

Specific Allocations for the 11 Specific Categories of Measure A for 2011-12

The specific % allocations for the 11 specific categories of Measure A set in the ballot measure are shown below. The specific allocations that the Board approved for these categories in the 2011-12 adopted budget are shown in parentheses. The numbers show that the % allocations in the adopted budget match the % specified in the ballot measure. The specified dollar amounts within each category are also shown.

Summary Overview: Allocations in Ballot Measure (and in 2011-12 Adopted Budget).

1	Small Class Sizes in K-3 <ul style="list-style-type: none"> <li>Maintaining K-3 Classes at 25:1</li> </ul>	13-14% (13%)	\$1,560,000
2	Neighborhood Elementary Schools <ul style="list-style-type: none"> <li>Maintaining Franklin, Otis and Washington Schools</li> <li>Planning for one magnet school</li> </ul>	7-8% (7%)	\$814,200 \$15,000
3	Secondary School Choice Initiative and AP Courses <ul style="list-style-type: none"> <li>Alameda High, 9 AP sections</li> <li>Encinal High, 8 AP sections</li> <li>ASTI maintaining small class sizes, 2 FTE</li> <li>Island High, maintaining small class sizes, 4 FTE</li> <li>Planning for Innovative Programs</li> </ul>	7-8% (7%)	\$150,000 \$135,000 \$168,000 \$338,316 \$48,684
4	Programs to Close the Achievement Gap <ul style="list-style-type: none"> <li>JROTC</li> <li>Math Initiative</li> <li>IBD Initiative</li> <li>SIM Initiative</li> <li>Restore 5 AEA Days</li> </ul>	15-16% (16%)	\$81,294 \$372,004 \$260,000 \$100,000 \$1,106,702
5	High School Athletics Programs	4% (4%)	\$480,000
6	Enrichment Programs <ul style="list-style-type: none"> <li>Elementary Music, PE and Media Centers</li> <li>Middle Schools – 4 Fine Art Sections</li> <li>High Schools – 10 Fine Art Sections</li> </ul>	9-10% (9%)	\$842,000 \$55,000 \$183,000
7	Attract and Retain Excellent Teachers <ul style="list-style-type: none"> <li>Maintenance of Current AEA Salary Schedule</li> </ul>	25-26% (26%)	\$3,120,000
8	Counseling and Student Support Services <ul style="list-style-type: none"> <li>Counselors, 8 FTE</li> <li>College Career Tech, 1 FTE</li> </ul>	6% (6%)	\$676,632 \$43,368
9	Alameda Charter Students	3-4% (3%)	\$355,200
10	Technology <ul style="list-style-type: none"> <li>Technology Staff, 3.5 FTE</li> <li>Classroom Technology Upgrades/Replacement</li> </ul>	5% (5%)	\$259,652 \$340,348
11	Adult Education	4% (4%)	\$480,000
	<b>SUBTOTAL</b>		<b>\$11,984,400</b>
12	Accountability and Fiscal Transparency Parcel Tax Administration	1.5% - 2% (1.5%)	\$180,000
	<b>TOTAL</b>		<b>\$12,164,400</b>

## Background: Master Plan Scenario A v. Scenario B (“Plan B”) and the Path to Measure A

Due to massive cuts in state funding of public education in the preceding years and in order to balance its budget, in March 2010 the District placed a new parcel tax, Measure E, on the June ballot in an effort to raise \$14M annually for eight years.

[http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/parcel\\_tax\\_resolution\\_final.pdf](http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/parcel_tax_resolution_final.pdf)

On June 22, 2010 Measure E narrowly missed the required 2/3 supermajority vote necessary to pass a parcel tax. Accordingly, in order to remain fiscally solvent without the new local revenues Measure E would have provided, the District began moving ahead with Master Plan Scenario B, commonly referred to as “Plan B.” Specifically, on June 29 the Board adopted a Resolution directing that staff begin planning the implementation of Plan B.

[http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/boe\\_062910\\_g2.pdf](http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/boe_062910_g2.pdf)

In order to balance its budget under Plan B, projections in 2010 were that AUSD would have been required to cut \$5 million in 2011-2012 and another \$8 million in 2012-2013 (\$13 million) on top of the \$7 million that was cut for the 2010-11 school year in the budget adopted at the meeting June 29, 2010.

[http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/boe\\_110910\\_f7.pdf](http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/boe_110910_f7.pdf)

Those \$7M in cuts made in 2010-11 are detailed on page 7 of the third interim budget report from June 2010, here:

[http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/boe\\_060810\\_f5revised.pdf](http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/boe_060810_f5revised.pdf)

After extensive community meetings and community feedback to the Board in the fall of 2010, by November 2010 the specific elements of what the Plan B cuts would involve were clear.

[http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/boe\\_113010\\_closuresfinal.pdf](http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/boe_113010_closuresfinal.pdf)

In its Resolution adopted June 29, 2010, the Board also directed staff to work on a second track by investigating the feasibility of placing a new parcel tax on the ballot for an election in or before March 2011 that would prevent the implementation of Plan B.

The extensive community meetings and community feedback to the Board in the fall of 2010 also took place with respect to this second track of considering a new parcel tax for the ballot in March 2011. As a result of that process, on November 30 the Board voted 5-0 to adopt a Resolution placing what would become Measure A on the ballot in March 2011. Measure A sought to raise \$12M annually for seven years.

[http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/boe\\_113010\\_e1.pdf](http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/boe_113010_e1.pdf)

For your reference and as additional background on these events from 2010, here are relevant excerpts from the June 29, 2010 Resolution:

*“**WHEREAS**, the Board of Education of the Alameda Unified School District (“District”) approved a District Master Plan for 2010-2015 at its regularly scheduled meeting on February 23, 2010;*

***WHEREAS**, one of the primary strategies of the Master Plan is to pass a parcel tax that will allow the District to build the highest quality education for all students;*

***WHEREAS**, although more than 65% of the voters supported Measure E, the Measure fell short of the requisite 2/3 vote to pass;*

***WHEREAS**, the Master Plan sets forth “Scenario B: The No Parcel Tax Scenario” and acknowledges that the District will be forced to cut programs and make other painful changes and reductions in the event that Alameda rejects a new parcel tax;*

***NOW, THEREFORE, BE IT RESOLVED** that the Superintendent is hereby directed to begin planning the implementation of Scenario B;*

***BE IT FURTHER RESOLVED**, that on the Superintendent’s implementation plan shall include a timeline for community engagement and decision by the Board of Education to ensure that District staff can adequately plan for Phase 1 implementation at the commencement of the 2011-2012 school year.*

***BE IT FURTHER RESOLVED**, that the Superintendent shall report to the Board of Education as to the feasibility of placing a new parcel tax on the ballot for an election in or before March 2011.”*

[http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/parcel\\_tax\\_resolution\\_final.pdf](http://www.alameda.k12.ca.us/images/stories/pdfs/boemtg/parcel_tax_resolution_final.pdf)

Following is a narrative explanation of what is funded within each of the specific categories set forth in Measure A.

**(1) Small Class Sizes in K-3 (13-14% (13%))**

Relevant Language from Measure A

Funds shall be dedicated to “*maintaining manageable elementary class sizes with student to teacher ratios no greater than 25 to 1 in K-3 classrooms.*”

Narrative Explanation

**Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” provided that “student to teacher ratios will increase to 32 in k-3 classes.” In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community provided that “[e]lementary class sizes [would] maintain student to teacher ratios no greater than 25:1 in k-3 classrooms.”

Maintaining 25:1 in K-3 classes requires substantial expenses since the number of K-3 teachers needed across the district is higher than with a staffing of 25:1 rather than 32:1. In 2011-12, the Board allocated \$1,560,000 to support 18 FTE to support maintaining 25:1 class size maximums in K-3.

The items funded by this category of Measure A are “multi-funded,” which means that Measure A funds are supporting or protecting these items, but Measure A is not funding 100% of the cost of these items. The items here are also supported in part by the General Fund.

Rather than directing those funds to retain/hire specific teachers who would otherwise not have been teaching in K-3 classes in AUSD this year, Measure A funds pay for a portion of the salary every K-3 teacher in AUSD.

**(2) Neighborhood Elementary Schools: 7-8% (7%)**

Relevant Language from Measure A

Funds shall be dedicated to “*maintaining high quality neighborhood elementary schools.*”

Magnet and other programs may also be funded from this category, not only from purpose (3) Secondary School Choice: “*Revenues from this Measure may be used to support programs designed to maximize enrollment in neighborhood schools, such as magnet programs, and programs which improve the academic proficiency of all students through effective instruction and implementation of a challenging and engaging curriculum as more specifically set forth in the District’s Master Plan document.*”

Narrative Explanation

**Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” provided that three neighborhood elementary schools would close and other closures, consolidations, reconfigurations and boundary changes would happen. Otis, Washington and Franklin were identified as the elementary schools to be closed.

In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community provided that “high quality neighborhood schools would remain open.”

Keeping those schools open requires substantial expenses since more staff positions are required in those schools than if the schools were closed and the teachers and students were sent to another school. In particular, keeping those neighborhood elementary schools open requires a principal, office manager, health care and custodian for each school.

Without Measure A those positions would not be sufficiently funded and the schools were to close. In 2011-12, the Board allocated \$814,200 to support those four staff positions at each of those three schools.

The items funded by this category of Measure A are “multi-funded,” which means that Measure A funds are supporting or protecting these items, but Measure A is not funding 100% of the cost of these items. The items here are also supported in part by the General Fund.

The “Plan A -- With a Parcel Tax” scenario presented to the Board and community also provided that magnets, innovative programs and other attractive school options as more specifically set forth in the Master Plan would be funded from the parcel tax. In 2011-12, the Board allocated \$15,000 for planning for one magnet school from this category of Measure A. Those funds were used for planning the proposal for the Global Education through the Arts magnet school approved the Board in January 2012. The Global Education through the Arts magnet school will be located at the Washington School site and is scheduled to open in the fall of 2012.

### **(3) Secondary School Choice Initiative and AP Courses: 7-8% (7%)**

#### **Relevant Language from Measure A**

Funds shall be allocated to *“maintaining Advanced Placement Courses and to supporting the secondary choice initiative to create different educational pathways to careers and college.”*

Funds may be allocated to *“create and support more personalized learning environments . . . as more specifically set forth in the Master Plan.”*

Funds may also be used to *“sustain secondary courses with student to teacher ratios less than 35 to 1.”*

#### **Narrative Explanation**

##### **Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” stated that the District would reduce AP courses.

In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community provided that the District would maintain AP courses and fund secondary school choice programs, magnets, innovative programs and other attractive school options as more specifically set forth in the Master Plan.

In 2011-12, the Board allocated \$285,000 to fund AP sections at Alameda High (\$150,000) and Encinal high (\$135,000), \$168,000 to maintain small classes at ASTI (Alameda Science and Technology Institute, our existing magnet high school located on the campus of the College of Alameda), and \$338,316 to maintain small classes at Island High (our continuation high school).

The Board also allocated \$48,684 for planning for innovative programs. The funds for innovative programs were used to plan the proposals for the following magnets and innovative programs that the Board reviewed in January 2012: 21st Century Learning at Bay Farm Elementary Innovative Program Proposal; Earhart Math, Science, Technology with Integration of Music Innovative Program Proposal; Encinal 6-12 Magnet Proposal; and Rachel Carson School of Science, Art and Sustainability Magnet Proposal.

Some of the items funded by this category of Measure A are “multi-funded,” which means that Measure A funds are supporting or protecting these items, but Measure A is not funding 100% of the cost of these items. The items here are also supported by the General Fund.

#### **(4) Programs to Close the Achievement Gap: 15-16% (16%)**

##### **Relevant Language from Measure A**

Funds shall be dedicated to “*supporting programs which are specifically designed to close the achievement gap.*”

Funds may be used to “*support professional development for teachers and staff to accomplish district-wide learning initiatives and to provide targeted intervention and support.*”

Funds will also be “*used to restore the school year to 180 days of instruction for all students.*”

##### **Narrative Explanation**

###### **Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” stated that the District would reduce initiatives to close the achievement gap, eliminate professional development in math and instructional practice, reduce intervention programs, continue with a shortened 175 day school year as occurred with furloughs for the 2010-11 school year, and eliminate JROTC.

In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community provided that the District would maintain initiatives to close the achievement gap, continue professional development in math and instructional practice, maintain intervention programs, eliminate the 175 day school year and return to a 180 day school year for 2011-12, and maintain JROTC.

In 2011-12, the Board allocated \$81,294 to fund JROTC, \$372,004 to fund the math initiative, \$260,000 to fund the Inquiry by Design (IBD) initiative, \$100,000 to fund the Strategic Instruction Model (SIM) initiative, and \$1,106,702 to restore five days to the school year and eliminate furloughs for teachers (AEA members) in 2011-12.

The funds for the math initiative, IBD and SIM pay for staff development for teachers, peer coaches and trainers, and contracts with vendors for services and materials.

The funds to restore the school year have been placed on the AEA salary schedule for 2011-12.

The items funded by this category of Measure A are “multi-funded,” which means that Measure A funds are supporting or protecting these items, but Measure A is not funding 100% of the cost of these items. The items here are also supported by the General Fund.

**(5) High School Athletics Programs: 4% (4%)**

Relevant Language from Measure A

Funds shall be dedicated annually to “*maintaining high school athletic programs.*”

Revenues from this measure “*may be used to support stipends for athletic coaches, transportation costs for athletic events, equipment and other operational costs.*”

Narrative Explanation

**Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” stated that the District would reduce high school athletics to varsity sports only in 2011-12, provide only one coach per varsity sport for 2011-12, and eliminate all high school athletics in 2012-13

In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community stated the District would maintain athletic programs at current levels.

In 2011-12, the Board allocated \$480,000 to maintain athletics with budgets to be developed with Athletic Directors and school principals. In the spring and summer of 2011, Athletic Directors and principals from AHS and EHS met and agreed on athletics budgets for Alameda High and Encinal High. Measure A funds are paying for more than 100 coach stipends as well as athletics uniforms and equipment at both comprehensive high schools (AHS and EHS).

The items funded by this category of Measure A are “multi-funded,” which means that Measure A funds are supporting or protecting these items, but Measure A is not funding 100% of the cost of these items. The items here are also supported by the General Fund.

**(6) Enrichment Programs: 9-10% (9%)**

Relevant Language from Measure A

Funds shall be dedicated to “*maintaining art, music and drama as integral subjects of the K-12 curriculum.*”

Funds may be allocated to “*support enrichment programs such as P.E. and Media Centers in elementary schools and to support highly qualified visual and performing arts professionals, supplies, equipment and facilities.*”

Narrative Explanation

**Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” stated that elementary music, PE and media centers would be reduced in 2011-12 and eliminated in 2012-13 and that secondary fine arts programs would be reduced to a minimum.

In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community stated that the District would maintain elementary music, PE and media centers and secondary fine arts.

In 2011-12, the Board allocated \$842,000 for elementary music, PE and media center teaching positions; \$55,000 for middle school fine arts sections; and \$183,000 for high school fine arts sections.

The items funded by this category of Measure A are “multi-funded,” which means that Measure A funds are supporting or protecting these items, but Measure A is not funding 100% of the cost of these items. The items here are also supported by the General Fund.

**(7) Attract and Retain Excellent Teachers: 25-26% (26%)**

Relevant Language from Measure A

Funds will be dedicated to “*attracting and retaining highly qualified and excellent teachers.*”

Narrative Explanation

**Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” stated that the District would, with negotiations, have to implement teacher salary reductions of 8%-9.25%

In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community stated that the District would maintain salaries and benefits for all teachers.

In 2011-12, the Board allocated \$3,120,000 for maintenance of the current AEA salary schedule. Those funds have been placed on the AEA salary schedule for 2011-12.

The items funded by this category of Measure A are “multi-funded,” which means that Measure A funds are supporting or protecting these items, but Measure A is not funding 100% of the cost of these items. The items here are also supported by the General Fund.

**(8) Counseling and Student Support Services: 6% (6%)**

Relevant Language from Measure A

Funds shall be dedicated to “*providing a lower and more effective ratio of students to counselors and support providers.*”

Revenues may be used to “*provide students with a range of support services, including college and career counseling.*”

Narrative Explanation

**Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” stated that the District would implement further reductions to counseling services to minimal allowable levels and maximize student to counselor ratio.

In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community stated that the District would increase counseling and student support services.

In 2011-12, the Board allocated \$676,632 for counselors and \$43,368 for college & career technicians.

The items funded by this category of Measure A are “multi-funded,” which means that Measure A funds are supporting or protecting these items, but Measure A is not funding 100% of the cost of these items. The items here are also supported by the General Fund.

**(9) Alameda Charter Students: 3-4% (3%)**

Relevant Language from Measure A

Funds shall be dedicated to “*supporting Alameda students in Alameda’s public charter schools in existence at the approval of this Measure . . . in proportion to each charter’s enrollment of Alameda resident students.*”

Narrative Explanation

**Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” stated that charter schools would receive no direct, supplemental funding from AUSD

In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community stated that the District would distribute to Alameda’s public charter schools in existence at the approval of this Measure funds from Measure A in proportion to each charter’s enrollment of Alameda resident students.

In 2011-12, the Board allocated \$355,200 for Alameda students in Alameda’s charter schools. We have informed the charter schools that, based on their 2011-12 P2 (ADA) of Alameda students, those allocations will be:

AoA/AAMS:  $361.67/1030.33 = .35 * \$355,200 = \$124,683.53$

ACLIC:  $271.23/1030.33 = .26 * \$355,200 = \$93,504.89$

BASE:  $29/986 = 24.36/1030.33 = .02 * \$355,200 = \$8,397.96$

Nea:  $268/985 = 373.07/1030.33 = .36 * \$355,200 = \$128,613.61$

Each charter school has submitted a budget plan and an accompanying narrative explaining how each will spend the Measure A dollars they will receive for the 2011-12 school year.

The items funded by this category of Measure A are fully funded by Measure A (i.e., not “multi-funded” and not supported by the General Fund).

**(10) Technology: 5% (5%)**

Relevant Language from Measure A

Funds shall be dedicated to “*providing and maintaining technology at all sites consistent with the District’s technology plan as approved by the BOE.*”

## Narrative Explanation

### **Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” stated that the District would provide no funds to replace and upgrade technology equipment at school sites, service and support for school sites would be eliminated, and technology funding would be allocated to compliance needs only.

In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community stated that the District would maintain service and technology support to school sites and would upgrade and invest in technology equipment for sites.

In 2011-12, the Board allocated \$259,652 for Technology staff and \$340,348 for technology upgrades and replacement of classroom technology.

The \$340,348 budgeted was applied to: ~\$100,000 for networks and servers, \$60,000 to replace the 150 oldest staff PCs, \$55,250 for 85 document cameras for teachers, \$23,600 for 59 LCD projectors for teachers, and \$101,150 for other classroom technology. The \$101,150 is being distributed to school sites in amounts proportional to student enrollment to help each site’s most pressing technological needs.

The process for the deciding on the distribution of the \$340,348 happened through the Technology Oversight Committee (“Tech Committee”), a committee including representatives of the District and of AEA (the teachers’ union).

The Tech Committee met early in the 2011-12 school year and agreed with these allocations of the \$340,348 that were also presented to the Board in November 2011.

Over the course of this year, the plan shifted somewhat for how best to distribute the \$101,150 subset of the \$340,348 that was for “other classroom technology.” At first, the idea was that schools would make specific proposals to the Tech Committee for uses of those funds and that the Tech Committee would approve or not approve those proposals based on the District Technology Plan. Later, the Tech Committee decided that would be an impractical approach, at least until the District Technology Plan could be updated (as it is scheduled to be in coming months). Instead the Tech Committee agreed that until the District Technology Plan could be updated, the “other classroom technology” funds would be allocated to sites in amounts proportional to student enrollment to help each site’s most pressing technological needs, as determined at the site level. That meant that for 2011-12 school sites would receive an additional allocation of about \$11/student for “other classroom technology.” That approach was approved by the Technology Committee and communicated to principals. All indications are that those funds for “other classroom technology” will be fully allocated and spent by June 30. We expect to report on that in more detail as part of the Annual Report in the fall.

The items funded by this category of Measure A are “multi-funded,” which means that Measure A funds are supporting or protecting these items, but Measure A is not funding 100% of the cost of these items. The items here are also supported by the General Fund.

**(11) Adult Education: 4% (4%)**

Relevant Language from Measure A

Funds shall be dedicated to “*supporting the Alameda Adult School to provide lifelong educational opportunities and services for adult learners.*”

Narrative Explanation

**Master Plan Scenario A (“Plan A” – With the Parcel Tax)**

“Master Plan Scenario B” stated that the Alameda Adult School would close and that State and federally funded courses taught at Adult School would be integrated with continuation programs

In contrast, the “Plan A -- With a Parcel Tax” scenario presented to the Board and community stated that the Adult School would remain open, that selected enrichment programs for seniors would be maintained and that the District would maintain courses in GED test, courses for English Language Learners, and Civics classes.

In 2011-12, the Board allocated \$480,000 to the Adult Education “partial program (partial enrichment, English learner, GED, and high school completion programs).” The \$480,000 is a sort of “block grant” to Alameda Adult School to fund enrichment classes, ELD classes, GED programs and high school completion programs.

**(12) Accountability and Transparency (1 ½-2%) (1 ½%)**

Relevant Language from Measure A

*“Available revenues shall mean the amount of money provided by this Measure after the deduction of one and one-half (1 ½%) to two percent (2%) of the Measure’s revenues to pay for the following: . . . payment of necessary fees and expenses to administer the District’s parcel tax, and costs to implement accountability provisions to ensure fiscal transparency through public information, translation services for the District families, and support of the Oversight Committee.”*

Narrative Explanation

In 2011-12, the Board allocated \$180,000 for staffing, supplies/materials, translation, and parcel tax administration. Consistent with the relevant language of Measure A cited above, these funds are “taken off the top” before Measure A’s available funds are allocated into the 11 categories specified in Measure A and explained above.

The funds pay for 50% of the cost of staffing two positions (Accounting Manager, Senior Program Manager), a contract for external parcel tax administration with SCI Consulting Group, and some translation services.

Some of the items funded by this category of Measure A are “multi-funded,” which means that Measure A funds are supporting these items, but Measure A is not funding 100% of the cost of all of these items. The items here are also supported by the General Fund.