

**SILICON VALLEY
ANIMAL CONTROL AUTHORITY**

AGENDA ITEM

Fiscal Year 2024-25 Proposed Operating Budget

RECOMMENDED MOTION

That the Board of Directors approve the fiscal year 2024-25 Operating Budget Option One as presented.

DISCUSSION

In 2023-24, due to historic inflation, staff prepared two options for consideration and the Board chose to use of up to \$60,000 in operating reserve funds which increased contributions by 3%. At this time, staff expects a 2023-24 budget surplus and no need to use reserves.

For 2024-25, while inflation has somewhat stabilized, staff has once again prepared two options for consideration. Option One increases member contributions overall by 6.6%. Option Two includes the use of up to \$60,000 in operating reserve funds which increases contributions by 3.7%.

Inflation continues to impact SVACA’s operating expenses in nearly all areas but especially in personnel, building maintenance, utilities, vehicles, animal care, and insurance. Record intakes in recent years have also impacted our expenses and the need to increase line items. The following tables list the proposed 2024-25 contribution options.

TABLE 1. 2024-25 Proposed Operating Budget Option One Comparison with 2023-24

Member	2023-24	2024-25 Option 1	23-24 v. 24-25 Difference	Percent Increase 23-24 v. 24-25
Campbell	\$331,743	\$353,685	\$21,942	6.6%
Mountain View	\$515,657	\$549,770	\$34,112	6.6%
Monte Sereno	\$33,150	\$35,318	\$2,169	6.6%
Santa Clara	\$1,143,543	\$1,219,161	\$75,617	6.6%
Total	\$2,024,093	\$2,157,934	\$133,841	6.6%

TABLE 2. Proposed Operating Budget Option One Comparison 2020-21 to Present

Member	20-21	21-22	22-23	23-24	24-25
Campbell	\$308,530	\$308,194	\$319,484	\$331,743	\$353,685
Mountain View	\$479,573	\$479,053	\$496,608	\$515,657	\$549,770
Monte Sereno	\$30,847	\$30,794	\$31,903	\$33,150	\$35,318
Santa Clara	\$1,063,542	\$1,062,366	\$1,101,269	\$1,143,543	\$1,219,161
Total	\$1,882,491	\$1,880,407	\$1,949,264	\$2,024,093	\$2,157,934

TABLE 3. 2024-25 Proposed Operating Budget Option Two Comparison with 2023-24

Member	2023-24	2024-25 Option 2	23-24 v. 24-25 Difference	Percent Increase 23-24 v. 24-25
Campbell	\$331,743	\$343,845	\$12,102	3.7%
Mountain View	\$515,657	\$534,470	\$18,812	3.7%
Monte Sereno	\$33,150	\$34,358	\$1,209	3.7%
Santa Clara	\$1,143,543	\$1,185,261	\$41,717	3.7%
Total	\$2,024,093	\$2,097,934	\$73,841	3.7%

TABLE 4. Proposed Operating Budget Option Two Comparison 2019-20 to Present

Member	20-21	21-22	22-23	23-24	24-25
Campbell	\$308,530	\$308,194	\$319,484	\$331,743	\$343,845
Mountain View	\$479,573	\$479,053	\$496,608	\$515,657	\$534,470
Monte Sereno	\$30,847	\$30,794	\$31,903	\$33,150	\$34,358
Santa Clara	\$1,063,542	\$1,062,366	\$1,101,269	\$1,143,543	\$1,185,261
Total	\$1,882,491	\$1,880,407	\$1,949,264	\$2,024,093	\$2,097,934

Contribution Percentage

Table 5 shows the proposed contribution percentage.

TABLE 5. Contribution Percentage

Member	Contribution Percentage
Campbell	16.39%
Mountain View	25.48%
Monte Sereno	1.64%
Santa Clara	56.50%

Expenses

1. *Personnel Services*

Cost of Living Adjustment (COLA)

SVACA Policy states that COLAs will be considered annually and based on the US Department of Labor San Francisco – Oakland – Hayward Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) by taking the average of the figures reported for the calendar year preceding the new fiscal year and will go into effect on the first day of the new fiscal year. The Board will review and approve all COLAs. The average rate for 2023 is 3.3%. CPI-W averages follow in Table 6 while SVACA's recent COLA history is in Table 7. Staff recommends the approval of the 3.3% COLA.

Table 6. CPI-W Data

2018	2019	2020	2021	2022	2023
3.9%	3.0%	1.5%	4.1%	6.3%	3.3%

Table 7. Recent COLA History

FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
3.9%	0	1.5%	4.1%	6.3%

Positions

The proposed budget once again includes the funding of the Outreach Coordinator's salary with the Animal Assistance Fund.

CalPERS

Classic contributions increased .04% from 11.84% to 11.88% and PEPRA increased .19% from 7.68% to 7.87%. The unfunded accrued liability payment increased to \$27,735 from \$27,364. Actuarial valuations are based on assumptions regarding future investment returns and payroll growth.

Non-pensionable Compensation

In order to compete with neighboring municipalities, the proposed budget once again includes an annual 5% non-pensionable compensation to be paid once a year to all employees with at least six months of employment.

Animal Control Officer Standby

SVACA Animal Control Officers (ACOs) are available 24 hours a day, seven days a week for emergency services which is quite an ask of modern personnel. SVACA only has five ACOs when fully staffed while other agencies often have more to share the load and typically the time spent on call is shorter due to additional evening shifts. This means that an ACO can be on call 2-3 times per week with each period being twelve hours. Some local agencies do not have ACOs available or have police personnel respond if they are available. Other agencies with standby service pay a range of \$70 to \$100 per shift and compensate calls responded to from a range of straight overtime to a minimum of 4 overtime hours.

Staff is recommending SVACA ACOs receive \$100 per standby night, a \$30 increase, to compensate them more appropriately for their personal sacrifices. No other changes in compensation are recommended; calls responded to during a shift will continue to be compensated at a minimum of three hours of overtime.

2. *Materials, Services and Supplies*

Animal Care

Staff and the Friends of SVACA have collectively continued to solicit donations through various means. Staff is recommending up to \$100,000 of the Animal Assistance Fund be used for care and veterinary services. Friends of SVACA will also continue to assist with expenses as well as other programs like low cost spay/neuter for qualifying residents and placement partners.

3. *Professional and Contract Services*

Wildlife Center of Silicon Valley (WCSV)

WCSV has merged with the Peninsula Humane Society and will begin operating a new center in Saratoga later this year. Funding has been secured for their operations and they will no longer request payment from municipalities.

Risk Management

Liability will increase by approximately \$3,782 and workers' compensation insurance will decrease by approximately \$5,594.

Reserves

As stated in JPA sections 5.4, 6.3.3 and 6.3.4, all members will be responsible for their proportional share of future capital expenses. In the past, the SVACA Board of Directors elected to review needs annually and contribute amounts needed for that given fiscal year. Anticipated center capital needs for the next fifteen years (attached) were once again updated.

Staff will continue to stretch out the lives of these items as much as possible through proper maintenance. Overall, the outlook is excellent as current reserves could be used to cover all anticipated expenses for at least the next fifteen years. Projects and maintenance will continue to be deferred when possible.

For 2024-25, staff is recommending the purchase of a new rescue vehicle for a total not to exceed \$65,000 from the Vehicle Replacement Fund (\$15,507) and the remainder from the Animal Assistance Fund. This would also include the addition of an animal holding area (cages, hvac, etc.) and other needs specific to the industry.

The reserves spreadsheet is attached to this report.

CONCLUSION

Staff has always strived to present the most cost-effective operating budget possible. As has been done in the past, staff will work to reduce expenses and increase revenue during the year whenever possible. SVACA had an operating budget surplus (\$262,882) in 2022-23 which once again demonstrated the sound fiscal responsibility practiced at the agency. Staff is recommending that the 2024-25 Operating Budget Option One be approved as presented.

DOCUMENTS ATTACHED

FY 2024-25 Proposed Operating Budget
FY 2023-24 and 2024-25 Operating Budget Comparison
Reserves Table
Anticipated Center Capital Needs

FISCAL IMPACT

\$2,157,934 from the Member Agencies

Silicon Valley Animal Control Authority
 FY 2024-25
 Proposed Operating Budget

	Annual	Admin	Field Services	Shelter Services
REVENUE				
Interest	\$ 150,000.00	\$ 12,352.94	\$ 81,176.47	\$ 56,470.59
Licensing	\$ 215,000.00	\$ -	\$ 215,000.00	\$ -
Program Fees	\$ 290,000.00	\$ -	\$ 145,000.00	\$ 145,000.00
Total Fee Revenue	\$ 655,000.00	\$ 12,352.94	\$ 441,176.47	\$ 201,470.59
Member Agency Contributions				
Campbell	\$ 368,121	\$ 67,658.07	\$ 181,239.26	\$ 119,223.46
Mountain View	\$ 547,306	\$ 98,313.46	\$ 309,492.69	\$ 139,499.56
Monte Sereno	\$ 46,875	\$ 7,895.24	\$ 35,735.73	\$ 3,244.18
Santa Clara	\$ 1,195,632	\$ 225,402.27	\$ 489,280.52	\$ 480,949.08
Total Contributions	\$ 2,157,934	\$ 399,269.05	\$ 1,015,748.20	\$ 742,916.28
Total Revenue	\$ 2,812,933.53	\$ 411,621.99	\$ 1,456,924.67	\$ 944,386.87

Silicon Valley Animal Control Authority
 FY 2024-25
 Proposed Operating Budget

	# of Pos	Annual Salary	Admin	Field Services	Shelter Services
EXPENDITURES					
Personnel Services					
Salaries					
Regular Salaries		\$ 1,631,475.00	\$ 293,457.55	\$ 807,603.80	\$ 530,413.65
Total Overtime		\$ 47,125.00	-	\$ 44,125.00	\$ 3,000.00
Total Salaries	17	\$ 1,678,600.00	\$ 293,457.55	\$ 851,728.80	\$ 533,413.65
Benefits					
Health Insurance		\$ 312,900	\$ 33,660.00	\$ 177,660.00	\$ 101,580.00
Life/AD&D Insurance		\$ 1,326	\$ 109.20	\$ 737.10	\$ 479.70
Dental Insurance		\$ 18,625	\$ 2,173.89	\$ 8,869.04	\$ 7,582.27
Vision Insurance		\$ 3,468	\$ 285.60	\$ 1,876.80	\$ 1,305.60
STD/LTD		\$ 6,756	\$ 713.40	\$ 3,475.80	\$ 2,566.80
Cal PERS/1959 Survivor Benefits		\$ 211,027	\$ 37,230.82	\$ 102,887.86	\$ 70,907.95
Medicare		\$ 24,340	\$ 4,255.13	\$ 12,350.07	\$ 7,734.50
SUI		\$ 33,572	\$ 2,764.75	\$ 18,168.38	\$ 12,638.87
EAP		\$ -	\$ -	\$ -	\$ -
Total Benefits		\$ 612,014	\$ 81,192.79	\$ 326,025.05	\$ 204,795.69
Annual Personnel Costs		\$ 2,290,614	\$ 374,650.34	\$ 1,177,753.85	\$ 738,209.34

	Total Annual Costs	Admin	Field Services	Shelter Services
Materials, Services & Supplies (MS&S)				
Office & General Supplies	\$ 2,000.00	\$ 164.71	\$ 1,082.35	\$ 752.94
Bank Charges	\$ 20,000.00	\$ 1,647.06	\$ 10,823.53	\$ 7,529.41
Postage/Shipping	\$ 7,000.00	\$ 576.47	\$ 3,788.24	\$ 2,635.29
Printing	\$ 1,000.00	\$ 82.35	\$ 541.18	\$ 376.47
Computer Supplies/Licenses	\$ 10,600.00	\$ 872.94	\$ 5,736.47	\$ 3,990.59
Recruitment and Testing Expenses	\$ 3,500.00	\$ 288.24	\$ 1,894.12	\$ 1,317.65
Training and Education	\$ 2,000.00	\$ 164.71	\$ 1,082.35	\$ 752.94
Travel	\$ 1,500.00	\$ 123.53	\$ 811.76	\$ 564.71
Advertising	\$ -	\$ -	\$ -	\$ -
Copy Machine Charges	\$ 8,000.00	\$ 658.82	\$ 4,329.41	\$ 3,011.76
Field Service Equipment	\$ 500.00	\$ -	\$ 250.00	\$ 250.00
Fuel and Vehicle Maintenance	\$ 35,000.00	\$ -	\$ 35,000.00	\$ -
Uniforms	\$ 1,200.00	\$ -	\$ 600.00	\$ 600.00
Volunteers	\$ -	\$ -	\$ -	\$ 0.00
Outreach and Education	\$ -	\$ -	\$ -	\$ 0.00
Animal Care	\$ 30,000.00	\$ -	\$ -	\$ 30,000.00
Dues and Subscriptions	\$ 2,500.00	\$ 205.88	\$ 1,352.94	\$ 941.18
Return to Owner Hardship Fund	\$ 1,500.00	\$ 123.53	\$ 811.76	\$ 564.71
Total MS&S	\$ 126,300.00	\$ 4,908.24	\$ 68,104.12	\$ 53,287.65

Silicon Valley Animal Control Authority
 FY 2024-25
 Proposed Operating Budget

	Total Annual Costs	Admin	Field Services	Shelter Services
Facility Expenses				
Custodial	\$ 50,000.00	\$ 4,117.65	\$ 27,058.82	\$ 18,823.53
Electric, Gas, Water, Refuse	\$ 110,000.00	\$ 9,058.82	\$ 59,529.41	\$ 41,411.76
Maintenance and Repair Communications	\$ 55,000.00	\$ 4,529.41	\$ 29,764.71	\$ 20,705.88
Telephone/Fax	\$ 2,000.00	\$ 164.71	\$ 1,082.35	\$ 752.94
Wireless Communications	\$ 6,000.00	\$ 850.00	\$ 4,950.00	\$ 200.00
Total Facility Expenses	\$ 223,000.00	\$ 18,720.59	\$ 122,385.29	\$ 81,894.12
Professional and Contract Services				
Contract Veterinarians	\$ 10,000.00	\$ 0.00	\$ 0.00	\$ 10,000.00
Wildlife Center Contract	\$ -	\$ 0.00	\$ 0.00	\$ 0.00
Accounting Services	\$ 25,000.00	\$ 2,058.82	\$ 13,529.41	\$ 9,411.76
Investigations	\$ 1,000.00	\$ -	\$ 1,000.00	\$ 0.00
Computer Maintenance Contract	\$ 22,000.00	\$ 1,811.76	\$ 11,905.88	\$ 8,282.35
Payroll Preparation	\$ 4,200.00	\$ 345.88	\$ 2,272.94	\$ 1,581.18
Workers' Comp. Insurance	\$ 41,446.00	\$ 3,413.20	\$ 22,429.60	\$ 15,603.20
Liability Insurance	\$ 64,374.00	\$ 5,301.39	\$ 34,837.69	\$ 24,234.92
Legal Services	\$ 5,000.00	\$ 411.76	\$ 2,705.88	\$ 1,882.35
Total Professional Services	\$ 173,020.00	\$ 13,342.82	\$ 88,681.41	\$ 70,995.76
Capital Expenses				
Animal Transport Vehicle	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Subtotal	\$ 2,812,933.53	\$ 411,621.99	\$ 1,456,924.67	\$ 944,386.87
GRAND TOTAL	\$ 2,812,934	\$ 411,621.99	\$ 1,456,924.67	\$ 944,386.87

Silicon Valley Animal Control Authority
Proposed Operating Budget Comparison
2023-24 v. 2024-25

	Annual 2023-24	Proposed 2024-25	Difference	
REVENUE				
Interest	\$ 110,000.00	\$ 150,000.00	\$ 40,000.00	
Licensing	\$ 205,000.00	\$ 215,000.00	\$ 10,000.00	
Program Fees	\$ 255,000.00	\$ 290,000.00	\$ 35,000.00	
Total Fee Revenue	\$ 570,000.00	\$ 655,000.00	\$ 85,000.00	
Member Agency Contributions				Percent Change
Campbell	\$ 331,742.83	\$ 353,885.31	\$ 21,942.48	6.61%
Mountain View	\$ 515,657.41	\$ 549,769.53	\$ 34,112.12	6.62%
Monte Sereno	\$ 33,149.65	\$ 35,318.18	\$ 2,168.53	6.54%
Santa Clara	\$ 1,143,543.05	\$ 1,219,160.51	\$ 75,617.46	6.61%
OPTION ONE - Total Contributions	\$ 2,024,092.95	\$ 2,157,933.53	\$ 133,840.58	6.61%
Total Revenue	\$ 2,594,092.25	\$ 2,812,933.53	\$ 218,841.28	8.44%
Deductions				
Operating Reserve Fund	\$ -	\$ -	\$ -	
Total Deductions	\$ -	\$ 60,000.00	\$ 60,000.00	
OPTION TWO - Revised Contributions				Percent Change
Campbell	\$ 331,742.83	\$ 343,845.31	\$ 12,102.48	3.65%
Mountain View	\$ 515,657.41	\$ 534,469.53	\$ 18,812.12	3.65%
Monte Sereno	\$ 33,149.65	\$ 34,358.18	\$ 1,208.53	3.65%
Santa Clara	\$ 1,143,543.05	\$ 1,185,260.51	\$ 41,717.46	3.65%
Revised Contributions	\$ 2,024,092.95	\$ 2,097,933.53	\$ 73,840.58	3.65%

Silicon Valley Animal Control Authority
Proposed Operating Budget Comparison
2023-24 v. 2024-25

EXPENDITURES			
	Annual Salary	Annual Salary	Difference
Personnel Services			
Salaries			
Regular Salaries	\$ 1,543,737.00	\$ 1,631,475.00	87,738.00
Overtime/Standby	\$ 38,000.00	\$ 47,125.00	9,125.00
Total Salaries	\$ 1,581,737.00	\$ 1,678,600.00	96,863.00
Benefits			
Health Insurance	\$ 246,600.00	\$ 312,900.00	66,300.00
Life/AD&D Insurance	\$ 1,549.44	\$ 1,326.00	(223.44)
Dental Insurance	\$ 16,582.92	\$ 18,625.20	2,042.28
Vision Insurance	\$ 3,264.00	\$ 3,468.00	204.00
STD/LTD	\$ 6,033.00	\$ 6,756.00	723.00
Cal PERS	\$ 202,644.66	\$ 211,026.63	8,381.97
Medicare	\$ 22,935.19	\$ 24,339.70	1,404.51
SUI	\$ 31,634.74	\$ 33,572.00	1,937.26
Total Benefits	\$ 531,243.95	\$ 612,013.53	80,769.58
Annual Personnel Costs	\$ 2,112,980.95	\$ 2,290,613.53	177,632.58
Materials, Services & Supplies (MS&S)			
Total Annual Costs			
Office & General Supplies	\$ 2,500.00	\$ 2,000.00	\$ (500.00)
Bank Charges	\$ 18,000.00	\$ 20,000.00	\$ 2,000.00
Postage/Shipping	\$ 10,000.00	\$ 7,000.00	\$ (3,000.00)
Printing	\$ 2,000.00	\$ 1,000.00	\$ (1,000.00)
Computer Supplies/Licenses	\$ 10,600.00	\$ 10,600.00	\$ -
Recruitment and Retention	\$ 3,500.00	\$ 3,500.00	\$ -
Training and Education	\$ 2,000.00	\$ 2,000.00	\$ -
Travel	\$ 1,500.00	\$ 1,500.00	\$ -
Advertising	\$ 500.00	\$ -	\$ (500.00)
Copy Machine Charges	\$ 10,000.00	\$ 8,000.00	\$ (2,000.00)
Field Service Equipment	\$ 500.00	\$ 500.00	\$ -
Fuel and Vehicle Maintenance	\$ 30,000.00	\$ 35,000.00	\$ 5,000.00
Uniforms	\$ 1,200.00	\$ 1,200.00	\$ -
Dues and Subscriptions	\$ 2,000.00	\$ 2,500.00	\$ 500.00
Volunteers	\$ -	\$ -	\$ -
Animal Care	\$ 25,000.00	\$ 30,000.00	\$ 5,000.00
Outreach and Education	\$ -	\$ -	\$ -
Return to Owner Hardship Fund	\$ 2,000.00	\$ 1,500.00	\$ (500.00)
Total MS&S	\$ 121,300.00	\$ 126,300.00	\$ 5,000.00

Silicon Valley Animal Control Authority
Proposed Operating Budget Comparison
2023-24 v. 2024-25

	Total Annual Costs		Total Annual Costs		Difference
Facility Expenses					
Custodial	\$ 46,000.00	\$ 50,000.00	\$ 46,000.00	\$ 4,000.00	\$ 4,000.00
Electric, Gas, Water, Refuse	\$ 100,000.00	\$ 110,000.00	\$ 100,000.00	\$ 10,000.00	\$ 10,000.00
Building Maintenance and Repair	\$ 50,000.00	\$ 55,000.00	\$ 50,000.00	\$ 5,000.00	\$ 5,000.00
Communications		\$ -			
Telephone/Fax	\$ 9,000.00	\$ 2,000.00	\$ 9,000.00	\$ (7,000.00)	\$ (7,000.00)
Wireless Communications	\$ 6,500.00	\$ 6,000.00	\$ 6,500.00	\$ (500.00)	\$ (500.00)
Total Facility Expenses	\$ 211,500.00	\$ 223,000.00	\$ 211,500.00	\$ 11,500.00	\$ 11,500.00
Professional and Contract Services					
Contract Veterinarians	\$ 18,000.00	\$ 10,000.00	\$ 18,000.00	\$ (8,000.00)	\$ (8,000.00)
Wildlife Center Contract	\$ 25,480.00	\$ -	\$ 25,480.00	\$ (25,480.00)	\$ (25,480.00)
Accounting Services	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ -	\$ -
Investigations	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	\$ -
Computer Maintenance Contract	\$ 22,000.00	\$ 22,000.00	\$ 22,000.00	\$ -	\$ -
Payroll Preparation	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ -	\$ -
Workers' Comp. Insurance	\$ 47,040.00	\$ 41,446.00	\$ 47,040.00	\$ (5,594.00)	\$ (5,594.00)
Liability Insurance	\$ 60,592.00	\$ 64,374.00	\$ 60,592.00	\$ 3,782.00	\$ 3,782.00
Legal Services	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -
Total Professional Services	\$ 208,312.00	\$ 173,020.00	\$ 208,312.00	\$ (35,292.00)	\$ (35,292.00)
Capital Expenses					
Vehicle Replacement Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 2,594,092.25	\$ 2,812,933.53	\$ 2,594,092.25	\$ 218,841.28	\$ 218,841.28
Reserve					
GRAND TOTAL	\$ 2,594,092.25	\$ 2,812,933.53	\$ 2,594,092.25	\$ 218,841.28	\$ 218,841.28

2023-24 SVACA Reserves

2/8/24

Unrestricted

Capital Project Improvement Fund	\$	526,999.00
Operating Reserve Fund	\$	653,344.00
Reserve for Unknown Losses	\$	203,003.00
Vehicle Replacement Fund	\$	15,507.00
Total:	\$	1,398,853.00

Restricted

Animal Assistance Fund	\$	1,889,645.00
Chubz Fund	\$	4,486.00
Total:	\$	1,894,131.00

SVACA Center Capital Anticipated Needs

2024-2039

3/24

			<u>Reserves</u>	
2024-25			Current Amount	\$ 1,383,346
no needs			2024-25	\$ -
				<u>\$ 1,383,346</u>
2027-28			2027-28	\$ 1,383,346
hvac 1	\$ 500,000			<u>\$ (500,000)</u>
				\$ 883,346
2029-30			2029-30	\$ 883,346
hvac 2-4	\$ 300,000			<u>\$ (300,000)</u>
				\$ 583,346
2030-31			2028-29	\$ 583,346
computers	\$ 40,000			<u>\$ (108,000)</u>
interior paint	\$ 42,000			\$ 475,346
exterior paint	<u>\$ 26,000</u>			
	\$ 108,000			
2031-32			2028-29	\$ 475,346
hvac 5	\$ 100,000			<u>\$ (100,000)</u>
				\$ 375,346
Total	\$ 1,008,000			