliding allowed. All persons must slide in a sitting position or on their back, feet first.
- Please exit the splash pool immediately after each slide.
- No metal objects such as jewelry, locker keys, or metal snaps are allowed on the water slide.
- Please obey Water Attendant at all times. Disregarding these rules may result in loss of slide privileges or expulsion from the facility.
Children’s Water Play & Sand Play Area Rules

- The water play area is primarily for children under 8 years of age.
- Parent/guardians are required to supervise their children in the area.
- Climbing on any apparatus in an unsafe manner is strictly prohibited.
- Baby strollers are not allowed in the water. They must be kept on the deck area.
- Hard throwing and spraying objects are prohibited.
- Unruly or rough behavior is strictly forbidden and may result in loss of water play area privileges or expulsion from the facility.

First Day Safety

The first day that your camp visits each facility, pool staff will go over the pool rules, where to go if a child is lost, hours, and other general information for your camp participants.

Accidents/Rescue

If a camper is injured and is need of first aid treatment by the aquatic staff or if a camper becomes distressed in the water and a lifeguard performs a rescue, the Camp Director or Camp Supervisor will go with the child into the office and fill out an accident or rescue report with the aquatic management staff. Parents will be notified immediately of the incident.

2.24 PLAYGROUND RULES

Campers should follow the rules below to ensure their safety and the safety of others:
- Refrain from using foul language.
- Refrain from causing bodily harm to other campers and staff.
- Show respect for camp equipment, supplies and facilities.
- Campers must not climb trees, throw rocks/mulch, spit, etc.
- Campers are not allowed to jump off or stand-up on swings.
- Campers must slide down the slides on their bottoms. Children are restricted from climbing on top of any of the tunnels or slides and from climbing up slides.
- Campers are only allowed to climb on equipment designed for climbing.
- Running is permitted on grass and sandy areas only.
- Campers must stay within the boundaries established at each site (i.e. sidewalks, trees, playground, etc.)
- Animals and plants should be treated with respect. No chasing or feeding of animals, no pulling on or eating plants.
- Campers should never interact with adults who are not associated with the camp.