# NEIGHBORHOODS

## Department Description and Mission

The Department of Neighborhoods works with residents and community partners to enhance the quality of life for Houstonians by fostering strong, inclusive, and empowered communities. Through outreach, strategic partnerships, and responsive service, we address community needs through programs including the Mayor's Assistance Office, the Office of Gang Prevention and Intervention, Neighborhood Engagement, the Office of New Americans and Language Access, Veterans Affairs, People with Disabilities, Human Trafficking and Domestic Violence, and the Office of Education and Youth Engagement. Our commitment is to lead positive change in our community through partnership, advocacy, and education to ensure every Houstonian has the opportunity to thrive in a safe, supportive, and connected community.

**Department Short Term Goals**

1. Strengthen Community Engagement
    - Expand outreach efforts to connect more residents with available programs and services.
    - Host neighborhood forums to encourage dialogue between city departments and community members.
    - Increase participation in local initiatives through targeted awareness campaigns.
    - Launch volunteer-driven community engagement projects.
2. Enhance Support for Vulnerable Communities
    - Align assistance programs with community needs.
    - Develop workshops to educate residents on gang and human trafficking prevention and available support resources.
    - Strengthen language access services to support Houston's diverse communities.
    - Create volunteer opportunities to help with resource distribution and direct community support initiatives.
3. Advance Public Safety and Intervention Efforts
    - Implement gang prevention and intervention programs in high-risk areas.
    - Collaborate with law enforcement and social service organizations to improve victim support.
    - Organize public education campaigns to raise awareness on safety-related issues.
4. Expand Educational Opportunities
    - Enhance youth leadership programs connecting youth with professionals in various fields.
    - Increase access to adult education programs and vocational training.
    - Recruit volunteers to assist with tutoring, career coaching, and educational workshops.
5. Improve Accessibility and Assistance Through the Mayor's Office
    - Develop online and in-person support channels for residents seeking assistance.
    - Increase collaboration between city departments to enhance service delivery.
    - Continue support for the Super Neighborhood Councils that are volunteer-driven to help support residents in navigating city services.
6. Expand Volunteer Engagement Across Programs
    - Establish a citywide volunteer network to assist with various department initiatives.
    - Recognize and celebrate volunteers through appreciation events and awards.
    - Provide training programs for volunteers to enhance their ability to serve the community effectively.
    - Create new partnerships with organizations to expand the reach and impact of volunteer efforts.

**Department Long Term Goals**

Continue to improve customer satisfaction and advance effectiveness of services by proactively engaging key stakeholders in resolving their neighborhood quality of life issues.
Acquire funding directed at amplifying current services to meet the enhanced needs of Houston's growing population.
Increase availability of services that provide residents with appropriate avenues to resolve community issues and address needs.

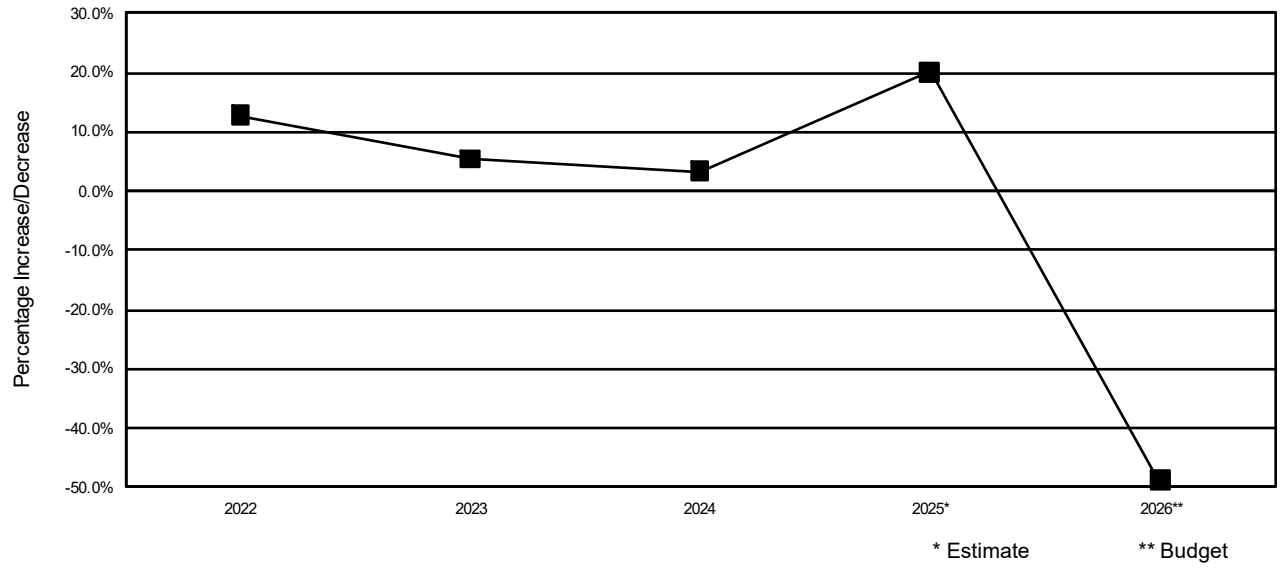
**Business Area Budget Summary**

| **Fund Name** / **Business Area** / **Fund No. /Bus. Area No. :** | | **General Fund** / **Department of Neighborhoods** / **1000 / 1100** | **FY2024 Actual** | **FY2025 Current Budget** | **FY2025 Estimate** | **FY2026 Budget** |
|---|---|---|---|---|---|---|
| Expenditures | Personnel Services | | 7,868,722 | 8,642,026 | 8,642,026 | **5,059,170** |
| | Supplies | | 115,318 | 130,950 | 130,950 | **39,350** |
| | Other Services and Charges | | 4,195,908 | 5,833,887 | 5,833,887 | **2,383,706** |
| | Equipment | | 0 | 14,300 | 14,300 | **0** |
| | Total M & O Expenditures | | 12,179,948 | 14,621,163 | 14,621,163 | **7,482,226** |
| | Debt Service & Other Uses | | 0 | 0 | 0 | **0** |
| | Total Expenditure | | 12,179,948 | 14,621,163 | 14,621,163 | **7,482,226** |
| Revenues | | | 2,139,417 | 2,575,614 | 2,040,550 | **243,145** |
| Staffing | Full-Time Equivalents - Civilian | | 77.0 | 76.8 | 76.8 | **39.7** |
| | Full-Time Equivalents - Classified | | 0.0 | 0.0 | 0.0 | **0.0** |
| | Full-Time Equivalents - Cadets | | 0.0 | 0.0 | 0.0 | **0.0** |
| | Total | | 77.0 | 76.8 | 76.8 | **39.7** |
| | Full-Time Equivalents - Overtime | | 0.2 | 0.7 | 0.7 | **0.0** |

Significant Budget Changes and Highlights

- The FY2026 Budget provides funding for health benefits, pension contributions, and municipal employees contractual pay increases.
- The FY2026 Budget reflects elimination of Voluntary Municipal Employee Retirement Payout Option (VMERPO) accepted non-critical positions.
- The FY2026 Budget includes savings due to the consolidation of Residential Code Enforcement into Houston Public Works.
- The FY2026 Budget includes the consolidation of Human Trafficking, Education and Youth Engagement, and Veterans Affairs into Department of Neighborhoods.

**General Fund**
**Department of Neighborhoods**
**Year over Year Expenditure Change**



**Business Area Revenues Summary**

**Business Area : Department of Neighborhoods**
**Business Area No. : 1100**

| Category | FY2024 Actual | FY2025 Current Budget | FY2025 Estimate | FY2026 Budget |
|---|---|---|---|---|
| Charges for Services | 1,373,395 | 1,530,480 | 1,262,469 | **0** |
| Direct Interfund Services | 0 | 0 | 0 | **243,145** |
| Licenses and Permits | 489 | 217 | 217 | **0** |
| Miscellaneous/Other | 18,692 | 31,189 | 31,189 | **0** |
| Other Fines and Forfeits | 746,841 | 1,013,728 | 746,675 | **0** |
| **Grand Total** | **2,139,417** | **2,575,614** | **2,040,550** | **243,145** |

**Business Area Program Summary**

**Business Area:** **Department of Neighborhoods**
**Bus. Area No :** **1100**

**Budget By Program ($ in thousands):**

| Program | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | Revs | Exps | Revs | Exps | Revs | Exps |
| Administrative Services | 0 | 3,210 | 0 | 3,597 | 0 | 3,320 |
| Code Enforcement | 2,139 | 6,139 | 2,041 | 7,765 | 0 | 0 |
| Community Engagement | 0 | 1,078 | 0 | 1,357 | 0 | 1,560 |
| Gang Prevention and Intervention Services | 0 | 864 | 0 | 903 | 0 | 675 |
| Human Trafficking | 0 | 0 | 0 | 0 | 243 | 243 |
| Neighborhood Initiatives | 0 | 607 | 0 | 632 | 0 | 814 |
| New American Services | 0 | 282 | 0 | 367 | 0 | 386 |
| Office of Education & Youth Engagement | 0 | 0 | 0 | 0 | 0 | 213 |
| Veterans' Affairs | 0 | 0 | 0 | 0 | 0 | 271 |
| **Total** | **2,139** | **12,180** | **2,041** | **14,621** | **243** | **7,482** |

**FTEs by Program:**

| Program | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| Administrative Services | 6.3 | 0.0 | 7.0 | 0.0 | 9.6 | 0.0 |
| Code Enforcement | 45.1 | 0.2 | 40.8 | 0.7 | 0.0 | 0.0 |
| Community Engagement | 10.1 | 0.0 | 11.0 | 0.0 | 11.4 | 0.0 |
| Gang Prevention and Intervention Services | 8.8 | 0.0 | 10.0 | 0.0 | 5.7 | 0.0 |
| Human Trafficking | 0.0 | 0.0 | 0.0 | 0.0 | 2.0 | 0.0 |
| Neighborhood Initiatives | 4.4 | 0.0 | 5.0 | 0.0 | 6.0 | 0.0 |
| New American Services | 2.3 | 0.0 | 3.0 | 0.0 | 2.0 | 0.0 |
| Office of Education & Youth Engagement | 0.0 | 0.0 | 0.0 | 0.0 | 1.0 | 0.0 |
| Veterans' Affairs | 0.0 | 0.0 | 0.0 | 0.0 | 2.0 | 0.0 |
| **Total:** | **77.0** | **0.2** | **76.8** | **0.7** | **39.7** | **0.0** |

**Business Area Program Detail**

**Business Area : Department of Neighborhoods**
**Bus Area No. 1100**

**Administrative Services**

**Description:**

Provides executive support and leadership to all divisions of the department. Provides all divisions with services in budget, purchasing, receiving grants, receiving funds, and account payables.

**Goal:**

Support DON's direct services divisions through Financial, HR, executive oversight, and disseminating public information.

**Mayor's Priority:** Government that Works

($ in thousands)

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | Revs | Exp | Revs | Exps | Revs | Exps |
| General Fund | 0 | 3,210 | 0 | 3,597 | 0 | 3,320 |

**Staffing:**

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 6.3 | 0.0 | 7.0 | 0.0 | 9.6 | 0.0 |

**Performance Measure:**

| Performance | FY2024 Actual | FY2025 Target | FY2025 Estimate | FY2026 Target |
|---|---|---|---|---|
| Expenditures Adopted Budget vs. Actual Utilization | 83% | 98% | 101% | 98% |
| Revenues Adopted Budget vs. Actual Utilization | 80% | 100% | 79% | 100% |

**Business Area Program Detail**

**Business Area : Department of Neighborhoods**
**Bus Area No. 1100**

**Code Enforcement**

**Description:**

Enforces City codes pertaining to dangerous buildings, weeded lots, junked motor vehicles, and unlawfully placed signs upon the City's right-of-way. Responds to emergencies caused by natural disaster. Provides timely and effective customer service to the public. Note: Beginning in FY2026, the Code Enforcement program—along with its associated operations and budget—will transition from the Department of Neighborhoods to the Houston Public Works department.

**Goal:**

Enforce and monitor City of Houston residential code enforcement policy through inspection and the abatement of blight in Houston communities to increase public safety and health.

**Mayor's Priority:** Quality of Life

($ in thousands)

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | Revs | Exp | Revs | Exps | Revs | Exps |
| General Fund | 2,139 | 6,139 | 2,041 | 7,765 | 0 | 0 |

**Staffing:**

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 45.1 | 0.2 | 40.8 | 0.7 | 0.0 | 0.0 |

**Performance Measure:**

| Performance | FY2024 Actual | FY2025 Target | FY2025 Estimate | FY2026 Target |
|---|---|---|---|---|
| Average daily inspections | 300 | 420 | 250 | N/A |
| Average days from request to initial inspection | 14 | 10 | 45 | N/A |
| Dangerous buildings demolished | 267 | 350 | 325 | N/A |
| Dangerous buildings secured/make safe | 364 | 550 | 415 | N/A |
| Junk motor vehicles resolved | 611 | 1,500 | 400 | N/A |
| Rate of voluntary compliance (as % of closed projects) | 85% | 85% | 87% | N/A |
| Weeded lot cuts | 14,375 | 17,000 | 13,500 | N/A |

**Business Area Program Detail**

**Business Area : Department of Neighborhoods**
**Bus Area No. 1100**

**Community Engagement**

**Description:**

Coordinate responses, requests, and resolutions for constituent concerns, city services, and field investigations. Facilitate civic engagement through the oversight of the Super Neighborhood program, community programs, and collaboration with Civic Clubs, Neighborhood Organizations, and Homeowner Associations.

**Goal:**

Increase civic neighborhood engagement, coordinate community events and meetings, and resolve constituent complaints and request for services.

**Mayor's Priority:** Quality of Life

($ in thousands)

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | Revs | Exp | Revs | Exps | Revs | Exps |
| General Fund | 0 | 1,078 | 0 | 1,357 | 0 | 1,560 |

**Staffing:**

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 10.1 | 0.0 | 11.0 | 0.0 | 11.4 | 0.0 |

**Performance Measure:**

| Performance | FY2024 Actual | FY2025 Target | FY2025 Estimate | FY2026 Target |
|---|---|---|---|---|
| Council Inquiries - worked/completed | 406 | 350 | 350 | 325 |
| Request for service - worked/completed | 8,054 | 4,500 | 5,500 | 5,500 |
| Served through civic engagement programs | 23,144 | 15,000 | 32,000 | 30,000 |
| Super Neighborhood Meetings facilitated | 217 | 180 | 180 | 180 |

**Business Area Program Detail**

**Business Area : Department of Neighborhoods**

**Bus Area No. : 1100**

**Gang Prevention and Intervention Services**

**Description:**

The division develops and implements programs that serve youth, families, and communities through direct services, collaboration, outreach, education, gang violence prevention and intervention methods and policy development.

**Goal:**

To reduce youth's involvement in the juvenile justice system, increase academic performance and attendance, and prevention and education of gangs and violence through case management services and education presentations and /or facilitated groups. Educate and train parents and professionals on the dangers of gang activity and juvenile delinquency as well as provide gang violence intervention and prevention methods.

**Mayor's Priority:** Quality of Life

($ in thousands)

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | Revs | Exps | Revs | Exps | Revs | Exps |
| General Fund | 0 | 864 | 0 | 903 | 0 | 675 |

**Staffing:**

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 8.8 | 0.0 | 10.0 | 0.0 | 5.7 | 0.0 |

**Performance Measure:**

| Performance | FY2024 Actual | FY2025 Target | FY2025 Estimate | FY2026 Target |
|---|---|---|---|---|
| Number of educational and gang awareness presentations | 108 | 90 | 90 | 90 |
| Number of professionals/adults trained | 1,451 | 800 | 800 | 800 |
| Percent of Anti-Gang Program youth who completed program services | 87% | 80% | 80% | 80% |
| Percent of Anti-Gang Program youth who reoffend | 0 | 3% | 3% | 3% |
| Percentage of presentation participants with increased knowledge of anti-social behaviors and resistance strategies | 100% | 100% | 75% | 100% |
| Youth served through Anti-Gang Programs | 6,024 | 6,000 | 6,000 | 6,000 |

**Business Area Program Detail**

**Business Area : Department of Neighborhoods**
**Bus Area No. 1100**

**Human Trafficking**

**Description:**

Partnership with local shelters, community-based organizations, and service providers to support confirmed and potential victims of human trafficking through essential services, including shelter, legal assistance, and case management. Collaborates with municipal departments to implement human trafficking prevention programs, raise awareness, and provide training to professionals in healthcare and other sectors. Ensures victims are connected with necessary resources for safety, recovery, and reintegration into society.

**Goal:**

Enhance service delivery and expand outreach efforts to provide critical support to victims of trafficking, improve collaboration across agencies, and raise awareness of human trafficking in the community. Develop and implement targeted training and prevention programs to equip professionals and the public with the tools to identify and assist trafficking victims effectively.

**Mayor's Priority:** Quality of Life

($ in thousands)

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | Revs | Exp | Revs | Exps | Revs | Exps |
| General Fund | 0 | 0 | 0 | 0 | 243 | 243 |

**Staffing:**

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 0.0 | 0.0 | 0.0 | 0.0 | 2.0 | 0.0 |

**Performance Measure:**

| Performance | FY2024 Actual | FY2025 Target | FY2025 Estimate | FY2026 Target |
|---|---|---|---|---|
| Number of direct services provided to confirmed and potential victims of trafficking | 2,672 | 2,800 | 2,500 | 2,300 |
| Number of Municipal Court Diversion program participants who completed program requirements | 44 | 30 | 30 | 30 |
| Number of shelter bed and hotel nights for confirmed and potential victims of trafficking | 1,953 | 1,600 | 1,400 | 1,600 |

**Business Area Program Detail**

**Business Area : Department of Neighborhoods**
**Bus Area No. 1100**

**Neighborhood Initiatives**

**Description:**

Coordinates, promotes, and plans innovative civic engagement programs and volunteerism throughout the City of Houston with assistance of community and nonprofit stakeholders.

**Goal:**

To educate constituents and increase civic engagement through innovative programming and volunteerism that enhances communities' quality of life.

**Mayor's Priority:** Quality of Life

($ in thousands)

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | Revs | Exp | Revs | Exps | Revs | Exps |
| General Fund | 0 | 607 | 0 | 632 | 0 | 814 |

**Staffing:**

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 4.4 | 0.0 | 5.0 | 0.0 | 6.0 | 0.0 |

**Performance Measure:**

| Performance | FY2024 Actual | FY2025 Target | FY2025 Estimate | FY2026 Target |
|---|---|---|---|---|
| Dollars saved by City of Houston and area non-profits via the use of volunteer labor | $803,360 | $400,000 | $2,105,844 | $2,147,961 |
| Number of hours dedicated by volunteers to complete projects sponsored by the City and/or nonprofit organizations to benefit Houstonians effected by hardships | 12,054 | 50,000 | 13,000 | 13,260 |
| Number of neighborhood initiatives coordinated such as AMOS, Neighborhood Academy, University, and Bandit Sign program. | 193 | 232 | 140 | 237 |
| Number of projects completed using volunteer labor | 164 | 135 | 315 | 322 |
| Number of volunteer participants | 1,297 | 5,000 | 3,036 | 4,000 |
| Number of youth leadership events facilitated | 113 | 120 | 90 | 122 |

**Business Area Program Detail**

**Business Area : Department of Neighborhoods**
**Bus Area No. 1100**

**New American Services**

**Description:**

Partnership with community-based organizations and volunteers to reach out to Houston's diverse community of immigrants, ex-patriates and refugees to facilitate their successful civic, economic, and cultural integration as members of our community. Facilitates local immigration policy and City's Language Access that enables the City's departments to better communicate and serve non-English speakers and immigrant communities. Oversees the following programming: the Welcome Houston Committee, the iSpeak Houston Language Access Program, Citizenship Month, World Refugee Day, and Citizenship Forums.

**Goal:**

Provide and coordinate translation and interpretation services for constituent services and communication. Educate and integrate new Americans on civic engagement and current issues effecting their communities. Develop and assist City Departments who wish to target non-English speakers and immigrant communities.

**Mayor's Priority:** Quality of Life

($ in thousands)

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | Revs | Exp | Revs | Exps | Revs | Exps |
| General Fund | 0 | 282 | 0 | 367 | 0 | 386 |

**Staffing:**

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 2.3 | 0.0 | 3.0 | 0.0 | 2.0 | 0.0 |

**Business Area Program Detail**

**Business Area : Department of Neighborhoods**
**Bus Area No. 1100**

**New American Services**

**Performance Measure:**

| Performance | FY2024 Actual | FY2025 Target | FY2025 Estimate | FY2026 Target |
|---|---|---|---|---|
| City of Houston employees trained in language access | 141 | 300 | 300 | 300 |
| Number of citizenship forums | 7 | 10 | 10 | 10 |
| Number of immigrant and refugee residents served | 79,939 | 100,000 | 100,000 | 100,000 |
| Number of individuals screened for citizenship application process | 554 | 700 | 700 | 700 |
| Number of interpretation services provided | 10,424 | 2,500 | 2,500 | 2,500 |
| Number of program and outreach efforts facilitated | 47 | 40 | 40 | 40 |
| Percentage of individuals screened that complete citizenship applications | 35% | 60% | 60% | 60% |
| Percentage of users satisfied with language service delivered via interpretation stations or app | 94.43% | 98% | 98% | 98% |

**Business Area Program Detail**

**Business Area : Department of Neighborhoods**
**Bus Area No. 1100**

**Office of Education & Youth Engagement**

**Description:**

Promotes and provides access to equitable education and job opportunities for youth in the Houston Area through corporate partners, governmental entities and community organizations.

**Goal:**

To increase education, resources and job readiness among youth in the Houston Area through internships and job opportunities.

**Mayor's Priority:** Quality of Life

($ in thousands)

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | Revs | Exp | Revs | Exps | Revs | Exps |
| General Fund | 0 | 0 | 0 | 0 | 0 | 213 |

**Staffing:**

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 0.0 | 0.0 | 0.0 | 0.0 | 1.0 | 0.0 |

**Performance Measure:**

| Performance | FY2024 Actual | FY2025 Target | FY2025 Estimate | FY2026 Target |
|---|---|---|---|---|
| # of summer job opportunities for youth | 16,091 | 25,000 | 25,000 | 25,000 |
| # of youth supported & needs met through resource accessibility | 7,874 | 10,000 | 10,000 | 10,000 |

**Business Area Program Detail**

**Business Area : Department of Neighborhoods**
**Bus Area No. 1100**

**Veterans' Affairs**

**Description:**

Provides central coordination and support for veteran service organizations in Houston. Assists veterans and their families by providing guidance on health and education benefits, housing, employment and other resources. Also, serves as liaison to the Veterans Affairs Department (Federal) and other governmental agencies serving veterans and the military. Note: Beginning in FY2026, this program will include veteran services previously supported by the Mayor's Office, as reflected in the associated performance measures. This change marks the establishment of the Veterans Affairs program within the Department of Neighborhoods.

**Goal:**

To offer and provide support, guidance, education and resources for military and veterans community.

**Mayor's Priority:** Quality of Life

($ in thousands)

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | Revs | Exp | Revs | Exps | Revs | Exps |
| General Fund | 0 | 0 | 0 | 0 | 0 | 271 |

**Staffing:**

| Fund | FY2024 Actual | | FY2025 Estimate | | FY2026 Budget | |
|---|---|---|---|---|---|---|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 0.0 | 0.0 | 0.0 | 0.0 | 2.0 | 0.0 |

**Performance Measure:**

| Performance | FY2024 Actual | FY2025 Target | FY2025 Estimate | FY2026 Target |
|---|---|---|---|---|
| # of veterans and military members supported and needs met through resources accessibility | 950 | 1,100 | 1,100 | 1,100 |
| # of veterans community events hosted/attended | 415 | 525 | 525 | 525 |