

**From:** [Ivan Carlson - President](#)  
**To:** [Dispatch](#); [Charles Costanzo](#); [Eric Klapperich](#)  
**Subject:** Delays  
**Date:** Thursday, June 23, 2022 11:59:00 AM

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Dispatch,

I know it is very difficult to meet the demand of shipping with our current pilot corps. In order to avoid significant problems please contact me, prior to any delay over 5 hrs. I am keenly aware of the horrible spot you are put in, and think you are all doing a fantastic job, but the buck must stop here, and I will take the heat for anything over 5 hours.

Thank you

**Kind Regards,**

**President Ivan Carlson Jr.**

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