

MINUTES OF THE REGULAR MEETING OF THE
NEW YORK STATE BRIDGE AUTHORITY

HELD AT HEADQUARTERS, HIGHLAND, N.Y. ON
FEBRUARY 15, 2018

Business agenda documents/reports are mailed to the Board Members and General Counsel one week prior to the meeting. Board meetings are web cast and are available on-line.

IN ATTENDANCE:

BOARD MEMBERS:

Gerentine, Richard A., Chairman
Higgins, Roger P, Vice Chairman
Dressel, Roderick O., Commissioner
Jablonski, Diane, Commissioner
Stanton, J. Henry, Commissioner

OFFICERS:

Ruggiero, Joseph, Secretary
Bushek, Brian, Treasurer
Whitbeck, Carl G., Counsel

Chairman Gerentine called the meeting to order at 3:13 pm. Chairman Gerentine called for a motion to adopt the minutes of the January 18, 2018 Regular meeting. On a motion of Commissioner Dressel, seconded by Vice Chairman Higgins, the minutes of the January 18, 2018 Regular meeting were adopted unanimously.

ENGINEERING:1) HDR – Construction Inspection Increase

Mr. Wright reported to the Board that in August of 2016, the Authority entered into a professional services agreement with HDR to perform construction inspection services for the steel repair project at MHB and NBB, BA-2016-RE-103-CM. The steel repair project was originally scheduled for completion in December of 2017; however False Chord Repairs were added to the construction contract, which extended the completion date to July 31, 2018. Under their initial budget for the steel repairs contract, the Authority also assigned HDR construction inspection services for the NBB catwalk lowering project, BA-2016-RE-109-CM, at the beginning of 2017. This project was initially scheduled for completion in 2017, concurrent with the steel repair project. The catwalk lowering project was extended to November 30, 2018 when additional electrical work and channel span catwalks were added to the scope of work. HDR's original contract value was \$718,965.17 for sixteen (16) months of construction inspection services. With both construction inspection contracts being extended for an additional eleven (11) months, Mr. Wright requested a change order of \$584,250.12 to provide the further required construction inspection services. Mr. Wright recommended to the Board an approval of the revised not-to-exceed total for HDR's construction inspection services in the amount of \$1,303,215.29. Chairman Gerentine called for a motion. On a motion of Vice Chairman Higgins, seconded by Commissioner Jablonski, the following resolution was adopted unanimously:

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.: 018-009

Resolution Date: February 15, 2018

WHEREAS, the New York State Bridge Authority entered into a professional services agreement with HDR in August 2016 to perform construction inspection services for the steel repairs project at the Mid-Hudson and Newburgh-Beacon Bridges, publicly advertised and bid as BA-2016-RE-103-CM; and

WHEREAS, the steel repair project was originally scheduled for completion in December 2017; however extra work added to the construction contract as "False Chord Repairs" extended the completion date to July 31, 2018; and

WHEREAS, NYSBA assigned HDR, under their initial budget for the steel repair contract, construction inspection services for the catwalk lowering project at the Newburgh-Beacon Bridge, publicly advertised and bid as BA-2016-RE-109-CM in early 2017 and the project was originally scheduled for completion in 2017, concurrent with the steel repair contract; and

WHEREAS, the catwalk lowering project was extended to November 30, 2018 when additional electrical work and channel span catwalks were added to the project; and

WHEREAS, HDR's original contract value was \$718,965.17 for sixteen (16) months of construction inspection services and whereas the construction contracts have been extended for an additional eleven (11) months a change order of \$584,250.12 is requested to provide the further required construction inspection services; now therefore

BE IT RESOLVED the Board of Commissioners authorize the revised not-to-exceed total for HDR's construction inspection services of \$1,303,215.29:

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 15th day of February, 2018.

Joseph Ruggiero, Secretary

2) MHB and NBB Steel Repairs – Increase- BA-2016-E-103-CM

Mr. Wright indicated to the Board that Hudson Valley Bridge (HVB) was awarded the steel repairs contract BA-2016-RE-103-CM in July of 2016 for \$4,594,000.00 for work at the MHB and NBB. In 2017, the biennial inspections of the NBB noted worsening conditions of the false chord expansion areas. These expansion areas have been monitored over several inspection cycles and are in need of repair. The Authority would like to perform the repairs as a change order to HVB's contract and we have reviewed their projected cost of \$554,494.26 to be responsible. Mr. Wright further indicated that he spoke with Mr. Bushek and he agrees that funding is available in the Maintenance Reserve Fund. Chairman Gerentine called for a motion. On a motion of Vice Chairman Higgins, seconded by Commissioner Dressel, the following resolution was adopted unanimously:

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.: 018-010

Resolution Date: February 15, 2018

WHEREAS, bids were solicited through the New York State Contract Reporter for the contract entitled Mid-Hudson and Newburgh Beacon Bridges "Miscellaneous Steel Repairs" as BA-2016-RE-103-CM and four (4) bids were received on November 24, 2015, the low bidder being the firm of Hudson Valley Bridge (HVB) Construction at \$4,594,000.00; and

WHEREAS, 2017 biennial inspections of the Newburgh Beacon Bridge spans noted worsening conditions of the false chord expansion areas, which have been monitored across several inspection cycles and are in need of repair; and

WHEREAS, the Engineering department has reviewed HVB's cost proposal to perform these additional repairs as a change order and found them to be responsible; now therefore

BE IT RESOLVED that a change order of \$554,494.26 is requested to the contract awarded to HVB of Harriman, New York, increasing the not-to-exceed amount of \$4,594,000.00 to a total contract amount of \$5,148,494.26; and

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 15th day of February 2018.

Joseph Ruggiero, Secretary

3) Biennial Bridge Inspection Assignments – BA-2017-RE-103-ES

Mr. Wright indicated to the Board that the Authority advertised this project in the NYS Contract Reporter with proposals due November 9th, 2016. Twenty-seven (27) firms requested the proposal package with seven (7) proposals received. Mr. Wright recommended three (3) Consultants best qualified to perform the work and awarded each a three (3) year contract. Each year of the contract, the authorized consultants provide a cost proposal for the bridge they have been directed to examine. This is the second year of those contracts; at this time, we would like to authorize WSP to inspect the Rip Van Winkle Bridge at an estimated cost of \$199,530.00, Modjeski & Masters to complete the inspection of the Mid-Hudson Bridge at an estimated cost of \$83,500.00 and HAKS to inspect the Bear Mountain Bridge at an estimated cost of \$115,560.00. Chairman Gerentine called for a motion. On a motion of Commissioner Higgins, seconded by Commissioner Jablonski, the following resolution was adopted unanimously:

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.: 018-011

Resolution Date: February 15, 2018

WHEREAS, in 2017 the New York State Bridge Authority publicly bid and awarded a multi-year professional engineering services contract for biennial bridge inspections of the Authority's river crossings: the Bear Mountain Bridge, Newburgh Beacon Bridge North and South Spans, Balmville Road Bridge over I-84, I-84 Bridge over 9W, Mid-Hudson Bridge, Route 44/55 Bridge over 9W, Kingston-Rhinecliff Bridge and the Rip Van Winkle Bridge to be designated as (BA-2017-RE-103-ES); and

WHEREAS, M/WBE goals were set for this contract at 30% and SDVOB goals at 6%; and

WHEREAS, this is the second year of the three year contract; and

WHEREAS, the Authority hired three (3) Consultants to each inspect one main bridge and its ancillary structures and approaches per year; and;

WHEREAS, each year of the three year contract, the approved Consultants shall provide a cost proposal for Board approval to inspect the bridge they have been directed to examine; and

WHEREAS; the Consultants have provided their technical and cost proposals; now therefore

BE IT RESOLVED that the Board of Commissioners approve the following Biennial Bridge Inspection Services for 2018 at the following costs:

WSP: Rip Van Winkle Bridge at \$199,530.00

Modjeski & Masters: Mid-Hudson Bridge at \$83,500.00;

HAKS: Bear Mountain Bridge at \$115,560.00; and

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 15th day of February, 2018.

Joseph Ruggiero, Secretary

4) Hudson Valley Bridge - Standby Readiness Increase – BA-2016-RE-101-CM

Mr. Wright indicated to the Board that the Standby Readiness contract, which allows the Authority to have an on-call contractor available for emergency and priority repairs, was last awarded in December of 2015. It is a three year contract with two (2) optional one (1) year extensions and expires in December of this year. The Engineering Department has nearly exhausted funds for emergency repairs from last year. The Authority used the money for deck repairs at NBB and BMB, joint repairs at NBB and MHB, paving under Route 9D at NBB and medium barrier replacement at MHB. Mr. Wright recommended replenishing the emergency repair budget with \$250,000.00, which is in the Capital Program approved by the Board. Having a contractor available for a quick response allows the Authority to return facilities back to full service in a timely manner. Chairman Gerentine called for a motion. On a motion of Vice Chairman Higgins, seconded by Commissioner Dressel, the following resolution was adopted unanimously:

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.: 018-012

Resolution Date: February 15, 2018

WHEREAS, bids were solicited through the New York State Contract Reporter for the contract entitled “System-wide Emergency Bridge and Highway Repairs – Standby Readiness” (BA-2016-RE-101-CM) and four (4) bids were received on November 24, 2015, the low bidder being the firm of Hudson Valley Bridge (HVB) Construction; and

WHEREAS, we have nearly exhausted our emergency repair funds from last year, having done repair work on the decks at Newburgh-Beacon and Bear Mountain, joint repairs at Newburgh-Beacon and Mid-Hudson, paving under Route 9D at Newburgh-Beacon and medium barrier replacement at Mid-Hudson; now therefore

BE IT RESOLVED that the contract awarded to HVB of Harriman, New York be increased in the amount of \$250,000.00 from the amount of \$742,250.00 to a total contract amount of \$992,250.00; and

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 15th day of February 2018.

Joseph Ruggiero, Secretary

5) I-84 Over Route 9W Bridge Rehabilitation – Award – BA-2016-RE-102-CM-R

Mr. Wright reported to the Board that the Authority rebid this project to remove and replace the 9W Overpass deck with bids due on January 23, 2018. M/WBE goals were set at a total of 30% and SDVOB goals at 6%. When the Authority put this project out the first time, only one bid was received, which was over 30% above the Engineer's Estimate. The Board rejected this bid at their meeting of November 2017. Thirty-one (31) firms requested the plans and specifications for the re-bid with six (6) bids submitted; the apparent low bidder being A. Servidone, Inc., at \$14,652,659.52. The Engineer's Estimate was \$13,750,000.00. A. Servidone, Inc. has requested a waiver of the M/WBE goal of 30% to 5% and the SDVOB goal from 6% to 0%. The primary differences between the Engineer's Estimate and the low bid were in the areas of concrete for structures and work zone traffic control. In both cases, the low bid was in line with the average of all bidders, indicating that the Engineer's Estimate was low. Mr. Wright recommended awarding this project to A. Servidone, Inc., of Castleton, New York at a not to exceed cost of \$14,652,659.52. Chairman Gerentine called for a motion. On a motion of Vice Chairman Higgins, seconded by Commissioner Stanton, the following resolution was adopted unanimously:

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.: 018-013

Resolution Date: February 15, 2018

WHEREAS, bids were solicited through the New York State Contract Reporter for the contract entitled "I-84 over Route 9W Bridge Rehabilitation" – (BA-2016-RE-102-CM-R) and six (6) bids were received on January 23, 2017; the low bidder being the firm of A. Servidone, Inc.; and

WHEREAS, M/WBE goals were placed at 30% and SDVOB goals at 6%; and

WHEREAS, after further review of the cost proposal by the Engineering department, it is recommended that a construction contract be awarded to the firm of A. Servidone, Inc.; and

WHEREAS, A. Servidone, Inc., has submitted a waiver request for the M/WBE goal to 5% and the SDVOB goal to 0%; and

WHEREAS, the bid results were:

A. Servidone, Inc.	\$14,652,659.52
McNamee Construction Corp.	\$15,774,000.00
D.A. Collins Construction Co., Inc.	\$16,120,004.10
Ecco III Enterprises, Inc.	\$16,470,000.00
DeFoe Corp.	\$17,959,827.62
Kiska Construction, Inc.	\$20,800,000.00; now therefore

BE IT RESOLVED that the Board of Commissioners of the New York State Bridge Authority award a construction contract to A. Servidone, Inc., of Castleton, New York at a not-to-exceed cost of \$14,652,659.52; and

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 15th day of February, 2018.

Joseph Ruggiero, Secretary

6) I-84 Over Route 9W Bridge Rehabilitation – Design Support by M&M-BA-2016-RE-102-CM-R

Mr. Wright indicated to the Board that Modjeski and Masters designed the deck replacement project for the I84/9W overpass for a Board approved total amount of \$750,377.39. The Authority practice is to retain the Design Consultant during construction to provide technical services, including attendance at job progress meetings, review of shop drawings and fabrication details for consistency with the design, review Contractor-proposed changes to the design scheme, review of Contractor-proposed procedures, e.g. demo plans, crane pick plans, temporary work platforms, etc., review of the construction sequencing and traffic plans, review of catalog cuts for any pre-manufactured components to ensure compliance with the contract specifications, and attendance at the final inspection and acceptance meeting. Modjeski and Masters have submitted a not-to-exceed cost to perform these construction inspection services of \$223,449.31. Chairman Gerentine called for a motion. On a motion of Vice Chairman Higgins, seconded by Commissioner Jablonski, the following resolution was adopted unanimously:

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.: 018-014

Resolution Date: February 15, 2018

WHEREAS, on November 19th, 2015 the Authority's Board of Commissioners authorized entering into a Supplemental Agreement with our General Consultant, Modjeski & Masters for the design of the "Redecking and Raising" of the I-84 Over 9W Overpass in the Town of Newburgh, known as BA-2016-RE-102-DE; and

WHEREAS, the construction project, publicly advertised and bid as BA-2016-RE-102-CM-R; has been awarded to A. Servidone, Inc., of Castleton, New York and

WHEREAS, it is Authority practice to retain the Design Consultant during construction to provide technical services, including attendance at job progress meetings, review of shop drawings and fabrication details for consistency with the design, review Contractor-proposed changes to the design scheme, review of Contractor-proposed procedures, e.g. demo plans, crane pick plans, temporary work platforms, etc., review of the construction sequencing and traffic plans, review of catalog cuts for any pre-manufactured components to ensure compliance with the contract specifications, and attendance at the final inspection and acceptance meeting; and;

WHEREAS, Modjeski & Masters has provided a cost proposal for these design support services, which has been reviewed and approved by the Engineering department; now therefore

BE IT RESOLVED that the Board of Commissioners of the New York State Bridge Authority authorize entering into a Supplemental Agreement with Modjeski and Masters for these professional services at a total not-to-exceed cost of \$223,449.31; and

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 15th day of February, 2018.

Joseph Ruggiero, Secretary

7) Kapsch Contract Extension – System-Wide ITS Engineering Consultant

Mr. Wright indicated to the Board that in 2015, the Authority advertised for a system-wide intelligent transportation systems (ITS) engineering consultant and selected Kapsch Trafficom, USA, Inc., awarding them a three (3) year contract, BA-2015-RO-001-ES, with the option of extending the service period for two (2) additional one (1) year periods. The Authority's experience with Kapsch has been a positive one and Mr. Wright recommended exerting the option to extend the contract for a one (1) year term at the revised hourly rates (see attached) and a not-to-exceed amount of \$40,755.00 approved for payment on a time and materials basis for preventative maintenance of our cameras and related components. Chairman Gerentine called for a motion. On a motion of Vice Chairman Higgins, seconded by Commissioner Jablonski, the following resolution was adopted unanimously:

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.: 018-015

Resolution Date: February 15, 2018

WHEREAS, the New York State Bridge Authority has determined that it is in the public interest to extend the contract for professional services in connection with system-wide intelligent transportation systems (ITS) engineering consultant (BA-2015-RO-001-ES); and

WHEREAS, the Authority has previously awarded this contract to Kapsch Trafficom, USA, Inc., of East Rutherford, New Jersey; and

WHEREAS, this contract included the option for the Authority to extend the term of the contract for two (2) additional 1 year periods; and

WHEREAS, the Authority's Electronic Toll Systems Department has reviewed and approved Kapsch's following rates: Project Manager \$190.00, Sr. System Engineer \$190.00, Software Engineering Manager \$220.00, Sr. Software Engineer \$220.00, Traffic Engineer \$150.00, Systems Engineer \$150.00, Software Engineer \$160.00, Applications Engineer \$110.00, Draftsperson \$90.00, Administrative Assistant \$80.00, Field Engineer \$140.00, Field Technician \$100.00 with a total not to exceed amount of \$40,755.00; now therefore

BE IT RESOLVED that the one (1) year extension of this agreement be issued to Kapsch Trafficom, USA, Inc.; and

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 15th day of February 2018.

Joseph Ruggiero, Secretary

8) Jobs in Progress

Mr. Wright advised the Board regarding the Engineering Jobs in Progress Report for the month. Mr. Wright reported that the sidewalk change order at Rip-Van Winkle for parapet railing is nearing completion. Steel repairs are out to bid for the Walkway Over the Hudson. The Mid-Hudson steel repair project is out for bid. Chairman Gerentine called for a motion. On a motion of Vice Chairman Higgins, seconded by Commissioner Dressel, the following resolution was adopted unanimously:

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.: 018-016

Resolution Date: February 15, 2018

WHEREAS, the Board has reviewed the monthly Engineering Progress Report on Capital Project Status; and

BE IT RESOLVED that the Engineering Progress Report is accepted as an instrument documenting the Board's briefing of Capital Construction activities; and

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 15th day of February 2018.

Joseph Ruggiero, Secretary

FINANCIAL:1) Investment Transaction Report

Mr. Bushek reviewed the Investment Report for the month noting eleven investments. Chairman Gerentine called for a motion. On a motion of Vice Chairman Higgins, seconded by Commissioner Jablonski, the following resolution was adopted unanimously:

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.: 018-017

Resolution Date: February 15, 2018

WHEREAS, the investment control procedures for the New York State Bridge Authority provide that the Board shall review and approve the report of investment transactions completed since the meeting of the Board on January 18, 2018; now therefore and,

BE IT RESOLVED, that the Board of Commissioners of the New York State Bridge Authority the New York State Bridge Authority does hereby concur with and approve the investment report as filed with this body on this date for the purpose noted; and

BE IT FURTHER RESOLVED, that the Executive Director, or his designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 15th day of February, 2018.

Joseph Ruggiero, Secretary

BRIDGE OPERATIONS:1) TRANSCOM 2019-2023 Multi-Year Membership Agreement

Mr. Smith indicated to the Board that the New York State Bridge Authority (NYSBA) serves on the Board of Directors as a Signatory Member Agency of the Transportation Operations Coordinating Committee Inc. (“TRANSCOM”), which provides the support for and implementation of a successful partnership of regional transportation agencies and a means of establishing a regional cooperative approach to transportation management. This includes a forum for the coordination of operating procedures and improved agency communications, for the coordination of construction projects and for the demonstration and implementation of various traffic management technologies to facilitate regional mobility across jurisdictional lines. TRANSCOM has been an incredibly useful resource for the NYSBA and plays a central role as part of the NYSBA’s public information distribution procedure through the TRANSCOM OpenReach program, which centrally distributes traffic management alerts to the public and motorists. A new Multi-Year Membership Agreement between the member agencies and TRANSCOM has been prepared for 2019-2023, which has been reviewed and approved by General Counsel as written. The NYSBA percent share of the TRANSCOM annual assessment remains the same from the last agreement being 1.96%, or \$79,054.00, of the total Signatory Member Agencies Operations Support commitment of \$4,032,105.00. I request the NYSBA Board of Commissioners authorize the Executive Director to enter into this Multi-Year Membership Agreement. Chairman Gerentine called for a motion. On a motion of Vice Chairman Higgins, seconded by Commissioner Jablonski, the following resolution was adopted unanimously:

NEW YORK STATE BRIDGE AUTHORITY
BOARD RESOLUTION

Resolution No.: 018-018

Resolution Date: February 15, 2018

WHEREAS, TRANSCOM Inc. is a non-profit organization whose mission is to provide the support for and implementation of a successful partnership of regional transportation agencies, and a means of establishing a regional cooperative approach to transportation management, including a forum for the coordination of operating procedures, for improved agency communications, for the coordination of construction projects, and for the demonstration and implementation of various traffic management technologies to facilitate regional mobility across jurisdictional lines; and,

WHEREAS, The Authority is a member of TRANSCOM and along with twelve other transportation agencies provides operations support to this organization in the form of an annual dues payment; and,

WHEREAS, The Authority has reviewed the TRANSCOM 2019-2023 Multi-Year Membership Agreement and have found it to be consistent with the previous Multi-Year Agreement; and,

BE IT RESOLVED, that, the Board of Commissioners of the New York State Bridge Authority authorizes the Executive Director, with the advice and consent of Authority Counsel, to enter into a Multi-Year Membership Agreement with TRANSCOM Inc. for a period of five years; and,

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized and directed to take the necessary measures to implement this resolution.

IN WITNESS WHEREOF, this resolution has been duly adopted this 15th day of February, 2018.

Joseph Ruggiero, Secretary

REPORTS TO BOARD:

- 1) Monthly Activity Report of the Executive Director
The Monthly Activity Report was submitted by Executive Director Joseph Ruggiero noting no expenditures.
- 2) January 2018 Traffic and Revenue Analysis
Mr. Ruggiero noted for the month of December traffic increased .04% and revenue increased .04%. No action was required by the Board.
- 3) January 2018 E-ZPass Sales Analysis
Mr. Ruggiero indicated that year-to-date 2018 tag sales were 836, compared to 873 sold year-to-date 2017. No action was required by the Board.
- 4) Historic Bridges of the Hudson Valley (HBHV) Monthly Report for January 2018

The full monthly and detailed report was submitted to the NYSBA Board of Commissioners and submitted by the Historic Bridges of the Hudson Valley President Tara Sullivan and Director Kathy Burke.

This concluded the regular meeting. Chairman Gerentine asked for a motion to adjourn the meeting. On a motion of Vice Chairman Higgins, seconded by Commissioner Jablonski and approved unanimously, the regular meeting adjourned at 3:40 P.M.

The next Regular Meeting of the Board of Commissioners meeting is scheduled for March 15, 2018 at 3:00 P.M. at Headquarters.