



2025 Junior B Tier 1 Planning Meeting Minutes

November 15, 2025

1. Meeting called to order 9:03am.
2. **Additions to the Agenda**
 - Marketing and Communications
3. **Approval of 2026 Planning Meeting Agenda**
 - Motion to accept made by Chill, second by Rampage – Vote held (Passed)
4. **Approval of 2025 Planning Meeting Minutes**
 - Motion to approve minutes made by Mavericks, second by Outlaws - Vote held (Passed)
5. **Review of Key Dates for 2026**
 - December 8th, 2025 – Divisional Constraints (including Playoffs & Provincials) needs to be submitted
 - January 9th – North U17 Information Session
 - January 15th – Tier 1 Home Games & Constraints needs to be submitted to Christine
 - January 16th – South U17 Information Session
 - January 24th – North Combine
 - February 14th – South Combine
 - February 16th – Junior A Draft
 - February 17th – Central Draft (Mavericks Host)
 - February 18th – South Draft (Shamrocks Host)
 - February 20th – North Draft (Crude Host)
 - February 18th – Junior A Negotiation List for LC are due
 - February 22nd – Tier 1 Negotiation Lists for LC are due



- March 1st – LC Transfers Open
- April 10th, 11th & 12th – RMLL Super Coaching Clinic and Uber Clinic
- April 18th & 19th – Junior A Exhibition Weekend (Tentative)
- April 30th – Tier 1 Regular Season Starts
- May 2nd & 3rd – Tier II Crossover Weekend in Sylvan Lake (Tentative)
- May 29th & 30th – Team Alberta U22 Tryouts
- June 30th – LC Transfers Close
- July 12th – Regular Season Ends
- July 31st to August 3rd – Larry Bishop Memorial Cup (Mavericks Host)
- August 16th – 23rd Founders Cup (Saint John, New Brunswick)

Steve (Outlaws) asked about moving the Super Clinic elsewhere.

- *The clinic is held in Okotoks because of the floor availability, and the cost of the hotel (rooms, boardrooms & food) for the participants. If the North or Central wanted to look into hosting a clinic then they could do so.*

❖ **Action: Commissioner tasked with asking the Executive to see if the Super Clinic could be moved a week sooner for 2027.**

Christine asked the question if we would like to move the start of the season.

- *The division agreed to start on April 25th instead of the 30th.*

Dave (Rebels) asked if the Information Session and the Combine could be held on the same day.

• *The Information Session is usually a good thing for the parents to ask any questions they may have about the transition into Major Lacrosse while the Combine is more for the player(s). Terry (Crude) mentioned that Service Place does not have space large enough to host the Information Session at the same time as the Combine.*



6. Administration

2026 ALA Registration Fees

Lacrosse Canada increased their MA registration fees for 2026. This will cost the ALA and additional \$150K to \$160K.

- Player \$87 plus admin fee (was \$72)
- Coaches \$57 (was \$47)
- Trainers/Managers/Board \$47 (was \$39)

Each Franchise Holder will be invoiced for everyone on their Board/Executive regardless of an individual holding other roles on the Franchises of the Franchise Holder.

Each Franchise Holder is invoiced for each of their teams' coaches, trainers & managers except:

- if an individual has more than one role on one of their teams as a coach, trainer, or manager.

In this case the team is just invoiced for the role with a higher rate.

Provincial Fee

- \$1500 per team (no change from 2025)

ALA Funding for Founders'

- \$4000 per team

Indigenous Content for Provincial Opening Ceremonies

- \$800 per division

❖ Action: Christine to ask ALA for an increase in the Indigenous Content Funding from \$800 - \$1500.



7. ALRA

Fees

The document was sent to the division in an email on October 3, 2025, outlining the proposed game fee increases for the officials at the RMLL level (*Note – 3 teams responded*).

The ALRA would like to increase:

- Sr. B to \$100.00 per Official per game (currently \$85.00)
- Sr. C to \$95.00 per Official per game (currently \$79.00)
- Jr. A to \$100.00 per Official per game (currently 85.00)
- Tier I to \$90.00 per Official per game (currently \$79.00)
- Tier II to \$85.00 per Official per game (currently \$73.00)
- Major Female to \$75.00 per Official per game (currently \$73.00)

ALRA Rational for increase

Official game fees have not been increased since 2012.

There is an expectation that game fees should be increased due to the cost of living.

ALRA feels the game fee rate cannot be compared to other MAs as AB has different geographical settings.

Divisions are playing at a higher skill level, so Official expectations have risen.

Maybe if all Officials in Major were paid the same game fee rate, then maybe eliminate or at least reduce the perception that Divisions paying a higher game fee was getting higher quality Official.

One Division is not easier to officiate over another. All are unique and have their own requirements.

The Official game fee rate will be increased to \$90.00 per Official per game in each RMLL Division.

Shot Clock Officials

- The requirement for ALRA to provide an Official to operate the shot at all Division Playoff games except for Jr. A Playoff games as been eliminated.
- The requirement for the ALRA to provide an Official to operate the shot clock in all Division Provincial games still applies.



8. Team Events (RMLL Regulation 8.1)

8.1 Off Season/Pre-season

- 8.1.1 Each RMLL Franchise is required to complete a Team Event entry in the RMLL Team Management System for all their Franchise lacrosse activities held in Alberta during the off season/pre-season. Franchise lacrosse activities requiring a Team Event include: a team activity which includes a team's roster players, protected list players, U17 graduating players, Division free agents and exhibition games.

9. Player Affiliations

- Player affiliations have become a bigger part of our league these past couple of seasons and the volume of requests that come in for weekend games are great. I would appreciate that when you start the approval process, if you could ask everyone in the email to "respond all" to the original email then I will be able to see the complete chain of approvals. This will help me speed up the approvals for everyone.

*Commissioner Request – when requesting an affiliation, please add the wording **"respond all"** to the email so when it gets to the division approval all the necessary approvals will be in one email chain to help speed up the approval process.*

10. Presentation from the Strathcona Grizzlies application

- Motion on the application to accept the Strathcona Grizzlies into the Tier 1 Division made by the Rebels, seconded by Marauders – Vote Held (Not Approved)
- ❖ **Action – Commissioner to ask Executive if a potential expansion franchise should be sponsored by an existing team.**

11. Rosters

For a player, bench staff and a manager to be considered duly registered the following must be entered into the RMLL System:

For each player to be considered duly registered to a team, the following info must be entered 4 days prior to the first Division game

Mandatory Player Fields:



- Player First Name
- Player Last Name
- Player DOB
- Player Address
- Player City
- Player Postal Code
- Player Province
- Player Gender
- Player Home/cell Number
- Player Primary E-Mail Address
- Jersey number
- RAMP Reg.# (Intent-to-Play)
- For goalies, position must be entered

(Jr. Players are DOB 2005, 2006, 2007, 2008 and 2009)

Tier I may not have more than 25 players on their roster.

For each coach, trainer and manager to be considered duly registered, the following info must be entered in the RMLL System 4 days prior to the first Division game.

1. Head Coach
2. Assistant Coach 1, 2, 3, 4, and 5
3. Manager
4. Trainer

For all the above contacts, the following info must be entered:

- e-mail address
- mailing address
- home and/or cell #

❖ **Action: for the Head Coach and Manager, the flag for e-mail address MUST be set to VIEW.**

Setting one or all phone numbers to view is the choice of the Manager and Coach. Having one phone number set to view is helpful to other teams needing to get a hold of someone on a team.

As per RMLL Regulations, there are several consequences for not following the above re rosters and playing ineligible players:



43.6. Any Franchise failing to enter their roster in the RMLL Franchise Management System Roster by April 27 or four (4) days prior to the first scheduled league game of their division if season play starts prior to May 1, will be fined the sum of two hundred and fifty dollars (\$250.00) and an additional fifty dollars (\$50.00) for each day after the deadline until the roster is entered.

This also applies to player(s) added to a Franchise roster after May 1.

43.7. Any Franchise that does not enter their players required contact information in the RMLL Franchise Management System by April 27 or four (4) days prior to the first scheduled league game of their Division if season play starts prior to May 1, shall receive a fine of twenty-five dollars (\$25.00) for each of the required fields not entered. This also applies to player(s) added to a team roster after May 1.

43.16. The penalty for breaches of Regulation 23.1 to 23.3 will be one hundred dollars (\$100.00) for each offense and will result in the loss of the game if applicable.

43.17. The penalty for breaches of Regulation from 29.1 to 29.11 will be one hundred dollars (\$100.00) for each offense and will result in the loss of the game if applicable.

- ❖ Action: Rosters are to be entered by April 26th for the 2026 season (maybe moved up due to schedule change once decided on by the division).
- ❖ Action: Teams are asked to ensure that head shots of their players will be uploaded onto the website.

12. Game Sheets

- No changes to our game sheets for 2026. Each team will be given their package of game sheets at the 2026 Planning Meeting & AGM.
- ALA carried a motion for electronic game sheets for both box & field lacrosse in 2026
- 2026 will be a transition year for the RMLL as we move to having it all online for 2027.

Paper game sheets will still be required for the exhibition season as the complete rosters will not be set/entered into the system for the electronic platform to pull that information.

13. Coaching Certifications & Requirements

At the beginning of June, the list of RMLL coaches is sent to the ALA requesting their coaching certification and status. Depending on ALA workload, the verification is returned prior to the end of June. Once the List is received, then each coach is checked to determine status for Playoffs, Provincials and Nationals. Missing requirements are identified. List is then sent to Commissioners to send a team's specific info just to that team.



Reminder that all teams & coaches should be responsible to manage their own certifications and to check them regularly throughout the season.

14. Emergency Response Plans / Trainers Certificates

13.05 Trainers must have the appropriate certificate. Appropriate certification is defined as one of the following:

- Any St. John Ambulance Emergency First Aid course of 8 hours (or more) or equivalent
- Canadian Red Cross Standard First Aid & First Responder
- Canadian Red Cross Sport First Responder and Sport Aid course
- Hockey Canada Safety Program (HCSP)
- An appropriate designation (examples: MD; RN; Physiotherapist, Police Officer; Firefighter, Chiropractor; Registered Massage Therapist).

From the above, please be clear CPR (as a stand-alone certification) is not an equivalency.

- ❖ **Action: Teams will be asked to submit prior to Season starting so the ERP's can be forwarded out.**

15. Home Facility Specifications

- ❖ **Action: All teams are requested to fill out the document and submit it to Christine before the season starts.**

16. Division Discipline Representatives

- Submit names from the Tier 1 division for RMLL Discipline Reps by December 9, 2025.

Currently – Terry Dokken (Crude), Wally Genz (Mavericks) & Vacant

- ❖ **Action – Commissioner to send out an email to division asking for a volunteer for the vacant position.**



17. RMLL Website Changes

RMLL is currently redesigning the website for 2026

- The RMLL website has received over **30,000 users from May 22nd, 2025, to October 9th, 2025**, with the majority visiting on **mobile devices (Over 70% - See traffic and insights report below)**. Fans, families, and players rely on it for schedules, standings, and league updates.
- Currently, there is a large amount of information locked away in PDF downloads and spreadsheets, making it difficult to access, navigate, and update. The site is currently **mobile “friendly”** however the data heavily leans towards the need for a **mobile “first”** re-design.

A new website will:

- Provide a **modern, professional look**
- Work seamlessly across phones, tablets, and desktops
- Make forms, budgets, and bylaws easier to access
- Give staff simpler tools to update content
- Optionally include **advertising** to help cover costs

Launch is anticipated to take place at the end of February 2026

18. 2026 Jr. B. Tier 1 Divisional Scheduling Constraints

***** (as of November 15th)**

RMLL Jr. B Tier 1 Division: age - 17 to 21 (2009, 2008, 2007, 2006, & 2005)

Teams: 14

North Division: Edmonton Warriors, Fort Saskatchewan Rebels, Beaumont Outlaws, and Crude Lacrosse Club

Central Division: Red Deer Rampage, Mavericks Lacrosse, Rockyview Silvertips and Calgary Chill

South Division: Calgary Mountaineers, Calgary Shamrocks, Okotoks Marauders

East Division: Winnipeg Blizzard, Saskatchewan SWAT and Regina Queen City Kings

Games: 20 (10 home, 10 away – Unbalanced)



Game Duration:

- 150 minutes if 30-minute warmup
- 180 minutes if 60-minute warm-up

Game Days: Tuesday, Thursday, Friday, Saturday, and Sunday

Tuesdays/Thursdays Games: Teams Must be within 75 KM of each other

Friday Games: Maximum distance between teams is 125 Km

Long Weekends and Statutory Holidays:

Games are only scheduled on the Victoria Day Weekend (May 15th, 16th, 17th & 18th, 2026) when two teams agree to play each other this weekend.

Regular Season Start Date: Thursday, April 30, 2026

- *Start Date maybe moved*

Regular Season End Date: Sunday July 12, 2026

Regular Season Format for 2026:

North Division:

- Limited travel outside of the Division.

Central Division:

- Silvertips & Chill travel to Saskatoon for 3 games each with the Swat.
- Rampage & Mavericks to Regina for 3 games each with the Kings.

South Division:

- Mounties & Shamrocks to Winnipeg for 3 games each with the Blizzard.
- Marauders to the North

East Division:

Blizzard

- AB travel to Marauders, Warriors, Outlaws, Crude & Rebels
- Play Kings and Swat 4 times (2 home and 2 away)



Queen City Kings

- AB travel to Silvertips, Chill, Mounties, Warriors & Crude
- Play Blizzard and Swat 4 times (2 home and 2 away)

Swat

- AB travel to Rampage, Mavericks, Outlaws, Rebels, Warriors & Crude
- Play Blizzard and Kings 4 times (2 home and 2 away)

Playoffs:

North, Central, and South Divisions – Each Division has two playoff rounds – Both Rounds Best of 3 Series.

- Round 1 – 1st Place Team in each Division gets a bye.
2 vs 3– Thursday, July 16 to Monday, July 20, 2026
- Round 2 – 1st Place from Regular Season and Winner of Round 1 – Thursday, July 23 to Monday, July 27, 2026

East Division – One round of playoffs – Best of 3 Series.

- Date: Friday July 24 to Sunday, July 26, 2026
- Top 2 teams from Regular Season. All games played in the home arena of the highest - ranking team from Regular Season.

Larry Bishop Memorial Cup (RMLL and ALA Championship):

- Friday July 31 to Monday August 3, 2026

RMLL Championship Format:

- Host (Mavericks), North Division Champion, Central Division Champion, South Division Champion and East Division Champion. If Host and Central Division Champion are the same team, the Central Division Team losing Round 2 will participate.

Founders' Cup

- Saint John, New Brunswick (Host) August 16 – 23, 2026

Teams were presented with 2 options for flights to New Brunswick.

- *Option#1 – Flyout of Edmonton*
- *Option#2 – Flyout of Calgary*

Both options were similar in terms of price.



Motion by Outlaws to book flights out of Calgary and which ever team is going to Founders that they would travel an extra day (Friday instead of Saturday) to ensure they are there in plenty of time, seconded by Silvertips – Vote Held (Passed)

19. Supplemental Discipline

- There is a draft being written for a regulation to allow Commissioners to suspend and/or fine a player and/or team for an infraction that is not on the game sheet for a specific game but has been captured on a video from the game.
- Process would be as follows:
 - a) The video must be submitted within 24 hours of the game being played.
 - b) The submission must include a \$200 fee, that will be returned if the infraction is deemed to have been missed or penalty assessed should have been different and warrants a suspension and/or fine or a different suspension and/or fine.
- The Division Commissioner & RMLL OIC will review the video and determine if the incident was an infraction, if an infraction was missed, if not missed was the appropriate penalty called.
- **Will be no appeal of their decision in the RMLL**

A few teams expressed some concern regarding the proposed Supplemental Discipline regulation. Commissioner informed the teams that this was for information only right now and that it is still being written so nothing has been finalized yet. There would be strict guidelines on who could submit anything for review.

Lunch Break – 12:00pm – 1:00pm

20. New Business

- a) RMLL OIC Visit



Key Points Discussed

1. Number of Qualified Officials and Referee Pool

- *Estimated 10 to 20 officials actively involved, with many appointed to major tournaments including Founders Cup.*
- *Most officials who participated in major events like Founders Cup have benefited from tiered experience, including Junior A, Senior, and Tier 1 levels.*
- *Challenges remain due to travel constraints, scheduling conflicts, and the limited number of highly experienced referees available for all games.*

2. Consistency and Mechanics of Officiating

- *The league faces challenges achieving consistent calls, especially between games and within the same game.*
- *Common contentious calls include face-offs and crease violations, with evidence showing some regions applying rules inconsistently or improperly.*
- *Mechanics of the three-official system sometimes cause confusion or mistrust among officials, affecting call accuracy and game flow.*

3. Development and Assignment Practices

- *Recognized need to assign less experienced referees to slower-paced or lower-tier games (e.g., Tier 2 ladies, Senior ladies) to develop mechanics before advancing to higher-impact games.*
- *Scheduling difficulties and referee availability currently limit ideal assignment practices, sometimes forcing new officials into high-pressure games too early.*
- *Goal is to prevent negative experiences that lead to officials quitting.*

4. Evaluation, Feedback, and Use of Data

- *Evaluations are conducted but feedback loops to referees and coaches are not always transparent or timely.*
- *Introductions of new technology (digital report forms, mobile apps) aim to streamline data collection and review.*
- *There is a push to increase the use of aggregated evaluation data to improve referee assignments and performance over a season.*
- *Calls for a more transparent and responsive feedback system that lets referees understand performance reviews.*



5. Game Awareness and Impact on Outcomes

- *Game awareness distinguishes senior experienced referees, impacting the fairness and flow of games significantly.*
- *Referees with higher game sense can better manage the game, understanding the influence of calls on momentum and outcomes.*
- *Mentorship and targeted evaluations are key to developing this awareness in less experienced officials.*

6. Challenges with Scheduling and Resource Allocation

- *Geographic disparities exist, with Edmonton having issues related to rule application and Calgary showing a lack of experienced officials.*
- *Officials are frequently pulled between different leagues and game types, creating logistical challenges.*
- *Proper pairing, pairing experienced and new officials together, and linked game assignments are strategies to improve consistency.*

7. Communication and Pre-Game Coordination

- *Suggested practice of pre-game meetings involving both coaching staffs and the officiating crew to align rules, particularly for contentious areas like face-offs and crease plays.*
- *This fosters transparency, consistency, and better understanding among players, coaches, and officials.*

8. Technology and Future Initiatives

- *Plans to implement or expand digital evaluation tools and apps to collect referee and coach feedback efficiently.*
- *Use of video review and publicly accessible casebooks and rule explanations to improve rule clarity and learning.*
- *Exploration of adopting international standards, such as NLL crease rules, to eliminate ambiguity.*



b) Motion to Remove East Teams (Warriors)

Main Points:

1. Motion and Process:

- *The motion aims at removing leased teams from outside Alberta by 2027, allowing one final season (2026) with the current structure to complete the existing hosting rotation of the Larry Bishop tournament.*
- *Any formal decision will occur after further consultations, including a Zoom meeting allowing all stakeholders to present viewpoints.*
- *A preliminary vote will measure appetite to move forward rather than decide final outcomes.*

2. Historical Overview and Contributions:

- *East division teams have been part of the league for over 15 years, initially supported by financial arrangements to minimize travel costs, such as travel subsidies to visiting teams and fundraising contributions.*
- *These teams have raised the competitive level and helped develop lacrosse across provinces.*
- *Alberta teams, including the Warriors, have invested significant resources—financial and volunteers to support their programs within the league.*

3. Concerns Regarding Fairness and Competitive Balance:

- *The inclusion of East teams affects Alberta teams' standings and chances to qualify for national championships like the Founders Cup.*
- *Unlike Manitoba and Saskatchewan, where automatic bids or provincial playoff systems determine representatives, Alberta teams feel disadvantaged as East teams influence league standings without Alberta's input on East team qualifications.*
- *The Warriors and others express frustration that East teams can impact playoff outcomes, but Alberta teams have limited influence on those teams' paths.*

4. Financial and Logistical Challenges:

- *Travel costs for trips to Eastern provinces (e.g., Winnipeg, Regina, Saskatoon) are substantial, often tens of thousands of dollars for teams, adding significant financial strain on players, families, and volunteers.*



- *Scheduling challenges arise, such as playing multiple games in a few days, increasing risk of player injury and requiring more time off from other commitments.*
- *Fundraising difficulties add to the challenge, with teams struggling to justify or afford travel expenses given other budgetary needs (e.g., coaching staff, player development).*

5. Impact on Player and Team Experience:

- *Players and families often express concerns about the high costs and extended travel, which can affect their ability or willingness to participate fully.*
- *The financial burden may detract from opportunities to invest in player development, training, or additional facilities.*
- *Some teams question whether the exposure gained by traveling east justifies the cost and whether the experience aligns with their long-term program goals.*

6. Alternative Solutions and Future Considerations:

- *Proposals include reducing the frequency of eastern travel, e.g., limiting trips to Winnipeg or Regina once every 10 years as part of the schedule.*
- *There's discussion about maintaining East teams within the league but excluding their games from league standings or provincial championship calculations.*
- *Emphasis on preserving competitive integrity and growth of the league, balanced with financial sustainability for Alberta teams.*
- *Recognition that the league landscape has changed over time with increasing numbers of teams and games, leading to higher travel burdens.*

7. Commitment to Growth and Competitiveness:

- *Proponents of continued East team participation highlight the role of increased competition in raising Alberta teams' performance, especially for national tournaments.*
- *East teams have contributed valuable talent and competitive games needed to prepare Alberta teams for competitions like Ontario championships.*
- *Acknowledgement of past success stories where league expansion and interprovincial play helped elevate the quality of lacrosse.*

Motion was tabled as the Winnipeg Blizzard were in the process of applying to the Junior A division. That decision should be made before December 1st and then we can have another meeting after that.



c) Referee Billing (Warriors)

Warriors wanted to discuss the impact of referee billing split amongst the teams.

1. Arguments For Continuing Cost Sharing

- *Referees provide services to both teams, so costs should fairly be shared rather than assigned solely to the home or visiting team.*
- *Cost splitting smooths out fluctuations and prevents penalizing teams simply because of geographic location or referee availability pressures.*
- *The system encourages collective responsibility among all teams, which helps maintain overall league stability.*

2. Arguments Against Cost Sharing / Reverting to Previous System

- *Some voices proposed returning to the previous method where mileage fees were not pooled or split, resulting in teams paying only for their direct referee travel costs.*
- *Concerns were raised about the perception of “overpayment” by teams not benefiting equally in some years.*
- *Recognition that referee assignment is controlled centrally, limiting individual teams' ability to influence where referees come from or how costs are distributed.*

3. Consensus and Next Steps

- *No formal motion was immediately put forward.*
- *A reminder was provided that motions on this subject can be tabled, seconded, and voted on in future meetings if teams desire to revisit the policy.*
- *It was acknowledged that differences in local referee availability (e.g., some areas having more referees than others) influence cost variability, but the pooling arrangement aims to balance this out collectively.*
- *The group affirmed the importance of ongoing collaboration and collective solutions to referee costs rather than reverting to fragmented approaches.*

4. Additional Notes

- *Teams are reminded they have limited control over referee assignments and travel logistics, which necessitates cooperative cost management.*
- *The discussion reinforced that referee services benefit the entire game experience for all teams involved, underscoring the fairness of shared expenses.*



Summary:

- The division continues to support the current split/mileage pooling system as the fairest way to manage referee-related expenses.
- d) Jackson Porter Annual Memorial Golf Classic (Family Request)
- *Jackson Porter, the namesake of the Larry Bishop MVP award, tragically passed away.*
 - *His family wishes to host a golf tournament in his honor.*
 - *The event was attempted last year but had low attendance due to conflicting lacrosse game schedules.*
 - *Porter's family has requested **July 4th** be designated as a **blackout day** — meaning no lacrosse games scheduled for the North division on that date.*
 - *This would allow friends, former teammates, and community members to attend the golf tournament and honor Jackson.*
 - *The request is to apply this blackout exclusively to **North division teams** due to differences in scheduling needs across divisions.*
 - *No blackout requested for other divisions or general removal of games on that day outside the North division.*

Decision - The proposal is to accommodate the family request by making July 4th a day with no lacrosse games scheduled for North division teams.

e) Semi Final at Larry Bishop

This was a one-year trial, and everyone agreed that it cause player safety issues with an extra game during the weekend. However, with the potential restructuring of our divisions and potentially dropping a team on the championship weekend that a semi final game was not out of the question. This will be discussed in future meetings.

21. Commissioner Election

Ian agrees to let his name stand for the position of Tier 1 Commissioner.

Motion by Outlaws to elect Ian as Commissioner, seconded by Warriors – Vote Held (Passed)



22. Meeting Adjournment

Motion by Brendan to adjourn the meeting, seconded by Kings – Vote Held (Passed)

Meeting adjourned at 4:00pm.