

MSD BOARD OF DIRECTORS

Portland Water Bureau 1800 SW 6th Ave. Auditorium

JULY 11, 1975 2:00 P.M.

### AGENDA

- I. MINUTES
- II. ACCOUNTS PAYABLE
- III. PUBLIC COMMUNICATIONS
  - IV. ORDINANCE NO. 30 FIRST PUBLIC HEARING AN ORDINANCE ESTABLISHING A CODE OF THE METROPOLITAN Service District
  - V. MSD/LOCAL JURISDICTION JOINT RESOLUTIONS
    - . RESOLUTION NO. 17 CLACKAMAS COUNTY
    - . RESOLUTION NO. 18 MULTNOMAH COUNTY
    - , RESOLUTION No. 19 WASHINGTON COUNTY
  - VI. COR-MET NEGOTIATIONS REPORT
- VII. RFP PROCEDURE DISCUSSION

### VIII. ADMINISTRATIVE

### IX. OTHER BUSINESS

A ZOOLOGICAL GARDENS TOUR IS SCHEDULED IMMEDIATELY FOLLOWING THE MSD BOARD MEETING. THE MEETING PLACE WILL BE THE ZOO ENTRANCE.



JULY 3, 1975

TO: MSD BOARD OF DIRECTORS

FROM: MSD STAFF

SUBJECT: STAFF REPORT FOR THE JULY 11, 1975 BOARD MEETING

PRESENTED TO THE BOARD FOR TRANSMITTAL AND RECOMMENDED ACTION ARE THE FOLLOWING ITEMS:

Page

1	Ι.	MINUTES Action - <u>Approve</u> the minutes of the June 6, and the June 13, 1975 meetings
26	II.	ACCOUNTS PAYABLE Action - <u>Approve</u> the Accounts Payable in the total amount of \$1,278.86
29	III.	PUBLIC COMMUNICATIONS Action - <u>Receive</u> comments from the public on

items not specified on the agenda

<u>Page</u>	-					
30	IV.	ORDINANCE NO. 30 - FIRST PUBLIC HEARING AN ORDINANCE ESTABLISHING A CODE OF THE METROPOLITAN SERVICE DISTRICT OF THE PORTLAND METROPOLITAN AREA AND CODIFYING EXISTING ORDINANCES OF THE METROPOLITAN SERVICE DISTRICT Action - Hold first public hearing, received and public testimony, and set second hearing date for July 25, 1975.				
31	V.	<pre>MSD/LOCAL JURISDICTION JOINT RESOLUTIONS . RESOLUTION NO. 17 CLACKAMAS COUNTY . RESOLUTION NO. 18 MULTNOMAH COUNTY . RESOLUTION NO. 19 WASHINGTON COUNTY Action - Approve the MSD/Local jurisdiction     resolutions</pre>				
44	VI.	COR-MET NEGOTIATIONS REPORT Action - <u>Discussion</u>				
45	VII.	RFP PROCEDURE DISCUSSION Action - <u>Discussion</u> .				
46	VIII.	ADMINISTRATION A. MSD/Western Bookkeeping Service Agreement B. Budget Transfers Action - <u>Approve</u> staff reports				
50	IX.	OTHER BUSINESS				
ZOOLOG	ZOOLOGICAL GARDENS TOUR					

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# I. <u>MINUTES</u>

THE FOLLOWING PAGES CONTAIN THE MINUTES FOR THE MSD BOARD MEETINGS OF JUNE 6, 1975 AND JUNE 13, 1975.

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THE STAFF RECOMMENDS APPROVAL OF THE MINUTES.

## II. ACCOUNTS PAYABLE

THE FOLLOWING PAGE CONTAINS A LIST OF ACCOUNTS PAYABLE ITEMS FOR PAYMENT FOR JUNE 1975, VOUCHER NUMBERS 171 THROUGH 187, IN THE TOTAL AMOUNT OF \$1,278.36.

THE STAFF RECOMMENDS APPROVAL OF THE ACCOUNTS PAYABLE.

#### ACCOUNTS PAYABLE

### June 1975

VOUCHER No.	CHECK NO.	PAYABLE TO	PURPOSE	AMOUNT	PROGRAM	CODE
171	171	Pacific Northwest Bell	Telephone Service May 1975	\$151.65	Q201	310
172	172	American Public Works Association	Pre-registration APWA Conference	55.00	Q201	305
173	173	Brewed Hot Coffee	Coffee for Board Meetings	19.32	Q201	315
174	174	Daily Journal of Commerce	Public Notices	72.00	Q201	318
175	175	Monroe	Calculator Ribbons	17.00	Q201	308
176	176	Portland Stamp & Seal	Stamp	8.60	Q203	308
2 177 1	177	Systems Improvement Associate <b>s</b>	Computer Progra <b>m</b> Design-Partial Pmt.	300.00	Q203	302
178	178	Charles C. Kemper	Travel	7.25	Q201	305
179	179	Pacific Northwest Bell	Telephone Service June 1975	159.28	Q201	310
180	180	Rena Smith	Reimbursement on Furniture Purchase	69.00	Q201	350
181	181	State of Oregon	Filing Fee Audit Deposit	40.00	Q201	302
182	182	Sandra Bauer	Travel	10.20	Q201	302
183	183	Cash	Petty Cash Reimburse ment	- 32.73	Per Attach	ned List
184	184	Boise Cascade	Office Supplies	135.36	Q201	308
185	185	Oregonian Publishing Co.	Publication for Tire Application	13.52	Q203	318
			CONTINUED			

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ACCOUNTS PAYABLE June, 1975 - Cont. Page 2 of 2

186	186	Rians	Sandwiches for S.W. Meetings	128.20	Q201	315
187	187	Clackamas County IED	Computer Rental for May	59.75	Q203	302
			TOTAL	\$1,278.86		

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PETTY	CASH	REIMB	URSEMENT	JULY	<u>1975</u>	CODE	BREAK
Q301		305	\$5.	66			
Q401		305	11.	. 00			
Q401		308	9.	.92			
Q401		319		.10			
Q403		308	6	. 05			
				<del>-</del>			
נ	TOTAL		\$32.	.73			

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# III. PUBLIC COMMUNICATIONS

This agenda item allows for the MSD Board to hear comments from the public on items not contained on this agenda.

# IV. ORDINANCE NO. 30 - FIRST PUBLIC HEARING

UNDER SEPARATE HANDOUT IS AN ORDINANCE ESTABLISHING THE CODE OF THE METROPOLITAN SERVICE DISTRICT OF THE PORTLAND METROPOLITAN AREA AND CODIFYING EXISTING ORDINANCES OF THE METROPOLITAN SERVICE DISTRICT.

The staff recommends <u>Holding</u> the first public hearing on Ordinance No. 30, <u>receiving</u> public testimony, and <u>setting</u> the second hearing date for July 25, 1975.

### V. MSD/LOCAL JURISDICTION JOINT RESOLUTIONS

- . RESOLUTION NO. 17 CLACKAMAS COUNTY
- , RESOLUTION NO. 18 MULTNOMAH COUNTY
- , RESOLUTION NO. 19 WASHINGTON COUNTY

The following pages contain the above numbered resolutions approved by the three counties in the MSD area. The resolutions detail the areas of responsibilities between the counties and the Metropolitan Service District under the Solid Waste Program.

THE STAFF RECOMMENDS <u>APPROVAL</u> OF RESOLUTIONS No. 17, 18 AND 19 FOR THE CHAIRMAN'S SIGNATURE.

APPROVED METROPOLITAN SERVICE DISTRICT BOARD OF DIRECTORS ACTION NO. 25-367 11/25 DATE 7/ BY\_Judy CLERK OF THE BOARD

Revised January 20, 1975 January 27, 1975

MSD - Clackamas County

### JOINT RESOLUTION

No. 17

A resolution approving the Solid Waste Management Plan and delineating the respective areas of responsiblity between the Metropolitan Service District and Clackamas County for implementation of the plan:

#### RECITALS

- 1. The Metropolitan Service District (MSD) is a municipal corporation organized and existing under the provisions of ORS Chapter 268. The area served by MSD includes the metropolitan portions of Clackamas County.
- 2. The MSD is authorized to dispose and provide facilities for disposal of solid wastes.
- Clackamas County adopted a Waste and Solid Waste Ordinance on June 10, 1970 which franchises collection and disposal.
   Clackamas County has a public nuisance abatement program
  - which is financed by Franchise Fees.
- 5. Clackamas County presently regulates one landfill open to the public accepting putrescible solid wastes.
- 6. The development of new putrescible landfills in the MSD area is substantially limited by the goals and regulations of the Department of Environmental Quality (DEQ) of the State of Oregon.
- 7. The MSD has prepared and completed a Solid Waste Management Plan (Plan) to maximize resource recovery and to provide for disposal of all solid wastes generated in the MSD area.
- 8. The Plan was adopted by the Board of Directors of MSD on May 10, 1974.
- 9. The Plan was approved by the DEQ on May 24, 1974.
- 10. The concept and implementation of the Plan was approved by Clackamas County on June 10, 1974.
- 11. The Plan includes a Solid Waste Energy Resource Recovery Program (Program) that will meet the DEQ goals of 90% material

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recovery and reuse by 1982.

- 12. At the 1975 legislature session, MSD will request pollution -control bond funds from the State of Oregon for implementation of the Plan.
- 13. The MSD Board of Directors has adopted a policy statement indicating that the Plan will be implemented with the cooperation and participation of private industry.
- 14. The MSD has asked for and is processing bids from private industry to implement the private industry participation in the Plan.
- 15. In order to protect the health, safety and welfare of the people of Clackamas County, to provide for the continued disposal of solid waste generated within Clackamas County, and to maximize resource recovery, Clackamas County and the MSD hereby make the following resolutions:

#### RESOLUTIONS

- 16. RESOLVED: Clackamas County will:
  - a. Approve, support and seek legislative support for the Plan and the funding for implementation of the Plan.
  - b. Maintain authority for the collection of solid wastes generated within Clackamas County, including the regulation and control of collection rates.
  - c. Within the inherent limitations of being the land use governing and regulatory authority within this jurisdiction, assist the MSD with site selection of processing/transfer and disposal facilities located within the County's jurisdiction.
    d. Assist the MSD in controlling the flow of solid wastes to
    - MSD facilities or facilities designated by MSD.
  - e. By contract with MSD, Clackamas County will provide the local aspects of a solid waste nuisance abatement program subject to the adoption of a MSD solid waste disposal rate ordinance.

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- 17. RESOLVED: The MSD will:
  - a. Provide the design, construction and operation of solid waste processing/transfer facilities to handle solid wastes generated within the county.
    - b. Regulate and control the disposal of all solid wastes generated within the county.
    - c. In compliance with Clackamas County land use regulations, develop a nonprocessable (demolition) solid waste program that will include landfill regulations, quality of service criteria, site selection criteria, program management, enforcement, and a time schedule for activation of nonprocessable landfills.
    - d. Provide assistance, if requested, to the county and the solid waste industry in the determination of collection rates.
    - e. MSD will contract with Clackamas County to provide the local aspects of a solid waste nuisance abatement program subject to the adoption of a MSD solid waste disposal rate ordinance.
- 18. RESOLVED: Both Parties:
  - a. Pledge their mutual good faith cooperation to achieve the purposes of this Resolution.
  - b. Agree that should MSD be unable to meet its time table for development or should Clackamas County have a need for services before MSD is capable of providing same or in excess of same, Clackamas County may, after showing just cause and with MSD approval, seek alternative or supplemental facilities.
  - c. This Joint Resolution shall remain in full force and effect until modified by consent of both parties or notice of termination given by written notice 180 days in advance of date of termination.

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DATED: 3 5

DATED:

CLACKAMAS COUNTY

Jefferd sencollo homes 6 bγ Chairman ( <u>1224</u>

Commissioner

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7 Jon O Jako Commissioner

METROPOLITAN SERVICE DISTRICT

### MSD BESOLUTION NO. 18

#### BEFORE THE METROPOLITAN SERVICE DISTRICT AND THE BOARD OF COUNTY COMMISSIONERS FOR MULTNOMAH COUNTY, OREGON

In the Matter of a Resolution Approving the Solid Waste Management Plan and Delineating the Respective Areas of Responsibility Between the Metropolitan Service District and Multnomah County for Implementation of the Plan.

JOINT RESOLUTION

#### RECITALS

 The Metropolitan Service District (MSD) is a municipal corporation organized and existing under the provisions of ORS Chapter 268. The area served by MSD includes the metropolitan portions of Multhomah County.

2. The MSD is authorized to dispose and provide facilities for disposal of solid wastes.

3. Multnomah County presently regulates solid waste disposal by Nuisance Ordinance No. 69.

 Multnomah County presently has no landfills open to the public accepting putrescible solid wastes.

5. The development of new putrescible landfills in the MSD area is substantially limited by the goals and regulations of the Department of Environmental Quality (DEQ) of the State of Oregon.

6. The MSD has prepared and completed a Solid Waste Management Plan (Plan) to maximize resource recovery and to provide for disposal of all solid wastes generated in the MSD area.

7. The Plan was adopted by the Board of Directors of MSD on May 10, 1974.

8. The Plan was approved by the DEQ on May 24,197,4
 1974. - 36 -

9. The oncept and implementation of the Plan was approved by Multnomah County on June 13, 1974.

10. The Plan includes a Solid Waste Energy Recovery Program (Program) that will meet the DEQ goals of 90% material recovery and reuse by 1982.

11. At the 1975 legislative session, MSD will request pollution control bond funds from the State of Oregon for implementation of the Plan.

12. The MSD Board of Directors has adopted a policy statement indicating that the Plan will be implemented with the cooperation and participation of private industry.

13. The MSD has asked for and is processing bids from private industry to implement the private industry participation in the Plan.

14. In order to protect the health, safety and welfare of the people of Multnomah County, to provide for the continued disposal of solid waste generated within Multnomah County, and to maximize resource recovery, Multnomah County and the MSD hereby make the following resolutions:

#### RESOLUTIONS

15. RESOLVED: Multnomah County will:

a. Approve, support and seek legislative support for the Plan and the funding for implementation of the Plan.

b. Maintain authority for the collection of solid wastes generated within the Multnomah County, including the regulation and control of collection rates.

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c. Assist the MSD with site selection of processing/transfer and disposal facilities located within the County's jurisdiction.

d. Assist the MSD in controling the flow of solid wastes to MSD facilities or facilities designated by MSD.

16. RESOLVED: The MSD will:

a. Provide the design, construction and operation of solid waste processing/transfer facilities to handle solid wastes generated within the County.

b. Regulate and control the disposal of all solid wastes generated within the County.

c. Develop a nonprocessable (demolition) solid waste program that will include landfill regulations, quality of service criteria, site selection criteria, program management, enforcement, and a time schedule for activation of nonprocessable landfills.

d. Provide assistance, if requested, to the County and the solid waste industry in the determination of collection rates.

DATED: June 19, 1975

MULTNOMAH COUNTY, OREGON

E. Clarking Inald

DATED:

METROPOLITAN SERVICE DISTRICT

By . Chairman

APPROVED AS TO FORM:

GEORGE M. JOSEPH County Counsel for Multnomah County, Oregon

Bv

Charles S. Evans Chief Deputy County Co.

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#### MSD-Washington County

June 12, 1975

#### JOINT RESOLUTION

#### NO. 19

A Resolution Approving the Solid Waste Management Plan and Delineating the Respective Areas of Responsibility Between The Metropolitan Service District and Washington County for Implementation of the Plan.

#### RECITALS

1. The Metropolitan Service District (MSD) is a municipal corporation organized and existing under the provisions of ORS Chapter 268. The area served by MSD includes the metropolitan portions of Washington County.

2. The MSD is authorized by law to dispose and provide facilities for disposal of solid wastes.

3. Washington County has adopted Ordinance No. 59, as amended, regulating the collection and disposal of solid wastes and Ordinance No. 83, as amended, regulating solid waste disposal sites.

4. Washington County presently has no landfills open to the public accepting putrescible solid wastes.

5. The development of new putrescible landfills in the MSD area is substantially limited by the goals and regulations of the Department of Environmental Quality (DEQ) of the State of Oregon.

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6. The MSD has prepared and completed a Solid Waste Management Plan (Plan) to maximize resource recovery and to provide for disposal of all solid wastes generated in the MSD area.

7. The Plan was adopted by the Board of Directors of MSD on May 10, 1974.

8. The Plan was approved by the DEQ on May 24, 1974.

9. The concept and implementation of the Plan was approved by Washington County on June 11, 1974.

10. The Plan includes a Solid Waste Energy Recovery Program (Program) that will meet the DEQ goals of 90% material recovery and reuse by 1982.

11. At the 1975 legislative session, MSD will request pollution control bond funds from the State of Oregon for implementation of the Plan.

12. The MSD Board of Directors has adopted a policy statement indicating that the Plan will be implemented with the cooperation and participation of private industry.

13. The MSD has asked for and is processing bids from private industry to implement the private industry participation in the Plan.

14. In order to protect the health, safety and welfare of the people of Washington County, to provide for the continued disposal of solid waste generated within Washington County, and to maximize resource recovery, Washington County and the MSD hereby make the following resolutions.

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#### RESOLUTIONS

15. RESOLVED: Washington County will:

a. Approve, support and assist in seeking legislative support for the Plan and the future funding for implementation of the Plan.

b. Maintain authority for the collection of solid wastes generated within the County, including the regulation and control of collection rates.

c. Within the inherent limitations of being the land use governing and regulatory authority within this jurisdiction, assist the MSD with site selection of processing/transfer and disposal facilities located within the County's jurisdiction.

d. Assist the MSD in controlling the flow of solid wastes to MSD facilities or facilities designated by MSD.

16. RESOLVED: The MSD will:

a. Provide the design, construction and operation of solid waste processing/transfer facilities to handle solid wastes generated within the County by complying with local and state regulations.

b. In cooperation with Washington County, regulate and control the disposal of all solid wastes generated within the County.

c. In compliance with Washington County land use regulations, develop a nonprocessable (demolition) solid waste program that will include landfill regulations, quality of service criteria, site selection criteria, program management,

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enforcement, and a time schedule for activation of nonprocessable landfills.

d. Provide assistance, if requested, to the County and the solid waste industry in the determination of collection rates.

e. By contract with MSD, Washington County will provide the local aspects of a solid waste nuisance abatement program subject to the adoption of a MSD Solid Waste Disposal Rate Ordinance.

17. RESOLVED: Both parties:

a. Pledge their mutual good faith cooperation to acheive the purposes of this Resolution.

b. Agree with the things to be done by the other party.

c. Agree that should MSD be unable to meet its time table for development, and the disposal of solid waste, or should Washington County have a need for services before MSD is capable of providing same or in excess of same, Washington County may after showing just cause to MSD, seek alternative or supplemental facilities.

d. This Joint Resolution shall remain in full force and effect until modified by consent of both parties or notice of termination given by written notice 180 days in advance of date of termination.

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17 1077	
DATED: June 17, 1975	<b></b>
	APPROVED WASHINGTON COUNTY
WASHINGTON COUNTY, OREGON	BOARD OF COMMISSIONERS
	MINUTE ORDER $#75-358$
By: / Ulan ulant	_ DATE 6-17-7.5
Chairman	
	BY D Un DNansen CLERK OF THE BOARD
DATED:	<b>—</b> 1
METROPOLITAN SERVICE DISTRICT	
By:	
Chairman	
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# VI. COR-MET NEGOTIATIONS REPORT

AN ORAL REPORT CONCERNING THE MSD/COR-MET NEGOTIATIONS WILL BE PROVIDED BY THE MSD LEGAL COUNSEL.

THIS IS A <u>DISCUSSION</u> ITEM.

# VII. RFP PROCEDURE DISCUSSION

The attached is a legal opinion resulting from a request (LCCM 093) from staff on June 12, 1975. The request relates to the RFP Evaluation Team recommendations regarding the reduced number of transfer/processing facilities and the resulting legal impact on the RFP process. This opinion letter is extremely important to the MSD and should be considered carefully.

THE STAFF RECOMMENDS THE BOARD REVIEW THE ATTACHED OPINION FOR DISCUSSION.

### VIII. ADMINISTRATION

A. MSD/Western Bookkeeping Service Agreement

THE FOLLOWING PAGE CONTAINS A COPY OF AN AGREEMENT BETWEEN THE METROPOLITAN SERVICE DISTRICT AND WESTERN BOOKKEEPING SERVICE. WESTERN BOOKKEEPING

Service will provide MSD with all necessary monthly accounting services.

The staff recommends that the Board <u>Approve</u> the MSD/Western Bookkeeping Service Agreement,

APPROVED METROPOLITAN SERVICE DISTRICT BOARD OF DIAECTORS ACTION NO 75 - 370 DATE. 11 25 BY\_\_\_\_ lean CLERK OF THE BOARD

### WESTERN BOOKKEEPING SERVICE

205 MOHAWK BUILDING • PORTLAND, OREGON 97204 / TELEPHONE (503) 228-7660

#### AGREEMENT BETWEEN

Western Bookkeeping Service(Hereinafter referred to as SERVICE)

#### and

Metropolitan Service District(Hereinafter referred to as CLIENT)

Effective July 1, 1975, SERVICE shall furnish the following enumerated services for CLIENT:

- 1) Prepare Accounts Payable including Preparation of checks.
- 2) Establish purchasing system.
- 3) Maintain cash receipts.
- 4) Reconciliation of Bank Statements and a Cash Balance Report.
- 5) Post cash disbursements.
- 6) Prepare Monthly Budget Control Report.
- 7) Other Monthly Budget Reports.
- 8) Furnish information to be applied to the CLIENT General Ledger byCRAG(Direct Charges and Monthly Salaries).
- 10) Annual audit coordination.
- 11) Other accounting services as mutually agreed to between CLIENT and SERVICE.

CLIENT shall pay SERVICE for services rendered at a rate of \$15.00 per hour however a monthly minimum of \$30.00 shall be paid by CLIENT and SERVICE here agrees that in no event shall regular charges exceed \$100.00 per month.

This agreement may be terminated by giving 30 days written notice by either party at the address following signatures of the parties.

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METROPOLITAN SERVICE DISTRICT

WESTERN BOOKKEEPING SERVICE

osus L. K. Jones, Prop.

Robert Schumacher, Chairman

527 S. W. Hall Street Portland, Oregon 97201 205 Mohawk Building Portland, Oregon 97204

Date 6/26/75

Date

### B. BUDGET TRANSFERS

The following page contains a breakdown of two budget transfers recommended by staff. The first transfer takes \$10,800 from the General Fund Materials and Services to Personal Services and allows staff the necessary additional funds for hiring a Solid Waste Engineer.

The second budget transfer takes \$7,500 from the Drainage Fund Materials and Services and sets up Personal Services to allow the MSD Manager and a secretary to charge part of their time to the Drainage Program. The transfer also allows staff to hire a part-time employee to work on the Drainage Program.

THE STAFF RECOMMENDS APPROVAL OF THE TWO BUDGET TRANSFERS.

APPROVED METROPOLITAN SERVICE DISTRICT BOARD OF DIRECTORS ACTION NO. 25-371 DATE 17-11-25 CLERK OF THE BOARD BY.

575

950

\$ 7,500

4,050

### GENERAL FUND (Solid Waste) BUDGET TRANSFER

FROM:	<u>Materials &amp; Services</u> Contract Services - Technical Local Match	\$800 <u>10,000</u>	\$10,800
<b>TO:</b>	<u>Personal Services</u> Solid Waste Engineer (Administra- tive Assistant)	\$ 9,000	
••••	Fringe Benefits	<u>1,800</u>	\$10,800
•	DRAINAGE FUND (Johnson Creek) BUDGET TRANSFER		
FROM:	<u>Materials &amp; Services</u> Contract Services - Technical		\$ 7,500
TO:	<u>Personal Services</u> Manager	\$ 1,925	

Secretary Part Time Fringe Benefits

# IX. OTHER BUSINESS



METROPOLITAN SERVICE DISTRICT

BOARD OF DIRECTORS' MEETING

NOTICE IS HEREBY GIVEN THAT THE REGULARLY SCHEDULED MEETING OF THE MSD BOARD OF DIRECTORS WILL BE HELD ON JULY 11, 1975, AT 2:00 P.M. AT THE PORTLAND WATER BUREAU, 1800 SW 6TH, AUDITORIUM. THE FOLLOWING AGENDA ITEMS AND PUBLIC HEARING WILL BE CONSIDERED:

- . Minutes
- . Accounts Payable
- . PUBLIC COMMUNICATIONS
- . Ordinance No. 30 First Public Hearing An ordinance establishing a code of the Metropolitan Service District of the Portland Metropolitan Area and codifying existing ordinances of the Metropolitan Service District
- . MSD/Local Jurisdiction Joint Communications
- . COR-MET NEGOTIATIONS REPORT
- . Administrative Approvals
- . RFP Procedure Discussion

Copies of agenda items are available at the MSD Office, 527 SW Hall, Portland, Oregon, and at the meeting.