

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT

Minutes of Regular Meeting of
the Board of Directors of the District

February 4, 1976

Upon notice duly given, the Directors of the Southern California Rapid Transit District met at a regular meeting in the District Board Room, 1060 South Broadway, Los Angeles, California, at 1:05 p.m. on February 4, 1976, at which time President Byron E. Cook called the meeting to order.

Directors present:

Byron E. Cook
Thomas G. Neusom
George W. Brewster
Donald Gibbs
Adelina Gregory

Marvin L. Holen
Jay B. Price
Ruth E. Richter
George Takei

Directors absent:

Pete Schabarum
Baxter Ward

Staff present:

Jack Stubbs, General Manager Pro Tempore
George W. Heinle, Manager of Operations
Suzanne Gifford, Assistant General Counsel
Richard Gallagher, Manager of Rapid Transit
Joe B. Scatchard, Controller-Treasurer-Auditor
George L. McDonald, Manager of Planning & Marketing
John S. Wilkens, Manager of Employee Relations
Michael Olivas, Deputy Administrator, Equal Employment
Opportunities
Robert Williams, Manager of Customer Relations
Richard K. Kissick, Secretary

Also present were members of the public and the news media.

Introduction of Director Ruth E. Richter

President Cook introduced Ruth E. Richter, who had been appointed to the Board by Mayor Bradley to represent the City of Los Angeles, replacing Director Victor M. Carter, resigned, and confirmed by the Los Angeles City Council on January 28, 1976 for the term expiring September 30, 1977. President Cook announced that Mrs. Richter would serve as a member of the Surface Operations and Finance Committees, and that Director Holen had been appointed as Chairman of the Finance Committee.

A copy of Director Richter's Oath of Office form is attached to these Minutes as EXHIBIT 1.

Board of Directors Recessed in Executive Session at 1:07 p.m.

On motion duly made, seconded and unanimously carried, the Board of Directors recessed in Executive Session at 1:07 p.m. to consider pending litigation.

The Board reconvened at 1:18 p.m. with all Directors present who had responded to the original Roll Call. No report of the matters discussed in Executive Session was made.

Announcement of UMTA Capital Grant Award

President Cook read a letter dated January 28, 1976 from UMTA Administrator Robert E. Patricelli, a copy of which is filed with the Secretary, announcing that UMTA has approved the District's application for a capital grant in the maximum amount of \$5,277,200 covering the purchase of articulated buses, radios, transit support equipment, as well as the purchase of land and renovation of transit maintenance facilities.

Resolution
No. assigned

Calling of a Committee of the Whole Meeting on
Saturday, February 28, 1976

On motion of Director Takei, seconded and carried as noted below, the following resolution was adopted:

R-76-36

RESOLVED, that a Committee of the Whole meeting of the Board of Directors is hereby called to be held on Saturday, February 28, 1976, to be held in the Los Angeles County Board of Supervisors' Hearing Room, or other location to be determined, for the purpose of conducting a study session on Supervisor Baxter Ward's rapid transit proposal.

Ayes: Brewster, Cook, Gibbs, Gregory,
Holen, Neusom, Price, Richter,
Takei

Noes: None

Absent: Schabarum, Ward

Report of Rapid Transit Committee

Director Neusom, Chairman of the Rapid Transit Committee, reported that as a follow-up to the Committee of the Whole meeting on January 29, the Rapid Transit Committee had met on February 2 and considered the General Manager's report dated February 2, a copy of which is filed with the Secretary; that the Committee had interviewed several consultants and representatives from universities proposing to perform the work proposed in the report, and that the Committee

Resolution
No. assigned

Report on Rapid Transit Committee (continued)

recommended award of a contract to the firm of Mobility Systems and Equipment Company, on the basis outlined in the report, so moved, which motion was seconded.

Director Price requested clarification that the survey would not be an alternative analysis but confined to an independent evaluation of the Supervisor Ward Sunset Coast Line proposal only, and was assured that was correct.

The question was called for, carried as noted below, and the following resolution adopted:

R-76-37

RESOLVED, that the General Manager is authorized to execute on behalf of the District a contract with the firm of Mobility Systems and Equipment Company to carry out the scope of work necessary to evaluate Supervisor Baxter Ward's Sunset Coast Line proposal, within a budgeted amount of \$36,000, together with authorization to form a consortium as necessary in order to accomplish the work within the time frame and within the organizational structure, all as outlined in the General Manager's report dated February 2, 1976, a copy of which is filed with the Secretary; form of contracts subject to approval of the General Counsel.

Ayes: Brewster, Cook, Gibbs, Gregory, Holen, Neusom, Price, Richter, Takei

Noes: None

Absent: Schabarum, Ward

Resolution
No. assigned

Report on Rapid Transit Committee (continued)

Director Neusom then moved approval of a draft letter, a copy of which was attached to the General Manager's February 2, 1976 report, and which letter was to be transmitted to interested agencies notifying them of the Committee of the Whole meeting on February 28 and inviting their participation in the meeting, which motion was seconded, carried as noted below and the following resolution adopted:

R-76-38

RESOLVED, that the draft letter attached to the General Manager's report dated February 2, 1976, a copy of which is filed with the Secretary, which is to be sent to interested agencies inviting their participation at the Committee of the Whole meeting to be held on February 28, 1976 for the purpose of reviewing Supervisor Ward's Sunset Coast Line proposal, be and the same is hereby approved.

Ayes: Brewster, Cook, Gibbs, Gregory,
Holen, Neusom, Price, Richter,
Takei

Noes: None

Absent: Schabarum, Ward

Adoption of Fare Pricing Policy for Use in Rapid
Transit Alternatives Analysis - Agenda Item No. 8

On motion of Director Neusom, seconded and carried as noted below, the following resolution was adopted:

Resolution
No. assigned

Adoption of Fare Pricing Policy for Use in Rapid
Transit Alternatives Analysis (continued)

R-76-39

RESOLVED, that the fare pricing policy for use in the Rapid Transit Alternatives Analysis, as outlined in the report dated January 26, 1976, a copy of which is filed with the Secretary, be and the same is hereby adopted.

Ayes: Brewster, Cook, Gibbs, Gregory,
Holen, Neusom, Price, Richter,
Takei

Noes: None

Absent: Schabarum, Ward

Consideration of Filing of Claim with SCAG for
Approximately \$1.8 Million in Sales Tax Funds
Pursuant to the Terms of Assembly Bill 1806

President Cook reported that the Committee of the Whole at its meeting on January 29 had recommended that the matter of the District's filing a claim with SCAG for approximately \$1.8 million in sales tax funds pursuant to the terms of Assembly Bill 1806 be considered by the full Board, and also that there were several representatives from cities in the audience who desired to speak on the subject.

Representatives of cities and municipal transit operators appeared as follows:

King Cushman, City of Long Beach
Earl Docimo, City of Montebello
B. C. Wendt, City of Torrance
Whitman A. Ballenger, City of Gardena

Resolution
No. assigned

Consideration of Filing of Claim with SCAG for
Approximately \$1.8 Million in Sales Tax Funds
Pursuant to the Terms of Assembly Bill 1806
(continued)

They stated the RTD should not apply for the claim now or at any time in the future, since the granting of this claim would result in losses to the cities of SB-325 funds and it would be necessary to renegotiate their contracts with the County.

Director Brewster stated the matter was discussed by the Torrance City Council and he felt the municipal operators could negotiate with the County for a return of their portion of the \$1.8 million and the County could end up with some money left over; and that there are other alternatives such as obtaining legislation to withdraw AB-1806.

President Cook inquired that if RTD did not apply for the credit would it be a breach of the County contract, and Assistant General Counsel Gifford replied it very well could result in that since the District should apply for any funds to which it is entitled.

Director Neusom felt it was a political decision and the RTD President should probably meet and consult with the County before taking any action, or meet with the County in a joint meeting with the cities.

Resolution
No. assigned

Consideration of Filing of Claim with SCAG for
Approximately \$1.8 Million in Sales Tax Funds
Pursuant to the Terms of Assembly Bill 1806
(continued)

After discussion, on motion of Director Neusom, seconded and carried as noted below, the following resolution was adopted:

R-76-40

RESOLVED, that the matter of filing a claim with the Southern California Association of Governments for approximately \$1.8 million in sales tax funds pursuant to the terms of Assembly Bill 1806 is deferred until the President of the Board has scheduled a meeting with the Los Angeles County Board of Supervisors to discuss and resolve the matter, at which meeting representatives of the municipal transit operators are to be invited.

Ayes: Brewster, Cook, Gibbs, Gregory, Holen, Neusom, Price, Richter, Takei

Noes: None

Absent: Schabarum, Ward

Approval of Agreement with San Bernardino County

On motion of Director Takei, seconded and carried as noted below, Agenda Item No. 5 was approved as follows:

R-76-41

Authorized the General Manager to enter into an agreement with the County of San Bernardino and the West Valley Transit Service Agency covering the provision of District services within San Bernardino County, which agreement provides for payment in an estimated amount of \$180,000 for the six-month period January 1 through June 30, 1976, with the intent of continuation for the twelve-month period commencing July 1, 1976, with a 60-day cancellation option, with said agreement to be based upon full cost formulas; form of agreement subject to approval of the General Counsel.

Resolution
No. assigned

Approval of Agreement with San Bernardino County
(continuation)

Also approved modifications to the Official Route Descriptions affecting Line No. 445, 484 and 496, copies of which are on file with the Secretary; subject to approval of the Consulting Engineer.

Ayes: Brewster, Cook, Gregory, Holen,
Neusom, Price, Richter, Takei

Noes: Gibbs

Absent: Schabarum, Ward

Report of Advance Planning & Marketing Committee -
Agenda Items 6 and 7

On motion of Director Brewster, Chairman of the Advance Planning & Marketing Committee, seconded and carried as noted below, Agenda Item Nos. 6 and 7 were approved as follows:

Ayes: Brewster, Cook, Gibbs, Gregory,
Holen, Neusom, Price, Richter,
Takei

Noes: None

Absent: Schabarum, Ward

R-76-42

Adopted the pricing policy on Special Services as amended by the Surface Operations-Advance Planning & Marketing Joint Committee to reflect an average per mile in the Los Angeles County column and to change the heading of the second column, as indicated on the policy attached to these Minutes as EXHIBIT 2.

Also directed the staff to bring this policy back to the Board annually for review.

Resolution
No. assigned

Report of Advance Planning & Marketing Committee
(continued)

R-76-43

Authorized the General Manager to enter into an agreement with the City of Manhattan Beach providing for transfer interchange between that City's circulation system and those services operated by the District, subject to favorable comment from the County of Los Angeles and approval of the Consulting Engineer; form of agreement subject to approval of the General Counsel.

Report of the Surface Operations Committee - Agenda
Item Nos. 9 through 17

On motion of Director Price, Chairman of the Surface Operations Committee, seconded and carried as noted below, Agenda Item Nos. 9 through 17 were approved as follows:

Ayes: Brewster, Cook, Gibbs, Gregory,
Holen, Neusom, Price, Richter,
Takei

Noes: None

Absent: Schabarum, Ward

R-76-44

Approved award of contract to Varian Graphics, 611 Hansen Way, Palo Alto, the only bidder under Bid No. 12-7508-A covering the purchase of one (1) Off-Line Printer and Plotter Station and related software at a total cost of \$17,437, including sales tax, which purchase is funded in part under UMTA Capital Grant Project No. CA-03-0049; subject to the concurrence of UMTA, with form of contract subject to approval of the General Counsel.

R-76-45

Approved rejection of all bids received under Bid No. 12-7519 covering installation of air conditioning in the Purchasing Department Office Building at Location 14.

Resolution
No. assigned

Report of the Surface Operations Committee
(continued)

R-76-46

Approved (a) award of contract to Mohawk Manufacturing Co., 6328 West Oaklon St., Morton Grove, Illinois, the lowest responsible bidder under Bid No. 1-7607, covering the purchase of lined clutch plates for a one-year period commencing with award of contract, at an estimated annual cost of \$21,496, and (b) authorized the Purchasing Agent to negotiate interim contracts with vendors for purchase of clutch plates in necessary quantities to keep the District's fleet of buses operating; form of contracts subject to approval of the General Counsel.

R-76-47

Approved award of contract to Tab Products, 11211 La Cienega Blvd., Los Angeles, the lowest responsible bidder under Bid No. 12-7508, covering the purchase of eight (8) key punch verifiers at an estimated cost of \$66,784, including sales tax, which purchase is funded in part under UMTA Capital Grant Project No. CA-03-0049; subject to concurrence of UMTA, with form of contract subject to approval of the General Counsel.

R-76-48

Approved rejection of all bids received under Bid No. 12-7512 covering renovation of Transportation Building at Division 6.

R-76-49

Approved award of contract to Korody-Colyer, 112 N. Avalon Blvd., Wilmington, the lowest responsible bidder under Bid No. 1-7606, covering the purchase of diesel engine fuel injectors at an estimated cost of \$185,757, which purchase is funded in part under UMTA Capital Grant Project No. CA-03-0049, with form of contract subject to approval of the General Counsel.

R-76-50

Authorized the General Manager to enter into a lease agreement with Pacific Southwest Realty Company covering the rental of:

Resolution
No. assigned

Report of the Surface Operations Committee
(continued)

R-76-50
(continued)

- a. Approximately 1,966 square feet of ground floor space at a monthly rental of \$737.25; and
- b. Approximately 5,808 square feet of basement space at a monthly rental of \$1,161.60

located at 411 South Main Street, for a term to run concurrent with the Master Lease Agreement covering the rental of 425 South Main Street; form of contract subject to approval of the General Counsel.

Also directed staff to determine a possible purchase price of the Headquarters property located at 425 South Main Street, and to report back to the Board at a later date.

R-76-51

Authorized the General Manager to enter into a lease agreement with Shamrock Processed Base Company covering the lease of an approximate 4.15 acre parcel at the District's Macy Yards for a one-year term with annual renewal privileges, at a monthly rental of \$3,500; form of agreement subject to approval of the General Counsel.

R-76-52

Authorized the General Manager to enter into a lease agreement with CalTrans covering an approximate 33,918 square foot parcel under the Santa Monica Freeway to be used for bus storage for a two-year period and month-to-month thereafter at a monthly rental of \$862.50; form of agreement subject to approval of the General Counsel; together with authorization to expend an amount not to exceed \$7,000 required for operational site improvements.

New Business - Approved Revision of Specifications
of Buses Equipped for the Elderly and Handicapped

On motion of Director Price, seconded and unanimously carried, an item concerning the procurement of buses equipped to accommodate the elderly and the handicapped was added to the agenda.

Resolution
No. assigned

New Business - Approved Revision of Specifications of Buses Equipped for the Elderly and Handicapped (continued)

After discussion, on motion of Director Price, seconded and carried as noted below, the following resolution was adopted:

R-76-53

RESOLVED, that the specifications for the buses equipped to accommodate the elderly and the handicapped be and they hereby are amended to provide for a center lift door, with a conventional door at the front, and further amended to raise the maximum floor height from 24 inches to 29 inches;

RESOLVED FURTHER, that these revised specifications are to be submitted to the Urban Mass Transportation Administration for consideration.

Ayes: Brewster, Cook, Gibbs, Gregory, Holen, Neusom, Price, Richter, Takei

Noes: None

Absent: Schabarum, Ward

Report of Finance Committee - Agenda Item Nos. 18 and 19

On motion of Director Holen, Vice-Chairman of the Finance Committee, seconded and carried as noted below, Agenda Item No. 18 was approved as follows:

Ayes: Brewster, Cook, Gibbs, Gregory, Holen, Neusom, Price, Richter, Takei

Noes: None

Absent: Schabarum, Ward

Resolution
No. assigned

Report of Finance Committee (continued)

R-76-54

Adopted policy regarding Construction Change Orders and Construction Project Allocations, which policy is attached to these Minutes as EXHIBIT 3.

On motion of Director Holen, Vice-Chairman of the Finance Committee, seconded and carried, as noted below, Agenda Item No. 19 was approved as follows:

Ayes: Brewster, Cook, Gregory, Holen
Price, Richter, Takei

Noes: Gibbs

Absent: Neusom, Schabarum, Ward

R-76-55

Authorized the General Manager to amend the consulting contract with Arthur Andersen & Company covering additional services in support of Data Processing projects, in the amount of \$48,500; form of contract amendment subject to approval of the General Counsel.

(Director Neusom left the meeting at 2:35 p.m.)

Report of the Personnel Committee - Agenda Item
No. 20

Director Gregory, Chairman of the Personnel Committee, reported that the Committee had considered the General Manager's report dated January 30, 1976, recommending contracts with a Construction Civil Engineer and a Construction Inspector, together with a recommendation that a

Resolution
No. assigned

Report of the Personnel Committee (continued)

third position authorized last August be converted to a staff Civil Engineer position, and moved approval of the recommendation, which motion was seconded.

Director Gibbs felt that the monthly payment of \$2,590 for the Construction Civil Engineer was too high and the proposed contract should be readvertised.

On substitute motion of Director Gibbs, seconded and carried as noted below, the following resolution was adopted:

R-76-56

RESOLVED, that the General Manager is authorized to:

- a. Execute a contract with J. O. Johnson to perform the duties of Construction Inspector during the period March 1, 1976 to May 1, 1977, and thereafter on a month-to-month basis until prime assignment is completed, on the terms as outlined in the report dated January 30, 1976; form of contract subject to approval of the General Counsel;
- b. Establish a new position of Staff Civil Engineer at Salary Range 16 under the Non-Contract Classification and Salary Plan, effective February 4, 1976; and
- c. Readvertise and bring back to the Board for consideration a contract for the position of Construction Civil Engineer.

Ayes: Brewster, Cook, Gibbs, Gregory, Holen, Price, Richter, Takei

Noes: None

Absent: Neusom, Schabarum, Ward

Resolution
No. assigned

Approval of Consent Calendar - Item Nos. 21
through 26

On motion of Director Price, seconded and carried as noted below, Agenda Item Nos. 21 through 26 were approved as follows:

Ayes: Brewster, Cook, Gibbs, Gregory, Holen, Price, Richter, Takei

Noes: None

Absent: Neusom, Schabarum, Ward

R-76-57

Authorized the General Manager to enter into a contract amendment with Nick Harris Detective Agency to reflect a rate increase from \$3.65 to \$3.83 per hour; form of contract amendment subject to approval of the General Counsel.

R-76-58

Approved Requisition No. 7300-312 covering the purchase of the District's abrasives requirements for a one-year period, with option for one additional year at the election of the District, and authorized the Purchasing Agent to call for bids thereon in accordance with the Rules and Regulations; form of bid requirements and specifications subject to approval of the General Counsel.

R-76-59

Approved Requisition No. 6000-105 covering the printing of the employee newspaper for a one-year period, and authorized the Purchasing Agent to call for bids thereon in accordance with the Rules and Regulations; form of bid requirements and specifications subject to approval of the General Counsel.

Received and filed a progress report dated January 30, 1976 on the move into the new Administration Building.

Resolution
No. assigned

Approval of Consent Calendar (continued)

R-76-60

Authorized the President to sign and transmit a letter to the City of Los Angeles requesting an \$11,000,000 commitment by the City of Los Angeles, with this funding to be used to assist in the maintenance of the 25-cent base fare now in effect.

Ratified temporary route diversions caused by construction work, as described in report dated January 30, 1976 filed with the Secretary.

Ratified changes in bus stop zones, as described in report dated January 26, 1976 filed with the Secretary.

Received and filed Purchasing Agent's Statements as follows:

- a. Statement of Purchases Over \$1,000 for the month of December, 1975.
- b. Statement of Material & Supplies Account for the month of December, 1975.

Director Special Item - Agenda Item No. 27

On motion of Director Takei, seconded and unanimously carried, the Secretary was instructed to place on the agenda for consideration at the next Committee of the Whole meeting Mayor Tom Bradley's letter requesting that citizen advisory committees be established in the San Fernando Valley and South Los Angeles grid system areas.

Resolution
No. assigned

Report of the General Manager - Agenda Item
No. 28

General Manager Pro Tempore Stubbs reported that he and General Manager Gilstrap had just returned from Sacramento and that a report would be sent to all Directors. The balance of the General Manager's report is attached to these Minutes as EXHIBIT 4.

There being no further business, the meeting was adjourned at 2:58 p.m.


Secretary

General Service
 Los Angeles
 County

General Service
 Other
 Counties

Special Service,
 Public Entities

Leased Buses

Charges: *Average per mile* *

	Yes	Average per mile	Related to service	Related to service
Operating costs	Yes	No	No	No
Depreciation	No	No	No	No
Debt service	Yes	Average per mile	Average per mile	Average per mile
Local share, capital	Yes	Average per mile	Average per mile	Average per mile
Other*	No	No	No	9% of above

Credits:

	Yes	Average per mile	Collected from service	Collected from service
Passenger revenue	Yes	Average per mile	No	No
Other operating revenue	Yes	Average per mile	No	No
CETA funds	Yes	No	Average per mile	No
COD funds	Yes	Average per mile	Average per mile	No
Contract revenue	Yes	Average per mile	Average per mile	Average per mile
Interest income	Yes	Average per mile	Average per mile	Average per mile
Sales tax	Yes	No	Debt serv., capital only	No
UMTA operating subsidy	Yes	No	No	No
L. A. County subsidy	Yes	No	No	No
Balance:	-	Paid by County	Paid by entity	Paid by lessee

*In lieu of property taxes, vehicle licenses, working capital cost, taxes and profit.

** Changed recommended by Surface Operations - Revenue Planning & Marketing Committee*

**SOUTHERN CALIFORNIA
RAPID TRANSIT DISTRICT**

1060 SOUTH BROADWAY • LOS ANGELES, CALIFORNIA 90015 • TELEPHONE (213) 749-6977

JACK R. GILSTRAP
GENERAL MANAGER

January 28, 1976

TO: Board of Directors

FROM: Jack R. Gilstrap

SUBJECT: Policy Regarding Construction Contract Contingencies,
Allocations and Change Orders for Bus Facility Projects

It is necessary from time to time to issue change orders for construction projects in order to correct unforeseen conditions or make modifications. Prior to this time, most of the construction work has been performed under UMTA funding and, therefore, change order approval conformed with their procedures. It is anticipated that the District will be performing some remodeling work without UMTA funds and, therefore, it appears advisable to establish a policy regarding all change order approvals. UMTA procedures require prior approval of change orders in excess of \$25,000 and those change orders that are negotiated on a lump sum basis in excess of \$10,000. The Chief Engineer of Bus Facilities is authorized to approve change orders below these limits in order to avoid delays that could result in contract claims.

In addition to these UMTA requirements, it is suggested that any change order in excess of 10% of the contract amount or \$2,000.00, whichever is greater, receive prior approval of the awarding authority. It is also standard practice for governmental agencies to establish a project allocation at the time of the contract award in order to restrict the total amount of the project.

RECOMMENDATION

It is recommended the following policy be adopted in connection with Bus Facilities' construction projects:

Project Allocation

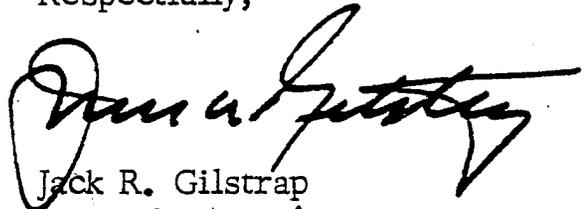
At the time an award is made for any construction contract either by the General Manager (or Purchasing Agent) for those contracts

under \$10,000 or by the Board for those contracts of \$10,000 or more, a total contract allocation shall be established consisting of the contract amount, plus a percentage of the contract amount not to exceed 20% or \$2,000.00 (whichever is greater) for contingencies and unanticipated work. This contract allocation shall not be exceeded without prior approval of the awarding authority.

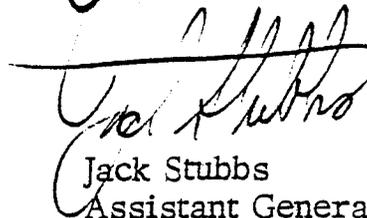
Construction Change Orders

Each construction change order in excess of 10% of the contract amount or \$2,000.00, whichever is greater, shall receive prior approval by the awarding authority. In addition, lump sum change orders in excess of \$10,000 and unit priced change orders in excess of \$25,000 shall be approved by the Board prior to starting work on the change.

Respectfully,



Jack R. Gilstrap



Jack Stubbs

Assistant General Manager
for Administration

REPORT OF THE GENERAL MANAGER
AT BOARD MEETING FEBRUARY 4, 1976

The following is a report of out-of-state travel by Directors and staff during the month of January, 1976.

Mr. Olivas returned on January 16 from the UMTA sponsored management seminar at Northeastern University.

Mr. Olivito attended a Department of Transportation sponsored national convention and work shop on citizens participation in transportation which was held in Philadelphia January 7 - 9.

Directors Cook and Neusom attended the APTA sponsored Affirmative Action Seminar in Houston January 14 - 16.

Director Neusom, together with staff members Heinle and Wells, were in St. Louis, Detroit and Pontiac, Michigan January 26 - 28 regarding E & H buses and to inspect the General Motors RTS bus.

Mr. Gallagher attended an APTA technical and operations meeting in New York City January 27 - 29.

And finally, staff members Ford, de la Cruz, Heinle, Woodhull, Taylor and myself were in Washington, D. C. during various periods of the month in connection with meetings with UMTA officials, APTA meetings and visits with our congressional delegation.

That concludes my report Mr. President.