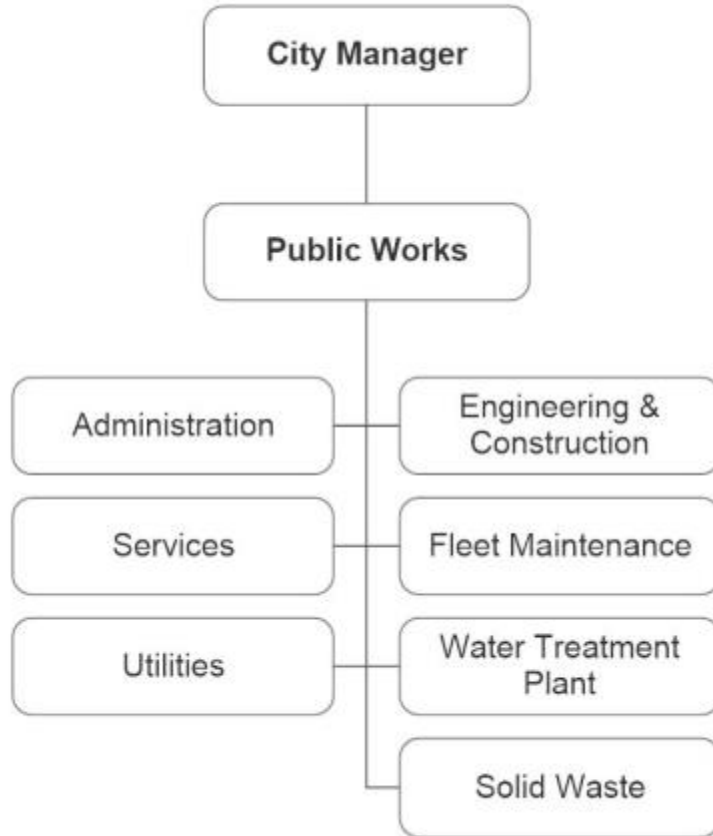




Department of Public Works
Budget
FY 2024



Public Works Team

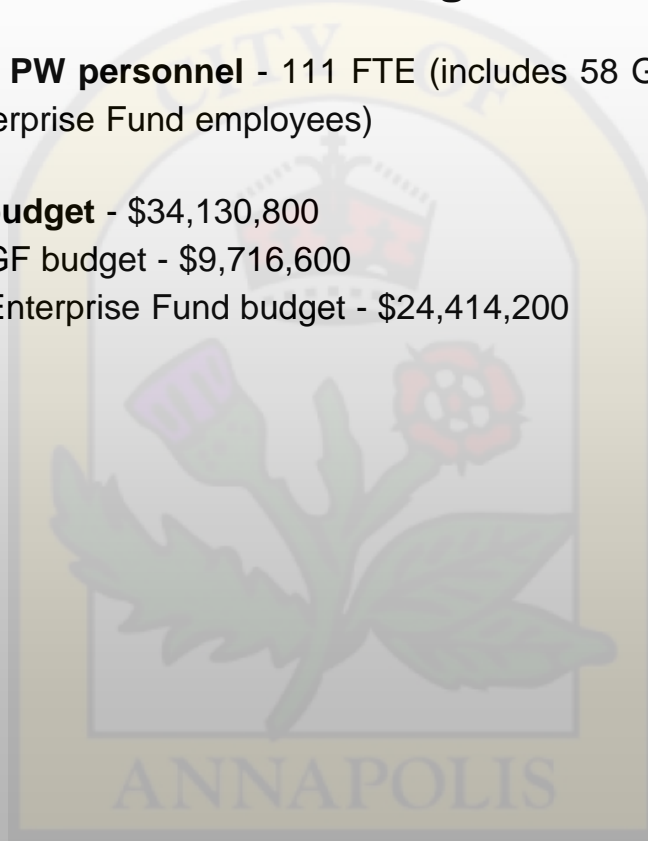
- **Public Works Administration (5 FTE):** Director, Assistant Director, Public Works Analyst, Administrative Office Associate, and Accounting Associate II
- **Engineering & Construction (15 FTE):** Chief Engineer, Stormwater Program Manager, 6 Project Managers (Civil Engineer II), 2 Stormwater Engineers, 2 Environmental Compliance Inspectors, 2 Public Works Inspectors, and CAD Technician.
- **Water Plant (11 FTE):** Superintendent, Assistant Superintendent, Instrumentation Technician, 5 Water Plant Operators, Utility Mechanic II, Equipment Operator II, and Maintenance Worker I
- **Utility Division (26 FTE):** Superintendent, Assistant Superintendent, and Office Associate IV
 - **Wastewater Collection (Sewer Fund):** Utility Supervisor, Utility Mechanic III, Utility Mechanic II, Equipment Operator III, Equipment Operator II, and Equipment Operator I
 - **Stormwater Management (Watershed Restoration Fund):** Equipment Operator III, Equipment Operator I, and Maintenance Worker I
 - **Water Distribution (Water Fund):** 2 Utility Supervisors, 2 Meter Technicians II, Meter Technician I, Utility Mechanic III, Equipment Operator III, 4 Equipment Operators II, Underground Utility Locator, and 2 Equipment Operators I

Public Works Team (continued)

- **Public Works Services Division (40 FTE and 5 Temporary):** Superintendent, Office Associate IV, and Public Works Communications Operator
 - **General Government Buildings:** Facilities Maintenance Supervisor, 2 Facilities Maintenance Engineers II, Facility Maintenance Engineer I, and 2 Facility Maintenance Technicians
 - **Streets:** Supervisor, 2 Equipment Operators III, 3 Equipment Operators II, 14 Equipment Operators I, Mason II, Mason I, 6 Maintenance Workers I, and 5 Temporary Maintenance Workers
 - **Traffic Control & Maintenance:** Traffic Technician II, Traffic Technician I, and Maintenance Worker II
- **Fleet Division (9 FTE):** Fleet Manager, Fleet Maintenance Technician III, 4 Fleet Maintenance Technicians II, 2 Fleet Maintenance Mechanics I, and Public Works Services Worker
- **Solid Waste Division (Refuse Fund) (4 FTE):** Solid Waste Contract Administrator, Office Associate IV, Equipment Operator II, Equipment Operator I

Public Works FY2024 budget summary

- **Number of PW personnel** - 111 FTE (includes 58 GF employees and 53 Enterprise Fund employees)
- **Total PW budget** - \$34,130,800
 - PW GF budget - \$9,716,600
 - PW Enterprise Fund budget - \$24,414,200



FY2023 Highlights

- Instituted additional training for entire department, including defensive driving and specific training endeavors for each division
- Updated street listing for internal and external use
- Specific training endeavors to promote staff advancement and fulfilling departmental needs, such as CDL training, stationary engineer classes for Buildings (Facilities) division, additional training for employees to obtain water wastewater licenses
- Revamped statistical data collection and reporting
- Continued with efforts to reamp the DPW webpages
- Prepared fliers for customer service education for proper curbside collection set out
- Continued social media campaign for solid waste/recycling customer education
- Hillman Garage development agreement was completed, financing by the developer was finalized, and reconstruction started in May with completion expected in Summer 2023
- Design and permitting of the City Dock Resilience and Revitalization project is ongoing, with extensive public outreach and input

FY2023 Highlights (continued)

- Continued construction of new Public Works Maintenance Facility on Hudson Street, completion expected in May 2023
- Coordinated downtown projects, including water main replacement, Hillman Garage reconstruction, and the State's Legislative Services Building Construction
- The City's MS4 Annual Report was submitted to Maryland Department of the Environment, including an updated stormwater infrastructure map, BMP inspection information, a Restoration Plan, and Stormwater Pollution Prevention Plans for all City Departments
- Purchased the following vehicles for City operations: two (2) electric passenger vehicles, five (5) hybrid police cruisers, three (3) half-ton pickup trucks, one (1) hazmat vehicle, one (1) utility body truck, three (3) sport utility vehicles, one (1) street sweeper, one (1) lawn mower, two (2) cargo vans, and one (1) fire pumper.
- Finalized design of Church Circle traffic signal replacement project and began construction
- Created new Stormwater division and added two new positions; Stormwater Program Manager and an additional Environmental Compliance Inspector

FY2023 Highlights (continued)

- Completed permanent traffic calming project on Melvin Avenue
- Resurfaced 2.06 miles of roadway
- Contract awarded for General Sidewalks capital project for sidewalk reconstruction
- Undertook repairs to Gotts Court Parking Garage
- Installed a fire suppression and alarm system at Eastport Fire Station
- Lined 1,000 linear feet of wastewater mains
- Televised 2,300 linear feet of wastewater mains to inspect for future maintenance
- Installed new water mains on School Street, Church Circle, and College Avenue
- Repaired manhole and replaced damaged sidewalk at Knighton Garage
- Scope of work for a stormwater outfall risk assessment scope was developed
- Procedures for grading permits and erosion & sediment control were enhanced and coordinated with implementation of Energov
- Truxtun Heights Stormwater Management capital project survey and design work undertaken and community outreach ongoing.
- Community outreach ongoing for Barbud Lane improvements

Calendar Year 2022 Highlights

Utilities

- Addressed multiple water main breaks
- Replaced 234 meters
- Cleaned more than 100,000 LF of sewer pipe and 600 catch basins

Streets

- Repaired 454 SF of sidewalk
- Swept 5,666 miles of street
- Painted 12,761 LF of red curb
- Repaired 1,066 potholes

Facilities Performed 685 Work Orders

Solid Waste/Refuse

- Implemented new containerized garage protocol
- Performed customer outreach/education in selected communities
- Collected 7,931 tons of refuse, 2,816 tons of recycling and 1,907 tons of yard trim

Fleet Maintenance

- Performed 581 preventive maintenance repairs

Water Plant

- Produced more than 1,248 million gallons of potable water

FY 2024 Goals

- Provide excellent drinking water and sewer collection services to our customers
- Maintain a high quality street system that supports vehicles and bicyclists, and continue with repair and replacement of sidewalks to maintain a walkable Annapolis
- Provide reliable collection of trash, recycling and yard trim for all customers
- Provide reliable maintenance of City vehicles and buildings
- Provide professional project management and oversight of capital projects

Goal 1

Maintain clean, serviceable streets

Objectives:

- Ensure streets are pothole free
- Ensure streets are clean

Benchmarks:

- 2,500 potholes repaired
- 7,500 miles of streets sweeping

Performance Measures:

1. Number of potholes repaired. (1,066)
2. Number of miles swept with mechanical street sweeper. (5,666 miles)

Goal 2

Provide functional City buildings in a cost effective manner

Objectives:

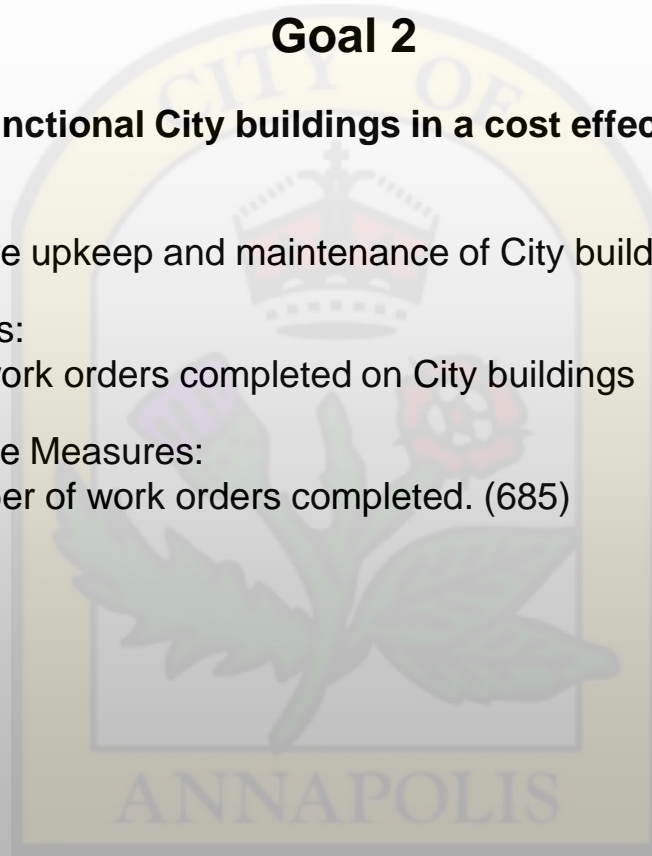
- Ensure upkeep and maintenance of City buildings

Benchmarks:

- 750 work orders completed on City buildings

Performance Measures:

1. Number of work orders completed. (685)



Goal 3

Provide high quality, safe drinking water to all customers

Objectives:

- Implement an effective asset management system for the water distribution system.

Benchmarks:

- 5,000 feet of water mains scanned for leaks.
- 300 water valves exercised, tested and inspected.
- 5,000 feet of water lines replaced.

Performance Measure:

1. Linear feet of water mains scanned for leaks. (117,400 linear feet)
2. Number of water valves exercised, tested and inspected. (171)
3. Linear feet of water lines replaced. (2,464 linear feet)

Goal 4

Provide worry-free utilities services to all customers

Objectives:

- Implement an effective asset management system for the sewer collection system.

Benchmarks:

- 20,000 feet of sewer mains inspected via Closed Circuit Television (CCTV).
- 100 sewer manhole inspections.
- 6,000 feet of sewer lines relined or replaced.

Performance Measures:

1. Linear feet of sewer mains inspected. (5,099 linear feet)
2. Number of sewer manhole inspections. (42)
3. Linear feet of sewer lines relined or replaced. (14,494 linear feet)

Goal 5

Practice highly effective asset management on the utility systems

Objectives:

- Maximize the preventive maintenance of sewer lines.
- Inspect all fire hydrants annually.
- Maximize the preventive maintenance of storm drains.
- Produce high quality drinking water.

Benchmarks:

- 200,000 feet of sewers checked and cleaned.
- 100% of fire hydrants (1,300) inspected.
- 12,500 feet of storm drain pipes checked and cleaned.
- No water quality issues annually.

Performance Measures:

1. Linear feet of sewer mains maintained. (265,876 linear feet)
2. Number of fire hydrants inspected. (61)
3. Linear feet of storm drain pipes maintained. (850 feet)
4. Number of water quality issues found. (0)

Goal 6

Provide high quality, environmentally friendly solid waste service to residents

Objectives:

- Maximize customer service provided to residents (minimize validated complaints received by customers).
- Maximize the collection of recyclable materials.
- Maximize the collection of yard trim.
- Maximize the diversion rate of materials going to a landfill.

Benchmarks:

- No more than 10 validated complaints each month.
- 3,500 tons of recycling collected.
- 1,500 tons of yard trim collected.
- 12-month rolling diversion rate greater than 45%.

Performance Measures:

1. Number of validated customer complaints. (0)
2. Tons of recycling collected. (2,817 tons)
3. Tons of yard trim collected. (1,907 tons)
4. 12-month rolling diversion rate (%). (40%)

Goal 7

Provide reliable, serviceable fleet assets to internal City customers in a cost effective manner

Objectives:

- Optimize the average age of the fleet for the Fire Department, Police Department and all other City departments.
- Maximize the number of Preventive Maintenance (PM) orders performed.
- Minimize the number of emergency road calls that have to be made.

Benchmarks:

- Average Age of Fleets: Fire Dept. – 7 years, Police Dept. – 7 years, All other depts. – 8 years.
- 400 PMs performed.
- No more than 250 road calls.

Performance Measures:

1. Average age of Fire Department - 8.1 years, Police Department - 8.0 years, and all other department fleets - 11.2 years.
2. Number of PMs performed. (581)
3. Number of emergency road calls. (69)

Goal 8

Recapitalize City infrastructure assets (streets, sidewalks, utilities) in an effective and cost efficient manner

Objectives:

- Implement a pavement management system to achieve a 20-year service life for all City streets.
- Implement an effective sidewalk replacement program.
- Ensure water distribution system recapitalization.
- Ensure sewer collection system recapitalization.

Benchmarks:

- 4.5 miles streets resurfaced.
- 15,000 square feet of sidewalks replaced.
- 5,000 feet of waterlines replaced.
- 6,000 feet of sewer mains relined or replaced.

Performance Measures:

1. Miles of streets resurfaced. (2.06 miles)
2. Square feet of sidewalks replaced. (1,819 square feet)
3. Linear feet of waterlines replaced. (2,464 linear feet)
4. Linear feet of sewer mains relined or replaced. (14,494 linear feet)

Goal 9

Complete capital projects on time and within budget

Objectives:

- Ensure on-time completion of key capital projects.
- Ensure on-budget completion of key capital projects.

Benchmarks:

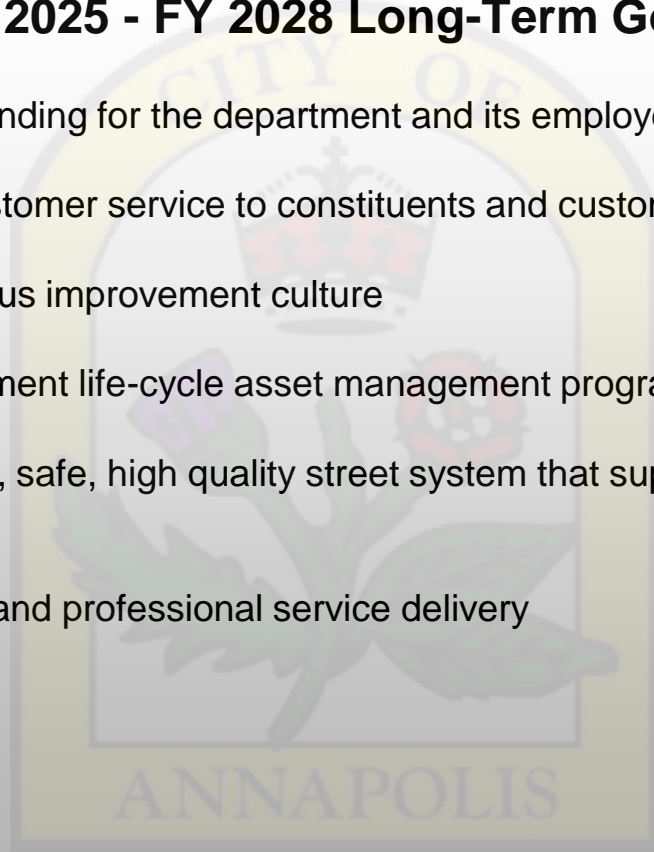
- All projects completed on time.
- All projects completed within budget.

Performance Measures:

1. Number of projects completed by scheduled completion date.
2. Actual project costs compared to project budget.

FY 2025 - FY 2028 Long-Term Goals

1. Achieve national standing for the department and its employees via APWA Certification
1. Provide superior customer service to constituents and customers
1. Establish a continuous improvement culture
1. Establish and implement life-cycle asset management programs for City assets
1. Maintain a complete, safe, high quality street system that supports vehicles, cyclists and pedestrians
1. Provide responsive and professional service delivery



Performance Measures

- **What performance measures were most successfully completed in 2022**
 1. Linear feet of water mains scanned for leaks
 2. Linear feet of sewer mains relined or replaced and maintained
 3. Preventive Maintenance (PM) of vehicles
- **What performance measures were least successfully completed in 2022**
 1. Linear feet of storm drain pipes maintained
 2. Average age of Fire, Police and Other Vehicle Fleets exceeds the goals
 3. Square feet of sidewalks replaced

Summary of Budget Requests

General Fund: Administration Budget Summary

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$762,430	\$791,000	\$827,800	\$806,500	\$836,000
Contractual Services	\$25,083	\$42,000	\$42,000	\$32,800	\$167,600
Supplies and Other	\$5,683	\$8,600	\$8,600	\$8,600	\$8,800
TOTAL	\$793,196	\$841,600	\$878,400	\$847,900	\$1,012,400

General Fund: Engineering & Construction Budget Summary

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$1,145,276	\$1,196,000	\$1,226,700	\$1,176,200	\$1,212,300
Contractual Services	\$85,758	\$113,500	\$188,500	\$187,700	\$261,600
Supplies and Other	\$11,411	\$70,200	\$77,200	\$75,200	\$18,700
TOTAL	\$1,242,445	\$1,379,700	\$1,492,400	\$1,439,100	\$1,492,600

General Fund: Streets Budget Summary

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$2,595,804	\$2,891,000	\$3,055,100	\$2,972,400	\$3,060,700
Contractual Services	\$799,247	\$847,800	\$847,800	\$842,200	\$1,160,500
Supplies and Other	\$68,165	\$77,800	\$77,800	\$73,800	\$80,900
Capital Outlay	\$0	\$0	\$0	\$0	\$70,000
TOTAL	\$3,463,216	\$3,816,600	\$3,980,700	\$3,888,400	\$4,372,100

General Fund: Snow Budget Summary

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$44,964	\$41,500	\$41,500	\$2,300	\$41,500
Contractual Services	\$48,942	\$105,500	\$105,500	\$42,200	\$35,500
Supplies and Other	-\$2,238	\$53,000	\$53,000	\$2,500	\$53,000
TOTAL	\$91,668	\$200,000	\$200,000	\$47,000	\$130,000

General Fund: Traffic Control & Maintenance Budget Summary

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$201,942	\$251,200	\$238,400	\$180,300	\$261,200
Contractual Services	\$51,596	\$55,300	\$55,300	\$55,300	\$51,000
Supplies and Other	\$17,687	\$17,900	\$17,900	\$17,300	\$28,700
TOTAL	\$271,225	\$324,400	\$311,600	\$252,900	\$340,900

General Fund: Facilities Budget Summary

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$494,916	\$657,600	\$625,100	\$406,900	\$644,500
Contractual Services	\$903,625	\$1,409,300	\$1,508,400	\$1,508,400	\$1,526,800
Supplies and Other	\$5,412	\$7,000	\$10,000	\$9,200	\$7,300
Capital Outlay	\$0	\$0	\$0	\$0	\$190,000
TOTAL	\$1,403,952	\$2,073,900	\$2,143,500	\$1,924,500	\$2,368,600

Sewer Fund Budget Summary- Expenses

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$599,465	\$1,254,500	\$1,254,500	\$978,100	\$1,232,600
Contractual Services	\$3,738,825	\$4,434,100	\$4,434,100	\$4,385,900	\$4,419,400
Supplies and Other	\$39,469	\$62,000	\$62,000	\$62,000	\$65,100
Debt Service	\$341,914	\$868,000	\$868,000	\$861,500	\$1,216,000
Interfund Transfers	\$468,817	\$1,936,000	\$1,936,000	\$2,015,000	\$1,212,200
TOTAL	\$5,188,490	\$8,554,600	\$8,554,600	\$8,302,500	\$8,145,300

Water Fund Budget Summary - Expenses

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$2,215,199	\$2,714,500	\$2,714,500	\$2,497,100	\$2,710,700
Contractual Services	\$1,069,796	\$1,329,800	\$1,329,800	\$1,275,700	\$1,343,800
Supplies and Other	\$247,086	\$340,600	\$340,600	\$328,600	\$409,900
Debt Service	\$1,093,861	\$3,252,000	\$3,252,000	\$3,249,200	\$3,645,000
Interfund Transfers	\$2,177,575	\$2,315,000	\$2,315,000	\$2,321,400	\$2,538,100
TOTAL	\$6,803,518	\$9,951,900	\$9,951,900	\$9,672,000	\$10,647,500

Watershed Restoration Budget Summary- Expenses

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$730,185	\$986,600	\$986,600	\$854,200	\$945,000
Contractual Services	\$101,816	\$169,800	\$169,800	\$109,200	\$291,600
Supplies and Other	\$28,654	\$59,000	\$59,000	\$42,300	\$71,900
Debt Service	\$10,036	\$62,000	\$62,000	\$63,400	\$96,000
Interfund Transfers	\$1,254,000	\$1,563,000	\$1,563,000	\$1,563,000	\$189,000
TOTAL	\$2,124,691	\$2,840,400	\$2,840,400	\$2,632,100	\$1,593,500

Refuse Fund Budget Summary- Expenses

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$412,204	\$492,000	\$492,000	\$467,800	\$504,100
Contractual Services	\$1,771,122	\$1,948,400	\$1,948,400	\$1,892,100	\$2,154,400
Supplies and Other	\$720,166	\$940,100	\$940,100	\$911,500	\$971,400
Debt Service	\$3,804	\$37,000	\$37,000	\$37,000	\$17,000
Interfund Transfers	\$281,000	\$330,000	\$330,000	\$330,000	\$381,000
TOTAL	\$3,188,296	\$3,747,500	\$3,747,500	\$3,638,400	\$4,027,900

Fleet Replacement Fund Budget Summary- Expenses

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Capital Outlay	\$193,910	\$1,500,000	\$2,300,000	\$2,300,000	\$3,392,300
Debt Service	\$156,776	\$1,157,000	\$1,157,000	\$1,157,000	\$1,257,000
TOTAL	\$350,686	\$2,657,000	\$3,457,000	\$3,457,000	\$4,649,300

Fleet Operations Fund Budget Summary- Expenses

	FY 2022 Actual	FY 2023 Original Budget	FY 2023 Adjusted Budget	FY 2023 Projected	FY2024 Proposed
Salaries and benefits	\$688,108	\$974,500	\$974,500	\$917,400	\$970,500
Contractual Services	\$682,742	\$717,950	\$717,950	\$691,900	\$774,300
Supplies and Other	\$727,097	\$769,950	\$769,950	\$730,000	\$896,900
TOTAL	\$2,097,948	\$2,462,400	\$2,462,400	\$2,339,300	\$2,641,700

Changes from FY 2023

Contract Services

- **Public Works Administration** – Contract services Increase of \$125,000 for City Dock Consultant, \$600 increase for inflation for existing services
- **Engineering & Construction** – Contract services Increase of \$73,100 includes \$41,000 for new construction inspections services, additional \$32,000 to cover additional services of contractual traffic engineer from funding for biweekly to weekly, \$100 inflation costs for existing services. Decrease of \$42,000 in Supplies and other due to one-time funding for Edgewood Rd crosswalk and Wells Cove access improvements funded in FY23
- **Streets** - Contract services increase of \$318,300 includes \$279,000 for Skipper's Lane, \$9,500 increase for vehicle maintenance, \$19,500 increase street lighting and replacement equipment, and 4% inflation increase for existing services provided. Supplies increase of 4% for inflation, and additional \$70,000 shown for brine spreading equipment.
- **Traffic Control & Maintenance** - Contract services increase of 4% for inflation and vehicle maintenance expenses, Supplies increase of \$10,800 due to inflation and additional costs for thermoplastic materials.
- **Snow & Ice** – No change in funding request, brine equipment enhancement moved to Streets.
- **Facilities** - Contract services increase of \$117,500 includes 4% inflation increase for existing services, \$24,500 for armed guard at City Hall, \$50,000 for increase in cleaning at Eastport Fire Station and new PW maintenance facility, \$17,000 rent increase for 45 Gorman St required by contract, additional funding for vent cleaning.

Changes from FY 2023

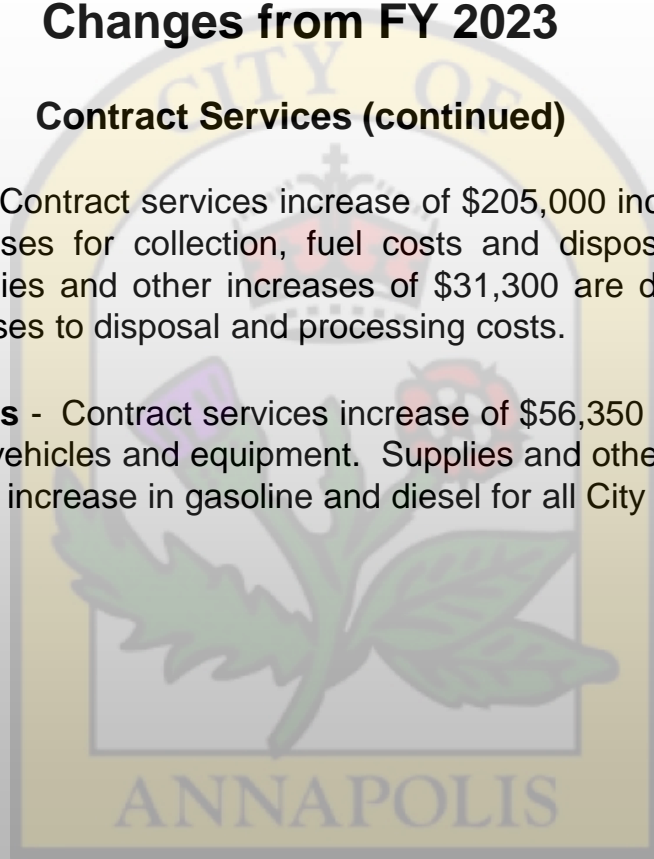
Contract Services (continued)

- **Sewer** - Contract services Increase of \$14,700 for reclamation facility, 4% inflation for existing services provided.
- **Water** - Contract services increase of \$14,000 for inflation costs of existing services, \$69,300 increase of Supplies and other includes \$41,000 for inspection services for new development, and \$28,300 increase in water production chemical costs, pipe and other material costs due to inflation.
- **Watershed Restoration** - Contract services increase of \$121,800 includes \$50,000 in funding for maintenance of city-owned BMPs, \$41,000 for inspection services of stormwater infrastructure improvements for new developments, \$30,000 for improvements to website and community education. Supplies and other increase of \$12,900 for additional expenses for education, memberships and supplies for Stormwater Program staff and crew.

Changes from FY 2023

Contract Services (continued)

- **Refuse Fund** – Contract services increase of \$205,000 includes contractually obligated increases for collection, fuel costs and disposal and processing services. Supplies and other increases of \$31,300 are due to contractually obligated increases to disposal and processing costs.
- **Fleet Operations** - Contract services increase of \$56,350 based on actual expenses of all vehicles and equipment. Supplies and other increase of \$126,950 due to increase in gasoline and diesel for all City vehicles.



Fleet Replacement FY 2024

- Total FY2024 Budget for Fleet Replacement - \$3,300,000
- Planned purchases include new medic unit; replacement of 15 to 20 police vehicles, PW front loader, air compressors, and gasoline SUVs with electric SUVs; and 10% local match for buses (up to \$170,000)
- Remaining funds will be used for replacement of highest priority vehicles on the replacement schedule

Enhancements

- **Oxford Landing Light Fixtures (General Fund, Streets):** \$25,000 to replace 25 City-owned street light fixtures in the Oxford Landing community to LED to match the HOA-owned fixtures in the Oxford Landing community. This is a one-time request which will result in slightly lower energy costs.
- **APD Carpet Replacement 2nd Floor (General Fund, Buildings):** \$40,000 to replace the carpet on the second floor of the police station. The carpeting is very old and needs immediate replacement due to tripping hazards that have formed in multiple locations.
- **APD Front Door Replacement (General Fund, Buildings):** \$25,000 to replace the front door/storefront of the police station that has rotted beyond repair and needs to be replaced.
- **Brine Production Machine and Distribution Tanks for Vehicles (General Fund, Snow & Ice):** \$70,000 for the purchase of a brine production machine and two 1,000 gallon spray tanks. This will allow DPW to pretreat the City's roadways with a brine solution ahead of snowstorms, and be consistent with our sustainability goals by reducing the environmental footprint caused by traditional salt spreading, and will result in a 30% reduction in roadway salt use. This enhancement request was previously approved in the FY23 operating budget, but was unable to be installed at the new PW maintenance facility prior to the end of FY23.

Enhancements (continued)

- **Facilities Asset Management Plan (General Fund/Buildings):** \$100,000 to complete a comprehensive management plan for all City buildings. The plan will include an inventory of all equipment and building features (includes HVAC systems, roof type, electrical equipment, exterior finishes, flooring, and other specialized equipment), a condition assessment for all buildings, a corrective maintenance and repair plan with cost estimates, and a detailed preventive maintenance plan and schedule for each building.
- **Skipper's Lane (General Fund/Streets):** \$279,000 to fund the extension of Skipper's Lane across the American Legion property on Forest Drive as part of and in coordination with the extension of Skipper's Lane across the Willows and Providence Point developments.



Questions?