Section 6: Local Content & Services Report- CPB Station Activity Survey for 2013

1. Describe your overall goals and approach to address identified community issues, needs, and interests through your station's vital local services, such as multiplatform long and short-form content, digital and in-person engagement, education services, community information, partnership support, and other activities, and audiences you reached or new audiences you engaged.

New York Public Radio (NYPR) is an independent nonprofit news and cultural organization that owns and operates a portfolio of radio stations, digital properties, and a performance space in Manhattan. We produce groundbreaking news, content, and cultural programming that accurately reflects the issues and interests of our time. We provide services and products that enable our audience to access our content whenever they want it, wherever they are. We engage people in conversations and experiences that offer new perspectives and make a difference in their lives, and we serve our community in the moments that matter.

NYPR's commitment to the community is central to this mission. We strive to develop and maintain deeper relationships with communities throughout the New York region. We remain committed to holding several community summits per year that enable us to reflect the values, concerns and goals of multi-cultural, multi-ethnic communities and help us better inform our public affairs and news programming.

NYPR STRATEGIC PLAN

NYPR is currently implementing a bold and transformative five-year strategic plan that will enable us to better serve a larger and more diverse audience whose information and cultural needs and tastes are changing rapidly. The plan focuses on three main tiers: 1) creating outstanding new content on multiple platforms; 2) advancing a digital transformation across all NYPR brands and assets; and 3) fostering a deeper, more interactive relationship with our audience. All departments and programs are in the midst of finding new ways to create, present, and distribute programming, gain new funding, and grow into a leading multiplatform media organization.

COMMUNITY CONVERSATIONS

The Community Engagement and Audience Development department ("Community Engagement") collaborates with the WNYC newsroom to deliver content that is relevant to different parts of our diverse constituency. This collaboration, which includes the Community Ambassadors described in the answer to Question 4, creates a better understanding of the wide range of communities in NYPR's listening area, and provides the station with a sharp focus and a mechanism in place to ensure that we can continue to stay in touch with our communities' interests and needs as they evolve.

NYPR hosts a number of community engagement events throughout the year around New York City and beyond. These intimate yet lively conversations are an integral part of NYPR's community service mission. The gatherings position the station as a leader within the community, help to build relationships and credibility in the community, and allow our stations to receive in-person feedback

from our listeners. Examples of these community events include:

- On January 19, 2014, WNYC's annual Martin Luther King Jr. Day Celebration went uptown to the Apollo Theater for a special edition, presented as part of the Apollo's Uptown Hall series. Each year, WNYC brings together scholars, community leaders and activists to engage in conversation about the legacy of King's dream, and how his teachings still inform our view of American society today. The event, which attracted over 1,500 attendees, was moderated by Brian Lehrer, host of *The Brian Lehrer Show* on WNYC.
- Radio Rookies, WNYC's award-winning youth media outreach program, hosts a series of *Teen Talks* that bring together young people from diverse communities to discuss issues affecting their lives. Teens assemble in Radio Rookies venues and at partner organizations where they log into a moderated online environment and share their opinions on a particular issue. Recent *Teen Talks* have addressed topics like sexual health and education, prescription drug abuse, and security in schools.
- NYPR received a grant from the National Endowment for the Arts to present *The Big Read Series*. This initiative promotes reading across the country through a number of free listening sessions and book discussions aiming to restore reading to the center of American culture. The program made up the second phase of The Greene Space's year-long celebration of "Their Eyes Were Watching God," Zora Neale Hurston's landmark novel that was first published over 75 years ago. We held listening sessions from September through December 2012 at Brooklyn Public Library, the Mosaic Literary Conference, New York Public Library, and Newark Public Library. Through this process, we worked with Brooklyn Public Library and New York Public Library for the first time as major partners.
- Community Engagement partnered with the New Jersey Performing Arts Center on March 20, 2013 and hosted a Community Forum about public education and how to improve urban public schools entitled "Which Way New Jersey?" This Forum posed the tough questions facing New Jersey's largest district such as, "Are charter schools the best hope for inner cities?," "Has the infusion of large private donations helped Newark schools?," "What are the implications of New Jersey's new teacher tenure rules?," and searched for answers. The event was moderated by WNYC's Brian Lehrer, NJPR's Managing Editor Nancy Solomon, and John Mooney of NJ Spotlight, and brought together scholars, notable educators, and public officials including Newark Mayor Cory Booker and Schools Superintendent Cami Anderson as part of this national conversation.

SOCIAL MEDIA

Community Engagement developed a social media calendar for Facebook and Twitter, using timed and spontaneous posts around Martin Luther King Jr. Day to focus on the promotion and content of the event. To further engage listeners and build audience anticipation of the discussion we gathered facts about the civil rights leaders that were shared as trivia; posted interesting photos, signature quotes, online biographies, and YouTube clips of historic speeches and interviews; and shared content from the WNYC Archives and other sources surrounding the civil rights movement.

We are executing the same strategy for Black History Month, highlighting the many icons that have impacted the African American movement. And this March, in observance of Women's History Month, we will use these tactics to elevate the voices and contributions of women who have positively impacted our communities and society.

NEW JERSEY NEWS

We launched NJPR News in 2011 to expand our stations' coverage of New Jersey across our multiple broadcast and digital platforms, and to contribute original journalism to the state and region that addresses important public policy, civic, and social justice issues. NJPR News staff's original reporting is distributed across multiple platforms. NJPR also produces enterprise and investigative reports in collaboration with various editorial partners (described in the answer to Question 2). Notably, original New Jersey-based news coverage has grown more than 100% in the past year across all NYPR radio and digital platforms.

In addition to being aired on NJPR, NJPR News programming can also be heard on WNYC AM and FM. This ensures that our reports and the voices of New Jersey residents are heard by the 1.2 million people in our region who tune in every week, and by the hundreds of thousands more who listen online or via their mobile devices. Further, NYPR's broadcast reach covers approximately 70% of the total New Jersey state population; combining WNYC, WQXR, and NJPR, we now count approximately 500,000 New Jersey residents as listeners.

THE GREENE SPACE

The Jerome L. Greene Performance Space ("The Greene Space") provides an access point for audiences not traditionally served by public radio. It operates as a communal meeting place that contributes to and enriches the dialogue about the issues shaping our world, both locally and beyond. By presenting live radio and video broadcasts and tapings of WNYC and WQXR's radio programs, The Greene Space enables those programs to experiment with their formats and create multiplatform experiences to engage their audiences in new ways. The Greene Space curates original series such as *The NEXT New York Conversation, Battle of the Boroughs*, and *Lopate and Locavores*, which have proven successful at reaching new audiences. Moreover, The Greene Space presentation of August Wilson's *American Century Cycle*, also detailed in the answer to Question 4, was a highlight of the year's programming.

SCHOOLBOOK

As part of our initiative to support lifelong learning, WNYC operates SchoolBook, an educational website focused on NYC schools. SchoolBook is grounded by the pillars of "news, data, and community conversation," and was designed to help keep New York City's educational system accountable and transparent; to give voice to the diverse array of stakeholders that run and rely on it; and to spark informed dialogue and community engagement about education and city life. In terms of news, SchoolBook offers daily enterprise reporting on everything from graduation rates and special education to the school choice debate and the cost of education. In terms of data, SchoolBook offers a customized page for each of the city's 1,700 public schools and 800 private schools, and easy-to-navigate,

interactive tools to analyze and compare graduation rates and other indicators of school performance. Further, SchoolBook is a digital home for education reports and a platform for community journalism and discussion – a host of teachers, administrators, and parents contribute content regularly, ensuring that the site represents a wide range of perspectives. This diversity of opinion often sparks in-depth discussions and debates on the site, on Facebook and Twitter, and even in person: SchoolBook has hosted live events including a town hall-style discussion with DOE Chancellor Dennis Walcott and a professional development workshop for teachers at The Greene Space.

2. Describe key initiatives and the variety of partners with whom you collaborated, including other public media outlets, community nonprofits, government agencies, educational institutions, the business community, teachers and parents, etc. This will illustrate the many ways you're connected across the community and engaged with other important organizations in the area.

NYPR partners with many community organizations to help meet our geographic diversity and outreach goals. These partnerships offer our stations access to community resources for building audience. Our focus continues to be on multicultural outreach supporting the arts and lifelong learning initiatives.

FORMAL PARTNERSHIPS

We engage in multiple types of formal partnerships to support that focus:

- **Cultural Arts Partnership Program (CAP)** This is an annual program that includes cultural organizations in the New York Metropolitan Area. The program has been tailored to support the organizations' season and make underwriting available to them at an affordable amount.
- Media Sponsorships –WNYC actively seeks to support diverse community activities in order to inform our listeners of these varied cultural resources and to build credibility and partnerships in ethnic communities.
- Salute The Arts (STAR) The STAR initiative provides critical support to small non-profit cultural organizations in the New York Metropolitan Area. STAR spotlights three organizations per month at no cost through on-air promotional announcements and website support. To date, The Star Initiative has partnered with 201 institutions.

PROGRAMMING PARTNERSHIPS

NYPR has continued to position WNYC's local signature programs and on-air personalities outside the boundaries of the WNYC studios and into the community with remote broadcasts. Here are some examples of these partnerships:

- WNYC collaborated with the Apollo Theater to organize WNYC's Brian Lehrer-hosted Martin Luther King Day Celebration (as described in the answer to Question #4), an event that was free and open to the public.
- WNYC & WQXR hosts made introductory announcements at music performances during the summer and held information tables at music festivals. This was done in conjunction with several of our summer media sponsorships of outdoor music festivals.
- NYPR formed partnerships with Brooklyn Public Library and New York Public Library while presenting *The Big Read Series* (described in the answer to Question #1).

- The Greene Space will share recordings from the August Wilson *American Century Cycle* series, with schools, conservatories, libraries, and other cultural centers such as The Schomburg Center for Research in Black Culture and the August Wilson Center for African American Culture.
- NJPR has teamed with editorial partners such as NJ Spotlight, The Record, ProPublica, and other media providers across the state to produce original enterprise and investigative reports. For example, our investigative reporters worked with ProPublica to monitor the flow of federal aid and with The Record to show the stark differences in how NJ Transit and the MTA prepared for and responded to Hurricane Sandy.
- On Friday, October 18 and Saturday, October 19 the 2013 NYC Digital Wave Youth Media Festival and Radio Rookies, presented "NEWSHIVE @ St. Joseph's College," a project that brought together 60 teenagers and young adults (ages 14-25) to give voice to youth issues in advance of the NYC mayoral elections. The event was a partnership between WNYC, Red Hook Initiative, and Baruch College.

3. What impact did your key initiatives and partnerships have in your community? Describe any known measurable impact, such as increased awareness, learning or understanding about particular issues. Describe indicators of success, such as connecting people to needed resources or strengthening conversational ties across diverse neighborhoods. Did a partner see an increase in requests for related resources? Please include direct feedback from a partner(s) or from a person(s) served.

NYPR programming presents dynamic and multi-directional user experiences on the air and online, creating opportunities for artists, writers, celebrities, politicians, business people, and policy makers to interact with audiences of all backgrounds and interests on the air and in our live space. Meanwhile, our "Community Ambassadors" canvass neighborhoods across the city to connect with residents and learn about the issues that are most important to them (Community Ambassadors are described in the answer to Question 4). The sum effect is perhaps best illustrated in our membership, which now exceeds 170,000 (up from 73,000 in 2000), making NYPR one of the largest member-supported organizations in the New York City.

Radio Rookies, also discussed above, has impacted the community since 1999. Over the past year, Radio Rookies continued to work closely with young people in primarily under-resourced neighborhoods. Since its inception, Radio Rookies has held workshops in which high school students learn to report on and produce radio documentaries inspired by their own interests and experiences. Each year, Rookies collaborates with a community-based organization or school, which helps recruit participants, provides space for workshops, and facilitates the program's interface with parents and local leaders. Rookies stories – which have sensitively and deftly covered tough topics such as immigration, sexual orientation, and building self-esteem – air locally on WNYC to more than 1.2 million listeners in the New York metro area, and select reports air nationwide via NPR and PRX. Rookies has a proven track record of changing participants' lives: self-assessments indicate that the program helps improve students' speaking and writing skills as well as their confidence, and helps them to fine-tune their academic and career goals. In a recent survey of 62 Rookies graduates, over 91% reported graduating from high school; of those, all of

them either attend or plan to attend college. In the past year alone, Radio Rookies has won a *Third Coast Award* and the *Casey Medal for Meritorious Journalism*.

The Greene Space's August Wilson *American Century Cycle* series, discussed in the answer to Question 4, will have a lasting impact beyond the completion of the production. The series resulted in a collection of recordings that The Greene Space can share with schools, conservatories, libraries, and other cultural centers (mentioned in the answer to Question 2). This archival resource of sound will help to educate students, scholars, aspiring actors and playwrights, and the general public about Wilson's monumental contributions to the American theatrical canon.

NYPR received positive feedback from several partners through the Cultural Arts Partnership Program (CAP) described in the answer to Question 2. Here is a sample of organizations and their comments:

- **Fiasco Theater**: "It's been a pleasure and an honor to be affiliated with WNYC and WQXR. From the comments we've received it's clear that people take such an affiliation to be an imprimatur of quality."
- Melodia Women's Choir of NYC: "The STAR initiative is very important to us. It's a wonderful opportunity to get our name out into the world. There's no way we could achieve such a wide reach without this support. The value is not just in an expanded audience but also that people have known about us. Our goal is build awareness of women's choral music so this initiative helps Melodia and the broader field."
- **The Chappaqua Orchestra**: "People have heard about us through the on-air mentions and it has alerted them to our events. It is very helpful. Thank you. Please keep it going. It's a wonderful way for us to get the word out!"
- The Harbor Lights Theater Company: "We have had four or five people say they were hearing it all the time and were very excited about it. I know that many more people have heard the mentions and this is wonderful validation for our young organization. Thank you! This was very important to growing our audience."
- **Guernica Magazine**: "Numerous people mentioned hearing about Guernica on-air and were excited to hear about us on air. Several mentioned that it encouraged them to check out the magazine. This was a wonderful opportunity. I'm not sure that there was a super significant increase in new traffic from the on-air mentions, but hearing about the magazine on such a much-loved media outlet lent wider legitimacy to our work, which was wonderful for us and was extremely important coverage for a small magazine like ours."
- The Muller Works Foundation: "I received many comments from people that heard the Jennifer Muller/The Works mentioned on air. Those that called to tell us were excited and pleased to hear the name of the company. It brought us interest and attention. I do not have hard data about the effect of the initiative on sales. But I believe that it was an influence on our ticket sales at NYLA in June [2013]."
- The Williamsburg Art and Historical Center thanked WNYC for making their WAH Bridges Bushwick exhibition a sold out success by supporting and getting the word out about the exhibit that showcased young artists in Bushwick Brooklyn.

4. Please describe any efforts (e.g. programming, production, engagement activities) you have made to investigate and/or meet the needs of minority and other diverse audiences (including, but not limited to, new immigrants, people for whom English is a second language and illiterate adults) during Fiscal Year 2013, and any plans you have made to meet the needs of these audiences during Fiscal Year 2014. If you regularly broadcast in a language other than English, please note the language broadcast.

NYPR continuously works to discover, understand, and address community needs and aspirations. We strive to reflect the diverse city in which we live, and to provide radio that enlightens, encourages, and empowers. Our stations' dedication to programming, as well as to developing partnerships, media sponsorships, promotions and events supports these efforts.

As a community leader, NYPR convenes discrete communities in the metropolitan area to discuss issues of concern in their respective communities. This allows us to help inform our public affairs and news programming and to better reflect the values, concerns and goals of multi-cultural and multi-ethnic communities. Some examples of our many efforts to investigate and meet the needs of our very diverse audience follow.

THE GREENE SPACE

The Greene Space continued to provide diverse audiences with rich and varied programming that was responsive to our local communities and increased the depth, perspective, and reach of New York Public Radio's on-air programming. Partnerships with a wide range of arts, cultural, educational, media, and not-for-profit organizations were essential to our success.

The Greene Space's presentation of August Wilson's *American Century Cycle* is a primary example of NYPR's programming for our diverse audience. The program featured 10 plays portraying the 20th century African American experience, from the early 1900's, when wounds from slavery and the Civil War were still fresh, to the 1990's, when even a large and increasingly influential black middle class could not escape persistent racial tensions. These plays included:

- 1900s Gem of the Ocean 1839 Wylie Avenue, 1904
- 1910s Joe Turner's Come and Gone a boardinghouse, 1911
- 1920s Ma Rainey's Black Bottom a band room and studio in Chicago, Illinois, 1927
- 1930s The Piano Lesson a home with an heirloom upright piano, 1936
- 1940s Seven Guitars the backyard of a brick home with a cellar and window fronting the yard, 1948
- 1950s Fences an urban neighborhood in an industrial city, 1957
- 1960s Two Trains Running a restaurant across from a funeral home and a meat market, 1969
- 1970s Jitney a neighborhood gypsy taxicab station, 1977
- 1980s King Hedley II the backyard of two tenement homes, 1985

• 1990s Radio Golf – a real estate office, 1997

American Century Cycle ran from August 26, 2013 through September 28, 2013. We brought together many longtime Wilson collaborators and interpreters including the projects artistic director, Ruben Santiago-Hudson, associate director, Stephen McKinley Henderson and directors Kenny Leon, Phylicia Rashad, Michele Shay and Marion McClinton. In addition to hosting each play we hosted companion Talk Series giving audiences a deeper look at Wilson's works and the historic relationships he formed with his artistic collaborators.

American Century Cycle involved 58 actors, 1,943 attendees, 409 high school students, and 17,622 online viewers. The video engagement program involved 10 live streams of the plays, 10,686 viewers that watched as the plays were streamed live, 6 live streams of talks, 2,609 viewers that watched as the talks were streamed live, and 10 YouTube excerpts that were seen by 4,327 viewers. There were more than 35 press hits for the August Wilson project and since its launch, our Twitter engagement increased by 12.5% and our Facebook engagement increased by 6.3%. Between Twitter and Facebook, we had 4,200 interactions by 1,900 unique users for a total of 7.4 million impressions. The American Broadcast Premier of one or three of the plays will air on WNYC in FY15 in April 2015 to coincide with August Wilson's 70th birthday.

Most of the events for *American Century Cycle* were promoted off-air through our Community Ambassadors (discussed below), ads in ethnic communities and papers, guerilla marketing techniques, and social media. We engaged a diverse audience with more than three quarters of the attendees representing the black community.

COMMUNITY ADVISORY BOARD

NYPR's Community Advisory Board (CAB) is a volunteer group of interested listeners who meet monthly to gather public comments and advise as to whether the programming and policies of WNYC and WQXR meet the specialized educational and cultural needs of the community.

The CAB reviews NYPR's programming goals, our stations' services, and the significant policy decisions rendered by our stations. The CAB also assesses whether our stations' programming and other policies meet the specialized educational and cultural needs of the communities served by NYPR. The CAB deliberates independently of our stations' management and the NYPR Board of Trustees, determining its own agenda and electing its own leadership. The CAB is an advisory body only, and is not authorized to exercise any control over NYPR stations' daily management or operations. The CAB conveys its findings and recommendations based on public input to the Board of Trustees.

COMMUNITY AMBASSADORS

The Community Ambassadors Program, which consists of volunteers who represent NYPR in nontraditional public radio communities, has been essential to NYPR's ability to serve various geographic communities and communities of interest throughout the New York metropolitan area. Community Ambassadors are the first in-person contact with NYPR for many listeners and potential listeners. The program has helped the NYPR expand its reach, build loyalty, and create entry points for new listeners – results that benefit the entire organization, from the reporters and producers, to the senior management, to the Board.

Beginning February 2014 we will have a dedicated news reporter covering Bedford Stuyvesant, Brooklyn which is considered Central Brooklyn. Our reporter will follow the progress of the community as it relates to the healing that the new Mayor and Police Commissioner promised. Community Engagement will partner with the newsroom on this 18-month project.

DIVERSITY INITIATIVES

Community Engagement's e-newsletter *The Express*, which features a more streamlined look and experience, has a consistent 15% plus open rate. With an established database dating back to 2005 we are committed to keeping our core audience engrossed in compelling media as we continue to reach and build loyalty among a multicultural audience. *The Express* celebrates the diversity of voices heard every day on-air and highlights WNYC events, media sponsorships and community "heroes" that serve this audience. Many of our subscribers were not familiar with WNYC prior to signing up to receive this e-newsletter. We acquire e-newsletter subscribers via our WNYC sponsored events, festivals, summer information tabling efforts, and signature community initiatives like our annual *Martin Luther King Jr. Celebration* and the *Singles Mixers*. Our signature initiatives "serve up" diverse guests and topics targeted to the multicultural communities in our area.

As a result, NYPR gets the opportunity to connect with these potential new listeners. The subscriber list is currently 13,500. We are continuing to grow the list via special promotions and e-mail/e-blast.

8Th ANNUAL MARTIN LUTHER KING JR. EVENT

Following on the success of our 2013 event at the Brooklyn Museum where we had almost 900 attendees, Community Engagement decided to present this year's 8th annual Martin Luther King Jr. Day Celebration at the Apollo Theater for a special edition, presented as part of the Apollo's Uptown Hall series. On Sunday, January 19, 2014 from 3-5pm, WNYC presented "Dreams for NYC Inspired by MLK," a historic look back at events from 50 years ago—including the signing of the Civil Rights Act and King's winning of the Nobel Peace Prize—and a look forward at NYC's future.

WNYC's Peabody Award-winning host Brian Lehrer and journalist and novelist Farai Chideya led a dynamic afternoon in front of the audience of 1,500 at the Apollo Theater. The discussion reflected upon the immediate future of New York City through the lens of Dr. King's moral compass, and the event wove together conversation with musical performances and archival newsreel footage. Highlights included two panel discussions with notable experts exploring immerging leadership, in the areas of politics, culture, faith, education and justice; Harlem-based clergy reciting elements of MLK's sermons and speeches; and a musical medley of civil rights era music. The event kicked off with a Jimi Hendrix-inspired performance of the "Star Spangled Banner" by Grammy Award winner Vernon Reid on the very stage that Hendrix won Amateur Night at the Apollo in 1964.

SOCIAL MEDIA (FACEBOOK AND TWITTER)

Community Engagement's Facebook and Twitter pages aim to expand and diversify listenership by creating station awareness in new communities through the use of social media and other engagement tools; develop a stronger relationship with the WNYC community through online interactivity; and promote our stations' brands, events, contests, and other activities.

WNYC listeners want to be heard. We are positioning these platforms to allow the public to express their thoughts on news we've reported, and to serve as an audience insight tool on some of our upcoming projects and events. These platforms are considered the "ears" of WNYC and are engagement tools used by our Community Ambassadors as they interact with the community.

WNYC COMMUNITY ENGAGEMENT MICRO-SITE

The site showcases all work being done by Community Engagement to diversify WNYC and WQXR's audience. It highlights community events and leaders as well as additional information regarding partnerships and media sponsorships.

5. Please assess the impact that your CPB funding had on your ability to serve your community. What were you able to do with your grant that you wouldn't be able to do if you didn't receive it?

CPB general funding is vital to all of NYPR's extensive programming, outreach, and community events described in detail above.

In addition, CPB's specific grant support has helped us to produce in-depth coverage of Hurricane Sandy's economic, political, and social impact on communities in the region over the last year. Following the devastating effect of the storm in October 2012, NYPR reported extensively on many aspects of its aftermath from the policies of rebuilding to the distribution of federal aid to the challenges faced by coastal communities as they prepared for the summer tourist season. We also produced focused series such as *Life After Sandy*, which documented the impact of Sandy at community level, and *Coastcheck*, in which reporter Janet Babin travelled with videographer Amy Pearl from Cape May to Montauk covering the stories of people and businesses recovering after the storm. CPB funding also assisted in restoring power to our AM transmitter on the Hackensack River in New Jersey, which suffered severe flood damage during the storm. CPB's support enabled NYPR to restore the transmitter at a reduced power following Sandy and to broadcast for approximately ten months until the repairs on the equipment and site were completed in September 2013, when the AM Transmitter was returned to pre-storm capacity.

CPB has also funded "Educating on the Edge," WNYC Radio's multiplatform initiative that raises awareness about the high school dropout crisis and other critical education issues through journalism, story-telling, and community engagement. WNYC's SchoolBook and Radio Rookies are working with students at West Brooklyn High School, a "transfer school" designed for students who have dropped out or are on the verge of dropping out, to cover a wide range of issues that illustrate the complexity of New York City's education landscape. SchoolBook is also working with WNYC's Data News team to complement select news stories with data visualizations and maps that help users understand trends. Together, reporting, data, and engagement will create a contextualized, multi-dimensional picture of the city's complex school system. This spring, SchoolBook and Radio Rookies plan to hold a live event at the Greene Space that will bring together educators, students, and experts to discuss the factors that have contributed to the dropout crisis and to share solutions to the problem.