

Memorandum



Date: July 30, 2007

To: Victor M. Diaz, Chairman
Charter Review Task Force

From: Susanne M. Torriente
Assistant County Manager

Subject: Public Outreach Efforts - Tax Collector, Property Appraiser, Sheriff & Supervisor of Elections

As a follow-up to the July 23, 2007 Charter Review Task Force meeting, the attached information includes the public outreach and marketing efforts of Miami-Dade County's Tax Collector, Property Appraiser, Sheriff (Police Department Director) and Elections Department.

C: Charter Review Task Force Members
George M. Burgess, County Manager

FINANCE DEPARTMENT – TAX COLLECTOR DIVISION

Media Outreach, 311 & On-line Services

- The Tax Collector conducts comprehensive mass media campaigns inclusive of print and radio; advertising in English, Spanish and Creole. These campaigns are designed to reach approximately 100,000 taxpayers in Miami-Dade County with unpaid property taxes. Print advertising runs during the month of April and is placed in major daily/weekly newspapers that offer a general circulation. These newspapers include but are not limited to *The Miami Herald*, *Miami Times*, *Diario Las Americas*, *El Nuevo Herald* and other community periodicals from the County's community periodical advertising program. Radio campaigns air on WLRN 91.3 FM, Metro Traffic and AM Radio Program.
- The Tax Collector's Office began accepting e-check payments for property taxes over the County website in November 2005. During the 2006 tax season, approximately 55,600 e-checking transactions were process with a value of over \$287 million. This represents a 36 percent increase in volume of transactions process and a 52 percent increase in dollars paid over the prior collection period. This payment option has proven to be a very popular option with our taxpayers as demonstrated by the rapidly growing usage.
- The Tax Collector's Office recently implemented the new Tangible Personal Property website that allows for users to browse for businesses by name, address and folio number. The website also allows for taxpayers to pay their Tangible Personal Property taxes on-line via e-check. We are confident that the convenience of paying their tangible personal property taxes on-line will be extremely well received by our business community.
- Auto Tag Email Analysis program was developed to address the ever-increasing volume of customer emails requesting assistance and information with vehicle/vessel registrations and titles. Since its implementation in July 2006, 72 percent of all incoming auto tag emails are resolved within a 24-hour period.
- Implemented a new Baby Stroller permit software application for both Downtown and South Dade Public Service Offices in conjunction with Team Metro.
- Implemented Electronic Fund Service for the 25 private auto tag agencies to remit State funds for transactions processed electronically, thereby reducing errors while ensuring their compliance with State timetables.
- Developed and implemented a new Interactive Voice Response system, in conjunction with the County's technology department and the 311 Answer Center, to manage customer calls and provide access to tax information resulting in approximately 220,000 incoming yearly calls.

Staff Outreach & Offices

- In 2006, the Tax Collector's Office reviewed approximately 100 tax deed applications in which the property owner qualified for Senior Exemption. Of the 100 applications, Tax Collector staff conducted 40-45 initial site visits and approximately 18-20 follow-up site visits. With the exception of two applications, all the delinquent senior exemption tax deeds have been paid. Without the effort of our staff, some of these elderly residents may have lost their homes due to unpaid taxes.
- The Tax Collector's Auto Tag Section in conjunction with the State of Florida implemented the "Fast Title" program that enables customers to obtain vehicle and/or vessel titles at the local level instead of through Tallahassee. The turn around time has gone from approximately nine days through the mail, to instantly over the counter. Last year from June 2005 through May

2006, 15,700 Fast Titles were processed. This year, from June 2006 through May 25, 2007 almost 31,000 Fast Titles have been processed, thus enhancing and expediting service to our customers.

- Renovations to the Tax Collector's Satellite Office located in the South Miami-Dade Government Center were completed in May 2006. The customer lobby and the working area are better defined making it more comfortable for customers as well as providing an efficient workflow.
- The Tax Collector's Office works with the AARP Senior Community Service Employment Program as an alternative method for obtaining personnel staffing support. The program is funded by the U.S. Department of Labor and administered through the AARP Foundation and provides temporary income to economically disadvantaged and financially eligible individuals while in a work/training environment.

Collateral Materials

- The Tax Collector's Business Licenses and Taxes Section coordinated with the Beacon Council, as an outreach collaborator, to develop their annual brochure which provides information on Local Business Taxes to both local and incoming businesses.
- Beginning with the 2004 tax bills, the Tax Collector's Office has included an informational insert that informs customers how they can make payments: as easy as 1-2-3. Customers can pay in person at two County locations (Downtown and South Dade Government Center), pay by mail, and by e-check over the County website, www.miamidade.gov.
- The Tax Collector's Office provides over 1.7 million vehicle and vessel customers each year with a full color annual registration renewal reminder. This outreach literature advises our customers of the options available by which they can renew their vehicle and vessel registrations. This innovative program is as a result of a public/private partnership formed in conjunction with the State of Florida, Imagitas, Inc. and various Tax Collector offices around the State. Miami-Dade was one of the first Tax Collector offices to utilize this renewal format.

Presentations to Community & Professional Organizations

- The Tax Collector's Office makes appearances at several Miami-Dade Public Schools upon request to discuss future job opportunities and how the tax dollar is distributed for various County improvements. Some examples include but are not limited to the Miami-Dade School Juvenile Assessment Center (JAC), M.A. Milan K-8th Grade Center, the Jose Marti Middle School and Miami-Dade Northwestern Senior High School.
- The Tax Collector's Office educates and informs taxpayers by speaking with community groups such as the Concerned Citizens of North Dade, the Haitian American Center for Economic & Public Affairs, the Haitian Labor Day Job Fair, Allen Chapel A.M.E. Church, the South Florida Prep Meeting, the Kendrick Meek Sponsored Homeownership Education Seminars, the Builders and Developers Alliance, and the Los Palacios Homeowners Association in Miami Lakes.
- The Tax Collector's Division teams up Team Metro and is part of the Citizen's Academy curriculum, attending their classes in both the North and South sections of Miami-Dade County. Additionally, the Tax Collector has also been involved with Commission Edmonson's District 3 Association President Meetings.
- In conjunction with the Department of Consumer Services, the Tax Collector's Auto Tag Section conducted training classes for Towing Companies to educate customers on current changes in law and specific paperwork required by the Florida Department of Highway Safety and Motor Vehicles.

- The Tax Collector's Enforcement & Collections Unit participates in various business workshops including the Miami-Dade County Enterprise Community monthly business seminars and the Haitian-American Center for Economic and Public Affairs workshops conducted throughout the year. We provide informational pamphlets regarding business taxes, tangible personal property taxes, installment payment plans (quarterly payments), delinquent properties and re-payment plans designed to assist taxpayers with compliance while reducing delinquencies. The Enforcement & Collections Unit negotiates an average of 200 re-payment plans annually.
- The Tax Collector's Enforcement & Collection unit provides presentations at the Mom & Pop Small Business Grant Program Workshops for Miami-Dade County Commissioners.
- The Tourist Development Section collects three percent Tourist Tax and two percent Food and Beverage Tax. A portion of these funds are distributed monthly to the Greater Miami Convention and Visitors Bureau as a means to promote tourism in Miami-Dade County. The unit also attends monthly business seminars sponsored by the Miami Dade Enterprise Community Center. These seminars are designed to foster the establishment and growth of minority business in Miami-Dade County.

PROPERTY APPRAISER DEPARTMENT

Media Outreach, 311 & On-line Services

- The Property Appraiser aggressively enhanced the website in an effort to reach the public. A notable enhancement is the launching of the Tax Estimator. The tax estimator is the most comprehensive in the state in that it provides information on not only ad Valorem taxes but as well as Non ad Valorem taxes. These non ad Valorem taxes are service based fees for things such as waste, lighting, and guard districts.
- A new super exemption comparison feature will be launched in the near future. This will enable property owners to review and evaluate how the proposed super exemption will affect property taxable values.
- The Property Appraisal Department was one of the first County departments to partner with the 311 Call Center. This dynamic partnership, unique to Miami-Dade County, can be characterized as nothing less than exceptional. Property owners are afforded access to information about how properties are valued, exemptions applied, specifics about special requests for information and the status of property change requests. Approximately ninety-two percent of all calls received at 311 related to Property Appraisal Department are resolved on this first contact. This first contact success ratio is due, in part, to collaborative training efforts and development of materials by Property Appraisal staff for 311 call specialists. Prior to this partnership, the Department was only able to receive and process approximately 18,000 calls annually due to technology and personnel constraints. The 311 Answer Center received more than 142,000 property appraisal related calls during 2006 affording residents of Miami-Dade County access to the Department and services in real time. These efforts are noted in a recent survey conducted to determine the public's opinion on an aspect of the department's Homestead Exemption application process. There were two notable outcomes from this survey: this survey received an unprecedented 20 percent response rate; and 95 percent of respondents rated their experience with the Property Appraisal Department as either "Good" or "Excellent."
- Through paid advertising, formal scheduled interviews, informal briefings and ad hoc liaison efforts, the department has used the local media (including Spanish and Creole language radio and newspapers) as a crucial part of its efforts to inform and educate the public.
- Earlier this year, the department spent approximately \$14,000 (supplemented by another \$18,000) through the Communications Department's 'Community Periodicals Program' in advertising in community-based periodicals and radio stations to publicize the Homestead Exemption filing period. We also advertised on WLRN.
- The Acting Property Appraiser and other senior staff have regularly granted interviews to broadcast and print media (see attached listing).
- An example of the informal briefings mentioned earlier was a meeting the department initiated with the editors and researchers of the Miami Herald's Action Line to answer common questions and provide explanations for how various exemptions and assessments work. This has resulted in a relationship which has significantly enhanced the media aspect of our outreach efforts. The PAD's entire Question and Answer feature on the recent changes to the property tax regime is currently posted on the Action Line section of the Miami Herald website.

Staff Outreach & Offices

- One of the most important duties of the Property Appraiser is effectively communicating with the county taxpayers and residents about property assessment matters. There are numerous

statutory deadlines for filing tax returns and exemption applications that necessitate the mailing of information to property owners within the County. Typically, these mailings generate interaction between taxpayers, property owners and the County Property Appraiser throughout the year. That communication process generally reaches a peak with the statutorily required mailing of the Notice of Proposed Property Taxes to all property taxpayers by August 24th. The statutorily formatted Notices contain information about the market, assessed and taxable values of individual properties, where applicable, and the proposed tax rates by the various taxing authorities (i.e. county, city, school board, etc.) with jurisdiction over the property. The notice also includes the contact information for the County Property Appraiser, the dates and location of the taxing authorities' budget meetings and the Value Adjustment Board deadline for filing an assessment appeal. The Department mobilizes all staff to accommodate this period and answer all property owner's questions and respond to their concerns.

- The Property Appraisal Department maintains a permanent, full-service outreach office at the South Dade Government Center, 10710 SW 211th Street, to facilitate persons who live and/or work in the southern reaches of the County.
- Property Appraisal Department utilizes the 'Government-On-The-Go-Bus' as a satellite office. Two of these sites had Saturday operating hours.
- Every year, in the four weeks prior to the closure of the Homestead Exemption filing period on March 1, we establish satellite offices to facilitate easy access to our services at the following location:
 - 111 NW 1 street ground floor lobby
 - South Dade Government Center 10710 SW 211 Street
 - Miami Dade permitting and inspection center 11805 SW 26 Street
 - Hialeah District Court 11 E 6 Street
 - North Dade Justice Center 15555 Biscayne Boulevard

Collateral Materials

- The Property Appraiser's three annual mailings constitute a critical aspect of the distribution of hardcopy materials to the public. These include the Notice of Proposed Property Taxes, the annual Homestead Exemption Renewal Notice, and the courtesy Homestead Exemption applications. The "Notice" contain information about the market, assessed and taxable values of individual properties, where applicable, and the proposed tax rates by the various taxing authorities (i.e. county, city, school board, etc.) with jurisdiction over the property. The notice also includes the contact information for the County Property Appraiser, the dates and location of the taxing authorities' budget meetings and the Value Adjustment Board deadline for filing an assessment appeal. Renewal receipts are mailed annually to provide confirmation of an exemption renewing for the property owners benefit. The courtesy applications are mailed to new homeowners so facilitate filing exemptions by mail. In each of these mailings newsletters, flyers and pamphlets are included to inform property owners of current events, legislative changes and location information.
- The department proactively publishes and distributes flyers and posters promoting and publicizing specific developments such as new services and service centers, and reminding the public about approaching filing deadlines. For example, last January, 10,000 copies of a two-sided flyer were printed listing the venues and operating times of our satellite offices, reminding the public of the approaching deadline for filing for Homestead Exemption, outlining the procedure for filing and listing the required documents.

- Flyers and promotional materials were made available at county and city government offices, court buildings, the 42 branches of the Miami-Dade Public Library System and non-MDPLS libraries (such as the North-Miami Beach Public Library and the JFK Library in Hialeah).
- The Property Appraiser also extensively used the eight strategically located Team Metro Offices to distribute materials and coordinate with Team Metro employees to accept and assist with application filings.

Presentations to Community & Professional Organizations

- Last October the department employed a Public Information Officer to help coordinate and streamline its public outreach and media liaison efforts.
- Since October, the Property Appraiser, as well as other senior and mid-level officers of the department, have attended and made presentations at town-hall type meetings, panel discussions and fairs held by community-based groups and professional organizations. Within this context we have specifically targeted first-time and would-be homebuyers and workshops organized by Miami-Dade Affordable and other groups which facilitate this segment of the community to include Spanish and Haitian Creole. The below chart summarizes the various outreach events and 311 coordination statistics.
- A notable feature of these efforts is our participation in the Team Metro Citizens Academy where we have coordinated with the Tax Collector's Office in the Department of Finance to deliver a comprehensive presentation on the property tax assessment and collection processes.
- Our outreach effort has extended to Miami-Dade youth with presentations to students at career day events.

MIAMI-DADE POLICE DEPARTMENT

The following outlines just a few of many specific programs that Miami-Dade Police Department (MDPD) personnel are involved in to ensure that the public is aware of the assistance the police can provide and how we can empower them to help themselves reduce their chances of becoming victims of crime.

Media Outreach

- The Media Relations Bureau (MRB) utilizes press conferences and television/radio/newspaper interviews promoting Miami-Dade Police Department programs to inform the public of various crime-fighting initiatives. MRB personnel will frequently make special recognition to a departmental program when an incident warrants such connection. Such examples include the Gun Bounty Program, Robbery Intervention Details (RID), and Tactical Narcotics Team details (TNT) which are all programs aimed at crime reduction. Through the media, the community is frequently reminded of the Crime Stoppers Program.
- Additionally, Miami-Dade Crime Stoppers frequently address community groups, schools, and any public or media forum available to promote the anonymous tipster program. This program gives a sense of participation and control to the public.

Staff Outreach & Offices

The MDPD Community Affairs Bureau (CAB) has 12 full time officers and three sergeants dedicated to provide outreach and community presentations.

- The following are examples of the many outreach tools and locations the MDPD currently has assigned:
 - Southland Mall store front operation
 - California Club Mall store front operation
 - Dadeland Mall store front operation
 - The Falls Shopping Center store front operation
 - Mobile Crime Prevention Bus
 - Drug and Education Career Days with Drug Abuse Resistance Education vehicle

Collateral Material

The following are just some of the areas where the MDPD provides pamphlets to the community at no cost to the citizens:

- Personal safety, gun safety, child safety, alcohol abuse, drug abuse, drug abuse, gangs, women and safety, theft and robbery crimes, homeland security, and identity theft.
- As an example of the desire of the citizens to obtain information from the MDPD, during the Dade County Youth Fair, the CAB provides two officers for 10 hours a day. During this one event, over 100,000 brochures are distributed in 2 ½ weeks.
- The CAB spends over \$90,000 on crime prevention materials that are shared with all of the districts for use in their crime prevention presentations.

Presentations to Community & Professional Organizations

- Business Crime Watch (BCW): It provides a means of remaining current to crime trends and the latest crime prevention methods. Along with the BCW, visible uniformed officers' personal contacts have created a positive relationship between proprietors and law enforcement. Over 80 presentations a month are performed.

- Citizens' Advisory Committee (CAC): The CAC was formed in each district after the 1980 civil disorders. Its specific purpose is to facilitate police/citizen communication and enhance police/community relations. Citizens from all segments of the community meet on a monthly basis with district command staff to share information and concerns on a variety of community related issues, and provide feedback on the level of police service being provided. Approximately four command staff members attend each one of the meetings.
- Citizens' Crime Watch: The program creates an alliance between citizens and the police to address the crime in the community. Through Crime Watch, citizens are educated in areas such as personal protection, home security, and crime reporting. There are approximately 400 monthly meetings held in Miami-Dade County.
- Citizens' Volunteer Program: The program is designed to give interested citizens an opportunity to perform volunteer duties for different entities within the Department. The number of volunteers varies each month as people enter or leave the program. In 2006, volunteers recorded more than 12,511 hours, which resulted in savings of \$352,571 to the Department.
- Majors' Night Out: This program is designed to bring the districts' services and programs directly to the community. Citizens have an opportunity to meet the District Command Staff and voice any concerns that they have. Also, the citizens are provided with many crime prevention and educational materials such as youth protection pamphlets, home security information, crimes against the elderly, to name a few. During this event, citizens have the opportunity to visit the various displays provided by departmental entities which inform them of the services we provide. The District Majors walk through their assigned areas and knock on the doors in the community, so they can introduce themselves to the citizens that live and work in the area. Every district conducts their own event on a monthly basis and is staffed with approximately one major, one captain, one lieutenant, one sergeant and five officers at each event.
- Crime Prevention Display Vehicle: This vehicle provides information on the effects of drinking and driving, drug awareness, crime prevention tools, and community-based programs offered by the Department. Approximately 25,000 citizens view the vehicle each year at different community events. The vehicle is staffed by two officers.
- Don't Let Alcohol Be Your Last Taste of Life: This program is a cooperative effort involving Miami-Dade County Schools (MDCPS), Mothers Against Drunk Driving, and MDPD. The program sends the message that there are negative consequences associated with drinking and driving. The program is in more than 25 MDCPS. Over 60,000 students attended the event during the 2006/2007 school year. This program is staffed by one lieutenant, two sergeants and six officers.
- Drug Abuse Resistance Education (DARE): The program reaches more than 20,000 children in MDC. This substance abuse and violence prevention program gives kids the skills they need to avoid involvement in drugs, gangs, and violence. This program is staffed with 15 officers, 3 sergeants and 1 lieutenant.
- Identity Theft Prevention and Training: Detectives within the Economic Crimes Bureau provide Identity Theft training to the citizens at community meetings, CACs at the district stations, homeowner's association, and educational institutions have set up booths within the malls during the holiday season. Over 20 presentations were provided to more than 800 citizens this fiscal year.

- **Join a Team, Not a Gang:** This is a year-round gang prevention program, which primarily targets elementary school children and offers alternatives to gangs and violence. During 2006, approximately 18,500 students were impacted as a direct result of this program.
- **Security Survey Program:** This program provides citizens with information on how to better secure their homes and businesses, thus reducing their potential as crime targets. The survey consists of an on-site examination of physical facilities and surrounding property conducted by a specially trained police officer. During 2006, 275 residential and business surveys were conducted.
- **Cyber Predator:** This program is provided to fifth grade students in order to instruct them on the dangers that can be found while chatting on the internet with strangers. Approximately 580 hours of instruction is provided in the schools. This program is staffed with 15 officers, 3 sergeants and 1 lieutenant.
- **Citizens' Police Academy:** This initiative offers citizens exposure to the realistic aspects of the "police experience." The 13-week program enables participants to better understand police training, procedures, and philosophy. More than 2,200 citizens have completed the program.

ELECTIONS DEPARTMENT

Media Outreach, 311 & On-line Services

- In addition to granting all possible media interview requests, the Department proactively communicates important information to the media to disseminate to their listeners, readers, and viewers. To accomplish this while maintaining uniformity regardless of the particular races or issues on the ballot, the Department adheres to a prescribed Media Outreach Plan. This plan requires the following efforts leading up to each countywide election:
 - Mail sample ballots to all households in Miami-Dade County
 - Produce television, radio, and newspaper advertisements – the Department develops mass media campaigns in conjunction with the Communications Department to run Public Service Announcements on MDTV and radio stations such as 1080 AM, 1320AM, 1490 AM, 91.3 FM, 94.9 FM, 100.7 FM, 105.1 FM and Traffic Reports on Metro Networks. Newspaper ads are also placed in the Miami Herald, El Nuevo Herald, New Times, Diario Las Americas and Haiti En Marche.
 - Schedule television and radio talk show appearances to give voters the opportunity to call in with questions and concerns – interviews are regularly scheduled with large news networks such as Ch 4, 6, 7, 10, 23, 51, in addition to radio stations such as 610 AM, 1140 AM, 1260 AM, 1580 AM, and 92.3 FM.
 - Issue several informational media releases prior to upcoming elections to urge media outlets to disseminate voter registration deadlines, early voting locations, Election Day voting hours etc.
- 311 has approximately 40 topics related to elections in their knowledgebase. If a voter calls 311 regarding general information that can be easily answered, 311 operators are equipped to answers those inquiries on behalf of the Department as Elections staff has trained them on these topics. If the voter has questions specific to a particular voter, elections laws, or complex Department procedures, the call is forwarded directly to an Elections employee to immediately address.
- The Elections Department website is comprised of a wealth of information, including the following:
 - Voter Registration Information
 - Absentee Ballot Information, including a tracking system
 - How to Make Registration Changes
 - Tutorial on How to Use the Voting Equipment
 - Assigned Polling Place Locations
 - What Voters Must Bring to the Polls
 - Early Voting Locations
 - Elections Calendar
 - Election Results, Recent and Archived
 - Press Releases
 - Candidate Information
 - Frequently Asked Questions
 - Direct Contact Information for Elections Staff

Staff Outreach & Offices

The Elections Department outreach initiatives are handled by:

- The Outreach Division – staff is dedicated to engaging residents and educating voters on the various facets of the electoral process. The Outreach Division is comprised of six full-time, permanent staff members and up to four additional seasonal employees during countywide election years. Staff attends a variety of events and meetings throughout the community on a daily basis throughout the entire year to answer questions and educate voters with important

information. The Outreach Division is highly responsive to residents, dedicated to attending events of any group that requests their presence, and actively seeks out events to attend in order to engage all factions of our diverse community.

- The Director's Office - staff facilitates all outreach efforts involving the mass media. The Supervisor of Elections and the Assistant to the Supervisor of Elections are highly responsive, granting more than 99 percent of all requests for media interviews from radio, newspaper, and television outlets.
- Voters may also visit the Elections Department Main Office (2700 NW 87 Avenue) or the satellite office, the Voter Information Center (111 NW 1 Street, Lobby) for information, forms, and other essential services.

Presentations to Community & Professional Organizations

- Outreach events include at least two Elections employees and are held at the following locations: high schools; colleges and universities; churches; wholesale clubs such as Costco and Sam's Club; large businesses such as Royal Caribbean Cruise Lines and Carnival Cruise Lines; malls; homeowner's associations; job fairs; retirement homes; hospitals; festivals; community events; chamber of commerce meetings; neighborhood gatherings; municipal events; other County department and commission-sponsored events.
- The areas of focus for all outreach events are the following:
 - Teaching voters how to use the voting equipment, which will soon be the department's primary focus as we convert to optical scan technology
 - Promoting voter registration
 - Updating Voter Registration Record
 - Promoting the use of early voting and the locations
 - How to request and submit an absentee ballot
 - The recruitment of qualified pollworkers
 - What voters must bring to the polls
 - Do's and don't of voting
- The goal for years without a countywide election is 50 visits per month. During countywide election years, our goal is 100 visits per months. Event statistics for recent months are as follows:
 - April 2007 - 95 events, 17,808 attendees
 - May 2007 – 95 events, 12,824 attendees
 - June 2007 – 61 events, 14,857 attendees

Collateral Materials

- Various materials in three languages are utilized to address the following topics:
 - Sample Ballots – this tabloid-style document shows voters the races and questions which will be on the ballot for an upcoming election so they can be prepared before heading to the polls.
 - Voters' Frequently Asked Questions – this pamphlet addresses the most commonly asked questions at a glance.
 - How to Register to Vote – this handout is to be used in conjunction with filling out a Voter Registration Form to ensure the form is filled out completely and correctly
 - Path of a Voter - this brochure provides a step by step process on the path the voter will experience on Election Day. This commences with the arrival at the polling location, the check-in process, and ultimately through the completion of the voting process.
 - Early Voting Site List – this handout lists the locations and hours of operation for all early voting sites.

- How to Request an Absentee Ballot – this pamphlet is an overview of the absentee ballot policy, describing the process for requesting and returning your ballot.
- Pollworker Recruitment Letters and Applications – this letter is used to entice voters to register as future pollworkers. It describes their responsibilities and the training and payment schedules. The applications are then used to register them for service.