

The Port Authority of New York and New Jersey
Committee on Operations Meeting Transcripts
April 28, 2011

[Chris Ward] --ability and customer service. We have, as an institution, set a standard of excellence that clearly we failed on this Easter weekend, and we will take, and have taken, all the necessary measures to ensure that this kind of traffic issue never happens again. I will be describing both the incident as well as what we believe will be an effective way to never allow that to happen again. And I will also discuss a bit about the management issues in terms of decision making in the field. I would start with that as an issue, and as much as I've said it before that bureaucracies work well for government because they consistently provide, over decades, a level of service to the public, but they don't always work well in situations like this. We need to empower our employees to make executive decisions that are outside of the bureaucratic response to maintaining a toll booth. And that's our cultural change that we have to work on within the Port Authority. But let me just take you through, obviously, that difficult incident. This is the Outerbridge Crossing over the Easter weekend. And as you can see, the backup on the span is considerable. We had--not as bad--but we had similar congestion at the Holland Tunnel. And all of this was a function of the amount of available toll collectors within our cash lanes and the staffing issues associated within our toll collector availability on that day. As you know, we have recently had a buyout, and we've had retirements. There are approximately--there were eight vacancies-- four toll collectors that we will fill, but that we have not yet filled. On that day at the Outerbridge Crossing, in addition, we had two people calling in sick. There have been press reports that this was somehow a sickout. That's inconsistent with our experience, so I do think that it was a legitimate sickout. And there are various work rules in terms of the union employees who are toll collectors in terms of whether or not we can redirect them from another facility if there is an emergency, or if there is other locations they could be moved from. The other thing that I would add is that being a toll collector is not as simple as taking five dollars from a passing vehicle. There is a multiple of different tolls given cars, trucks, axles, and the like. So people need to be trained as toll collectors, and to fulfill that function does require training. Here you see the configuration, and some of you may have experienced this issue when you were approaching the Holland Tunnel--the cash lane for people who, for whatever reason, have chosen not to get E-ZPass. You can see that the cash lanes are available on the right-hand side, and that if you do not have enough people on E-ZPass, even with the best of traffic, it can back up onto the approach to the 1&9 and the New Jersey Turnpike. So this is both a problem of how we staff these lanes and then also the natural construction reality of how our toll booths are configured. The next one. This is the Outerbridge, and this is where we saw the problem. Here you see the introduction of our Gantry System, which is to the far left. We've permanently closed eight. We have a locked-in lane at 12, which is E-ZPass. And then we have the mixed mode opportunity that, as you can see on the bottom, can go cash and E-ZPass, adjustable by the hour. And then you have fixed, full-time lanes, where you're either going to go cash, or you're going to go E-ZPass. And it was on that day when Booth 16 was the sole cash lane, which caused the significant, significant backup on the Outerbridge Crossing.

[Comm. V.Bauer] Excuse me, may I ask why would we have 8 permanently closed? That looks like it's right in the middle. Why would that lane be closed?

[Chris Ward] Cedric?

[C. Fulton] In terms of being able to manage the traffic flows and keep a separation from the E-ZPass lanes for safety purposes, the decision was made to permanently close-- in terms of not having that lane available for use.

[many people speaking at same time]

[Comm. V. Bauer] I'm not an expert on that.

[Chris Ward] As you see, the Gantry crane--

[Comm. V. Bauer] Right in the middle seems like--

[Chris Ward] The Gantry crane allows you to travel through at 45 miles per hour. People who are crossing from the right-hand lane over to get into the higher speed Gantry crane-- our traffic engineers have made the risk of accidents of occurring as people are mixing and matching at that rate of speed versus the 25 miles per hour that is the typical gate speed for our toll booths. We wanted a barrier or separation in terms of where that mixing and matching would take place.

[Chairman Samson] So is that going to be permanently closed?

[Chris Ward] Yes.

[Chairman Samson]Forever?

[Chris Ward] Yes. Until we move to an all-electronic tolling system, which is the Gantry System, throughout the entire network.

[Comm. Steiner] Have you considered putting in a Gantry System over on the right so we avoid that cutting over?

[Chris Ward] We are under our all-electronic tolling strategy. Ernesto?

[E. Butcher] The reason that the Gantry lane is over on the left is because it makes it-- this is for through traffic. On the right there are exits off of the bridge.

[Comm. D. Steiner] Okay. I'm sure you've considered it.

[Chris Ward] Next slide. This is the more simple and less traveled Bayonne Bridge, where we have not seen these kind of difficulties--where we do have the two cash lanes and the full E-ZPass lane. And that full E-ZPass lane is a 25-mile-per hour operation. Next? And here is the Goethals Bridge. As you can see, the same strategy for E-ZPass and cash. Next?

[Comm. V.Bauer] I'm sorry. >>

[Chris Ward] Sure.

[Comm. V. Bauer] Chris, so all cash lanes also-- everybody accepts E-ZPass now, is that correct?

[Chris Ward] Correct. So when we are looking at how we're going to solve this problem, clearly we need the vacancies to be filled. But even then, we're going to have to empower facility managers to make a smart decision when there are issues. But we think technology is the best way to really approach this problem and not simply attack it by additional manpower. So in the future, facility managers will be empowered to make a decision, when there is as extreme amounts of traffic as we saw that day, that we would open E-ZPass lanes and use our license reading system to then notify those people who are a cash-paying customer who went through an E-ZPass lane. We will identify them with their license, and using that license information, we will then send them a letter asking them to pay us simply the 8-dollar toll. There will be no penalties, and there will be no surcharges on it. We will just be collecting the 8-dollar toll.

[Comm. A. Sartor] Why would you do that at the turnpike when situations like this arise? Is Ray here? >>

[Comm. R. Pocino] Right here.

[Comm. A. Sartor] Don't they just open up the tolls at that point?

[Comm. R. Pocino] They have on some occasions.

[Speaking at same time] You just go right through.

[Comm. A. Sartor] Especially like at Easter.

[Chris Ward] Again, that's the management decision that I was talking about-- that if there is a situation where the traffic, even with opening up the E-ZPass lanes to cash customers, still reaches the level, a manager should be empowered to make the right decision and just waive people through like the New Jersey Turnpike.

[Comm. V. Bauer] It's common sense.

[Chair D. Samson] Have you finished your presentation?

[Chris Ward] I have one more slide. >>

[Chair D. Samson] Oh, I'm sorry.

[Chris Ward] I think--if we could just go to the end. Obviously, we are concerned about revenue. The Staten Island Bridge obviously provides a significant amount of revenue. But the next slide, I think, is a very good slide, which is that people really do pay. And when we've had scofflaw issues, the amount of people who are in fact not paying is a tiny percentage. So even if we were to go the letter following, we think we will recover the revenue. And if we waive them through, we think that that will be a di minimus impact for financial capacity. And again, I will be appearing on Staten Island on Monday night for a public presentation that I just gave you and will be fielding questions and concerns from the

Staten Island motorists who experienced that difficult day.

[Comm. J.Moerdler] Chris, do we have the license plate readers in place and the signage in place for this kind of a diversion to say to people, "Please use the E-ZPass lane. Even if you don't have an E-ZPass, you will be billed"?

[Chris Ward] Yes.

[speaking at same time] Yeah.

[Comm. J.Moerdler] It's already in place?

[Chris Ward] Yeah. Well, we have it. We're getting ready for Mother's Day as we anticipate--

[Comm. D. Steiner] But you've got it in place?

[Chris Ward] It will be in place by Mother's Day.

[Comm. D. Steiner] This year's Mother's Day? >>

[Chris Ward] Yes, this year's Mother's Day.

[Chair D.Samson] Have you completed your presentation?

[Chris Ward] Unless there are further questions.

[Comm. J.Moerdler] Will that apply at all of the bridges and tunnel that will have that alternative in place?

[Chris Ward] Yes, each location would have that alternative in place.

[Comm. J.Moerdler] So for example, if we have--G.W. gets closed because there's a bad accident-- we had the--years ago--that propane spill on the G.W. and the bridge was closed a half a day. We can go to this kind of an option at all the other facilities to keep the traffic moving in and out of the city?

[Chris Ward] Yes. But let me just close with one of the things that I think is important. In many of my remarks, unfortunately traffic is a condition that on a normal day can be significant. We are not going to be using this to alleviate all traffic conditions. We would only use this extraordinary measure when we face the kind of extraordinary traffic we saw on that day.

[Comm. J.Moerdler] One hundred percent. If there's a 20-minute back up, that's ordinary cause of physics. It happens.

[Comm. D. Steiner] Go at a different time of day.

[Comm. V.Bauer] And have you addressed the issue of manning the tolls. You said, I guess, there were

people who were out sick?

[Chris Ward] Yeah, we will fill the eight vacancies.

[Chair R. Pocino] Chris, obviously the electronics is the way to go, and it's obviously the total future for us. What is our game plan in terms of completing--

[Chris Ward] The all-electronics toll?

[Comm. R. Pocino] The all-electronic Gantries?

[Chris Ward] Well, the all-electronic tolling program initiated with the MTA, and we're partners, obviously, within the region with all the toll-collecting agencies. We have instituted the first pilot with the MTA on the Henry Hudson Crossing, and we have a specific team within Tunnel and Bridges, which is advancing the all-electronic tolling. As you know, we made a major decision as it relates to our toll booths--retaining our toll booths-- so that would not be an impediment for bringing in all-electronic tolling. There are legislative requirements in terms of how electronic tolling can be implemented. There are major operational issues associated with all-electronic tolling that need to be worked through, and that is everybody who is coming through the system in this region is scattered around this country, and you need to have relationships with DMVs throughout the country so that that license plate reader information goes back to that location and we're getting the person from Maryland who's driving to Boston for the holiday. That's a major technology issue. Finally then, collection and pooling of the resources amongst the various agencies is another issue. So we're moving aggressively, but candidly the all-electronic tolling system is going to take probably two years to fully implement.

[Chair D.Samson] Any other questions of the Executive Director by any Commissioners? I'd like to ask you a couple of questions. But I want to start out by saying that I think we, as a group--speaking on behalf of the Board consider this to be completely unacceptable.

[Chris Ward] Without a doubt.

[Chair D.Samson] It was by anybody's definition outrageous. And the impacts were felt primarily by the folks on Staten Island, but it was a regional problem, not a localized problem. So I think too often-- and in this case I want to be specific about it-- the Port Authority is viewed as being insensitive to commuter inconvenience and agita. And in this particular case, that is not the case. I want to be explicit about it and say that this cannot happen again. Now, I don't understand-- and I hate to take you through this-- but there have been a number of conflicting reports about the number of toll collectors who were on duty, who should have been on duty, and then the overlay on that is management decisions. You were talking about increasing flexibility for management decisions. Can you explain--as I look at this Outerbridge Crossing layout, you've got these lanes two and four; there are not collectors there, right?

[Chris Ward] Correct.

[Chair D.Samson] I assume, right? Right? I mean--that's the overhead Gantry, so I presume there are no toll collectors who are assigned there. >>

[Chris Ward] Correct.

[Chairman Samson] Now you have the E-ZPass lane. Are there toll collectors assigned to the E-ZPass lane? What's an all E-ZPass lane?

[C. Fulton] No, if it's an E-ZPass lane there are no toll collectors.

[Chair D.Samson] All right, so if we looked just at this, where are the toll collectors assigned? Or more specifically, where should they have been assigned?

[Chris Ward] Fourteen and sixteen.

[Chair D.Samson] So we went down from two to one?

[Chris Ward] Two to one.

[Chair D.Samson] And the reason was what?

[C. Fulton] We didn't have enough people. Coming into the weekend, we have to fully staff all three facilities 24/7--

[Chair D.Samson] When you say "all three," what are you talking about?

[Chris Ward] Staten Island Bridge.

[C. Fulton] Staten Island Bridges, the entire network. We require 27 bodies at all tolls at all bridges. And coming into the weekend, the facility was only working with 31 people, as compared to the 39 people we need--that Chris was talking about.

[Chair D.Samson] Wait, back up on this so I can understand. You said there were you should have had 27?

[C. Fulton] We need 27 to staff the weekend.

[Chair D.Samson] Okay, and that's around the clock, right?

[C. Fulton] That's around the clock at all three facilities.

[Chair D.Samson] Okay, and if we had had that number of people, would this kind of a situation have occurred?

[C. Fulton] I do not believe so.

[Chair D.Samson] Okay. I'm sorry, I interrupted you.

[C. Fulton] So what happens is, when we don't have the necessary people because people--the remaining

staff we have had working overtime over the last several weeks, and when we attempted to call them in for overtime, because of contract rules, they are able to deny coming in. So we ended up being short staffed. So we started off short coming in because of the vacancies, and the people who-- >>

[Chris Ward] The eight that I was referring to.

[C. Fulton] The difference between--

[Chair D.Samson] You've lost me on the numbers, so I apologize. I'm really, really slow on this. So just take me back through this so I understand it, okay?

[C. Fulton] My authorized staff at Staten Island would have been 39 toll workers. We had eight vacancies.

[Chair D.Samson] All right, so that brings you down to 31. And by eight vacancies you mean that either through retirement or some termination, you had--you were not fully staffed?

[C. Fulton] Correct. Going into any weekend we would have needed 27 people, but that's a very tight ratio, 27 to--

[Chair D.Samson] Out of a total population of 31?

[C. Fulton] Thirty-one. And so, that group that we had had been working excessive amounts of overtime the last several weeks--several months. When we asked them to come in, they have a choice to say yes or no based on their contract.

[Comm. D.Steiner] Change that contract.

[C. Fulton] It's a TWU contract.

[Comm. D.Steiner] (inaudible). >>

[Chair D.Samson] Okay. Keep going.

[C. Fulton] So the week prior, we were experiencing some difficulties, so they came in and we got through. When we were approaching Easter, we knew it would be a tough weekend. But because of the staff commitments that we thought we had, we believe that we would be able to make it through again, even though we knew we had the men missing.

[Chair D.Samson] Did you have--as you were approaching the weekend-- did you have commitments from 27 people that they would work?

[C. Fulton] We did not. The way it works--

[Chair D.Samson] How many commitments did you have, or from how many people did you have commitments to fill up the total 27 that were necessary, coming into the weekend?

[C. Fulton] We actually made the commitment day by day, hour by hour; that's how close we were to the minimum--

[Chair D.Samson] Why I'm asking these questions is partially because I don't understand, but more particularly to go to the question of whether this was foreseeable. And that, to me, is what's important in how we deal with this problem. It's not a question of just trying to determine accountability, but if we know what happened and why it happened, then we can avoid a repeat of it, hopefully.

[Chris Ward] Yeah, I think--

[C. Fulton] There was one major difference; we had about the same staff the prior weekend. It was a tough weekend, but we got through.

[Chair D.Samson] Yeah, this is Easter, though.

[C. Fulton] If the volumes were not significantly greater, what happens is the way the pattern manifests itself is that people start earlier in the day, and as a result, once the queues began to build up, it was very difficult to keep up with that.

[Chair D.Samson] Let's just go back to the numbers again so I can understand. So you needed 27. You're coming into the weekend. You had a commitment from some number, but it was less than 27. What did you have going--? What did you think you had as you approached Sunday? Out of the necessary 27?

[C. Fulton] The goal was to try to maintain at least one lane every tour at every single facility.

[Chair D.Samson] As opposed to two?

[C. Fulton] As opposed to two or more. There's certain points in time it's actually greater than two--on weekends on Staten Island-- and that's what caused it to deteriorate. We were running tight. So that's what we were attempting to do. We were attempting to use the staff that we had. We were able to get through the prior weekend when the volumes were relatively the same, but the patterns peaked differently. Because we were not able to secure additional overtime because the many people we had had already worked overtime and declined, that's the cause of that.

[Chair D.Samson] So as long as you have these work rules in place which enable workers to refuse to come in when the circumstances are such, this pattern is likely to be foreseeable and maybe recur again, right?

[Chris Ward] Not if we fill the eight vacancies. That, we think, will give us enough of a cushion.

[Chair D.Samson] But they're going to be--aren't they going to be--?

[Chris Ward] But you're spreading out those additional eight over the work program for all three bridges.

[Chair D.Samson] But they're going to be--they're going to have the same work rules applicable to them,

right?

[Chris Ward] Yeah, but you'll just have more of them and the frequency of the overtime will be reduced.

[Chair D.Samson] And when would we expect to have those people hired and trained and in place so that they can make up the full complement of what's necessary at the facilities?

[Chris Ward] Human Resources is now expediting getting, cultivating applicants--

[Chair D.Samson] I say that, Chris, because we've got Mother's Day coming up, we've got Memorial Day coming up, we've got Fourth of July. I mean--it's unthinkable that we could have this again on one of those days, and it strikes me that this problem is foreseeable. And so, what are we doing? I appreciate the Human Resource process and that sometimes it's protracted, but in the meantime, what about the poor folks who have to drive through these facilities on the next two months?

[Chris Ward] Right. Exactly. That's why we have made this protocol that would allow--

[Chair D.Samson] But you have talked also about doing two things, if I heard your presentation correctly. One was opening up this lane, and we've had some comments about the desirability of that. But secondly, empowering management to make more flexible decisions. Well, how would increasing the flexibility of the manager--the local manager's power and authority--have changed this? He can't override the rules, can he? The work rules?

[Chris Ward] Commissioner, a manager, as Commissioner Sartor said--sorry--

[E. Butcher] May I just interject? There's one piece that sometimes you - to address the Chairman's question - The rules are, as they are, over the last several days, Human Resources has been talking to the union about some things that we believe are good. In fact, there's another class of employee within that same union that are Tunnel and Bridge agents, many of them who were toll collectors previously and have moved on to the next level. The agreement that we have been able to reach is that those individuals who have been trained can be called upon as an additional source of labor to staff those.

[Chair D.Samson] So we needed--are you saying--? We needed the union's permission to do this?

[E. Butcher] Yes, sir.

[Comm. R.Pocino] Mr. Chairman, if I can interject one thing. >>

[Chairman Samson] Certainly.

[Comm. R. Pocino] The Turnpike maintains a part-time workforce in toll collection. What they're used for is obviously weekends when it gets busy, and also all during the summertime when there is vacations and so forth, when there is need to fill in spots. There can't be a contract prohibit in terms of part-timers.

[E. Butcher] There is, as a matter of fact - Part-timers is a part of our contingency.

[Comm. R.Pocino] You do have current part-timers?

[Ernesto] Yes; however, at present time, because of all of the manpower changes and reductions, that staff has been basically depleted. And so-- >>

[Comm. D.Steiner] Hire more.

[E. Butcher] Part of our issue is that we have these staff shortages that we have not been able to fill.

[Comm. D.Steiner] I find that hard to believe with all the--

[Chair R.Pocino] we actually have hundreds of part-timers on the Turnpike.

[Chris Ward] So the thing is that there are three answers. One, what the Chairman was asking is the ability to do what Commissioner Sartor said, which is to bleed off the cash lane and to eliminate is one strategy. The second strategy is to allow the technology to bleed off the lane and assess the toll in a letter. The third strategy is an expedited filling the vacancies of the eight toll collectors. Management training and other training of previous existing toll collectors is the fourth part of having enough person power to make sure that it never happens again.

[Chair D.Samson] I understand. My comments, Chris, were directed to the idea that one way to-- one remedial step was to empower the local manager to make more decisions than he had in the past. And I'm not sure I still understand how that, given the manpower situation, given the constraints of the labor contracts, is going to solve the problem. So he has more flexibility. So what is he going to do?

[Chris Ward] He can make the decision to bleed the lane and to open up--

[Chair D.Samson] Exactly. I understand that. But in terms of creating or adding additional manpower, he can't do that, can he?

[Chris Ward] No, that's what I'm saying.

[Chair D.Samson] Even if we say, okay, you've got more flexibility--

[Chris Ward] The thing about it is--

[Chair D.Samson] They don't have the resources to do it.

[Chris Ward] But the technology is the resource which solves the problem, which is allowing those people who are currently backed up--

[Chair D.Samson] I understand that. All I'm talking about it this: My question was a narrow one. You can give them all the flexibility in the world, if he doesn't have the manpower to assign the resources to deal with the problem, it doesn't matter, does it?

[Chris Ward] No, because manpower means that you're going to take-- you're going to have another two

toll collectors.

[Chair D.Samson] Yes. >>

[Chris Ward] You don't need more toll collectors to bleed the lane to get people into the E-ZPass lane. What we're saying is you can open up the E-ZPass lanes with no toll collectors, allow people to travel through that tollbooth. The automatic reader will show who didn't pay. The license plate will then be captured, and we will send a letter to that person who didn't pay. "You owe \$8 dollars for that day of the toll." That will reduce all of the congestion.

[Chair D.Samson] Yes?

[Comm. D.Steiner] Mr. Chairman, I would like to point out two things. It would seem to me--like Commissioner Pocino said-- there ought to be a pool of part-time workers available at each unit that the guy could pick up the phone and bring in people. And the others, why don't we consider privatizing this? And by privatizing it or get some concessions. The Turnpike is solving a lot of problems.

[Chair D.Samson] Ray, would you like to comment on that?

[Comm. D.Steiner] But I think it's something we ought to consider.

[Comm. R.Pocino] A contract has been signed today. There's no privatization.

[Comm. A.Sartor] Okay, but you were able to extract a lot of concessions from the union on work rules.
>>

[Comm. R.Pocino] No question about it.

[Comm. D.Steiner] So we should do the same thing here too.

[Chair D.Samson] Well, look, we're all trying to avoid this problem, and particularly in the short run. >>

[Chris Ward] Sure.

[Chair D.Samson] The long run, I assume your long-term plans are going to be effective. So we're left with, at the end of the day, the solution for Memorial Day, for Mother's Day, is going to be we're leaving to the judgement of the local manager the decision about opening up the toll lanes.

[Chris Ward] Right. The E-ZPass toll lane to current, cash-only customers, and that should solve the problem.

[Comm. V.Bauer] Excuse me, there's one other question, just for clarity. When you say a toll collector who has maxed his overtime can refuse to come in, does that mean he cannot come in, or he has the option?

[Chris Ward] Option.

[Comm. V.Bauer] So perhaps, it would be encouragement for a worker?

[Chris Ward] I'm sure Cedrick was encouraging everybody as hard as he could.

[Comm. V.Bauer] I'm sure too. I was just wondering legally whether or not--

[Chair D.Samson] Commissioner Steiner?

[Comm. D.Steiner] What do they pay toll collectors? What do they get an hour?

[Chris Ward] I'm not sure.

[C. Fulton] Annually, it's about \$60,000 dollars a year.

[Comm. D.Steiner] Plus benefits, right? I can't believe that if you put an ad in the newspaper, you won't have 5,000 or 10,000 people applying for these jobs for \$60,000 dollar job. I just find it hard to believe that they can't get people, because maybe you don't want to get them, or maybe there is a lot of inertia when you haven't done it that way. I'll pay for the ads in the paper and see how many you get.

[Chris Ward] Well, I will report back to the next board meeting on exactly our strategy to fill--

[Comm. D.Steiner] I don't want a strategy; I want it done.

[Chris Ward] Then I will report back how we got it done.

[Comm. D.Steiner] I just want it done. I can't understand; put an ad in the paper and see how many people come out.

[Chair D.Samson] Well, I think we can all--I'm sorry Jeff. Go ahead.

[Comm. J.Moerdler] The discussion about the managers at these facilities, was there a manager on duty at the three bridges in addition to the single toll taker?

[Chris Ward] Correct.

[Comm. J.Moerdler] And if so, why wasn't that manager in a toll booth collecting tolls? And if that's in a work rule, then it needs to get changed in an emergency situation. If the manager is sitting in the control center while there is 10,000 people on line, that manager belonged in a toll booth collecting tolls.

[Comm. D.Steiner] Yeah, if he's a fireman and there's a fire, he's going to go put out the fire, right?

[Chair D.Samson] Yeah, and here's the other problem, what happened if the one toll collector got sick? Then what would have happened? What we want to try to do is distinguish this from what we've seen with air traffic controllers, with one in the tower. This is--it just seems to me to be inconceivable that we would enter Easter Sunday with one toll collector. Despite--I understand the constraints that you've

described, it just--it was a recipe for the problem.

[Chris Ward] Without a doubt.

[Chair D.Samson] Actually, we would be shocked if we didn't have these kinds of problems.

[Chris Ward] Without a doubt there was a management failure, and I take full responsibility for that management failure. The kind of measures that we are putting in place now could have been activated on that day, and if we had made those--I had made those management decisions to activate those that day, we wouldn't have this problem. And that's why, with these measures, I can make the commitment it won't happen again.

[Chair D.Samson] Any further questions or comments?

[Comm. D.Steiner] I don't like to hear that "because you're going to look into it." I want to know you're going to go out and hire the people, and they're going to be ready and in place. I want to know that you're going to hire temporary people and that they're all going to be in place in the next 4 weeks. I don't know why you can't do that? We don't have to go through studies and procurement. Put an ad in the paper. I'll pay for the ad. I'll bet you'll get 10,000 people. To make 60 grand a year, right? What do you think? Huh?

[Comm. R.Pocino] To increase the part-time crew. I think you should be able to do that easily.

[Comm. D.Steiner] Yeah. I'll bet you \$100 dollars you'll get 10,000 people out.

[Chair D.Samson] I'd rather not preside over those kind of gambling--

[laughter]

[Comm. D.Steiner] Isn't gaming allowed here?

[Chair D.Samson] No, it isn't. If there are no further-- If there are no further comments or questions for the Executive Director, since this is just an informational item, no action is required, there being no further business, the meeting is now adjourned. Thank you.