

*Our Mission: To ensure that safe, energy-efficient, and environmentally friendly vehicles are available to agency staff to accomplish their work/missions*

The Automotive Equipment Fund provides cost efficient and environmentally sound management support services for the vehicle fleet of Arlington County. These support services include procurement of vehicles, repair and maintenance, fuel and alternative fuels, repair parts inventory, and disposal.

### **SIGNIFICANT BUDGET CHANGES**

The FY 2021 proposed expenditure budget for the Department of Environmental Services' (DES) Automotive Equipment Fund is \$18,574,340, a four percent increase from the FY 2020 adopted budget. The FY 2021 budget reflects:

- ↑ Personnel increases due to employee salary increases, an adjustment that accounts for the compensation study for trades/planners, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Vehicle addition expenses decrease due to the removal of one-time funding added in FY 2020 for the addition of a vehicle in the Utilities Fund (\$56,740), partially offset by the addition of one-time funds for a vehicle purchase to support a new position added in the Facilities Management Bureau with the opening of the Lubber Run Recreation Center (\$30,000).
- ↑ Vehicle replacement expenses increase primarily due to the current rental book replacement schedule and the addition of a vehicle to support a new position added in the DES Facilities Management Bureau (\$44,224).
- ↑ Lease purchases increases due to higher payments for the lease of the Fire Apparatuses (\$236,091).
- ↑ Revenue increases due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles (\$870,091), partially offset by a decrease in revenue transferred in from other funds based on the change in vehicle additions noted above (\$17,000).

**FUND FINANCIAL SUMMARY**

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Proposed</b>	<b>% Change '20 to '21</b>
Personnel	\$6,159,602	\$6,360,135	\$6,736,501	6%
Non-Personnel	2,654,164	2,936,104	2,936,385	-
Accident Repairs	313,323	291,200	291,200	-
Additions	27,152	56,740	30,000	-47%
Replacement	10,137,661	6,964,332	7,008,556	1%
Transfer to General Fund and School	3,363,663	-	-	-
Lease Purchase	1,076,972	1,205,607	1,441,698	20%
<b>Subtotal</b>	<b>23,732,537</b>	<b>17,814,118</b>	<b>18,444,340</b>	<b>4%</b>
Insurance/Other Transfers	130,000	130,000	130,000	-
<b>Total Net Expenditures</b>	<b>23,862,537</b>	<b>17,944,118</b>	<b>18,574,340</b>	<b>4%</b>
County & School Revenues	17,155,762	17,374,974	18,245,065	5%
Sales of Surplus Equipment	1,920,867	300,000	300,000	-
Miscellaneous Revenues	-	61,000	61,000	-
Transfer from General Fund	-	-	30,000	-
Transfer from Utilities Fund	-	47,000	-	-100%
<b>Total Revenues</b>	<b>19,076,629</b>	<b>17,782,974</b>	<b>18,636,065</b>	<b>5%</b>
<b>Change in Fund Balance</b>	<b>(\$4,785,908)</b>	<b>(\$161,144)</b>	<b>\$61,725</b>	<b>-138%</b>
Permanent FTEs	63.00	60.00	60.00	
Temporary FTEs	-	-	-	
<b>Total Authorized FTEs</b>	<b>63.00</b>	<b>60.00</b>	<b>60.00</b>	

**AUTOMOTIVE EQUIPMENT FUND**  
FUND SUMMARY

**AUTOMOTIVE EQUIPMENT FUND: FUND STATEMENT**

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
<b>ADJUSTED BALANCE, JULY 1</b>	<b>\$13,436,089</b>	<b>\$11,022,051</b>	<b>\$8,650,182</b>	<b>\$3,557,084</b>
OPERATING RECEIPTS				
Maintenance/Operating Rental Book	5,763,666	5,470,398	5,470,398	5,515,936
Other Maintenance - Non Rental Book	438,618	400,000	400,000	400,000
Temporary Loan Vehicles	-	130,000	130,000	130,000
Schools Maint./ Operating	2,021,099	2,107,029	2,107,029	2,740,687
Other Maintenance - Non Rental Book Schools	86,646	120,000	120,000	120,000
Subrogation Revenues	-	60,000	60,000	60,000
Miscellaneous	-	1,000	1,000	1,000
CAPITAL RECEIPTS				
County Fleet Replacement & Lease Purchase	7,360,603	7,460,604	7,460,604	7,622,891
Schools Replacement	1,485,130	1,686,943	1,686,943	1,715,551
Sales of Surplus Equipment	1,920,868	300,000	300,000	300,000
<b>TOTAL RECEIPTS</b>	<b>19,076,630</b>	<b>17,735,974</b>	<b>17,735,974</b>	<b>18,606,065</b>
OTHER FINANCING SOURCES				
Transfers in from General Fund	-	-	-	30,000
Transfers in from Other Funds	-	47,000	47,000	-
Transfers in from General Capital Fund	-	-	4,925,000	-
<b>TOTAL TRANSFERS IN</b>	<b>-</b>	<b>47,000</b>	<b>4,972,000</b>	<b>30,000</b>
<b>TOTAL RECEIPTS AND TRANSFERS IN</b>	<b>19,076,630</b>	<b>17,782,974</b>	<b>22,707,974</b>	<b>18,636,065</b>
<b>TOTAL BALANCE, CAPITAL RESERVE, RECEIPTS AND TRANSFERS IN</b>	<b>32,512,719</b>	<b>28,805,025</b>	<b>31,358,156</b>	<b>22,193,149</b>
OPERATING EXPENSES				
Administration, Maintenance	7,144,989	7,169,720	7,169,720	7,399,281
Schools	1,982,099	2,417,719	2,417,719	2,564,805
<b>Subtotal</b>	<b>9,127,088</b>	<b>9,587,439</b>	<b>9,587,439</b>	<b>9,964,086</b>
CAPITAL EXPENSES				
Encumbrance/ Incomplete Projects	-	-	4,931,964	-
Transfer In from General Capital Fund	-	-	4,925,000	-
Replacements to Fleet (County)	8,550,114	5,871,712	5,871,712	5,530,093
Replacements to Fleet (Schools)	1,587,548	1,092,610	1,092,610	1,478,463
Additions to Fleet	27,152	56,740	56,740	30,000
Lease Purchase	1,076,972	1,205,607	1,205,607	1,441,698
<b>Subtotal</b>	<b>11,241,786</b>	<b>8,226,669</b>	<b>18,083,633</b>	<b>8,480,254</b>
<b>TOTAL EXPENSES</b>	<b>20,368,874</b>	<b>17,814,108</b>	<b>27,671,072</b>	<b>18,444,340</b>
Transfer Out to Fund 101	2,621,686	-	-	-
Transfer Out to School Operating	741,977	-	-	-
Transfer to General Fund - Insurance	130,000	130,000	130,000	130,000
<b>TOTAL TRANSFERS</b>	<b>3,493,663</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>
<b>TOTAL OPERATING EXPENSES AND TRANSFERS OUT</b>	<b>23,862,537</b>	<b>17,944,108</b>	<b>27,801,072</b>	<b>18,574,340</b>
<b>BALANCE, JUNE 30</b>	<b>\$8,650,182</b>	<b>\$10,860,917</b>	<b>\$3,557,084</b>	<b>\$3,618,809</b>

Note: Fund Balance is reserved for financing encumbrances and incomplete projects carried over from the previous fiscal year.

**COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION**

**PROGRAM MISSION**

To ensure that safe, efficient, and environmentally friendly vehicles are available to County staff to accomplish their missions by providing timely fleet support services including:

- Replace vehicles and equipment on time and within budget.
- Evaluate and manage the environmental impact of the County's fleet of vehicles and equipment in line with the County's sustainability goals.
- Provide timely and optimal maintenance and repair services to the County's fleet of vehicles and equipment.
- Manage the stock room to ensure needed parts are available and the stock levels are optimal.
- Manage contracts with commercial providers for out-sourced functions such as body, glass and transmission repair, and major overhauls.
- Ensure quality fuels, lubricants, and other bulk items are acquired and dispensed appropriately.
- Dispose of surplus vehicles and equipment to maximize the return to the County.

**SIGNIFICANT BUDGET CHANGES**

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to salaries resulting from job family studies for trades and planners, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to lower contractual services (\$73,353) and internal services (\$25,196), partially offset by an increase in materials and supplies (\$71,353).
- ↓ Vehicle replacement expenses decrease primarily due to the current rental book replacement schedule (\$341,619), partially offset by an increase in Lease Purchase expenses (\$236,091).
- ↓ Vehicle addition expenses decrease primarily due to the removal of one-time funding added in FY 2020 for the addition of a vehicle in the Utilities Fund (\$56,740), partially offset by the addition of one-time funds for a vehicle purchase to support a new position added in the Facilities Management Bureau with the opening of the Lubber Run Recreation Center (\$30,000).
- ↑ Revenue increases due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles (\$207,825) and a transfer from the General Fund for a vehicle addition (\$30,000), partially offset by a decrease in transfer from Utilities Fund (\$47,000).

**COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION**

**PROGRAM FINANCIAL SUMMARY**

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Proposed</b>	<b>% Change '20 to '21</b>
Personnel	\$5,156,587	\$4,957,779	\$5,214,536	5%
Non-Personnel	1,698,959	1,920,741	1,893,545	-1%
Accident Repair	289,445	291,200	291,200	-
Additions	27,152	56,740	30,000	-47%
Replacements & Lease Purchase	9,627,085	7,077,319	6,971,791	-1%
<b>Subtotal</b>	<b>16,799,228</b>	<b>14,303,779</b>	<b>14,401,072</b>	<b>1%</b>
Transfer Out To General Fund	2,621,686	-	-	-
Disb School Operating	741,977	-	-	-
Insurance/Other Transfers	130,000	130,000	130,000	-
<b>Total Expenditures</b>	<b>20,292,891</b>	<b>14,433,779</b>	<b>14,531,072</b>	<b>1%</b>
County Revenue	13,562,887	13,461,002	13,668,827	2%
Sales of Surplus Equipment	1,627,222	300,000	300,000	-
Miscellaneous & Subrogation Revenues	-	61,000	61,000	-
Transfer from General Fund	-	-	30,000	-
Transfer from Utilities Fund	-	47,000	-	-100%
<b>Total Revenues</b>	<b>15,190,109</b>	<b>13,869,002</b>	<b>14,059,827</b>	<b>1%</b>
<b>Change in Fund Balance</b>	<b>(\$5,102,782)</b>	<b>(\$564,777)</b>	<b>(\$471,245)</b>	<b>-17%</b>
Permanent FTEs	49.00	46.00	46.00	
Temporary FTEs	-	-	-	
<b>Total Authorized FTEs</b>	<b>49.00</b>	<b>46.00</b>	<b>46.00</b>	

**PERFORMANCE MEASURES**

<b>Critical Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Estimate</b>
Average Annual Heavy Vehicle Downtime	16%	14%	11%	16%	12%	12%
Average Annual Light Vehicle Downtime	4%	3%	3%	3%	3%	3%
Inventory Accuracy (%)	98%	99%	97%	91%	96%	95%
Inventory Managed (\$)	\$653,630	\$688,287	\$724,213	\$675,132	\$700,000	\$700,000
Gasoline Used (Thousand gallons)	473	515	530	464	512	500
Light Vehicle Average Maintenance and Repair Cost	\$4,666	\$4,337	\$4,372	\$3,956	\$3,777	\$4,009
Heavy Truck Average Maintenance & Repair Cost	\$11,601	\$11,956	\$11,477	\$9,008	\$9,437	\$9,565
Ultra Low Sulfur Diesel Used (Thousand gallons)	681	665	668	658	594	600

- Average maintenance costs for Heavy Truck and Light Vehicle maintenance is based on a four-year rolling average. Costs in FY 2016 through FY 2018 included higher than average

**COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION**

maintenance costs on specialized vehicles. In FY 2019, the maintenance cost decreased with a slight increase estimated in FY 2020 and FY 2021.

<b>Supporting Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Estimate</b>
Electric Light Vehicles in Fleet	2	4	4	7	9	37
Heavy Vehicles in Fleet	206	204	210	210	202	195
Hybrid Light Vehicles in Fleet	118	127	120	112	112	107

- In FY 2021, the number of electric light vehicles is expected to increase as the County is actively pursuing replacement of 28 sedans with Nissan Leafs. This purchase is an important step that will support the Community Energy Plan (CEP), adopted in September by the County Board. The CEP included the goal of electrifying the fleet.

**SCHOOL FLEET REPAIR SECTION**

**PROGRAM MISSION**

To provide Arlington County School Transportation with safe, reliable transportation to and from schools and school-related activities.

- Provide timely inspection, maintenance, and repair services to the Arlington Public School (APS) fleet.

**SIGNIFICANT BUDGET CHANGES**

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to salaries resulting from job family studies for trades and planners, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increase due to increases in inter-departmental charges to Schools (\$27,477).
- ↑ Motor Vehicles-Replacements increases due to the number and configuration of vehicles replaced based on mileage, condition, age, and departmental needs (\$385,853).
- ↑ Revenue increases due to adjustments to the charges for maintenance and replacement of vehicles (\$662,266).

**PROGRAM FINANCIAL SUMMARY**

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	\$1,003,015	\$1,402,356	\$1,521,965	9%
Non-Personnel	955,205	1,015,363	1,042,840	3%
Accident Repairs	23,878	-	-	-
Replacements	1,587,548	1,092,610	1,478,463	35%
Additions to Fleet	-	-	-	-
<b>Total Expenditures</b>	<b>3,569,646</b>	<b>3,510,329</b>	<b>4,043,268</b>	<b>15%</b>
School Revenue	3,592,875	3,913,972	4,576,238	17%
Sale of Suplus Equipment	293,646	-	-	-
<b>Total Revenues</b>	<b>3,886,521</b>	<b>\$3,913,972</b>	<b>4,576,238</b>	<b>17%</b>
<b>Change in Fund Balance</b>	<b>\$316,875</b>	<b>\$403,643</b>	<b>\$532,970</b>	<b>32%</b>
Permanent FTEs	14.00	14.00	14.00	
Temporary FTEs	-	-	-	
<b>Total Authorized FTEs</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	

**SCHOOL FLEET REPAIR SECTION**

**PERFORMANCE MEASURES**

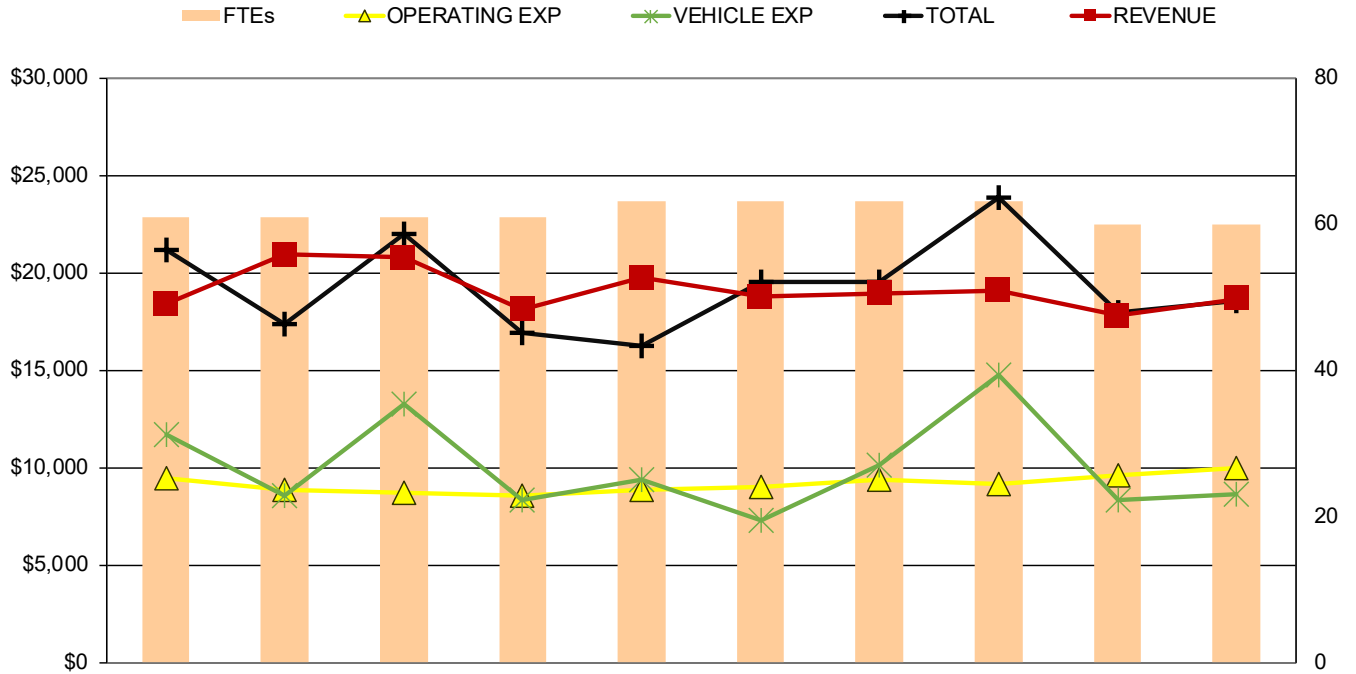
Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Buses Average Annual Maintenance & Repair	\$11,300	\$9,221	\$8,973	\$8,509	\$8,081	\$8,273
Buses Serviced	165	174	177	177	188	202

- Arlington County Public Schools continues to add newer buses to its fleet as it has over the last several years. Overall, this is causing a slight decrease in maintenance costs for the bus fleet as compared to previous years.
- Partnering with Dominion Energy, Arlington Public Schools will procure two electric 77-passenger school buses at the same price as diesel buses. This initiative will benefit our environment, our communities, and our schools.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average Annual Bus Downtime	14%	11%	7%	6%	5%	5%



**EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS**



	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Proposed Budget
<b>OPERATING EXP</b>	\$9,431	\$8,832	\$8,716	\$8,558	\$8,825	\$8,964	\$9,393	\$9,127	\$9,587	\$9,964
<b>VEHICLE EXP</b>	\$11,698	\$8,533	\$13,239	\$8,333	\$9,359	\$7,265	\$10,127	\$14,735	\$8,357	\$8,610
<b>TOTAL</b>	\$21,129	\$17,365	\$21,955	\$16,891	\$16,229	\$19,520	\$19,520	\$23,862	\$17,944	\$18,574
<b>REVENUE</b>	\$18,398	\$20,907	\$20,760	\$18,117	\$19,742	\$18,755	\$18,945	\$19,077	\$17,783	\$18,636
<b>FTEs</b>	61.00	61.00	61.00	61.00	63.00	63.00	63.00	63.00	60.00	60.00

Fiscal Year	Description	FTEs
FY 2012	<ul style="list-style-type: none"> <li>▪ Non-personnel expenses increased due to repair/renovation of the vehicle service lifts (\$256,000), increases in materials and supplies (\$83,600), contractual services (\$27,958), and internal services (\$917), partially offset by the decrease in operating equipment (\$40,000).</li> <li>▪ Additions and the transfer from the General Fund increased for the purchase of new vehicles for the conversion of HVAC maintenance from contract to County staff in the Department of Environmental Services (3 vehicles: \$104,145), additional fire protection systems inspectors in the Fire Department (1 vehicle: \$28,830), and staffing reallocated within the Department of Environmental Services for maintenance of new/remodeled facilities (1 vehicle: \$38,399).</li> <li>▪ Replacement expenses increased (\$983,690) due to unit cost increases in vehicle replacements, adjustments in vehicle configurations, parts and labor. The number of units being replaced increased from the prior year due to meeting mileage and age criteria, as well as the replacement of units which were part of the planned purchase delay in FY 2011. Included in this increase is the lease purchase of a fire vehicle (\$213,233).</li> <li>▪ Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles (\$699,618) and new vehicles being added to the fleet (\$171,374).</li> <li>▪ The one-time transfer credit in FY 2011 to the General Fund (\$375,000) was eliminated in FY 2012.</li> </ul>	
FY 2013	<ul style="list-style-type: none"> <li>▪ Non-personnel expenses decreased due to reductions in building repairs for the FY 2012 replacement of the vehicle service lifts (\$100,000).</li> <li>▪ Additions expenses increased (\$331,126) from FY 2012 for new vehicles being added to the County fleet for the additional water crew being added in the Utility Fund for FY 2013.</li> <li>▪ Replacement expenses increase (\$535,537) primarily due to a greater number of School buses being replaced in FY 2013 than in the prior fiscal year (\$986,899), which is partially offset by fewer County vehicles being scheduled for replacement in FY 2013 (\$451,362). The FY 2012 budget included replacement of County vehicles that were part of the one-time planned purchase delay in FY 2011 in addition to the normally scheduled replacements.</li> <li>▪ Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles (\$203,217), adjustments to Schools for the maintenance and replacement of the School fleet (\$469,411), and for new vehicles being added to the fleet for the Utility Fund (\$331,126).</li> </ul>	
FY 2014	<ul style="list-style-type: none"> <li>▪ Replacement expenses increased due to the off-cycle lease purchase of fire equipment (two heavy rescue units, one loader and four pumpers)</li> </ul>	

Fiscal Year	Description	FTEs
	<p>(\$1,980,953).</p> <ul style="list-style-type: none"> <li>▪ Revenues increased due to new vehicle purchases funded through lease purchase (\$1,842,205) and for the charges to other departments for the maintenance and replacement of County and School vehicles (\$1,326,348).</li> <li>▪ Additions expense and the related transfer from other funds both decreased since there are no additions to the fleet funded in the Automotive Equipment Fund (\$502,500).</li> </ul>	
FY 2015	<ul style="list-style-type: none"> <li>▪ Additions expense and the related transfer from the General Fund increased for the purchase of a new vehicle for the DES (\$42,000).</li> <li>▪ Replacement expenses decreased due to the number of configuration of vehicles slated to be replaced in FY 2015 (\$1,954,202).</li> <li>▪ Revenues decreased due to there being no lease proceeds (\$1,842,205).</li> <li>▪ Revenues decreased from charges to other departments for the maintenance and replacement of County vehicles (\$230,097).</li> </ul>	
FY 2016	<ul style="list-style-type: none"> <li>▪ The County Board added two Auto Mechanic positions for maintenance of school buses needed for APS.</li> <li>▪ The County Board reduced the size of the County’s vehicle fleet across departments, resulting in a decrease in revenue to the Auto fund (\$50,000).</li> <li>▪ Addition to fleet expense and the related transfer from the Utilities Fund increased for the purchase of two new vehicles for DES (\$100,624), offset by the removal of the cost of the purchase of a new vehicle for DES in FY 2015 (\$42,000).</li> <li>▪ Lease purchase expense increased (\$223,422), partially offset by replacement expense decreases due to the number of configuration of vehicles slated to be replaced in FY 2016 (\$135,682).</li> <li>▪ Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles (\$1,012,251).</li> </ul>	2.0
FY 2017	<ul style="list-style-type: none"> <li>▪ Additions to fleet expense and the related transfer from the Utilities Fund decrease for the purchase of two new vehicles for the DES, which occurred in FY 2016 (\$100,624).</li> <li>▪ Revenues decreased from charges to other departments for the maintenance and replacement of County vehicles (\$341,969).</li> <li>▪ Replacement expenses increased due to the number and configuration of vehicles slated to be replaced in FY 2017 (\$995,357).</li> </ul>	
FY 2018	<ul style="list-style-type: none"> <li>▪ Additions expense increased due to the purchase of vehicles for DES’ Streetlights program and a new Construction Manager in Water, Sewer, and Streets (\$185,835).</li> <li>▪ Transfer from other funds increased due to transfers from the General Fund (\$156,835) and the General Capital Projects Fund (\$29,000) for the purchase of additions to the fleet.</li> <li>▪ Vehicle replacement expenses decreased (\$1,503,879) relative to the number</li> </ul>	

<b>Fiscal Year</b>	<b>Description</b>	<b>FTEs</b>
	and configuration of vehicles replaced in FY 2017 based on mileage, condition, age, and departmental needs.	
FY 2019	<ul style="list-style-type: none"> <li>▪ Non-personnel decreased due to adjustments to the annual expense for maintenance and replacement of County vehicles (\$26,112).</li> <li>▪ Vehicle replacement expenses increased (\$668,818), partially offset by a decrease (\$251,411) in Lease Purchase expenses.</li> <li>▪ Increased the Sales of Surplus Equipment (\$50,000).</li> </ul>	
FY 2020	<ul style="list-style-type: none"> <li>▪ Eliminated two vacant Mechanic positions and a vacant Trades Worker IV position (\$276,947).</li> <li>▪ Vehicle replacement expenses increased primarily due to the current rental book replacement schedule (\$1,744,972), and the addition of a vehicle to support a new position in the Utilities Fund (\$47,000)</li> <li>▪ Decreased Lease Purchase expenses (\$94,393).</li> <li>▪ Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles (\$101,020) and a transfer from the Utilities Fund for a vehicle addition (\$47,000).</li> </ul>	(3.0)