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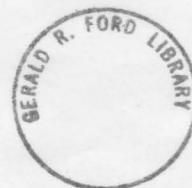
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HISPANIC PARTICIPANTS FOR MINORITY BUSINESS ENTERPRISE MEETING

BRIEFING ROOM: 450 OEOB

MARCH 14, 1975

Mr. Jose ACEVES
Mr. Manuel ALVARADO
Ms. Lydia AMIGO
Mr. Richard BELA
Mr. Joseph BENITES
Mr. Jesse BOJORQUEZ
Mr. David BURGOS
Mr. Manuel CALDERA
Mr. Arturo CASILLAS
Mr. Fernando FOYO
Mr. Dennis GARCIA
Mrs. Lillian GIBERGA
Mr. Jose Carlos GOMEZ
Mr. Juan GUTIERREZ
Mr. Edwin JORGE
Mr. Nicandro JUAREZ
Mr. Armando LA CASA
Mr. Ed LUCERO
Mr. Robert MARISCAL
Mr. Monte MONTEZ
Mr. Antonio MORALES
Ms. Anna MULLER
Mr. Joseph REYES
Mr. Elio ROMERO
Mr. Levro SANCHEZ
Mr. Emilio SERRANO
Mr. Isaac P. TREVINO
Mr. Arthur C. TRUJILLO
Mr. Gilbert VASQUEZ
Mr. Ricardo ZAZUETA



X

March 12, 1975

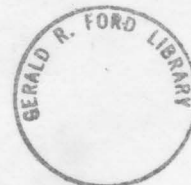
Eliu Romero, President
Pan American Bankers Association
Care of Centinel Bank of Taos
Box 828
Taos, New Mexico 87571 (505 758-2297)

President Ford recently stated that an important objective of his Administration would be assistance to disadvantaged minorities to further promote their participation in the economic benefits of the private enterprise system.

On behalf of the President, we extend to you an invitation to participate in a "Think Tank" session with top Government officials at the White House on Friday, March 14. The purpose of this session is to obtain your views on a paper which has been forwarded to you under separate cover (Minority Business Development Analysis of Organizational Options.) Please schedule your arrival for 12:30 PM, Room 450, Old Executive Office Building.

We encourage you to bring a prepared position paper with your recommendations and suggestions in this important area.

RSVP by March 12--202/456-2587.



FERNANDO E. C. DE BACA
SPECIAL ASSISTANT TO THE PRESIDENT

STANLEY S. SCOTT
SPECIAL ASSISTANT TO THE PRESIDENT

Fernando De Baca

MINORITY BUSINESS DEVELOPMENT
Analysis of Organizational Options

Background

The Federal efforts to assist minority business development have been expanded substantially during the past six years. New programs have been initiated and existing programs have been greatly expanded.

This program expansion has occurred within several Federal offices, including the Department of Commerce and a number of program offices in the Small Business Administration.

This has raised questions of whether it may be desirable to revise the existing organizational arrangements for managing these programs. Some observers of the programs have expressed the opinion that the programs could be more effective if they were consolidated under one manager. There have been a variety of suggestions for other possible changes in the organization arrangement for the programs.

The President recently requested all agencies to examine opportunities to improve the effectiveness of the minority business development programs and to identify additional means of assisting minority businesses. As part of this review effort, the Executive Office of the President is working with the agencies to examine possible changes in the organizational responsibilities for these programs.

The views of minority businessmen and minority interest groups are being solicited, along with the suggestions of the Federal agencies and the Congress, regarding possible organization changes.

Your analysis of possible organizational options would be appreciated. It is suggested that your analysis cover the following points, at a minimum.

Some Alternatives for Analysis

- A. Consolidate the OMBE programs with the SBA programs, under SBA management.
- B. Consolidate the SBA programs with the OMBE programs, under the Department of Commerce.



- C. Maintain the separate OMBE and SBA programs, but change the organizational arrangement of those programs within SBA and Commerce.
- D. Establish a new, comprehensive, minority business program in SBA (or in Commerce) to replace the existing programs.
- E. Consolidate direct Federal assistance for minority business development in SBA; redirect the OMBE program to focus on stimulating non-Federal actions to promote minority business development.
- F. Maintain the current organizational arrangement.

Other alternatives may be proposed, as you wish.

Analysis

The analysis of alternatives should cover the following points, to the extent possible:

1. To what extent is the alternative likely to alleviate the problems which you believe exist in administering the current programs?
2. ~~What other program benefits might be obtained from the alternative?~~
3. What program disadvantages or costs might result from the alternative?
4. What impact, if any, would the alternative have on the other programs and responsibilities of the agency?
5. What personnel and administrative problems would likely be encountered in implementing the alternative? This should include problems of agency reassignments, availability of staff expertise, changes in field office structure or operations, etc.

In considering the alternatives, it should be assumed that legislation will be requested as needed to provide the necessary authorities; existing legislative restrictions or authorities should not be a factor in analyzing the alternatives.

Any questions regarding the study may be directed to Carl Hystad, Office of Management and Budget, Washington, D.C. 20503, telephone 202-395-4634.



Analysis of Organizational Options

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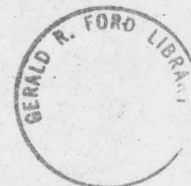
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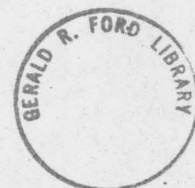
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Handwritten: 2587

NOTE! This list in duplicate
hand-carried to Mr. Scott's office
a.m. 3/12
mmd

INVITEES FROM OFFICE OF FERNENDO E. C. DE BABA

- 1. Mr. Jose Aceves *Romero*
- Mr. Manuel Alvarado Mr. Levro Sanchez
- Ms. Lydia Amigo Mr. Emilio Serrano
- Mr. Richard Bela Mr. Isaac P. Trevino
- Mr. Joseph Benites Mr. Arthur C. Trujillo
- Mr. Jesse Bojorquez *in office 3/14* Mr. Gilbert Vasquez
- Mr. David Burgos 29. Mr. Ricardo Zazueta
- Mr. Manuel Caldera
- Mr. Arturo Casillas
- Mr. Fernando Foyo *in office 3/14*
- Mr. Dennis Garcia
- Mrs. Lillian Giberga *in office 3/14*
- Mr. Jose Carlos Gomez
- Mr. Juan Gutierrez
- Mr. Edwin Jorge
- Mr. Nicandro Juarez *yes - via telegram 3/12*
- Mr. Armando La Casa *in office w/ Lillian Giberga 3/14*
- Mr. Ed Lucero
- Mr. Robert Mariscal
- Mr. Monte Montez
- Mr. Antonio Morales
- Ms. Anna Muller *phone call* DECLINED 11/11
- Mr. Joseph Reyes *Hispanic*



Handwritten: MBE Partido MBE
G. 450 0808 450,
March 14, 1975

(LIST FOR BOOK TELEGRAM
March 10, 1975

continued)

22 ✓
Mr. Levro Sanchez, President
Development Associates
1521 New Hampshire Avenue, N. W.
Washington, D. C. (202 332-5293)

Mr. Arturo

8(A) ✓
Mr. Arturo Casillas, President
MACEP
3001 South Congress Street
Austin, Texas 78704

27 ✓
Mr. Ricardo Zazueta, National Executive Director
Jobs for Progress
30443 Via Victoria
Palos Verdes, California 90274



n

Accompanying list to attached telegram from Special assistants to the President, Mr. Fernando E. C. De Baca and Mr. Stanley S. Scott, dated March 11, 1975

- 11 Mrs. Lillian Giberga
2458 Wyoming Avenue, N. W.
Washington, D. C. 20008 (483-1111)
- 15 Mr. Armando La Casa
953 S. W. F irst Street
Miami, Fla. 33130 (305 545-0614)
- 7 Mr. David Burgos
1919 West 44th Street
New York, N. Y. 10036
- 13 Mr. Edwin Jorge
19 West 44th Street
New York, N. Y. 10036
- 3 Mrs. Lydia Amigo
24451 Lake Shore Blvd. - 1810 W
Euclid, Ohio 44123 (216 694-2116)
- 9 Mr. Fernando Ferje -- Foyo
1028 Connecticut Avenue, N. W.
Hotel LaSalle, Apt. 1006-B
Washington, D. C. 20032
- 4 Mr. Rick Bela, President
Technique Data Laboratories
2001 Wisconsin Avenue, N. W.
Washington, D. C. 20007
- 12 Mr. Jose Carlos Gomez, President
National Economic Development Association
E- 3807 Wilshire Blvd.
Los Angeles, Calif. 90010 (213 388-1131)
- 18 Mr. Monte Montez
~~38-Broadway~~ 3815 Broadway
Kansas City, Missouri 64111 (816 531-3347)

(12A Gutierrez)



(LIST FOR BOOK TELEGRAM
March 10, 1975

continued)

- 1 Mr. Jose Aceves, Executive Director ✓
Latin American Manufacturers' Association
1728 East 14th Street
San Leandro, California 94577 (415 352-2782)
- 26 Mr. Gilbert Vasquez, President ✓
American Association of Spanish Speaking
Certified Public Accountants
3435 Wilshire Blvd., Suite 912
Los Angeles, California 90010 (213 385-2136)
- 8 Mr. Manuel Caldera, President ✓
AMEX Systems, Inc.
931 South Douglas Street
El Segundo, California 90245
*here Casillas
8(A)*
- 19 Mr. Antonio Morales, National Chairman ✓
American GI Forum
2417 South Main Street
Fort Worth, Texas 76110 (817 335-1930)
- ~~Mr. Joe Benitez, President
HULAC--
3033 North Central Avenue, Suite 402-~~
- 23 Mr. Emilio Serrano, Executive Director ✓
Hispanic Businessmen's Association, Inc.,
841 North Clinton Avenue
Rochester, New York 14605
- 2 Mr. Manuel Alvarado, Executive Director ✓
South Bronx Puerto Rican Development Co.
1967 Turnbull Avenue
Ben---Ben-- Bronx, New York 10473
- 14 Mr. Nicandro Juarez, President ✓
Juarez and Associates
1100 Glendon Avenue
Westwood, California 96137 (213 478-0826)
- 6 Mr. Jesse Bojorquez, Director ✓
Economic Development
TELACU
1330 South Atlantic Blvd.
East Los Angeles, California 90022 (213 268-6745)



LIST FOR BOOK TELEGRAM

March 10, 1975

(signed by Fernando E. D. De Baca
and Stanley S. Scott)

- 5 Mr. Joseph Benites, President ✓
League of United Latin Americans
3033 North Central Avenue, Suite 402
Phoenix, Arizona 85021 (602 263-5291)
- 16 Mr. Ed. Lucero, Executive Director ✓
Colorado Economic Development Association
621 Fox Street
Denver, Colorado 80204
- 24 Mr. Isaac P. Trevino, Executive Director ✓
Dallas Mexican Chamber of Commerce
4343 Maple Avenue
Dallas, Texas 75219
- 20 Ms. Anna Muller, Area Vice President *Declined* ✓
National Economic Development Association
2040 Fourth Street, N. W.
Albuquerque, New Mexico 87102
- 10 Mr. Dennis Garcia, National Director ✓
National Puerto Rican Business & Marketing Association, Inc.
9 East 41st Street
New York, N. Y. 10017
- 25 Mr. Arthur C. Trujillo, President ✓
ASLA
208 Central Avenue, S. W.
Albuquerque, New Mexico 87103 (505 842-9890)
- 21 Mr. Joseph Reyes, President ✓
Joseph Reyes and Associates
1140 Connecticut Avenue, N. W.
Washington, D. C. (202 296-3666)
- 12A Mr. Juan Gutierrez, President ✓
Interstate Research Associates
2001 Wisconsin Avenue
Washington, D. C. 20007 (202 333-0510)
- 17 Mr. Robert Mariscal, President ✓
Mariscal & Associates
Suite 501, 2600 Wilshire Blvd.
Los Angeles, California 90057



XX

March 11, 1975

IDENTICAL TELEGRAM TO GO TO ALL PERSONS LISTED AT THE END OF THE MESSAGE

President Ford recently stated that an important objective of his- his Administration would be assistance to disadvantaged minorities to further promote their participation in the economic benefits of the private enterprise-ey system.

On behalf of the President, we extend to you an invitation to participate in a "Think Tank" session with top Government officials at the White House on Friday, March 14. The purpose of this session is to obtain your views on a paper which has been forwarded to you under separate cover (Minority Business Development-Anaa-Analysis---Anylist--- Analysis of Organizational Options.) Please schedule your arrival for 12:30 PM, Room 450, Old Executive Office Building.

We encourage you to bring a prepared position paper with your recommendations and suggestions in this important area.

RSVP by March 12--202/456-2587.

FERNANDO E. C. DE BACA
SPECIAL ASSISTANT TO THE PRESIDENT

STANLEY S. SCOTT
SPECIAL ASSISTANT TO THE PRESIDENT

(NOTE: See attached list)



page 3 of 3

(LIST FOR BOOK TELEGRAM
March 10, 1975

continued)

Mr. Levro Sanchez, President
Development Associates
1521 New Hampshire Avenue, N. W.
Washington, D. C. (202 332-5293)

~~Mr. Arturo~~

Mr. Arturo Casillas, President
MACEP
3001 South Congress Street
Austin, Texas 78704

Mr. Ricardo Zazueta, National Executive Director
Jobs for Progress
30443 Via Victoria
Palos Verdes, California 90274



X

March 6, 1975

IDENTICAL TELEGRAM

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~~President Ford recently stated that an important objective of his~~
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On behalf of the President, we extend to you an invitation to participate in a "Think Tank" session with top Government officials ~~here~~ at the White House on Friday, March 14. The purpose of this session is to obtain your views on the attached paper. Please schedule your arrival for 12:30 p.m., Room 450, Old Executive Office Building.

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RSVP ~~(to my office)~~ by March 11 -- 202/456-2587.

*Franklin E. De Boer
Sent out to the President*

~~Stanley S. Scott~~
Special Assistant to the President

Enclosure: Minority Business Development Organizational Analysis

SSS:hc



March 10, 1975

x
xx

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RSVP by March 11 --202/456-2587

FERNANDO E. C. DE BACA
SPECIAL ASSISTANT TO THE PRESIDENT

STANLEY S. SCOTT
SPECIAL ASSISTANT TO THE PRESIDENT

(NOTE: SEE ATTACHED 3-PAGE
LIST FOR BOOK TELEGRAM)



n

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2458 Wyoming Avenue, N. W.
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Mr. Monte Montez
~~38-Broadway~~----- 3815 Broadway
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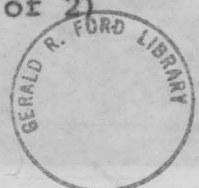
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page 2 of 2

(LIST FOR BOOK TELEGRAM
March 10, 1975

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FERNANDO E. C. DE BACA
SPECIAL ASSISTANT TO THE PRESIDENT

STANLEY S. SCOTT
SPECIAL ASSISTANT TO THE PRESIDENT

Fernando De Baca

MAR 12 1975

The White House
Washington



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PMS FERNANDO C DE BACA, SPECIAL ASSISTANT TO THE PRESIDENT, DLR

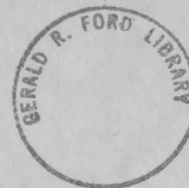
WHITE HOUSE

WASHINGTON DC

THIS IS INFORM YOU THAT WE PLAN TO ATTEND YOUR SESSION ON FRIDAY
MARCH 14TH

NICANDRO F JUAREZ, JUAREZ AND ASSOCIATES

NNNN



FORM 0805 PRINTED BY THE STANDARD REGISTER COMPANY, U. S. A.

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2134780826 TDRN LOS ANGELES CA 15 03-11 0737P EST

PMS FERNANDO C DE BACA, SPECIAL ASSISTANT TO THE PRESIDENT, DLR

WHITE HOUSE

WASHINGTON DC

THIS IS INFORM YOU THAT WE PLAN TO ATTEND YOUR SESSION ON FRIDAY
MARCH 14TH

NICANDRO F JUAREZ, JUAREZ AND ASSOCIATES

NNNN

FORM 0805 PRINTED BY THE STANDARD REGISTER COMPANY, U. S. A.

TELACU

the east los angeles community union
a community development corporation
David Lizarraga, executive director

1330 south atlantic boulevard, east los angeles, ca. 90022 • 213/268-6745

March 14, 1975

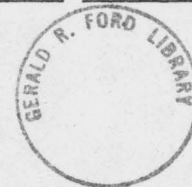
Mr. Carl Hystad
Office of Management and Budget
Washington, D. C. 20503

Dear Mr. Hystad:

On behalf of the staff of TELACU I would like to take this opportunity to thank you for inviting us to this President's Conference on Minority Business Development.

We received the outline of alternatives for analysis. We can only conclude from the outline that there have been prior discussions on these subjects that we have not been privy to. We feel, therefore, that we are not presently in a position to respond adequately to the request for a position paper. It is our hope that after attending the Conference this afternoon, we will be better able to intelligently prepare such a paper. We would be remiss, however, if at this time we did not indicate that we feel the time being devoted to such an important issue is not sufficient to give us the necessary inputs to make the evaluations requested. A maximum of five hours to hear over 200 participants is just not enough time.

What is of even greater concern to us is that it appears from the outline that the real issue--the problems confronting the minority entrepreneur and how to solve them--is not to be discussed today. It makes little difference what the Government organizational structure is if the minority entrepreneur problems are not being attended to. It is not important that they do things right, it is important that they do the right things.



Business Development, Operations & Assistance • Communications
Housing & Urban Development • Manpower • Social Services



2.

We, therefore, have concluded that we will attend this Conference to listen and not to be heard. We feel what we have to say deserves more than the minute or two allotted to us. We intend to listen to everyone, go home, analyse what we have heard, and then comment. We do not intend to restrict our comments to organizational structure, but to give voice to the problems confronting our business people that are not now being served by your existing structures. We will then offer suggestions as to how to solve them and the type of structures needed to implement such solutions. How many people you hire and what acronym you give to the organization is of little importance to us.

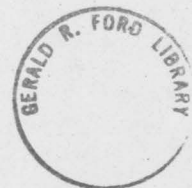
Just solve the problem.

Thank you.

Respectfully,

Jesse Bojorquez, Director of Economic Development
for The East Los Angeles Community Union

CC: Fernando E. C. De Baca
Stanley S. Scott





ON BEHALF OF THE STAFF OF TELACU I WOULD LIKE TO TAKE THE OPPORTUNITY TO THANK YOU FOR INVITING US TO THE PRESIDENT'S CONFERENCE ON MINORITY BUSINESS DEVELOPMENT.

WE RECEIVED THE OUTLINE OF ALTERNATIVES FOR ANALYSIS. WE CAN ONLY CONCLUDE FROM THE OUTLINE THAT ~~THESE~~ ^{THERE HAVE} BEEN PRIOR DISCUSSIONS ON THESE SUBJECTS THAT WE HAVE NOT BEEN PRIOR TO. WE FEEL, THEREFORE, THAT WE ARE NOT PRESENTLY IN A POSITION TO RESPOND ADEQUATELY TO THE REQUEST FOR A POSITION PAPER. IT IS OUR HOPES THAT AFTER ATTENDING THE CONFERENCE THIS AFTERNOON WE WILL BE BETTER ABLE TO INTELLIGENTLY PREPARE SUCH A PAPER. WE WOULD BE REMISS, HOWEVER, IF AT THIS TIME WE DID NOT INDICATE THAT WE FEEL THE TIME BEING DEVOTED TO SUCH AN IMPORTANT ~~TOPIC~~ ISSUE IS JUST SUFFICIENT TO GIVE US THE NECESSARY INPUTS TO MAKE THE EVALUATIONS REQUESTED. A MAXIMUM OF FIVE HOURS TO HEAR OVER 200 PARTICIPANTS IS JUST NOT ENOUGH TIME.

WHAT IS OF EVEN GREATER CONCERN TO US IS THAT IT APPEARS FROM THE OUTLINE ^{THAT} THE REAL ISSUE... THE PROBLEMS CONFRONTING THE MINORITY ENTREPRENEUR AND HOW TO SOLVE THEM, IS NOT TO BE DISCUSSED TODAY. IT MAKES LITTLE DIFFERENCE WHAT THE ^{GOVERNMENT} ORGANIZATIONAL STRUCTURE IS, IF THE MINORITY ENTREPRENEUR PROBLEMS ARE NOT BEING ATTENDED TO. IT IS NOT IMPORTANT THAT THEY DO THINGS RIGHT, IT IS IMPORTANT THAT THEY DO THE RIGHT THINGS.



WE, THEREFORE, HAVE CONCLUDED THAT WE WILL ATTEND THIS CONFERENCE TO LISTEN AND NOT ^{TO} BE HEARD. WE FEEL WHAT WE HAVE TO SAY DESERVES MORE THAN THE MINUTE OR TWO ALLOTTED TO US. WE INTEND TO LISTEN TO EVERYONE, GO HOME, ANALYSE WHAT WE HAVE HEARD, AND THEN COMMENT. WE DO NOT INTEND TO RESTRICT OUR COMMENTS TO ORGANIZATIONAL STRUCTURE BUT TO GIVE VOICE TO THE PROBLEMS CONFRONTING OUR BUSINESS PEOPLE THAT ARE NOT NOW BEING SERVED BY YOUR EXISTING STRUCTURES. WE WILL THEN OFFER SUGGESTIONS AS TO HOW TO SOLVE THEM AND THE TYPE OF STRUCTURE NEEDED TO IMPLEMENT SUCH SOLUTIONS. HOW MANY PEOPLE YOU HIRE AND WHAT ~~AMOUNT~~ ^{ACCOUNT} YOU GIVE TO THE ORGANIZATION IS OF LITTLE IMPORTANCE TO US. ~~☹~~

• JUST SOLVE THE PROBLEMS

THANK YOU

RESPECTFULLY, ~~☹~~

Minority Business Development
Analysis of Organizational Options

Background

The Federal efforts to assist minority business development have been expanded substantially during the past six years. New programs have been initiated and existing programs have been greatly expanded.

This program expansion has occurred within several Federal offices, including the Department of Commerce and a number of program offices in the Small Business Administration.

This has raised questions of whether it may be desirable to revise the existing organizational arrangements for managing these programs. Some observers of the programs have expressed the opinion that the programs could be more effective if they were consolidated under one manager. There have been a variety of suggestions for other possible changes in the organization arrangement for the programs.

The President recently requested all agencies to examine opportunities to improve the effectiveness of the minority business development programs and to identify additional means of assisting minority businesses. As part of this review effort, the Executive Office of the President is working with the agencies to examine possible changes in the organizational responsibilities for these programs.

The views of minority businessmen and minority interest groups are being solicited, along with the suggestions of the Federal agencies and the Congress, regarding possible organization changes.

Your analysis of possible organizational options would be appreciated. It is suggested that your analysis cover the following points, at a minimum.

Some Alternatives for Analysis

- A. Consolidate the OMBE programs with the SBA programs, under SBA management.
- B. Consolidate the SBA programs with the OMBE programs, under the Department of Commerce.



- C. Maintain the separate OMBE and SBA programs, but change the organizational arrangement of those programs within SBA and Commerce.
- D. Establish a new, comprehensive, minority business program in SBA (or in Commerce) to replace the existing programs.
- E. Consolidate direct Federal assistance for minority business development in SBA; redirect the OMBE program to focus on stimulating non-Federal actions to promote minority business development.
- F. Maintain the current organizational arrangement.

Other alternatives may be proposed, as you wish.

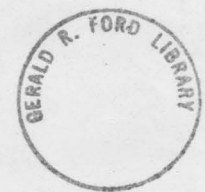
Analysis

The analysis of alternatives should cover the following points, to the extent possible:

- 1. To what extent is the alternative likely to alleviate the problems which you believe exist in administering the current programs?
- 2. ~~What other program benefits might be obtained from the alternative?~~
- 3. What program disadvantages or costs might result from the alternative?
- 4. What impact, if any, would the alternative have on the other programs and responsibilities of the agency?
- 5. What personnel and administrative problems would likely be encountered in implementing the alternative? This should include problems of agency reassignments, availability of staff expertise, changes in field office structure or operations, etc.

In considering the alternatives, it should be assumed that legislation will be requested as needed to provide the necessary authorities; existing legislative restrictions or authorities should not be a factor in analyzing the alternatives.

Any questions regarding the study may be directed to Carl Hystad, Office of Management and Budget, Washington, D.C. 20503, telephone 202-395-4634.



HISPANIC PARTICIPANTS FOR MINORITY BUSINESS ENTERPRISE MEETING
BRIEFING ROOM: 450 OEOB MARCH 14, 1975

Mr. Jose ACEVES
Mr. Manuel ALVARADO
Ms. Lydia AMIGO
Mr. Richard BELA
Mr. Joseph BENITES
Mr. Jesse BOJORQUEZ
Mr. David BURGOS
Mr. Manuel CALDERA
Mr. Arturo CASILLAS
Mr. Fernando FOYO
Mr. Dennis GARCIA
Mrs. Lillian GIBERGA
Mr. Jose Carlos GOMEZ
Mr. Juan GUTIERREZ
Mr. Edwin JORGE
Mr. Nicandro JUAREZ
Mr. Armando LA CASA
Mr. Ed LUCERO
Mr. Robert MARISCAL
Mr. Monte MONTEZ
Mr. Antonio MORALES
Ms. Anna MULLER
Mr. Joseph REYES
Mr. Eliu ROMERO
Mr. Levro SANCHEZ
Mr. Emilio SERRANO
Mr. Isaac P. TREVINO
Mr. Arthur C. TRUJILLO
Mr. Gilbert VASQUEZ
Mr. Ricardo ZAZUETA

NOTE:

Mr. Rutkin, Leonard
Mr. David Lazarraga
accompanied Mr. Bojorquez.

