



California
DEPARTMENT OF TECHNOLOGY

California Enterprise Architecture Framework Portfolio

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1 Executive Summary

Enterprise Architecture (EA) programs require a portfolio of capabilities and professional services that inform strategic and tactical planning of organization resources and investments. This document introduces the California Enterprise Architecture Framework (CEAF) Portfolio and outlines California's core professional EA services, the statewide EA repository, and explains the approach to exercising its use.

1.1 Statewide EA Portfolio

The California Department of Technology (CDT), Office of Enterprise Architecture (OEA) strives to enable the mobilization of the EA community to engage as significantly as possible in the strategic planning and technology solution decisions of their organizations. This requires that architects have access to proven methods and tools as well as support of the OEA and Enterprise Architecture Community (EAC). The CEAF Portfolio supports these endeavors by promoting a capability-driven strategy to ensure every dollar invested in implementing change provides the best possible return in value to the organization. The Portfolio provides architects with a collection of action-oriented artifacts that reflect a common set of core EA capabilities.

The Portfolio helps EA programs document and present perspectives of organization's current and future state processes, information, application systems, and technologies that inform the execution of business strategy and realize strategic goals. The collection of artifacts resides in the statewide repository and informs progressive implementations of transformation projects moving the organization closer to operating targets.

1.2 Portfolio Vision

The CEAF Portfolio vision is to establish a single resource of structure and support for California's EA programs to leverage and contribute to, as well as unify and mature the EAC. This includes, but is not limited to tools, templates, guidelines, and business scenario-driven use-cases. The Portfolio provides staff consistent methods of service delivery in single or cross-program transformation initiative engagements. The greatest value to the California information technology (IT) community is in the exposure of interoperability, share-ability, or consolidation opportunities from consistency design patterns.

Regular updates to the Portfolio reflect current practice methods and information. It is available to both state staff and vendor partners that serve to establish a consistent and common understanding of business and IT architecture perspectives and design patterns.

EA community members are expected to contribute to the portfolio repository by way of guidance, templates, collaboration, and appropriate use-cases.

1.3 Expected Outcomes

CEAF expands the focus of EA programs to create actionable work products. Actionable means that the architecture analysis and documentation is a direct input to executives, managers, and staff to support the portfolio, resource, project, and

operations planning of the organization. Table 1 identifies expected outcomes when architect’s focus on EA activities within their organization.

Table 1: EA Activity Outcomes

When EA activities focus to...	...the organization achieves...
<ul style="list-style-type: none"> • Provide architectural guidance and oversight to projects to ensure their progress towards the target architecture. • Provide architectural solutions that achieve business outcomes. • Inform undertaking projects within the context of the target roadmap. • Reduce ad hoc tactical implementations driven by reactive responses. 	<p>Business strategy(s) bridged with implementation as well as predictable success of projects and realization of their defined objectives.</p>
<ul style="list-style-type: none"> • Create an integrated view of the overall enterprise linking goals and objectives to mission and support business capabilities and their underlying business processes, information, applications and their components, and technologies. • Facilitate investment analysis (current and planned) with respect to the mission, goals, and objectives. • Promote IT solutions that are more pertinent and relevant for the business. 	<p>IT alignment with organization mission, goals, and objectives.</p>
<ul style="list-style-type: none"> • Identify business capabilities to enhance and/or acquire. • Provide a future vision to enhance and/or acquire the above business capabilities. • Identify opportunities to streamline business processes and to make IT more efficient; and, • Reflect necessary organization transformation to improve service delivery, business operations and business capabilities in the target state. 	<p>Improved business capabilities, business operations and service delivery to customers.</p>
<ul style="list-style-type: none"> • Define standards and specifications for application and information integration. • Enterprise thinking in creating core capabilities for master data management, information integration, application integration, and identity and access management as opposed to project-specific solutions. 	<p>Improved interoperability and information sharing.</p>

When EA activities focus to...	...the organization achieves...
<ul style="list-style-type: none"> • Identify the organization’s operating model and determine necessary integrations to improve flexibility. • Enable faster design of new systems and extensions to existing systems by pre-defining implementation architectures. • Enable creation of user applications as a composition of reused services. 	<p>Dynamic response(s) to customer needs and statutory changes.</p>
<ul style="list-style-type: none"> • Establish a less complex environment by limiting technology diversity while promoting controlled innovation to reduce training requirements and support costs, and to enable economies of scale in purchasing. 	<p>Reductions in cost as well as debt.</p>
<ul style="list-style-type: none"> • Enable portfolio rationalization and simplification to promote more effective use of IT and other resources to efficiently support business processes • Adopt cross-program repeatable/ shared solutions and platforms, thereby enabling consistent, effective delivery of services to the employees, citizens, and businesses of California. 	<p>Reduction in redundancy, duplication, complexity, and information silos.</p>
<ul style="list-style-type: none"> • Identify weaknesses and threats in the existing portfolio and address them in the target architecture. • Reduce the risk of future IT investments not delivering business value by enabling those investment decisions to be made in the context of an enterprise roadmap in accordance with the strategic goals. 	<p>Reduction of business risk associated with IT and reduced risk for future IT investment.</p>

2 Introduction

Enterprise architecture is a key business-and-technology practice that enables departments/agencies to evolve their capabilities to deliver government services efficiently and effectively. Integrated views of strategy, business and technology identifies and communicates the necessary improvements to business processes and IT assets. A robust practice optimizes and drives an organization’s mission capabilities and resource utilization strategy. The importance of delivering consistent and accurate

communications to the enterprise is critical to the risks associated with decisions regarding IT investments. The CEAF Portfolio strives to:

1. Facilitate design and planning consistency among department EA programs.
2. Enable accurate communications within and between organizations.
3. Align department EA programs with the state EA program.

2.1 Background

Leaders understand that efficient business processes, effective management and use of IT to support them, are necessary to achieve the desired business outcomes of efficiently and effectively delivering government services. This requires a business-outcome-driven approach to first analyze and determine the necessary improvements to business processes and IT assets. Then, a determination can be made as to where to invest in implementing the change that provides the best possible business outcome(s). One-way EA programs help identify the necessary improvements and how to progressively implement them, is by defining the desired target state and producing a roadmap to get there.

Unfortunately, identification of this pattern of work is spotty across the state landscape. EA is largely misunderstood and often mistakenly leveraged solely for procurement activities and IT inventory control. Rather than playing the strategic advisor, as described in the CEAF Digest, programs are often directed to focus on post decision and solution activities. By this time, the key benefits described therein are largely unattainable and value is revered as “noisy” at best. Organizational support of the practice, sponsorship of the program, and application of the methods provided in the CEAF Portfolio, contribute to solving these and other systemic problems.

Encouraging programs to contribute more to the conceptual phases of strategic and IT planning by way of providing valuable information to the decision-making process is key to helping leaders identify more efficient operation opportunities and remediation of disruptive business problems. The CEAF provides baseline methods and a repository of action-oriented tools to help facilitate this.

2.2 Purpose

Programs should identify core services and capabilities for which they can adequately provide value. A readily populated and organized repository of tools and supporting artifacts bolster the architect’s ability to be engaged and inform leaders best. Programs are encouraged to utilize and contribute to the statewide EA Repository¹.

¹ [EA Community Forum](#)

2.3 Intended Audience

The primary audience for this document is California state employees looking to apply and/or work within the defined capabilities of California's EA Program.

2.4 Document Organization

The CEAF is comprised of four (4) core building blocks:

- A. California Enterprise Architecture Framework Digest
- B. California Enterprise Architecture Framework Program

C. California Enterprise Architecture Framework Portfolio (this document)

- **Section 1 Executive Summary** provides the purpose and overview of California's EA Capabilities, the statewide EA Repository, and its use.
- **Section 2 Introduction** provides the background of the CEAF Portfolio and its relationship to other CEAF building blocks.
- **Section 3 Enterprise Architecture Services** describes the state EA capabilities and how architects and their services should be perceived as an internal management consultancy.
- **Section 4 CEAF Statewide EA Repository** provides an overview of the repository, its structure and used.
- **Section 5 Glossary of Terms** provides a list of common EA terms.

- D. California Enterprise Architecture Framework Views

2.4.1 Future Directions

The CEAF Portfolio will be routinely enhanced based on the community participation and lessons learned from its use. Below are some of the areas of focus for future improvements:

- EA Community portfolio and use-case contributions
- Interactive Framework
- Improved alignment of portfolio artifacts to changing state processes

2.4.2 Deferred Decisions

n/a at this time

3 Enterprise Architecture Services

Although EA programs generally maintain a holistic enterprise view, CEAF promotes incremental services to a reduced scope, (i.e.: business segments, projects, organization domains or capabilities). Consistently leveraging EA services to a targeted scope, produces greater possibility to transform the enterprise into a more business aligned, optimized and interoperable IT environment.

Improvements in business operations and service performance are normally the more direct outcomes of transformation programs, projects and initiatives, and indirect outcomes of EA services. Services should both guide and govern these transformation efforts with an enterprise perspective to assure the efforts achieve the planned business and IT objectives while advancing the organization toward the future.

It is important to restate that the impact on business outcomes is directly achieved by projects and indirectly attributed to EA. The program's guidance is necessary to ensure projects deliver not only individually, but together to achieve the organizations target architecture.

3.1 EA as Internal Management Consultants

Government leaders want to reduce the time it takes to deliver solutions. To deliver results faster, architects must treat EA as a form of internal management consulting. Doing so creates a flexible and agile practice focused on business outcomes and solving problems through agile service delivery. On this front, managers can more quickly understand what EA does and how it delivers value. When architects are firmly in conversation with leadership, then it is a catalyst for delivering thoughtful, innovative and quality solutions, as well as remaining agile and effective.²

3.2 Defined EA Capabilities

EA value is in both services and the work products. A tangible way to identify the effectiveness of EA is to determine how work products and services enable the organization to achieve the business outcomes that matter to leaders. The program's impact on the business outcomes should be identified and communicated in terms of influence on which projects are identified and initiated, and how these projects are directed in alignment with the transformation roadmap to the target architecture.

Program involvement in strategy formulation is beneficial to both the organization and its architects. Assisting with Business and IT Strategies, Planning and Roadmapping, and Governance are key program services to the organization. Strategic direction becomes clearer when it is expressed as defined target architecture(s) and strategies become actionable when they are expressed as a portfolio of planned projects to be executed in a defined sequence. Therefore, creation of work products (i.e., target architecture(s) and roadmap(s)) is a necessary first step towards realizing business and IT strategies.

² Gartner. "Rethink EA as an Internal Management Consultancy to Rapidly Deliver Business Outcomes". June 09, 2016

The CEAF identifies work activities typically within the capacity of the department's EA program. The activities, that produce observable value to stakeholders, are anchored in the broader EA capabilities. They are the articulation of the program's capacity and expertise put forth to perform core functions. In this regard core functions are the activities that produce observable value to stakeholders. California's EA capabilities are loosely modeled after Gartner's/CEB's EA Capability 2015 publication³, but modified to support California government services.

Programs should be able to lead, facilitate, participate, and/or contribute within their organizations in these areas. The capabilities promote the organization's journey to analyze current state, identify future state opportunities, and inform the transformation path to get there. Program maturity and its placement within the organization will dictate the breadth, depth and experience to which EA teams will be able to participate in these activities.

Figure 1 identify the five (5) core EA Capabilities (Community, Business Strategy, IT Strategy, Planning and Roadmapping, and Governance) as well as common sub-capabilities.

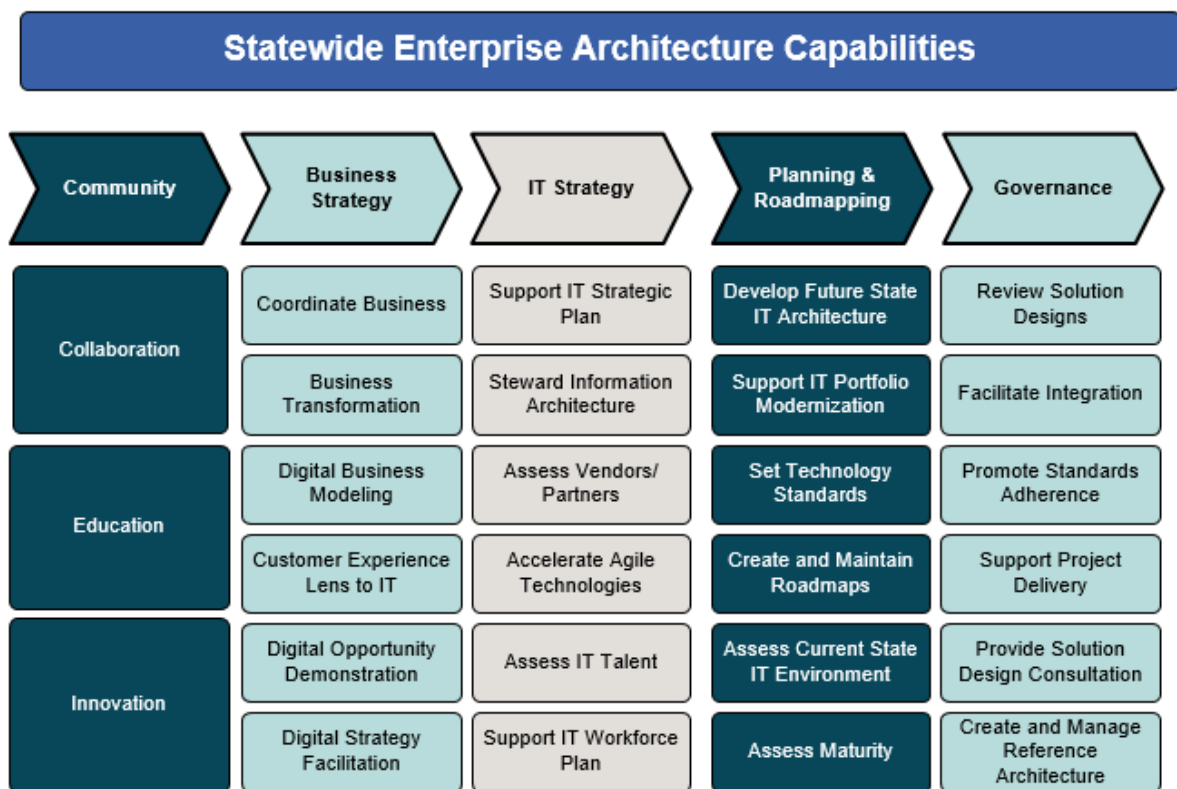


Figure 1: California EA Capabilities

³ Gartner EA Capabilities. 2015 (link here)

3.3 Community

Since EA program maturity varies across California, the IT community will have much to gain from fostering the input, collaboration, and experience of practicing architects within these common capabilities. When the EA community furthers educational opportunities, discovers digital opportunities, and is encouraged to share the IT landscape, California benefits in supporting the needs of government services. The CEAF actively supports a Re-use-EA culture. Reusable assets include, but are not limited to:

- Reference Models - they simplify decision making, improve deployment speed, reduce cost, and better mitigate risk. They facilitate repeatable solutions leading to shared solutions. They provide a key mechanism to prevent unchecked acceptance of too many different solutions that dilute the talent pool, challenge the ability to leverage solutions across departments and increase support and maintenance costs.
- Sharable Services – they decrease service delivery time and pertain to design, technology patterns, solutions and systems, contracts, or other share appropriate assets.
- Proven Practice Methods - including guidelines for a given area of activity (e.g., business analysis, design, software development, or testing) and diagnostic tools.
- Solution Documents - including a record of design decisions and related applied design patterns.
- Use Cases – lessons learned and practical applications of proven practices and methods, tools, and risk discoveries.
- Code and Logical Data Models – fragments of code or models illustrating a design pattern.

Fostering an explicit EA Community capability and the innate ability to identify, track and harvest reusable assets can significantly contribute to:

- Reduced IT project costs.
- Predictability of IT project expectations.
- Increased operational efficiency at lower cost.
- Increased risk awareness.
- Increased service delivery time.
- Stronger staff skills and wider talent pool.

The OEA and department leaders should charter their EA programs and architecture teams to share reusable assets at the agency level and through the EAC to other state entities for all to benefit.

3.4 Business and IT Strategy

Business Strategy articulates the direction an organization will pursue and specific actions it will take to achieve its goals. It results from goals established to support the stated mission of the business/organization.

The organization vision, mission, goals, and operating model drive the development of future state business and IT architecture. While the future state may be elaborated in segments to incrementally develop a department's enterprise architecture, the outputs from strategic planning (strategic goals and initiatives) drive the prioritization of initiatives in these segments to provide value near-term while maintaining long-term EA focus.

To help execute business strategy and realize strategic goals, the program should focus on the creation of the strategic business information asset base. It is intended to contain business relevant information describing mission-specific business capabilities, supporting business capabilities and the business processes used to realize those capabilities (business architecture).

IT Strategy determines how information technology will enable the business to achieve its goals and guide the business strategy with underlying technical capabilities and projects. Alignment of IT to business strategy occurs when IT capabilities support the business capabilities needed to execute the business strategy and have the flexibility to accommodate changes in business strategy.

To help execute IT strategy, the program should focus on the creation of the strategic IT asset base. It is intended to contain more technically relevant information describing:

- Information models depicting the information used and maintained by these business processes (information architecture).
- Applications and their key components used to fully or partially automate the business processes and maintain the information (application architecture).
- Technologies used by these applications (technology architecture), i.e., application platforms (including hardware devices and system software) and networks (to provide communication paths).
- Inter-relationships among the above components of the architectures and their relationships to organization's strategic goals and stakeholder needs.

This strategic information asset base will include baseline and target architectures reflecting the transformation necessary to meet the architecture goals.

Strategic direction drives portfolio and capital planning, investment reviews and projects. EA plays a key role in portfolio planning and prioritization of programs, projects, and other initiatives to develop the organization's future state roadmap.

By assisting with the development of Business and IT Strategies, programs learn the following, and use them as inputs to provide subsequent services:

- Learn the organization's Operating Model as this model drives the target architecture.
- Learn the business priorities as these priorities drive intermediate architecture, portfolio planning and project prioritization.
- Learn the funding constraints and priorities as these indicate where to focus efforts to align roadmap(s) with these constraints and priorities.

3.4.1 Operating Model

The Operating Model is the necessary level of business process integration, people, and technology that a given organization needs to satisfy its mission. Strategic goals and initiatives of an organization change based on customer needs and a variety of other factors that cannot be anticipated or controlled (e.g., new laws, policies, and regulations, or new technologies and innovations). Therefore, the organization's target architecture is primarily driven by an agile operating model of the organization.

3.5 Planning & Roadmapping

Roadmaps provide a sequenced plan to get to the future state architecture through a prioritized set of transformation projects or changes. It promotes long-term focus and facilitates continuity (e.g., when key business or IT leaders change). The transformation projects, each with clearly defined objectives and scope, lay out a specific sequence in which those projects need to be executed to reach the target architecture and thus contribute to improved efficiency, effectiveness, quality, and agility. A roadmap, such as Figure 2, is a key component of a strategic information asset base. Different roadmaps exist for various purposes and are often depicted graphically for ease of understanding. Whether it be a strategic or project roadmap, they each serve the same purpose, which is to anchor resources and show the progression of those resource applications to achieve goals.

A well-designed roadmap specifies:

1. Key business outcomes expected from each program/project/initiative milestone.
2. When a specific business outcome will be achieved.
3. When a specific business and/or information technology objective will be accomplished.
4. How those outcomes and accomplishments will be measured.

Without such measurable objectives, it may not be possible to validate the value and progression of programs and projects (during their execution) towards the target state and in turn can affect the governance of those programs and projects.

STRATEGIC ENTERPRISE ARCHITECTURE ROADMAP

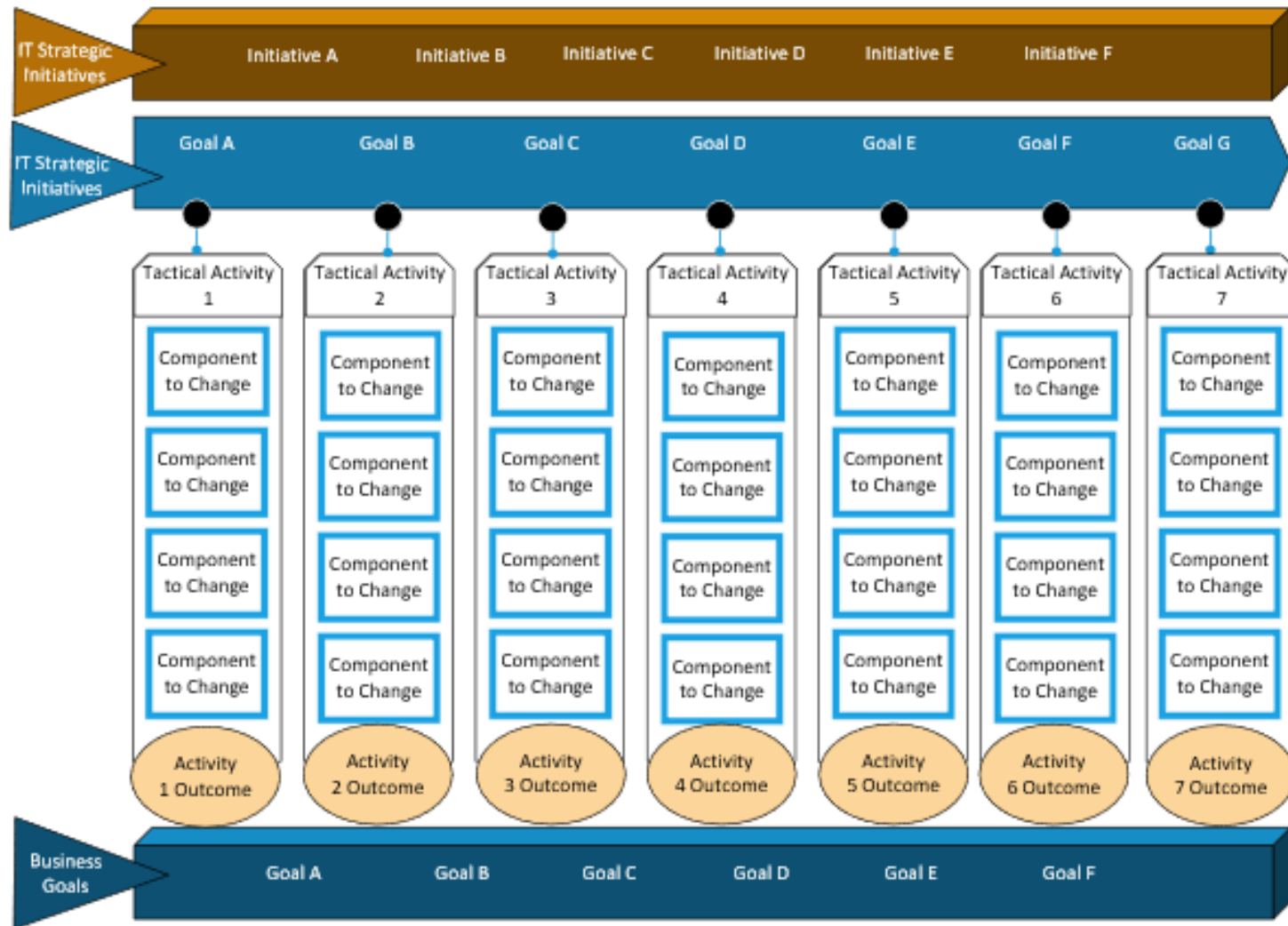


Figure 2: Strategic EA Roadmap

Perceiving architects as management consultants and leveraging their services in an incremental fashion with strategic initiatives to create both the target state and roadmap can ensure better alignment to the target enterprise architecture. Outside of strategic initiatives, architects can develop the target state and roadmap through the lines of business, organization segments or domains and focusing on a few key business outcomes for each.

Roadmaps are a key input to the following activities:

- Enterprise Alignment – provides an expectation of what is to be achieved with an inclusive perspective of the components contributing to the target state.
- Investment Management Review - provides information to support the investment review decision process from an enterprise-wide perspective rather than in silos and thus reduce isolated investments without the enterprise perspective. It also supports investment decision-making in the context of an “architect–invest–implement” approach.
- Governance - provides information to plan, execute, monitor, and control programs/projects to ensure incremental progress towards business objectives. Provides information to coordinate the effort and ensure architectural coherence of multi-project and multi-vendor solutions.
- Cross-Program Initiatives - provides information to support opportunities for cross-program initiatives and to expand cross-organization to ensure interoperability and share-ability of systems and services.
- Procurement Activities - aligns procurement activities with the organization’s business and IT architecture and other transitional processes.

3.6 Governance

Governance ensures alignment of projects and initiatives with the future state architecture and roadmap. It also ensures a format exists for discussion of adherence to standards and implementation architectures where appropriate. Governance brings into focus the need to change existing operating models and technology standards to meet changes in business.

More pointedly, governance includes a solution review and approval process for new projects and initiatives with architectural implications or significance. Programs support governance not only in consultation of solution designs and promoting standards adherence but also in the facilitation of solution and system integration activities.

Refer to the CEAF Program for information regarding program participation in the department Architecture Review Board (ARB), or similar governance activities.

4 CEAF and the Statewide EA Repository

The OEA maintains the statewide EA repository and is available in within the CDT EA Community Forum⁴.

4.1 Repository Overview

Content is intended to support architect's providing EA services regardless of how they are initially engaged within the organization. Thus, the framework information is presented via three logical subforums:

1. Common Business Scenarios – information is organized in alignment with common state business scenarios. These scenarios direct architects to a set of baseline-guiding artifacts that help deliver value.
2. Capabilities – information is organized in alignment with the statewide EA capabilities. The capabilities and their sub-capabilities are presented in model form with brief descriptions.
3. Repository – information is organized to reflect the EA Cube⁵ framework. This path is best for architects looking for specific artifacts and know exactly where to find them based on artifact purpose.

In addition to guides and templates, site information includes, but is not limited to:

- Full versions of the CEAF Digest, Program, Portfolio, and Views documents and presentations.
- Access to the EA Community collaboration⁶ portal to share use-cases and discuss topics with EA professionals.
- OEA contact information, engagement inquiries, and frequently asked questions.

4.1.1 Common Business Scenario Subforum

Common scenarios, such as Project, EA Program, Governance, and Workstream Transformation planning, within state business arise where architects are more likely to provide services consistently and often.

These scenarios are widespread and demand higher frequency of consultation, therefore benefit from consistent architectural service patterns. The CEAF promotes these patterns and provides supporting guidance and tools for such scenarios.

Architects navigate within the repository by common business scenario when information is needed for a traditional state process. Each scenario offers a minimalist high-level view from the perspective of the enterprise, business, and technology viewpoints. Work efforts or activities direct architects to specified artifact templates and guidelines that facilitate the creation of meaningful output to be used as input to the scenario's purpose. The scenarios represent minimal effort therefore it is important to

⁴ [EA Community Forum Repository](#)

⁵ Federal Enterprise Architecture Framework (FEAF) EA Cube. Scott Bernard. 2012

⁶ Service Now EAC Communities (link) Access to EC Events and Use-Cases require a secured membership (user-id and login)

note that programs should manipulate the views to be most valuable to its organization processes and structure.

4.1.2 Capability Subforum

EA programs provide input in support of strategic and project initiatives. The program may not be a stakeholder to the initiative, however, may be called upon to facilitate or participate in workgroups. For instance, facilitating a user-centered design workshop and modeling effort, creating roadmaps, or assessing vendor partner technologies and services, are only a subset of capabilities within EA programs that can be exercised without full-time commitment to long-term initiatives. Architects navigate in the repository based on capability when information is needed and the method to attain the information is not directly prescribed by stakeholders.

Depending on the capability, the repository provides information to support the work.

4.1.3 Repository Search Subforum

Direct search access in the EA repository is organized to align with the EA Cube framework. This navigation option is most useful to architects that know exactly the artifact(s) they are looking for. The perspective, or view, the architect wants to portray corresponds to the location for which the artifact resides within the repository.

The repository structure catalogs artifacts into these segments:

- Strategy Goals and Initiatives (enterprise view)
- Business Products and Services (business/program view)
- Data and Information (data view)
- Systems and Applications (application view)
- Networks and Infrastructure (technology view)
- Security and Privacy (security view)
- Workforce Skills (staff view)
- Standards (policy view)

Although artifacts can be used for multiple business scenarios, multiple segments, capabilities or other organizational purposes, the artifact itself will exist in only one of these areas.

4.1.4 Artifact File Names and Search Tags

Since repository artifacts align to the EA Cube framework, architects can expect that the artifact naming standard and search tags will reflect this organization. Each artifact will be named according to its EA Cube structure relevance. For example, a Motivation Model (MM) is a strategic artifact used to capture stakeholder influence, drivers, and general reasons for a future decision. The MM artifact is provided the S artifact prefix following by the title (S – Motivation Model.vsd) and resides in the Strategic Goals and Initiatives topic of the repository. The OEA encourages programs to download and modify for use the artifacts provided. Table 2 provides examples of artifacts and tags used to locate them.

Table 2: Artifact Name Standards and Search Tags

Artifact Prefix	Repository Structure	Sample Artifact Name	Sample Search Tags
S	Strategy Goals and Initiatives	S – Strategic Plan	Strategy; plan; enterprise; strategic
B	Business Products and Services	B – Process Flow Diagram	Process flow; user journey; business case; business diagram
D	Data and Information	D – Logical Data Model	Data model; data map; information model
SA	Systems and Applications	SA – System Interface Matrix	Interfaces; interactions; system relationship
NI	Networks and Infrastructure	NI – Network Center Diagram	Network blueprint; network as-is; network model
SP	Security and Privacy	SP – Security Solutions Description	Security plan; security design; solution security
W	Workforce Skills	W – Maturity Assessment Template	Maturity; assessment; workforce maturity
ST	Standards	ST – Technology Standards Profile	Standards; technology capability; technology landscape
UC	Use Case	UC – Customer Relationship Management	Use Case, Scenarios, Scenario, Capability Map, Capabilities

5 Glossary of EA Terms

Term	Definition
Actionable	The architecture analysis and documentation is a direct input to executives, managers, and staff to support portfolio planning, resource planning, decision-making, and management to achieve strategic business outcomes.
Architect-Invest-Implement	The idea that conceptualizing and design occurs prior to procurement or resource allocation of design components is applied. Followed by the execution of the design using said resources.
Architecture	A systemic approach that organizes and guides design, analysis, planning, and documentation activities.
Architectural Significance	An approach for which noticeable impact or influence is placed on the business, resources, or organization components.
Capability	The power or ability for an enterprise or organization segment to do something.
Cross-Agency	An approach that impacts or exposes a relationship between multiple agencies.
Cross-Program	An approach that impacts or exposes a relationship between multiple programs within a single department/agency.
EA Community	California's broad community of enterprise architectures from over the 150+- state entities that make up the community.
EA Cube	A structure that is hierarchical so that the different sub-architectures (that describe distinct functional areas) can be logically related to each other.
EA Services	A defined set of advisory and consulting services offered to decision-makers, project teams, and staff that inform the work efforts of organizational change.
Framework	A logical structure for classifying and organizing complex information [Federal Enterprise Architecture Framework].
Integrated Views	Individual perspectives from organizational segments, roles or disciplines that combine to create new perspectives.

Term	Definition
Re-Use-EA	The idea that EA artifacts created for one architectural purpose can be applied to like opportunities.
Return on Investment	A ratio between expected value and cost of investment.
Transformation	Making fundamental changes to how internal operations are conducted to provide an expected user experience.
Views	The ability to see something from a specific vantage point.
Viewpoints	The position from which a view is observed.
Workstream	An organization's project, process, or operational area.