C.S.

DEPARTMENTAL (Public Works)

1927.

No.

657/27

Ag. Col. Engineer

SUBJECT.

192 7

19th Decr.

SUBMITS SUGGESTED SCHEME FOR RE-ORGANIZATION OF PUBLIC WORKS DEPARTMENT, TO COMMENCE JANUARY 1st, 1928.

Previous Paper.

MINUTES.

Minute from Colonial Engineer, of 19th December, 1923. Minute from Colonial Engineer of 19th December, 1927.

Can't /m Towns

chrindian, pleas, at your eas

Who ence o.

3. 1. 28.

Subsequent Paper.

Hon. bol. See. I had breviously disensed system of accounting and hayment of wages with the Colonial Engineer and I concern with the proposals hat forward by him in &

y to 9 m veds 5 and 4. I also concur with the remarks contained in para. 10.

2. Suggested method of hayment of wages (para 9) is in conformity with the provisions of C.O.R. 298. If, however, workmen were paid at the Trensury no other brusiness could be tranacted until all wages had been paid, I suggest therefore that wages be paid at the P.W.D. by an Officer of the Trensury, payment to be witnessed by the less to the PW. D.

3. With regard to para: 11, contraco her would require to be paid in accordance With the torms of their agreements. In cases where an annual salary is mentioned hayment is more monthly.

h. bruign Haller

hous.

3. 1. 28

Le from ag. Col. Engeneer, of 21st. December, 1927. 8-10

> 9.2. Sabribbal for feneral offmorel, in All case I Will propose in constitution with We Nobel the recensing depth 10 the S.f. S. and; to authoris to nele le proposed alliers to be permanent establishment and Upsking he according formalise to be alphal,

Sheet No. 2

2. 4.2. Les about serctionel He temporary entryment of W. Which as Chif llul is the combined Department al he s.f.s. is big albert is a expecte depute regal to the continued love of by series for the admirely. 3. I agree with par 2 of the Trusmos mints. 4. /f=ving Eyast to the proving 4 W. hy 283 1 agree who will He Treasure that officers a permanent entillishmet of the Myt with sclaim our £ 100 p. c. shell continue to be paid markly at freund number They do not

more han hise Lexides the office shaft al le forme al c'dele Me Cutract here is. 16 corpertures and the Hackmith. I widested 1 Hil but this is another W. My. Ail i Ri festischer myst will be analed. 5. 4.2. Will see Net proposed adding to the permanent establis hunt comparie : a Chief Clark with valy of £ 350. a Juin Club all saley at too/2100 (?). a Foreman att saley at , say £250. Tho Carpetary all salay at £ 190. a of opinion that Sail adultions

With we cenary al bearnelle.

Sheet No.

6. For the formul as i' he part he salaring of he this Chif that W. White at of the And Forena We aller are being part for the fineral with the he Italy Coprosunt Works -Jus. How C.S. I agree. For wecessary despatch please. A.H.

An Treesuns Plane hote

Julu:

9.1.28.

Hon Cal Sec.

I seelmit that the Foremans salary should be \$300 this man will have the major part of the work and control some 50 men on new works C1. Robert 16-1-28

Hon fol See. Noted. M. bruign Harket Daskatch to Sif Sillo 6h of 9th Febry 1928 11-15. hun b reassurer. Local anditos ag. bolomat Engmis. Jo ne-GRA 18 3. 3. 28 for C.S. Local auditor Seen and passed to you. he braige Harkete Treas 5.3.28 fould sec. Jul. 3. 18 Aon Cal Sec. hoted thank you

Collects
act Cal Eng
14-3.28.

10 AFT 3028

Sheet No. 4

16. Selegram from Devictory of Stake, of 11.6.20

Col. Enp.

Jose Red (B)

for. C.S. 10.7.28.

Mon: bol: Leed:

Leen Sologlas.

14. Sof of Despatch No. 100 of 23. June. 1928.

Cht 10 Set. To Col. Seg.

How. Trues.

Lord and. For hote, please.

2. Nº Diser shall be

clearly informed that his appointment

in temporary only is. Lieble to

Fermination at a month's whice or on

payment of a month's salary is

his of holice.

I. No same terms will than in the case of the

Junior Clas at Menuge The appointed. 3. Promin Will be hale for the salaring of there ho officery i 1829 Estiches who the Change: of Heal XVII. P.W. Dyl. 8. 9. 28. Seen falt golgies lol. Lywier Am ap. Freusur. \ To see Local Auditor \ \ Recalled 26.9.28 AS: for C. S. 10.9.28. Off 1/c. Set. Please at Gl. Ey. 6 Jay Nother W. Discu las been cifornel i la seure of par 2 of my munice alow.

Son: Sol: Se ceretary.

Son: Sol: Se ceretary.

My Descon was informed in the sense of paragraph 2

of Shis Escellency's minute of \$19/25.

Solvete for col: English 12

10 you accordingly.

My Descon was informed in the sense of paragraph 2.

Solvete for col: English

10 you accordingly.

My Descon was informed in the sense of paragraph 2.

Solvete for col: English

10 you accordingly.

My Descon was informed in the sense of paragraph 2.

Solvete for col: English

10 you accordingly.

18-19. Thurnte from Col, Engineer of 26 Sept. 1958

1. S. W. submitted for signalise

1. C.S. 3. 10.26.

Off 1/2 Sect. S. D. Signal.

year to Discon's (Horehoper)

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it was, or the salay of

he that I Worken. 3. This part will however; in abolished i are Electes for 1929 and i vier more especially of the terring of from 2 of 2nd 17 He solaris i question should not year changel ogainst a special subherl cular (6) Other Change of Heart XVII " Entone Cural al Ilouhapy Ametine " Ohne 1 Low week carrel to be provided L' le fiel doch

3.10.26.

No.

(It is requested that, in any reference to this minute, the above Number and the date may be quoted).

MINUTE.

19th December, 19 27

From Actg. Colonial Engineer,

To

Stanley.

THE COLONIAL SECRETARY,

Stanley, Falkland Islands.

I beg to report that I oropose to incorporate the Improvement Works with the Public Works Dept as from 1st January, 1928.

- 2. The office work of the Dept will be carried out from the Colonial Engineer's Department, and the men will be transferred to the books of the Public Works Department.
- 3. I propose to utilise the Improvement Works Depot as a sub-depot and for storing large materials etc
- 4. The following amount of plant, tools, etc are on charge on the Improvement Works books: -

Plant. 02. 117. Ī9. Tools. Drawing & Surveying Instruments.35.

Office Furniture.

£1932. 7.8.

This is the purchase price. The materials can be reckoned as having depreciated at least 50% overall, which would make the market value approximately £850. As these materials have been purchased under the "Plant and Buildings" subhead of 23,500, approved under the Improvement Works vote, I submit that they be taken over by the Public Torks Dept without any financial adjustment.

At the end of the year there will be approximately £350 worth of new consumable stores on charge at the Improvement Works Depot, with about 2900 worth extra on order on the Crown Agents. I suggest that the stock and value be transferred to the Public Works Unallocated Store A/c and credit given to the Improvement Works vote for the materials taken over. The materials can be issued from the Unallocated Store as required.

The Unallocated Stores will not be burdened with much of the materials ordered on the Crown Agents under the Improvement Works for any appreciable period, as the majority has been ordered for specific works, and some need not pass through The Unallocated Stores but can be issued direct to the work. It will be necessary however for some of the materials, ordered for stock, to be transferred to Unallocated Stores Account, and credit given to the Improvement Works.

Q. Roberts.

Actg. Colonial Engineer.

(It is requested that, in any reference to this minute, the above Number and the date may be quoted).

MINUTE.

AL SEGRETARE

19th December, 19 27

Ectg. Colonial Engineer, To From

Stanley.

THE COLONIAL SECRETARY,

Stanley, Falkland Islands.

Public Works Department - Proposed re-organization

I beg to submit a general outline of the routine in regard to labour in the Fublic Works Department for your consideration, which, if approved, it is proposed to bring into operation as from the Ist January, 1928.

- 2. It is not possible at this stage, although the system appears complicated and to occupy the major portion of the time of the present office staff and that the stores and storekeeping will be increased by the amalgamation of the Improvement Works, to put forward any proposals regarding any alteration on the storekeeping and store accounts, but a report on this will be made early next year.
- 3. If the proposals in regard to labour are approved I would submit that a supply of the forms (as samples "C" and "D" attached) be printed so that some could be available for use in the first week of January, 1928.

Actg. Colonial Engineer.

Enclosures.

General outline of labour in P.W.D. Sample Recorder's book) To be ret

To be returned.

Wages book Wages list. To be printed if approved.

Abstract of Wages.

L A B O U R. GENERAL OUTLINE.

- I. Men to be taken on locally as required by the Colonial Engineer at rates and hours in force, and discharged as necessary.
 - 2. The men are to be given numbers, running consecutively, and are to be mustered by ticket at the Foreman's office as far as is possible, each man to pick up his ticket from the ticket board on commencing and to deposit it on ceasing work.

 Mustering of the men may, however, be carried out by the Foremen at such times and places as the Colonial Engineer may point out as being most convenient and economical for the works.
- 3. The working week to be from <u>Friday morning</u> to <u>Thursday evening</u>. Payment of wages to be made on the <u>Saturday at (say) noon</u>, as explained hereafter.
- 4. The Foremen will be responsible for their parties and for the economical execution of the work done under their supervision. They will check the times of their men, all lost time, overtime etc in a book provided, and will keep daily a diary (Recorder's Book) showing the employment of their men in detail, items of work to which chargeable, hours, extra time, lost time etc. (as per book "A" attached). Book to be initialled weekly by the Foremen as being the actual time for each man.
- 5. The Foremen to be furnished with a "Requisition Book of works to be carried out", giving a short description of the work approved, Head of Charge, Authority for Expenditure and other detail, for their

information in entering in the Recorder's book and for ordering stores on the P.W.D. Store. This book to be kept entered up to date by one of the office staff as all work is approved to be carried out, the Foreman carrying out the work filling in the date of commencement and completion. Foremen to enquire at office for Head of charge for any petty unforseen work carried out during day (or to enter a concise description of the work in Recorders Book against man performing on day of occurrence).

- Recorder's book duly completed for the week (with their lost time etc book) at 2.0 p.m. every Thursday. Book to be checked and from it the time to be extracted to a Wages Book (as sample book attached). When the total weekly wages has been made up in wages book and checked, the apportionment of the wages for each man under the various heads and items to be carried out from the details given in the Recorder's book such apportionment to agree with the total wages.
- Wages book for the Treasury giving the total hours worked by each man, rate, total wages due, and signed certificate, and attached to this would be an Abstract of the Apportionment of the Wages shown in the wages book, giving amounts chargeable against each Head, subhead, Authority for Expenditure etc. for the Treasury to post in their books.

(As attached sample forms to be printed if above suggestion is approved).

- 8. Wages to be paid in sealed envelopes.

 Public Works Dept to make up envelopes showing number and name of workman and amount of wages due. Work out the coinage of the wages, and pass to the Treasury
 - (a). Weekly Wage List.)
 (b). Abstract of Wages.)
 In duplicate or triplicate as required.
 - (c). Wages envelopes.
 - (d). Coinage of wages.

With the Recorder(s books being received on Thursday afternoon the above could be completed on the Friday and sent in to Treasury for payment for say noon on Saturday.

- 9. Payment to be made by a Treasury officer in the presence of another Public Officer, (approved by the Hon. Treasurer), who will sign the wages list as witness to the payment.
- IO. This proposed system would eliminate office work and do away with the duplicating method of preparing wages now carried out in the Department. For about I2 men now employed numerous supplementary vouchers are prepared, in triplicate; these are considered unnecessary, as all details of wages will be available in the P.W.D. in book form for the Auditor's information, and it will not be necessary to wade through forms for any information required on labour.

With the proposed amalgamation of the Improvement Works, now employing 33 men, the existing system would entail a large amount of unnecessary work and time and would occupy the major portion of a week in preparing vouchers.

II. All Fublic Works workmen now paid fortnightly or monthly to be brought on the weekly Pay List.

It would be as well too if the contract men (Carpenters) could, if possible, be paid weekly. This would enable a check on their time to be kept.

The wages for the whole of the Public Works would then be paid weekly in concise form, and it would do away with the many different fortnightly and monthly pay forms and supplementary vouchers for the different workmen.

Of the outside staff Foremen only to be paid on a monthly basis.

12. Work to be let piecework (in gangs) and by contract on conditions drawn up.

Colonial Engineer

Ectg. Colonial Engineer. 19th December, 1927.



beolonial Engineer Stanley. 21st December 1924.

Hon Col Sec -

1 In Dec of her

If wither to my letter of & Dec. I beg to submit for your consideration, the following report dealing with the proposed re-organization

of the Public Works Dept.

(2) In the first place it is impossible for the Colonial Engineer to supervise works outside, draw up indents. new schemes, drawings and estimates, and also attend to the numerous papers, forms, reports etc called for in the office. I have had 6 years experience in Port Stanley, and am convinced that the only way to get work carried out satisfactorily, economically, and expeditiously is for the Head of the Dept to be frequently on the works, supervising and making arrangements on the spot.

This will apply more so during the next few years if new works are contemplated.

(3) I therefore submit that it is essential for the bolonial Engineer to have, attached to his staff, a first class clerk one who has a knowledge of constructional works, would assist in dealing with the number of M/Ps and questions which pass through the office, make up indents, assist with drawings and generally to check and assist with the departmental forms and books also the financial control &c.

This clerk in the absence of the C.E. to be capable of dealing with questions which may wrise.

(4) I propose to merge the SIM Dept into the P.W. Dept as from the 1st Jan 1928, so bringing the administraction to the one office, and

Cut with be

and to setain the Improvement Works Depot as a sub-depot for work and large stores.

(5) I consider that the present office staff of the P.W. Dept is inadequate to even deal with the small amount of work now carried on by the Dept, under the existing apparently complicated and duplicated system in practice, and with the amalgamation of the Improvement works and new works contemplated, this office staff will only be a skeleton one.

In addition it is proposed to increase the stock of stores carried in the P.W. Dept. with useful building materials, purchased from England, thus eliminating the local purchases, It is considered that by so doing considerable economy will be effected.

economy will be effected.

(6) I therefore submit that the following office staff be provided for the P.W. Dept.

Chief Clerk at \$350.00 and Second ... 180 - (\$200) Present Boy ... 60 - (\$100) and.

Storekeeper ?290-00 Present.

(4) I submit that Mr White be appointed for the time being, to the Chief Clerks post.

At is a good clerk and has the necessary general knowledge to fill the post.

If approved it will be necessary to make arrangements for his setention in the Colony for a while. He is willing to undertake a se-organization of the accounting of the Dept, and to stay on whilst I am on leave during the coming year. His salary could be met from the Improvement Works Vote for the coming year.

(8) The Foreman at present employed under the & I With and P. W. Dept. will meet present requirements and their duties will be +e-allocated.



(9) It will be necessary also to make arrangements for the setention of the services of Mr G. I. Challen Foreman of the Improvement Who, and I seekment that this officer be appointed on the permanent Staff.

(10) I submit that approval be given to obtain two more Carpenters from England.

These men would be employed mainly on repairs and maintenance of Government Buildings and they could be given contracts for small new works.

act Col Eng

GOVERNMENT HOUSE,

9th February, 1928.

FALKLAND ISLANDS.

Sir,

I have the honour to address you in the matter of the re-organization of the indoor and outdoor staff of the Public Works Department in this Colony consequent upon the assumption of the duties of Colonial Engineer by Mr. G. Roberts and of the retirement on medical grounds of Mr. W. Noye, Clerk and Storekeeper, the circumstances of which I have reported to you in a separate despatch. I enclose in this connection a copy of a minute addressed on the subject to the Colonial Secretary by Mr. Roberts.

In duplicate.

2. I agree fully with Mr. Roberts in his contention that the Colonial Engineer should have the services of a thoroughly reliable and competent Chief Clerk and that he should thus be enabled to escape from undue ties in his office and have time to give his personal supervision to the progress of the constructional works undertaken by the Jublic Works Department. I agree moreover that in view of the programme of such works contemplated additions to the establishment both of the indoor and of the outdoor staff are required. I am addressing you in a further despatch on the subject of the revision of the system of stores and store-keeping in the Colony and would content myself

here /

AIGHT HONOURABLE

L. C. M. S. AMERY, P.C., M.P.,

SECRETARY OF STATE FOR THE COLONIES.

hen who has been thorons

here by saying that I am satisfied that the appointment of a separate officer as Storekeeper is essential.

- I consider therefore that the office of "Clerk and Storekeeper" to the Public Works Department as provided in the Estimates of the Expenditure for 1928 under Head XVII, "TUBLIC WORKS DEFARTMENT" should be changed to that of "Chief Clerk" with salary at the same rate viz: £250 by £10 to £300 per annum and that a suitable person, in all probability obtainable locally, should be appointed in a new office of "Storekeeper" with salary at the rate of 2180 per annum. In regard to the appointment of a Junior Clerk or Office Boy and Messenger with salary at the rate of £60, or the same rate as drawn by the Messenger in the Colonial Secretary's Office under Head III, I feel sure from my knowledge of Mr. Roberts that he would not ask for this addition to his staff if it were not entirely justifiable and in any case I do not think that you will wish me to elaborate a matter of such relative unimportance. You will have observed that the extra expense entailed by these proposals amounts to 8240 per annum.
- Roberts in the matter of the addition of another Foreman to the outdoor staff who will in fact be his second in command. The salary of £300 per annum proposed is, I consider, fair and reasonable in the light of the responsibilities which will fall upon the person so employed. Furthermore it is intended to offer the post, if sanctioned by you, to Mr. G. L. Challen who has been thoroughly tried and proved during the last three years as Foreman on the Stanline

Improvement Scheme. Mr. Challen has been contemplating return to England but is prepared to remain in the Colony if he is placed on the permanent establishment. His present rate of wages under the Stanley Improvement Scheme is £5. 8s. Od per week and I have no doubt that he is in every way deserving of the small increase of less than £20 per annum which it is now proposed to grant to him. consider that the programme of works to be carried out in the near future calls for this addition to the staff, that Mr. Challen is admirably fitted to fill the post, and that he should in practical result save his salary many times over by reason of the added efficiency in practical supervision the need of which is one of the sad lessons of past experience in this department. It is hoped, though not yet conclusively shown, that it will be possible in the future to do without a Foreman Carpenter if Mr. Challen's appointment as a general Foreman is approved.

taken, successfully and expeditiously, it will be imperative to obtain more skilled labour from England. The primary need is for carpenters and I would endorse Mr. Roberts' suggestion that the engagement of two additional Carpenters at the usual salary should be authorized. The term of engagement would be for three years at the end of which time the matter of their further retention would comforward for consideration.

LEST ASSESS FOR UNIT HE S.

- 6. The additional cost of the outdoor staff payable under "Fersonal Emoluments" of Head AVII will amount on this basis to £680 a year. You are aware, however, that there is considerable leeway in the nature of accumulated arrears of constructional work to make up and will appreciate my feeling that it is not fair to call upon Mr. Roberts to meet the situation before him without placing the necessary means at his disposal. Furthermore I am confident that the only way in which to effect true economy in the expenditure of the public monies under the Public Works Departmental votes is to provide an adequate staff for its control on the lines indicated.
- measure I would point out that on the absorption of the Improvement Works Department in the Public Works Department the separate salaries previously paid to the officers employed under the former will be wholly saved and that Mr. White and Mr. Challen are already in fact temporarily employed in the latter as Chief Clerk and Foreman, respectively, of the combined departments with salaries as previously paid.
- 8. I trust that you will see fit to approve my proposals in which case I should be grateful for your intimation to such effect, by telegram, if possible, in order to facilitate the consequent action being taken at an early date as practicable I can assure you that as a set-off, even partial.

against the increases for which your sanction is sought no opportunity will be neglected of retrenching superfluous officers on the fixed establishment so as to reduce to the lowest figure possible the nett amount of the increased expenditure entailed.

I have the honour to be,
Sir,
Your most obedient,
humble servant,

ARNOLD HODSON.

16

10.35.

CODE.

TELEGRAM.

From The Secretary of State for the Colonies,

To His Excellency the Governor,

Despatched: 11th June, 1928. Time:

Received: 11th June, 1928. Time: 11.15.

GOVERNOR,

CRISIANLY.

Res 11- 15
Your despatch 9th February Public Works
Department proposals approved. Will arrange for
early engagement of two carpenters in consultation
with Roberts.

STURMERARY OF STATE.

DUPLICATE

LAW IASU ISTANDS

Teds 11



Domine Street. 23 June, 1928

Bir,

I have the honour to acknowledge the receipt of the Lord of decrease last. In the to the re-organization of the staff of the Public Torks Department and to confirm my telegram of the light instant in which i corroved the proposals submitted in that despetch.

2. The specializate of Steresceper and Junior Clerk and enganger should, however, he on a homograpy basis only.

l have the honour to be, lir.

> Your most obedient, humble servent,

> > (Signed) L. S. AMERY

ALLEN AL

THE GUVERNMENT OF THE FALKLAND ISLANDS

26th September,19 28

Colonial Engineer.

From

To

THE COLONIAL SECRETARY,

Stanley, Falkland Islands.

I beg to submit a Special Varrant for £337 under Head AVII. Public Works Dept., (a) Personal Emoluments, to meet the additions to the staff of this Department approved by Secretary of State during the year.

for Colonial Engineer

Hon. Colonial Treasurer.

Referred, please.

How look Secretary Submitted A Cherrens 2011

FALKLAND ISLANDS.

19 28

No.....

SPECIAL WARRANT.

Oate 3 Sentember, 19 : A

TO THE HONOURABLE

THE TREASURER.

Whereas it has become necessary, in the interests of the Public service, to incur certain Expenditure, not sufficiently provided for in the Estimates, as set forth in the subjoined Schedule. in anticipation of a vote of the Legislatured and of the approval of the Secretary of State:—

You are hereby, on my personal responsibility, authorized and required to pay from the Treasury the sum of THE HULDRED & THERTY SEVEN Pounds

Shillings and Pence and to charge it to the Heads and Sub-heads of the Expenditure specified in the Schedule.

And for so doing, this, together with the proper Accounts, Certificates and Acquittances, shall be your sufficient warrant and discharge.

a. to remain only in case of an excess on

case of an excess on a vote.

b to be struck out if complete authority has been obtained cord if either partial authority has been obtained.

Additional amount AVII required for 1928 for personal emoluments of the Public Torks Dept. staff consequent on t	ead.	arged to Sub-Head. (9) Personal	£	s.	d.
Additional amount AVII required for 1928 Public for the Dersonal emoluments of the Public orks Dept. strff consequent on the consequent on the consequent of the consequence of the cons	l. lic	(e) Personal	£	s.	d
required for 1928 Public Torners of the De Public Torks Dept.	lic KS	Personal			
additions to staff and increases of salary already approved by the secretary of State, as attached statement.		AMOLUMO!!	£337.	٥.	0.
					1))

Date LCth eptember, 19 28.

(Special warrants are to be prepared in triplicate. One copy to be filed in the Office of the Colonial Secretary, one in the Treasury, and one to be furnished to the Audit).

Signature of the Officer`submitting the Schedule

for Warrant.

Treasury Form 10.

)for Colonial Engineer.

XVII. PUBLIC WORKS DEPT. (a) PERSONAL EMOLUMENTS.

	Approved Istimate 1928.	f	uire or 928		
Colonial Engineer.	550.	635.	15.	I.	
Clerk & Storekeeper.	290.	120.	16.	8.	
Second Clerk.	180.	180.	0.	0.	
General Foreman of Works	. Nil.	200.	0.	0.	Addition.
Foreman Carpenter.	245.	245.	٥.	0.	
Foreman of Works.	228.	220.	0.	0.	
Storekeeper.	Nil.	90.	0.	0.	Addition.
Blacksmith & Motor Mechanic.	196.	250.	0.	0.	Office enlarged.
2 Carpenters.	380.	380.	0.	0.	
2 additional Carpenters. (if arriving by "Orita"	Nil.	150.	0.	0.	On the assumption that 2 extra Carpenters arrive by S Orita".
Apprentice Carpenter.	70.	70.	٥.	0.	
Lamplighter.	160.	146.	0.	٥.	
Apprentice Blacksmith.	52.	2	lil.		
Two Carters.	272.	272.	٥.	٥.	V
Sanitary Carter.	160.	160.	0.	0.	
Asst. "	60.	60.	٥.	0.	
Caretaker, Town Hall.	160.	160.	Ο.	0.	
Mason	160.	160.	0.	0.	
Addtnl/Lamplighter	Nil.	70.	0.	0.	_ S.W. No 23.
Total.	.3,163.	23,569.	. II	. 9	a
	-1-	- 1			

Say......23,570.
Less Special Warrant No 23 for
Lamplighter. 70.

23,500.

3,163. Less

£337. Further amount proquired.

for C.E. 26/9/28.