

AGENDA PORT OF VANCOUVER USA BOARD OF COMMISSIONERS REGULAR MEETING AGENDA 3103 Lower River Road, Vancouver, WA 98660 Tuesday, August 27, 2024

In accordance with the Open Public Meetings Act (OPMA), the Port of Vancouver Board of Commissioners meeting will be open to in-person attendance. Options for viewing and/or participating in the meeting to provide virtual oral comment will also be accommodated (see details below). The Board members will be attending this meeting in person.

Public testimony will be accepted under Open Forum. Advance registration will be required for individuals who want to provide virtual oral testimony (see details below).

The business meeting and workshop (Items A - L) are recorded and broadcast live on CVTV cable channels 21, 23 / HD 323, and at www.cvtv.org.

A) CALL TO ORDER (9:30 a.m.)

B) **EXECUTIVE SESSION**

None

C) OPENING REMARKS (9:30 a.m.)

- 1) Opening Remarks, Pledge of Allegiance
- 2) Approve Minutes of the August 13, 2024, Regular Meeting

D) OPEN FORUM

1) Public comment -To provide virtual oral comment during the board meeting, you must register no later than 12:00 p.m. Monday, August 26, 2024, by emailing povcommissioners@portvanusa.com**

E) ACTION ITEMS

- 1) Approve Contracts with WSP USA Inc., SGA Engineering, RH2 Engineering and Otak Inc. for On Call Civil Engineering Design & Consulting Services
- 2) Approve Public Works Contract for Bid 24-42: Priority Paving Project No. 1
- 3) Approve Resolution 4-2024: Appointment and Bonding of Port Treasurer and Port Auditor
- Approve Contract with Parametrix for Model Toxics Control Act Remediation & Consulting Services

- F) <u>UNFINISHED BUSINESS</u> None
- G) <u>NEW BUSINESS</u>
- H) CEO REPORT
- I) <u>COMMISSIONERS REPORTS</u>
- J) UPCOMING EVENTS
- K) WORKSHOP1) Cybersecurity Update
- L) SIGN DOCUMENTS
- M) ADMINISTRATIVE UPDATE/WORK SESSION None
- N) ADJOURNMENT

**Public comments are welcome during Open Forum. Individuals requesting to provide virtual oral comment must register in advance via email to povcommissioners@portvanusa.com no later than 12:00 p.m. on Monday, August 26, 2024. All individuals will have three minutes to read their comments into the record and will be asked to provide their name and city of residence for the record. No public comments will be read into the record by the port. Written comments not intended to be read by the community member and received by 9:30 a.m. Tuesday, August 27, 2024, will become part of the official meeting record and will be provided to the Commission.

Further instructions for accessing the virtual meeting (for virtual oral comment) will be provided upon registration. Please call the Port of Vancouver at (360) 693-3611 with questions. Visit the port's website at www.portvanusa.com for more information.

REQUEST FOR	R COMMISSION ACTION	PORT OF VANCOUVER USA	4
REVIEWED BY	7 :		
		Executive Assistant	08/27/2024
	Betsy Rogers	Title	Date
APPROVED BY	Y:		
		Title	
SUBJECT:	Minutes of the August 13	, 2024, Regular Meeting	
BACKGROUND	:		
Please see attac	ched minutes.		
		s of 08/13/2024 Regular Meetir	
		ncouver USA Board of Commiss	
executes the marketing Regular Meeting		24, Port of Vancouver USA Board	d of Commissioners
Tregular Meeting	g as presented.		
Submitted by:	Aulianna Marlon	, CEO	
Date Action Ta		Motion By:	
Approved:		Seconded By:	
Deferred To:		Unanimous: Yes No	o

PORT OF VANCOUVER USA BOARD OF COMMISSIONERS REGULAR MEETING Tuesday, August 13, 2024

CALL TO ORDER

Commission President LaBrant called a regular meeting of the Port of Vancouver Board of Commissioners to order and open to the public at 9:31 a.m., Tuesday, August 13, 2024, at the Port of Vancouver USA Administrative Office, 3103 NW Lower River Road, Vancouver, Washington 98660.

OPENING REMARKS

Commissioner LaBrant welcomed everyone to the commission meeting. He announced no executive session was held and that the meeting is being recorded. He stated this meeting is a hybrid meeting so that along with everyone present in the meeting, anyone who wants to make virtual oral comment can use Zoom. He then invited guests to participate in the Pledge of Allegiance.

APPROVAL OF MINUTES

Regular Meeting of July 9, 2024

On motion by Commissioner Orange, seconded by Commissioner Burkman and carried unanimously, the Board of Commissioners approve the minutes of the July 9, 2024, regular meeting.

OPEN FORUM

Commissioner LaBrant asked if anyone had signed up to speak during open forum. CEO Marler stated no one signed up in advance to provide virtual oral comments and confirmed that there was no one present who signed up to provide comment.

ACTION ITEMS

E-1 Approve Public Works Contract for Bid 24-41: Building 3209 Office Demo and Warehouse Improvements

Josh Pope, Project Manager presented the action item and discussed it with the Commission. He answered questions from the Board.

On motion by Commissioner Burkman, seconded by Commissioner Orange and carried unanimously, the Board of Commissioners authorize the CEO to execute a public works contract with Cedar Mill Construction, the lowest responsive and responsible bidder, for

Bid 24-41: BL3209 Office Demo and Warehouse Improvements in the amount of \$498,728.63 plus applicable sales tax.

UNFINISHED BUSINESS

Port Contracts Logs

The commissioners reviewed the port contracts logs. CEO Marler reminded everyone that the contracts logs are provided to the Commission on a monthly basis and are available on the port's website. She noted there was a change in Public Works contract log reporting as of July 1st, 2024. No questions were asked from the Board.

No additional unfinished business was considered.

NEW BUSINESS

No new business was discussed.

ACCOUNTS PAYABLE

Scott Goodrich, Chief Financial Officer presented the action item as contained in the Commission's packet and discussed the recommendation with the Commission.

H-1 July Accounts Payable

On motion by Commissioner Orange, seconded by Commissioner Burkman and carried unanimously That the Port of Vancouver USA Board of Commissioners, by motion, ratifies and approves the payment of July 2024 Vouchers 119749 – 120280 in the amount of \$8,909,760.28 including Electronic Payments generated between 07/01/2024 – 07/31/2024 in the amount of \$1,609,817.86 and July 2024 Payroll Checks 52046957 – 52046958 and 52053258 and Payroll Direct Deposits 280001 – 280137 and 300001 – 300138 in the amount of \$743,570.87.

CEO REPORT

Project Updates

Mark Newell, Project Delivery Manager provided an update on several port projects including:

- Terminal 1 Dock Bulkhead Wall Project
- Terminal 1 LPC Zoom Info Bldg. (Not Port Project)
- Block One Development (Not Port Project)
- Terminal 4 Pond Improvements

He answered questions from the Board.

Intern Update

Mike Bomar, Chief Economic Strategy Officer introduced summer intern Emiliano Mendoza-Sundar. He stated the port has partnered with the Future Leaders Project for several years, the project is a collaboration between WSU-Vancouver, the Columbia River Economic Development Council, and Workforce Southwest Washington. These organizations provide first generation students with an internship opportunity, connection with leadership and executives, and provide pathways and tools as intern students prepare to enter the workforce. He then introduced Emiliano who shared his experiences with the Board. Emiliano answered questions from the board and thanked the Board and port staff for the experience here.

Maritime Intern Update

Zack Merrill, Sales Account Manager introduced maritime interns Nicole Awalt, Charlie Pugh, and Miranda Palmarez. Zack thanked industry partners and port employees for their support of the program. Nicole, Charlie, and Miranda shared their experiences with the internship. They acknowledged and thanked all the businesses that supported the port's efforts to expand their insights into operations both inside and outside of the port. The interns thanked the port, port staff, and Zack and Alex in particular for the experience here.

Federal Legislative Update

Ryan Hart, Chief External Affairs Officer introduced Dale Learn, Managing Partner with Gordon Thomas Honeywell Government Relations. Dale provided the Board with a federal legislative update and answered questions from the Commission.

COMMISSIONERS REPORTS

Commissioner Orange stated he attended the following events and provided a brief summary:

Met with CEO Marler

Commissioner Burkman stated he attended the following events and provided a brief summary:

- Interstate Bridge Replacement Program Meetings
- Washington Public Ports Association Commissioners Seminar
- Pacific Northwest Waterways Association Monthly Meeting
- National Night Out
- Labor Round Table

Met with CEO Marler

Commissioner LaBrant stated he attended the following event and provided a brief summary:

- Labor Roundtable
- Washington Public Ports Association Commissioners Seminar, including
 - Port of Pasco Tour
 - o Port of Benton Tour
- Pacific Northwest Waterways Association 90th Anniversary Celebration
- Tidewater Tour
- National Night Out

UPCOMING EVENTS

A list of upcoming events was displayed on the screen for viewers to see staff activities and community meetings. CEO Marler stated the next commission meeting will be held on Tuesday, August 27, 2024, at 9:30 a.m. She also highlighted several other upcoming community events.

In addition, she reminded everyone of the ways they can communicate with the Commission. She stated there is a great deal of information available on the port's website and encouraged everyone to check it out.

RECESS

Commissioner LaBrant called a recess from 10:42 a.m. to 10:55 a.m. to prepare for the port's Procurement/Contracts workshop.

WORKSHOP

Procurement/Contracts Overview & Update

Director of Procurement and Administrative Services Dawn Egbert lead the Procurement/Contracts workshop. She gave the board an overview and updates on the procurement and contracts department. She introduced her team, Jennifer Brower, Callie White, and Rick Cline, who shared details about their areas of responsibility. Dawn also provided additional information regarding the work her department is doing on the following:

- Advancing Strategic Plan Initiatives
- Small Works Statute Updates
- Apprenticeship Utilization Program
- Contract Department Priorities

She answered questions from the Board. The commissioners thanked Dawn for her presentation and for the work of the team.

SIGN DOCUMENTS

The Board signed documents at 11:41 a.m.

ADMINISTRATIVE UPDATE / WORK SESSION

No administrative work session was held during this meeting.

<u>ADJOURNMENT</u>

There being no further business to come before the Port of Vancouver USA Board of Commissioners, the Tuesday, August 13, 2024, regular meeting was adjourned at 11:47 a.m. by Commissioner LaBrant.

	PORT OF VANCOUVER USA BOARD OF COMMISSIONERS
Betsy Rogers, Executive Assistant, August 13, 2024, Regular Port of	Eric LaBrant, President
Vancouver USA Board of Commission Meeting	Jack Burkman, Vice President
	Don Orange, Secretary

		Item No	'• • ·
REQUEST FO	R COMMISSION ACTION	PORT OF VANCOUVER USA	
KLVILVVLD	1.	Director of Engineering &	
		Project Delivery	
	Monty Edberg	Title	
APPROVED B	Y :		
		Chief Operations Officer	00/07/0004
	Kent Cash	Chief Operations Officer Title	08/27/2024 Date
SUBJECT:	• •	SP USA Inc., SGA Engineering, RH2 Engineering Design & Consulting Ser	0
BACKGROUND):		
opportunities on maintaining an a	port properties, implementing the adequate supply of commercial a unities that utilize port property a	Plan goals, including providing trails ane vision of a destination waterfront at and industrial real estate, improving frand infrastructure investments to crea	t Terminal 1, eight mobility, and
include utility an improvements, r	d stormwater management design	ing Design and Consulting Services. gn, site planning, site development, c ance and other specialties and discipl	ost estimating, rail
Design & Consu and scored each	ulting Services. The port's cross- n proposal received. Interviews v eering, RH2 Engineering, and O	Qualifications (RFQ) for On Call Civil departmental evaluation team indepe vere conducted and the results detern tak Inc., to be the most qualified cons	ndently reviewed mined WSP USA
Should the control Resolution 10-2 approved 2024	ract reach its dollar threshold, ac	ne option to extend to complete any o dditional funds will be requested in ac e CEO. Funds for these contracts are subsequent annual budgets.	cordance with
RECOMMEND	ATION: That the Board of Comr	missioners authorize the CEO to exec	
amount of \$400	0,000, RH2 Engineering for a no	t of \$800,000, SGA Engineering for a t-to-exceed amount of \$400,000, and Dn Call Civil Engineering Design & Co	Otak Inc. for a
Submitted by:	: Qulianna Marler	, CEO	
Date Action	Taken	Motion By:	
Approved:		Seconded By:	

Unanimous: Yes___ No___

Deferred To:____

REQUEST FOR COMMISSION ACTION REVIEWED BY:		PORT OF VANCOUVER USA Director of Engineering &	
	Monty Edberg	Title	
APPROVED B	SY:		
		Chief Operations Officer	08/27/2024
	Kent Cash	Title	Date
SUBJECT:	Approve Public Works Contract for Bid 24-42: Priority Paving Project No. 1		
BACKCBOLINI) :		

BACKGROUND:

This project supports the port Strategic Plan goal to pursue opportunities that utilize port property and infrastructure investments to create jobs and support the economy.

Terminals 2 and 3 move multiple cargoes at the Port of Vancouver. The terminal serves as cargo laydown space for many port customers, and contains three break bulk warehouses, along with port maintenance and security facilities. The pavement at Terminal 2, Main Entrance, is an integral part of the port's interconnected storage and throughway operational surfaces, such as movement and storage, allowing for transportation of goods from rail and ship across the terminal and allowing accesses for all stakeholders. The work at Terminal 3, paves a portion of Harborside Drive between Terminal Operations and Security allowing for safe, smooth travel.

Because the terminal is critical to moving a variety of cargoes through the port, substantial effort is made to maintain and extend the working life of the pavement. The asphalt has reached the point where on-going maintenance is no longer sufficient to ensure efficient and reliable use of the terminal, and replacement is required.

On August 1, 2024, the port issued Invitation to Bid 24-42: Priority Paving Project No. 1. On August 15, 2024, the following bids were received:

Bidder	Location	Total
Lakeside Industries	Vancouver, WA	\$392,350.50
Western Civil United	Yacolt, WA	\$414,110.00
Nutter Corp.	Vancouver, WA	\$436,711.00
Karvonen Sand and Gravel	Battle Ground, WA	\$454,315.15
Granite	Vancouver, WA	\$484,959.00

Staff has reviewed the Lakeside Industries responsive bid and concluded they are a responsible contractor capable of performing the work.

The engineer's estimate is \$407,550.00 - \$450,450.00. The project is included in the approved 2024 budget.

Additional Information Attached? No

RECOMMENDATION: That the Board of Commissioners authorize the CEO to execute a
public works contract with Lakeside Industries, the lowest responsive and responsible bidder
for Bid 24-42: Priority Paving Project No. 1 in the amount of \$392,350.50 plus applicable
sales tax.
Submitted by: Quianna Manlon, CEO

Submitted by: Lulianna Marlon	, CEO
Date Action Taken	Motion By:
Approved:	Seconded By:
Deferred To:	Unanimous: Yes No

DECLIECT FOR	COMMISSION ACTION	PORT OF VANCOUVER U	<u> </u>
REVIEWED BY:		PORT OF VANCOUVER U	5A
		Chief Financial Officer	
	Scott Goodrich	Title	
APPROVED BY			
		Chief Executive Officer	08/27/2024
	Julianna Marler	Title	Date
SUBJECT:	Resolution 4-2024: Appo Auditor	ointment and Bonding of Port Trea	surer and Port
BACKGROUND:			
Resolution 6-03, a Treasurer. Resoluthe Accounting M the roles in alignm RCW requires a s Washington secu Port Auditor in an loss. The recomm	appointing the Port Auditor ution 2-2013 appointed the anager as Port Auditor and nent with RCW with a sure security bond with a surety ring the full and faithful per amount determined by the nended amounts are \$5,00	ners adopted Resolution 20-2007, and Director of Finance to serve a Director of Finance as the Port Tred authorized the acquisition of secuty company. company licensed to do business formance of the duties of the Port e commission that will protect the do and \$50,000 respectively. I structure, establishing a Chief Finance of the Resolution of the Port of the Commission that will protect the domain of the Resolution of the Port of the Resolution of the Reso	is Port easurer and urity bonds for in the State of Treasurer and istrict against
Treasurer and pre accountability of I	eserves ongoing requireme	ief Financial Officer as Port Audito ents to support Washington State a nitoring of port expenditures.	
2024 and appoir Treasurer until fu company license	nt the Port of Vancouver Ch urther notice and authorize	Commissioners approve and adopt nief Financial Officer as Port Audito acquisition of a security bond with ate of Washington in the amount of pectively.	or and Port a surety \$5,000 for Port
Submitted by:	Julianna Manler	, CEO	
Date Action Tal		Motion By:	
Approved:		Seconded By:	
Deferred To:		Unanimous: Yes No_	

RESOLUTION 4-2024

A RESOLUTION OF THE PORT OF VANCOUVER BOARD OF COMMISSIONERS APPOINTMENT OF PORT TREASURER, APPOINTMENT OF PORT AUDITOR, PROVIDING FOR THE ACQUISITION OF APPROPRIATE BONDS and AMENDING RESOLUTION 20-2007 and 2-2013

WHEREAS, pursuant to RCW 53.36.010, the Port Commission of the Port of Vancouver ("Port Commission") has authority to designate by resolution a person other than the county treasurer who has the experience in financial or fiscal matters as the treasurer of the Port of Vancouver ("the Port") to act with the same powers and under the same restrictions as provided by law for a county treasurer acting on behalf of a port district; and

WHEREAS, for the last three consecutive years the Port has received annual gross operating revenues of one hundred thousand dollars or more, excluding tax revenues and grants for capital purposes; and

WHEREAS, the Port Commission has determined it would be in the best interests of the Port to appoint a treasurer other than the county treasurer; and

WHEREAS, the Chief Financial Officer of the Port has substantial experience in fiscal matters and is duly qualified in all respects to serve as the Port Treasurer; and

WHEREAS, RCW 53.36.010 requires that a port district treasurer appointed by the Port Commission provide a bond with the premium on such bond to be paid by the district; and

WHEREAS, the Port Commission finds it would be in the best interest of the Port to acquire a bond on the Port Treasurer with a surety company authorized to do business in the state of Washington in an amount of \$5,000 to secure the full and faithful performance of the Port Treasurer's duties, and if practicable, the Port Treasurer's bond shall be added to the existing policies now in effect covering employee dishonesty and theft; and

WHEREAS, the Port Commission has also determined it would be in the best interests of the Port to appoint the Chief Financial Officer as Port Auditor; and

WHEREAS, the Chief Financial Officer of the Port has substantial experience in fiscal matters and is duly qualified in all respects to serve as Port Auditor; and

WHEREAS, RCW 42.24.180 requires that a port district auditor appointed by the Port Commission provide a bond with the premium on such bond to be paid by the district; and

WHEREAS, the Port Commission finds it would be in the best interest of the Port to acquire a bond on the Port Auditor with a surety company authorized to do business in the state of Washington in an amount of \$50,000 to secure the full and faithful performance of the Port Auditor's duties, and if practicable, the Port Auditor's bond shall be added to the existing policies now in effect covering employee dishonesty and theft.

NOW, THEREFORE, BE IT RESOLVED by the Port of Vancouver USA Board of Commissioners:

- 1. The Chief Financial Officer of the Port is hereby appointed as Port Treasurer to act with the same powers and under the same restrictions as provided by law for a county treasurer acting on behalf of a port district. In the event the Chief Financial Officer is unable or unwilling to accept or continue with this appointment, the interim or succeeding Chief Financial Officer for the Port shall automatically succeed him/her or as may be designated by the Commission.
- 2. The Port staff is directed to forthwith acquire a surety bond with a surety company licensed to do business in the state of Washington securing the full and faithful performance of the duties of the Port Treasurer in the amount of \$5,000.
- That the Port Treasurer shall perform his/her duties pursuant to statute and pursuant to resolutions of the Port Commission now in effect or hereafter adopted and shall continue in office unless removed by the Port of Vancouver Board of Commissioners.
- 4. The Chief Financial Officer of the Port is hereby appointed as Port Auditor to act with the same powers and under the same restrictions as provided by law on behalf of a port district. In the event the Chief Financial Officer is unable or unwilling to accept or continue with this appointment, the interim or succeeding Chief Financial Officer for the Port shall automatically succeed him/her or as may be designated by the Commission.
- 5. The Port staff is directed by RCW 42.24.180 to forthwith acquire a surety bond with a surety company licensed to do business in the state of Washington securing the full and faithful performance of the duties of the Port Auditor in the amount of \$50,000.
- 6. That the Port Auditor shall perform his/her duties pursuant to statute and pursuant to resolutions of the Port Commission now in effect or hereafter adopted and shall continue in office unless removed by the Port of Vancouver Board of Commissioners.

ADOPTED by the Board of Commissioners at a regular meeting of the Board of Commissioners held this 27th day of August, 2024 and duly authenticated in open session by the signatures of the Port Commission voting in its favor.

BOARD OF COMMISSIONERS
President
Vice President
Secretary

REQUEST FO	R COMMISSION ACTION	PORT OF VANCOUVER USA	
		Director of Environmental	
		Services	
	Mary Mattix	Title	
APPROVED B	Y :		
		Chief Operations Officer	08/27/2024
	Kent Cash	Title	Date
SUBJECT:	Approve Contract with Parametrix for Model Toxic Control Act Remediation & Consulting Services		

BACKGROUND:

This contract supports the port Strategic Plan's Environmental goal to protect air quality, water resources, and land managed by the port through deliberate and proactive efforts in all aspects of port operations.

On March 25, 2024, the port issued a Request for Qualifications (RFQ) for Model Toxics Control Act (MTCA) Remediation & Consulting Services. The port's cross-departmental evaluation team independently reviewed and scored each proposal received. Interviews were conducted, and the results determined Parametrix to be the most qualified consultant to perform the services required by the port.

The purpose of this contract is to assist the port through the Washington State Department of Ecology's (Ecology) MTCA cleanup process for the cleanup site referred to by Ecology as the Vancouver Port of NuStar Cadet Swan Cleanup Site (the Site). As the property owner, the port is involved in the cleanup as a Potentially Liable Person (PLP) under the Model Toxics Control Act.

This Site has been under MTCA cleanup since 1998 when chlorinated solvent contamination from industrial processes from the former Swan Manufacturing Company and Cadet Manufacturing was discovered during the construction of the Mill Plain extension project. This contamination occurred prior to port ownership of these properties. Additional chlorinated solvent contamination comingled with the Swan and Cadet plume and nitrates and ammonia have also been confirmed from groundwater at NuStar's leasehold on port property. Since then, copper contamination was identified in soil, sediment and groundwater from the former Kinder Morgan operating area. The chlorinated solvents, nitrate, ammonia and copper contamination are comingled and now represent one cleanup Site. Ecology required the port, NuStar and Kinder Morgan to enter a joint Agreed Order to address the contamination from the sites.

Several actions have been completed including investigations to determine the extent of contamination, evaluation of cleanup technologies, excavation of contaminated soils, groundwater treatment and installation of a pump and treat system. These actions have resulted in significant reductions in contamination and the Swan and Cadet portions of the Site have obtained approval for final cleanup through the success of the groundwater

pump and treat interim action. The pump and treat system is scheduled to be shut down later this year and long-term monitoring of residual contamination will continue.

The contamination remaining at the NuStar and Kinder Morgan portions of the Site requires additional investigations to further delineate the nature and extent of the contaminants in soil, groundwater and sediments to determine appropriate cleanup alternatives and perform cleanup actions.

Under this contract, Parametrix will assist the port with technical, regulatory and legal support for MTCA Site tasks, including:

- Swan and Cadet portions of the Site:
 - o Facilitate groundwater pump and treat shutdown
 - Conduct ongoing groundwater compliance monitoring and manage the port's monitoring well network
 - Assess cleanup progress with performance standards
 - Perform required Ecology reporting
- NuStar and Kinder Morgan portions of the Site:
 - Oversee Site investigations
 - Perform interim action analysis
 - Participate in the development of the Cleanup Feasibility Study and the Cleanup Action Plan
 - Support Site redevelopment activities as needed

The total cost for this contract is \$3,250,000 and is anticipated to fund activities through approximately 2028 depending on a number of factors such as the results of pending investigations, future cleanup requirements, priorities of the parties and overall project progress. Work to be performed this year have been approved in the 2024 annual budget. Future funds for work performed under this contract will be requested through the annual budget process.

The contract will be issued for five years with the option to extend to complete any open projects. Should the contract reach its dollar threshold, additional funds will be requested in accordance with Resolution 10-22: Administrative Authority of the CEO.

Additional Information Attached? No RECOMMENDATION: That the Board of Commissioners authorize the CEO to execute a contract with Parametrix for a not-to-exceed amount of \$3,250,000 to perform Model Toxics Control Act (MTCA) Remediation & Consulting Services. Submitted by: ________ Motion By:_______ Approved:______ Seconded By:_______ Deferred To:______ Unanimous: Yes____ No_____