

# INTERVIEW QUESTIONS FOR MOTOR CARRIERS

## COMPANY CHARACTERISTICS

CARRIER NAME: Accelerated Freight Group

INDIVIDUAL INTERVIEWED: Mr. Robert A. Bowman

POSITION: President & CEO

LOCATION OF HOME OFFICE: 6955 Cary Hamilton Road, Theodore,  
Alabama 36582

NUMBER OF TERMINALS: Two. Main Office, Terminal, Maintenance  
Complex, and Warehouse in Theodore, AL and Remote Terminal in Butler,  
Alabama.

TYPE CARRIER: FOR-HIRE  PRIVATE  EXEMPT  
TRUCKLOAD  LESS THAN TRUCKLOAD

TYPE EQUIPMENT: VAN  TEMPERATURE CONTROL   
FLATBED  CURTAIN SIDE  DROP DECK   
STRAIGHT TRUCK  INTERMODAL

NUMBER OF TRACTORS: 80 NUMBER OF TRAILERS: 172

TYPE OPERATION: LONG HAUL  REGIONAL

AVERAGE LENGTH OF HAUL: 425

NUMBER OF DRIVERS: COMPANY 60 SINGLE DRIVERS 54  
TEAM DRIVERS 6 OWNER OPERATORS 20

PERCENT OF SERVICE THAT IS DEDICATED:  
(BY REVENUE; MILES OPERATED; OTHER;) 9% by Revenue and  
7% by Mileage.

**PERCENT OF SERVICE THAT IS NON-DEDICATED BUT IS OF A REGULAR BASIS: 29%.**

**OPERATING PATTERNS**

1. **DO YOU HAVE REGULAR ROUTES AND SCHEDULES?** Regular Customers ship originating freight from regular and specific points. However, in the Truckload Marketplace, the shipments do not all go to the same destination points. On multi-stop loads, some stops vary from load to load but may very well be in the same State or Geographic Area.
2. **ARE THESE RUNS REGIONAL OR LONG HAUL?** The runs fall into both categories.
3. **DO THESE ROUTES AND SCHEDULES FIT FOR PRIVATE AND FOR-HIRE CARRIERS?** Yes.
4. **DOES THIS PATTERN FIT FOR DEDICATED FOR-HIRE OPERATIONS?** Yes.
5. **DO YOU HAVE A FIXED OR NEARLY FIXED NUMBER OF LOADS FOR A SPECIFIC SHIPPER THAT ORIGINATES AT A DEFINITE POINT THAT DELIVERS TO A SPECIFIC POINT OR POINTS?** Yes. Several larger shippers do provide a fairly fixed number of loads from specific outbound points. Destination points are not as consistently fixed.
6. **ARE THERE TYPICAL PATTERNS FOR PICKUP AND DROP OFF TIMES/DAYS?** Yes.
7. **WHAT ARE THE MOST POPULAR PICKUP TIMES/DAYS?** 6:00-8:00 AM on Wednesdays, Thursdays, and Fridays. Early afternoon on the same days would be the second most popular times/days. On dedicated movements, the pickups may be scheduled at 6:00-8:00 AM everyday of the week. Some movements load in the afternoon and leave for early morning delivery the next day.
8. **WHAT ARE THE MOST POPULAR DELIVERY TIMES/DAYS?** 6:00-8:00 AM on Mondays. Next most popular is 6:00-8:00 AM on Wednesdays and Thursdays. The first drop is key on multi-stop loads. This drop is usually scheduled for 6:00-8:00 AM. All other drops are based on the events and times of the first stop.
9. **DO THE PATTERNS INCORPORATE OVERNIGHT DRIVING?** Yes.
10. **ONCE THE DRIVER AND UNIT DEPARTS THE DOMICILE LOCATION WITH AN OUTBOUND LOAD, DO YOU HAVE THE OPERATIONS AND SALES STAFF TRY TO LOAD AND KEEP THEM MOVING UNTIL THEY RETURN HOME?** Yes. The responsibility for keeping the Driver moving primarily rests with the Customer Service Representative (CSR). The primary responsibility of the Sales Representative is to provide an array of Customers within the Operating Network for which the CSR can solicit movements.

11. **DOES THE COMPANY KEEP ALL OF THE DRIVERS OUT FOR THE SAME LENGTH OF TIME?** No.
12. **HAS YOUR OPERATING PATTERNS CHANGED AS A RESULT OF THE NEW HOS RULES?** The geography has not changed. More in-depth preplanning has been accomplished by Operations Personnel. Drivers are more aware of the need to plan tips better. This is because Drivers Available Hours are at a premium. All Personnel have been trained on the New Rules and how to achieve better asset utilization.
13. **ARE THERE NOTICEABLE CHANGES IN THE WAIT, LOAD, AND UNLOAD TIMES RESULTING FROM THE NEW RULES?** Wait times have improved. We have put in place Detention Charges and we bill for all time in excess of allotted free time.
14. **HOW DO YOU PERCEIVE THE EFFECTS OF THE NEW RULES ON YOUR OPERATING PATTERNS?**
  - a. **POSITIVE:** Yes.
  - b. **RATIONALE:** Because of the criticality of Drivers Available Hours, we had to do a better job in getting the most productivity possible within the legal limits of the regulations. AWARENESS is a large contributing factor to this improvement. The New Rules pointed out the need for training of all Staff and Drivers. Shippers and receivers have tried to implement better scheduling to prevent Detention Charges. Shippers have improved to a greater degree than receivers in reducing waiting times.
  - c. **NEGATIVE:** Yes.
  - d. **RATIONALE:** The 10 Hour break does not always coincide with the sleeping or rest habits of the Driver. However, it must be taken. Better planning is required to comply with the New Rules. Drivers can split their break but we do not encourage splitting.
15. **HAVE YOU CHANGED YOUR OPERATING PRACTICES OR PROCEDURES AS A RESULT OF THE NEW RULES?** While meeting our Customers requirements relative to service levels, we TRY to get Drivers home for their Home Time so the 34 Restart is taken while the Drivers are at home. In most cases we are successful. However, Customer Satisfaction and Compliance occupy the top spot in the food chain. Some Restarts must be taken while on the road.
16. **HAS THE 11<sup>TH</sup> HOUR OF DRIVING TIME INCREASED THE WILLINGNESS OF THE COMPANY TO PROMISE SAME DAY DELIVERY OR ENHANCED DELIVERY ON RUNS IN THE 500-600 MILE RANGE?** No.
17. **HOW HARD ARE DRIVERS PUSHED OR NOT PUSHED ON DAILY AND WEEKLY LIMITS?** We do not Push on either. We try to schedule our moves so as to maximize asset utilization without going right to the ultimate limit. This is particularly true with respect to the weekly hours limit.
18. **HOW HARD DO DRIVERS PUSH THEMSELVES ON DAILY AND WEEKLY LIMITS?** Drives are more likely to push themselves as opposed to the Company pushing them.

19. **WHY DO YOU CHOOSE NOT TO PUSH YOUR DRIVERS TO THE ABSOLUTE LIMITS?** Retention, Compliance, and Liability.
20. **DOES DRIVER RETENTION ENTER INTO THE OPERATING PATTERN?** Yes. It is very important to improve Driver Retention. Replacing Drivers is a very costly matter.
21. **DOES THE LIMITS FIT OR NOT FIT YOUR OPERATION?** Yes. They fit our operation just fine.
  - a. **HAVE IMPROVEMENTS IN OPERATIONAL SCHEDULING RESULTED SINCE IMPLEMENTATION OF THE NEW RULES?** I think we are better. We have continued to improve asset utilization and revenue per mile.
  - b. **HAS COOPERATION BETWEEN SHIPPERS, RECEIVERS, AND THE CARRIER IMPROVED SINCE IMPLEMENTATION OF THE NEW RULES?** As we discussed earlier, a good bit of improvement in cooperation and scheduling has taken place between AFG and our shippers. Some improvement has taken place with receivers. Since receivers are not always a part of the Contract or Agreement between Carriers and Shippers, it is more difficult to achieve the same level of cooperation with between Carriers and Consignees.

## **ROAD TRIPS**

1. **HOW LONG (DAYS) DO DRIVERS STAY OUT ON RUNS?** We have some Local Drivers that are home every night. The Regional Drivers are out five to five and one half days. The Long Haul Drivers are out 7-9 days on average.
2. **NUMBER OF AWAY RESTARTS ON A TRIP?** Approximately 23% (18) of the Regional and Long-Haul Drivers have a Restart on the road.
3. **LENGTH OF AWAY RESTARTS?** 42-65 hours.
4. **NUMBER OF DAYS BETWEEN RESTARTS?** 4-5 days.
5. **NUMBER OF HOURS BETWEEN RESTARTS?** 52-60 hours.
6. **LENGTH OF HOME RESTARTS?** 40-48 hours.

## **WORK BETWEEN AWAY RESTARTS**

1. **NUMBER OF ON-DUTY HOURS?** 55-67 hours.
2. **NUMBER OF DRIVING HOURS?** 48-54 hours. The number of Driving Hours is influenced by traffic conditions. We make a lot of runs into or around bigger cities such as Atlanta, Birmingham, Charlotte, Dallas, Ft. Worth, Houston, Chicago, and East Coast metropolitan destinations. When you consider the many other non-driving functions that a professional Driver has to accomplish, the amount of driving time is substantially reduced.
3. **NUMBER OF MILES DRIVEN?** 2,700-3,100 per week.

## TOURS OF DUTY

1. **DUTY TIME?** In most cases, the range is between 11-13 hours.
2. **DRIVING TIME?** 9-10 hours.
3. **BREAK TIME?** 2-3 hours per day.
4. **HOW OFTEN IS THE 11<sup>TH</sup> HOUR USED?** The 11<sup>th</sup> hour is not regularly planned. However, it does come into play on certain situations. Namely, when unplanned events and delays occur during the day.

## SPLIT SLEEPER BERTH

1. **HAS THE CURRENT SPLIT SLEEPER BERTH PROVISION IMPACTED YOUR OPERATION?** Not really.
  - a. **HAVE YOU BENEFITTED?** Basically, no. There is a lot of misunderstanding about this provision. Many Drivers do not utilize the Split Sleeper Berth because of this misunderstanding. Some Drivers like to Split because of their particular sleeping habits or desires.
  - b. **HAS THE PROVISION HAD A NEGATIVE IMPACT ON YOUR OPERATION?** No.
2. **DO YOU ALLOW DRIVERS TO CHOOSE WHETHER OR NOT TO SPLIT?** Yes, but we do not encourage Splitting.
3. **ARE THERE ANY DIFFERENCES BETWEEN COMPANY DRIVERS AND OWNER OPERATORS WITH RESPECT TO SPLITTING?** No.
4. **DO YOU ALLOW SOLO DRIVERS TO SPLIT?** Yes. But again, we do not encourage splitting.
  - a. **IF SO, DOES ANY PATTERN OR COMBINATION WORK BETTER THAN OTHERS FOR YOU?** It really does not make that much difference. Much of the splitting evolves around the Driver's preference, work, and sleeping habits.
  - b. **ARE THERE ANY DIFFERENCES ON DEDICATED RUNS?** No.

## MANAGING HOS COMPLIANCE

1. **DOES YOUR SENIOR STAFF ANALYZE OR EVALUATE VARIOUS OPTIONS REGARDING SPLITTING, TIMING, AND LENGTH OF RESTARTS IN ORDER TO MAXIMIZE AVAILABLE ON-DUTY AND DRIVING HOURS?** Yes. We have tried to take an analytical approach to the situation. We strive for Compliance and exceptional Utilization of Assets. We want to find approaches, processes, and techniques that allow us to provide Outstanding Customer Service, achieve Superior Utilization of Resources, and comply with the prevailing Regulations-whatever they may be.
2. **IS YOUR TOP SAFETY PROFESSIONAL YOUR IN-HOUSE EXPERT ON HOS COMPLIANCE AND LOG KEEPING?** Yes.

3. **HOW MUCH EFFORT HAS YOUR COMPANY PUT INTO TRAINING THE FOLLOWING ON THE NEW HOS RULES AND THE BEST WAYS TO WORK WITH THEM?** We have committed a lot of resources and effort to training all Associates in the new Hours of Service Regulations.
- a. **DRIVERS?** A great deal. This is a continuing effort.
  - b. **SAFETY PERSONNEL?** Again, this is an ongoing effort. We want our Safety Professions to know the Regulations.
  - c. **OPERATIONS PERSONNEL?** Compliance is not only a Safety Function. It is also an Operations responsibility. We train our Operations Personnel just like the Safety Personnel and Drivers.
  - d. **CUSTOMER SERVICE REPRESENTATIVES?** Yes. It is important for CSR's to have a good working knowledge of the Hours of Service Regulations so they can effectively interface with Customers on Compliance.
  - e. **SALES REPRESENTATIVES?** It is important to properly train the Sales Staff because we do not want them to make commitments that cannot be kept legally. Sales Personnel receive training on Hours of Service Compliance.
  - f. **SENIOR STAFF PERSONNEL?** All Senior Staff Personnel are made aware of Compliance requirements.
4. **SPECIFICALLY, DO YOU TRY TO TRAIN YOUR DRIVERS ON HOW TO MAXIMIZE LEGAL AVAILABLE HOURS?** Constantly.

PRIVATE

## INTERVIEW QUESTIONS FOR MOTOR CARRIERS

### COMPANY CHARACTERISTICS

**CARRIER NAME:** Wellborn Transportation, Inc. (A Division of Wellborn Cabinet Incorporated).

**INDIVIDUAL INTERVIEWED:** Mr. Ken NeSmith, Director of Logistics; Mrs. Sandy Johns, Director of Safety & Compliance; and Mr. Tommy Windsor, Director of Operations. Interview done in person.

**POSITION:** See above.

**LOCATION OF HOME OFFICE:** Ashland, Alabama.

**NUMBER OF TERMINALS:** Two. Salt Lake City, UT and New Holland, PA.

**TYPE CARRIER:** FOR-HIRE  PRIVATE   
**TRUCKLOAD**  **LESS THAN TRUCKLOAD**

Wellborn Transportation has Contract Operating Authority and is totally dedicated to Wellborn Cabinet, Inc. on all outbound loads and inbound loads from various points in the United States where it is economically feasible to accommodate the pickup. The Transportation Company has Contracts with selected Proprietary Customers and Transportation Brokers for loads that are returning to Ashland, AL and/or the other Terminals. Most outbound loads originating from Ashland are Multi-Drop with up to 23 stops. The average is 7.9 stops per load. This number incorporates the single stop loads and the loads with up to 23 stops. The Salt Lake City Terminal serves the Western States and the New Holland facility focuses on service to the heavily populated East Coast. However, the Ashland Manufacturing Facility provides single and multi-stop services to the Eastern Seaboard.

**TYPE EQUIPMENT:** VAN  TEMPERATURE CONTROL   
FLATBED  CURTAIN SIDE  DROP DECK   
STRAIGHT TRUCK  (4)

**NUMBER OF TRACTORS:** 67 + 4 Straight Trucks **NUMBER OF TRAILERS:** 150

**TYPE OPERATION:** LONG HAUL  **REGIONAL**

**AVERAGE LENGTH OF HAUL:** 1,450

**NUMBER OF DRIVERS:** COMPANY 71 **SINGLE DRIVERS** 63  
**TEAM DRIVERS**  **OWNER OPERATORS**

**PERCENT OF SERVICE THAT IS DEDICATED:**

**(BY REVENUE; MILES OPERATED; OTHER;)** Wellborn Transportation is totally dedicated to the Parent Corporation on outbound loads.

**PERCENT OF SERVICE THAT IS NON-DEDICATED BUT IS OF A**

**REGULAR BASIS:** Slightly over 80% of the Return Hauls are non-dedicated but occur on a regular basis with either Proprietary Customers or quality Transportation Brokers with which Wellborn Transportation has built up a professional relationship over the years.

**OPERATING PATTERNS**

1. **DO YOU HAVE REGULAR ROUTES AND SCHEDULES?** Yes.
2. **ARE THESE RUNS REGIONAL OR LONG HAUL?** Long Haul.
3. **DO THESE ROUTES AND SCHEDULES FIT FOR PRIVATE AND FOR-HIRE CARRIERS?** Yes.
4. **DOES THIS PATTERN FIT FOR DEDICATED FOR-HIRE OPERATIONS?** Yes.
5. **DO YOU HAVE A FIXED OR NEARLY FIXED NUMBER OF LOADS FOR A SPECIFIC SHIPPER THAT ORIGINATES AT A DEFINITE POINT THAT DELIVERS TO A SPECIFIC POINT OR POINTS?** Yes.
6. **ARE THERE TYPICAL PATTERNS FOR PICKUP AND DROP OFF TIMES/DAYS?** Regular Outbound Routes load Monday through Friday from 7:00 AM to 5:00 PM. Deliveries are scheduled.
7. **WHAT ARE THE MOST POPULAR PICKUP TIMES/DAYS?** Pickups on Return Hauls are scheduled based on the time and day of the final stop of the Outbound Load. Since routes are run on a scheduled basis, pickups for Return Hauls do not fluctuate as widely as would be the case with a typical For-Hire Carrier.

8. **WHAT ARE THE MOST POPULAR DELIVERY TIMES/DAYS?**  
Delivery times are scheduled for all Outbound Stops for all routes runs. Deliveries for Return Hauls are scheduled based on legal driving times to the destination city. As previously stated, Wellborn Transportation does not encounter as many fluctuations in delivery and pickup patterns as would a typical For-Hire Carrier.
9. **DO THE PATTERNS INCORPORATE OVERNIGHT DRIVING?** Yes.
10. **ONCE THE DRIVER AND UNIT DEPARTS THE DOMICILE LOCATION WITH AN OUTBOUND LOAD, DO YOU HAVE THE OPERATIONS AND SALES STAFF TRY TO LOAD AND KEEP THEM MOVING UNTIL THEY RETURN HOME?** Yes. The Transportation Company does not utilize an Outside Sales Staff. All solicitations for Return Haul Freight is accomplished by the Operations Staff.
11. **DOES THE COMPANY KEEP ALL OF THE DRIVERS OUT FOR THE SAME LENGTH OF TIME?** No.
12. **HAS YOUR OPERATING PATTERNS CHANGED AS A RESULT OF THE NEW HOS RULES?** Very little. Customer requirements still play the most prominent role in structuring the Operating Network for Customers served.
13. **ARE THERE NOTICEABLE CHANGES IN THE WAIT, LOAD, AND UNLOAD TIMES RESULTING FROM THE NEW RULES?** Yes. Detention is tracked and charged.
14. **HOW DO YOU PERCEIVE THE EFFECTS OF THE NEW RULES ON YOUR OPERATING PATTERNS?**  
a. **POSITIVE:** At the outset of the New Rules, the impact was somewhat negative. However, the initial negative situation has been converted into a positive experience. Customers have been informed on the importance of keeping the Drivers moving. The 34-Hour Restart is utilized to its full advantage on the Coast to Coast runs particularly when scheduling a priority pickup. By taking the 34-Hour Restart at an opportune time, the Driver will have the maximum available daily and weekly on-duty and driving time.  
b. **RATIONALE:**  
c. **NEGATIVE:**  
d. **RATIONALE:**
15. **HAVE YOU CHANGED YOUR OPERATING PRACTICES OR PROCEDURES AS A RESULT OF THE NEW RULES?** Slightly. Emphasis has been placed on improved planning within the Operations Department. The departure time for some routes have been slightly altered to minimize unproductive time and to maximize utilization of driving and on-duty time.
16. **HAS THE 11<sup>TH</sup> HOUR OF DRIVING TIME INCREASED THE WILLINGNESS OF THE COMPANY TO PROMISE SAME DAY DELIVERY OR ENHANCED DELIVERY ON RUNS IN THE 500-600 MILE RANGE?** No.

17. **HOW HARD ARE DRIVERS PUSHED OR NOT PUSHED ON DAILY AND WEEKLY LIMITS?** Drivers are not pushed. Drivers are Ambassadors of the Company and solve problems on the spot with Customers.
18. **HOW HARD DO DRIVERS PUSH THEMSELVES ON DAILY AND WEEKLY LIMITS?** Drivers are trained not to exceed the legal limits allowed in the current HOS Rules.
19. **WHY DO YOU CHOOSE NOT TO PUSH YOUR DRIVERS TO THE ABSOLUTE LIMITS?** The exposure to additional risks are too great to always be pushing the limits.
20. **DOES DRIVER RETENTION ENTER INTO THE OPERATING PATTERN?** Yes. Driver retention is an integral part of the equation.
21. **DOES THE LIMITS FIT OR NOT FIT YOUR OPERATION?** Yes.
  - a. **HAVE IMPROVEMENTS IN OPERATIONAL SCHEDULING RESULTED SINCE IMPLEMENTATION OF THE NEW RULES?** Yes. We are probably more efficient and productive now than ever before.
  - b. **HAS COOPERATION BETWEEN SHIPPERS, RECEIVERS, AND THE CARRIER IMPROVED SINCE IMPLEMENTATION OF THE NEW RULES?** Yes.

## ROAD TRIPS

1. **HOW LONG (DAYS) DO DRIVERS STAY OUT ON RUNS?** Typically 4-6 days. On Coast to Coast runs the days out will range from 7-10 days.
2. **NUMBER OF AWAY RESTARTS ON A TRIP?** In the majority of cases none. On the Coast to Coast runs, there may be 1-2 Away Restarts.
3. **LENGTH OF AWAY RESTARTS?** 34-36 hours.
4. **NUMBER OF DAYS BETWEEN RESTARTS?** 6 days.
5. **NUMBER OF HOURS BETWEEN RESTARTS?** 55-60 hours.
6. **LENGTH OF HOME RESTARTS?** 48 hours.

## WORK BETWEEN AWAY RESTARTS

1. **NUMBER OF ON-DUTY HOURS?** 55-65 hours.
2. **NUMBER OF DRIVING HOURS?** 40-46 hours.
3. **NUMBER OF MILES DRIVEN?** 2,800 miles per week

## TOURS OF DUTY

1. **DUTY TIME?** 10-12 hours.
2. **DRIVING TIME?** 8-9 hours.
3. **BREAK TIME?** Approximately one hour per day.
4. **HOW OFTEN IS THE 11<sup>TH</sup> HOUR USED?** Very rarely. When used it is on Coast to Coast runs.

## SPLIT SLEEPER BERTH

1. **HAS THE CURRENT SPLIT SLEEPER BERTH PROVISION IMPACTED YOUR OPERATION?** Some. But to no great degree. There is a great deal of misunderstanding among Drivers about how to split and what is legal.
  - a. **HAVE YOU BENEFITTED?** Not particularly.
  - b. **HAS THE PROVISION HAD A NEGATIVE IMPACT ON YOUR OPERATION?** Not particularly.
2. **DO YOU ALLOW DRIVERS TO CHOOSE WHETHER OR NOT TO SPLIT?** Yes.
3. **ARE THERE ANY DIFFERENCES BETWEEN COMPANY DRIVERS AND OWNER OPERATORS WITH RESPECT TO SPLITTING?** No.
4. **DO YOU ALLOW SOLO DRIVERS TO SPLIT?** Yes. Splitting was not allowed under the Old Rules. It is now to enable the Driver to return to the Yard (Terminal). It is the Driver's decision whether or not to split. The Safety Department is always available to advise the Driver on how to split and how to remain legal.
  - a. **IF SO, DOES ANY PATTERN OR COMBINATION WORK BETTER THAN OTHERS FOR YOU?** It is up to the individual Driver based on the circumstance at the time.
  - b. **ARE THERE ANY DIFFERENCES ON DEDICATED RUNS?** No.

## MANAGING HOS COMPLIANCE

1. **DOES YOUR SENIOR STAFF ANALYZE OR EVALUATE VARIOUS OPTIONS REGARDING SPLITTING, TIMING, AND LENGTH OF RESTARTS IN ORDER TO MAXIMIZE AVAILABLE ON-DUTY AND DRIVING HOURS?** At the outset of the New Rules, a good bit of analysis was accomplished regarding specific scenarios and how best to utilize the Driver's time. However, dynamic Customer Requirements are such that a pattern that works well with one combination may not work as well with a different set of circumstances.
2. **IS YOUR TOP SAFETY PROFESSIONAL YOUR IN-HOUSE EXPERT ON HOS COMPLIANCE AND LOG KEEPING?** Yes.
3. **HOW MUCH EFFORT HAS YOUR COMPANY PUT INTO TRAINING THE FOLLOWING ON THE NEW HOS RULES AND THE BEST WAYS TO WORK WITH THEM?** A lot of resources have been put into training all Drivers and the entire Staff. The Transportation Company Senior Executive put on a training session for the Sales and Executive Staff of the Parent Company on the New Rules and how important it is to achieve compliance. The Sales Staff, in turn, went to each Cabinet Customer in their territory to explain that last minute requests would be honored to the extent possible-but not to the point of being in violation of HOS Rules.

- a. **DRIVERS?** Drivers receive on-going training and all new Drivers receive log training in the Orientation Program.
  - b. **SAFETY PERSONNEL?** Safety Department Personnel received initial and follow-on training on a continuing basis. The Director of Safety and Compliance is a Graduate of the Transportation Safety Institute in Oklahoma City which is operated by the United States Department of Transportation.
  - c. **OPERATIONS PERSONNEL?** The Operations Staff have been trained via in-house training sessions and consult with the Director of Safety when in doubt about the legality of any situation.
  - d. **CUSTOMER SERVICE REPRESENTATIVES?** CSR's are part of the Operations Staff.
  - e. **SALES REPRESENTATIVES?** The Transportation Company has no Outside Sales Staff.
  - f. **SENIOR STAFF PERSONNEL?** The Senior Staff Element has been trained on the requirements of HOS Rules and receives update training as needed.
4. **SPECIFICALLY, DO YOU TRY TO TRAIN YOUR DRIVERS ON HOW TO MAXIMIZE LEGAL AVAILABLE HOURS?** Specific points on proper logging are used in training sessions at regularly scheduled Drivers Meetings. All Drivers were trained when the New Rules went into effect and receive on-going training. New Drivers are trained on proper logging techniques as a part of the Orientation Program. Drivers that have difficulty with a particular part of logging are provided additional training.

Tom for New  
2005 Members Profile  
Survey

## INTERVIEW QUESTIONS FOR MOTOR CARRIERS

### COMPANY CHARACTERISTICS

CARRIER NAME: Charles G. Lawson Trucking, Inc.

INDIVIDUAL INTERVIEWED: Mr. Billy Rotton

POSITION: Vice President

LOCATION OF HOME OFFICE: Hope Hull, Alabama

NUMBER OF TERMINALS: Three. Hope Hull, AL, Gainesville, GA,  
and Port Barre, LA.

TYPE CARRIER: FOR-HIRE  PRIVATE EXEMPT  
TRUCKLOAD  LESS THAN TRUCKLOAD

TYPE EQUIPMENT: VAN  TEMPERATURE CONTROL   
FLATBED CURTAIN SIDE DROP DECK  
STRAIGHT TRUCK LIQUID TANK Food Grade Tankers

NUMBER OF TRACTORS: 140 NUMBER OF TRAILERS: 209

TYPE OPERATION: LONG HAUL 50% REGIONAL 50%

AVERAGE LENGTH OF HAUL: 500 Miles

NUMBER OF DRIVERS: COMPANY 116 SINGLE DRIVERS 114  
TEAM DRIVERS 2 OWNER OPERATORS 24

PERCENT OF SERVICE THAT IS DEDICATED:  
(BY REVENUE; MILES OPERATED; OTHER;) 30% by Revenue

PERCENT OF SERVICE THAT IS NON-DEDICATED BUT IS OF A  
REGULAR BASIS: 50%

## OPERATING PATTERNS

1. **DO YOU HAVE REGULAR ROUTES AND SCHEDULES?** Yes
2. **ARE THESE RUNS REGIONAL OR LONG HAUL?** Regional
3. **DO THESE ROUTES AND SCHEDULES FIT FOR PRIVATE AND FOR-HIRE CARRIERS?** Yes
4. **DOES THIS PATTERN FIT FOR DEDICATED FOR-HIRE OPERATIONS?** Yes
5. **DO YOU HAVE A FIXED OR NEARLY FIXED NUMBER OF LOADS FOR A SPECIFIC SHIPPER THAT ORIGINATES AT A DEFINITE POINT THAT DELIVERS TO A SPECIFIC POINT OR POINTS?** Yes
6. **ARE THERE TYPICAL PATTERNS FOR PICKUP AND DROP OFF TIMES/DAYS?** Yes
7. **WHAT ARE THE MOST POPULAR PICKUP TIMES/DAYS?** The Dedicated Bakery runs load leave on Saturday, Sunday, Tuesday, Wednesday, and Thursday. Most load out the day before or early on the departure day. Wednesday and Friday for non-dedicated loads.
8. **WHAT ARE THE MOST POPULAR DELIVERY TIMES/DAYS?** One day after departure. On non-dedicated runs, the most popular delivery time is 7:00 AM on Monday and Wednesday.
9. **DO THE PATTERNS INCORPORATE OVERNIGHT DRIVING?** Yes
10. **ONCE THE DRIVER AND UNIT DEPARTS THE DOMICILE LOCATION WITH AN OUTBOUND LOAD, DO YOU HAVE THE OPERATIONS AND SALES STAFF TRY TO LOAD AND KEEP THEM MOVING UNTIL THEY RETURN HOME?** On Dedicated runs, the units re-cycle directly back for another outbound load. No return load is solicited because racks and trays are returned to the bakery. On non-dedicated runs, the entire Operations Staff solicits return hauls for the units.
11. **DOES THE COMPANY KEEP ALL OF THE DRIVERS OUT FOR THE SAME LENGTH OF TIME?** No
12. **HAS YOUR OPERATING PATTERNS CHANGED AS A RESULT OF THE NEW HOS RULES?** No. Customer delivery patterns are the determining factors in structuring the operating patterns of the Company.
13. **ARE THERE NOTICEABLE CHANGES IN THE WAIT, LOAD, AND UNLOAD TIMES RESULTING FROM THE NEW RULES?** With Shippers, there is a noticeable difference (improvement). There has been some improvement with Receivers. However, we need more improvement with Receivers.
14. **HOW DO YOU PERCEIVE THE EFFECTS OF THE NEW RULES ON YOUR OPERATING PATTERNS?** The New Rules did not change our Operating Patterns. As stated earlier, Customer Requirements dictate the manner in which we structure the routes.
  - a. **POSITIVE:**
  - b. **RATIONALE:**
  - c. **NEGATIVE:**
  - d. **RATIONALE:**

15. **HAVE YOU CHANGED YOUR OPERATING PRACTICES OR PROCEDURES AS A RESULT OF THE NEW RULES?** Somewhat. The Drivers do not have the flexibility that they possessed with the previous rules in that they cannot go off-duty to preserve driving and on-duty time.
16. **HAS THE 11<sup>TH</sup> HOUR OF DRIVING TIME INCREASED THE WILLINGNESS OF THE COMPANY TO PROMISE SAME DAY DELIVERY OR ENHANCED DELIVERY ON RUNS IN THE 500-600 MILE RANGE?** No
17. **HOW HARD ARE DRIVERS PUSHED OR NOT PUSHED ON DAILY AND WEEKLY LIMITS?** We do not push the Drivers. We work within the requirements of the Regulations.
18. **HOW HARD DO DRIVERS PUSH THEMSELVES ON DAILY AND WEEKLY LIMITS?** Drivers are instructed to work within the HOS Requirements. Also, Drivers are instructed to take a rest break when tired.
19. **WHY DO YOU CHOOSE NOT TO PUSH YOUR DRIVERS TO THE ABSOLUTE LIMITS?** Customer Requirements do not require such action; Driver Retention would be adversely impacted; and Risk would be increased.
20. **DOES DRIVER RETENTION ENTER INTO THE OPERATING PATTERN?** Absolutely.
21. **DOES THE LIMITS FIT OR NOT FIT YOUR OPERATION?** The limits fit our operations.
  - a. **HAVE IMPROVEMENTS IN OPERATIONAL SCHEDULING RESULTED SINCE IMPLEMENTATION OF THE NEW RULES?** Improved scheduling and pre-planning have definitely resulted from the New Rules.
  - b. **HAS COOPERATION BETWEEN SHIPPERS, RECEIVERS, AND THE CARRIER IMPROVED SINCE IMPLEMENTATION OF THE NEW RULES?** I have experienced definite improvements in our relationships with Shippers. I have seen some improvements in our relationships with Receivers. In most Transportation Agreements, the Receiver or Consignee is not a party to the specific arrangements and therefore, do not feel as compelled to comply as they would if they were a primary party to the Agreement.

## ROAD TRIPS

1. **HOW LONG (DAYS) DO DRIVERS STAY OUT ON RUNS?** On Regional runs, the Drivers are out for one and one-half to two days. On Long Haul trips, the Drivers average five days.
2. **NUMBER OF AWAY RESTARTS ON A TRIP?** Very few. We pride ourselves in having almost all Restarts are in conjunction with Home Time.
3. **LENGTH OF AWAY RESTARTS?** 34-36 hours when restarts occur.
4. **NUMBER OF DAYS BETWEEN RESTARTS?** 4-6 days when it happens.
5. **NUMBER OF HOURS BETWEEN RESTARTS?** 55-60 hours.
6. **LENGTH OF HOME RESTARTS?** 34-48 hours.

## WORK BETWEEN AWAY RESTARTS

1. **NUMBER OF ON-DUTY HOURS?** 60-65 hours.
2. **NUMBER OF DRIVING HOURS?** 50-55 hour
3. **NUMBER OF MILES DRIVEN?** 2,500 miles per week.

## TOURS OF DUTY

1. **DUTY TIME?** 12-13 hours
2. **DRIVING TIME?** 10-12 hours
3. **BREAK TIME?** 2-3 hours
4. **HOW OFTEN IS THE 11<sup>TH</sup> HOUR USED?** Not very often. The additional hour of driving time is used most often to offset delays in traffic or at Customer's facilities. In some cases, it may come into play because of a maintenance problem.

## SPLIT SLEEPER BERTH

1. **HAS THE CURRENT SPLIT SLEEPER BERTH PROVISION IMPACTED YOUR OPERATION?** Yes
  - a. **HAVE YOU BENEFITTED?** Not Really
  - b. **HAS THE PROVISION HAD A NEGATIVE IMPACT ON YOUR OPERATION?** Again, somewhat in that the Drivers have less flexibility than under the Old Rules.
2. **DO YOU ALLOW DRIVERS TO CHOOSE WHETHER OR NOT TO SPLIT?** We allow the Drivers to split but we definitely do not encourage them to engage in splitting.
3. **ARE THERE ANY DIFFERENCES BETWEEN COMPANY DRIVERS AND OWNER OPERATORS WITH RESPECT TO SPLITTING?** No
4. **DO YOU ALLOW SOLO DRIVERS TO SPLIT?** Again, we allow them to split but do not encourage them to split.
  - a. **IF SO, DOES ANY PATTERN OR COMBINATION WORK BETTER THAN OTHERS FOR YOU?** When Drivers split, it is a matter of preference to meet their particular habits of rest and sleeping.
  - b. **ARE THERE ANY DIFFERENCES ON DEDICATED RUNS?** No

## MANAGING HOS COMPLIANCE

1. **DOES YOUR SENIOR STAFF ANALYZE OR EVALUATE VARIOUS OPTIONS REGARDING SPLITTING, TIMING, AND LENGTH OF RESTARTS IN ORDER TO MAXIMIZE AVAILABLE ON-DUTY AND DRIVING HOURS?** Yes. We have evaluated selected options within our Customers Requirement. However, we did not see that any one pattern was more advantageous than another.

2. **IS YOUR TOP SAFETY PROFESSIONAL YOUR IN-HOUSE EXPERT ON HOS COMPLIANCE AND LOG KEEPING?** Yes
3. **HOW MUCH EFFORT HAS YOUR COMPANY PUT INTO TRAINING THE FOLLOWING ON THE NEW HOS RULES AND THE BEST WAYS TO WORK WITH THEM?** We have made a great effort to prepare everyone in the Organization to know what the requirements are for the New Rules and how to better achieve Compliance. We use videos, one-on-one training, group sessions, Drivers Safety Meetings, and any other forum available to maintain currency in Compliance Requirements.
  - a. **DRIVERS?** A great amount that is continuous.
  - b. **SAFETY PERSONNEL?** A lot of in-depth and continuous training is accomplished. The Safety Department must be the EXPERT in Compliance issues.
  - c. **OPERATIONS PERSONNEL?** Operations Personnel must be trained just like the Drivers and Safety Personnel. Much training has been and continues to be accomplished.
  - d. **CUSTOMER SERVICE REPRESENTATIVES?** Yes.
  - e. **SALES REPRESENTATIVES?** The Sales function is accomplished by the Vice President who is highly trained in HOS Compliance.
  - f. **SENIOR STAFF PERSONNEL?** Again, the Senior Staff is highly trained on HOS Compliance matters.
4. **SPECIFICALLY, DO YOU TRY TO TRAIN YOUR DRIVERS ON HOW TO MAXIMIZE LEGAL AVAILABLE HOURS?** Yes. Most definitely. However, we stress Safety First.

# INTERVIEW QUESTIONS FOR MOTOR CARRIERS

## COMPANY CHARACTERISTICS

CARRIER NAME: Pike Transportation, Inc.

INDIVIDUAL INTERVIEWED: Darrin Johnson

POSITION: Director of Safety & Maintenance

LOCATION OF HOME OFFICE: Troy, AL

NUMBER OF TERMINALS: One

TYPE CARRIER: FOR-HIRE X      PRIVATE      EXEMPT  
TRUCKLOAD X      LESS THAN TRUCKLOAD

TYPE EQUIPMENT: VAN X      TEMPERATURE CONTROL  
FLATBED      CURTAIN SIDE      DROP DECK  
STRAIGHT TRUCK

NUMBER OF TRACTORS: 33      NUMBER OF TRAILERS: 51

TYPE OPERATION: LONG HAUL X      REGIONAL

AVERAGE LENGTH OF HAUL: 600 Miles

NUMBER OF DRIVERS: COMPANY 34      SINGLE DRIVERS 34  
TEAM DRIVERS      OWNER OPERATORS 1

PERCENT OF SERVICE THAT IS DEDICATED: 0%  
(BY REVENUE; MILES OPERATED; OTHER;)

PERCENT OF SERVICE THAT IS NON-DEDICATED BUT IS OF A  
REGULAR BASIS: 65%

## OPERATING PATTERNS

1. **DO YOU HAVE REGULAR ROUTES AND SCHEDULES?** There are no absolutely fixed routes or schedules. We do have fairly regular shipping patterns from our Core Customers.
2. **ARE THESE RUNS REGIONAL OR LONG HAUL?** Long Haul
3. **DO THESE ROUTES AND SCHEDULES FIT FOR PRIVATE AND FOR-HIRE CARRIERS?** Yes.
4. **DOES THIS PATTERN FIT FOR DEDICATED FOR-HIRE OPERATIONS?** Yes.
5. **DO YOU HAVE A FIXED OR NEARLY FIXED NUMBER OF LOADS FOR A SPECIFIC SHIPPER THAT ORIGINATES AT A DEFINITE POINT THAT DELIVERS TO A SPECIFIC POINT OR POINTS?** For our regular Customers, we have regular pickup points. The destinations vary from day to day and week to week. Most destinations, even though they vary, remain in a common geographic area.
6. **ARE THERE TYPICAL PATTERNS FOR PICKUP AND DROP OFF TIMES/DAYS?** We have gone to more pre-loaded freight with drop and hooks.
7. **WHAT ARE THE MOST POPULAR PICKUP TIMES/DAYS?** Most pre-loads are for Saturday and Sunday. The Driver picks up the pre-loaded trailer and typically leaves on Saturday or Sunday depending on the length of haul.
8. **WHAT ARE THE MOST POPULAR DELIVERY TIMES/DAYS?** 8:00 AM on Monday, Tuesday, and Wednesday depending on the length of the outbound haul.
9. **DO THE PATTERNS INCORPORATE OVERNIGHT DRIVING?** Yes. Very much so.
10. **ONCE THE DRIVER AND UNIT DEPARTS THE DOMICILE LOCATION WITH AN OUTBOUND LOAD, DO YOU HAVE THE OPERATIONS AND SALES STAFF TRY TO LOAD AND KEEP THEM MOVING UNTIL THEY RETURN HOME?** The responsibility for securing return hauls primarily rests with the Operations Staff.
11. **DOES THE COMPANY KEEP ALL OF THE DRIVERS OUT FOR THE SAME LENGTH OF TIME?** No.
12. **HAS YOUR OPERATING PATTERNS CHANGED AS A RESULT OF THE NEW HOS RULES?** Not really. The Customers really have more impact on establishing the operating patterns of the Company than any other element than I am aware of. Basically, we have to meet the needs of the Customers within the requirements of the legal structure. It is my observation that Customers (Shippers) are more observant of the HOS parameters now than was the case with the Old Regulations.
13. **ARE THERE NOTICEABLE CHANGES IN THE WAIT, LOAD, AND UNLOAD TIMES RESULTING FROM THE NEW RULES?** We have seen a slight improvement in waiting times.

14. **HOW DO YOU PERCEIVE THE EFFECTS OF THE NEW RULES ON YOUR OPERATING PATTERNS?**
  - a. **POSITIVE:** The impact has been more positive than negative. The improvement in waiting times is one area. Also, there is more diligence in training so all Drivers, Operations and Safety Personnel, and Management Personnel know and understand the requirements of the New Rules.
  - b. **RATIONALE:** See statement immediately above.
  - c. **NEGATIVE:**
  - d. **RATIONALE:**
15. **HAVE YOU CHANGED YOUR OPERATING PRACTICES OR PROCEDURES AS A RESULT OF THE NEW RULES?** No. Again, the Customer has more impact on operating practices than anyone.
16. **HAS THE 11<sup>TH</sup> HOUR OF DRIVING TIME INCREASED THE WILLINGNESS OF THE COMPANY TO PROMISE SAME DAY DELIVERY OR ENHANCED DELIVERY ON RUNS IN THE 500-600 MILE RANGE?** Not at all in our case.
17. **HOW HARD ARE DRIVERS PUSHED OR NOT PUSHED ON DAILY AND WEEKLY LIMITS?** Drivers are not pushed to the limits.
18. **HOW HARD DO DRIVERS PUSH THEMSELVES ON DAILY AND WEEKLY LIMITS?** Drivers are more apt to push themselves on the weekly limits.
19. **WHY DO YOU CHOOSE NOT TO PUSH YOUR DRIVERS TO THE ABSOLUTE LIMITS?** Primarily for Safety reasons and Retention of GOOD Drivers.
20. **DOES DRIVER RETENTION ENTER INTO THE OPERATING PATTERN?** Absolutely!
21. **DOES THE LIMITS FIT OR NOT FIT YOUR OPERATION?** Yes, the limits fit our Operation.
  - a. **HAVE IMPROVEMENTS IN OPERATIONAL SCHEDULING RESULTED SINCE IMPLEMENTATION OF THE NEW RULES?** I think we do a better job in pre-planning to meet Customer Requirements and to conserve Driver On-Duty and Driving Time. I know first hand that Drivers are more concerned about better Trip Planning because I meet with Drivers regularly to show them how to better plan their trips.
  - b. **HAS COOPERATION BETWEEN SHIPPERS, RECEIVERS, AND THE CARRIER IMPROVED SINCE IMPLEMENTATION OF THE NEW RULES?** We have seen some improvement here.

## **ROAD TRIPS**

1. **HOW LONG (DAYS) DO DRIVERS STAY OUT ON RUNS?** For the younger Drivers with families, the time on the road ranges from 4-6 days. Some of the older Drivers that have grown families actually prefer to stay out for 2-3 weeks.
2. **NUMBER OF AWAY RESTARTS ON A TRIP?** Drivers that are out for 2-3 weeks at a time will have 2-3 Away Restarts.

3. **LENGTH OF AWAY RESTARTS?** 34-48 hours.
4. **NUMBER OF DAYS BETWEEN RESTARTS?** 5-6 days.
5. **NUMBER OF HOURS BETWEEN RESTARTS?** 55-65.
6. **LENGTH OF HOME RESTARTS?** 36-48 hours. We strive to have Restarts and Home Time Coincide.

## **WORK BETWEEN AWAY RESTARTS**

1. **NUMBER OF ON-DUTY HOURS?** 55-65 hours typically.
2. **NUMBER OF DRIVING HOURS?** 45-55 hours.
3. **NUMBER OF MILES DRIVEN?** 2,750 miles per week.

## **TOURS OF DUTY**

1. **DUTY TIME?** 12-13 hours.
2. **DRIVING TIME?** The average is about 9 hours per day.
3. **BREAK TIME?** 2-3 hours.
4. **HOW OFTEN IS THE 11<sup>TH</sup> HOUR USED?** Some Drivers get into the 11<sup>th</sup> hour on occasions but do not exceed the limits.

## **SPLIT SLEEPER BERTH**

1. **HAS THE CURRENT SPLIT SLEEPER BERTH PROVISION IMPACTED YOUR OPERATION?** We have benefited more than it has hurt us.
  - a. **HAVE YOU BENEFITTED?** See Above response.
  - b. **HAS THE PROVISION HAD A NEGATIVE IMPACT ON YOUR OPERATION?** See above response.
2. **DO YOU ALLOW DRIVERS TO CHOOSE WHETHER OR NOT TO SPLIT?** Yes.
3. **ARE THERE ANY DIFFERENCES BETWEEN COMPANY DRIVERS AND OWNER OPERATORS WITH RESPECT TO SPLITTING?** No.
4. **DO YOU ALLOW SOLO DRIVERS TO SPLIT?** Yes.
  - a. **IF SO, DOES ANY PATTERN OR COMBINATION WORK BETTER THAN OTHERS FOR YOU?** It really does not matter. It is primarily a Driver preference.
  - b. **ARE THERE ANY DIFFERENCES ON DEDICATED RUNS?** No.

## **MANAGING HOS COMPLIANCE**

1. **DOES YOUR SENIOR STAFF ANALYZE OR EVALUATE VARIOUS OPTIONS REGARDING SPLITTING, TIMING, AND LENGTH OF RESTARTS IN ORDER TO MAXIMIZE AVAILABLE ON-DUTY AND DRIVING HOURS?** Yes we do. However, conditions change in that Customers requirements are not static and we must respond to their needs.

Since loads and runs change from day to day and week to week, patterns for splitting will vary. We leave it to the Driver to use the combination that works best to get the load to the destination on time within the legal limits and in conjunction with the Drivers Sleeping and Rest habits.

2. **IS YOUR TOP SAFETY PROFESSIONAL YOUR IN-HOUSE EXPERT ON HOS COMPLIANCE AND LOG KEEPING?** Yes.
3. **HOW MUCH EFFORT HAS YOUR COMPANY PUT INTO TRAINING THE FOLLOWING ON THE NEW HOS RULES AND THE BEST WAYS TO WORK WITH THEM?** We have put forth a lot of effort to train Drivers, Safety Personnel, the Operations Staff, and the Senior Executives on the New Rules. We have no Sales Representatives in the Company. The Operations Staff (2 people) work with the Drivers and Customers to keep the trucks loaded and moving. Hours of Service Compliance, SafeStat Reporting, Accident Prevention, and Proper Operator Maintenance are topics that are discussed at all Drivers Safety Meetings. We have used Seminars on HOS Compliance that were put on by various organizations, videos, and training manuals to train the Drivers and Company Staff Members.
  - a. **DRIVERS?**
  - b. **SAFETY PERSONNEL?**
  - c. **OPERATIONS PERSONNEL?**
  - d. **CUSTOMER SERVICE REPRESENTATIVES?**
  - e. **SALES REPRESENTATIVES?**
  - f. **SENIOR STAFF PERSONNEL?**
4. **SPECIFICALLY, DO YOU TRY TO TRAIN YOUR DRIVERS ON HOW TO MAXIMIZE LEGAL AVAILABLE HOURS?**

# INTERVIEW QUESTIONS FOR MOTOR CARRIERS

## COMPANY CHARACTERISTICS

CARRIER NAME: G.F. Kelly, Inc.

INDIVIDUAL INTERVIEWED: Frank Childers

POSITION: Director of Safety/Recruiting/Human Resources

LOCATION OF HOME OFFICE: Wadley, AL

NUMBER OF TERMINALS: 2. Wadley, AL. Rainbow City, AL

TYPE CARRIER: FOR-HIRE  PRIVATE EXEMPT  
TRUCKLOAD  LESS THAN TRUCKLOAD

TYPE EQUIPMENT: VAN  TEMPERATURE CONTROL  
FLATBED CURTAIN SIDE DROP DECK  
STRAIGHT TRUCK

NUMBER OF TRACTORS: 165 NUMBER OF TRAILERS: 510

TYPE OPERATION: LONG HAUL REGIONAL

AVERAGE LENGTH OF HAUL: 348 Miles

NUMBER OF DRIVERS: COMPANY 115 SINGLE DRIVERS 165  
TEAM DRIVERS OWNER OPERATORS 50

PERCENT OF SERVICE THAT IS DEDICATED:  
(BY REVENUE; MILES OPERATED; OTHER;) Approximately 30%

PERCENT OF SERVICE THAT IS NON-DEDICATED BUT IS OF A  
REGULAR BASIS: 85%

## OPERATING PATTERNS

1. **DO YOU HAVE REGULAR ROUTES AND SCHEDULES?** Yes
2. **ARE THESE RUNS REGIONAL OR LONG HAUL?** Regional
3. **DO THESE ROUTES AND SCHEDULES FIT FOR PRIVATE AND FOR-HIRE CARRIERS?** Yes
4. **DOES THIS PATTERN FIT FOR DEDICATED FOR-HIRE OPERATIONS?** Yes
5. **DO YOU HAVE A FIXED OR NEARLY FIXED NUMBER OF LOADS FOR A SPECIFIC SHIPPER THAT ORIGINATES AT A DEFINITE POINT THAT DELIVERS TO A SPECIFIC POINT OR POINTS?** Yes  
Approximately 60% of the Shippers have fixed recurring pickup points.
6. **ARE THERE TYPICAL PATTERNS FOR PICKUP AND DROP OFF TIMES/DAYS?** Yes
7. **WHAT ARE THE MOST POPULAR PICKUP TIMES/DAYS?** Every day between 6:00-6:30 AM.
8. **WHAT ARE THE MOST POPULAR DELIVERY TIMES/DAYS?** Early on Monday.
9. **DO THE PATTERNS INCORPORATE OVERNIGHT DRIVING?** Yes.
10. **ONCE THE DRIVER AND UNIT DEPARTS THE DOMICILE LOCATION WITH AN OUTBOUND LOAD, DO YOU HAVE THE OPERATIONS AND SALES STAFF TRY TO LOAD AND KEEP THEM MOVING UNTIL THEY RETURN HOME?** Yes.
11. **DOES THE COMPANY KEEP ALL OF THE DRIVERS OUT FOR THE SAME LENGTH OF TIME?** No. The particular run dictates the return of the Driver to the Terminal.
12. **HAS YOUR OPERATING PATTERNS CHANGED AS A RESULT OF THE NEW HOS RULES?** Slightly because any break time outside of the mandatory 10 hours counts against the on-duty time.
13. **ARE THERE NOTICEABLE CHANGES IN THE WAIT, LOAD, AND UNLOAD TIMES RESULTING FROM THE NEW RULES?** Yes. It is about 30% better because we track and charge detention beyond our stated free time.
14. **HOW DO YOU PERCEIVE THE EFFECTS OF THE NEW RULES ON YOUR OPERATING PATTERNS?** Mostly positive. The negative is the break time going against the on duty time.
  - a. **POSITIVE:**
  - b. **RATIONALE:**
  - c. **NEGATIVE:**
  - d. **RATIONALE:**
15. **HAVE YOU CHANGED YOUR OPERATING PRACTICES OR PROCEDURES AS A RESULT OF THE NEW RULES?** Only slightly  
We had to look at the time and distance factors do a better job in actually planning the entire outbound and inbound cycle for the Drivers. Overall, the Operations Staff is more in tune with the benefits of good planning.

16. **HAS THE 11<sup>TH</sup> HOUR OF DRIVING TIME INCREASED THE WILLINGNESS OF THE COMPANY TO PROMISE SAME DAY DELIVERY OR ENHANCED DELIVERY ON RUNS IN THE 500-600 MILE RANGE?** No.
17. **HOW HARD ARE DRIVERS PUSHED OR NOT PUSHED ON DAILY AND WEEKLY LIMITS?** In over 95% of the cases the Driver is not pushed at all. We will not push a Driver beyond the legal limits. In fact, we encourage the Driver to take a rest break if they are tired.
18. **HOW HARD DO DRIVERS PUSH THEMSELVES ON DAILY AND WEEKLY LIMITS?** Our established operating patterns and guidelines are such that a Driver can make between 500-520 miles per day. Therefore, they do not need to push themselves.
19. **WHY DO YOU CHOOSE NOT TO PUSH YOUR DRIVERS TO THE ABSOLUTE LIMITS?** First and foremost is the matter of safety. Secondly, our operating structure is favorable to conducive to staying within the limits permitted by the current rules.
20. **DOES DRIVER RETENTION ENTER INTO THE OPERATING PATTERN?** Driver retention is very important.
21. **DOES THE LIMITS FIT OR NOT FIT YOUR OPERATION?** Yes
  - a. **HAVE IMPROVEMENTS IN OPERATIONAL SCHEDULING RESULTED SINCE IMPLEMENTATION OF THE NEW RULES?**  
We are probably doing the best job ever in planning and scheduling and working with Drivers and Customers.
  - b. **HAS COOPERATION BETWEEN SHIPPERS, RECEIVERS, AND THE CARRIER IMPROVED SINCE IMPLEMENTATION OF THE NEW RULES?** Yes.

## ROAD TRIPS

1. **HOW LONG (DAYS) DO DRIVERS STAY OUT ON RUNS?** 5-6 days.
2. **NUMBER OF AWAY RESTARTS ON A TRIP?** None to date
3. **LENGTH OF AWAY RESTARTS?** N/A
4. **NUMBER OF DAYS BETWEEN RESTARTS?** N/A
5. **NUMBER OF HOURS BETWEEN RESTARTS?** N/A
6. **LENGTH OF HOME RESTARTS?** 48 hours.

## WORK BETWEEN AWAY RESTARTS

1. **NUMBER OF ON-DUTY HOURS?** Drivers are typically on duty 55 hours. In certain instances, a driver may work 60 or slightly more hours in the week.
2. **NUMBER OF DRIVING HOURS?** 45-50 driving hours.
3. **NUMBER OF MILES DRIVEN?** 2,340 miles per week.

## TOURS OF DUTY

1. **DUTY TIME?** 10-12 hours
2. **DRIVING TIME?** 8-10 hours
3. **BREAK TIME?** Most Drivers do not take a break because it goes against their on duty time of 14 hours.
4. **HOW OFTEN IS THE 11<sup>TH</sup> HOUR USED?** Very little.

## SPLIT SLEEPER BERTH

1. **HAS THE CURRENT SPLIT SLEEPER BERTH PROVISION IMPACTED YOUR OPERATION?** No.
  - a. **HAVE YOU BENEFITTED?** No.
  - b. **HAS THE PROVISION HAD A NEGATIVE IMPACT ON YOUR OPERATION?** No.
2. **DO YOU ALLOW DRIVERS TO CHOOSE WHETHER OR NOT TO SPLIT?** We ask Drivers not to split because of the problems it causes. There is confusion in the minds of Drivers, Safety Personnel, and Enforcement Agents regarding what can and cannot be done legally.
3. **ARE THERE ANY DIFFERENCES BETWEEN COMPANY DRIVERS AND OWNER OPERATORS WITH RESPECT TO SPLITTING?** No.
4. **DO YOU ALLOW SOLO DRIVERS TO SPLIT?** See comments above.
  - a. **IF SO, DOES ANY PATTERN OR COMBINATION WORK BETTER THAN OTHERS FOR YOU?** No.
  - b. **ARE THERE ANY DIFFERENCES ON DEDICATED RUNS?** No.

## MANAGING HOS COMPLIANCE

1. **DOES YOUR SENIOR STAFF ANALYZE OR EVALUATE VARIOUS OPTIONS REGARDING SPLITTING, TIMING, AND LENGTH OF RESTARTS IN ORDER TO MAXIMIZE AVAILABLE ON-DUTY AND DRIVING HOURS?** The Company went through the initial training cycle upon announcement of the current rules. Everyone in the Organization was trained on the New Rules. The Senior Staff and the Head of the Safety Department evaluated certain scenarios to determine the impact on driving time and on-duty time. Since scenarios are not fixed and repetitive, freight movement patterns and unique Customer Requirements really play the primary role in utilization of resources. In many cases, it is an on the spot decision that must be made relative to a particular event. It must always be remembered that trucking does not operate in a static environment. Rapid changes are the norm.
2. **IS YOUR TOP SAFETY PROFESSIONAL YOUR IN-HOUSE EXPERT ON HOS COMPLIANCE AND LOG KEEPING?** Yes.

- 3. HOW MUCH EFFORT HAS YOUR COMPANY PUT INTO TRAINING THE FOLLOWING ON THE NEW HOS RULES AND THE BEST WAYS TO WORK WITH THEM?** Training on all Compliance Issues is an on-going function.
- a. **DRIVERS?** A good bit of time is devoted to training and re-training Drivers. All newly hire Drivers undergo log training before they are assigned a tractor and put on the road.
  - b. **SAFETY PERSONNEL?** Considerable training has been accomplished in the Safety Department. Videos, books, and other training aids are used.
  - c. **OPERATIONS PERSONNEL?** The Operations Staff, which includes Inside Sales Solicitations, are trained in HOS Compliance. New Operations Personnel are provided Compliance Guidelines in their orientation to the job.
  - d. **CUSTOMER SERVICE REPRESENTATIVES?** See above comments.
  - e. **SALES REPRESENTATIVES?** We have no Outside Sales Staff.
  - f. **SENIOR STAFF PERSONNEL?** All Senior Staff members received training on the New Rules and are updated as necessary.
- 4. SPECIFICALLY, DO YOU TRY TO TRAIN YOUR DRIVERS ON HOW TO MAXIMIZE LEGAL AVAILABLE HOURS?** Yes.

The person interviewed would like to see a period of two hours that can be used for a break that does not count against the 14 hours on duty. This would give the Driver a chance to rest for a brief period and then continue the tour of duty.

# INTERVIEW QUESTIONS FOR MOTOR CARRIERS

## COMPANY CHARACTERISTICS

CARRIER NAME: USA Motor Express, Inc.

INDIVIDUAL INTERVIEWED: R.C. Cowin

POSITION: Driver Training and Orientation Manager

LOCATION OF HOME OFFICE: Florence, Alabama

NUMBER OF TERMINALS: Florence, AL; Montgomery, AL;  
Memphis, TN.

TYPE CARRIER: FOR-HIRE Yes      PRIVATE      EXEMPT  
TRUCKLOAD Yes      LESS THAN TRUCKLOAD

TYPE EQUIPMENT: VAN Yes      TEMPERATURE CONTROL  
FLATBED      CURTAIN SIDE      DROP DECK  
STRAIGHT TRUCK

NUMBER OF TRACTORS: 156      NUMBER OF TRAILERS: 350

TYPE OPERATION: LONG HAUL Yes      REGIONAL Yes

AVERAGE LENGTH OF HAUL: 600 Miles

NUMBER OF DRIVERS: COMPANY 110      SINGLE DRIVERS 108  
TEAM DRIVERS 4 *2*      OWNER OPERATORS 40

PERCENT OF SERVICE THAT IS DEDICATED:  
(BY REVENUE; MILES OPERATED; OTHER;) Approximately 5%  
by Revenue; 4% by Miles Operated.

PERCENT OF SERVICE THAT IS NON-DEDICATED BUT IS OF A  
REGULAR BASIS: Approximately 17%.

## OPERATING PATTERNS

1. **DO YOU HAVE REGULAR ROUTES AND SCHEDULES?** Yes. There are fairly defined routes and service points for Core Customers. Outbound service originates at very specific origin points. Deliveries sometimes go to the same destination points. However, most deliveries are made in a defined geographic area but to points that do not necessarily repeat on a daily or weekly basis.
2. **ARE THESE RUNS REGIONAL OR LONG HAUL?** Both.
3. **DO THESE ROUTES AND SCHEDULES FIT FOR PRIVATE AND FOR-HIRE CARRIERS?** Yes.
4. **DOES THIS PATTERN FIT FOR DEDICATED FOR-HIRE OPERATIONS?** Most definitely.
5. **DO YOU HAVE A FIXED OR NEARLY FIXED NUMBER OF LOADS FOR A SPECIFIC SHIPPER THAT ORIGINATES AT A DEFINITE POINT THAT DELIVERS TO A SPECIFIC POINT OR POINTS?** Yes. Outbound Core Customers have definite origin points that deliver to certain destination points. Not all destination points are repeated on each run or load. But there are repeat destination points on a regular basis within a defined geographic area.
6. **ARE THERE TYPICAL PATTERNS FOR PICKUP AND DROP OFF TIMES/DAYS?** Very much so.
7. **WHAT ARE THE MOST POPULAR PICKUP TIMES/DAYS?** 7:00-8:00 AM are the most popular pickup times on Thursday, Friday, and Saturday. The second most popular pickup times are 1:00-2:00 PM. On the same days.
8. **WHAT ARE THE MOST POPULAR DELIVERY TIMES/DAYS?** On head hauls, by far the most popular delivery times are 7:00-8:00 AM on Monday. Wednesday at 7:00-8:00 AM is next most popular. This schedule works great and is the goal of Load Planners and Operations Managers. The desired "perfect world" is sometimes interrupted by congestion and shippers and receivers that are off schedule. This desired schedule also facilitates getting the Drivers back in to the domicile terminal so the Driver can have his/her home time at home.
9. **DO THE PATTERNS INCORPORATE OVERNIGHT DRIVING?** Yes.
10. **ONCE THE DRIVER AND UNIT DEPARTS THE DOMICILE LOCATION WITH AN OUTBOUND LOAD, DO YOU HAVE THE OPERATIONS AND SALES STAFF TRY TO LOAD AND KEEP THEM MOVING UNTIL THEY RETURN HOME?** Yes. On Scheduled and dedicated loads, a greater amount of preplanning can and is accomplished. However, on loads that are called in at the last minute, everyone scrambles to get freight for the units. The dependability of the Driver also plays a major role in having a load planned for the Driver when he/she is unloaded. Low dependability factors costs the Company and the Driver in utilization of resources and money.

11. **DOES THE COMPANY KEEP ALL OF THE DRIVERS OUT FOR THE SAME LENGTH OF TIME?** No. This would be a virtual impossibility in this Company.
12. **HAS YOUR OPERATING PATTERNS CHANGED AS A RESULT OF THE NEW HOS RULES?** Yes. There is better load planning and preplanning on the part of Operations Personnel. Drivers have started trip planning more effectively. In fact, Compliance has improved. One of the major advantages of the new rules has been the amount of training that took place for Drivers, Safety Personnel, Operations Personnel, and Management Personnel.
13. **ARE THERE NOTICEABLE CHANGES IN THE WAIT, LOAD, AND UNLOAD TIMES RESULTING FROM THE NEW RULES?** Most definitely. Shippers, receivers, and carriers have had to increase cooperation and coordination to survive. Detention charges have increased.
14. **HOW DO YOU PERCEIVE THE EFFECTS OF THE NEW RULES ON YOUR OPERATING PATTERNS?**
  - a. **POSITIVE:** Yes.
  - b. **RATIONALE:** A. Better training of Drivers and Staff Personnel. In particular, Staff Personnel became aware of their lack of training and lack of real knowledge of what the rules actually required and allowed. B. Much better load planning on the part of Operations Personnel and Drivers. C. A renewed interest in Compliance on the part of Drivers. D. A definite reduction in waiting times. Shippers, receivers, and carriers had to work together to avoid increased detention times and charges. All parties enjoyed an improvement in utilization of resources.
  - c. **NEGATIVE:** Yes.
  - d. **RATIONALE:** Drivers must take a 10 hour break. Many have not worked hard enough to need or want to take a 10 hour break. Some split their break. But splitting is not really understood by Drivers or Staff Personnel.
15. **HAVE YOU CHANGED YOUR OPERATING PRACTICES OR PROCEDURES AS A RESULT OF THE NEW RULES?** Yes. The Operations Staff is much more aware of the consequences of violations. Better load and/or preplanning have resulted from initiation of the new rules. More effort is put into getting the Drivers home for the restart at home as opposed to having to take a restart on the road. Home time directly affects Driver Retention.
16. **HAS THE 11<sup>TH</sup> HOUR OF DRIVING TIME INCREASED THE WILLINGNESS OF THE COMPANY TO PROMISE SAME DAY DELIVERY OR ENHANCED DELIVERY ON RUNS IN THE 500-600 MILE RANGE?** No. The 11<sup>th</sup> hour provides an important backup for increased congestion delays, delays at pickup and delivery points, and as an overall buffer for road operations.

17. **HOW HARD ARE DRIVERS PUSHED OR NOT PUSHED ON DAILY AND WEEKLY LIMITS?** Not pushed on daily hours. However, weekly hours can approach the limits due to delays in the normal course of business. Distances have remained constant. Hours have not. Congestion has increased significantly as have delays caused by machinery breakdowns at production facilities.
18. **HOW HARD DO DRIVERS PUSH THEMSELVES ON DAILY AND WEEKLY LIMITS?** Drivers tend to push themselves more so than the Company. They may try to get more miles as a result of the extra hour of driving time.
19. **WHY DO YOU CHOOSE NOT TO PUSH YOUR DRIVERS TO THE ABSOLUTE LIMITS?** Retention and increased liability in case of an accident.
20. **DOES DRIVER RETENTION ENTER INTO THE OPERATING PATTERN? MOST DEFINITELY!**
21. **DOES THE LIMITS FIT OR NOT FIT YOUR OPERATION? Yes.**
  - a. **HAVE IMPROVEMENTS IN OPERATIONAL SCHEDULING RESULTED SINCE IMPLEMENTATION OF THE NEW RULES?** Yes. Explained above.
  - b. **HAS COOPERATION BETWEEN SHIPPERS, RECEIVERS, AND THE CARRIER IMPROVED SINCE IMPLEMENTATION OF THE NEW RULES?** Yes. Explained above.

## ROAD TRIPS

1. **HOW LONG (DAYS) DO DRIVERS STAY OUT ON RUNS?** This can vary depending on the respective Driver. Most Drivers are out 4-5 days and home for 38-48 hours. Drivers that are out 7-9 days will typically go out again in 2-3 days.
2. **NUMBER OF AWAY RESTARTS ON A TRIP?** Approximately 65% of the Drivers get their restarts at home. The remaining 35% get one away restart.
3. **LENGTH OF AWAY RESTARTS?** 48-72 hours.
4. **NUMBER OF DAYS BETWEEN RESTARTS?** 4-5 days depending on events while on the trip.
5. **NUMBER OF HOURS BETWEEN RESTARTS?** 55-65 hours.
6. **LENGTH OF HOME RESTARTS?** 34 hours when outbound freight is heavy. 48-52 hours when freight is lighter.

## WORK BETWEEN AWAY RESTARTS

1. **NUMBER OF ON-DUTY HOURS?** 55-65 hours.

2. **NUMBER OF DRIVING HOURS?** 45-52 hours. The driving hours are less than the maximum number allowed because of road inspections by DOT and States, fueling, operator equipment inspections, and breakdowns.
3. **NUMBER OF MILES DRIVEN?** 2,500-2,700 miles per week.

## TOURS OF DUTY

1. **DUTY TIME?** This is dependent on length of hauls, the number of stops, the direction of the trip (eastbound or to the East Coast), and the location (cities transited). Typically, the amount of on-duty ranges from 12-13 hours.
2. **DRIVING TIME?** 10-11 hours.
3. **BREAK TIME?** Meals and breaks typically amount to 2-2.5 hours per day.
4. **HOW OFTEN IS THE 11<sup>TH</sup> HOUR USED?** The 11<sup>th</sup> hour is used primarily on trips of 500 miles or greater as a buffer to compensate for delays resulting from traffic congestion and hold ups at customer's facilities.

## SPLIT SLEEPER BERTH

1. **HAS THE CURRENT SPLIT SLEEPER BERTH PROVISION IMPACTED YOUR OPERATION?**
  - a. **HAVE YOU BENEFITTED?** No. Not materially. Drivers do not utilize the split sleeper berth provision because of a lack of understanding of how to use it effectively.
  - b. **HAS THE PROVISION HAD A NEGATIVE IMPACT ON YOUR OPERATION?** This is pretty much a neutral situation.
2. **DO YOU ALLOW DRIVERS TO CHOOSE WHETHER OR NOT TO SPLIT?** Yes, but we advise against it.
3. **ARE THERE ANY DIFFERENCES BETWEEN COMPANY DRIVERS AND OWNER OPERATORS WITH RESPECT TO SPLITTING?** No. But Company Drivers are more in compliance when splitting.
4. **DO YOU ALLOW SOLO DRIVERS TO SPLIT?** Yes. But again, we advise against it.
  - a. **IF SO, DOES ANY PATTERN OR COMBINATION WORK BETTER THAN OTHERS FOR YOU?** The 5/6 split works best in this operation.
  - b. **ARE THERE ANY DIFFERENCES ON DEDICATED RUNS?** No.

## MANAGING HOS COMPLIANCE

1. **DOES YOUR SENIOR STAFF ANALYZE OR EVALUATE VARIOUS OPTIONS REGARDING SPLITTING, TIMING, AND LENGTH OF RESTARTS IN ORDER TO MAXIMIZE AVAILABLE ON-DUTY AND DRIVING HOURS?** Yes, at the outset of the new rules, various options were analyzed such as utilization of the 11<sup>th</sup> hour and how to achieve compliance.
2. **IS YOUR TOP SAFETY PROFESSIONAL YOUR IN-HOUSE EXPERT ON HOS COMPLIANCE AND LOG KEEPING?** No. The most knowledgeable person is in the Compliance and Log Auditing.
3. **HOW MUCH EFFORT HAS YOUR COMPANY PUT INTO TRAINING THE FOLLOWING ON THE NEW HOS RULES AND THE BEST WAYS TO WORK WITH THEM?**
  - a. **DRIVERS?** A good bit of effort is put into training and retraining of Drivers.
  - b. **SAFETY PERSONNEL?** More formal training was undertaken at the effective date of the new rules. Now, much of the on-going training is accomplished on-the-job and is more informal in nature.
  - c. **OPERATIONS PERSONNEL?** Originally, the Operations Staff was trained in the new rules. Because of turnover in the Operations Staff, additional training is necessary and is being accomplished.
  - d. **CUSTOMER SERVICE REPRESENTATIVES?** Some training initially. More training is needed and being accomplished.
  - e. **SALES REPRESENTATIVES?** Only cursory training. Most questions on whether the load can be hauled legally is referred to the Compliance and Log Auditing Section.
  - f. **SENIOR STAFF PERSONNEL?** cursory training on the importance of compliance was provided. The current Senior Staff is very attuned to compliance.
4. **SPECIFICALLY, DO YOU TRY TO TRAIN YOUR DRIVERS ON HOW TO MAXIMIZE LEGAL AVAILABLE HOURS?** Yes. This is accomplished in Drivers Orientation and in retraining of Drivers that have incurred multiple violations. Specifically, Drivers are trained in what is legal and at what point does a particular activity or action become a violation.

# INTERVIEW QUESTIONS FOR MOTOR CARRIERS

## COMPANY CHARACTERISTICS

CARRIER NAME: R & L Trucking, Inc.

INDIVIDUAL INTERVIEWED: Mr. Stanley Melton IV

POSITION: President & CEO

LOCATION OF HOME OFFICE: Opelika, Alabama

NUMBER OF TERMINALS: 1

TYPE CARRIER: FOR-HIRE  PRIVATE EXEMPT  
TRUCKLOAD  LESS THAN TRUCKLOAD

TYPE EQUIPMENT: VAN  TEMPERATURE CONTROL  
FLATBED CURTAIN SIDE DROP DECK  
STRAIGHT TRUCK

NUMBER OF TRACTORS: 35 NUMBER OF TRAILERS: 74

TYPE OPERATION: LONG HAUL REGIONAL

AVERAGE LENGTH OF HAUL: 628 Miles

NUMBER OF DRIVERS: COMPANY SINGLE DRIVERS 35  
TEAM DRIVERS OWNER OPERATORS 35

PERCENT OF SERVICE THAT IS DEDICATED:  
(BY REVENUE; MILES OPERATED; OTHER;) 35% bases on the  
number of loads moved.

PERCENT OF SERVICE THAT IS NON-DEDICATED BUT IS OF A  
REGULAR BASIS: 65%

## OPERATING PATTERNS

1. **DO YOU HAVE REGULAR ROUTES AND SCHEDULES?** Yes.
2. **ARE THESE RUNS REGIONAL OR LONG HAUL?** Regional.
3. **DO THESE ROUTES AND SCHEDULES FIT FOR PRIVATE AND FOR-HIRE CARRIERS?** Yes.
4. **DOES THIS PATTERN FIT FOR DEDICATED FOR-HIRE OPERATIONS?** Yes.
5. **DO YOU HAVE A FIXED OR NEARLY FIXED NUMBER OF LOADS FOR A SPECIFIC SHIPPER THAT ORIGINATES AT A DEFINITE POINT THAT DELIVERS TO A SPECIFIC POINT OR POINTS?** Yes.
6. **ARE THERE TYPICAL PATTERNS FOR PICKUP AND DROP OFF TIMES/DAYS?** Yes.
7. **WHAT ARE THE MOST POPULAR PICKUP TIMES/DAYS?** Early- 6:00-9:00 AM all days.
8. **WHAT ARE THE MOST POPULAR DELIVERY TIMES/DAYS?** As early as possible on all days.
9. **DO THE PATTERNS INCORPORATE OVERNIGHT DRIVING?** Yes.
10. **ONCE THE DRIVER AND UNIT DEPARTS THE DOMICILE LOCATION WITH AN OUTBOUND LOAD, DO YOU HAVE THE OPERATIONS AND SALES STAFF TRY TO LOAD AND KEEP THEM MOVING UNTIL THEY RETURN HOME?** Yes-by all means. We try to have a load waiting for pickup prior to delivery of the current load.
11. **DOES THE COMPANY KEEP ALL OF THE DRIVERS OUT FOR THE SAME LENGTH OF TIME?** No. The amount of time that the Driver is out varies by the current outbound load and the pickup and destination of the subsequent load.
12. **HAS YOUR OPERATING PATTERNS CHANGED AS A RESULT OF THE NEW HOS RULES?** Yes-somewhat. We try to take advantage of the 34 hour restart primarily. However, Customer Requirements are the primary factors that determine where and when the loads are picked up and delivered. The New Rules have made it easier to negotiate realistic transit times with Shippers and Receivers.
13. **ARE THERE NOTICEABLE CHANGES IN THE WAIT, LOAD, AND UNLOAD TIMES RESULTING FROM THE NEW RULES?** Yes. We have seen a definite improvement in this area. Cooperation with Shippers has been more pronounced than with Receivers/Consignees. This is not to say that we have not achieved improvements with Consignees, the reduction in wait times has just not been as marked as with our Shippers. The New Rules have been the catalyst for the marked increase in drop and hook operations.
14. **HOW DO YOU PERCEIVE THE EFFECTS OF THE NEW RULES ON YOUR OPERATING PATTERNS?** Very Positive.
  - a. **POSITIVE:** We have and are achieving better utilization of assets through better load planning and trip planning on the part of the individual Drivers.

- b. **RATIONALE:** Maximum utilization of available on-duty and driving time of Drivers dictates that the Operations Staff must drastically improve the manner in which they do their respective jobs to maintain revenue generation for each power unit.
  - c. **NEGATIVE:**
  - d. **RATIONALE:** We really have not noticed any negative impact.
15. **HAVE YOU CHANGED YOUR OPERATING PRACTICES OR PROCEDURES AS A RESULT OF THE NEW RULES?** No.
  16. **HAS THE 11<sup>TH</sup> HOUR OF DRIVING TIME INCREASED THE WILLINGNESS OF THE COMPANY TO PROMISE SAME DAY DELIVERY OR ENHANCED DELIVERY ON RUNS IN THE 500-600 MILE RANGE?** No. However, from time to time some of the 11<sup>th</sup> hour is utilized to meet the unique needs of an individual Customer.
  17. **HOW HARD ARE DRIVERS PUSHED OR NOT PUSHED ON DAILY AND WEEKLY LIMITS?** Most definitely we do not push our Drivers.
  18. **HOW HARD DO DRIVERS PUSH THEMSELVES ON DAILY AND WEEKLY LIMITS?** Some Drivers are better than others in utilizing available on-duty and driving time. However, we closely monitor all logs and strive for compliance.
  19. **WHY DO YOU CHOOSE NOT TO PUSH YOUR DRIVERS TO THE ABSOLUTE LIMITS?** There are several reasons. One is the risk and liability factor. The second is retention of good professional Drivers.
  20. **DOES DRIVER RETENTION ENTER INTO THE OPERATING PATTERN?** Retention definitely enters into the picture. Drivers want to earn a decent living but want a reasonable amount of family time.
  21. **DOES THE LIMITS FIT OR NOT FIT YOUR OPERATION?** Yes.
    - a. **HAVE IMPROVEMENTS IN OPERATIONAL SCHEDULING RESULTED SINCE IMPLEMENTATION OF THE NEW RULES?** There has been a significant improvement in planning and scheduling.
    - b. **HAS COOPERATION BETWEEN SHIPPERS, RECEIVERS, AND THE CARRIER IMPROVED SINCE IMPLEMENTATION OF THE NEW RULES?** Again, I feel that we have accomplished a great deal with our Shippers. Progress has been made with Consignees but it has been less significant. Much improvement can still be made with both Shippers and Receivers.

## ROAD TRIPS

1. **HOW LONG (DAYS) DO DRIVERS STAY OUT ON RUNS?** 13 days mostly.
2. **NUMBER OF AWAY RESTARTS ON A TRIP?** 3.
3. **LENGTH OF AWAY RESTARTS?** 34-48 hours.
4. **NUMBER OF DAYS BETWEEN RESTARTS?** 4-5 days.
5. **NUMBER OF HOURS BETWEEN RESTARTS?** 60.
6. **LENGTH OF HOME RESTARTS?** 48-50 hours.

## WORK BETWEEN AWAY RESTARTS

1. **NUMBER OF ON-DUTY HOURS?** 60 hours.
2. **NUMBER OF DRIVING HOURS?** 46.25 hours typically.
3. **NUMBER OF MILES DRIVEN?** 2,800 per week.

## TOURS OF DUTY

1. **DUTY TIME?** 12-13 hours.
2. **DRIVING TIME?** 9-25 hours.
3. **BREAK TIME?** 2 hours.
4. **HOW OFTEN IS THE 11<sup>TH</sup> HOUR USED?** Approximately 15% of the time.

## SPLIT SLEEPER BERTH

1. **HAS THE CURRENT SPLIT SLEEPER BERTH PROVISION IMPACTED YOUR OPERATION?** We have witnessed no difference in our Operation.
  - a. **HAVE YOU BENEFITTED?**
  - b. **HAS THE PROVISION HAD A NEGATIVE IMPACT ON YOUR OPERATION?**
2. **DO YOU ALLOW DRIVERS TO CHOOSE WHETHER OR NOT TO SPLIT?** Yes.
3. **ARE THERE ANY DIFFERENCES BETWEEN COMPANY DRIVERS AND OWNER OPERATORS WITH RESPECT TO SPLITTING?**  
None.
4. **DO YOU ALLOW SOLO DRIVERS TO SPLIT?** Yes.
  - a. **IF SO, DOES ANY PATTERN OR COMBINATION WORK BETTER THAN OTHERS FOR YOU?** No. Load scheduling and Driver preference determine the method of splitting more so than any other reason.
  - b. **ARE THERE ANY DIFFERENCES ON DEDICATED RUNS?** No.

## MANAGING HOS COMPLIANCE

1. **DOES YOUR SENIOR STAFF ANALYZE OR EVALUATE VARIOUS OPTIONS REGARDING SPLITTING, TIMING, AND LENGTH OF RESTARTS IN ORDER TO MAXIMIZE AVAILABLE ON-DUTY AND DRIVING HOURS?** Yes. We continue to study, learn, and evaluate. However, Customer Requirements are critical and dynamic. A pattern for splitting that works extremely well today may not work so well for a new set of Customer Requirements. Therefore, we have to be flexible.
2. **IS YOUR TOP SAFETY PROFESSIONAL YOUR IN-HOUSE EXPERT ON HOS COMPLIANCE AND LOG KEEPING?** Yes.

3. **HOW MUCH EFFORT HAS YOUR COMPANY PUT INTO TRAINING THE FOLLOWING ON THE NEW HOS RULES AND THE BEST WAYS TO WORK WITH THEM?** We have allocated a lot of resources to training our entire Staff and all Drivers. I might add that training is a continuous process. We spend a lot of time with Drivers on all Safety matters and maintaining their logs in a current state. We have no outside Sales Staff. Existing and Potential Customers are called on by the President. The Operations Staff solicits individual loads from the Customer Base in each of the respective geographic areas where the outbound loads terminate.
- a. **DRIVERS?**
  - b. **SAFETY PERSONNEL?**
  - c. **OPERATIONS PERSONNEL?**
  - d. **CUSTOMER SERVICE REPRESENTATIVES?**
  - e. **SALES REPRESENTATIVES?**
  - f. **SENIOR STAFF PERSONNEL?**
4. **SPECIFICALLY, DO YOU TRY TO TRAIN YOUR DRIVERS ON HOW TO MAXIMIZE LEGAL AVAILABLE HOURS?** Yes.

# INTERVIEW QUESTIONS FOR MOTOR CARRIERS

## COMPANY CHARACTERISTICS

CARRIER NAME: Transport Corporation of America

INDIVIDUAL INTERVIEWED: Mr. Ron Kipp

POSITION: Vice President of Operations.

LOCATION OF HOME OFFICE: Eagan, MN

NUMBER OF TERMINALS: 8

TYPE CARRIER: FOR-HIRE  PRIVATE EXEMPT  
TRUCKLOAD  LESS THAN TRUCKLOAD

TYPE EQUIPMENT: VAN  TEMPERATURE CONTROL   
FLATBED CURTAIN SIDE DROP DECK  
STRAIGHT TRUCK

NUMBER OF TRACTORS: 1,600 NUMBER OF TRAILERS: 5,000

TYPE OPERATION: LONG HAUL  REGIONAL

AVERAGE LENGTH OF HAUL: 600 miles

NUMBER OF DRIVERS: COMPANY 1,000  
SINGLE DRIVERS 1,320 TEAM DRIVERS 280  
OWNER OPERATORS 600

PERCENT OF SERVICE THAT IS DEDICATED:  
(BY REVENUE; MILES OPERATED; OTHER;) 15%

PERCENT OF SERVICE THAT IS NON-DEDICATED BUT IS OF A  
REGULAR BASIS: 10%.

## OPERATING PATTERNS

1. **DO YOU HAVE REGULAR ROUTES AND SCHEDULES?** Yes.
2. **ARE THESE RUNS REGIONAL OR LONG HAUL?** Both.
3. **DO THESE ROUTES AND SCHEDULES FIT FOR PRIVATE AND FOR-HIRE CARRIERS?** Yes.
4. **DOES THIS PATTERN FIT FOR DEDICATED FOR-HIRE OPERATIONS?** Yes.
5. **DO YOU HAVE A FIXED OR NEARLY FIXED NUMBER OF LOADS FOR A SPECIFIC SHIPPER THAT ORIGINATES AT A DEFINITE POINT THAT DELIVERS TO A SPECIFIC POINT OR POINTS?** Yes.
6. **ARE THERE TYPICAL PATTERNS FOR PICKUP AND DROP OFF TIMES/DAYS?** Yes.
7. **WHAT ARE THE MOST POPULAR PICKUP TIMES/DAYS?** Early on Fridays.
8. **WHAT ARE THE MOST POPULAR DELIVERY TIMES/DAYS?** Early on Mondays.
9. **DO THE PATTERNS INCORPORATE OVERNIGHT DRIVING?** Yes.
10. **ONCE THE DRIVER AND UNIT DEPARTS THE DOMICILE LOCATION WITH AN OUTBOUND LOAD, DO YOU HAVE THE OPERATIONS AND SALES STAFF TRY TO LOAD AND KEEP THEM MOVING UNTIL THEY RETURN HOME?** Yes. Even outside Sales Representatives help secure loads when freight slows down. Customer Sales Representatives do most of the day to day solicitation of freight.
11. **DOES THE COMPANY KEEP ALL OF THE DRIVERS OUT FOR THE SAME LENGTH OF TIME?** No.
12. **HAS YOUR OPERATING PATTERNS CHANGED AS A RESULT OF THE NEW HOS RULES?** No. The Hours of Service has had no big impact on the Operating Patterns of the Company.
13. **ARE THERE NOTICEABLE CHANGES IN THE WAIT, LOAD, AND UNLOAD TIMES RESULTING FROM THE NEW RULES?** Yes. We have seen a great improvement in reducing wait times and revenue generation from detention charges. We have probably been more successful with our BEST CUSTOMERS in working out arrangements that are good for both parties than we have been with Consignees. One must understand the industry in which we operate to ascertain the full impact of this statement. In most cases the Carrier and Shipper have an agreement that stipulates what will be done, how, where, and when. The Receiver is usually a customer of the Shipper and not a party to the agreement between the Carrier and Shipper. Therefore, it is more difficult for the Carrier to put pressure on the Receiver to improve the unloading times.
14. **HOW DO YOU PERCEIVE THE EFFECTS OF THE NEW RULES ON YOUR OPERATING PATTERNS?** No discernable impact.
  - a. POSITIVE:
  - b. RATIONALE:
  - c. NEGATIVE:

**d. RATIONALE:**

15. **HAVE YOU CHANGED YOUR OPERATING PRACTICES OR PROCEDURES AS A RESULT OF THE NEW RULES?** Yes. We have instituted new tracking devices so we can fully document and enforce Detention time and charges. We have also installed new software that facilitates receipt of HOS Data from Drivers. Likewise, we have updated our operational software to facilitate better tracking, load planning, and utilization of equipment and Drivers. We have also had to revise the load planning and scheduled pickup and delivery times for some run because of the New Rules.
16. **HAS THE 11<sup>TH</sup> HOUR OF DRIVING TIME INCREASED THE WILLINGNESS OF THE COMPANY TO PROMISE SAME DAY DELIVERY OR ENHANCED DELIVERY ON RUNS IN THE 500-600 MILE RANGE?** No.
17. **HOW HARD ARE DRIVERS PUSHED OR NOT PUSHED ON DAILY AND WEEKLY LIMITS?** We try to fully utilize available on-duty and driving time but we do not exceed the legal limits.
18. **HOW HARD DO DRIVERS PUSH THEMSELVES ON DAILY AND WEEKLY LIMITS?** Some Drivers will approach the limits. However, most Drivers leave a little time for contingencies that may occur on the road.
19. **WHY DO YOU CHOOSE NOT TO PUSH YOUR DRIVERS TO THE ABSOLUTE LIMITS?** Safety is foremost. Even if a Driver has remaining on-duty and driving time but says that he/she is tired, we instruct them to shut down.
20. **DOES DRIVER RETENTION ENTER INTO THE OPERATING PATTERN?** Yes. Driver Managers must be cognizant of the individual Driver work habits and try to work within these parameters. Some Drivers like to stay within one pattern while other Drivers may prefer different work and rest habits.
21. **DOES THE LIMITS FIT OR NOT FIT YOUR OPERATION?**
  - a. **HAVE IMPROVEMENTS IN OPERATIONAL SCHEDULING RESULTED SINCE IMPLEMENTATION OF THE NEW RULES?**  
Yes.
  - b. **HAS COOPERATION BETWEEN SHIPPERS, RECEIVERS, AND THE CARRIER IMPROVED SINCE IMPLEMENTATION OF THE NEW RULES?** Very much so. We will continue to seek improvement with both Shippers and Receivers.

## **ROAD TRIPS**

1. **HOW LONG (DAYS) DO DRIVERS STAY OUT ON RUNS?** 7-10 days.
2. **NUMBER OF AWAY RESTARTS ON A TRIP?** 1.
3. **LENGTH OF AWAY RESTARTS?** 36 hours.
4. **NUMBER OF DAYS BETWEEN RESTARTS?** 6.
5. **NUMBER OF HOURS BETWEEN RESTARTS?** 60.
6. **LENGTH OF HOME RESTARTS?** 48 hours.

## WORK BETWEEN AWAY RESTARTS

1. **NUMBER OF ON-DUTY HOURS?** 60-65 hours.
2. **NUMBER OF DRIVING HOURS?** 45-50 hours.
3. **NUMBER OF MILES DRIVEN?** 2,300 miles.

## TOURS OF DUTY

1. **DUTY TIME?** 13 hours.
2. **DRIVING TIME?** 10-11.
3. **BREAK TIME?** 10 hours.
4. **HOW OFTEN IS THE 11<sup>TH</sup> HOUR USED?** We will get into the 11<sup>th</sup> hour about 50-60% of the time but will not go beyond the 11<sup>th</sup> hour of driving time

## SPLIT SLEEPER BERTH

1. **HAS THE CURRENT SPLIT SLEEPER BERTH PROVISION IMPACTED YOUR OPERATION?** No.
  - a. **HAVE YOU BENEFITTED?** No.
  - b. **HAS THE PROVISION HAD A NEGATIVE IMPACT ON YOUR OPERATION?** No.
2. **DO YOU ALLOW DRIVERS TO CHOOSE WHETHER OR NOT TO SPLIT?** Yes, but we discourage splitting.
3. **ARE THERE ANY DIFFERENCES BETWEEN COMPANY DRIVERS AND OWNER OPERATORS WITH RESPECT TO SPLITTING?** No.
4. **DO YOU ALLOW SOLO DRIVERS TO SPLIT?** We allow them to split but discourage splitting.
  - a. **IF SO, DOES ANY PATTERN OR COMBINATION WORK BETTER THAN OTHERS FOR YOU?** Not really.
  - b. **ARE THERE ANY DIFFERENCES ON DEDICATED RUNS?** No.

## MANAGING HOS COMPLIANCE

1. **DOES YOUR SENIOR STAFF ANALYZE OR EVALUATE VARIOUS OPTIONS REGARDING SPLITTING, TIMING, AND LENGTH OF RESTARTS IN ORDER TO MAXIMIZE AVAILABLE ON-DUTY AND DRIVING HOURS?** No. The Customers lay out their requirements and we try to build an operating scenario around those parameters that meet the service level of the Customer and provides for satisfactory utilization of resources for the Company.
2. **IS YOUR TOP SAFETY PROFESSIONAL YOUR IN-HOUSE EXPERT ON HOS COMPLIANCE AND LOG KEEPING?** Yes.

- 3. HOW MUCH EFFORT HAS YOUR COMPANY PUT INTO TRAINING THE FOLLOWING ON THE NEW HOS RULES AND THE BEST WAYS TO WORK WITH THEM?** We have committed a lot of resources to properly training every applicable Staff Member and Driver on the requirements of the New Rules and on the importance of Compliance. Training is on-going-particularly with Drivers, Safety Personnel, Driver Managers, Customer Service Representatives, and the Sales Staff. All Senior Staff Members have received training on HOS Parameters. We have done so because we want EVERYONE to recognize the importance of Safety and Compliance.
- a. DRIVERS?**
  - b. SAFETY PERSONNEL?**
  - c. OPERATIONS PERSONNEL?**
  - d. CUSTOMER SERVICE REPRESENTATIVES?**
  - e. SALES REPRESENTATIVES?**
  - f. SENIOR STAFF PERSONNEL?**
- 4. SPECIFICALLY, DO YOU TRY TO TRAIN YOUR DRIVERS ON HOW TO MAXIMIZE LEGAL AVAILABLE HOURS?** Yes. See above comments.

# INTERVIEW QUESTIONS FOR MOTOR CARRIERS

## COMPANY CHARACTERISTICS

CARRIER NAME: Lisa Motor Lines

INDIVIDUAL INTERVIEWED: Mr. Mark Rhea

POSITION: Executive Vice President

LOCATION OF HOME OFFICE: Fort Worth, Texas

NUMBER OF TERMINALS: 1

TYPE CARRIER: FOR-HIRE  PRIVATE  EXEMPT  
TRUCKLOAD  LESS THAN TRUCKLOAD

TYPE EQUIPMENT: VAN  TEMPERATURE CONTROL   
FLATBED  CURTAIN SIDE  DROP DECK  
STRAIGHT TRUCK

NUMBER OF TRACTORS: 400 NUMBER OF TRAILERS: 625

TYPE OPERATION: LONG HAUL  REGIONAL

AVERAGE LENGTH OF HAUL: 1,200 Miles

NUMBER OF DRIVERS: COMPANY 325 SINGLE DRIVERS 360  
TEAM DRIVERS 40 OWNER OPERATORS 75

PERCENT OF SERVICE THAT IS DEDICATED: None  
(BY REVENUE; MILES OPERATED; OTHER;)

PERCENT OF SERVICE THAT IS NON-DEDICATED BUT IS OF A  
REGULAR BASIS: 15%

## OPERATING PATTERNS

1. **DO YOU HAVE REGULAR ROUTES AND SCHEDULES?** No
2. **ARE THESE RUNS REGIONAL OR LONG HAUL?** No
3. **DO THESE ROUTES AND SCHEDULES FIT FOR PRIVATE AND FOR-HIRE CARRIERS?** Yes.
4. **DOES THIS PATTERN FIT FOR DEDICATED FOR-HIRE OPERATIONS?** Yes.
5. **DO YOU HAVE A FIXED OR NEARLY FIXED NUMBER OF LOADS FOR A SPECIFIC SHIPPER THAT ORIGINATES AT A DEFINITE POINT THAT DELIVERS TO A SPECIFIC POINT OR POINTS?** Yes.
6. **ARE THERE TYPICAL PATTERNS FOR PICKUP AND DROP OFF TIMES/DAYS?** We are picking up and delivering daily. However, there are definite patterns that have evolved.
7. **WHAT ARE THE MOST POPULAR PICKUP TIMES/DAYS?** Early on Thursday and Friday.
8. **WHAT ARE THE MOST POPULAR DELIVERY TIMES/DAYS?** Early on Monday and Tuesday.
9. **DO THE PATTERNS INCORPORATE OVERNIGHT DRIVING?** Yes.
10. **ONCE THE DRIVER AND UNIT DEPARTS THE DOMICILE LOCATION WITH AN OUTBOUND LOAD, DO YOU HAVE THE OPERATIONS AND SALES STAFF TRY TO LOAD AND KEEP THEM MOVING UNTIL THEY RETURN HOME?** Yes. The Sales and Load Solicitation function is handled by the Operations and Customer Service Representatives.
11. **DOES THE COMPANY KEEP ALL OF THE DRIVERS OUT FOR THE SAME LENGTH OF TIME?** No.
12. **HAS YOUR OPERATING PATTERNS CHANGED AS A RESULT OF THE NEW HOS RULES?** No.
13. **ARE THERE NOTICEABLE CHANGES IN THE WAIT, LOAD, AND UNLOAD TIMES RESULTING FROM THE NEW RULES?** Yes  
Absolutely so. It is most definitely the case with our Shippers.
14. **HOW DO YOU PERCEIVE THE EFFECTS OF THE NEW RULES ON YOUR OPERATING PATTERNS?** The overall effect has been positive.
  - a. **POSITIVE:** Yes.
  - b. **RATIONALE:** The New Rules made it possible for the Trucking Industry to have an impact on Shippers to reduce waiting times and enforce detention charges. This could not been accomplished as readily without the New Rules. On-duty and driving time of Drivers are now more valuable and requires more astute planning and scheduling of all human and physical resources.
  - c. **NEGATIVE:** No.
  - d. **RATIONALE:**
15. **HAVE YOU CHANGED YOUR OPERATING PRACTICES OR PROCEDURES AS A RESULT OF THE NEW RULES?** No.

16. **HAS THE 11<sup>TH</sup> HOUR OF DRIVING TIME INCREASED THE WILLINGNESS OF THE COMPANY TO PROMISE SAME DAY DELIVERY OR ENHANCED DELIVERY ON RUNS IN THE 500-600 MILE RANGE?** No.
17. **HOW HARD ARE DRIVERS PUSHED OR NOT PUSHED ON DAILY AND WEEKLY LIMITS?** Drivers are not pushed.
18. **HOW HARD DO DRIVERS PUSH THEMSELVES ON DAILY AND WEEKLY LIMITS?** Drivers do not push themselves beyond the legal limits established in the New Rules.
19. **WHY DO YOU CHOOSE NOT TO PUSH YOUR DRIVERS TO THE ABSOLUTE LIMITS?** We do not wish to compromise safety by pushing Drivers beyond the legal limits. We really take the opposite approach when a Driver indicates that he/she is tired, the Driver Manager encourages the Driver to take a break and rest.
20. **DOES DRIVER RETENTION ENTER INTO THE OPERATING PATTERN?** Yes.
21. **DOES THE LIMITS FIT OR NOT FIT YOUR OPERATION?** Yes.
  - a. **HAVE IMPROVEMENTS IN OPERATIONAL SCHEDULING RESULTED SINCE IMPLEMENTATION OF THE NEW RULES?** Yes. To maintain efficiency and productivity, we had to re-think the planning and scheduling functions to enhance utilization of all assets
  - b. **HAS COOPERATION BETWEEN SHIPPERS, RECEIVERS, AND THE CARRIER IMPROVED SINCE IMPLEMENTATION OF THE NEW RULES?** Yes. We have made considerable progress in this area.

## ROAD TRIPS

1. **HOW LONG (DAYS) DO DRIVERS STAY OUT ON RUNS?** 7-10 days.
2. **NUMBER OF AWAY RESTARTS ON A TRIP?** 1.
3. **LENGTH OF AWAY RESTARTS?** 34-40 hours.
4. **NUMBER OF DAYS BETWEEN RESTARTS?** 5-7 days.
5. **NUMBER OF HOURS BETWEEN RESTARTS?** 55-65 hours.
6. **LENGTH OF HOME RESTARTS?** 36-48.

## WORK BETWEEN AWAY RESTARTS

1. **NUMBER OF ON-DUTY HOURS?** 55-65 hours.
2. **NUMBER OF DRIVING HOURS?** 55 hours.
3. **NUMBER OF MILES DRIVEN?** 2,500-3,000 miles per week.

## TOURS OF DUTY

1. **DUTY TIME?** 10-12 hours.
2. **DRIVING TIME?** 8-10 hours.
3. **BREAK TIME?** 2-3 hours in addition to the mandatory 10-hour break.

4. **HOW OFTEN IS THE 11<sup>TH</sup> HOUR USED?** About 30% of the time.

### **SPLIT SLEEPER BERTH**

1. **HAS THE CURRENT SPLIT SLEEPER BERTH PROVISION IMPACTED YOUR OPERATION?** No.
  - a. **HAVE YOU BENEFITTED?**
  - b. **HAS THE PROVISION HAD A NEGATIVE IMPACT ON YOUR OPERATION?**
2. **DO YOU ALLOW DRIVERS TO CHOOSE WHETHER OR NOT TO SPLIT?** Yes.
3. **ARE THERE ANY DIFFERENCES BETWEEN COMPANY DRIVERS AND OWNER OPERATORS WITH RESPECT TO SPLITTING?** No.
4. **DO YOU ALLOW SOLO DRIVERS TO SPLIT?** Yes.
  - a. **IF SO, DOES ANY PATTERN OR COMBINATION WORK BETTER THAN OTHERS FOR YOU?** No.
  - b. **ARE THERE ANY DIFFERENCES ON DEDICATED RUNS?** No.

### **MANAGING HOS COMPLIANCE**

1. **DOES YOUR SENIOR STAFF ANALYZE OR EVALUATE VARIOUS OPTIONS REGARDING SPLITTING, TIMING, AND LENGTH OF RESTARTS IN ORDER TO MAXIMIZE AVAILABLE ON-DUTY AND DRIVING HOURS?** No. Our Customers really mandate how we structure the operating network.
2. **IS YOUR TOP SAFETY PROFESSIONAL YOUR IN-HOUSE EXPERT ON HOS COMPLIANCE AND LOG KEEPING?** Yes.
3. **HOW MUCH EFFORT HAS YOUR COMPANY PUT INTO TRAINING THE FOLLOWING ON THE NEW HOS RULES AND THE BEST WAYS TO WORK WITH THEM?**
  - a. **DRIVERS?**
  - b. **SAFETY PERSONNEL?**
  - c. **OPERATIONS PERSONNEL?**
  - d. **CUSTOMER SERVICE REPRESENTATIVES?**
  - e. **SALES REPRESENTATIVES?**
  - f. **SENIOR STAFF PERSONNEL?**
4. **SPECIFICALLY, DO YOU TRY TO TRAIN YOUR DRIVERS ON HOW TO MAXIMIZE LEGAL AVAILABLE HOURS?** We have trained our people very well. This includes Drivers and all personnel in Safety and Operations. Customer Service Representatives are included in the Operations Staff. The Senior Executives have been trained and are updated as needed. Drivers are trained on a recurring basis. All newly hired Drivers receive log training as a part of the Driver Orientation Program.

Additional Comments: We move a great deal of boxed beef. In fact, it is our number 1 commodity that we transport. The meat packing industry is noted for having long delays in loading the products. This may be related to mechanical problems encountered in the plant or other matters that arise in the course completing the entire meat processing function. It is not uncommon to encounter a serious delay to pickup the scheduled load. On delays that are in excess of 36 hours, we send the Driver to a truck stop to take his or her 34 hour restart period. By so doing, when the plant is ready to complete the loading of the unit, the Driver is starting with a completely clean slate of available hours.

We definitely went through a learning curve with the New Rules. However, now that we have learned to fully utilize the resources that we have within the legal limits, we very much prefer the New Rules.

There has been too much progress made with Shippers and Receivers and in improving the internal processes in the Company to revert back to the previous HOS Rules.