



**MOTOR CARRIER GROUP CHAIRMAN'S FACTUAL  
REPORT**

**Motor Carrier Attachment - Interview with FirstFleet Representatives**

**Delray Beach, Florida**

**HWY19FH008**

(23 pages)

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

\* \* \* \* \*

Investigation of: \*

DELRAY, FLORIDA MULTI-VEHICLE CRASH \*  
JANUARY 28, 2019 \*

\* Accident No.: HWY19FH008

\* \* \* \* \*

Interview of: JOHN HELLIGE, CFO/Vice President  
DEBRA HOUSTON, Director of Risk Management  
FirstFleet, Inc.

## APPEARANCES:

RAFAEL MARSHALL, Ph.D., Human Performance Investigator  
National Transportation Safety Board

DAVID PEREIRA, Highway Crash Investigator  
National Transportation Safety Board

I N T E R V I E W

1  
2 MR. HELLIGE: I don't know what my (indiscernible) --

3 MR. PEREIRA: It's recording. We got it.

4 MR. HELLIGE: Are you there?

5 MR. PEREIRA: Yeah.

6 MR. HELLIGE: Okay.

7 MR. PEREIRA: This is supposed to get transcribed; this is  
8 just for our field notes.

## INTERVIEW OF JOHN HELLIGE AND DEBRA HOUSTON

9  
10 MR. HELLIGE: This is the history of the company. The  
11 company started in 1986. It started with Gary Sasser and Gary  
12 Wilson they were co-owners in the company. Gary Sasser owns a  
13 Averitt Express Mail, if you're familiar with it. So then it  
14 split out about 12, 13 years ago and Gary Wilson is the sole  
15 owner. So a family owned business. It's made up of about 2800  
16 tractors and getting close to about 10,000 trailers at this point.

17 Kroger's is our largest customer. We're their largest  
18 shipper. The business model is pretty much dedicated only. We  
19 pretty much have each location's kind of set up its own P&L, so as  
20 far as the revenue models -- the question here how do you get  
21 revenue -- it's different by each contract. So most of the  
22 dedicated, it could be a fixed variable model where we charge you  
23 for the tractor at a fixed weekly rate and then a variable rate on  
24 top of that, or it's all baked into a variable mileage rate. So  
25 it's a little bit different per contract.

1           The company's broke down into regions. So we have regional  
2 managers, we have regional safety managers, we have regional  
3 recruiters, and that's kind of spread out. The only area that we  
4 really don't go to is up in the northwest. So we're pretty much  
5 everywhere. We have about 105 locations now.

6           Describe staff and responsibilities. I'm not sure what your  
7 last one --

8           DR. MARSHALL: Yeah, we can just skip that one.

9           MR. HELLIGE: The hiring process, we're on 10th Street so the  
10 applications come in through 10th Street. We have minimum  
11 requirements. It's on the website --

12          MR. PEREIRA: Okay.

13          MR. HELLIGE: -- if you want to review the minimum  
14 requirements. We also sent those to you as well.

15          DR. MARSHALL: Okay. I don't know if the minimum  
16 requirements mention like accidents or violations or anything like  
17 that?

18          MR. HELLIGE: We do DUI, DWI, nothing in the past 5 years.  
19 Same thing on DOT recordables, nothing in the past 5 years.

20          DR. MARSHALL: Okay.

21          MR. HELLIGE: Things like that. That's all the minimum  
22 requirements.

23          Website, yes, we have a website. I believe you all have  
24 access to it. The carrier -- minimum qualifications. Sent a copy  
25 to you. It's also on the website.

1           The accident driver was hired -- I don't know any specifics  
2 about how he was hired. I'm sure we followed the same process.

3           DR. MARSHALL: Yeah, we'll just look at the DQ file for that.

4           MR. HELLIGE: Okay. You got the copy of the DQ file, the  
5 medical.

6           DR. MARSHALL: For the medical, do you have a contract with  
7 anyone in particular?

8           MR. HELLIGE: She can tell you.

9           MS. HOUSTON: In every city we have clinics that we use.  
10 Like we use Concentra, we use Concentra and we pay for -- we do a  
11 DOT physical on every new hire. So we do a DOT physical and we do  
12 a drug screen for every new hire.

13          DR. MARSHALL: Okay.

14          MS. HOUSTON: And then we recertify. We pay for re-  
15 certifications as well.

16          DR. MARSHALL: Okay. And then the driver must go to the one  
17 that you're contracted with?

18          MS. HOUSTON: Yes, yes. We get -- well, they -- it's easier  
19 for them too because the rates are usually there for the testing  
20 and whatnot so we get a better price.

21          DR. MARSHALL: Okay.

22          MR. HELLIGE: Going to the safety culture, we're regional.  
23 We have a safety manager, John Cole, who's our safety director,  
24 and then below that we have safety managers that are regional  
25 based. So in the interview you mentioned Lou Miller. Lou Miller

1 is assigned to this area and he'll have two safety meetings per  
2 year where every driver is required to attend, and we'll do that  
3 in the spring and fall and it's a couple hour type scenario.

4 Then we also have -- when we were speaking earlier, we also  
5 have our driver trainers come in to three different locations once  
6 a year. And we're just in the middle of doing that. We just did  
7 one in Dallas last weekend, Nashville this weekend, and Raleigh-  
8 Durham in April. And that's a day and a half of our driver  
9 trainers. Each location will have a driver trainer that's  
10 assigned to that location, seasoned driver that goes through this  
11 program of being the best of the best of our drivers.

12 MS. HOUSTON: And we attend, those of us in risk and safety  
13 and everyone's involved in that.

14 MR. HELLIGE: New hire training list, we provided that in the  
15 downloads, I believe. It's -- we have onboarding where you go  
16 through some training and then also, as he mentioned, ProProfs,  
17 that's a training we push out to the drivers that is online, and  
18 it's constant ongoing reminders and things like that to do those  
19 types of trainings.

20 Kind of touched on the driver ongoing training program,  
21 recurrent driver training, it's -- like I said, it's ongoing, it's  
22 through ProProfs, and it's also on site with the driver trainers  
23 that are assigned there as well as the regional trainers.

24 I got documents that were sent to you for the driver -- the  
25 driver in question, as far as his document of training. Policies

1 for drivers, driver handbook, all that information has been sent.

2 DR. MARSHALL: Okay.

3 MR. HELLIGE: Distance to terminal office, what are you  
4 asking there? How far do we typically recruit outside of the  
5 terminal?

6 DR. MARSHALL: No. Actually, do you have a policy on how far  
7 a driver can live from his main facility?

8 MR. HELLIGE: Okay. It kind of depends, but we typically  
9 like to get them within 25 miles or, if it's a tougher place to  
10 recruit, very rarely, but we'll go out to 50.

11 DR. MARSHALL: Okay.

12 MR. HELLIGE: Those are, those are far and few between.

13 MS. HOUSTON: So with -- an hour or less from the terminal.

14 MR. HELLIGE: Right.

15 DR. MARSHALL: An hour or less from the terminal.

16 MR. HELLIGE: Yeah.

17 MS. HOUSTON: But that's a max at an hour, yeah.

18 DR. MARSHALL: Yeah.

19 MS. HOUSTON: It depends on if, like he said, if it's out in  
20 the middle of nowhere.

21 MR. HELLIGE: Yeah.

22 DR. MARSHALL: Okay.

23 MR. HELLIGE: Company driver policies and signatures of  
24 driver, if applicable, that's all been sent. Driver policies are  
25 all contained in the handbook, so you'll see all that in that.



1           Testing program, do you want to go -- you got the questions  
2 in front of you?

3           MS. HOUSTON: I don't.

4           DR. MARSHALL: Oh, here. Here you go.

5           MR. HELLIGE: Some of these have been sent as well already.

6           MS. HOUSTON: As far as our vendor, do you mean what vendor  
7 to get the previous summary? Our TPA, our MRO is Main Line  
8 Medical Review Associates DSI.

9           DR. MARSHALL: Okay.

10          MS. HOUSTON: And so we've already got out MS data for 2018  
11 for recording, and we've used them for years, probably since '94.

12          DR. MARSHALL: I don't remember, have you sent -- was he ever  
13 part of a random drug pool while --

14          MS. HOUSTON: He is. All of our drivers. Even John and I  
15 are in the random pool.

16          MR. HELLIGE: You saw the pool we sent to you was a result of  
17 2018, so I don't know if it came up or not with the --

18          MS. HOUSTON: Well, his -- and he had, I think, five results  
19 in his file pre-employment, probably randoms, those kind of  
20 things.

21          DR. MARSHALL: Okay. Could we have all of those?

22          MS. HOUSTON: And he mentioned -- we did.

23          DR. MARSHALL: Okay, okay.

24          MS. HOUSTON: We sent them all.

25          DR. MARSHALL: Okay. I didn't know if you sent 2108 or not.

1 MS. HOUSTON: We sent -- yeah, there were like five.

2 DR. MARSHALL: Okay. Thank you.

3 MS. HOUSTON: But, so he mentioned the turning and the tail  
4 swing hit the car.

5 DR. MARSHALL: Yeah.

6 MS. HOUSTON: He got tested in that, so there's one --  
7 there's a result for that in the file. It's a non-DOT test. And  
8 so pre-employment random, those are all in the file.

9 DR. MARSHALL: Okay.

10 MS. HOUSTON: So what we sent you, there were like five.

11 DR. MARSHALL: Okay.

12 MS. HOUSTON: So, okay. And did he receive training? Yes.  
13 And we test in every post-accident situation regardless of whether  
14 it's DOT required or not. So we do test and we do randoms,  
15 reasonable suspicion, et cetera. So the drivers do know that.

16 And I don't understand number 5: Coordinate all efforts for  
17 the DQ file. We've provided the DQ file and all the --

18 DR. MARSHALL: Yes. That's fine.

19 MS. HOUSTON: -- chain of custody forms and results.

20 DR. MARSHALL: A lot of these are just --

21 MS. HOUSTON: Yeah.

22 DR. MARSHALL: -- a checklist of things for us, too.

23 MS. HOUSTON: Yeah. And you -- when you say manager if it's  
24 causal in the crash, anytime -- we just test as a company because  
25 we're a drug-free employer. Post-injury, post-accident, we test,

1 so --

2 MR. HELLIGE: Are you going to dispatch and hours of service  
3 next?

4 DR. MARSHALL: Yeah.

5 MR. HELLIGE: Do you want to go over it? Dispatch is by  
6 location.

7 MS. HOUSTON: Yeah.

8 MR. HELLIGE: I mentioned Kelly Gordon. Kelly Gordon is the  
9 manager that's on the Tampa office. He's still getting back  
10 though; he did have pneumonia, so I don't -- Brian -- not Brian  
11 Warren but Brian Hoffman --

12 MS. HOUSTON: Hoffman.

13 MR. HELLIGE: -- is the back-up to him. So he was there, and  
14 then also there's a night person. I don't know if you all want to  
15 interview them or --

16 DR. MARSHALL: No. I don't think that's necessary.

17 MR. HELLIGE: Okay.

18 DR. MARSHALL: I do have a few questions. One of the issues  
19 that seemed to be coming up with truck drivers is obstructive  
20 sleep apnea. Do you have any policies on obstructive sleep apnea?

21 MS. HOUSTON: Do you want me to answer that?

22 MR. HELLIGE: Go ahead.

23 MS. HOUSTON: You know, because we recognize that sleep apnea  
24 is -- you know, creates, you know, fatigue -- in our industry  
25 fatigue is the number one cause of accidents. Has it been 5

1 years, 10 years ago, we waived our deductible for the nonsurgical  
2 diagnosis and treatment. So on our medical plan they're able to  
3 get sleep testing, get their machines, get all of that, and a  
4 waiver of a deductible is a large chunk of change. So basically  
5 for a 20 percent copay, that's all it costs them to do that.

6 And so we recognize that and we test for it, and obviously  
7 the DOT will disqualify. So I see typically every physical that  
8 comes through, and if there's a question about that, we kind of  
9 know what's going on so that they -- he's not got any issues.

10 He's on a 2-year card, et cetera.

11 But if we see one and it comes up that they gave him a 30-day  
12 card, I'm always quick to make sure that they understand --  
13 because their insurance will start after 30 days, the first of the  
14 month, that they understand what our program does. And the only  
15 plan that you can't waive that deductible is high deductible, so  
16 they need to enroll in the correct plan to make sure they can  
17 avail themselves of that so when they go back at 30 days or 90  
18 days, they've got their machine, they can show their testing and  
19 on down the road.

20 MR. HELLIGE: The high deductible plan you can't do that --

21 MS. HOUSTON: Yeah.

22 MR. HELLIGE: -- because of the federal government, but --  
23 hold on.

24 MS. HOUSTON: IRS regulations.

25 MR. HELLIGE: But we match -- we put money into their HSA

1 account. So in a roundabout way --

2 DR. MARSHALL: I see, yeah.

3 MR. HELLIGE: -- we give them the ability --

4 MS. HOUSTON: Right.

5 MR. HELLIGE: -- to pull from their HSA account  
6 (indiscernible) dollars.

7 MS. HOUSTON: But typically people that have more medical  
8 issues aren't going to choose the high deductible, they're going  
9 to go to Plan 1.

10 DR. MARSHALL: Right.

11 MS. HOUSTON: So they're going to do that. But we recognized  
12 long ago that it was important, so --

13 DR. MARSHALL: So regardless of whether they receive a 2-  
14 year, a 3-month medical, do you yourself look at just  
15 characteristics such as neck width or weight and height? I mean,  
16 are --

17 MS. HOUSTON: The DOT does that themselves. The DOT  
18 examiners are all that --

19 DR. MARSHALL: Okay.

20 MS. HOUSTON: -- so you'll see the BMI --

21 DR. MARSHALL: Yeah.

22 MS. HOUSTON: -- on that. And anytime they are at like 39 or  
23 whatever weight --

24 DR. MARSHALL: Yeah.

25 MS. HOUSTON: -- and the BMI, and their neck's 17½, I believe

1 is what it is, they'll send them a request. And that's -- you  
2 know, when you look at section 2 of the long form physical, you  
3 see the questions --

4 DR. MARSHALL: Okay.

5 MS. HOUSTON: -- about sleep apnea. So they're quick to get  
6 and we get on board with it too, so --

7 DR. MARSHALL: Okay. I mean, how often do your drivers  
8 actually get tested for that, for -- I mean do a sleep test, a  
9 study or anything?

10 MS. HOUSTON: Well, they don't get tested for it unless --

11 DR. MARSHALL: I'm sorry. How --

12 MS. HOUSTON: If you look at section 2 of the long form, it  
13 asks if they snore --

14 DR. MARSHALL: Yeah.

15 MS. HOUSTON: -- or if they have a sleep disturbance or  
16 anything like that. So if they answer yes to that, and you add  
17 their weight and their BMI, the examiner is probably going to ask  
18 for that --

19 DR. MARSHALL: Yeah.

20 MS. HOUSTON: -- only give them a 90-day card. Or if they  
21 already say that they have sleep apnea, they require them to bring  
22 in the test strip, because a lot of the newer machines have a  
23 strip to show that they're in compliance using their machine. So  
24 every time they go for their recert --

25 DR. MARSHALL: Very good. Okay.

1 MS. HOUSTON: -- you know, they're going to ask about that.

2 DR. MARSHALL: Okay. Let's just go through this then.

3 MR. HELLIGE: E-ZPass was next, I think. Do you want to --  
4 question 30? We all agree?

5 MS. HOUSTON: Yeah.

6 DR. MARSHALL: Yeah, and we --

7 MS. HOUSTON: And John would know more about the E-ZPass.

8 MR. HELLIGE: You got that.

9 DR. MARSHALL: We got that, yeah.

10 MR. HELLIGE: Safety person receives hours of service  
11 violation. That goes to the safety manager and that also goes to  
12 the individual location manager. They can see it when they're  
13 dispatching. Richard mentioned how the dispatcher kind of molded  
14 his work schedule --

15 MR. PEREIRA: His hours, right.

16 MR. HELLIGE: -- because if you pull up the screen on TMW  
17 it's got little green lights, yellow lights, red lights telling  
18 you their hours of service. There's plenty of information there  
19 to make sure you're not in violation or going to be going in  
20 violation.

21 I don't -- I'm not aware of this driver being disciplined for  
22 HOS. I didn't see any, I'm pretty sure.

23 MS. HOUSTON: No.

24 MR. HELLIGE: HOS paper, e-log, entire process; owner manual  
25 for e-log. I think we sent you everything on that.

1 MS. PEREIRA: Yeah, we have that.

2 MR. HELLIGE: Policy, HOS policy. We have background tracks  
3 that, you know, any unassigned drive time is reviewed by our  
4 safety department and pushed to a driver, so there's no ability  
5 to, you know, get in a truck and not drive it unless it's assigned  
6 to somebody. And he mentioned that he logs in first thing, things  
7 like that.

8 Technology. We have GPS tracking, we have scanners, we have  
9 scanners built into the app. Advanced collision warning. We do  
10 have automatic collision avoidance and some of our trucks also  
11 have the Fusion product, which is a little bit more advanced than  
12 the Wingman itself. Rollover stability, yes; tracking, things  
13 like that.

14 Technology -- this vehicle didn't have any CERs. I'm not  
15 aware of any as far as I know. Everybody agree on that? I don't  
16 know -- I have (indiscernible).

17 MS. HOUSTON: No.

18 DR. MARSHALL: No CERs, okay.

19 MS. HOUSTON: Critical --

20 MR. HELLIGE: Critical events.

21 DR. MARSHALL: Yeah.

22 MS. HOUSTON: No.

23 DR. MARSHALL: So does that mean it doesn't have like a drive  
24 cam or anything like that?

25 MR. HELLIGE: No, critical events, the way I'm interpreting



1 that is if we have a hard brake.

2 DR. MARSHALL: Yeah.

3 MR. HELLIGE: We immediately get notice of a hard brake.

4 DR. MARSHALL: Right.

5 MR. HELLIGE: And we follow up with the driver right away.

6 MS. HOUSTON: Right.

7 MR. HELLIGE: So stability control events, things like that.

8 MS. HOUSTON: And then if -- so in the time that it went in  
9 service in November and he said he started driving it, we're not  
10 aware of any CERs registered in that vehicle.

11 DR. MARSHALL: Okay. But I was just wondering if there was a  
12 video of that recorder in the vehicle?

13 MS. HOUSTON: No.

14 MR. HELLIGE: We do not have video recorders. The new  
15 version of Fusion has a video outward monitor on the Fusion  
16 products that we do have on our trucks, but it does not have that  
17 component. It's a mobile product. It's an a la carte, so we  
18 picked the portions that are -- side rumble strips and different  
19 things like that on those.

20 Vehicles and maintenance procedures. All vehicles -- most  
21 vehicles are assigned. He mentioned that sometimes you may have a  
22 guy come in during his week off or something or move a trailer,  
23 that's pretty typical. I don't know that there -- he's just  
24 really assigned that truck. I wouldn't say there's an assignment  
25 sheet. He has the keys for that truck and that's his truck.

1 Identify each person charged, if necessary, for all small  
2 operations. Not sure if you want anything there.

3 Is there maintenance reports? All the maintenance reports  
4 have been sent to you. It was a leased trailer.

5 MS. HOUSTON: Yes.

6 MR. HELLIGE: We've got some of the vendors. Premiere was  
7 the leased trailer. Some of those have been sent to you all  
8 already as well.

9 Roadside inspections. I believe we sent all this stuff to  
10 you.

11 Vehicle maintenance program. He mentioned it was about ready  
12 for a 30,000 mile oil change. So that's pretty typical.

13 DR. MARSHALL: Yeah.

14 MS. HOUSTON: And the place where we were at this morning is  
15 who does our PMs for the fleet.

16 MR. PEREIRA: Oh, he does the PMs --

17 MR. HELLIGE: Yeah. You noticed some other trucks there?

18 MR. PEREIRA: Yeah.

19 MS. HOUSTON: Yeah. That's why they were there.

20 MR. HELLIGE: They weren't involved in accidents. They were  
21 there --

22 MR. PEREIRA: I thought it was part of your facility.

23 MS. HOUSTON: No, sir, that's not our -- we're on site at  
24 International Paper.

25 MR. PEREIRA: Okay.

1 DR. MARSHALL: I see.

2 MS. HOUSTON: So you call me ma'am; I call you, sir.

3 MR. PEREIRA: Okay.

4 MR. HELLIGE: (Indiscernible) hours. I believe we sent  
5 everything to you. It's a brand new truck, so not a whole lot  
6 going on with it yet.

7 Formal interview, whatever you all want to do there.

8 General interview accident, you've already done that.

9 Is there anything else I didn't --

10 MR. PEREIRA: No, that's all.

11 MS. HOUSTON: I didn't know if you were curious as to who the  
12 woman was he referenced that she told me to call the police?

13 DR. MARSHALL: Yeah.

14 MS. HOUSTON: We have a central reporting. All of reports,  
15 whether it's accident, injury, breakdown, goes to Portland,  
16 Tennessee.

17 DR. MARSHALL: Okay.

18 MS. HOUSTON: It's a 24/7 facility. So at that time of the  
19 morning the lady that took the report was who he was talking to.

20 DR. MARSHALL: I see.

21 MS. HOUSTON: She's a dispatcher, and she took the report and  
22 created a chain of events that notified us.

23 DR. MARSHALL: Okay.

24 MR. HELLIGE: He mentioned the Wingman product that he had on  
25 there. So, I mean, if he's not hearing it beeping, then he's

1 probably doing a pretty good job.

2 MS. HOUSTON: That's right.

3 MS. PEREIRA: Yeah.

4 MS. HOUSTON: Yeah. He didn't know it. Even if it's --

5 MR. PEREIRA: Do you want me to shut down? Oh, you've got  
6 something else?

7 MS. HOUSTON: Even if it's not on cruise, it'll beep at you.

8 MR. HELLIGE: We're almost 100 percent with all that on all  
9 our tractors. It's probably smaller than 2 percent of tractors  
10 that don't already come with that.

11 MR. PEREIRA: Yeah. I commend you for using those. Those  
12 are --

13 MR. HELLIGE: It's impactful, I'll tell you that.

14 DR. MARSHALL: This might already be in your driver's  
15 handbook, but I was just wondering if you have like a rewards  
16 program for drivers who do well?

17 MR. HELLIGE: Uh-huh. There's a safety program that rewards  
18 them quarterly with \$125 dollar bonus if they've had no accidents.

19 DR. MARSHALL: Okay.

20 MS. HOUSTON: And then if you look at our site -- I don't  
21 know if it talks about it -- we have a million mile -- actually  
22 half a million miles. which takes 4 years of accident-free driving  
23 to get half a million. It takes 8 years to get a million, so 16,  
24 24, 32 --

25 MR. HELLIGE: Off the top of my head, I don't

1 (indiscernible).

2 MS. HOUSTON: We're getting ready to have a 4 million mile  
3 safe driver coming on.

4 MR. HELLIGE: We've got about 14, 15 or so 3 million milers;  
5 2 million milers, is right around 100.

6 MS. HOUSTON: Right.

7 MR. HELLIGE: One million milers is --

8 MS. HOUSTON: So you think about getting a 53-foot, driving  
9 it in behind some stuff and not hitting anything, no accidents.  
10 Our safety director was a 2 million miler before he came out of  
11 the truck and was --

12 MR. HELLIGE: Yeah.

13 MR. PEREIRA: Really?

14 MS. HOUSTON: -- when our other director retired, Jim -- or  
15 John Cole was promoted. But he's a 2 million miler, so --

16 DR. MARSHALL: Okay. Are there any violations or just  
17 anything that would cause you to fire a driver, you know, and --

18 MS. HOUSTON: DUI, DWI.

19 MR. HELLIGE: Yeah, I mean, each incident, you know --

20 MS. HOUSTON: Right.

21 MR. HELLIGE: -- goes through risk management and safety, and  
22 depending on the severity of the incident --

23 MS. HOUSTON: Right.

24 MR. HELLIGE: -- and what happened is whether or not we keep  
25 the driver or not. But each one's reviewed.

1 DR. MARSHALL: Okay.

2 MR. HELLIGE: If we do keep the driver, whatever that  
3 violation was or incident was, they'll be assigned training that  
4 was related to that incident on (indiscernible) --

5 DR. MARSHALL: Okay.

6 MS. HOUSTON: If you look at the handbook there's a section  
7 there about progressive discipline.

8 DR. MARSHALL: It's there. Okay, great. Okay, great.

9 MR. PEREIRA: Okay.

10 MS. HOUSTON: And it talks about that every accident is  
11 different. So some of the reasons why an employment might end  
12 other than accident related, but it's all in the handbook.

13 DR. MARSHALL: Okay. I'm just trying to think what else Mike  
14 would be interested in. Mike is actually our motor carrier  
15 specialist --

16 MR. PEREIRA: Motor carrier.

17 DR. MARSHALL: -- and he's probably going to -- I'm going to  
18 do most of this work but Mike's going to be looking at --

19 MS. HOUSTON: Well, our emails are on our Smartphones so all  
20 he has to do is ask when you talk to him.

21 DR. MARSHALL: Yeah. Okay. I can't think of any other  
22 questions, so --

23 MR. PEREIRA: Yeah. Let me -- okay. Ready, we stopped --

24 (Whereupon, the interview was concluded.)

25

