UKIAH REGIONAL AIRPORT COMMISSION
September 4, 2012
Minutes

COMMISSIONERS PRESENT
Don Albright, Chair
Dottie Deerwester
Carl Steinmann
Eric Crane

STAFF PRESENT
Greg Owen, Airport Manager
Ken Ronk, Airport Assistant

COMMISSIONERS ABSENT

OTHERS PRESENT

1. CALL TO ORDER
The Airport Commission meeting was called to order by Chair Albright at 6:00 p.m. the Ukiah Regional Airport, Old Flight Service Station, 1403 South State Street, Ukiah, California. Roll Call was taken with the results listed above.

2. PLEDGE OF ALLEGIANCE - Everyone recited the pledge of allegiance.

3. APPROVAL OF MINUTES – August 7, 2012
M/S Deerwester/Steinmann to approve August 7, 2012 minutes, as submitted. Motion carried (4-0).

4. AUDIENCE COMMENTS ON NON-AGENDA ITEMS - None.

5. DISCUSSION/ACTION
5A. Airport User Fees

Airport Manager Owen:
• This agenda item was brought back at the request of the Commission for further discussion.
• Some problems identified associated with user fees include:
  1. Users that do not purchase a sufficient amount of fuel to offset the associated costs to the Airport for fueling services.
  2. Non-payment of tie-downs. While some users do not pay their tie-downs, the majority do.
     One solution would be to charge a processing fee and bill the user. To do this, a better method for tracking down the user would have to be established and the appropriate fee determined. The tail number from a plane provides information about the user. The Airport currently charges $8 per night for tie-downs. The airplanes are tagged that informs the user of the fee.

There was Commission/staff discussion regarding the amount of revenue generated per fiscal year from tie-downs. While this amount is not substantial, it represents revenue to the Airport.

Staff does not have the exact figures on hand as to the amount the Airport loses from non-payment of tie-down fees.

Chair Albright: Charging a late fee would be an option that is not currently part of the process.

Commissioner Deerwester: Questioned at what point is it not cost effective to pursue non-payment of user fees because of the costs of billing or re-billing.

Commissioner Steinmann:
• If there are users that do not pay tie-down fees, but purchase fuel it would not really be cost effective to pursue payment.
• It may be a good idea to bill non-payers because this would make these users cognizant that Ukiah Airport is serious about collecting tie-down fees.
Staff:
- Some users pay monthly tie-down fees in the sum of $42 and purchase fuel too, such as Ukiah Aviation.
- Has observed that non-payers of tie-down fees typically do not purchase fuel at the Airport.
- City code addresses non-payment of city fees and provides that a penalty can be charged and advises of other course of actions that can be taken. The code section talks about violations and possible penalties/fines and what authority the Airport Manager has concerning violations/policies/noticing processes/enforcement for review by the Commission pursuant to non-payment of Airport fees and/or non-payment of other services rendered.

Commission discussion followed whether or not it is cost effective/feasible in terms of staff time and supplies to pursue payment of tie-down fees and/or late fees. Accordingly, it is probably not cost effective to pay legal costs to pursue collection of fees.

Chair Albright:
- It would likely be beneficial to pursue non-payment/late fees within reason to bring to the attention the Airport is serious about collecting user fees.

Commissioner Deerwester:
- It is the repeat offenders that are abusing the structure.
- Billing for non-payment for what is owed without including an administrative fee would not be cost effective.

Chair Albright:
- A policy would have to be adopted by City Council in this regard.
- It may be a written contract is necessary for tie-downs.

Commissioner Crane:
There was Commission discussion concerning some collection options.

Commissioner Deerwester:
1. Recommends crafting a letter concerning non-payment of tie-down fees.
2. Look at establishing a policy for charging of administrative/late fees.

Staff noted a late fee is charged for Hangars and the fees are collected. Hangar fees are billed monthly.

It was further noted users should clearly be advised of Airport rules and policies that would include user fees.

Chair Albright:
- It has been his experience at other airport of never being advised of user fees. It is likely many users are not aware of user fees.
- Some airports waive tie-down fees or have reduced fees as a tool to encourage airport users that in turn purchase fuel that more than offsets any tie-down fee.
- Then again he has had experienced in other airport policies that are intent about collecting user fees for tie-downs.

Commissioner Crane: May want to entertain the concept of foregoing/waive tie-down fees if a reasonable amount of fuel is purchased as a more user-friendly approach. To this end, it may be more fuel will be purchased as a whole.

Commission consensus:
• Recommends staff send a first/initial letter to those persons that are delinquent, particularly repeat offenders, requesting payment and advising if the non-payment continues there may be penalties.

M/S Deerwester/Steinmann to recommend staff draft an initial letter to parties advising of delinquent tie-down fees and Airport policy and what is owned.

Discussion:

Commission:
• Noted no reference to penalties should be made in the initial letter. The intent of the initial letter is to give users a ‘heads up’ about Airport policy regarding payment of user fees for tie-downs.
• Would like further discussion on the topic of user fees relative to tie-downs, particularly as it relates to purchasing of fuel even though they are essentially two separate issues under the same user fee category.
• Commission would like to review the letter before it is sent out.

Commissioner Crane:
• Is of the opinion in order to build a better client base, establish a policy that motives users to come to the Airport to take advantage of fuel purchasing and/or other Airport benefits by offering amenities such as making the first tie-down night free, etc.
• Understands while there are offenders that consistently do not pay tie-down fees in which it is probably cost effective to pursue collection it may not be cost effective to try and recover/chase down infrequent offenders.
• Recommends staff keep track of users that stay more than one night and collect tie-down fees for those planes parked longer than a night.
• It is too costly to ‘chase down’ offenders.

Commissioner Deerwester:
• Much of the delinquencies are cumulative.
• Again, collecting of user fees for tie-downs must be cost-effective for the Airport.
• Questioned other general aviation airport policies for payment of tie-down fees.
• Sending a letter is not ‘chasing down’ offenders but rather advising users that such fees do exist and should be paid.

Commissioner Steinmann:
• It is a risk not to charge tie-down fees in anticipation of selling fuel. People are charged for parking vehicles.
• Airport users are paying tie-down fees to park in a secured facility.

Staff:
• Is fine with crafting a initial letter, but after that this is where the matter should stay because it would not be cost effective for the Airport to chase down offenders for essentially $8 a night in tie-down fees.

Chair Albright: It would not be good ‘PR’ for the Airport to chase down offenders.’

Commissioners Deerwester and Steinmann voted ‘yes’ and Commissioner Crane and Chair Albright voted ‘no’ on the aforementioned motion allowing for the present policy to stay the same.

The aforementioned motion was a tie and cannot move forward for lack of a majority vote.
Commissioner Deerwester:
- The letter is an initial/first letter advising of non-payment of tie-down fees, how much is owed and what City policy is in this regard.

Chair Albright changed his ‘No’ vote to ‘Yes.’ Motion carried (3-1).

There was Commission/staff discussion about whether or not a policy should be established requiring that a minimum number of gallons be purchased to make it cost effective in terms of staff time and/or other associated costs of providing fuel services.

Staff:
- It takes approximately 15 minutes in staff time to prepare for fueling of aircraft. It is not cost effective for a user to call out for fuel service for the purchase of a few gallons. Most of the offenders in this regard are local users not transient.

Chair Crane: Is it possible to look at costs and staff time and come up with an average so that fuel purchases no matter how large or small pencil out or is this too much of a bookkeeping issue?

Staff: This would probably be too much bookkeeping.

Chair Crane: If a person only needs two gallons of fuel to get from point A to B he/she should be accommodated.

Staff:
- There is basically one user at this time that purchases two gallons of fuel or less.
- It may be the Airport should require a minimum of 5 gallons of fuel be purchased, taking into consideration fuel costs and mark-up.
- It may be staff should orchestrate an Airport tenant/user meeting to discuss fuel purchases.
- It may be that if a user wants to purchase 5 gallons of fuel that the costs also include a $10 fee just to cover the expense of operating fueling truck.

Chair Crane: Supports the Airport tenants discuss the matter of fuel purchases and that the Airport is considering requiring a minimum number of gallons of fuel be purchased. The tenants/users would be able to provide feedback.

Commissioner Crane: It sounds as though a policy is being considered about requiring a minimum number of gallons of fuel be purchased essentially for one user who purchases two gallons or less at a time. It may not be a good idea to make a rule for one person.

Commission consensus:
- It is a good idea to have a tenant meeting.
- Was not supportive of making a motion requiring a minimum of 5-gallons of fuel be purchased.

5B. Airport Commission Code

Airport Manager Owen:
- Referred to City Code: Article 3: Airport Commission for discussion about the proposed changes made:
  1. Section 1104 Meetings: Rules; Record: ‘The Commission shall hold at least one regular meeting each month unless determined by the majority of the commission that no meeting is necessary for the following month. It shall adopt rules for the transaction of business and shall keep a record of its transactions, findings and recommendations, which record shall be a public record.’
2. Section 1105 Commission to Act in advisory Capacity: ‘Such commission shall act in an 
advisory capacity to the City Council for Airport long term contracts, lease agreements, 
and user fees. The Commission may recommend to Council for adoption regulations not 
consistent with existing laws and regulation of the FAA and Caltrans 
Aeronautes regarding the operation and use of the Airport as well as rules and 
regulations regarding other facilities connected with such Airport but not considered a 
function part thereof.’

3. Section 1106 Selection of Personnel: ‘Such commission shall aid and advise the city 
manager in the selection of the Airport Manager and Airport Assistant for the operation of 
the municipal airport in keeping with the provisions of the civil service ordinance.’

City Code Section 1104:

Commissioner Deerwester:
- Would like to revisit number of quantitative meetings to be held.
- The number of meetings should be no less than one regular meeting each quarter. More 
meetings can be held should there be a need, but no less than one per quarter and the 
months could include: August, November, February and May.
- One important agenda item every year that is reviewed and discussed is the Airport budget 
year-to-date and this can be efficiently accomplished using the proposed months.
- Would rather have fewer meetings rather than more and be able to schedule meetings 
throughout the year as necessary.
- Has observed that some of the regularly monthly meetings held can be deferred a month or 
so because the subject matter is not necessarily crucial requiring an action/decision.

Commissioner Crane:
- Does not support the aforementioned proposal.
- While there is no public audience tonight, people attending meetings typically have an 
agenda and want some type of action to occur and this is the reason more meetings should 
be held other than one time a quarter and/or schedule a regular meeting whenever there is 
urgent business to conduct.

Commissioner Deerwester:
- The public does not often attend the regular Airport Commission meetings so when urgent 
matters do come about, a special meeting or regular meeting can be held and this can occur 
by asking the Airport Manager to request a meeting. Accordingly, if there is a particular issue, 
a special meeting can be held.

Commissioner Crane:
- Does not support this approach.
- Does not want to ‘stack’ items for discussion/action for review every quarter and have a three 
or four hour meeting.

Commissioner Steinmann:
- Stick to the existing policy of having a meeting once a month and eliminate one or two during 
the year if there is no pressing reason to have a meeting.
- Supports having regular monthly meetings. While there are not always pressing 
matters/issues to discuss, is of the opinion matters should not have to wait three months 
before they can be discussed.

Chair Albright:
- Likes to see the results of a particular discussion at the next meeting without waiting three 
months.
- Agrees there may be times when a meeting is not really necessary.
Commissioner Deerwester:
- An alternative approach could be to hold a meeting every other month.

Commissioner Crane:
- Supports the concept of having a minimum of nine Commission meetings a year.
- The intent of the Commission is to review, discuss, and take action on matters that affect the operation of the Airport or discuss matters that concern the public with regard to Airport issues. This cannot be accomplished effectively if the Commission meets quarterly.

Chair Albright: Would not like for the Council to see that the Airport Commission hardly meets or meets infrequently.

Commissioner Crane: The current rule states, ‘The commission shall hold at least one regular meeting each month…..’ This allows for no flexibility for not having a meeting.

On a Motion by Commissioner Crane to recommend the text in City Code section 1104: rules, records, read: ‘The commission shall hold at least one regular meeting each month unless determined by the majority of the commission that no meeting is necessary for the following month. No two consecutive monthly meetings shall be cancelled and no fewer than nine meetings shall be held in a year. It shall adopt rules for the transaction of the business and shall keep a record of its transactions, findings and recommendation, which record shall be a public record.’

With this rule, three monthly meetings can be cancelled a year, but no two monthly meetings can be cancelled consecutively in a row. One meeting can be cancelled but no two in a row.

Staff:
- Currently, the Airport Commission only cancels two meetings a year, i.e., January and July.
- There is no reason a meetings that has been canceled due to a holiday or for some other reason cannot be rescheduled.

Commissioner Steinmann supports the proposed new language in the code section as referenced above and as provided for in the staff report. The only language missing is: ‘no fewer than nine meetings shall be held’ and ‘no two consecutive meetings can be cancelled.’

Commissioner Crane: With regard to the proposed new language, two months cannot be cancelled in a row if only one can be cancelled at a time. As is proposed, it is possible the number of meetings could actually be cut in half because the Commission could skip the January meeting and then meet in February to cancel the March meeting and so forth. Of course, it would take a majority to cancel a meeting.

There was further discussion regarding the proposed motion. What is happening now with the current rule is the Commission is not complying with the code that states, ‘the commission shall hold at least one regular meeting each month.’ The Commission is cancelling two meetings a month and meeting 10 times a year.

Commissioner Crane: Supports making it a rule that nine meetings must be held a year, which is one less than what is presently occurring.

Staff: What if the language states, ‘unless determined by the majority of the commission that no meeting is necessary that not more than nine meetings shall be held and no two consecutive commission meetings shall be cancelled in a row.’

Chair Albright:
- His understanding the intent of the phraseology was to make the Commission comply with the current code rules.
• Cannot conceive that the Commission would cancel one-half of its meetings per year.

The aforementioned motion failed for lack of a second.

**On a Motion by Commissioner Deerwester** to recommend the language that the Airport Commission hold a meeting every other month no less than six to state, ‘The commission shall hold at least one regular meeting every other month for a total of no less than six unless determined by the majority of the commission to add a meeting.’

Motion failed for lack of a second.

**M/S Steinmann/Deerwester** to recommend adoption of the proposed new language crafted by staff, as written. In this way, meetings can be adjusted month-to-month. Motion carried (3-1) with Commissioner Crane voting ‘No.’

City Code Section 1105

**Staff:** The intent of the revisions was to more clearly define how the Commission acts in an advisory capacity to the City Council.

**Commissioner Crane:**
- Recommends adding the word, ‘operations’ to read, ‘……long term contracts, lease agreements, user fees, and operations.’
- The Commission does ‘weigh in on’ policies and procedures.

**Staff:** With regard to the existing language is of the opinion the term ‘operations’ is vague. This term does appear in the language, ‘The Commission may recommend to Council for adoption regulations not inconsistent with existing laws and regulations of the FAA and Caltrans Aeronautics regarding the operation and use…….’

**Commissioner Crane:** Include the term ‘operations’ and possibly include more detail about contracts, lease agreements, user fees. While the term ‘operations’ encompasses a somewhat board connotation, it relates to how the Airport facility is maintained.

**M/S Crane/Steinmann** to recommend adoption of the new language proposed by staff with the addition of the term ‘operation’ to read, ‘Such commission shall act in an advisory capacity to the City Council for Airport long term contracts, leases agreements, user fees and operations. The Commission may recommend to Council for adoption regulations not inconsistent with existing laws and regulations of the FAA and Caltrans Aeronautics regarding the operation and use of the Airport as well as rules and regulations regarding other facilities connected with such Airport but no considered a functional part thereof.’

It was noted staff typically approves short-term leases (month-to-month) and advises the Commission when facilities are leased. The Commission acts as an oversight on short-term policies.

**Commissioner Deerwester:**
- Insert ‘of’ regarding the sentence: ‘Commission may recommend to Council for adoption of regulations not inconsistent with existing laws....’
- Add the word ‘airport’ to ‘……contracts, lease agreements, user fees and airport operations....’

**Staff:** Recommends first sentence read, ‘Such commission shall act in an advisory capacity to the City Council for Airport long term contracts, lease agreements, user fees and in all matters pertaining to the operations of the municipal airport.’
Commissioner Crane recommends a change to the proposed revisions to City Code Section 1105 to read, ‘Such commission shall act in an advisory capacity to the City Council for Airport long term contracts, lease agreements, user fees, and facility operations. The Commission may recommend to Council for adoption of regulations not inconsistent with existing laws and regulations of the FAA and Caltrans Aeronautics regarding the operation and use of the Airport as well as rules and regulations regarding other facilities connected with such airport but not considered a functional part thereof.’

Motion carried (4-0).

City Code section 1106

M/S Crane/Deerwester to recommend adoption of the proposed new language to City Code section 1106 as written to read, ‘Such commission shall aid and advise the city manager in the selection of the Airport Manager and Airport Assistant for the operation of the municipal airport in keeping with the provisions of the civil service ordinance.’ Motion carried (4-0).

City code section 1107

Staff: Is unsure what to do about this code section, i.e., and recommends possibly deletion.

Commission:
- This code section relates to the budget.

Commission consensus:
- City code section 1107 to remain the same.

5C. Airport Budget 291 letter to Council

Staff: This is Commission’s request to draft another letter to Council in regard to the Airport 291 account.

Commissioner Crane:
- The Airport is being charged in part for the shutdown of the Ukiah Redevelopment Agency (RDA).
- The Airport is not a Ukiah Redevelopment Agency function.
- Why is the Airport getting a bill?

Commissioner Deerwester:
- Was this expenditure charged to the Airport when the budged was approved for FY 2012-13?

Commissioner Crane: It was charged in part.

Commissioner Deerwester: Was there a bill subsequent to the adoption of the budget?

Commissioner Crane: The Airport in the 2012-13 budget was assigned a 35% increase for budget expenditure line item 291. The Airport did not receive 35% more services in this regard. There was, however, a 35% increase in the bill relative to the 291 account. Part of this bill represents the end of the 36-hour work week for City workers and part of it relates to the shutdown of the RDA.

Commissioner Deerwester: Is this how it was justified?

Commissioner Crane: ‘Pretty much’ this is how it was justified. The Council advised that certain employees paid from the RDA would still remain on the payroll even though the RDA no longer exists so some of this expense was likely assigned/charged to the Airport 291 account, ‘General Government Service Charges.’ The amount charged is unsubstantiated and/or the expenses not separately broken down. The Airport operates as an enterprise fund so personnel that was being paid out of RDA money has nothing to do with the Airport.
Staff: All departments received an increase concerning General Government Service Charges, but not necessarily 35% across the board.

Commissioner Crane: Part of his issue with the 291 account is that this account is a substantial lump sum that is unsubstantiated as to charges incurred in which the Commission cannot get an accounting for. Questions why is the Airport being billed another $18,000 for this fiscal year for no more services.

Commissioner Steinmann: With regard to the 291 account, the Airport should be able to see a per item list of what the charges represent and why. However, in past discussion concerning this account, the City Finance Department indirectly inferred it is best 'not to stir the pot.'

Staff: Advised the Commission did receive a breakdown of the 291 account a couple of years ago.

Commissioner Deerwester: It was her understanding in past discussions there was not a clear method of determining how to effectively breakdown the General Government Service Charges account for the different City departments in terms of separating charges. The City software system does not allow for a breakdown in the calculating of the charges. A new financial software system is currently being implemented and this may have the ability to provide the information the Airport Commission is asking for. Also, Charges may be higher or lower for any given fiscal year.

Commissioner Crane:  
- Example – The City Manager was billing 50% of her salary to the RDA. It was determined through a time study that 8% of her time was attributed to RDA functions, but 50% of her salary was being funded by RDA. Where is the other 42% coming from? The City Manager did not take a pay cut. Where did the money come from? It is clear that the money was coming from the City enterprise funds. Those entities that did not have the cost drives are being charged for salaries that have no association. The costs that were erroneously charged to RDA and subsequently billed from RDA are now billed to City enterprise funds because the RDA no longer exists.

Chair Albright:  
- The Commission had talked about drafting a letter asking for an accounting of the 291 account.

Commissioner Crane:  
- The 291 account was on last month’s agenda as a report. For this agenda, the matter is a discussion/action item. Since the Airport was charged with a 35% increase in government service would like to see another list that explains the increase and compare it to the former list.
- It is his understanding that City bills/services are interdepartmentally assigned. Is of the opinion that what is not assigned to the General Fund is assigned to Enterprise funds. He would like to understand the mechanism and/or breakdown that drives the costs associated with the services charged.
- He would like to know what the attorney fees are for the Airport for any given fiscal year, for instance, that are broken down by individual cost allocation. Costs should be assigned a value.

Commissioner Deerwester: It is her understanding the new finance software will have the ability to better define these allocated costs.

Staff: Recommends as opposed to drafting a letter attend a City Council meeting and having a discussion as a non-agenda item and ask for the matter to be agendized by Council for review/discussion by Council and the Airport Commission.

Commission Crane:
- Supports drafting a letter requesting a breakdown in cost allocations for last fiscal year and the breakdown approach used for this fiscal year so as to understand why the 35% increase.
- Would like justification that the cost allocations are not directly reflective of an increase in revenue for those City departments that operate as an enterprise fund. Looking at the 291 account for various fiscal years sees a significant increase.
- Likes to see things in full view rather than in transparent form which is what is occurring for the 291 account. This is the public's money so why not ask the question.

Chair Albright: Preference would be to begin with drafting a letter asking for an accounting. It may be that the assigned costs in the 291 are just the cost of doing business, such as salaries or cost for new trucks/equipment etc.

Commission consensus:
- To draft a letter requesting an accounting/breakdown for fiscal years 2009-10, 2010-11, 2011-12 and 2012-13 regarding the 291 account.

6. REPORTS
6A. Airport Fuel Sales

Airport Manager Owen:
- Fuel sales have been an all-time high compared to most years, particularly with this summer's fire season.
- Since there were many fire occurring around the State, getting fuel to purchase was sometimes an issue.
- The Airport sold 57,700 gallons of jet fuel last month.
- In the last three months, the Airport has purchased 85,000 gallons of jet fuel.
- The Airport has purchased 16,000 gallons of AVGAS for this last fiscal quarter.
- Fuel revenue for August not counting Calstar which is probably about another $30,000 was $387,000.
- For the last three years in August the Airport sold $15,000, $19,000 and $14,000 in fuel.
- The Airport has tripled its fuel sales for Jet-A fuel this year.
- In this last fiscal quarter the Airport averaged 5,000 gallons a day in fuel sales.
- In addition to Calstar the US Army tankers have been purchasing large volumes of fuel for as much as 2,000 gallons of fuel at a time.
- The federal government uses its own planes for federal land wildfires.

Commissioner Crane:
- More Jet-A fuel was sold in August than typically sold in a year.
- Fiscal year 2008-09 was a big fire year, but not a big fuel sales year because basically aircraft were grounded.

There was discussion about low-lead fuel sales for various fiscal quarters.

There was discussion about how many gallons of Jet A fuel and AVGAS can be kept on-hand.

Airport Manager Owen:
- The Airport purchases about 6 loads of AVGAS a year. The Airport has a larger capacity for AVGAS that can hold 12,000 gallons whereas the Jet A tank can hold only 8,000 gallons of fuel.
- With the money the Airport has made in fuel sales this year would like to purchase another 20,000 gallon fuel tank to increase capacity.

There was Commission discussion about fuel tanks and fuel tank systems that would increase the fuel capacity and fueling efficiency.

The Commission would like to review a video of the present fueling process/system.
6B. Airport Land Use Plan Schedule for Review by Council

Airport Manager Owen:

- City Planning Department has indicated this matter may go before Council sometime this fall.

7. AGENDA ITEMS FOR NEXT REGULAR MEETING IN August

1. Discussion/action – Airport Budget 291 letter to Council
2. Discussion/action - Contract maintenance
3. View fueling video
4. Budget Year-to-date
5. Airport Land Use Plan Schedule for review by Council
6. Discussion about hangar tenant meeting
7. Annual Christmas party
8. Report on signs for marketing of Airport property

8. COMMISSIONER COMMENTS/STAFF COMMENTS

Airport Manager Owen commented on the new flat screen that also functions as a computer called a Smart Television. Airport users can check weather conditions, access flight plans, use it for video presentations/internet access and many other features.

Airport Assistant: The Airport has a new wind sock. It will be rewired and internally lit.

Chair Albright:

- Commented on a well-written article featured in an AOPA magazine about local pilot Skip Gibbs who provides for community service support by way of giving/offering ‘angle flights’ for ill persons and that recognition should be made publically known in this regard. This can be done by Proclamation at a City Council meeting or by publishing the article in the local newspaper. It also shows that the Airport actively cares about providing for community service support.
- The City of Ukiah has a shade port it would like to move and inquired if the Commission is interested in relocating it to the Airport. The facility can be used to house equipment etc., for protection from the weather.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 8:11 p.m.

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Cathy Elawadly, Transcriptionist