

Parsec Education Partnership Proposal

Making data meaningful with a true partner in education.

Executive Summary

Navigator Schools looks to establish a one stop shop data platform and partner to facilitate data-driven decision making at every level of the instructional process.

We propose that Parsec's services will support Navigator Schools to achieve this desired outcome by providing high quality data visualization tools for real-time and lagging data with proactive support and data insights from our analysts.

The annual cost of Parsec's services is \$81,400 per year.

Account Executive for this project is: Ryan Royer Ryan@parseceducation.com



Parsec Education's mission is to **improve** and transform K-12 education and student outcomes through modernizing, evaluating, improving, and standardizing the way schools view, interpret, and respond to data.



Parsec Analytics: Premium

Package includes



- 1-year license to the Parsec Analytics premium platform
- Multiple Measures Student Report Cards and
 Student Status + Growth Certificates (part of platform)



Onboarding



Monthly network meeting



Consulting: quarterly data insights meetings and 1 x presentation



PARSEC ANALYTICS: PREMIUM

Onboarding & Monthly Network Meeting

Onboarding

In a 2-hour virtual onboarding meeting, get introduced to the platform.

Access to Parsec's Networks

Virtual 1-hour meetings once a month for 1 x district member and 1 x principal member

"The beautiful thing about learning is that nobody can take it from you." -B.B. King

PARSEC ANALYTICS: PREMIUM Consulting

Quarterly Data Insights Meeting

After onboarding, meet for the next 3 quarters with your dedicated data analyst from Parsec. These are 2-hour virtual meetings. Review your school's data and connect on key insights to inform data-driven decisions. Use this to support with writing your LCAP, WASC reports, and SPSA.

Presentation

Collaborate with your dedicated data analyst to create a presentation of your choice (e.g. create a slide deck for an upcoming board meeting, staff meeting, cabinet meeting, etc.)

"Alone, we can do so little; together, we can do so much."

-Helen Keller

PARSEC ANALYTICS: PREMIUM The Platform

State and Local Level Data Analysis

A user-friendly dashboard for quick access to your schools' data. Proactively plan with forecasting tools showcasing end-of-year trends. Explore reports for:

- State and Local Assessments
- Graduation Rates
- ELPAC and CAST
- Suspension Rates
- Chronic Absenteeism

- CA Dashboard Metrics
- Contiguous Enrollment
- Intake Analysis
- State to Local Test Correlations
- Local Test Normative Growth Analysis

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Presentation-Ready Data Visuals

Present your data to community members, board members, and other stakeholders with presentation-ready visuals. Export as PDFs, translate to spanish and hmong, and compare reports for different schools.

Distance from Standard: Student List

See each students DFS for the most recent CAASPP administration and the previous one in order to monitor changes at the individual student level.

STATE TEST RESULTS

Distance from Standard: Student List

Academi	c Year: 2022 t (1) 🔹	Grade: 3, 4, 5, 6, 7, 8, 11	(7) •	Gender	•	Race/Ethnicity •	Socio-Econ.	Disadvanta • Englis	sh Learner	·
Languag	e Acquisition S •	Foster Youth	•	Homeless	•	Students w/ Disabilities +	Test Site	+ Enroll	ment Length	-
Test Dat	• •	Subject	•							
Local ID	•	Student Name	•							
Year	District Name	Test Site		Local ID	Grade	Student Name 🛛 🔸	Subject	Overall Achievement	DFS	DFS Prio
2023	Parsec Academy Cha	Parsec Academy		32	4	Korok0032, Imma	Math	Level 3 - Standard Met	26	77
2023	Parsec Academy Cha	Parsec Academy		32	4	Korok0032, Imma	ELA	Level 3 - Standard Met	20	78
2023	Parsec Academy Cha	Parsec Academy		1129	4	Korok1129, Imma	Math	Level 1 - Standard Not Me	t -85	-50

2023	Parsec Academy Cha	Parsec Academy	32	4	Korok0032, Imma	Math	Level 3 - Standard Met	26	77	-51
2023	Parsec Academy Cha	Parsec Academy	32	4	Korok0032, Imma	ELA	Level 3 - Standard Met	20	78	-58
2023	Parsec Academy Cha	Parsec Academy	1129	4	Korok1129, Imma	Math	Level 1 - Standard Not Met	-85	-50	-35
2023	Parsec Academy Cha	Parsec Academy	1129	4	Korok1129, Imma	ELA	Level 1 - Standard Not Met	-70	15	-85
2023	Parsec Academy Cha	Parsec Academy	1989	4	Korok1989, Imma	ELA	Level 1 - Standard Not Met	-83	-77	-6
2023	Parsec Academy Cha	Parsec Academy	1989	4	Korok1989, Imma	Math	Level 1 - Standard Not Met	-158	-163	5
2023	Parsec Academy Cha	Parsec Academy	2073	4	Korok2073, Imma	Math	Level 3 - Standard Met	23	33	-10
2023	Parsec Academy Cha	Parsec Academy	2073	4	Korok2073, Imma	ELA	Level 2 - Standard Nearly Met	-42	72	-114
2023	Parsec Academy Cha	Parsec Academy	2936	4	Korok2936, Imma	Math	Level 1 - Standard Not Met	-82	28	-110
2023	Parsec Academy Cha	Parsec Academy	2936	4	Korok2936, Imma	ELA	Level 2 - Standard Nearly Met	-57	12	-69
2023	Parsec Academy Cha	Parsec Academy	2994	4	Korok2994, Imma	Math	Level 4 - Standard Exceeded	149	224	-75
2023	Parsec Academy Cha	Parsec Academy	2994	4	Korok2994, Imma	ELA	Level 4 - Standard Exceeded	98	135	-37
2023	Parsec Academy Cha	Parsec Academy	4557	4	Korok4557, Imma	ELA	Level 2 - Standard Nearly Met	-10	-80	70
2023	Parsec Academy Cha	Parsec Academy	4557	4	Korok4557, Imma	Math	Level 2 - Standard Nearly Met	-44	-26	-18
2023	Parsec Academy Cha	Parsec Academy	4639	4	Korok4639, Imma	ELA	Level 1 - Standard Not Met	-189	-193	4
2023	Parsec Academy Cha	Parsec Academy	4639	4	Korok4639, Imma	Math	Level 1 - Standard Not Met	-202	-137	-65
2023	Parsec Academy Cha	Parsec Academy	6043	4	Korok6043, Imma	ELA	Level 2 - Standard Nearly Met	-10	-2	-8
2023	Parsec Academy Cha	Parsec Academy	6043	4	Korok6043, Imma	Math	Level 3 - Standard Met	5	-35	40
2023	Parsec Academy Cha	Parsec Academy	6678	4	Korok6678, Imma	ELA	Level 1 - Standard Not Met	-194	-192	-2
2022	D	Deres Andrew	££70	×	Varabee78 Inna	8.8	Local 1. Considered March March	102	94	1-200/200 < >

Parsec Academy

DFS Growt

State Test Dashboard Trend Analysis: By Student



Student Progress by Length of Enrollment



Presentation Ready Reports



Presentation Ready Reports: Analytic Platform that allows users to present, download (PDF), and easily share with community

Multiple Measures Student Report Cards and Student Status and Growth Certificates

Multiple Measure Student Report Cards

Individualized student reports with a 360 view of their educational experience. Includes local and state test performance, with the option to add on attendance, behavior, ELPAC and CAST performance. See local test growth on the back with an easy-to-read visual of performance throughout the last year.

Student Status and Growth Certificates

Celebrate your students with printable certificates-for meeting or exceeding their CAASPP assessment and for their growth.



Multiple Measures Student Report

- Standard Sorting By: School Grade Teacher Student Name
- Overview of Individual Student Data in an Easy to Read Report for Parents

*Included with parsec Premium *Can be upgraded to include Attendance & Discipline- requires SIS integration



Multiple Measures Student Report

- Individual Local Test <u>Results</u>
- Annual Growth Benchmarks
- Available in English & Spanish
- Built into Parsec Premium

Your Local Test Results

Relative Placement Levels Key

- Mid or Above Grade Level
 2 Grade Levels Below
 Early On Grade Level
 3+ Grade Levels Below
 No score
- 2 Grade Levels Below
 3* Grade Levels Below
 No score
 No score
 C D bistrict

Assessment: iReady Diagnostic
Jamie Smith

4th Grader at Addams Elementary

Typical Growth and Stretch Growth

Typical growth is the average annual growth for students at that grade and baseline placement level. Stretch growth is an ambitious, but attainable, level of annual growth that puts below-grade level students on a path toward proficiency and angrade level students on a path toward advanced proficiency.



Custom Dashboard

KPI Dashboard

Overview of 9 KPIs monitoring status and change on a weekly basis. Monitors Attendance, Grades, Discipline, Enrollment, etc.

Grades

Visualize grade data from transcripts to gradebook per course per student. Easily maneuver to create custom views used to identify trends and areas for improvement.

KPI Dashboard



* ADA week is defined as 5 consecutive in school days. For example the week Aug 31 to Sep 7 is a Thu, Fri, Tue, Wed, Thu, skipping_Sat/Sun/Mon (Labor Day)

Grades (One of 3 Variations)

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NAVIGATION MENU

Overall

REAL-TIME GRADES DASHBOARD

School: Atwater High Sc... (1) -Grade . Gender -Race/Ethnicity -Socio-Econ. Disadvanta... • English Learner Students w/ Disabilities • Foster Youth Homeless . Teacher Course Period Currently Enrolled in C... (1) -

Gradebook Mark Distribution Percentage



>



Teacher Breakdown

Teacher

Total Marks 🔹	Stude
210	
196	
194	
188	
183	
181	
169	
169	
160	
160	
159	
151	
151	
149	
147	
145	
141	
132	
131	
130	
	196 194 188 183 181 169 169 160 160 160 159 151 151 151 151 149 145 145 141 132

1 - 100 / 209

Student Breakdown

Reset Filters

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Marks 🔹	Student *	StudentID	Current Mark
210			A+
196			F
194			B+
188			с
183			в-
181			F
169			D
169			
160			F
160			В+
159			В-
151			с
151			B+
149			B-
147			C-
145			A+
141			В
132			D
131			D-
130			F
< >			8121 < >

This page displays current marks from gradebooks as of: Mar 26, 2024

Click on bar +++ (ie. Empty) to see that score in teacher breakdown +++

Custom Dashboard

Attendance

ADA and Course attendance data updated daily, visualized, and quickly adjustable to see students by school, grade level, student group, etc.

Discipline

Track major and minor referrals, referrers, school of incident, rates by group or grade. Parsec can build in trackers for specific criteria to create specific student lists for use outside the platform

Extra Assessments

Let us pull your assessment data into our platform and visualize the results giving you data down to the student level.

Attendance

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>

>

>

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parsec

ATTENDANCE DASHBOARD

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NAVIGATION MENU Attendance Rates

Attendance Counts by Month

Daily All Day Attendance

Daily Class Attendance

Month Date Reference

All Day Attendance by Time Period >

Class Attendance by Time Period >

All Day Attendance by Time Period

Academic Year: 2023-2 (1) -	School -	Grade -	Gender -	Race/Ethnicity -	Economically Disadvant 🝷	English Learner	•
Month -	Students w/ Disabilities 🔹	Foster -	Homeless •	Inactive Status Code: (1) •	Attendance Program C 🔹	Student Name	•
Month Type: Attendance (1) -	Absenteeism -	Approaching chronic absenteeism is defined as an greater than 8% and less than 10% days absent	absence rate				

Student All Day Attendance - Aggregated

							Year to	Date Values		V	alues for Selected	Time-Frame	
Year	School Name	Student	Student Name	Grade	Gender	Days Enrolled	Days Absent	Attendance Rate	Absenteeism	Absences in Time Frame	Total Excused	Total Unexcused	Total Unve
2024				14	F	130	0	100.00%	Not Chronic	0	0	0	
2024				14	F	106	0	100.00%	Not Chronic	0	0	0	
2024				12	F	101	0	100.00%	Not Chronic	0	0	0	
2024				12	м	129	2	98.40%	Not Chronic	0	0	0	
2024				12	F	129	10	92.20%	Not Chronic	9	9	0	
2024				12	F	129	15	88.40%	Chronic	11	11	0	
2024				12	м	129	0	100.00%	Not Chronic	0	0	0	
2024				12	F	129	10	92.20%	Not Chronic	0	0	0	
2024				12	м	129	11	91.50%	Approaching C	7	7	0	
2024				12	F	129	11	91.50%	Approaching C	11	10	1	
2024				11	м	49	0	100.00%	Not Chronic	0	0	0	
2024				12	м	129	5	96.10%	Not Chronic	5	4	1	
2024				12	F	129	11	91.50%	Approaching C	7	7	0	
2024				12	F	129	4	96.90%	Not Chronic	4	2	2	
2024				12	м	129	15	88.40%	Chronic	11	9	2	
2024				12	м	129	0	100.00%	Not Chronic	0	0	0	
2024				12	F	129	13	89.90%	Chronic	13	13	0	
2024				12	м	129	2	98.40%	Not Chronic	1	1	0	
2024				12	F	129	12	90.70%	Approaching C	12	12	0	
												1 - 500 /	1420 <

NEED HELP?

Contact Parsec

* With no Month or School Week selected "Absences in Time Frame", "Total Excused", "Total Unexcused", and "Total Unverified" display year-to-date values.

Discipline

> >

Grand total



NAVIGATION MENU

Suspensions	>
Referrals	>
Referral Quantity Bands	>
Referral Quantity Bands (Tables)	>
Referral Quantity Bands (%)	>
Referrals by Race/Ethnicity	>
Referrals by School	>
Referrals by Student	>
Referral List	>

DISCIPLINE DASHBOARD

Academic Vear: 2023-2 (3) - School of Attendance

Referrals

PH 1 71 1 6 1			the state of the state of the	
Suspension -	Class Suspension	•	Expulsion	•
Socio-Econ. Disadvanta •	English Learner	•	Students w/ Disabilities	•
Addefine Tear. 2020 2 (5)	School of Attendunce		School of moldent	_

Please note: The major referral counts/percentages in this dashboard will differ slightly from the incident counts/percentages in the Aeries discipline dashboard. The Aeries discipline dashboard counts each incident ID as one incident. The ParsecGO dashboard counts each referral. One incident ID can involve multiple students receiving referrals.

School of Incident



. Month

Foster

Inactive Status Code

						AcademicYear	Gender / Referrals
		2021-2022			2022-2023		2023-2024
Male	Female	Non-Binary	Male	Female	Non-Binary	Male	Female
3,359	2,644	14	2,611	2,286	19	1,176	782
1,963	1,523		1,884	1,780	-	1,205	984
2,193	1,863		1,879	1,962	9	735	561
1,478	951		1,536	993	-	567	302
1,002	768		1,179	870		812	316
985	789		1,395	828	-	285	161
14,916	11,354	14	15,750	12,540	33	6,018	3,552

Referrals per Year

Grade

Homeless

Major/Minor: Major

.

-Gender

•

Attendance Program C...

Referring Staff

Grade	Male	Female	Non-Bin
-1	42	3	
0	920	539	
1	2,361	1,567	3.
2	2,105	1,346	
3	2,097	1,393	
4	2,196	1,647	
5	2,453	1,834	13
6	3,011	2,018	
7	3,704	2,902	12
8	4,929	3,631	
9	3,588	2,914	7
10	3,482	2,664	13
11	3,019	2,715	19
12	2,777	2,273	13

Reset Filters

Race/Ethnicity

Student Name

Job Classification

-

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Supportions are calculated on DisositionCodes: SUS, SUS-H, Class suspensions are calculated on DisositionCodes: SUS, DXP-01, EXP-02, EXP-04, EXPINS, EXP-92, EXP-04, EXPINS, EXP-92, EXP-04, EXPINS, EXP-92, EXP-04, EXPINS, EXP-92, EXPINS, E

NEED HELP?

Tutorial Videos	
Contact Parsec	

Lexia (as an example of many)



By School

Student List

By School

Student List

NEED HELP?

By Student Group

By Student Group

LEXIA DASHBOARD

Core5: Overall Results



Exceptions Dashboard

Data Error Detection

The system to detect potential errors in your SIS data. Presented in an easy-to-use dashboard.

Strategic Planning Platform

THE WHY

District and Charter leaders need to measure the effectiveness of the actions they are taking to meet their goals, so that they can adjust if needed.

Goal 1

Da

Provide early support for children and their families before begin

We believe in every child receiving quality early learning experiences to prepare them for supporting children and their families from preconception to four years old. Our vision families and a supportive community. We believe parents or guardians are a child's first guardians with technology training and educational and social-emotional resources. All I and care to be healthy and ready to learn. All families will also receive nutrition and con resources

Metrics Actions Actions (12) Q Search actions.. 1 Partner with community agencies and promote early childhood Edit development classes at our Parent Resource Centers. Partner with community agencies such as Cal-Safe. State Preschools, Madera County Superintendent of Schools Early Education Program, Migr ... Show more Due date: 05/31/2024 Budget: \$1,777,121 **Department: Student Services** Spent: \$79,539.34 **Owner: Alice Avery** Contributing: No

	efore equality, ised on student needs.
Metrics (23) rrelit st tea 1 fam nee	Actions (12) 45% Implemented
Budget used	NWEA Mathematics (1st-2nd) - All 🔬 🗊
\$758,953 / \$1,777,121	
Implementation details: Next check in: 05/20/24	jun 2023 Feb 2023 Mar 2023 Apr 2023 May 2023 jun 2023
Status: On-Going	Previous Year 6.6%
Action health (based on 4 updates):	Current Year 127% 8.1%
This action is at risk, take some time to dig in to	Projected 8.4%
understand what's happening.	Target Goal NOT MET 12.6%
Add an update View all updates	

Version 1 Features

- Goals View
- Additional View Options: by Metric and by • Action
- Create Goals and Actions
- Set Budget for Actions
- Actions:
 - Due date 0
 - Update implementation 0
 - Owner 0
 - Budget 0
 - Contributing 0
 - Select metric 0
- Set Targets for Metrics
- Update action implementation
- View action updates
- Alerts

Note: Cabinet, Board and Team roles/permissions/views are slated for V2

Parsec Real

Package includes

- 1-year license to the Parsec Real platform
- Onboarding



 \checkmark

Consulting: Street Data Capacity Building

"We heard incredible feedback from our in-person interviews that took place in the Spring to gather stakeholder feedback. Students requested that we continue with that style of student feedback in the future. (Whatever you did was magical.)"

- Los Gatos-Saratoga Union High School District



PARSEC REAL

The Platform

Video, Audio, and Text Feedback

A web-based application accessible on any device. Gather student, parent, and community feedback more easily and without the limitations of traditional survey methods.

- Feedback your way: video, audio, or text options
- Shareable survey links

• Works on any device

• Use interviewer mode for powerful video feedback on-the-go

Insights Dashboard

Explore AI transcriptions and auto-generated themes in a user-friendly dashboard. Present and share feedback through comprehensive "reals." Draw faster insights with reports emailed directly to you.



Onboarding

Year 1

In a 2-hour virtual onboarding meeting, get introduced to the platform, discuss kick-off, and develop a rollout timeline.

Year 2+

In a 2-hour virtual meeting review the last year's rollout and plan for upcoming year.

"Voice and choice can allow students to explore their passions and feel honored for their ideas and opinions."

-Andrew Miller

PARSEC REAL

Consulting

Year 1 Street Data Capacity

¹/₂ day in-person training: Equip your team with the skills to practice deep listening to connect more meaningfully with students, colleagues, and the educational community at large.

Year 2+ Digging Deeper

¹/₂ day in-person training for partners who have already completed street data capacity training. Utilize this time to onboard new staff and go deeper into utilizing qualitative data more effectively.

"The ability to ask questions is the greatest resource in learning the truth."

-Carl Jung

A Street Data Approach to the LCAP

3 x 1/2 day sessions

Create your continuous improvement roadmap in this in depth consultative service. We evaluate the effectiveness of actions outlined in your SPSA and LCAP, using our unique 'street data' approach in an authentic process going beyond standard metrics. All with the goal of supporting you in developing a deeper understanding of your initiatives and to make data-driven decisions for improvement.

Customized data point identification

-

Predicted outcome development

Monitoring and analysis recommendations

Timeline and frequency determination

Charter Renewal Support

Overview

Data narrative and improvement support aimed at requirements 2 and 3 of the charter renewal petition. The culminating deliverable is a clear plan to address areas of improvement and a presentation to deliver to your authorizer.

Service Includes



Initial Readiness Meeting





*Partners have assigned work between sessions to ensure successful outcome of these services.

CHARTER RENEWAL SUPPORT

2-hour virtual session

Two hour virtual session to meet with district/school leaders to review the charter renewal process, identify the team responsible for the work and establish clear roles and responsibilities.

Objectives

- Does the authorizer have a charter renewal handbook?
- Define collective vision for charter renewal (lead with the "why").
- Discuss current climate and context between charter and authorizer.
- Define clear roles and responsibilities to ensure successful completion of all action items.
- Define clear timeline for meetings and deliverables.
- Establish accountability structures (e.g. who is driving the work in between meetings)

CHARTER RENEWAL SUPPORT

Workshop 1: What is our current reality?

A cross section of staff (administrators, teachers, parents) to understand the charter's current data reality and identify areas that require additional data for better understanding the system.

Workshop 2: Understanding the why behind the data.

Focused on reviewing the local data to enhance the state level data and identify root causes for areas in need of improvement.

Workshop 3: Plan for success!

Focused on the review of stakeholder feedback and developing a clear plan of action to address areas for improvement.

All workshops are a ½ day and in-person

CHARTER RENEWAL SUPPORT Data Narrative Presentation

Presentation for Charter Renewal

The presentation will include:

- Overview of state and local data
 - Identify and share current bright spots
 - Quantitative and qualitative
 - Identify and share gaps to focus on in the next charter renewal
- Clearly defined action items to address gaps
- Elevate student/family voice

Student Champion Report

Comprehensive Report for Teachers and Parents

Reflect on classroom and school performance with clear and comprehensive data visualizations. Break up data by student group to identify groups needing additional support and increase awareness of how student groups are doing.

- Celebrate bright spots
- Identify actionable next steps
- Truly support continuous improvement



Your Package Pt. 1

Service	Description
Platform License	Access to the Parsec Analytics Platform
Reports	Printable Multiple Measures Student Report Cards, Student Status Reports, and Student Growth Reports
Onboarding	2-hour virtual session with district/school leaders
Consulting	Quarterly insights meetings (2-hour virtual) 1 x presentation
Network	Access to Parsec's district network x 1 Access to Parsec's principal network x 1
Custom Dashboards	Attendance, Discipline, Grades, LEA Overview, built-in room for additional buildouts.
Strategic Planning Dashboard	Dashboard for Monitoring Strategic Plan metrics and implementation throughout the year. Includes expenditures and

Our proactive consultative approach means that data insights will come to you even if you didn't have time to dig into it yourself.

Your Package Pt. 2

Service	Description
A Street Data Approach to the LCAP	3 x ½ day sessions (in-person) Supports in evaluating the effectiveness of actions outlined in the Local Control Accountability Plan (LCAP) or School Plan for Student Achievement (SPSA)
Charter Renewal Support	Initial Readiness Meeting 3 x ½ day workshops (in-person) Data narrative presentation
Student Champion Report	A comprehensive report for teachers and principals to reflect and review on their prior year's performance (Supports Aeries and PowerSchool SIS only)
Exceptions Dashboard	Detect potential errors in your SIS data, and present them in an easy to use dashboard.
Strategic Dashboard	Consolidate your LCAP/strategic planning into a single space where you can monitor and design

Our proactive consultative approach means that data insights will come to you even if you didn't have time to dig into it yourself.

Your Package Pt. 3

Service	Description
Exception Reporting System	Dashboard built to retrieve potentially incorrect data from the SIS and report it for correction. Built for data quality improvement in the SIS
Training	2-Hour Training Session at each major category rollout

Our proactive consultative approach means that data insights will come to you even if you didn't have time to dig into it yourself.

Your Package Pt 4

Service	Description
Platform License	Access to the Parsec Real Platform
Onboarding	2-hour virtual session for kickoff and timeline development
Consulting	Street Data Capacity Building (½ day in-person training)

Total: \$187,165

Total After Broad Discounts: \$111,299

Our proactive consultative approach means that data insights will come to you even if you didn't have time to dig into it yourself.

parseceducation.com

Our Commitment

At Parsec Education, our dedication to **partner success** and a **student-centric focus** is paramount.

We tackle tough challenges and confront data realities head-on, ensuring our partners are equipped to enhance educational outcomes and student futures.

Our approach, fueled by innovation and integrity, drives meaningful change in schools, making a brighter educational landscape a tangible reality for all involved. "Parsec has helped our school learn how to collect important and valuable data.

Our school has become much better at making data driven decisions since we started collecting the right type of data."

- Gorman Learning Charter Network



Thank you for the opportunity to partner with you to **improve & transform education**.