

Polk County Conservation Board

Strategic Planning Retreat Minutes

9 a.m. – 2 p.m., Friday, March 7, 2025

Athene North Shore Recreation Area – Easter Lake Event Center

2816 Shoreline Road, Des Moines, IA 50320

Attendees: Rich Leopold, Greg Lewis, Ryan Crane, Pam Mollenhauer, Paula Feltner, Katie Stoklasa, Emily Naylor, Staci Williams

- 9:00 – 9:30 am** **Welcome**
Ice Breaker: *Who Has Outdoor Plans for 2025?*
Rich Leopold – going to Maine this summer (first time visit end of June or early July)
Katie Stoklasa– Cozumel June 10-20 25th Wedding Anniversary
Paula Feltner – 7 Day River Cruise from St Louis to New Orleans in May
Ryan Crane – Moab, Colorado to visit friend and go birding this spring and summer
Pam Mollenhauer – local camping and hiking, March 25th – April 4th Tahiti 45th Wedding Anniversary
Greg Lewis – fishing at Rathbun, Iowa Crappie League participation, Izaak Walton league participation
Emily Naylor – Red Rock – going to concerts
Staci Williams – Scuba diving, Mount Rushmore
- 9:30 – 10:30 am** **Review of Strategic Plan Goals and Objectives 2020-2025 – How Did We Do?**
Director Rich Leopold
Will look at overriding goals for our Strategic Plan
Intro to last Strategic Plan (2020-2025)

Polk County Conservation (PCC) completed our last strategic plan in 2020. At that time, invigorated and determined with PCC's strong history, and under the pressure of the COVID-19 pandemic, we set out on an ambitious strategic plan. The previous strategic plan was completed in 2014, and with added funding of the 2012 Polk County Water and Land Legacy bond of \$50M and the subsequent passage of the \$65M 2022 bond, Polk County Conservation has grown tremendously. Major projects included the Jester Park Nature Center and the Athene North Shore at Easter Lake, along with improvements to dozens of parks, trails, the Jester Park Equestrian Center, land acquisitions, natural resources restorations, water quality improvements and monitoring, and amazing environmental education program expansions.

Today, PCC is setting out on their next journey. Our mission: "To provide the citizens of Polk County with quality outdoor recreation, conservation education, and the long-term protection of Polk County's natural heritage", is widely understood and supported. This fits well with Polk County Conservation's ongoing vision of "Leading You Outdoors."

Whether we plan for our operations and capital projects to be done in-house, or through partnerships, we collectively only have a limited amount of time, money, and energy. Therefore, to focus and accomplish what fulfills our mission, we must be deliberate. We must prioritize. **We must plan.**

OPERATIONS & FISCAL IMPACTS:

Measure	FY2004	FY2015	FY2024	Percent Change
Park Visitation	1.3 million	1.9 million	3.8 million	192% increase
Facility Reservations	977	1,385	1,321	35% increase
Environmental Education Programs (schools, public)	604	1,527	2,149	256% increase
Trails (hard surface) comparison from 2010 - 2015	30 miles	45 miles	45 miles	50% increase
Trails (natural) comparison from 2010 - 2015	29 miles	40 miles	80 miles	176% increase
Parkland Managed in acres	10,965	14,040	16,382	49% increase
Volunteerism	2,800	16,000	15,389	450% increase
General Fund Revenues to Polk County	\$496,759	\$968,976	\$1,264,180	95% increase
Campground Revenues	\$205,491	\$378,431	\$589,564	84% increase
Equestrian Center Revenues	\$136,427	\$232,390	\$262,843	70% increase
Social Media Accounts (21 separate accounts)	0	14,159	69,487 followers	N/A

PCC now manages over 16,000 acres and will continue efforts to unabashedly acquire more land for conservation and public recreation use.

STAFFING

Goal is to hire managers that have HR, Project Management, and Budget experience on top of technical expertise.

Supervisor to Employee Ratio

2013 1:1.7

2020 1:4.3

2024 1:5.5

Average Tenure (years of service)

2013 43 full-time employees 16.5 average years of service

2024 65 full time employees 8.6 average years of service

Polk County Conservation Full Time Staff Comparison: 2013 - 2024

Division	2013	2024	% +	Notes
Administration	6	8	33%	Additions include a Nature Center Coordinator and a Human Resources Specialist
Community Outreach	1	2	100%	In 2013, Community Outreach had a Volunteer Coordinator. This position was moved to Natural Resources and full time Community Outreach Coordinator was added to Community Outreach in 2021
Construction and Maintenance Operations	8	10	25%	Additions include 1 Mechanic and one Construction Technician
Environmental Education	5	6	20%	In 2017, Youth Corps Coordinator was added to Environmental Education
Equestrian Center	4	7	75%	In 2022, Equestrian Center was folded into Leisure Services Division. For purposes of this report, it was kept separate.
Leisure Service	0	5	NA	Leisure Services includes Sleepy Hollow and Easter Lake North Shore personnel
Natural Resources	9	13	44%	Natural Resources additions include a Horticulturist, two Volunteer Coordinators, two Conservation Ecologists, and a Water Quality Coordinator. The subtractions include a Planner moved to Administration and a Natural Resources Supervisor (converted to one of the Conservation Ecologists)
Parks	10	14	40%	In 2016, the Parks Division was created in part by taking 3 Maintenance Techs from Construction and Maintenance Operations and 5 Park Rangers
	43	65	51%*	

*The 2024 numbers do not include 2 full time staff hired for AmeriCorps coordination in 2024. This takes staff increase of 56% between 2013 and 2024.

NOTE: These numbers do not include permanent part-time, on call part-time, and seasonal employees of approximately 130+ people, depending on needs and seasons.

Polk County Conservation Operational Budget FY24/25

Fund Type	Fund Type	Sub-Total	Total
Fund 1 - Operations	General Fund	\$8,866,394	
Fund 2 – Employee Benefits	General Fund	\$2,148,902	
Fund 3 – Risk Management	General Fund	\$17,000	
Total Operational Budget FY24/25			\$11,032,296
Fund 6 – Special Projects	Various Funding*	\$1,364,910	
Jester Park Golf Course	Enterprise Account	\$362,000**	
Sleepy Hollow Sports Park	Enterprise Account	\$2,953,142	
Total Special Projects and Enterprise Accounts			\$4,680,052
Fund 51 – Polk County Water & Land Legacy Bond	Bond Proceeds	\$12,796,319***	

Total Polk County Water and Land Legacy Bond			\$12,796,319
TOTAL OPERATIONAL BUDGET FY24/25			\$28,508,667

*Fund 6 contains various funding sources, including Jester Park Lodge concession (Food With Flair), Jester Park Nature Center, Jester Park and Thomas Mitchell Park cabins, Lauridsen Skatepark agreement with Polk County (\$200,000/annually), Two Rivers Park agreement with Polk County and City of Des Moines (\$150,000/annually for each), and Athene North Shore at Easter Lake. This fund is fairly steady from year to year, although it can vary greatly with large projects. In FY24/25, the Lauridsen Skatepark improvements and parking area added a significant amount to the total.

**Of the \$362,000, Polk County Conservation is obligated to pay back the loan from Polk County for substantial capital improvements. The loan amount was \$3,775,000 @ 1% interest. The loan has a 15-year term with an annual payment of \$300,000. The final payment is scheduled for Dec 2032.

***Polk County requires all bond proceeds that have been acquired are listed annually, although actual projects may take place over a number of fiscal years. This number represents the maximum, although the true amount will be significantly less.

Resource Enhancement and Protection (REAP). PCC annual revenues from REAP are about \$120,000 (based on per county allocation and per capita allocation). Also, when we are awarded REAP grants (such as REAP Conservation Education Program), PCC will run funding through this account. Recent examples include Jester Park Nature Center Sensory Trail and the Yellow Banks Interpretive Wall. The current balance is \$388,807.

Funds 1,2,3 = 1% of County budget

JP Golf Course = paying back 300,000/yr loan to Polk County (will be paid off in 2032), PCC keeps 62,000+

Sleepy Hollow = Enterprise account – loan from Polk County that will be paid back (at end of 25-26 FY SH will owe 6,000,000-7,000,000 to Polk County)

Fund 51-Polk County Water & Land Legacy Bond = with each Bond letting PCC has 2 years to spend the money. Polk County makes PCC declare 100% of PCWL funds with each fiscal year as part of budget planning, even though PCC may not spend it all. This inflates how our budget looks so it's important to know what portion of PCWL funds are planned to be spent each fiscal year.

Rear-View Look at the 2020-2025 PCC Strategic Plan

Preface

This strategic planning document is the last phase of the larger strategic plan that was constructed in 2020. It is meant to complete strategic initiatives and projects by calendar year's end of 2025. In 2025, a new strategic planning effort will be undertaken by Polk County Conservation (PCC).

A difficult challenge within strategic planning is the concept of "continue what we are doing that is excellent, and add these initiatives and projects to that baseline". PCC is a large and mature organization of 65 full-time employees and twice that many permanent part-time, on call part-time, seasonal, AmeriCorps, and intern employees. We host over 3.8 million visits annually

within 26+ parks and trail systems. We have tens of thousands of participants in our environmental education, outdoor recreation, equestrian, and volunteer programs. PCC actively manages over 18,000 acres of land, maintaining and restoring prairies, oak savannahs, wetlands, forests, lakes, ponds, and streams.

To accomplish the following strategic goals and objectives, a number of committees were formed within Polk County Conservation. In addition, numerous staff and partners led and collaborated to strategize and complete work. These efforts are partially captured in PCC unit work plans and committee plans. Committees included Diversity, Equity, Inclusion and Accessibility (DEIA), Safety, Sustainability, Technology, Signage, Soft Trails, Land Acquisition, and Public Art.

During this strategic planning period a great deal of funding was supplied by bonding. PCC completed spending of the 2012 Polk County Water and Land Legacy bond of \$50 million in 2022, leveraging more than \$42 million of outside funding. In 2021, Polk County residents passed the next Polk County Water and Land Legacy bond of \$65 million with 81.3% of the vote. PCC is well underway of using and leveraging this bond. These funds have been invaluable in new infrastructure, repair of existing infrastructure, natural resources restoration, water quality improvements, and strategic acquisitions.

This strategic plan has also resulted in a 5-year Staffing Plan, which has been largely carried out. Efforts have been delayed since June of 2023, when Polk County embarked on a comprehensive class and compensation evaluation county-wide. It is expected that a new Staffing Plan will occur following the next PCC Strategic Planning effort.

Goal 1: Top Quality Regional Parks and Facilities for All

Objective 1: Improve and expand paved recreational trails and link to the regional trail system

- **City of Des Moines, City of Pleasant Hill, PCC: collaborating on State Fair trail system connected to Sleepy Hollow**
- **Esker Trail – connecting Grimes, Granger, Johnston**
- **Broadway Trail – ends at 2nd Ave and goes to Neil Smith Trail (west of Firestone Plant)**
- **Old railbed south of Ankeny could be developed**
- **Heartland Trail spur could go down to Alleman**
- **Cherry Glen Campground – west side of Ankeny – short jog from residential development across HWY 415 to Neil Smith Trail could be developed with half mile of County trail**

Objective 2: Develop and expand diverse trails – soft surface nature trails, ski trails, interpretive trails, equestrian trails, etc.

- **There are probably \$20,000,000 in trail needs within Polk County currently so prioritizing is critical with a \$3,000,000 budget left in the PCWL bond fund for trails.**

Objective 3: Maintain and upgrade Jester Park

Objective 4: Preserve and expand utilization of Chichaqua Bottoms Greenbelt

Objective 5: Acquire additional PCC land

Objective 6: Expand and upgrade PCC camping, picnicking, and public use facilities

Objective 7: Develop and expand water trails and public access within Polk County (ICON)

Objective 8: Maintain and upgrade Jester Park Equestrian Center

Objective 9: Secure funding for future PCC park development and upgrades. Develop funding mechanisms through local organizations and agencies

Objective 10: Have safe, secure and healthy PCC parks and facilities

Goal 2: High Performing Conservation Team

Objective 1: Financially sound, efficient, responsive and responsible organization

Objective 2: Develop and retain a top-quality workforce

Objective 3: Up-to-date Technology

Objective 4: Develop effective partnerships

Objective 5: Improve community's awareness of lands, natural resources, trails, facilities, services, and programs

Goal 3: Protection of Our Natural Heritage

Objective 1: Preserve, protect, and enhance Polk County natural areas

Objective 2: Improve water quality and flood resilience in rivers, streams, wetlands, ponds and lakes in Polk County

Objective 3: Control and reduce the impacts of invasive species within Polk County natural areas

Objective 4: Enhance communication to local leaders, private landowners and community partners

Goal 4: Expand outdoor experiences and opportunities for all

Objective 1: Expand wintertime programs and activities

Objective 2: Expand new opportunities for all residents – equitable access for all

Goal 5: Expanded conservation education

Objective 1: Expand environmental / conservation programs

Objective 2: Expand outreach to Polk County diverse populations

Objective 3: Expand volunteer participation

Objective 4: Expand use of technology and virtual programs

Objective 5: Expand Youth Conservation Corps

Objective 6: Expand outreach to wellness and fitness connection

PCC staff are consistently engaging in analysis and prioritization of how to facilitate the most value-added goals and objectives.

97% of what PCC set out to do we accomplished on the 2020-2025 Strategic Plan!

Question asked: at which point does the PCC Board have authority to stop action of PCC staff?

PCC Board Members have the authority to vote on and approve/deny actions presented by PCC Staff. The annual PCCB Strategic Retreat is meant to be informational for Board Members regarding operations. Board Members depend on PCC managers to know what's going on at the frontline level.

PCC Board Members are not expected to provide instructions on HOW to accomplish strategic plan goals or even how to create a Strategic Plan. PCC Board Members are instrumental in providing guidance and direction as well as holding the PCC Director accountable to the Strategic Plan goals. PCC Board Members are representatives of the Polk County communities and create relationships/bridges amongst constituents and can bring public feedback to the PCC stage for review and reflection. PCC Board Members trust PCC staff to implement and facilitate the Strategic Plan goals. It's important to occasionally do a review of strategic performance, such as during the annual PCCB Strategic Retreat.

10:30 -10:45 am Break

10:45 - 11:45 am Strategic Planning – Emily Naylor with Bolton & Menk, Inc

This morning's review was valuable in hearing your feedback and viewpoints on the things PCC has accomplished so far!

What is the one single question we are trying to answer by forming a Strategic Plan?

How can we more fully realize PCC's Mission?

How do we create a roadmap for the next 3-5 years?

*Bolton & Menk, Inc./Polk County Conservation Strategic Planning
Workshop Agenda handout*

Dr. Nancy Franz – retired PCC Board Member and ISU Professor – consults and advises Emily and Staci on the Bolton & Menk Strategic Plan process/provides framework and plan for creation.

Dr. Franz recommended putting PCC Staff Goals and Outcomes in front of Board Members for consideration and review at today's Strategic Retreat.

Strengths & Concerns Exercise – handout:

What are the strengths & concerns of PCC as an organization?

How can we more fully realize PCC's mission?

Board Member Feedback:

Paula Feltner

PCC Strengths:

- *Wonderfully committed staff that works hard*
- *Good vision from a Director who's organized*
- *Staff & Director who pursue grants and don't just depend on government funds – staff work effectively with partner organizations on projects*
- *Board is focused on mission and takes it seriously – participatory and working Board*

Concerns:

- *In lieu of the average amount of short tenure on the Board – it's evident that PCC spends a lot of time on trails to attract a younger demographic – efforts should be focused on reaching all of the diverse demographics in the community – there are 63 different ethnicities with different interests in Polk County. Focus on places for people to assemble who don't have the financial ability to bike or walk.*
- *PCC's message goes largely on the internet or via organized groups – how do we reach all citizens – low income groups (kids who don't have computers at home) and parents are unreached. We have a good Spanish contingent that know and use our trails but what about the 62 other nationalities?*
- *We need to be more involved in the grade schools. Roosevelt School on the south side just doesn't seem to know much about Polk County parks. Efforts should be focused on getting kids out to parks and trails at an early age.*
- *There is a need for more publicity on senior activities – this demographic has the time but not much money so what can we do for that group? Picnics with friends are great – can more activities of that type be facilitated? Many seniors aren't on the internet. Speaking engagements are critical at venues for seniors not in care facilities. Think about estate planning opportunities.*
- *It would be good to know what % PCC spends on bike trail maintenance and development (per Rich, 8-10% of Capital Funds are spent) but in relation to other types of facilities.*

- *Other issues: water quality, fishing, bird watching, general exploring, environmental features like in NE Iowa, terminus of the Des Moines lobe (glacier stopped in Des Moines area)*

Greg Lewis

PCC Strengths:

- *Middle management staff*
- *Director/Deputy Director hire staff then give them leeway to move forward independently.*
- *Board members work together very well even when they disagree – they keep exchanges respectful and listen to each other.*
- *Board members respectfully listen when staff talks – engage with questions and follow up.*
- *Continuing to acquire additional land – PCC can't protect it if we don't own it but that doesn't mean it has to be a world-class destination right now.*
- *Take excellent care of natural resources within PCC system – land and water*

Concerns:

- *Limiting land purchases at 10% above assessed value or less – need to look at value of property and offer accordingly*
- *The amount of money PCC needs and where will it come from – can't continue to rely on Polk County BOS – diversify funding resources*
- *The 4 Mile Mountain Bike Park has taken way too long to complete and needs to be finished up – overregulation has been causing too many delays*
- *Two Rivers Park shouldn't be under PCC oversight*
- *Lauridsen Skatepark improvements have mired PCC staff in regulations and red tape – future involvements with taking on city-centric projects should be analyzed heavily before committing*
- *Look at a fee structure for specific groups of users – kayakers, bicyclists, etc.*
- *Don't lose focus on the parks*

Pam Mollenhauer

PCC Strengths:

- *Quality, Rec, Edu, Long-term protection theme*
- *Expertise in subjects by staff*

- *Connecting expertise to the public via educational program*
- *Protecting and caring for natural resources*
- *Identifying natural resources targets for improvement – connector spaces between areas PCC owns – make sure land acquisitions make sense and connect spaces*
- *Recreation spaces are provided throughout the county and always looking for new opportunities to add more spaces and varieties of recreation*

Concerns:

- *Maintenance of infrastructure investments – taking care of what we have*
- *Caring for Polk County resources and identifying new targets – look for opportunities to increase protection of endangered species and water quality, road chemical applications, being involved in municipal discussions*
- *Communication and circling back with the public on PCC's work and initiatives. Proactive communication with public and community partners – establish PCC as reliable resource – QR code surveys are nice but consider the demographic of users that aren't tech-savvy – where do they go and how can we communicate our info at those venues? Could we post flyers at grocery stores, laundromats, etc? A communication plan is important. Could reach out to the County Ombudsman for Aging Services for partnership on getting the word out.*
- *Continuing education – staff training is important to expand their education. Bbringing knowledge to the masses at clubs, groups, churches, and schools takes staff and capacity but it's important to bring the knowledge and experience TO them. Think outside the box to make connections between community and PCC resources.*

Ryan Crane

PCC Strengths:

- *PCC has signature attractions & amenities– Jester Park, Sleepy Hollow, Easter Lake, and many more.*
- *PCC's water quality monitoring program, habitat restoration*
- *Current land holdings coming online*

Concerns:

- *Ongoing maintenance and perpetual revisits for infrastructure*
- *Long term sustainability beyond Bond funding and water trails funding*
- *Succession planning for PCC staff*

- *Expansion that is commensurate with the current staff and plan mix – as we expand to more facilities PCC will need more front line staff*

Rich Leopold

No Strengths listed.

Concerns:

- Budget cuts (missing \$200,000-\$300,000 in Extra Help budget due to clerical error between HR and Central Accounting) – anticipating 3-5% in budget cuts next fiscal year
- Overall Risk Management – societal shifts and uproar in the political arenas - needs constant monitoring and proactive navigation
- Mission Creep – Director is keeper of the plan – making sure PCC stays true to the mission in spite of outside political pressure. PCC has an urban footprint and urban constituents and diversifying activities is important – but WHAT activities fit within our mission?

Vision For The Future Exercise – handout:

With the target question in mind, choose a strength or concern to focus on. Identify a specific thing you would like to change in the upcoming years? What is the specific strength/concern you would like to address? Create a picture in your mind of three years from now. PCC did it! The change was successful! Write about it in the present tense as if it had already happened. Pretend you are telling this to a very close friend after it has occurred. Share what makes you proud.

Paula – attract every color and every age to PCC's parks and trails without so much emphasis on the narrow spectrum of outdoor activities traditionally advertised, improve water quality overall, improve national ranking in the percentage of public land available

Pam – Conservation and protection of natural resources, concern is sustainability of operations, spaces that have been properly cared for and funded – iWill would make this all possible when passed – expand commemorative opportunities in public spaces – overcome financial and funding hurdles and be able to focus on other aspects of mission

Ryan – continue to acquire, restore, and re-wild land in strategic locations in Polk County as much of it can be visited and explored but not all. Restoration would result in attracting a robust diversity of species to those areas.

Greg – stay true to the Mission Statement and create public spaces through land acquisition, especially on the east side of Des Moines. Develop Easter Lake and Sleepy Hollow and the Fourmile Mountain Bike Park into center points of Polk County Conservation but do not allow them to be loved to death.

11:45 – 12:30

Lunch (InTheBag Catering)

12:30 – 1:30 pm

Strategic Planning Exercise – Emily Naylor and Staci Williams with Bolton & Menk, Inc

On Tuesday, Feb 4, 2025, the PCC Leadership Team participated in a day-long Strategic Planning Retreat at the Athene North Shore Recreation Area – Easter Lake Event Center. With the assistance of Emily Naylor and Staci Williams from Bolton & Menk, Inc. the leadership team went through a Strategic Plan Draft exercise and discussed potential goals, outcomes, and actions/strategies that could be implemented in the PCC Strategic Plan for 2025-2030. As a result, four Goals were established, with a list of measurable outcomes for each goal. The PCC Board Members were taken through the same Strategic Plan Draft Exercise, to determine if their identified focus points/goals were aligned with the PCC Leadership Team’s focus points/goals. Board Member feedback is in green below, otherwise it should be assumed that Board Members were aligned with the Goals and Outcomes.

FEBRUARY 4, 2025 PCC LEADERSHIP 2025-2030 STRATEGIC PLAN DRAFT

Mission Statement: To provide the citizens of Polk County with quality outdoor recreation, conservation education, and the long-term protection of Polk County’s natural heritage.

Definitions:

Goal: Shall be aspirational and slightly out of reach

Outcome: Measurable – how you know you’re making progress towards a goal

Action/Strategy: What you need to do to reach or make progress towards a goal

Goal 1: Provide quality natural resources that are ethically and sustainably managed.

- **Outcome 1.1:** Increase stakeholder engagement with quality natural resources
- **Outcome 1.2:** Improve natural resources and resilience
- **Outcome 1.3:** Increase in stakeholder environmental response
(Board members recommended re-wording this Outcome statement)

- **(ADD) Outcome 1.4:** Continue acquiring land for restoration and public spaces

Goal 2: A wider variety and number of users have access to high-quality outdoor experiences and connections to nature.

- **Outcome 2.1:** Provide unique experiences, both new and ongoing, that lead to more people outdoors (Board members suggested promoting more generalized activities that are done in parks by everyone, like sitting, walking, etc.)
- **Outcome 2.2:** Maintain and develop each park and facility with a clear and compelling vision
- **Outcome 2.3:** Increase the number of partners who help us lead people outdoors (CONSIDERATIONS: disarm bureaucratic roadblocks, diversify communication strategies outside of social media platforms, utilize community speakers at group events to get the word out)

Goal 3: Organizational and user decisions are based on quality and accurate data.

- **Outcome 3.1:** Increase the use of scientific research and other quality data to inform decisions
- **Outcome 3.2:** Capture institutional knowledge and wisdom from staff about processes, databases, and decision-making logic for organizational efficiency, effectiveness, and sustainability
- **Outcome 3.3:** Improve service to users through simple, inclusive, and intentional interactions (CONSIDERATIONS: find better ways to communicate and transact with constituents)

Goal 4: ~~Attain~~ Recruit and retain high-achieving staff who are passionate, professional, motivated, and empowered

- **Outcome 4.1:** Increase number of staff-driven, multi-divisional projects
- **Outcome 4.2:** Improve retention of high-achieving staff
- **Outcome 4.3:** Improve recruitment resulting in the hiring of high-achieving staff

1:30 – 2:00 pm

Discussion of PCC Leadership Team Strategic Planning Retreat and Synthesis of Initiatives – Director Rich Leopold and Emily Naylor

Are the things that are important to the Board aligned with the goals of PCC staff established in the Draft of the 2025-2030 PCC Strategic Plan? Yes – they were very closely aligned, with one suggestion from the PCC Board of working “Financial Sustainability” into the new strategic plan.

Meeting adjourned at 2:00 pm.