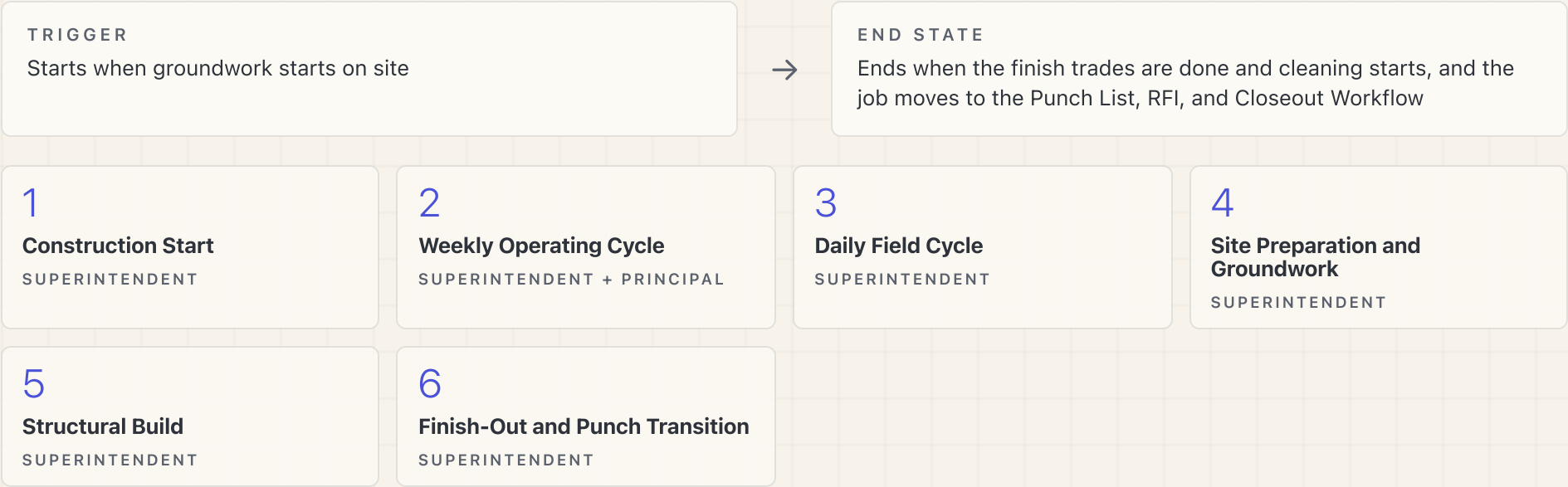


Field Execution Workflow

Starts when groundwork starts on site. The superintendent runs a weekly cycle and a daily cycle through three build stages: groundwork, structure, and finish-out. Ends when the finish trades are done and cleaning starts, and the job moves to the Punch List, RFI, and Closeout Workflow.



PROCESS 1.1

Schedule Activation Process

ROLE

Superintendent

TRIGGER

Starts when groundwork starts

END STATE

Ends when the working schedule is live

- 1.1.1 Convert the baseline schedule into the tight working schedule

SCHEDULE MANAGEMENT

Trigger → Groundwork starts on site End → Working schedule live and being revised

| Record baseline milestone dates for planned-versus-actual comparison

PROCESS 1.2

Long-Lead Procurement Process

ROLE

Superintendent

TRIGGER

UNKNOWN — not in source

END STATE

UNKNOWN — not in source

2

Weekly Operating Cycle

SUPERINTENDENT + PRINCIPAL

PROCESS 2.1

Look-Ahead Preparation Process

ROLE

Superintendent

TRIGGER

UNKNOWN — *not in source*

END STATE

Ends when the look-ahead is ready

2.1.1 Prepare the weekly look-ahead of trades and site activity

SCHEDULE MANAGEMENT

Trigger → Monday morning End → Look-ahead sheet ready for review

| Draft the one-week hard plan from the working schedule

2.1.2 Maintain the running to-do list across the week

SCHEDULE MANAGEMENT

Trigger → Items surface during the week End → List current and worked down

| Review the day's to-do list against the week plan

PROCESS 2.2

Look-Ahead Review Process

ROLE

Principal

TRIGGER

UNKNOWN — *not in source*

END STATE

Ends when the week's plan is agreed and carryover items are named

2.2.1 Review the prior week's commitments against completion

SCHEDULE MANAGEMENT

Trigger → Look-ahead meeting starts End → Carryover items identified

2.2.2 Walk the coming week line by line

SCHEDULE MANAGEMENT

Trigger → Prior week reviewed End → Coming week's plan agreed

PROCESS 2.3

Working Schedule Revision Process

ROLE	TRIGGER	END STATE
Superintendent	Starts with the week's site actuals	Ends when the schedule shows the week's actuals and next week's order

- 2.3.1 Update schedule line items with actual trade durations

SCHEDULE MANAGEMENT

Trigger → Trade finishes on site End → Actual duration recorded on the line item
- 2.3.2 Revise the working schedule for the coming week

SCHEDULE MANAGEMENT

Trigger → Week's actuals recorded End → Working schedule current for the coming week
- 2.3.3 Compare planned dates against actuals for the job

SCHEDULE MANAGEMENT

Trigger → Working schedule revised End → Variance against baseline visible
- 2.3.4 Update the client-facing milestone schedule against the working schedule

SCHEDULE MANAGEMENT

GAP

Trigger → Working schedule diverges from the client-facing milestones End →

UNKNOWN

 — no source describes how or whether the owner is ever told the revised completion date

PROCESS 2.4

Trade Scheduling Process

ROLE

Superintendent

TRIGGER

Starts with next week's plan and each trade's lead time

END STATE

Ends when next week's trades have been contacted

● 2.4.1 Contact upcoming trades against their lead-time requirement

TRADE COORDINATION

Trigger → Trade's start date approaching within their lead time End → Trade contacted and given their window

| Schedule the surveyor ahead of the layout need

○ 2.4.2 Confirm each trade's site-readiness before their start date

TRADE COORDINATION

Trigger → Trade due on site within the confirmation window End → **UNKNOWN** — no confirmation artifact or threshold defined

PROCESS 2.5

Material Ordering Process

ROLE

Superintendent

TRIGGER

Starts with next week's trade order and on-the-spot field requests

END STATE

Ends when the week's materials are ordered

● 2.5.1 Order materials for the coming week's work

MATERIAL PROCUREMENT

Trigger → Coming week's trades and stages set End → Orders placed for the week's work

● 2.5.2 Chase missing dimensions and quantities for material orders

MATERIAL PROCUREMENT

Trigger → Order blocked on a missing dimension or quantity End → Quantity returned and order placed

PROCESS 2.6

Owner Communication Process

ROLE	TRIGGER	END STATE
Principal	Starts with the owner meeting cadence and change events	Ends when the owner has been met and change orders are sent for approval
2.6.1 Hold the recurring owner progress meeting Trigger → Owner meeting cadence comes due End → Owner briefed and open items captured		CLIENT COMMUNICATION
2.6.2 Record owner and architect meetings for the project record Trigger → Owner or architect conversation starts End → Conversation recorded and transcribed		CLIENT COMMUNICATION
2.6.3 Route change orders to the owner for approval Trigger → Scope change identified on the job End → Change order in front of the owner for approval		CLIENT COMMUNICATION

PROCESS 3.1

Morning Preparation Process

ROLE

Superintendent

TRIGGER

Starts when the superintendent arrives at the office, about seven

END STATE

Ends when the superintendent leaves for site

- 3.1.1 Triage overnight email for supplier and architect items

SITE SUPERVISION

Trigger → Superintendent arrives at the office End → Overnight email triaged and actions captured

- 3.1.2 Load the daily task list for each in-house laborer

CREW MANAGEMENT

Trigger → Laborer list runs short End → Each laborer has work queued for the shift

- 3.1.3 Raise open issues and blockers before leaving the office

SITE SUPERVISION

Trigger → Day's plan set and issues outstanding End → Open issues raised and direction taken

PROCESS 3.2

Site Opening Process

ROLE

Superintendent

TRIGGER

Starts when the superintendent arrives on site

END STATE

Ends when the site is open and no-shows are called

- 3.2.1 Open the site and verify security and materials

SITE SUPERVISION

Trigger → Superintendent arrives on site End → Site open, secure, and materials confirmed

- 3.2.2 Verify trade attendance and call no-shows against the day's plan

TRADE COORDINATION

Trigger → Site opened End → Attendance known and every absence reached and documented

- Verify trade attendance against the day's plan
- Call and document no-show subcontractors

PROCESS 3.3

Site Walk and Quality Control Process

ROLE

Superintendent

TRIGGER

UNKNOWN — not in source

END STATE

Ends when defects are marked and each trade has been checked in with

● 3.3.1 Walk the site against the construction checklist

SITE SUPERVISION

Trigger → Site opened and trades working End → **UNKNOWN** — no source defines what a completed checklist walk covers

● 3.3.2 Mark defects and instructions on the work in place

SITE SUPERVISION

Trigger → Defect or instruction identified on the walk End → Instruction marked on the work for the trade
| Mark framing instructions on the structure

● 3.3.3 Check in with each trade's crew lead on progress

TRADE COORDINATION

Trigger → Site walk reaches each trade's work area End → Progress and blockers known for each trade

● 3.3.4 Photograph daily progress for the log

FIELD REPORTING

Trigger → Site walk in progress End → Progress photos captured for the day

PROCESS 3.4

Subcontractor Coordination Process

ROLE

Superintendent

TRIGGER

UNKNOWN — *not in source*

END STATE

Ends when the day's calls and texts are answered

- 3.4.1 Handle inbound calls and texts from trades all day

TRADE COORDINATION

Trigger → Trade calls or texts during the day End → Question answered or action taken

- 3.4.2 Answer field questions and measurement requests on site

SITE SUPERVISION

Trigger → Trade raises a question or problem on site End → Question resolved and the trade unblocked

- 3.4.3 Share task checklists with subcontractors who avoid email

TRADE COORDINATION

Trigger → Sub needs a task list and will not use email End → Checklist shared and visible to the sub

PROCESS 3.5

Day Close Process

ROLE

Superintendent

TRIGGER

UNKNOWN — not in source

END STATE

Ends when unfinished work is chased, tomorrow is set up, and the log is written or skipped

☐ 3.5.1 Collect end-of-day progress reports from each trade

FIELD REPORTING

GAP Trigger → Trade finishes for the day End → **UNKNOWN** — no reporting standard or channel defined☒ 3.5.2 Chase incomplete work with the responsible trades

TRADE COORDINATION

Trigger → Day's work reviewed against the plan End → Each shortfall raised with its trade

☒ 3.5.3 Set up the next day's site requirements

SITE SUPERVISION

Trigger → Day's shortfalls raised End → Next day's requirements arranged

☒ 3.5.4 Write the daily log for the job

FIELD REPORTING

Trigger → Site day ends End → Daily log posted, or skipped for the day

☐ 3.5.5 Record the daily log against a defined field standard

FIELD REPORTING

GAP Trigger → Daily log written End → **UNKNOWN** — required fields not defined and ownership of the standard unresolved

PROCESS 3.6

Plan Review Process

ROLE

Superintendent

TRIGGER

UNKNOWN — *not in source*

END STATE

Ends when plan questions are found and the next trade's needs are set

● 3.6.1 Review plans against upcoming work for missing detail

SITE SUPERVISION

Trigger → Upcoming trade or stage approaching End → Plan questions identified and routed

● 3.6.2 Prepare the site and materials for the next trade

TRADE COORDINATION

Trigger → Next trade's start date approaching End → Site and materials ready for the incoming trade

○ 3.6.3 Review the job budget against committed costs

SITE SUPERVISION

Trigger → Afternoon office block End → Budget position understood against commitments

4

Site Preparation and Groundwork

SUPERINTENDENT

PROCESS 4.1

Demolition Process

ROLE

Superintendent

TRIGGER

UNKNOWN — *not in source*

END STATE

Ends when the site is clear for survey

- 4.1.1 Scope and price demolition on site with the contractor

TRADE COORDINATION

Trigger → Site prep starts on a site with existing conditions End → Demo scope and price agreed with the contractor

- 4.1.2 Check in on demolition progress once or twice daily

SITE SUPERVISION

Trigger → Demolition underway End → Demo questions answered and the day's progress confirmed

PROCESS 4.2

Survey and Layout Process

ROLE

Superintendent

TRIGGER

Starts when the site is clear enough to stake

END STATE

Ends when the property is staked and locations are marked

- 4.2.1 Walk the site to identify the points to shoot

SITE SUPERVISION

Trigger → Surveyor arrives on site End → Survey points handed over and work underway

- 4.2.2 Mark trade locations on site from the construction plans

SITE SUPERVISION

Trigger → Trade due to install to a plan location End → Locations marked on site for the trade

PROCESS 4.3

Building Pad and Foundation Process

ROLE

Superintendent

TRIGGER

Starts with a staked, cleared site

END STATE

Ends when footings, utilities, and below-slab plumbing are in

- 4.3.1 Set the building pad elevation from the civil plans
Trigger → Site staked and cleared End → Pad graded to the planned elevation

SITE SUPERVISION

- 4.3.2 Verify pad elevation with the laser level before footings
Trigger → Pad graded End → Elevation confirmed correct for the building set

SITE SUPERVISION

- 4.3.3 Coordinate utility, foundation, and plumbing trades below the slab
Trigger → Footings dug and squared End → Below-slab utilities and plumbing installed

TRADE COORDINATION

PROCESS 4.4

Pre-Cover Verification Process

ROLE

Superintendent

TRIGGER

Starts when installed work is about to be covered for good

END STATE

Ends when the work is checked, inspected, and cleared for cover

- 4.4.1 Measure installed below-slab work against the plans

SITE SUPERVISION

Trigger → Below-slab work reported complete End → Installed positions verified against the plans

- 4.4.2 Call in the city inspection before covering the work

SITE SUPERVISION

Trigger → Work verified and ready for inspection End → City inspection held and work cleared for cover

- 4.4.3 Resolve discrepancies with the trade before the slab pour

SITE SUPERVISION

Trigger → Verification finds work out of position End → Discrepancy corrected before cover

PROCESS 5.1

Framing Coordination Process

ROLE	TRIGGER	END STATE
Superintendent	Starts when the slab is ready to frame on	Ends when framing is done and hardware is checked
● 5.1.1 Sequence framing separately for each building on site		
Trigger → Multi-building job reaches framing End → Framing sequenced per building on the working schedule		
SCHEDULE MANAGEMENT		
● 5.1.2 Verify blocking, hangers, and tie-downs are in place		
Trigger → Framing section reported complete End → Hardware verified present and correct		
SITE SUPERVISION		

PROCESS 5.2

Pre-Cover Verification Process

ROLE	TRIGGER	END STATE
Superintendent	Starts when framing and rough-ins are done and insulation is due	Ends when rough-ins are checked, inspected, and cleared for insulation

PROCESS 5.3

Progress Documentation Process

ROLE	TRIGGER	END STATE
Superintendent	Starts when framing and rough-ins are about to be covered	Ends when that video is captured
● 5.3.1 Record pre-insulation video of framing and rough-ins		
Trigger → Insulation due and rough-ins complete End → UNKNOWN — no source states where the pre-insulation record is filed		
FIELD REPORTING		
● 5.3.2 Capture photos for architect questions and later recall		
Trigger → Condition needs a visual record End → Photo captured and sent or filed		
FIELD REPORTING		

6

Finish-Out and Punch Transition

SUPERINTENDENT

PROCESS 6.1

Finish Material Kickoff Process

ROLE

Superintendent

TRIGGER

UNKNOWN — not in source

END STATE

Ends when install is underway

○ 6.1.1 Hold an installation kickoff with the supplier at first delivery

TRADE COORDINATION

GAP Trigger → First delivery of a finish material with a supplied installation system End → **UNKNOWN** — no kickoff format, attendee set, or trigger threshold defined

○ 6.1.2 Brief the installing crew on the supplied trim pack

TRADE COORDINATION

GAP Trigger → Installing crew arrives on site End → **UNKNOWN** — no briefing standard defined

PROCESS 6.2

Finish Trade Quality Control Process

ROLE

Superintendent

TRIGGER

UNKNOWN — not in source

END STATE

Ends when the work is accepted or the miss is escalated

● 6.2.1 Inspect finish work before the next trade covers it

SITE SUPERVISION

Trigger → Finish trade reports work complete End → Work accepted or defects marked before cover

● 6.2.2 Escalate detail misses to the subcontractor's crew lead

TRADE COORDINATION

Trigger → Detail miss identified in finish work End → Miss raised with the crew lead and rework agreed

PROCESS 6.3

Punch Transition Process

ROLE

Superintendent

TRIGGER

Starts when the finish trades are done

END STATE

Ends when the job is in the Punch List, RFI, and Closeout Workflow

- 6.3.1 Confirm finish trades complete and release the site for cleaning

BUILD SEQUENCING

Trigger → Finish trades report complete End → Site released to the cleaning crew

- 6.3.2 Hand the job into the punch list workflow

BUILD SEQUENCING

Trigger → Cleaning starts on site End → **UNKNOWN** — the completion condition depends on the unratified cleaning-start versus cleaning-finish boundary

Notes & Assumptions

NOTES & ASSUMPTIONS

Sources and confidence

- Main sources: Tom Kirk interview 2026-08-05 (TOM-F18 to TOM-F46, TOM-F57, TOM-F58) and Connor Fields interview 2026-08-06 (CON-F16 to CON-F32).
- Schedules, look-ahead, to-do sheet, laborers, calls, daily log: TOM-F24, TOM-F25, TOM-F30, TOM-F34, TOM-F36, TOM-F38, TOM-F39, TOM-F43, CON-F15.
- Owner-facing schedule: OFF-F56, DISC-F28. Reporting hours: TOM-F1, STACK-F1.
- Daily cadence and build stages: CON-F16 to CON-F29, CON-F31, OFF-F60 to OFF-F62.
- Look-ahead, log standard, Asana projects, client schedule: OFF-F55, OFF-F56, OFF-F63 to OFF-F65. Pre-construction end state: OFF-F45, OFF-F46, OFF-F49.
- Constraints and client contact: DISC-F1, DISC-F2, DISC-F10, DISC-F16, DISC-F19, DISC-F23 to DISC-F25. Capture gap: STACK-F1 to STACK-F4, STACK-F50.
- JobTread and Quo: operator confirmation 2026-08-25. QuickBooks is pending W1 Q12.

Structure notes

- The weekly cycle (Phase 2) and daily cycle (Phase 3) are defined once and run through all three build stages (Phases 4 to 6).
- The Superintendent owns both sides of every phase boundary. Processes 2.2 and 2.6 belong to the Principal.
- Four hand-overs inside the map: into Phase 1, both ways at the Monday review (2.2), to the Office Manager (2.5.2), and to the Owner (2.6.3). Nobody has described what makes any of them done.
- These steps also support work elsewhere: Monday review, trade scheduling, owner updates, pre-cover checks, and cabinet delivery.
- Process 6.1 has its `SOP checklist:` at process level because neither of its activities is done today.
- Change orders are named but not mapped. Only the routing step exists (2.6.3).

OPERATOR QUESTIONS

1. **Phase 6:** Should cleaning start be the confirmed punch boundary? Connor first said cleaning start, then agreed to cleaning finish.
2. **Phase 3:** Do you want to set the daily-log standard yourself? Today there is no standard.
3. **Phase 2:** Should we add a step that tells the owner a revised completion date? The client schedule is never updated.
4. **Phase 2:** Is Principal the label you want for yourself in the ops map?
5. **Phase 2:** Should one to-do method become the Slate standard going into JobTread? Tom uses paper, Connor uses Asana.
6. **Phase 3:** Does Connor's job have in-house laborers with daily lists? Tom keeps one per laborer.
7. **Phase 2:** Should we design the per-sub pre-arrival checklist as part of this engagement?
8. **Phase 3:** Is Connor's construction checklist a real standing list, separate from the punch list?
9. **Phase 6:** Should the supplier install kickoff become standard for every supplied finish system, not just cabinets?
10. **Phase 2:** Should change orders get their own workflow map? No source describes how one starts, gets priced, or gets approved.
11. **Phase 2:** Should look-ahead prep move to Friday? You said you would prefer a Friday sweep.
12. **Phase 3:** Do the superintendents review job budgets during the build today? You said you do nearly all of the budget.
13. **Phase 2:** Do you want an interim client-communication decision before JobTread go-live? Until Slack, clients stay on iMessage.
14. **Phase 2:** Does the two-project split (client-facing and internal) need to carry into JobTread?

Notes & Assumptions (continued)

NOTES & ASSUMPTIONS

Tool transitions

CURRENT TOOL	FIELD-EXECUTION ROLE	TRANSITION	NOTES
Asana	Tasks, to-do list, daily log, change orders	JobTread	Finishing jobs stay in Asana through punch.
Instagantt	Working schedule	JobTread	Gantt is built in.
Google Sheets look-ahead	Monday look-ahead	JobTread	
Personal-cell calls and texts	Sub coordination, nothing recorded	Quo	Records and transcribes each call. Open: port numbers or start fresh.
iMessage group texts	Subs, internal team, clients	Quo (external), Slack (internal, timing open)	End goal: no internal texting.
Client communication channel	Owner updates, change orders	Slack (proposed, timing open)	Until Slack, clients stay on iMessage.
Shared iPhone Notes checklists	Task lists for subs who avoid email	No decision	
Paper to-do sheet	One super's weekly list	No decision	
Granola	Recording owner and architect meetings	Staying	Task sync will change with JobTread.
Google Workspace (Gmail, Drive)	Email, documents	Staying	
Adaptive	Job cost	Staying	
On-site cameras	Site monitoring	Staying	
ConX under Houzz	Takeoffs	No decision	One super prefers Bluebeam.

QuickBooks is not in this table. See the office bidding map, W1 Q12.

OPERATOR QUESTIONS

- 15. **Phase 2:** Should the Granola-to-task sync be treated as live, or held as draft until JobTread is set up?
- 16. **Phase 3:** Do the eight titles in the naming table describe the work the way you would say it?
- 17. **Phase 2:** Should we do a dedicated pass on failure paths before the gap analysis? Nothing describes a sub going bust, weather, or a late delivery.
- 18. **Phase 2:** For the Monday review, is "the week's plan is agreed and carryover items are named" the right done check?
- 19. **Phase 6:** Does the superintendent build an outstanding-items list before cleaning starts?
- 20. **Phase 2:** For takeoffs sent to the Office Manager, is "the quantity is back on the task and the order can be placed" the right done check?
- 21. **Phase 6:** Is it true that nothing happens on cabinet delivery day today beyond install starting?
- 22. **Phase 2:** Does your Monday look-ahead name what is blocking each task and who clears it? That is typical in custom residential work.
- 23. **Phase 3:** Should the daily log always show weather, each trade and headcount, work done, deliveries, and delays?
- 24. **Phase 4:** Should below-slab work get a photo record before the pour, like the pre-insulation video?
- 25. **Phase 3:** Do the seven folds listed at the top of this map match how the supers would describe the work?
- 26. **Phase 5:** Where should the pre-insulation video be filed? Today it may exist only on a phone.

Notes & Assumptions (continued)

NOTES & ASSUMPTIONS
Divergences between superintendents

TOPIC	TOM KIRK	CONNOR FIELDS	WORKING STATE IN THIS MAP
Schedule model	Three schedules: baseline, padded owner version, tight working schedule (TOM-F24, TOM-F25)	One schedule, adjusted to actuals (CON-F15)	Both at 1.1.
Running to-do list	Paper sheet	Asana project	2.1.2. Q5.
Site arrival	Unlocks doors, walks site	Subs already in with a gate code	3.2.
In-house laborers	Daily list per laborer	Never mentions laborers	3.1.2. Q6.
Physical marking	Blue tape	Spray paint	3.3.2.
Daily walk	Blue tape plus photos	Construction checklist	3.3.1. Q8.
Look-ahead horizon	Month, two weeks, one week, three days, day before	One week firm, two weeks loose	2.1.1.
Daily log	Two or three times a week	Frequency not stated	3.5.4.
Day length	Seven to five or six thirty	Seven to five or seven	Phase 3.
Granola maturity	Uses it, filters output	Not yet using it	2.6.2.
Pre-construction appetite	Did the full pass	Left out, and prefers that	Out of scope.
Punch boundary	Punch-workflow concern	Cleaning start, then agreed to cleaning finish	Phase 6, 6.3.2. Q1.

Notes & Assumptions (continued)

NOTES & ASSUMPTIONS

Assumptions to verify

- **Principal** is used for Patrick Struble. **Owner** is the developer client. Q4.
- **Office Manager** is Lisa Mello. Her surname appears as both Mello and Morel.
- **Superintendent** is one role covering Tom Kirk and Connor Fields.
- None of the four hand-overs has a stated done check. Q18 and Q20 propose two.
- Failure paths are mostly missing from the sources. Q17.
- The schedule-performance bonus has no written terms.
- No source confirms a preserved baseline comparison exists today (1.1.1, 2.3.3).

Sub-function assignments

TENTATIVE SUB-FUNCTION	BEFORE CONDENSATION	AFTER CONDENSATION	CURRENT, AFTER CANONICAL RE-HOMES
Schedule Management	13	11	10
Site Supervision	21	19	19
Trade Coordination	15	13	13
Material Procurement	4	4	2
Field Reporting	6	6	6
Client Communication	3	3	3
Crew Management	1	1	1
Build Sequencing	3	2	2

Small groups may fold; large ones may split.

Notes & Assumptions (continued)

NOTES & ASSUMPTIONS

Naming rewrites

ORIGINAL PHRASING IN SOURCE	APPLIED TITLE	RULE FIRED	VERB INFERRED?
"speak the patrick if he needs anything"	Raise open issues and blockers before leaving the office	No roles in titles	"raise"
"hit some emails early on to see what's come in"	Triage overnight email for supplier and architect items	Action verb first	"triage"
"me reaching out to them, asking why is this not done"	Chase incomplete work with the responsible trades	Action verb first	"chase"
"Change orders, the owners"	Route change orders to the owner for approval	Action verb first	"route"
"we have a daily to-do list for each of the laborers"	Load the daily task list for each in-house laborer	Action verb first	"load"
"I got three separate buildings. So I've got three separate framing"	Sequence framing separately for each building on site	Action verb first	"sequence"
"The baseline schedule ... then my schedule ... best case scenario"	Convert the baseline schedule into the tight working schedule	Action verb first	"convert"
"schedule only the owners see ... pushed out a little bit further"	Produce the padded client-facing milestone schedule	Action verb first	"produce" (now in Pre-Construction 4.3.1)
"different workers ... trying to fix something" plus "communication with the sub boss"	Escalate detail misses to the subcontractor's crew lead	Action verb first	"escalate"

Eight of these are still in this map (Q16). The merged title at 3.2.2 is Q25.

Notes & Assumptions (continued)

NOTES & ASSUMPTIONS

Quality checklist

- [x] Titles follow the naming rules.
- [x] Six phases. Every process has a role, trigger, and end state.
- [!] Processes 1.2 and 5.2 point at other definitions. Process 6.1 has no active activity (Q21).
- [!] Four hand-overs, none with a done check. Nine UNKNOWN end states. Some decision points show one branch only (Q17).
- [x] Status: 56 activities, 48 active, 2 draft, 6 gap. 26 questions, one `?` each.