



WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a more than 30,000 acre municipal parks system that encompasses over 1,900 parks, 1,000 playgrounds, 36 recreation centers, more than 650,000 street trees and two million park trees. DPR's thousands of public programs include free Shape Up NYC fitness classes, Kids in Motion children's programming, swimming lessons and Urban Park Rangers' nature education. Through programs like Parks Without Borders, DPR is bringing innovative design to sites across the City. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

FOCUS ON EQUITY

In the wake of the current social movement sparked by George Floyd's death, the Department of Parks and Recreation (DPR) is working to further its commitment to equity and inclusion. Supportive of the Agency's more than 6,000 staff, DPR launched a series of "Reflections On" listening sessions and is planning programming to help address impacts known and unknown. The Agency is also devising a strategic plan that advances its commitment to ensuring a diverse workforce and fairness around recruitment and promotional opportunities within. Introspectively, the Agency acknowledges there is always room for improvement and has launched an internal committee to review park names with plans to rename a tranche for Black American men and women.

On a parallel path, DPR is ensuring that the benefits of accessible, high-quality open space reach every community in New York City. DPR works toward this goal through its Framework for an Equitable Future, a comprehensive series of immediate steps and long-term initiatives to support equitable park development and sustainable service improvements. In August 2016, DPR announced that with \$150 million in Mayoral investment, it will make major improvements at five large parks under the Anchor Parks initiative, designed to bring the kind of amenities that are greatly needed in these bigger parks, such as soccer fields, comfort stations, running tracks and hiking trails. Each park was selected based on three factors: historical underinvestment; a large surrounding population; and potential for park development. The framework also supports the ongoing \$318 million Mayoral-funded Community Parks Initiative, which brings complete, community-informed reconstruction to 67 historically underserved neighborhood parks. As of October 2019, DPR has revitalized 49 Community Parks Initiative sites. All of DPR's efforts build on the core principles of good park development: targeted capital investment; strong community and public-private partnerships; innovative programming; and efficient and effective maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st century park system.

OUR SERVICES AND GOALS

SERVICE 1 Manage the City's parks and recreation facilities.

- Goal 1a Ensure that all parks and playgrounds are clean and in good condition.
- Goal 1b Provide an overall quality park experience.

SERVICE 2 Manage the City's street, park and forest trees.

- Goal 2a Maintain and preserve trees under DPR stewardship.
- Goal 2b Resolve high-priority tree work promptly.
- Goal 2c Increase the number of trees under DPR stewardship.

SERVICE 3 Preserve and expand the infrastructure of New York's park system.

- Goal 3a Build and improve parks and playgrounds in a timely and efficient manner.
- Goal 3b Ensure an adequate supply of parkland to meet future needs.

SERVICE 4 Provide recreational and educational opportunities for New Yorkers of all ages.

- Goal 4a Increase public attendance at educational programs, recreation centers and other venues.
- Goal 4b Increase volunteer activity at City programs and events.

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Manage the City's parks and recreation facilities.

Goal 1a Ensure that all parks and playgrounds are clean and in good condition.

Based on the results of DPR's internal inspection program, the percent of parks rated acceptable for overall condition and cleanliness remained above target despite operational challenges posed by COVID-19. Play equipment rated acceptable exceeded the target at 97 percent, while safety surface met the 95 percent acceptable target for the first time since Fiscal 2016 as a result of sustained efforts to hold these park features to a high standard of maintenance. However, these features were not rated in playgrounds closed due to COVID-19 in the last quarter of Fiscal 2020.

For the third year in a row, in service rates for spray showers and drinking fountains both exceeded the 95 percent target, although, due to COVID-19 related facility closures, water features were not rated in May and June. In service rates for comfort stations remained consistent at 94 percent.

The percent of recreation centers rated acceptable for cleanliness remained high at 100 percent. Overall condition ratings improved to 90 percent, exceeding the 85 percent target and representing a six percent increase compared to Fiscal 2019. Recreation centers were not inspected during Spring 2020 due to COVID-19 related closures.

Monuments receiving annual maintenance increased by 24 percent. In the beginning of the Fiscal Year, increased seasonal staffing and operational efficiency contributed to improved performance. At the end of the Fiscal Year, to reduce crew sizes and social distance effectively, staff members serviced smaller monuments individually, increasing the total number of projects completed.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Parks rated acceptable for overall condition (%)	85%	86%	87%	90%	91%	85%	85%	Neutral	Up
– Overall condition of small parks and playgrounds (%)	83%	85%	87%	88%	90%	*	*	Neutral	Up
– Overall condition of large parks (%)	79%	79%	79%	87%	87%	*	*	Up	Up
– Overall condition of greenstreets (%)	97%	97%	97%	97%	97%	*	*	Neutral	Up
★ Parks rated acceptable for cleanliness (%)	92%	92%	93%	95%	94%	90%	90%	Neutral	Up
– Cleanliness of small parks and playgrounds (%)	91%	92%	93%	94%	94%	*	*	Neutral	Up
– Cleanliness of large parks (%)	88%	85%	87%	92%	92%	*	*	Neutral	Up
– Cleanliness of greenstreets (%)	99%	99%	99%	100%	99%	*	*	Neutral	Up
★ Play equipment rated acceptable (%)	95%	97%	97%	96%	97%	95%	95%	Neutral	Up
★ Safety surfaces rated acceptable (%)	95%	94%	94%	94%	95%	95%	95%	Neutral	Up
★ Comfort stations in service (in season only) (%)	95%	94%	94%	94%	94%	95%	95%	Neutral	Up
★ Spray showers in service (in season only) (%)	92%	93%	96%	97%	98%	95%	95%	Neutral	Up
★ Drinking fountains in service (in season only) (%)	96%	96%	96%	96%	96%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for cleanliness (%)	100%	98%	100%	100%	100%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for overall condition (%)	89%	82%	83%	84%	90%	85%	85%	Neutral	Up
Monuments receiving annual maintenance (%)	72%	68%	62%	56%	80%	*	*	Neutral	Up

★ Critical Indicator "NA" Not Available ↑↓ Directional Target * None

Goal 1b Provide an overall quality park experience.

Summonses issued decreased by 26 percent. In the first half of Fiscal Year 2020, proactive parking enforcement measures contributed to decreased parking summonses. In January 2020, a new Parks Enforcement Patrol (PEP) Academy entered the field, leading to an increase in summonses issued relative to the previous year. However, starting in March 2020, PEP began focusing on social distancing education and enforcement efforts to protect the health and safety of park patrons. As a result, traditional summonses decreased. As park facilities began to reopen at the end of the Fiscal Year, summons issuance increased to levels consistent with the year prior.

The New York City Police Department (NYPD) is principally responsible for ensuring public safety throughout the City, including parks. DPR is committed to assisting NYPD in this effort to provide a positive and safe experience for all park visitors. Reported crimes against persons and crimes against properties decreased five and seventeen percent, respectively.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	612	670	669	641	611	↓	↓	Neutral	Down
★ – Crimes against properties	469	547	553	567	472	↓	↓	Neutral	Down
Summonses issued	21,176	20,907	23,766	22,875	16,929	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	85.9%	81.5%	80.4%	81.7%	81.1%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target						* None	

SERVICE 2 Manage the City's street, park and forest trees.

Goal 2a Maintain and preserve trees under DPR stewardship.

DPR pruned 59,771 trees through its Block pruning program, falling short of the annual target of 65,000 street trees pruned due to its contracts being halted in April 2020 by the COVID-19 pandemic. Tree inspections increased by 68 percent. A May 2019 directive requiring block pruning inspection contractors to conduct tree inspections as part of their routine work resulted in 83,416 inspections in Fiscal 2020, over 60,000 more than Fiscal 2019. DPR forestry staff conducted an additional 55,255 inspections in Fiscal 2020, for a total of 138,671 inspections.

After a 23 year effort, on October 10, 2019 DPR joined in announcing the official eradication of the Asian Longhorned Beetle from New York City. This invasive insect infests and kills many hardwood tree species, threatening nearly half of the City's seven million trees. Since its discovery in Brooklyn in 1996, the beetle infested over 4,300 trees across all boroughs. DPR played key roles in overseeing infested tree removal and debris disposal, scheduling private property wood debris pick-ups with homeowners, and monitoring trees and treatment programs on public property.

In Fiscal 2020 DPR expanded the Emerald Ash Borer management program, which focuses on early detection and a combination of treatment and tree removal to reduce the spread of the insect and minimize risk to public safety. First discovered in Brooklyn's Prospect Park in October 2018, Emerald Ash Borer has infested 764 trees through the end of Fiscal 2020. This year the program protected 8,451 healthy ash trees and removed 167 trees suffering from infestation.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Street trees pruned - Block program	87,359	70,443	72,283	70,997	59,771	65,000	*	Down	Up
– Annual pruning goal completed (%)	92%	108%	111%	109%	92%	*	*	Neutral	Up
– Street trees pruned as a percent of pruning eligible trees	18%	14%	15%	14%	11%	*	*	Down	Up
Trees removed	16,505	15,749	12,222	13,252	11,321	*	*	Down	*
Tree inspections	NA	NA	54,386	82,376	138,671	*	*	NA	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target						* None	

Goal 2b Resolve high-priority tree work promptly.

Immediate priority tree work resolved within seven days increased four percent, from 93 percent to 97 percent, while the percent of high priority tree work resolved within 28 days decreased five percent, from 96 percent to 91 percent. DPR continues to refine operational procedures associated with a risk management approach to urban tree care to ensure that the highest risk conditions, Immediate Priority tree work, are addressed first in an effective and timely manner.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Immediate priority tree work resolved within 7 days (%)	NA	NA	63%	93%	97%	*	*	NA	*
★ High-priority tree work resolved within 28 days (%)	NA	NA	61%	96%	91%	*	*	NA	*
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

Goal 2c Increase the number of trees under DPR stewardship.

DPR planted 28 percent fewer trees, with a 62 percent reduction in natural area planting, due in part to the COVID-19 pandemic related cancellation of spring tree deliveries and to fewer natural area restoration projects scheduled in Fiscal 2020. Natural area planting is project dependent and may require several years of site preparation before planting occurs. Decreases in natural area planting were partially offset by a 168 percent increase in park planting, attributable to DPR's new landscape park tree planting program and a restitution-related planting of 1,488 trees along the Belt Parkway, and a 21 percent increase in street planting driven by a rise in interagency tree planting permits.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Trees planted	62,086	50,018	36,206	30,410	21,799	⇅	⇅	Down	Up
– Trees planted along city streets	NA	11,744	14,610	7,650	9,241	*	*	NA	Up
– Trees planted on landscaped areas of parks	NA	2,985	1,486	1,621	4,337	*	*	NA	Up
– Trees planted in natural areas of parks	NA	35,289	18,683	21,139	8,221	*	*	NA	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

SERVICE 3 Preserve and expand the infrastructure of New York's park system.

Goal 3a Build and improve parks and playgrounds in a timely and efficient manner.

Due to COVID-19, capital project construction was suspended in late March and did not resume until early June. This significant disruption made it difficult to meet targets for projects completed and percent of projects completed on time or early, which DPR expected to exceed before work was suspended. However, DPR completed 92 percent of projects within budget, surpassing the 85 percent target.

Among the 121 projects completed during Fiscal 2020 was Seward Park in Manhattan, a [Parks Without Borders](#) project. At Seward Park, connections between the streetscape and several areas of the park were enhanced and fences were lowered to create a seamless, inviting park experience. New benches, tables, fitness equipment, and the addition of a storytelling alcove brought new amenities to the park as well. Mauro Playground in Queens was also completed, eleven months ahead of schedule. The renovation included new play equipment and swings, a spray shower, adult fitness equipment, and reconstructed basketball courts.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Capital projects completed	98	104	123	163	121	150	132	Up	*
★ Capital projects completed on time or early (%)	86%	85%	88%	86%	78%	80%	80%	Neutral	Up
Capital projects completed within budget (%)	88%	87%	88%	90%	92%	85%	85%	Neutral	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

Goal 3b Ensure an adequate supply of parkland to meet future needs.

The percentage of New Yorkers living within walking distance of a park was unchanged at 81.7 percent. DPR remains committed to the City’s goal of 85 percent of New Yorkers living within walking distance of a park by 2030.

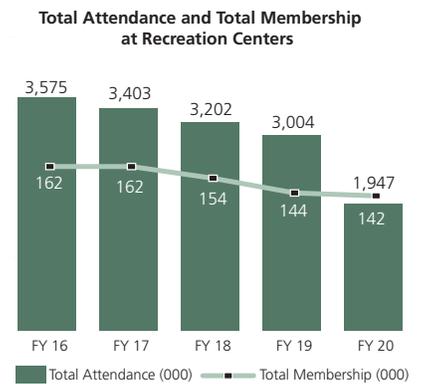
Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ New Yorkers living within walking distance of a park (%)	81.0%	81.5%	81.6%	81.7%	81.7%	↑	↑	Neutral	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

SERVICE 4 Provide recreational and educational opportunities for New Yorkers of all ages.

Goal 4a Increase public attendance at educational programs, recreation centers and other venues.

In March, COVID-19 restrictions required the closure of recreation centers and the suspension of in-person non-recreation center programming, significantly impacting indicator performance. During this time, DPR worked tirelessly to assist the City’s COVID-19 response effort, including using staff to operate food distribution sites at several recreation centers, and to provide digital programming through [Parks@Home](#).

COVID-19 restrictions also required the closure of Historic House Museums as of March and the delay of outdoor pool season until late July, when 15 of the City’s 53 pools began opening to the public.



*Total recreation center membership and attendance for FY20 includes only July through February 2020 values due to COVID-19 related center closures, and is not reflective of the full fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Total recreation center memberships	162,062	161,514	154,292	144,304	142,915	↑	↑	Down	Up
★ Total recreation center attendance	3,575,088	3,402,621	3,202,200	3,003,599	1,947,377	↑	↑	Down	Up
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,759,235	1,413,105	1,601,869	1,621,048	204,899	*	*	Down	*
Attendance at historic house museums	746,304	831,294	773,557	665,120	510,133	*	*	Down	Up
Attendance at skating rinks	564,696	581,842	562,976	582,978	481,433	*	*	Down	Up
Total attendance at non-recreation center programs	934,404	1,240,492	1,115,751	794,276	695,594	*	*	Down	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

Goal 4b Increase volunteer activity at City programs and events.

Despite the challenges imposed by COVID-19, community groups engaged by Partnerships For Parks increased in part due to efforts early in the fiscal year to engage and support community groups that work to improve New York City’s parks.

Volunteer turnout was significantly impacted by COVID-19 restrictions, decreasing 41 percent. In March, in-person [It’s My Park](#) and tree care volunteer projects were suspended indefinitely.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Community partner groups engaged by Partnerships for Parks	765	817	684	575	589	*	*	Down	Up
Volunteer turnout	44,212	50,378	53,603	48,035	28,194	*	*	Down	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Cases commenced against the City in state and federal court	349	315	306	350	261	*	*	Down	*
Payout (\$000)	\$13,079	\$16,104	\$24,245	\$18,360	\$25,424	*	*	Up	Down
Collisions involving City vehicles	550	566	520	473	462	*	*	Down	Down
Workplace injuries reported	374	321	403	463	444	*	*	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
E-mails routed and responded to in 14 days (%)	60%	77%	75%	72%	68%	60%	60%	Neutral	Up
Letters routed and responded to in 14 days (%)	47%	74%	76%	81%	83%	60%	60%	Up	Up
Completed customer requests for interpretation	122	110	173	432	263	*	*	Up	*
CORE customer experience rating (0-100)	91	91	92	NA	98	85	85	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
★ Total public service requests received - Forestry	90,217	74,247	87,075	99,969	85,699	*	*	Neutral	*
- Downed Trees, downed limbs, and hanging limbs	20,462	21,155	25,258	29,108	23,578	*	*	Up	*
Damaged Tree - Branch or Limb Has Fallen Down - % of SRs Meeting Time to First Action (8 days)	94%	97%	97%	97%	NA	95%	95%	NA	*
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (30 days for trees planted within a 2 year period, 7 days for all other trees)	72%	70%	NA	NA	NA	90%	90%	NA	*
Percent meeting time to first action - New Tree Request - For One Address (180 days)	90%	91%	95%	91%	NA	90%	90%	NA	*
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	48%	35%	58%	45%	NA	95%	95%	NA	*
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	71%	60%	73%	87%	NA	85%	85%	NA	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$476.1	\$532.6	\$545.3	\$563.6	\$595.3	\$606.0	\$503.1	Up
Revenues (\$000,000)	\$71.8	\$70.0	\$69.4	\$82.0	\$61.8	\$74.2	\$49.4	Neutral
Personnel (Total FT and FTE)	6,942	7,124	7,094	6,905	6,936	8,154	6,928	Neutral
Full-time equivalent (FTE) personnel	2,899	3,000	2,997	2,841	2,700	3,647	2,629	Neutral
- Parks Opportunity Program (POP) participants ⁴	1,529	1,608	1,506	1,392	1,420	1,584	1,506	Down
Overtime paid (\$000,000)	\$19.2	\$21.1	\$23.7	\$26.5	\$15.5	\$15.5	\$12.1	Neutral
Capital commitments (\$000,000)	\$359.1	\$586.0	\$437.5	\$537.1	\$332.9	\$793.5	\$769.8	Neutral

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

⁴The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$428.2	\$436.0	
001 - Executive Management and Administrative Services	\$8.4	\$8.2	All
002 - Maintenance and Operations	\$343.1	\$350.1	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	\$50.1	\$50.3	2c, 3a, 3b
004 - Recreation Services	\$26.6	\$27.4	4a, 4b
Other Than Personal Services - Total	\$135.4	\$159.4	
006 - Maintenance and Operations	\$107.0	\$127.4	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	\$24.3	\$26.6	All
009 - Recreation Services	\$1.6	\$2.9	4a, 4b
010 - Design and Engineering	\$2.5	\$2.5	2c, 3a, 3b
Agency Total	\$563.6	\$595.3	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- While all indicator performance was impacted by COVID-19, the following indicators have irregular reporting frequencies due to COVID-19 facility closures:
 - 'Spray showers in service (in season only) (%)' was not reported in May and June 2020
 - 'Drinking fountains in service (in season only) (%)' was not reported in May and June 2020
 - 'Total recreation center attendance' is reported through February 2020
 - 'Total recreation center membership' is reported through February 2020
- 'Summonses Issued' in Fiscal 2019 was adjusted up from 22,742 to 22,875 after a data reconciliation effort.
- The Fiscal 2021 'Street trees pruned—Block Program' target was adjusted due to ongoing budget considerations.
- 'Trees Planted' in Fiscal 2019 was adjusted down from 30,704 to 30,410 to account for planting submissions updated after the reporting period. 'Trees planted along city streets' increased from 7,641 to 7,650. 'Trees planted in natural areas of parks' decreased from 21,442 to 21,139.
- The target for 'Capital projects completed' in Fiscal 2021 was reduced to 132 from 150 to account for project delays related to COVID-19 restrictions.
- Data for 'Damaged Tree—Branch or Limb Has Fallen Down—% of SRs Meeting Time to First Action (eight days)', 'Percent meeting time to first action—Dead Tree—Dead/Dying Tree (30 days for trees planted within a two year period, seven days for all other trees)', 'Percent meeting time to first action—New Tree Request—For One Address (180 days)', 'Percent meeting time to first action—Overgrown Tree/Branches—Hitting Building (30 days), and Percent meeting time to first action—Root/Sewer/Sidewalk Condition—Trees and Sidewalks Program (30 days)' are currently unavailable.

ADDITIONAL RESOURCES

For additional information go to:

- New York City parks inspection program results:
<http://www.nycgovparks.org/park-features/parks-inspection-program>
- Community Parks Initiative:
<http://www.nycgovparks.org/about/framework-for-an-equitable-future/community-parks-initiative>

For more information on the agency, please visit: www.nycgovparks.org.