

TILLAMOOK COUNTY, OREGON

EMERGENCY OPERATIONS AND MANAGEMENT PLAN

ANNEX P

RESOURCE MANAGEMENT

I. PURPOSE

The purpose of this annex is to provide a uniform approach in addressing all resource allocation including donated goods. This resource management annex will describe the means, organization and process by which Tillamook County will find, obtain, allocate and distribute resources to satisfy needs that are generated by an emergency.

II. SITUATION AND ASSUMPTIONS

The situation and assumptions section describes the planning environment for the resource management function, i.e.; factors that directly impact the ability of Tillamook County to satisfy resource demand and manage support activities during response operations. Factors to be considered include:

A. Situation

1. Hazards:

The situation and assumptions section should outline the potential for emergencies requiring the resource management function. In particular, the section could highlight potential critical resource shortages (e.g., power, fuel in winter, potable water in times of drought or as a secondary effect of heavy flooding) and credible emergency scenarios that would deplete responding agencies resources. Possible effects on the transportation and distribution network also should be noted.

2. Resources:

Complete listings of resources and planned requirements should be maintained in attachments to the plan, a resource manual/database, or in organizational SOPs, as appropriate. However, the situation section can summarize the jurisdiction's status for general resource categories, such as: personnel (including volunteer skilled labor and professionals), communications equipment, vehicles for passengers, cargo, and debris removal (e.g., dump trucks and garbage trucks), heavy equipment for public works application (e.g., cranes, road graders, etc.) and materials handling (e.g., fork lifts, conveyor belts) pumps, useful materials and tools such as fuel, sand, sandbags, plastic sheeting (for roof repair, etc.), shovels, picks, chainsaw, hatchets, etc.

Mass care supplies such as medicine and first aid supplies, potable water; food; bedding, blankets and cots, sanitation supplies (e.g., portable toilets), lighting (lanterns, candles, portable generators, etc.)

3. *Mutual Aid.*

The situation and assumptions section can also note the jurisdiction's participation in mutual aid agreements.

B. Assumptions

1. *Information:*

A resource inventory or database will be maintained by Tillamook County Emergency Management or by our assigned Resource Manager.

2. *Initial sustainability.*

Response agencies will need to sustain themselves during the first 24 hours of an emergency. Households and businesses located in the area directly affected by the emergency situation should be able to sustain themselves during the first 72 hours of an emergency. (An ongoing public information activity will help ensure that the population knows what to include in a disaster supply kit.)

3. *Evacuee Support.*

Evacuees located in a mass care facility should receive necessary life sustaining services from the facility that they are admitted to.

4. *Donations.*

A resource management annex should acknowledge the potential for donations, given any emergency—even a forecast emergency—which generates sustained media coverage.

5. *Availability of volunteers.*

Performance of the resource management function will depend on the availability of a large pool of volunteers. Offers of help will be received and coordinated through the Tillamook County Emergency Management.

6. *Access to Mutual Aid.*

If Tillamook County is depending on mutual aid to cover resource shortfalls, it assumes some parties to the agreement will themselves be affected and unable to provide the resources.

7. *Availability of aid from a higher level of government.*

Pressure on the resource management function to supply unmet needs of response agencies may be reduced by assistance from the next higher government. (However, the resource management function will still be necessary given uncertainty over the timing, form, and amount of that assistance relative to the jurisdiction's needs. Resource management planning is also necessary to generate detailed information on needs and logistics that the higher level of government may not have.)

III. CONCEPT OF OPERATIONS

This section will describe how the resource management organization will be activated and the sequence of tasks it will perform. It will also set forth resource management policies (if these are not described in a separate “Policies” section).

A. **General**

Priorities. Disaster victims will take precedence in the allocation of resources. Specific priorities will be set by the **Resource Manager** in consultation with the Director of Emergency Management, or a designated official at the EOC.

1. *Initial sustainability.*

Response agencies will need to sustain themselves during the first 24 hours of an emergency.

2. *Supplier of last resort.*

Emergency services agencies should exhaust their own channels of support (e.g., mutual aid agreements with similar agencies in other jurisdictions) before turning to the resource management function.

B. **Sequence of activities**

1. *Notification:*

The **Resource Manager** should be among those initially notified of an emergency. When warning is available, suppliers with whom agreements exist should be notified of the intent to activate the agreements.

2. *Activation and deployment*

The Director of Emergency Management or other designated official activates the resource management function. This function is an element of the Incident Command structure and will have identified County staff positions and volunteer staff that will perform the function at the EOC, regardless of the scope of the activation. The **Resource Manager’s** discretion and authority to activate the additional facilities and personnel—for example, a Donations Coordination Team and associated telephone banks, donations receiving areas, checkpoints, and warehouses should be indicated.

3. *Emergency activity.*

The concept of operations should address four basic concerns of emergency resource management activity: determining needs, obtaining supplies, maintaining financial and legal accountability, and distributing supplies.

C. Determining Needs

1. *Needs assessment (ongoing).*

During the response phase the Incident Commander will identify any resource shortfalls to the EOC Manager. At first, this may be a matter of anticipating needs based on preliminary damage assessments and past experience. The **Resource Manager** should relay to the resource management organization all needs determined by the Incident Commander or other designated official. All agencies should be tasked to report to resource management—whether directly or through the EOC Manager—any needs they are unable to meet through their own channels as the emergency progresses. For its part, the resource management organization must ensure that it extracts the essential information from those who report a need. Essential information includes:

- a. WHAT is needed and WHY, as specifically as possible (since a different item might work as well or better and be readily available.)
- b. HOW much is needed.
- c. WHO needs it?
- d. WHERE is it needed?
- e. WHEN is it needed?

D. Prioritization (ongoing)

The **Resource Manager** will apprise “the **Needs Group**” of priorities set by the Incident Commander or a designated representative. A formal classification system may be useful. Note that among the highest priorities may be satisfying needs of the resource management organization, e.g., securing the use of any additional facilities required by the Resource Manager.

1. *Follow-up.*

Resource requests should be logged, prioritized, passed on to those responsible for obtaining and committing resources, and then tracked (as Pending, En Route, Met, etc.) via subsequent feedback from “the **Supply Group**,” “the **Distribution Group**,” and the requesting party. The **Resource Manager** should receive reports on a regular basis about the needs and the status of requests.

E. Obtaining supplies

1. *Notification of suppliers.*

When warning is available, the **Supply Group** should notify suppliers with whom agreements exist of the jurisdiction’s intent to activate the agreement. Availability of supplies should be validated and key items should be reserved.

2. *Evaluation of requests against known supplies (ongoing)*

Upon receipt of a request, the **Supply Group** should attempt to fill the need with jurisdictional resources or resources for which agreements are in place. If the needed resource is on hand, the **Supply Group** contacts the supplier, confirms transportation responsibilities and provides necessary information

(e.g., to pass checkpoints), notifies the **Distribution Group** of the incoming resource (or of the need to pick it up) and its priority, and informs the **Need Group** that action has been taken on the request. If the needed resource is not listed amount prearranged supplies, the next step is to see if a workable offer to donate is has been made (assuming a Donations Coordination Team has been activated). If not, the options are to procure (or hire) or to solicit a donation of the needed resource.

3. *Procurement and Hiring.*

When requests are of high priority for the jurisdiction, an expedited procurement or hiring process may be in order. Procurement involves contacting suppliers, negotiating terms (in coordination with the **Tillamook County Board of Commissioners, Office of the Treasurer and Legal Council** if necessary), making transportation arrangements, notifying the **Distribution Group**, and notifying the **Needs Group** of action taken. Hiring can take advantage of local or State job service records and personnel, and “applicant supply files” the Tillamook County Department of Personnel maintains qualifications for particular types of positions, etc., in order to fill positions.

4. *Maintaining financial and legal accountability.*

The **Tillamook County Treasurer or designated financial officer** should keep the **Resource Manager** and the **Supply Group** aware of their authorized budget, log and process transactions, track accounts, and secure access to more funding as necessary and feasible (e.g., ensuring jurisdictional access to cash donations, where law permits). The **Legal Council** should keep them aware of their legal obligations—and also of any special powers granted by law to expedite their tasks.

F. Distributing goods and services.

1. *Activating and operating key facilities.*

The **Resource Manager** should determine what facilities (e.g., donations receiving areas, check points, warehouses) will be required to handle the flow of resources into and through the jurisdiction. The **Resource Manager** should then direct the **Distribution Group** to set up and operate the facilities.

2. *Traffic Control.*

The **Distribution Group** should ensure that high priority resources are dispatched quickly to where they need to be. Unnecessary traffic should be held back or rerouted.

3. *Hauling.*

Procurement and donations efforts should try to ensure that suppliers of a resource also supply transportation for it: Since County transportation resources may be almost fully committed. However, the **Distribution Group** may be tasked to pick up resources.

4. *Reporting and coordination.*

From the EOC, the **Distribution Group** would notify checkpoints and other facilities (as applicable) of incoming resources to expect, as well as their priority designation. Checkpoints and other facilities (as applicable) would provide regular reports on resources passing through (or inventory), allowing the **Distribution Group** to track location of resources and timeliness of delivery.

G. Post-emergency activity (recovery)

When needs have largely been met, the crisis subsides, and the Tillamook County government can begin to function in its normal, day-to-day mode, the resource management function will have to address four areas:

1. *Disposal of excess stocks.*

Loaned equipment will have to be returned to its owners. Surplus property can be dealt with through normal procedures—except perhaps where hazardous materials are concerns. Warehouse space may be needed for excess donations as local and area volunteer agencies attempt to absorb them; A Donations Coordination Team would then have a role in finding takers for the excess.

2. *Stand down.*

Facilities and staff should be deactivated as soon, as is feasible, with all reports and documentation filed.

3. *Financial settlement.*

The jurisdiction may need to reimburse or compensate the owners of private property. It may also have to submit required reports that address the jurisdiction's financial liability for any assistance received under the Stafford Act.

4. *Appreciation acknowledgement.*

Suppliers and donors should receive acknowledgement, as feasible and in coordination with the County Board of Commissioners. New suppliers might be polled about their interest in developing a memorandum of agreement in time for the next emergency.

H. Coordination with Volunteer Agencies

The resource management annex will address how the jurisdiction's government will coordinate its resource management activities with voluntary agencies' own donation management efforts. It also should address policies on use of volunteer labor.

1. *Local, State and Federal Coordination.*

The resource management annex should describe what relationship, if any, the resource management function has to the resource support efforts of the next higher level of government. For example, local and State donations management planning should recognize that an 800 number and technical assistance are available through FEMA upon request.

IV. **Organization and Assignment of Responsibilities**

The organizational scheme used here is conceptual. (See flowchart, next page) is conceptual. It was meant to reflect the process of resource management activity; determine needs, finds a source for meeting the needs, ensure financial and legal accountability, and transport and distribute the resources. The donations management work will be assigned to voluntary agencies and the Donations Coordination Team will be represented by Salvation Army, Red Cross, Tillamook County Volunteers, Disaster Response Inc, Performance Partnership, other volunteer groups and individuals as needed. The following types of tasking will be performed for resource management, and could be assigned to individuals and organizations as listed in the left margin below:

A. Resource Manager: Upon arrival at the EOC:

1. Directs and supervises the activities of the Needs, Supply and Distribution Group.
2. Coordinates with the EOC Manager and key organizations' representatives in the EOC regarding needs and priorities for meeting them.
3. During the emergency, monitors potential resource shortages in the jurisdiction and advises the Emergency Manager on the need for action.
4. Identifies facilities/sites that may be used to store needed resources and donations.
5. Determines the need for and directs activation of facilities necessary for the coordinated reception, storage and physical distribution of resources.
6. Make arrangements for workspace and other support needs for resource management staff.

B. Needs Group: Receives requests and reports on the functions success in meeting needs, under Resource Manager. (Includes Needs Analyst and Needs Liaisons.)

C. Needs Analyst: When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.

1. During multiple scene emergencies or disasters, monitors resource demands from Incident Command Logistics Officers and maintains list of all staging area resources, itemized by incident location.
2. Tabulates needs assessment and specific requests.
3. Prioritizes needs for Supply Group, with concurrence of Resource Manager.
4. Provides regular reports to Resource Manager on the status of requests (e.g., pending, en route, met).

D. Needs Liaisons: (May be specialists in a certain resource category, the better to elicit essential information from requester.)

1. When notified of an emergency, report to the EOC or other location specified by the Resource Manager.
2. Receive specific requests, eliciting essential information from requesting parties.

- E. Supply Group:** Locates and secures resources. Headed by Supply Coordinator. As needed, includes teams for procurement, personnel, and donations. Should be supported with financial information and legal advice.
- F. Supply Coordinator:** When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
1. Determines appropriate means for satisfying requests (with concurrence of Resource Manager).
 2. Handles unsolicited bids.
 3. Keeps Needs Group informed of action taken on requests.
 4. Keeps Distribution Group informed of expected movement of resources, along with the priority designation for the resources.
 5. Requests transportation from Distribution Group (with concurrence of Resource Manager).
- G. Donations Coordination Team:** Headed by a Donations Coordinator.
1. When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
 2. Receives offers of donated goods and services.
 3. Matches offers to needs (whether those of its own separate needs assessment or those of the larger jurisdictional needs assessment).
 4. Through PIO, disseminates information to ensure that offers are not inappropriate to needs.
 5. Make's special requests as directed by Supply Coordinator.
 6. Ensures that Resource Manager is apprised of needs. Additionally, the unmet needs list and those physical distribution efforts are coordinated with the Distribution group.
- H. Procurement Team:** Undertakes *ad hoc* procurement as directed by Supply Coordinator; otherwise, uses database and/or resource listings to fill requests through prearranged supply channels. May consist of specialists in a certain resource category.
1. When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
 2. When warning is available and as directed by Supply Coordinator, notifies private industry parties to any memorandum of agreement of the County's intent to activate the agreement, confirms availability of resources specified by the agreement, and reserves supply.
 3. Locates needed resources using database and/or resource listings for the County and participating suppliers.

4. As directed by Supply Coordinator, seeks to procure resources not available through pre-arranged channels.
 5. In all cases, contact suppliers, settles terms for transportation, and provides Information necessary to pass checkpoints.
 6. Informs Supply Coordinator when the County must provide transportation in order to make use of the resource.
- I. Personnel Team:** When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
1. As directed by Supply Coordinator, recruits and hires personnel to meet emergency staffing needs.
- J. Treasurer's Office:** When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
1. Oversees the financial aspects of meeting resource requests, including record-keeping, budgeting for procurement and transportation, and facilitating cash donations to the jurisdiction.
- K. Legal Advisor:** When notified of an emergency, reports to the EOC or other location as specified by the Resource Manager.
1. Advises Supply Coordinator and Procurement Team on Contracts and questions of administrative law.
- L. Distribution Group:**
Ensures delivery of resources by overseeing routing, transportation, collection, Sorting/aggregating, storage and inventory.
1. When notified of an emergency, reports to the EOC or other location as specified by the Resource Manager.
 2. Transports resources, as requested.
 3. Controls movement of resources.
 4. Performs materials-handling work.
- M. Distribution Coordinator:** Heads Distribution Group.
1. When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
 2. Oversees transportation and physical distribution of resources.
 3. Ensures facilities are activated as directed by Resource Manager.
 4. When multiple scene emergencies or disaster occur, established liaison with all Incident Command Staging Officers to monitor location, passage and inventory of resources.
 5. Monitors location, passage and inventory of resources.

- N. Emergency Manager:** Assists the Resource Manager as needed during response operations.
1. Provides knowledgeable staff to serve on Supply Group (Supply Coordinator, Procurement Team), Distribution Group (warehousing, etc.) and in other capacities as appropriate.
 2. Coordinates with County Personnel Department to provide knowledgeable staff to Personnel team to obtain human resources.
 3. Coordinates with County Accounting Department. Provides knowledgeable staff to serve as Financial Officer (and associated support).
 4. Coordinates with County Legal Counsel or equivalent: Provides expert in contracts and administrative law to assist Supply Group's Procurement Team.
 5. Coordinates with Economic Development and Planning Department: Provides knowledgeable staff to serve on Needs Group.
 6. Coordinates with County Sheriff and local Police Departments: Provides escort and security as appropriate for the delivery, storage and distribution of resources.
 7. Coordinates with County Road Department: Public Works will provide knowledgeable staff to serve on Distribution group. Assists in procuring and providing transportation.
 8. Coordinates with All Agencies that have a primary or support role: They can Provide staff knowledgeable in a particular resource category to serve as Needs Liaisons and/or Procurement Team members, as appropriate.
 9. Provide updated emergency resource listings on a regular basis or as requested by Resource Manager.

V. ADMINISTRATION AND LOGISTICS:

This section addresses the administrative and general support requirements for carrying out resource management tasking.

A. Administration:

1. Reports and Records. This annex will address what kinds of records must be kept, for how long, in what form (e.g., hard copy or database); what reports should be made, from whom to whom, in what format; and how long records vital to operations will be protected. (Note: Hard copy "resource manuals" are useful, but where possible jurisdictions should take advantage of the search and sorting capacities of a computer database in maintaining the resource inventory.)
2. Finance and Procurement. The County's financial policies, e.g., regarding use of funds already appropriated and how contingency funds will be made available through the County Treasurer's Office. They will be the lead agency to provide audit and to reconcile funds expended during an emergency operation.

B. Hiring and other Personnel Issues. The County Board of Commissioners will approve emergency and temporary hiring procedures with County Personnel and Legal Council. Other personnel issues will be evaluated such as assigning work that is not in an employee's job description or at an employee's normal duty station, and the like. This will ensure that the County is in compliance with our labor contracts.

C. Logistics: Staffing:

1. *Core Cadre.* The staff identified in our Basic Plan will be required to perform the resource management function, regardless of the nature or scope of the emergency. (Refer to Basic Plan – 9 under VII. Responsibilities)
2. *Augmentation.* The annex should indicate the means the jurisdiction will use to meet a staffing shortfall in the resource management function, be it reassignment of County personnel, aid from other jurisdictions, area volunteers, or use of the National Guard.

D. Facilities:

1. *Minimum.* The locations where basic resource management activities will be conducted are in the County EOC and our designated Alternate sites that are equipped with communications links to the EOC).

E. With significant influx of aid expected. The Resource Manager may direct that other facilities be activated, such as the following:

1. *Point of Arrival.* The point of arrival is the designated location (typically an airport) within or near the disaster-affected area where newly arriving staff, supplies, and equipment are initially directed.
2. *Mobilization Centers.* A mobilization center is a designated location for receiving and processing resources and personnel prior to their deployment to a staging area or incident site. It may coincide with the point of arrival. For arriving personnel, the mobilization center may have to provide briefings, billeting, and feeding. Local jurisdictions should identify potential mobilization centers.
3. *Staging Areas.* At staging areas, personnel and equipment are assembled for immediate deployment to an operational site in the affected area. Local jurisdictions should identify potential staging areas; options include fairgrounds and academic facilities.
4. *Warehouse and other storage facilities.* Aid from governmental sources should not exceed the capacity of mobilization centers, staging areas, the incident site, and the jurisdiction's agencies to absorb it. However, the jurisdiction may wish to make arrangements with realtors to provide a regular update on warehouse availability. Alternatives include making arrangements with military installations and neighboring jurisdictions to assist with any logistical excess.
5. *With extensive donations expected.* At the State level, the Resource Manager and/or Donations Coordinator may require the following facilities to handle donations, as discussed in the *Donations Management Guidance Manual*.

F. Donations Coordination Center/Telephone Bank.

1. At a Donations Coordination Center, representatives of the jurisdiction's government and volunteer agencies screen unsolicited donations and match them with possible recipient organizations. An 800-telephone number might be set up at this facility.
2. *Checkpoints.* Checkpoints permit inspection, scheduling and (re) routing of inbound trucks and other vehicles bearing donations. At the State level, potential locations include weight stations and rest areas.

G. Donations Receiving Area(s). A donations receiving area serves as a collection point and sorting area for unsolicited donations of goods. It should be located as close to air, water and rail transport facilities as is feasible outside the disaster area. Other considerations include parking (for the large number of workers required), covered storage space and ample room for trucks to maneuver. County fairgrounds can be used as a donation receiving area. Since fairgrounds also have been suggested as prime locations for staging areas, it should be noted again that jurisdictions must coordinate the logistical demands of donation's management with those of the entire resource management system. (Note: Some people in donations refer to this facility as a "reception center", however, that could cause confusion with the use of the same term in evacuation.)

1. *Warehouses.* Where possible, the donation effort should rely on volunteer agencies' warehousing capacity. However, should additional space be necessary—particularly when disposal of donations becomes difficult—the jurisdiction should have on hand information from realtors or a real estate board to locate suitable warehousing space.
2. *Distribution Centers.* Goods are distributed directly to victims at distribution centers. Churches and volunteer agencies' facilities are good locations. In Federally declared disasters, distribution centers and Disaster Recovery Centers (DRC) can be collocated or fairly near one another to allow comprehensive service delivery to the affected populace.

H. Lodging. An influx of volunteers and government workers creates a need for billeting. Provision should be made for this at points of arrival, mobilization centers and even donations receiving areas; the space can be reclaimed for other purposes if sufficient hotel, church or school gym space just outside of the affected area is available.

I. Communications. As a potentially far-flung enterprise, resource management depends on communications. The number of telephone lines, fax machines, and other standard equipment required will depend on the anticipated size of the jurisdiction's resource management operation. Special considerations include data modems for a State Donations Coordination center (to receive information from the national database), a 1-800 trunk line for a State Donations Coordination Center (to receive calls), citizens band radio and dispatching for communicating with trucks, and internal communications systems for warehouses (such as walkie-talkies or a public address system).

1. *Computers and software.* Resource management involves large amounts of information best handled with databases (resource listings) and spreadsheet programs (financial management, inventory control). Reports will require a word processing program.
2. *Office Equipment and supplies.*

- J.** *Forms.* Where hard copy forms are used, each facility should have a sufficient supply on hand from the start (e.g., in a “go kit”). Including the forms in the EOMP also permits reproduction, if photocopiers are available.
- K.** *Transportation.* The County will maintain a transportation resources list and will be coordinated with County Motor Pool and the Road Department.

V. Plan Development and Maintenance

Much ongoing activity is necessary to support the resource management function, including: conducting planning meetings; updating resource listings; monitoring potential resource crises; developing and negotiating standard contracts and leases, memoranda of understanding, Performance Partnerships, and mutual aid agreements; developing ready-to-use public information materials (or at least templates); writing and refining SOPs; training; and exercising the function.

- A.** The Emergency Manager has responsibility for calling planning meetings on advice from the Resource Manager, who will determine how often to hold meetings. Meeting organizers will strive to include representatives from groups such as private industry, professional and labor associations, volunteers groups, and the media (as least when donations are an issue).
- B.** This annex will be reviewed annually and revised or updated when necessary.

VI. Authorities and References

A. *Authorities:*

1. Oregon Revised Statutes, “Powers of Local Government (401.305 to 401.335).
2. Tillamook County Order, November 10, 1992.
3. Tillamook County Order, January 13, 1993.
4. Tillamook County Order, February 24, 1993.
5. Tillamook County Order, April 26, 1995.
6. Tillamook County Order, September 27, 1995.
7. Tillamook County Order, October 15, 1997.
8. Tillamook County Order, March 23, 1998

B. *References:*

1. *Federal:*
 - a. Robert T. Stafford Disaster Relief and Emergency Assistance Act, (PL 100-707).
 - b. Civil Defense Act of 1950, (PL81-950) as Amended
 - c. Disaster Relief Act of 1974, (PL 93-288), as Amended.

- d. Title III of the Superfund Amendments and Reauthorization Act of 1986, (SARA), (PD 99-499), as Amended.
 - e. Code of Federal Regulations (CFR), Title 44, Emergency Management Assistance.
 - f. EO 12656, Assignment of Emergency Preparedness Responsibilities, of November 18, 1988.
 - f. The Federal Response Plan, April 1992.
 - g. FEMA/National Donations Steering Committee, Donations Management Guidance.
2. *State:*
- a. Oregon Revised Statutes (ORS) 401.305 through 401.335.
 - b. Oregon Emergency Operations Plan, as Amended.
The Federal Response Plan, April 1992

C. Attachments

Map identifying key facilities and transportation routes (perhaps with overlay of likely hazard areas, if known).

Organizational chart.

Staffing charts.

Resource requirements for the resource management function.

Sample forms (e.g., resource inventory, donations intake form, report formats).