



# 2010 Los Angeles County Arts Internship Program

LOS ANGELES COUNTY ARTS COMMISSION  
Summer 2010



## APPLICATION GUIDELINES

Application deadline: Wednesday, April 7, 2010

---

### LOS ANGELES COUNTY ARTS COMMISSION

---

The Los Angeles County Arts Commission was established in 1947 to ensure access to the arts for Los Angeles County residents. The Los Angeles County Arts Commission fosters excellence, diversity, vitality, understanding and accessibility of the arts in Los Angeles County. The Arts Commission provides leadership in cultural services for the County, including information and resources for the community, artists, educators, arts organizations and municipalities.

---

### PROGRAM PURPOSE

---

The Los Angeles County Board of Supervisors established the Arts Internship Program (which provides internships for nonprofit performing, presenting, literary and municipal arts organizations) as a companion program to the Getty Multicultural Internship Program in 2000 (which provides internships to museums and visual arts organizations). The purpose of the County's program is to provide undergraduate students with meaningful on-the-job training and experience in working in nonprofit arts organizations, while assisting arts organizations to develop future arts leaders and advocates. Through this program, students develop a deeper understanding of the work involved in nonprofit arts administration, better understand the role of the arts in a community and develop "real life" business skills that can be put to use in their future careers. During the ten week summer internships, participating organizations gain the assistance of a motivated student to help with special or seasonal projects. Participating organizations also play an important role in developing potential new leaders and advocates in the arts sector, who may go on to pursue careers in arts administration or take on board or volunteer responsibilities.

The Los Angeles County Arts Commission gratefully acknowledges the support of The Getty Foundation in providing the funding for the educational program components of the Los Angeles County Arts Internship Program.

---

## CONTENTS

---

KEY PROGRAM CHANGES IN 2010 .....	3
<i>Key Program Changes in 2010</i> .....	3
ELIGIBILITY REQUIREMENTS .....	4
<i>Organizational Eligibility</i> .....	4
ORGANIZATIONAL REQUIREMENTS.....	5
<i>Recruitment and Hiring</i> .....	5
<i>Student Eligibility</i> .....	5
<i>Work Schedule</i> .....	5
<i>Educational Events for Interns</i> .....	5
<i>Payment to Interns</i> .....	6
<i>Workspace</i> .....	6
<i>Home Offices</i> .....	7
<i>Supervisor Responsibilities</i> .....	7
ALLOWABLE REQUESTS.....	7
<i>Allowable Number of Interns</i> .....	7
<i>Amount of Internship Awards</i> .....	7
<i>Associated Administrative Costs</i> .....	8
<i>Summary of Allowable Requests and Awards</i> .....	8
INFORMATION FOR INTERESTED STUDENTS .....	8
GRANT REVIEW PROCESS .....	9
<i>Review Process</i> .....	9
<i>Review Criteria</i> .....	9
<i>Internship Projects</i> .....	9
HOW TO APPLY .....	10
<i>How to Apply</i> .....	10
<i>Technical Assistance</i> .....	10
<i>Deadline</i> .....	10
<i>Notification</i> .....	10
QUESTIONS .....	10
2010 INTERNSHIP PROGRAM CALENDAR .....	11
CALIFORNIA CULTURAL DATA PROJECT .....	12-13

---

## KEY CHANGES IN 2010

---

Returning applicants should be aware of key changes to the Internship Program as they prepare 2010 grant applications. Changes from previous years' programs are outlined below.

### Organizational Eligibility Requirements

To be eligible for the program, **all organizations must possess 501(c)(3) tax-exempt status** as defined by the IRS. Municipal arts agencies and municipal performing arts organizations that do not possess 501(c)(3) status are not eligible for the program.

### Allowable Number of Interns

Eligible organizations may request support for **one full-time internship position**.

### Grant Amount and Cash Match Requirements

Each internship grant awarded will **range from \$2,500-\$3,500 per intern**. The amount of support an organization may receive is dependent on the applicant's budget size.

If awarded:

- Organizations with budgets less than \$1,500,000 will receive a total grant of \$3,500 per internship. **No cash match is required.**
- Organizations with budgets between \$1,500,000 and \$4,000,000 will receive a total grant of \$3,000 per internship. **The organization is required provide a cash match of \$500 per internship.**
- Organizations with budgets greater than \$4,000,000 will receive a grant of \$2,500 per internship. **The organization is required provide a cash match of \$1,000 per internship.**

### Associated Administrative Costs

Internship grants will no longer provide a \$500 stipend for organizations to cover expenses associated with hosting an intern. **Applicant organizations should anticipate and plan to cover administrative costs and any other additional expenses associated with hosting an intern for ten weeks.** Examples of such expenses may include employer taxes, parking and mileage reimbursements.

### Reimbursement of Internship Grant Funds to Los Angeles County

Should the intern not complete the full 10 weeks of the internship program, the arts organization is responsible notifying the Arts Commission **before** the intern's last day. In addition, the applicant must reimburse the County for the remaining grant balance within 10 days in accordance with the intern's final day of work at the organization.

### Selection Process

During FY 08/09 125 internship positions were funded, and in 2010 we anticipate 75 positions to be awarded. Due to less funding available, the 2010 Internship Program grant application process is more competitive than previous years. The Internship Program panel will review the submitted applications as well as any issues regarding student supervision and payment to students during the 2008 and 2009 program years.

### California Cultural Data Project

Any non-grantee organization (any organization that is not a current Organizational Grant Program (OGP) recipient) that participated in the program in 2008 but **did not** participate in the 2009 Arts

Internship Program is required to submit one financial statement for the last completed fiscal year as supplemental materials to the grant application. Materials must be sent to the Arts Commission via US Mail and must be received by March 17, 2010. Applicants must satisfy this requirement by submitting **one** of the following:

1. A copy of an audited financial statement;
2. A financial report prepared by an accountant and signed by the Board President or Chair; or
3. A California Cultural Data Project (CDP) Arts Internship Program Funder Report.

Organizations currently receiving an Arts Commission Organizational Grant Program grant and non-grantee applicants that participated in the Arts Internship Program during 2009 **are not** required to submit a financial statement for the last completed fiscal year or any other supplemental materials.

---

## **ELIGIBILITY REQUIREMENTS**

---

### **Organizational Eligibility**

The following organizations are eligible to apply to the Los Angeles County Arts Internship Program:

- Performing, presenting (including film and media organizations with a presenting program), and literary arts organizations currently funded through the Arts Commission's Organizational Grant Program (OGP I, OGP II, OGP 2.5 and OGP III);
- Nonprofit performing, presenting (including film and media organizations with a presenting program) or literary arts organizations in Los Angeles County that are not currently funded through the Arts Commission's Organizational Grant Program that are not part of a college or university; and
- Local arts agencies with 501(c)(3) status in Los Angeles County that provide arts programs and services to their municipal constituency.

The following organizations are NOT eligible to apply to the Los Angeles County Arts Internship Program:

- Municipal arts agencies or municipal performing arts organizations that do not possess 501(c)(3) status; or
- Museums and visual arts organizations in Los Angeles County that are part of a college or university and do not possess 501(c)(3) status.

Museums and visual arts organizations may be eligible to apply to the Getty Multicultural Undergraduate Internship Program. For more information, visit the Getty Multicultural Undergraduate Internship Program Web site at [www.getty.edu/grant/education/](http://www.getty.edu/grant/education/).

Organizations may apply if they meet **all** of the following eligibility requirements:

- Possess 501(c)(3) tax-exempt status as defined by the IRS for at least two years;
- Have principal offices in the County of Los Angeles;
- Have a primary mission to provide arts programming in the County of Los Angeles;
- Have a functioning board of directors that meets regularly with at least 51% of members residing in California;
- Have been in existence for at least two consecutive years and have produced during that period no less than four public performances or programs each fiscal year.

- Comply with all applicable federal, state and local laws and ordinances, including but not limited to those which bar discrimination on the basis of race, color, religion, national origin, ancestry, sex, age, condition of physical or mental disability or marital status or political affiliation.
- Comply with Fair Labor Standards and pay professional performers, artists and supporting personnel at least the minimum level of compensation paid to people employed in similar activities.

---

## **ORGANIZATIONAL REQUIREMENTS**

---

### **Recruitment and Hiring**

Organizations receiving grants through the Internship Program will be responsible for recruiting, interviewing, hiring and training eligible interns. To assist in the process, the Arts Commission will disseminate information about the Internship Program through its Web site and through communications to local colleges and universities.

### **Student Eligibility**

Student eligibility for internship positions is limited to currently enrolled, full-time undergraduate college students who reside in and/or attend college in Los Angeles County. Eligible students must have completed at least one semester of college by June 2010. Graduating seniors who will complete their undergraduate degree by September 1, 2010 are eligible to participate.

Candidates can be sought from all areas of undergraduate study and are not required to have demonstrated a previous commitment to the arts. All college students of any ethnic background who meet the above criteria are eligible to apply to participate in the Los Angeles County Arts Internship Program.

### **Work Schedule**

- Internships must be full-time positions of 40 hours per week for 10 weeks.
- Beginning and ending dates of the internships will vary depending upon the organization's need and student's schedule but shall begin no earlier than May 31, 2010 and end no later than August 20, 2010.
- The intern should be scheduled to work during regular business or program hours. For arts organizations, this may include evening and/or weekend hours. However, interns should not be scheduled to work more than an eight-hour workday or 40 hours each week.
- Organizations must provide interns with holidays, vacation time and breaks that are consistent with the policies adopted by organization and all applicable laws.

### **Educational Events for Interns**

There are several educational events in which intern attendance is either mandatory or highly recommended, including at least one all-day event called Arts Summit. Educational events are funded by The Getty Foundation and are an integral part of the Internship Program. While every effort will be made to provide as much advance notice as possible to the organization, the Arts Commission considers the educational events essential and attendance at these events supersede the organization's need for the intern during the day of the event.

The educational events are considered to be part of the intern's workday and as such, shall be considered part of the intern's workday for which the intern is paid. Organizations should not

expect an intern to return to work following all-day educational events, such as Arts Summit. Organizations shall make every effort to make it possible for interns to attend highly recommended (non-mandatory) educational events.

### **Payment to Interns**

- Interns must be paid once weekly or once every two weeks.
- Upon approval of an internship grant, grant funds of \$2,500-\$3,500 (depending on organization's budget size and required match) will be awarded directly to the organization. It is the responsibility of the organization to administer the award and pay interns a total of \$3,500 for their 10-week period of service. A lesser rate of pay or fewer weeks of service cannot be negotiated.
- 90% of grant funds for the intern (\$2,250-\$3,150 depending on total grant amount) will be released to the organization once the Arts Commission receives a signed contract, an invoice from the organization requesting payment and the signed "Intern – Organization Agreement Form". Payments may take at least four weeks; it is advisable to return all forms to the Arts Commission as soon as possible. The mandatory "Intern – Organization Agreement Form" and first invoice must be submitted to the Arts Commission no later than Monday, June 14, 2010. If the organization is not able to submit the form and invoice before the intern is to be paid, the organization will be required to pay the intern from of its own funds before the grant payment arrives. Under no circumstances should an intern go unpaid for longer than two weeks, unless it is otherwise agreed upon by the intern and the organization and reflected on the Intern Agreement Form.
- Payment must be discussed with the intern before the internship begins. This discussion should include the payment schedule (when the intern can expect to be paid), any required payroll deductions and any other employment or payroll paperwork that must be completed. The discussion must be documented on the "Intern – Organization Agreement Form."
- The final 10% of the grant funds for the intern (\$250-\$350 depending on total grant amount) will be paid to the organization at the end of the internship program and upon receipt of the Supervisor Evaluation, due by **Tuesday, August 31, 2010**. Failure to submit the Supervisor Evaluation and the final invoice by this deadline may result in the forfeiture of grant funds.
- Should the intern not complete the full 10 weeks of the internship program, the arts organization is responsible for notifying the Arts Commission **before** the intern's last day. In addition, the applicant must reimburse the County for the remaining grant balance within 10 days in accordance with the intern's final day of work at the organization.
- **The organization should anticipate and plan to cover administrative costs and any other additional expenses associated with hosting an intern for ten weeks.**

### **Workspace**

The organization must designate a workspace and necessary equipment for each internship position requested. The workspace and equipment must be adequate and appropriate for the job duties and responsibilities that will be assigned to the intern. Interns must work in professional arts office locations or production facilities.

It is recommended that interns be interviewed at the location in which they will be working. The interview should include time to show the intern the proposed workspace. If an organization is conducting a phone interview, please describe the intern workspace as best possible.

It is not acceptable for the organization to assign work to an intern to complete at home.

## Home Offices

Home office locations are eligible as intern work sites as long as the following requirements are met:

- Organization located at home office participated in either the 2009 or 2008 Arts Internship Program.
- A professional, safe atmosphere must be maintained at all times.
- Certificate of general liability insurance for at least the duration of the internship must be attached to the grant application.
- Funding by the Arts Commission for the internship grant is contingent upon two successful site visits (pre-program and during-program) and additional site visits may be required thereafter.
- The presence of any house pets must be discussed with all potential interns prior to their accepting the position. The organization must accommodate the intern during work hours if intern cannot have contact with a pet for any reason.
- Have an appropriate entrance and exit to the home office, restroom facilities and break/kitchen area.
- Provide a parking space or have ample street parking available for the intern during work hours.
- Maintain a separate room for office space that will not be occupied by any persons (children or other family members) or used for any non-organizational activity during the intern's work hours.

## Supervisor Responsibilities

The supervisor's role is as work-planner, trainer, mentor and evaluator. In addition, the Los Angeles County Arts Internship Program **requires** that:

- There must be one dedicated supervisor for each internship position.
- Supervising mentors complete a pre-program survey and evaluation of the intern and the internship program at the end of the summer.

It is **highly recommended** that:

- The supervisor attend the Supervisor Orientation, which will be held at The Getty Center on April 26, 2010.

---

## ALLOWABLE REQUESTS

---

### Allowable Number of Interns

All eligible organizations may request support for one full-time internship position.

### Amount of Internship Awards

Each internship grant awarded will be supported by the Arts Commission with a grant ranging from \$2,500-\$3,500 per intern. The amount of support an organization may receive is dependent on the applicant's budget size (the total amount of cash revenue for the organization's most recently completed fiscal year income).

The grant award is to support a portion or all of the intern's salary (depending on the size of the award) for a ten-week period of employment between June 1, 2010 and August 27, 2010.

If awarded:

- Organizations with budgets less than \$1,500,000 will receive a grant of \$3,500 per internship.
- Organizations with budgets between \$1,500,000 and \$4,000,000 will receive a grant of \$3,000 per internship. The organization is required provide a cash match of \$500 per internship.
- Organizations with budgets greater than \$4,000,000 will receive a grant of \$2,500 per internship. The organization is required provide a cash match of a \$1,000 per internship.

### **Associated Administrative Costs**

Applicant organizations should anticipate and plan to cover administrative costs and any other additional expenses associated with hosting an intern for ten weeks. Examples of such expenses may include employer taxes, parking and mileage reimbursements. In addition, the organization must be able to assume full financial support for the intern payment in the event that payment from the Arts Commission is delayed.

### **Summary of Allowable Requests and Awards**

<b>Organizational Budget Size</b>	<b>Allowable Number of Internships</b>	<b>Grant Award per Internship</b>	<b>Required Cash Match</b>	<b>Maximum Award Amount</b>
Budget under \$100,000	1	\$3,500	No match required	\$3,500
Budget from \$100,000 to \$1,499,999*	1	\$3,500	No match required	\$3,500
Budget from \$1,500,000 to \$4,000,000*	1	\$3,000	\$500 match required per internship	\$3,000
Budget over \$4,000,000*	1	\$2,500	\$1,000 match required per internship	\$2,500

---

## **INFORMATION FOR INTERESTED STUDENTS**

---

Once the Los Angeles County Arts Internship Program grants have been awarded, eligible undergraduate students apply directly to the recipient organizations. A list of these organizations will be available online at [www.lacountyarts.org](http://www.lacountyarts.org) on **April 28, 2010**. Interested undergraduates may also check for a list of museums and visual arts organizations that receive Getty Multicultural Undergraduate Internship Program grants at [www.getty.edu/grant/internships](http://www.getty.edu/grant/internships).

---

## GRANT REVIEW PROCESS

---

### Review Process

A panel comprised of Arts Commissioners, Commission staff and a representative from The Getty Foundation reviews all applications and makes recommendations to the Arts Commission. Arts Commissioners review and make final funding decisions at their monthly meeting in April.

### Review Criteria

The primary criteria that will be used to select successful organizations is the applicant's ability to address the purpose of the program:

The purpose of the County's program is to provide undergraduate students with meaningful on-the-job training and experience in working in nonprofit arts organizations, while assisting arts organizations to develop future arts leaders and advocates. Through this program, students can develop a deeper understanding of the work involved in nonprofit arts administration, better understand the role of the arts in a community, and develop "real life" business skills that can be put to use in their future careers. During the ten-week course of the internships, participating organizations gain the assistance of a motivated student to help with special or seasonal projects.

Successful applications must demonstrate that each:

1. Proposed internship addresses the purpose of the Arts Internship Program;
2. Internship job description demonstrates meaningful on-the-job training and experience opportunities, including a **specific ten-week project**; and
3. Applicant demonstrates the capacity of the organization to assume the successful mentoring of and supervisory responsibilities for a prospective intern.

In addition, the Internship Program panel will review any issues regarding student supervision and payment to students during the 2009 and 2008 program years.

The ideal internships are those that have a positive human resource benefit for the organization and a positive learning experience for the student.

### Internship Projects

Internships should be designed to offer eligible students experience in key program areas such as administration, development, education, finance, marketing or production. In considering what makes meaningful work or training opportunities, consider projects, duties or other activities that are important to the organization and can teach the intern something about the organization and assist the intern in developing practical, work-related skills. Interns should not be given meaningless or "make-work" tasks but should be integrated into the fabric of the organization. For example, while administrative tasks can certainly be a component of an intern's job responsibilities, the tasks should link into a bigger project that the intern can successfully navigate, ideally from start to finish, during the ten-week internship.

Examples of good projects include program-based activities in research, archiving, education, marketing, communication, grant writing and fundraising and/or activities related to producing or presenting performances. Specific project-based work makes good use of a student's capabilities, while providing support to the organization.

Competitive applications will propose a challenging project that can be completed within ten weeks and provides meaningful work assignments for the intern.

---

## HOW TO APPLY

---

### How to Apply

Download the Internship Program Application (Word file) and Application Instructions (PDF) from the Los Angeles County Arts Commission Web site: <http://www.lacountyarts.org/internship.html>.

The application and any required supplemental materials must be submitted via e-mail to [internship@arts.lacounty.gov](mailto:internship@arts.lacounty.gov).

### Technical Assistance

Applicants are strongly encouraged to submit the application one week before the deadline. Staff can only assist in trouble-shooting if any problems are brought to our attention early enough for us to be able to act upon them. Staff will not be available to assist applicants after 5:00 p.m. on April 7, 2010.

### Deadline

All applications and any required supplemental materials must be submitted as an email attachment to [internship@arts.lacounty.gov](mailto:internship@arts.lacounty.gov) no later than **5:00 p.m.** Pacific Time on **Wednesday, April 7, 2010.**

### Notification

Applicants will be notified of the Arts Commission's decision by **Tuesday, April 20, 2010.**

---

## QUESTIONS

---

Please direct questions associated with the Internship Program application to:

Anji Gaspar-Milanovic  
Technical Assistance Programs Manager  
Los Angeles County Arts Commission  
Email: [internship@arts.lacountyarts.gov](mailto:internship@arts.lacountyarts.gov)  
Phone: (213) 202-3981

---

## 2010 INTERNSHIP PROGRAM CALENDAR

---

March 24, 2010	Internship application available at <a href="http://www.lacountyarts.org">www.lacountyarts.org</a> .
<b>April 7, 2010</b>	<b>Grant application deadline</b>
April 2010	Review of applications
April 2010	Commission reviews and approves internship grants
April 20, 2010	Applicant organizations informed of grant decisions via email
April 26, 2010	Signed internship grant contracts and first invoice due to Arts Commission Supervisor Orientation at the Getty Center
April 28, 2010	Arts Commission posts internship listings on <a href="http://www.lacountyarts.org">www.lacountyarts.org</a> ; organizations begin intern recruitment and selection process
April – May 2010	Proposed intern selection forms due to Arts Commission by May 24; internship positions confirmed by Arts Commission by May 26
June 21, 2010	Deadline for “Intern – Organization Agreement Form”
May – August 2010	Internships begin from May 31-June 11, 2010 and end from August 6-20, 2010
August 31, 2010	Deadline for Supervisor Evaluation and final invoice

---

## CALIFORNIA CULTURAL DATA PROJECT

---

Current grantees in the Arts Commission's Organizational Grant Program and non-grantee applicants that participated in the program in summer 2009 are **NOT REQUIRED TO SUBMIT SUPPLEMENTAL MATERIALS**. Any organizations that participated in the program in 2008 but did not participate in the Internship Program in 2009 **may opt** to complete a Cultural Data Profile and submit an Arts Internship Program Funder Report with the Internship Program application in place of submitting an audited financial statement or a financial report prepared by the organization's accountant and signed by the Board President or Chair. The information provided below is intended as a resource for applicants that decide to complete the California Cultural Data Profile and submit the Arts Internship Program Funder Report as their supplemental financial materials.

The California Cultural Data Project (CDP) is an online system for collecting and standardizing information about an organization and its contributions to the cultural sector. The project is a collaboration of nearly 30 public and private funders across California, most of which require arts and culture organizations to complete a Cultural Data Profile as part of their funding application processes. Applicants need to complete a Cultural Data Profile only once each fiscal year in order to apply to any of the participating funders.

In addition to streamlining the application process, the California CDP gives arts organizations the ability to track and analyze their financial and organizational data over time as well as compare their organization with similar types of organizations.

Applicants applying to more than one funder participating in the California CDP need to complete a Cultural Data Profile only once each fiscal year. Organizations using the California CDP for the first time must enter two years of information. Subsequently, organizations will only need to enter one year of information annually.

### IMPORTANT DETAILS

- 1. Instructions:** Instructions on how to complete a Cultural Data Profile are at [www.caculturaldata.org](http://www.caculturaldata.org). You also will have access to online training and can get support from the California CDP Help Desk during regular business hours.
- 2. Time Required:** Plan to spend 10 to 15 hours completing each Cultural Data Profile. We recommend that you complete the profile as soon as you have decided to apply to the Internship Program. We will not be able to extend the application deadlines to allow for extra time to complete the Cultural Data Profile.
- 3. Minimum Data Profile Requirements:** You must submit two consecutive years of data. If you are filling out the Cultural Data Profile for the first time, please submit two years of Data Profiles. Going forward, you will only need to provide one year of data.
- 4. Organizations with Parent Agencies:** If you are filling out the Data Profile for a department or an ongoing program within a larger organization or institution, fill out the Data Profile for the sub-unit only. Do not enter any data for the parent organization.
- 5. Basis for Financial Data:** If your organization has an annual audit or review, all financial data entered into the Data Profile must be based on audited or reviewed data. Do not enter data until after you receive your annual audit or review by an independent certified public accountant. If your organization has no audit or review, and does not plan on having an audit or review for its most recently completed fiscal year, base your Data Profile entries on your internal financial records for the last complete fiscal year.
- 6. Timing:** If your annual audit or review will not be complete by the time you have to submit a Data Profile for your Internship Program application, enter data from your prior fiscal year

based on your prior year's audit report. The most recent year of your Data Profile should be the same year for which your organization has its most recent Audit.

7. **Submitting the Data Profile:** Submitting the Cultural Data Profile activates the Web site's error checking and submission process that is designed to catch errors and inconsistencies in the entered data. If the data is inconsistent you will not be able to submit the Cultural Data Profile until you correct the errors. Please allow additional time to make corrections to the data after each Profile is submitted.
8. **Funder Report:** Internship Program applications must download a Los Angeles County Arts Commission Funder Report to submit with supplemental application materials via US mail. To download the report, go to the Funder Reports section on My CDP, choose the fiscal year from the drop-down menu, and click 'Go.' Select the Los Angeles County Arts Commission Arts Internship Program to generate the report. Save the PDF to a location on your computer so that it can be easily retrieved and printed for submission.
9. **CDP Review:** The California CDP Help Desk will review each of your submitted profiles and contact you with suggested revisions. It is your responsibility to respond and to make all necessary changes to the submitted Data Profile(s). Making these suggested revisions will help you represent your organization more accurately.
10. **Questions:** Please direct questions concerning the California CDP to the California CDP Help Desk, which is available Monday through Friday from 9:00 a.m. to 5:00 p.m. Pacific Time:

**California CDP Help Desk**

Phone: (866) 922-5237

Email: [help@caculturaldata.org](mailto:help@caculturaldata.org)

Web: [www.caculturaldata.org](http://www.caculturaldata.org)