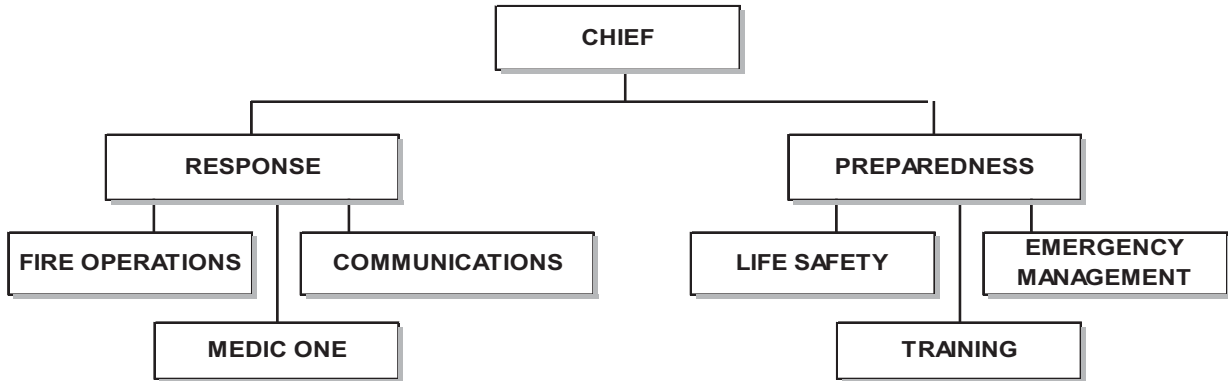


**FIRE DEPARTMENT**



**Departmental Mission**

Our mission is to protect lives and property from the adverse effects of fires, medical emergencies and exposure to hazardous conditions created by man or nature.

We strive to accomplish this mission, employing safety as a primary goal in every program and procedure, by maintaining fitness, competency and a sincere commitment to serve the public.



**Description of Services**

The department is organized and designed to provide responsive, efficient and effective life and property protection within the City of Bellingham. The department is also responsible for the Whatcom County Medic One emergency medical transport service and all Whatcom County 9-1-1 fire and emergency medical dispatching.

Major initiatives administered by the department include: fire and medical emergency dispatch and response, disaster preparedness, fire code compliance/enforcement, fire investigation, public safety education, fire and emergency medical training, and billing for Medic One services.

The Fire Department Headquarters Station, located at 1800 Broadway, is home to our administrative functions. Six fire stations in the City and two medic stations in the county meet our facility needs for emergency apparatus and crews. The department maintains a small classroom and limited drill facility at 910 Alabama, co-located with the 9-1-1 WhatComm Law Enforcement Dispatch Center.

**Departmental Budget Summary**

Revenues and Other Sources by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Taxes	595,633	-	-	-	--
Licenses and Permits	4,820	-	-	-	--
Intergovernmental	2,722,404	3,519,236	3,430,174	(89,062)	-2.5%
Charges for Services	4,091,645	3,431,542	3,535,812	104,270	3.0%
Miscellaneous	152,146	97,229	82,048	(15,181)	-15.6%
Non-Revenues	-	2,250,000	-	(2,250,000)	-100.0%
Other Financing Sources	1,005,892	1,015,951	1,026,110	10,159	1.0%
<b>Subtotal of Revenues</b>	<b>8,572,540</b>	<b>10,313,958</b>	<b>8,074,144</b>	<b>(2,239,814)</b>	<b>-21.7%</b>
<b>Other Sources by Fund</b>					
General	12,054,339	14,257,943	14,189,092	(68,851)	-0.5%
Capital Maint	-	159,155	40,010	(119,145)	-74.9%
Public Safety Dispatch	1,089,098	1,133,967	1,299,146	165,179	14.6%
Medic One	(229,985)	-	(139)	(139)	--
<b>Subtotal Other Sources</b>	<b>12,913,452</b>	<b>15,551,065</b>	<b>15,528,109</b>	<b>(22,956)</b>	<b>-0.1%</b>
<b>TOTAL ALL SOURCES</b>	<b>21,485,992</b>	<b>25,865,023</b>	<b>23,602,253</b>	<b>(2,262,770)</b>	<b>-8.7%</b>

Revenues by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
<b>Revenues</b>					
Fire Administration	275,190	23,332	23,332	-	0.0%
Fire Operations	732,618	2,748,605	115,135	(2,633,470)	-95.8%
Fire Life Safety Operations	281,509	-	-	-	--
Emergency Medical Services	7,253,922	7,541,887	7,875,677	333,790	4.4%
Emergency Management	28,662	-	60,000	60,000	--
Fire/EMS Dispatch Operations	639	134	-	(134)	-100.0%
<b>Subtotal of Revenues by Group</b>	<b>8,572,540</b>	<b>10,313,958</b>	<b>8,074,144</b>	<b>(2,239,814)</b>	<b>-21.7%</b>

**Significant Revenue Changes**

- Charges for Services are projected to increase by \$104,270 for rate increases associated with ambulance services.
- The decrease in Non-Revenues of \$2.25 million is for the removal of one-time revenue for an interfund loan budgeted in 2008 from the Fire Pension Fund to the General Fund, Fire Operations Group for the purpose of replacing existing fire fighting apparatus.

**Departmental Budget Summary (continued)**

Expenditures by Type	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
Salaries and Benefits	15,319,058	17,494,117	18,435,218	941,101	5.4%
Supplies	901,076	1,030,707	986,452	(44,255)	-4.3%
Other Services and Charges	1,003,988	1,237,717	1,020,509	(217,208)	-17.5%
Intergovernmental Services	722,672	37,694	45,694	8,000	21.2%
Interfund Charges	3,017,583	5,005,770	2,568,670	(2,437,100)	-48.7%
<b>Subtotal of Operations</b>	<b>20,964,377</b>	<b>24,806,005</b>	<b>23,056,543</b>	<b>(1,749,462)</b>	<b>-7.1%</b>
Debt Service	-	72,422	243,478	171,056	236.2%
Capital Outlay	491,180	986,596	302,232	(684,364)	-69.4%
Interfund Transfers	30,435	-	-	-	--
<b>TOTAL EXPENSE</b>	<b>21,485,992</b>	<b>25,865,023</b>	<b>23,602,253</b>	<b>(2,262,770)</b>	<b>-8.7%</b>

<b>TOTAL PAID STAFF</b>	<b>160.9</b>	<b>167.3</b>	<b>165.3</b>	<b>(2.0)</b>	<b>-1.2%</b>
-------------------------	--------------	--------------	--------------	--------------	--------------

Expenditures by Group	2007 Actual	2008 Adopted	2009 Budget	Change from 2008	
				Amount	Percent
Fire Administration	1,429,747	1,702,380	1,178,049	(524,331)	-30.8%
Fire Operations	10,469,276	14,451,696	11,979,831	(2,471,865)	-17.1%
Fire Life Safety Operations	519,178	290,342	390,151	99,809	34.4%
Fire Dept Training Operations	451,884	459,810	479,251	19,441	4.2%
Emergency Medical Services	7,023,680	7,541,887	7,875,538	333,651	4.4%
Emergency Management	502,490	284,807	400,287	115,480	40.5%
Fire/EMS Dispatch Operations	1,089,737	1,134,101	1,299,146	165,045	14.6%
<b>TOTAL EXPENSE</b>	<b>21,485,992</b>	<b>25,865,023</b>	<b>23,602,253</b>	<b>(2,262,770)</b>	<b>-8.7%</b>

**Significant Expenditure Changes**

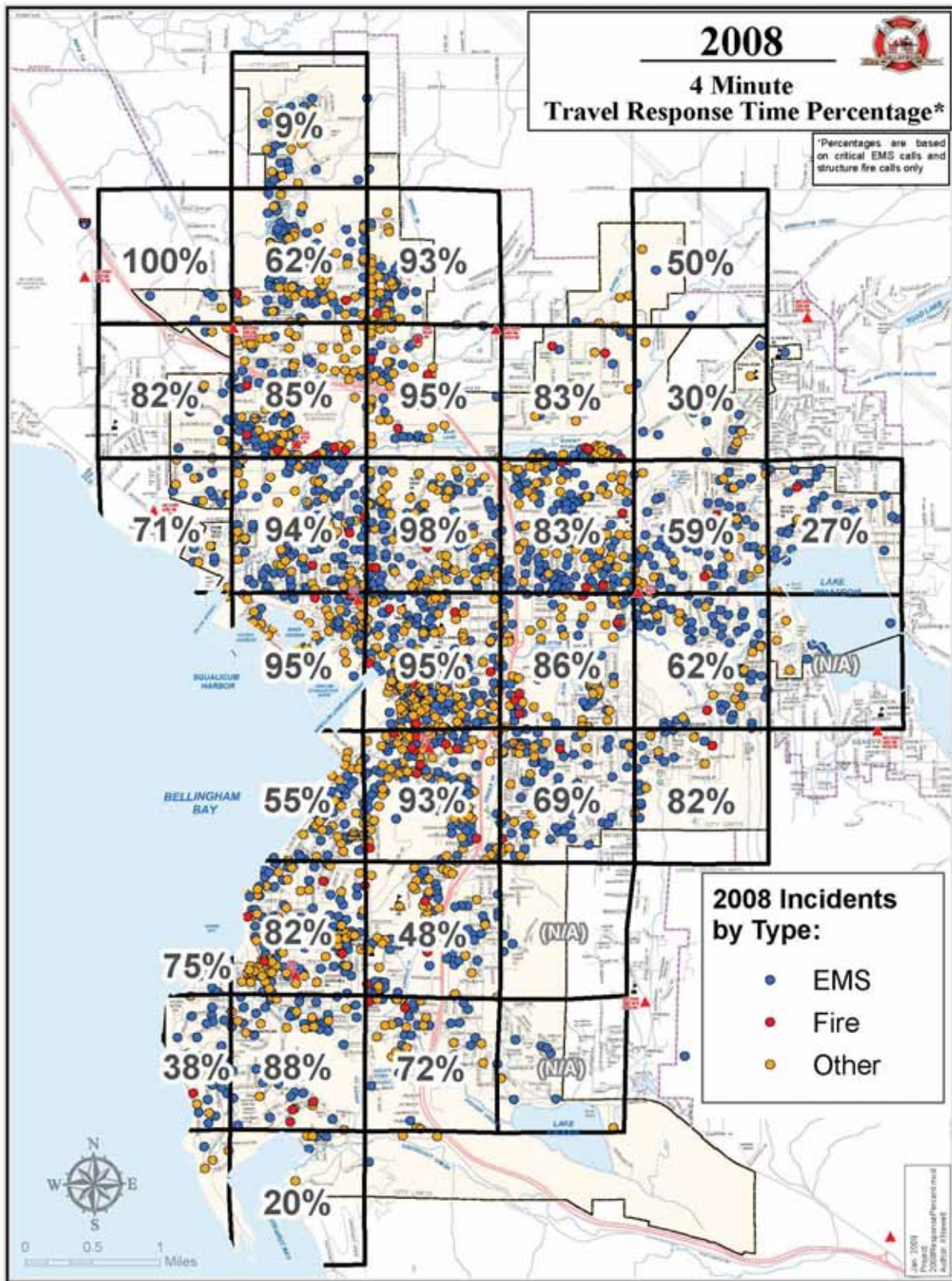
- The 2009 budget reflects increases Salaries and Benefits in alignment with a new contract. The contract covers the years 2007 – 2009.
- The decrease in Other Services and Charges is largely attributable to removal of remodeling projects budgeted in 2008.
- Interfund Charges and expenditures in the Fire Operations Group are reduced by the 2008 loan amount of \$2.25 million used to replace fire apparatus.
- The increase in Debt Service is for the cost of servicing the interfund loan, new in 2008, that was used to finance the replacement of the fire apparatus.
- The decrease in Capital Outlay and in the Fire Operations group is attributable to removal from the 2009 budget of the replacement of self-contained breathing apparatus, a cardiac defibrillator, an ambulance re-chassis, and a thermal imaging camera, all budgeted and purchased in 2008.
- The decrease in Fire Administration expenditures is attributable to a reduced contribution to the Pension Fund. The current funding plan will enable the City to actuarially fund its pension and long-term care obligations by 2017.
- The Fire Life Safety Operations budget is increasing by approximately \$100,000 due to reduced labor cost sharing with Development Services.
- The Emergency Management budget is increasing by \$115,000 for administrative staff time allocated to this initiative.

**Departmental Objectives for 2009**

1. Assist in planning and identifying fire service delivery requirements related to growth:
  - Participate in airport and UGA Planning processes and updates.
  - Identify fire service delivery impacts and operations enhancements required to maintain service levels.
  - Create response time GIS models for potential new fire station sites as required.
  - Determine and potentially implement cost recovery options related to fire permitting services. (Council Goal 7)
2. Continue to support countywide emergency radio system improvements and interoperability. (Council Goal 7)
3. Secure funding to replace the Fire Belle (fireboat) and upgrade the boathouse. (Council Goal 7)
4. Participate in the coordination and support of the 2009-2010 Vancouver Olympics Security planning effort. (Council Goal 7)
5. Address achieving cost recovery for fire inspections in businesses in a comprehensive approach with a program to be introduced to Council early in 2009.
6. Foster business disaster continuity plan for City and local businesses. (Council Goal 7)
7. Complete one paramedic training class for six medic students. (Council Goal 7)

## Departmental Objectives for 2008 *with Accomplishments*

1. Establish a chief officer professional development program for future chief officer candidates. (Council Goal 1)  
*Curriculum and criteria established, relying on the US Fire Administration National Fire Academy.*
2. Increase job training and outside training opportunities across all divisions. (Council Goal 1)  
*Provided specialized educational/conference opportunities for key operations staff, including Rapid Intervention/Mayday Procedures training, Incident Command courses, Trapped Firefighter training, and computer software training.*
3. Evaluate and propose options for recovering costs of providing life safety fire inspections in businesses. (Council Goal 1)  
*Comprehensive program to address this to be presented to Council in 2009.*
4. Update the majority of fire engine and aerial ladder truck fleet to improve safety, reliability, and maneuverability. (Council Goal 1)  
*Fire engines and aerial ladder truck all replaced. Units to be received by the end of 2008 and placed in service in early 2009.*
5. Increase county-wide emergency medical services/paramedic supervision. (Council Goal 1)  
*EMS supervisor program started in August.*
6. Replace obsolete paramedic cardiac heart monitor/defibrillators. (Council Goal 1)  
*Specifications were finalized in the fall of 2008, purchase order issued in December 2008, and units received in January 2009.*
7. Develop and deliver a neighborhood disaster preparedness "train the trainer" course through the neighborhood associations. (Council Goal 11)  
*Map Your Neighborhood training began mid-2008 with 18 introductory sessions offered, resulting in 791 individuals (from 566 households) being trained in the MYN Program content. Train the trainer program was also implemented with 18 trainers completing training. FEMA Integrated Emergency Management Course was held in August; 70 representatives from City and County government, businesses and agencies attended.*
8. Begin implementing recommendations of the emergency radio communications study in anticipation of the 2010 Olympics and other events. (Council Goal 11)  
*Detailed radio system study was authorized by WhatComm Administrative Board. Draft report was completed in 2008. Funding source for implementation of plan not yet identified.*
9. Replace all obsolete self-contained breathing apparatus. (Council Goal 1)  
*New self-contained breathing apparatus were deployed near the end of 2008 after extensive training was delivered to all personnel.*  
*Also, using grant funds, we:*
  - *Replaced all portable radios for response crews.*
  - *Replaced our Battalion Chief vehicle with a more functional unit.*
  - *Added a confined space rescue communications radio system.*
  - *Added a thermal imaging camera. (Reduced capital request for 2009 for this.)*



**Performance/Activity Measures**

**Fire Department**

<b>Fire Department Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Department Operating Exp	\$ 19.190	\$ 15.745	\$ 17.245	\$ 18.795	\$ 20.964	\$ 24.806	\$ 23.057
Debt Service, Capital, Interfund	\$ 0.830	\$ 0.213	\$ 0.046	\$ 0.476	\$ 0.522	\$ 1.059	\$ 0.546
Total Department Expenditures	\$ 20.019	\$ 15.959	\$ 17.291	\$ 19.270	\$ 21.486	\$ 25.865	\$ 23.602
Total Department FTEs	156.9	156.3	146.9	152.6	160.9	167.3	165.3

**Fire Operations Group**

<b>Fire Operations Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 7.617	\$ 8.159	\$ 9.032	\$ 9.699	\$ 10.469	\$ 14.452	\$ 11.980
Front Line Fire Engines (One per fire station)				6	6	6	6
Ladder truck				1	1	1	1

<b>Fire Operations Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
BFD Service Population (City)	69,850	71,080	72,320	73,460	75,220	75,750	
Fire Engines per 1,000 capita				0.082	0.080	0.079	0.081
Ladder truck (1) per 1,000 capita				0.014	0.013	0.013	0.016
Median # of career firefighters per 1,000 capita				1.279	1.386	1.333	see next row
NFPA Ave Median # of career firefighters per 1,000 capita			0.89 West 1.39 All		0.96 West 1.51 All		

Per NFPA definition, career firefighters includes all uniformed firefighters in other groups such as Administration and Training; Excludes paramedics.

Fire Engines per capita is calculated using front-line vehicles only (one per station.) The City owns additional back-up fire trucks.

<b>EMERGENCY INCIDENTS AND RESPONSES</b>							
Fire Unit Responses	9,059	9,802	8,277	8,211	7,735	7,592	
BFD Aid Unit Responses			1,044	1,804	2,501	3,848	
Selected Incidents by Type:							
Building Fires (Structural)	41	58	56	45	43	48	
Haz Mat Incidents	17	10	10	11	3	12	
Technical Rescues	13	13	17	24	2	1	
Misc. Other Public Service	470	525	184	104	168	565	
False Fire Alarms	599	735	627	729	656	639	

NFPA refers to National Fire Protection Association.

## Fire Department

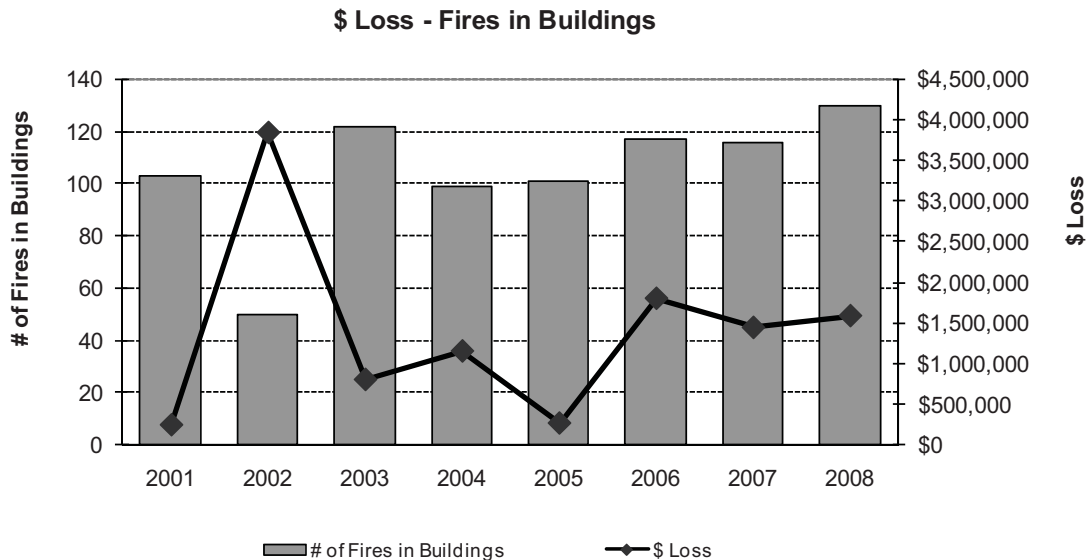
### Performance/Activity Measures (continued)

#### Fire Operations Group (continued)

Fire Operations Group Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
RESPONSE TIMES - Structure Fires							
Turnout time - % of time wheels roll within one minute of alarm receipt				5%	5%	62%	90%
Travel response - % of time arrival at structure fire incident by 1st engine company is within 4 minutes.				77%	64%	48%	90%
Travel response - % of time arrival at structure fire incident by full alarm fire crew is within 8 minutes				86%	85%	76%	90%
Lives Lost in Fires	-	-	1	2	-	1	-

We believe the dramatic difference in turnout time between 2008 and previous years was a result of full implementation of mobile data computers in all fire/EMS apparatus, allowing crews to place themselves en-route and on scene without having to relay this information through the dispatch center. Travel response time decrease is due to more diffuse locations for reported structure fires in city for 2008 when compared to 2006-2007.

#### Fire Operations Group Effectiveness



Building fires shown in this graph include **all** fires in buildings, including those that do not spread to involve the structure; loss includes resulting smoke and other damage to the building interior and equipment or other assets damaged in the fire.

**Performance/Activity Measures (continued)**

**Fire Operations Group (continued)**

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

<b>Survey Results</b>	<b>2004 Actual</b>	<b>2006 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Residents surveyed that rate the job the City is doing as good or excellent in...				
Providing fire protection services	92%	90%	85%	Increase

**Fire Life Safety Operations Group**

<b>Fire Life Safety Operations Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 4.96	\$ 2.95	\$ 4.71	\$ 5.34	\$ 5.19	\$ 2.90	\$ 3.90

<b>Fire Life Safety Operations Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
# of Inspectable occupancies						3,059
Building / Fire Code Plans Reviewed (Not Re-Inspections)	532	817	704	568	761	752
New Construction Inspections	449	478	512	468	844	800
Fire Investigations	11	14	7	16	18	15
Engine Company Inspections of Occupied Commercial Spaces	2,000	1,210	1,512	1,600	1,460	1,322
Fire inspection total # of						1,558

<b>Fire Life Safety Operations Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Average Permit Turnaround Time (Days)	14	70	60	60	60	20	60 in 2006 30 in 2007

**Fire Training Operations Group**

<b>Fire Training Operations Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 0.403	\$ 0.291	\$ 0.327	\$ 0.361	\$ 0.452	\$ 0.460	\$ 0.479

<b>Fire Training Operations Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Total Training Hours	21,541	15,776	14,430	14,469	16,304	14,878
Total Training Hours per Operations FTE				112	119	114
Training Hrs per FTE - all department personnel				109	113	97

**Performance/Activity Measures (continued)**

**Emergency Medical Services Group**

<b>Emergency Medical Services (Countywide) Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures	\$ 8.966	\$ 5.516	\$ 5.430	\$ 6.458	\$ 7.024	\$ 7.542	\$ 7.876

<b>Emergency Medical Services Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Medic One Service Population (County)	174,500	177,300	180,800	184,300	188,300	191,000
EMS Incidents, City Only				4,819	6,754	6,764
Total Medic One Incidents	10,797	11,375	11,815	11,085	10,221	10,063

<b>Emergency Medical Services Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Turnout time - % of instances where time from alarm receipt until medic unit wheels roll to an ALS incident is within one minute				40%	22%	52%	90%
Travel response - % of time arrival at ALS incident within City limits is within 8 minutes from leaving the station				89%	89%	88%	90%
AVERAGE Travel response time for arrival at ALS incident outside City limits - minutes.				12:48 min	13:22 min	9:11 min	
EMS PATIENT SURVEY RESPONSES - A survey form is given to all users of Whatcom Medic One. Responses to selected questions are shown in this table.							
% of Respondents rating Paramedic Professionalism as Superior (3, scale of 0-3)		91%	89%	90%	90%	89%	100%
% of Respondents rating how well patient's needs were met as Superior (3, scale of 0-3)		89%	84%	88%	86%	87%	100%
% of Respondents that, if it were a choice, would choose (Y/N) Whatcom Medic One again for Emergency Medical services		94%	92%	93%	95%	96%	100%

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

<b>Survey Results</b>	<b>2004 Actual</b>	<b>2006 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Residents surveyed that rate the job the City is doing as good or excellent in...				
Providing Medic One emergency medical services	78%	80%	75%	Increase

**Performance/Activity Measures (continued)**

**Emergency Management Group**

(New in 2007)

<b>Emergency Management Group Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Total Group Expenditures					\$ 0.502	\$ 0.285	\$ 0.400

<b>Emergency Management Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Number of Neighborhoods					23	23
Number of Households						31,830
# of City Employees Receiving Emergency Management / ICS Training					550	275
Map Your Neighborhood (MYN) Training Program						
# of Neighborhood Introductory Presentations					51	18
Citizens introduced to MYN					2,564	207
MYN Trainers Trained					55	73
Micro-Neighborhoods (MYN Groups) Trained					9	40
Households Trained					77	566
Individuals within Households Trained						791
Training (includes safety fairs, fire station tours, classroom visits, etc.) Formerly in Life Safety Division						
Public Education Deliveries	167	169	84	41	60	50
Class Participants	4,799	4,150	1,002	647	628	1,975

*Class Participants in 2008 includes a presentation at Christ the King Church with attendance of 1,000.*

<b>Emergency Management Group Effectiveness</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
% of City Employees trained						97%	100%
% of Households trained						2%	35%

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

<b>Survey Results</b>	<b>2004 Actual</b>	<b>2006 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
% of households prepared to self-sustain for 72 hours after a disaster	new question		65%	Increase

## Fire Department

### Performance/Activity Measures (continued)

#### Fire / EMS Dispatch Group

Fire / EMS Dispatch (Countywide) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Total Group Expenditures	\$ 0.794	\$ 0.818	\$ 0.923	\$ 0.891	\$ 1.090	\$ 1.134	\$ 1.299

Fire / EMS Dispatch (Countywide) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Fire/EMS incidents generated for all of Whatcom County, handled by Prospect Communications	16,014	17,455	16,898	18,703	19,008	19,979
Calls Dispatched by Acuity type: (ALS = Advanced Life Support)						
Critical / Serious ALS						39%
Moderate ALS						33%
Basic Life Support						18%
Minor Medical						10%

Fire / EMS Dispatch (Countywide) Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
Call Processing - % of time highest acuity (Echo call type) calls are dispatched within one	New measure - prior data not available. 2006 data is partial year.			54%	53%	56%	90%
EMS PATIENT SURVEY RESPONSES - A survey form is given to all users of Whatcom Medic One. Responses to selected questions are shown in this table.							
% of Respondents rating dispatcher as Superior or Acceptable (2 or 3, scale of 0-3) for professionalism, being helpful and reassuring	not available	74%	79%	75%	73%	62%	100%