Port of Los Angeles Centennial Oral History Project
John DiBernardo Oral History
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Male Speaker: Tough questions first. Please say your name and spell it.

John DiBernardo: John DiBernardo, J-O-H-N, D-I-B-E-R-N-A-R-D-O.

MS: John, what year were you born, and where were you?

JD: I was born right here in San Pedro, California, in 1947.

MS: Okay. Tell us about your family, your parents. So, what were their backgrounds? What did they do here?

JD: My mother and father both immigrated from Italy, from the island of Ischia, which was a popular origination point for a lot of Italians in San Pedro, mostly in the fishing community here. My dad was a fisherman. He owned several of his own fishing boats. With little luck, one either was lost in a storm up in – near Monterrey. I know another was lost in a fog in Mexico. He ended up, at the end of his career, fishing for one of my uncle's boats here called the *Santa Maria* in San Pedro. He retired when I was still very young, about 9 years old.

MS: What about your mother?

JD: My mother emigrated about the same time, just prior to World War 1. This was for both my parents. She was a housewife mostly. Although during second World War, she did work in the canneries here, as well in the harbor on Terminal Island.

MS: You say your father retired when you were young.

JD: Yes.

MS: So, what did he do for the rest of his life then?

JD: He was –

MS: Say, my father.

JD: Yes. My father was retired from the time I was 9, and just relaxed, enjoyed life, played cards with his friends, and walked a lot. That was his retirement.

MS: What was it like as a kid growing up here? What are some of your early memories of San Pedro and the harbor?

JD: Probably my earliest recollection of the harbor was – I couldn't even tell you how old I was, maybe preschool even – we'd be driving with the family across Terminal Island through Long Beach. We were probably going to Knott's Berry Farm or something for a Sunday chicken luncheon. I remember driving onto the ferry at the bottom of 6th Street, going to Terminal Island, and driving across Terminal Island to the pontoon bridge into Long Beach, and similarly coming back. That was probably the earliest. I remember the old streetcar was still running,

although I don't recall taking that. I was probably too small to be going to exotic places like downtown LA at that time. Anybody who considered leaving San Pedro at that time felt they probably needed a visa to go somewhere.

MS: So, what did you remember about Terminal Island? Do you usually pass through? What's it like?

JD: Just a pass through. I don't remember much about it at all.

MS: You don't remember much about Terminal Island?

JD: I don't remember much about Terminal Island at all. I remember more about the San Pedro side growing up. In grade school, I could recall riding my bike down to 22nd Street and fishing off of the walkways in the marina there. In those days – this had to be in the late [19]50s, perhaps – the bait tanks for the sport fishing boats were kept in the harbor right alongside the sport fishing boats. The anchovies would bounce in and out of the nets. That kind of held them in. So, that brought a lot of mackerel and bonito into the harbor. We would just go down there with a dropline in our back pocket so no one could tell we were fishing, which I don't think was legal even then. But a dropline was pretty obscure. That was probably some of the most fun we had as a kid growing up is fishing around there and dodging the fishing game officer as we did so.

MS: What kind of town was San Pedro when you were growing up?

JD: It was –

MS: Say, San Pedro.

JD: San Pedro was a –

MS: Start again.

JD: San Pedro was mostly a bedroom community, as it's still called today. At that time, though, I think the residents were much more familiar with each other. Most of them were related in one way or another, or if not, certainly knew each other very well. There were two main schools. There was the public school, San Pedro High, and the parochial school, Mary Star. You were either from one or the other. That's kind of how you were delineated when you were growing up.

MS: Tell me more about how the community divided itself up in ways that it's doing again.

JD: Okay.

MS: You started talking about how San Pedro's community was sort of divided up into the kind of people who are here.

JD: I'm not sure San Pedro was divided. That sounds maybe more divisive, if you will, than it really was. There were large families. You were kind of made up or defined by the family you were in because the families were so large and it's extended families, or you may have been defined by the school you went to, as I said before. That's really the way it was divided up, but everybody knew each other. It was a pretty small community in that respect.

MS: Although your father retired when you were 9, did you have any direct relation to the fishing community growing up?

JD: Yes. I recall just growing up, and he'd be gone for three, four, or five days at a time, maybe longer. Toward the end, when he was going to retire, he did take me on one trip. He wanted to have me see what he did before he retired. So, at age 9, I went out with him on a two-day trip, which was pretty local waters. I remember him catching 9 tons of mackerel at the time and bringing it back to the canneries and unloading it there and coming home. So, it was really exciting for a 9-year-old to do that.

MS: Did you see your career as a fisherman at that point, or what?

JD: No. My dad insisted we were – none of us were going to be fishermen. So, he wanted to make sure I went to school. Even though he was retired, most of the time, through my education, he made sure that I was able to go to the best schools. I was very lucky.

MS: How did you get involved with the port, and when?

JD: I was involved directly in 1980 –

MS: Say, I got involved with the port.

JD: I got involved directly in the port in 1985, when I was employed by SSA, Stevedoring Services of America at the time. I was hired as a superintendent in Long Beach then. I was doing the work for Maersk, which we were subcontractors for. I spent less than one year there, and then was transferred to Indies Terminal in Los Angeles. Indies was a very interesting terminal, probably one of the most fun terminals to work at. I was there from [19]86 until [19]99 or so. Then that was expanded into the current YTI Terminal. I stayed on for a little while longer. I didn't leave there until [19]93.

MS: Let's go back. What was the Indies Terminal? Let's go back. What was the SSA? What was the stevedores – the SSA? What was that?

JD: The SSA was actually a new name. It was an old stevedoring company. It's forerunner in LA was called Crescent Wharf & Warehouse. Crescent Wharf & Warehouse is, in fact, older than the Port of LA itself. It was founded in, I think, 1897 or 1898, if I recall. In 1983, Seattle Stevedore purchased Crescent Wharf & Warehouse in California and also Brady Hamilton in Oregon and became a coastwide stevedore operation, and at that time changed the name to Stevedoring Services of America. That's when I joined.

MS: What did they do? What does the company do?

JD: The company operated terminals, both for containers and conventional cargo. At that time, it was the largest single longshore employer on the West Coast. The operations here in LA was Indies Terminal. Also, the Outer Harbor fruit dock at 22nd Street. Also, the Crescent Warehouse on 22nd Street were some of the bigger operations that also had a breakbulk operation at Berth 158, if I'm not mistaken as well as crews – we did some crews business too [inaudible].

MS: Literally, what did they do? What –

JD: Literally?

MS: Yes.

JD: Loaded and unloaded ships, basically.

MS: So, they supervised –

JD: Correct.

MS: Explain that.

JD: We were the management of the longshore folks, if you will. So, we were responsible for operating the terminals where the vessels would call. The vessel operators were our customers, and the ILWU was our workforce. So, we would contract with the steamship lines, who would come to our terminals. We'd hire the longshore force and the mechanics and perform the work, provide the equipment, and the manpower to unload the vessels, load back, export cargo. Then redeliver the cargo on the dock to truckers, out the gate, and into the community. So, we were –

MS: It sounds like a pretty important job.

JD: We think so. I mean, it was basically the transfer point for cargo.

MS: What were the big challenges of a job like that?

JD: Getting the ship out as soon as possible. That was our –

MS: Say, the big –

JD: The biggest challenge we had that time was to constantly try to improve production, getting the ship out as early as possible, spending the least amount of hours in port was the main objective of our client, the steamship line, and to have as few problems as possible in process.

MS: Containerization, you started when with them?

JD: In 1985.

MS: [19]85. So, you were after the –

JD: Yes.

MS: – [19]76 transfer to containerization union movement at that point, yes?

JD: Correct.

MS: But give us a sense of what – for a stevedore company what that change meant from break cargo to container and what it would mean for a company all of you were involved. What would that change mean?

JD: Well, even though I came later in the process of containerization, 1985 was probably at least twenty years after the start of containers showing up on the West Coast. The experience I had at Indies Terminal really highlighted the difference. Because Indies Terminal, even in 1986, when I was there was termed an omni terminal, and that was kind of its claim to fame. The Port of LA marketed it – we marketed it as an omni terminal, meaning we can handle any type of cargo. We handled containers. We handle automobiles. We handled large crates of lumber, bundles of pipe. We did scrap metal. In fact, a fun thing to do with a visitor when we were giving a tour, we will be handling containers and pipe and crates and whatnot in the center of the terminal. At the extreme eastern end, we'd be loading scrap metal into a big bulk carrier. At the extreme west end of the terminal, we had an auto carrier discharging brand new automobiles. You know that that was the full cycle and the sad story of our balance of trade when we export low-value scrap and are importing high-value finished made automobiles. So, it was kind of an economics lesson on the spot at Indies Terminal.

MS: What's the history of Indies Terminal?

JD: I can't give you too much. I'm not –

MS: The history – okay. You don't know it.

JD: Yes, it would be.

MS: Okay. So, when you started there, describe what your job was and what you were doing at the time.

JD: I began at Indies Terminal in 1985 as a terminal manager. So, my basic function was to make sure that the trucks coming in and out of the gate were serviced properly, that we had the right manning to unload their export cargo and receive it into the terminal, and deliver to them the important cargo if they were coming in to pick something up. I was responsible for the other ancillary terminal services that we had, taking care of the reefer containers, the chassis, any extra work that needed to be done with unloading containers on occasion, and the computer systems that we used. Some of the technology that was just beginning to develop at that time,

particularly for the container business, which required quite a bit of technological help.

MS: So, what was your typical day? It sounds like you were doing everything in the universe here. So, you come in in the morning, what would be your typical day?

JD: Typical day would – you really didn't have anything planned. You knew what was happening. As far as the operations, the vessels would be – you might have a vessel discharging or loading out, or completing maybe more than one, on occasion, at Indies. We had as many as five vessels at one time doing various number of things. You typically had that pre-planned. You'd be preplanning where the cargo would go in the yard, working with the marine department, which was responsible for the vessel operations, and coordinating with them where the cargo would go, how it would be staged in the yard, where their export cargo was for the vessel for the export. That was your basic preplanning function. Everything else that happened was on the fly. You can count on the phone ringing the first thing you got into the morning and until you left in the evening, because something would be happening. The rest of it was taken care of case by case. So, that's how it goes.

MS: Do you remember any particular day or any particular incident that will go down in your memory as being remarkable or particularly challenging?

JD: If I thought long enough, I could come up with them. But at the moment, I can't –

MS: So, there's no story you would –

JD: No, there are. There's –

MS: – say, "I'll never forget that."

JD: There's some, I won't – but I'd rather not say.

[laughter]

MS: You don't have to name names.

JD: No. I don't even want to mention the thing that happened because it's a –

MS: So, what happened with the Indies Terminal?

JD: Indies Terminal in 1989 or 1990 became consolidated with the current YTI Terminal. In 1989, I guess it was, SSA made an arrangement with NYK that –

MS: You have to give me –

JD: NYK –

MS: Start again. We don't know what NYK –

JD: Okay.

MS: We don't know that. So, start from the beginning. What happened with the Indies Terminal?

JD: I left Indies Terminal in 1988 to do a one-year stint in Oakland, to run a terminal in Oakland, and came back in late [19]88 as general manager. At that time, I had full responsibility for the entire terminal over all the operations, vessel and yard. We also, at that same time, entered into an agreement with a Japanese line by the name of NYK. NYK at that time was next door at the Matson terminal, which became too small for their operation. They were also in the process of developing into the grand alliance with some partners – vessel-sharing partners. They wanted their own terminal in the Port of Los Angeles. We worked with the Port of Los Angeles to help them. They acquired the land next to Indies Terminal, which was a scrap yard, not the current Hugo Neu yard. There was an additional yard there that NYK acquired and started to develop as their terminal. At the completion of that, they were to incorporate most of Indies Terminal. Eventually, they took over all of Indies Terminal. So, that became part of the new YTI Terminal. We, as SSA, entered into that agreement knowing that we'd be basically out of business. But we had a relationship with NYK for that transitional period of time to do their work as a contractor in initial stages and then continue on for some period. That just ended recently.

MS: Going back to Indies, was there any particular kind of cargo that you handled there, all the different kinds, the most complicated, most difficult, most challenging?

JD: Probably the most challenging cargo that we handled in Indies was the breakbulk large machinery and project cargo breakbulk that was coming from, at the time, Nedlloyd Lines. It was an Australian service to Los Angeles. A lot of it was export. We are not typically an export port in Los Angeles. We're most typically an import port. So, the workforce, even ourselves as management of stevedores, are more familiar and competent unloading a vessel than we are loading, necessarily. Loading is a little more complicated. Those were the more challenging things, particularly when you had off-sized pieces. You had tractors and excavators and large crates and some project cargo. Some might be pieces of refineries or other processing plants that had to all fit like a jigsaw puzzle into the hold of a ship. Those were the challenging things to do.

MS: Well, explain that more. When you're loading a ship, you just don't dump it in there?

JD: No. It has to be planned and laid out.

MS: Well, say, when you're loading a ship.

JD: Oh, when we're loading out a breakbulk vessel, each piece had to be planned precisely into the hold of the ship. So, we had to have good measurements. When the cargo was received on the dock, it was measured in all dimensions. A supercargo at that time would be responsible, along with management, to work out how these puzzle pieces were going to fit in the hold in the

best and most efficient way to get the most in the stow.

MS: There's also a question of balancing the weight, too, I would think.

JD: Yes.

MS: Talk more about that.

JD: Well, each piece was weighed as well as measured when we received it. So, there was a combination of having the right piece fit and the weight distribution being correct on the vessel, so that we would satisfy the chief mate. We'd work in conjunction with the vessel's chief mate to make sure that the weight was proper, that it was not too – that the weight was not too low in the vessel, which you typically would think you want. In some cases, they wanted to make sure that it was not too low. That in fact, we had to put some weight near the top or middle of the vessel in order to make it more stable. That was all done with their consent.

MS: Sounds like it's a bit of art and a bit of science. Technically, how do you do that?

JD: Today, it's all done automatically. Today, it's done by a computer.

MS: Today, deciding –

JD: Oh, so, today, deciding where you're going to load containers, mostly which we do now, we would do very little, if any export breakbulk cargo. The containers, in the same way, have to be weighed. Measurement is a simple matter, obviously. But the systems that we use now, the computer systems that we use, have built-in stabilization programs. Each container has its plan of a vessel. We get automatic readouts of the stability moments of a vessel so that no mistakes can be made.

MS: How did you do it, though, before when you had the breakbulk?

JD: Before, it had to be calculated. Again, the chief –

MS: Before, when –

JD: Before containerization, when we were trying to calculate the stability for breakbulk vessels, it was done all manually. Typically, it was done by the chief mate onboard the vessel. He'd get a pre-plan or pre-stow that we would provide to him. He would do his calculations on his calculator or slide rule and decide if everything was okay or whether a certain piece had to be moved from one deck or one hatch to another.

MS: Was there ever any circumstance when you finally loaded it up and somebody said, "Oops, there's that piece way down in the first level? It's not going to work. You got to move it to the middle and unload everything and load it again."

JD: Sometimes it could happen if we loaded a piece in the wrong position, and maybe because

of weight in the end. Because in many cases, a lot of the cargo doesn't arrive until late in the game, even after we start working the vessel. Let's say heavier cargo arrives later, and then you may have to move some pieces around. In the case of containers, the ships are so large now, you typically can work around it. One or two containers that are out of place are not going to be a problem. Early days in containerization, when the vessels were much smaller, it could happen. You may have to move a container from inshore to offshore or vice versa, or forward to after, up or down, to improve the stability. We used to have a ship so small that each time you took the container off or put it on, the vessel will start to roll or pitch. So, you can see how small they are with one container.

MS: This is an obvious question. I want to go back to the port. Tell me how that fit into global trades. Was it unique? Were there others like it? I mean, how did the Port of Los Angeles stand in the international context?

JD: Well, the Indies was marketed as an omni terminal by the Port of Los Angeles and ourselves. It was more for the fact that it could handle anything. It didn't matter what your cargo was, Indies could probably handle it. We give you an example. If you wanted to handle containers, typically you went to a container terminal. If you wanted to handle automobiles, you went to an automobile yard or terminal. Even bulk operations have to go to a specific type of facility where there's silos and conveyors. We did it all in Indies, believe it or not. We not only did the containers, as I mentioned, but we did automobiles. We had a section of the yard where we'd roll the automobiles off and park them right in the lot. We even did bulk cargo. We didn't have silos, but we would do it on the fly. We would have a portable conveyor system. We'd have trucks come in, roll up onto the top of a platform, then dump their cargo in their bottom dump. It will be picked up in a short while and carried bound the ship. We did (sulfur?) that way for many years. We'd load sulfur vessels. Today, they go to a specific sulfur terminal that has some silos. The other things we did that were unusual as we even did bulk liquids. Very few terminals do bulk liquids now. (Already?), and again, we had a portable pumper, which we would bring into the terminal. Orange juice trucks used to come and drive under it. We would pump the orange juice out of the tank cars and into the tanks of the ship. By the time the next vessel came, all that apparatus was gone. We were handling tractors on that same dock or doing something else. To me, that was the true definition of an omni terminal. We did everything.

MS: Well, what's the advantage of that having to shift everything around rather than having a port where one section is doing orange juice and another is doing autos? What would be the advantage of one section of the port doing all that?

JD: Two things. I think at that time –

MS: Can you say advantage?

JD: The advantage of having a multifunctional terminal like Indies was, at that time, I think, was twofold. Number one, you can maximize the terminal space. There weren't that many breakbulk vessels, even then, in the late [19]80s. They were already starting to go by the wayside in favor of container vessels. So, you just couldn't afford to have any given – or even one full conventional berth or terminal for conventional cargo, unless it was a specific thing, such as a

steel dock that we have, for instance. Secondly, at that time, you still had multipurpose vessels. We had some vessels that we would load forest products down below deck, or that came from the Pacific Northwest with forest products already below deck. We would put something else on top of that, maybe some local rolling stock cargo from here, put the hatch covers back on, and then put containers on top. We had one vessel, a South American service, that we would load containers, a little bit of breakbulk, some containers in the holds of a bulk carrier. It had small tanks up in the bow that we filled with either orange juice or tallow, mostly tallow, which is another liquid in the same way. So, you had to be able to do various things with individual ships as well as these different ships.

MS: Well, how many omni ports like Los Angeles were there around the world?

JD: Honestly, I wouldn't know at the time.

MS: Was that a common thing or –

JD: I think there were a few others, but not many. Eventually, it became much more efficient for them to handle just containers.

MS: So, how do you design this Swiss Army knife port? I mean, it had to be designed to be highly flexible.

JD: Yes.

MS: When was it designed? What were the challenges of designing?

JD: It was originally built as a – just a breakbulk terminal with two beautiful warehouse sheds. It had, I think, the best warehouses in the harbor. There were two of them, each 200,000 square feet. So, we had 400,000 square feet under a roof that we could use for cargo that had to be stored. We stored mostly – the steel had to go indoors, lumber products all had to go indoors, and even Chilean fruit. For a few years, we handled that. This was fresh fruit palletized from Chile that would also go in the warehouse. Around the warehouses, containers started being built. We had some open area that became the container yard. So, it kind of developed over time. But originally, it was strictly a breakbulk terminal. The other functionality of handling scrap metal, for instance, we actually adapted a container crane to load scrap metal with a rotator box. The rotator box was like an open-top, forty-foot container that was brought over in the back of a truck from the scrap yard down the street. We had a special rotator device on the crane that would hook on to this box of scrap metal, lift it up over the ship, and then rotate 180 degrees and dump it into the hold. We were doing that with a container crane. All those things, and the portable pumping equipment, the portable conveyor systems, all that was kind of just – were add-ons just to do what we could do.

MS: Now, some might call it a Rube Goldberg device. [laughter]

JD: Maybe.

MS: But they worked, huh?

JD: They worked very well.

MS: Let's jump back ahead again. You're the general manager now of this whole Stevedoring area. What are your responsibilities now?

JD: Well, currently I'm vice president for SSA terminals. I also have some responsibilities for SSA Marine, which is our non-container division that we became – split that way in 1999. SSA did a joint venture with Matson Navigation, in which Matson Navigation spun off its three container terminals under Matson Terminal company, and combined it with the SSA Terminals. That became SSA Terminals company or LLC in [19]89. The non-container division became known as SSA Marine. Now, my responsibilities for the group is labor relations. Secondly, contract negotiations for certain customers and for the West Coast. Thirdly, some new business development. We're always looking on how we're going to handle new business when we can't necessarily get any more land. As you know, in the harbor, land is becoming a scarce commodity. We've got to be smarter with how we use the land and, obviously, cleaner. Doing those things are a challenge, and that it takes some new thinking and some new direction on how we're going to operate.

MS: So, from the labor relations side, as the port processes or functioning are changing, what are your challenges as far as labor relations? I mean, what's going on? What do you have to be concerned with? What are the changes that are going on?

JD: On a local level here, as – I'm chairman of the PMA Sub-Steering Committee for Southern California. The main goals that we have is to make sure that we have enough people who are trained and could get – are sent to the job or get to the job on time. Those are the main objectives that we have. So, then it boils down to proper registration of the longshore force. Do we have the right numbers? You have too many. They're not getting out to work enough. We have a problem where we lose casuals. They go by the wayside and go to look for other employment if we don't give them enough work. If we get to the casual haul too much and too often, then we'll run into shortages eventually and have the problem like we had back in 2004, when we had a very severe shortage of longshore labor. There's a lot of reasons for that. But nonetheless, those are some of the thing we need to avoid. Thirdly, we need to make sure they're trained. Just a warm body is not enough. He's got to be able to have some skill sets, whether it's driving a crane at the highest level or at least driving a forklift or a tractor hustler in the yard. They have to have some level of experience to be effective in the workforce.

MS: It's not like you're working with day laborers here. These are highly paid people. Talk about that, the nature of this job economically and the importance of it from both sides, from the management side and from the labor side, and the monies that are involved.

JD: Right. The longshore workforce is a very highly paid workforce. In some respects, they get a lot of criticism for that. On the other hand, I think they work very hard for it, for the most part. You don't necessarily work every day, either it's not available to you or there's some other reason why you can't work every day. So, the work that's being performed is a skilled job as well. We

make our money on production that we can generate. Well, if it takes us twice as long to unload a ship, then we're not going to do very well. So, it behooves us to operate at an efficient speed, safe efficient speed, in order to do what we need to do on the management side. I think if the longshore force is trained and capable of doing it, then we haven't had any problems.

MS: One last question. You lived, basically, all your life in the harbor here. How has it changed for you? What do you see as the future?

JD: That's a tough question. Well, the biggest change in the harbor, just since I've been in it for the last twenty-three years, has been the move from multi-type operations, as we've discussed with Indies, to purely container business. Even with our own company, we've seen the migration of a lot of the smaller non-container businesses move to outer ports, to such as San Diego or Port Hueneme. That the main container area, or main space, in the Port of Los Angeles has really been devoted to containers. I think that's rightly so. I think that's where the port revenue is. That's where our revenue is. That's where the most efficient movement of cargo exists. There's still going to be a need, in some respects, for the non-containerized cargo, for automobiles, or bulk, or some breakbulk. They'll find their place, either somewhere else in the port, not in the main container terminals, or in the out ports.

MS: What's the future?

JD: The future is going to be, I think, a terminal that's going to be able to control its own distribution or delivery of the cargo. This is kind of radical. I'm not sure if anybody who have some trucking companies hear this. But right now, the biggest frustration that we have as a terminal operator is the delivery of our import cargo because we cannot know when a truck driver is going to come for any particular container. So, we in effect have to have every container – import container on the terminal available for pick up at any time. It would be wonderful if we had an appointment system where the driver can tell us he'll be down at the terminal tomorrow at 2:00 p.m. to pick up a certain container, but that can't be done. There's too many other extraneous forces at work, either as traffic on the freeway or the trucker's last stop, to make it feasible for him to hit a specific window at our terminal, even with a two-hour leeway. So, we have to make them all available. To do that, it's impossible to make sure that the containers leave in an orderly and efficient manner. They just won't. We're going to have backups of trucks because they'll come on their – when they feel like coming. We cannot tell them when to come. We may be able to influence the flow or the rate at which they arrive at the terminal. That would be helpful. But still, we would not know which containers are necessarily going to pick up or can preplan for their pickup. As we get denser as a container – container terminals have to handle more volume in the same space is going to become a bigger problem because we're going to be rehandling more containers to deliver the chosen box. So, what's going to solve that? The current solution, which is kind of a band-aid, is PierPASS. It works. It smooths out the volume, but it basically still operates in the same way, which just gives us more time, spreads the time out, so the truckers are spread out.

MS: You have to explain what is PierPASS.

JD: PierPASS is a program developed by the terminal operators to increase the number of shifts

opened per week. It used to be we were open from 8:00 a.m. to 5:00 p.m., five days a week. Now, we're open basically seventeen hours a day, five days a week. So, double the amount of time that the terminals were open and available to receive or deliver cargo. That helped because it just spread out the volume, but it didn't solve the problem of us efficiently delivering a container on demand.

MS: So, what's the ultimate solution?

JD: I think the ultimate solution is where the terminals become the dispatcher, in effect, of the trucks that deliver the cargo. If you are a consignee and you're waiting for your container, instead of you contracting with a trucker and telling them just, "Well, go down to the terminal and pick up my box." You just go in when you please. Instead, you would call the terminal and say, "I would like my box on X day at X time. Would you please get it to me?" The terminal would get all these various instructions from all the consignees, be able to manage it themselves, and deliver the boxes on some kind of schedule, rather than rely on a third party that's appearing randomly at the gate in effect.

MS: This sounds, from what you're saying, not going to be easy to implement.

JD: No.

MS: No.

JD: Not at all. [laughter]

MS: Well, I think we've run out of time.

JD: Okay.

[end of transcript]