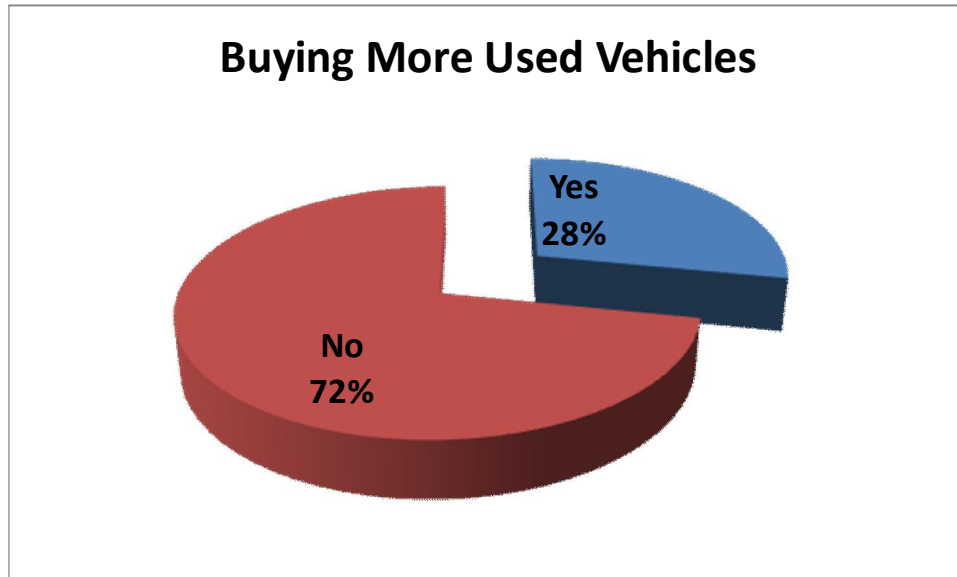


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We received 32 responses during the week of March 8th. Question as it appeared is shown in *italics*, followed by the results. Questions submitted by FSR Q1 '10 respondents.

1. *Since there are more fleets going out of business in the current environment adding to the inventory of available used equipment, is your fleet purchasing more used units now than in the past?*



Yes – Comments:

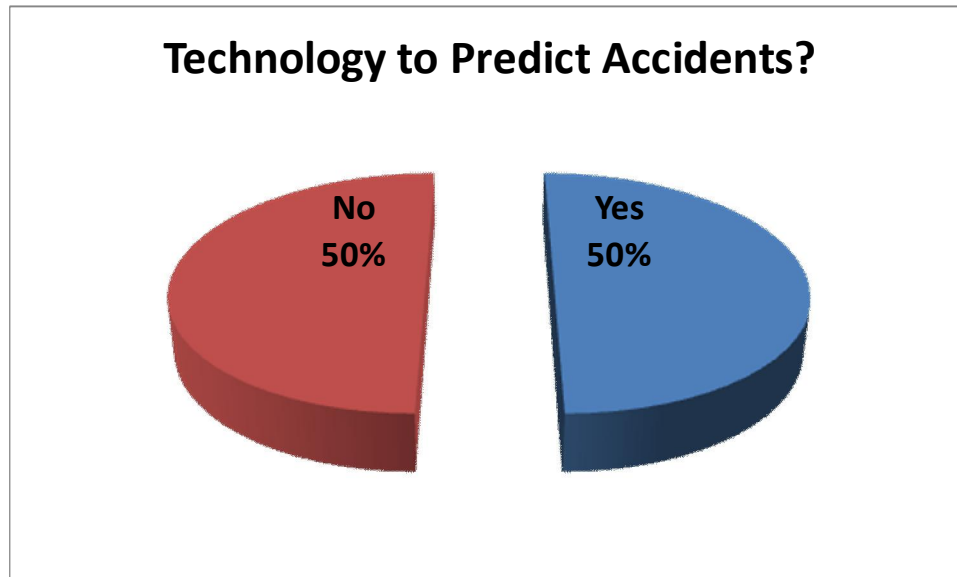
- But this is not the reason. The reason is new trucks are too expensive
- Some very late model trucks in excellent condition are available with our fleet specs
- We have purchased 10 used tractors this year for low mileage operations. First time in 20 years.
- Just purchased some Volvos from Arrow Truck Sales.
- We have purchased used heavy equipment and sedans to replace high mileage patrol cars.
- Some newer model trailers
- Changing from daycabs to sleepers.
- The availability of used in conjunction with the effect that OEM emission surcharges have effected new equipment.
- Due to new business and not being able to get equipped fast enough
- Hard to pass on the quality values

No – Comments

- We would rather buy new equipment for warranty/reliability reasons
- No. We use light weight day cab tractors.
- Having issue with keeping the units now have busy.
- The used vehicles are harder to maintain
- We too have downsized to meet demand

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2. *Are you using any in-cab technology data to predict driver accidents? If yes, what technology and how are you using it*



What technology and how it's being used:

- Fatigue detection - test unit only
- Stability control and it's reporting process
- "Driver Cam". Records driver directly.
- PeopleNet
- Meritor On-Guard.
- Roll Stability
- We monitor hard brakes and if the roll over stability control system had become active. More than 5 hard brakes in a service period and we discuss it with the driver. Even 1 stability control event will bring a driver in for a consultation.
- OEM logs
- Vorad
- PacTrac (PeopleNet)
- Lane guidance systems.
- We use data to identify particular driver behavior characteristics which make one more susceptible to certain types of accidents. Iteris for LDWS/Bendix ABS6 wESC for stability control and hard braking/Bendix Vorad/Qualcomm CER reporting.
- Testing Iteris reporting thru People Net and working with Meritor CMS to be able to do the same.
- On Board computers/GPS
- Route Tracker from Cam Com

3. *In what direction is the truck industry heading to simplify and standardize truck's electronic engine controls and diagnosing equipment to use on all models?*

Mixed opinions on whether the truck industry is heading toward this at all...

- The aftermarket is doing an outstanding job. Companies like Mitchell and NexIQ & Dearborn Group are simplifying this process

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- Multiplexing of wiring in some ways will simplify things by reducing the number of wires. This along with computer diagnostics will help.
- Most applications are developing the ability to download via in cab communication devices.
- We have a drawer full of different link cables, would love to see standardization.
- No effort has been made as far as I know.
- OBDII Format
- THEY ARE NOT... it is messed up like a "soup sandwich" in individual chassis' right now!
- No standardization across makes, but the number of engine options is decreasing.
- In the right direction.
- Don't really know but there is a lot of new players and that can't be a good thing as far as standardization
- Need to have more access to J1939 plugs and dashboard space for electronic equipment
- Standardization of on board engine monitoring
- Hopefully we will have single source software that can be use on all OEM products.
- Wireless and satellite driven
- Still seemingly very proprietary
- It seems our newer trucks have less capability for on-the-road diagnostics than before.
- OBD II will help toward standardization
- SAE diagnostic codes
- Don't believe there is a standard

4. *Now that APU's have been on the market for some time and many fleets have added them to their equipment, what is your opinion today on this technology?*

Some small number of respondents are positive about the current technology; however the majority are concerned about acquisition cost, added maintenance and other issues. Overall, it appears that this technology is not meeting the needs of most fleets – yet.

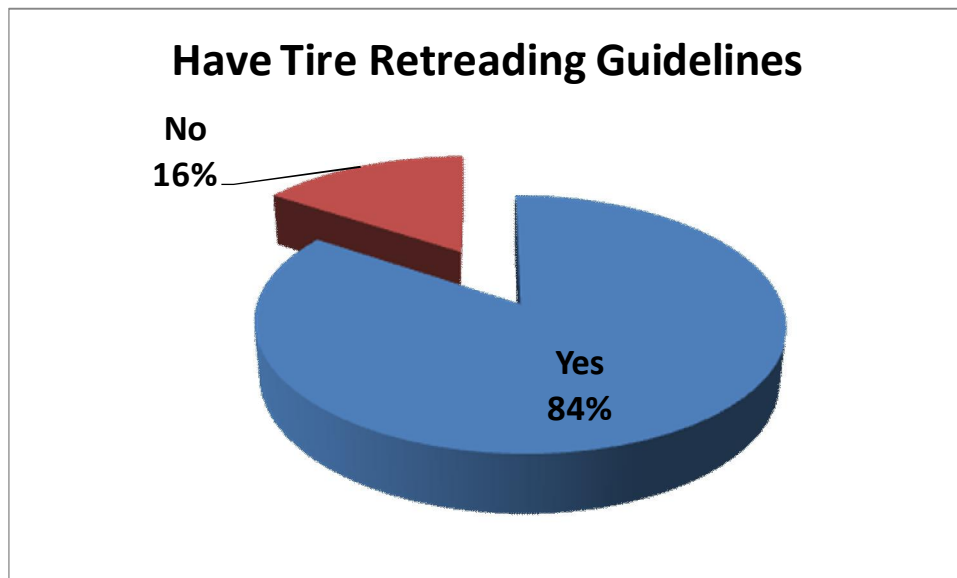
- They still don't pay for themselves
- Without tax credits - this technology is still too costly to justify
- Our experience shows that there is need for improvement
- Will be a permanent part of our OTR specs from now on.
- High maintenance expense and high purchase cost.
- Too much weight for operation.
- I think the technology is still evolving with the introduction of new components.
- Diesel fired APU is done (too expensive to maintain) - battery powered APU has advanced far enough to get the cooling BTU and run time required.
- I still feel it's only a stop gap; the ROI is just not there.
- Band-Aids-a knee jerk, some time fix. The real cure will be OEM electric componentry.
- They have a long way to go. The current systems tend not to be very reliable. We have been using diesel powered APU's for several years and have a lot of maintenance costs associated with them. The purely battery powered units are getting better but we feel the battery life is not what it needs to be on the A/C side of the equation.
- I'm afraid the APU will require EPA standards for use so we are looking for a battery location.
- Needs improvement

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- We are not using any APUs at this point. Too many maintenance issues from what I hear. We are waiting for the battery technology to improve for an anti-idling device.
- We are using on regional equipment. Need to with current idle restrictions.
- Very costly for the return
- I like the idea, however as a local municipality that are few applications for this technology
- They don't fit the utility market; I am using diesel fired engine heaters.
- It is the right way to go for some specific vocations.
- Improvement is still needed and most over priced for what you get.
- Favorable, prefer zero emission technology
- We have never used them. They are a good thing for sleepers, but not for delivery trucks.
- Good but the fuel burners are out of date now. Our experience has been positive.
- That is temporary niche market to carry one over until a better method is released.
- Our length of haul is short and we do not have a need for APU's in our fleet.
- No need for them
- Not worth the investment for my company's operation. Though very valuable in others
- Fewer moving parts the better, bunk heater & battery powered AC

5. Do you have specific tire retreading guidelines? If yes, what exactly?

Most have some guidelines in place



Specific guidelines include:

- Recap tires that are 5 years old and newer, unless they are real nice virgins. Original steer tires get capped drive, unless we are needing trailer caps, then cap with trailer caps, only do one trailer cap per casing
- Cap only once on casings that do not have any repairs
- Size and location of repairs, age casing, type of retread
- Casing life up to 6 years, limits on repairs, drive tread first then trailer.
- Yes, specific application tread type based on casing grading.

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- No casing more than five years old, 3 cap limit.
- 3 retreads/10 years of age
- We do not cap anything over 7 yrs old, nothing more than twice. #1 on drives and #2 on trailer. Very tight specs on sections and repairs.
- Only small section, no more than two nail hole repairs in one quadrant, drive cap once and trailer cap after. Casing scrapped after 5 years.
- Not enough room or time to detail here. But, will say to maximize your assets you need a pretty strict program!
- Pull casings at 3/32d's. Don't cap a casing that is over 5 years old.
- We do not cap any casing that is more than 5 years old. All casings must be Grade A, no off brands.
- US rubber and local retreaders.
- High mileage casings
- We only cap for drives once and we do not cap casings over 4 years old.
- We do not cap any casing over 4 years old.
- We have a matrix developed with our vendors
- New steers, cap pull off steers for drives, cap pull off for drives for trailers. Max 2x cap per casing, 8 years and out.
- One time, less than five years old.
- Casing less than 5-years old and no more than 2-section repairs on separate side walls.
- We only cap virgin casings with a strict guideline to what can be repaired prior to capping a casing.
- Recap at 5/32 tread depth. Keep air in tires every day
- Tractor drive cap, 1st cap no repairs, any nail or 2nd time cap trailer, any section repairs high scrub spotter drive. Nothing over 5 years old.
- Trailer only, cap once only & specific casing only

6. *Do you think the use of in-cab technology (by the driver) diminishes safety? If yes, how?*

44% of respondents to the questionnaire believed this.

How:

- It can if it distract the driver - Our in cab communication can only be used if the truck is parked
- It can if there is too much for the driver to absorb or uses items that he shouldn't while driving such as key pad communication.
- If by "in cab technology" you mean driver's additional stuff, then yes. Driver's XM, Garmin, Laptop, cell phone etc are all distractions. Company supplied technology is disabled while driving.
- Absolutely...they need to concentrate on driving safely! Some technology is beneficial and safe.
- This is a yes and no answer. Technology has absolutely made the trucks safer but at the same time can be a distraction from driving. Anything that takes the drivers eyes off the road must be properly evaluated before putting it in the cab.
- Too many driver distractions.

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- Yes any time you have a distraction in cab error can occur.
- Distraction and gives driver false sense of comfort
- Depends on how they are equipped. Touch screen is best
- Takes away from concentration

One respondent who didn't think this was a problem because:

- No-we spec only the least amount of buttons/controls to keep drivers focused on the road ahead.

7. *Do you have productivity standards for your technicians? What are they and how do you measure?*

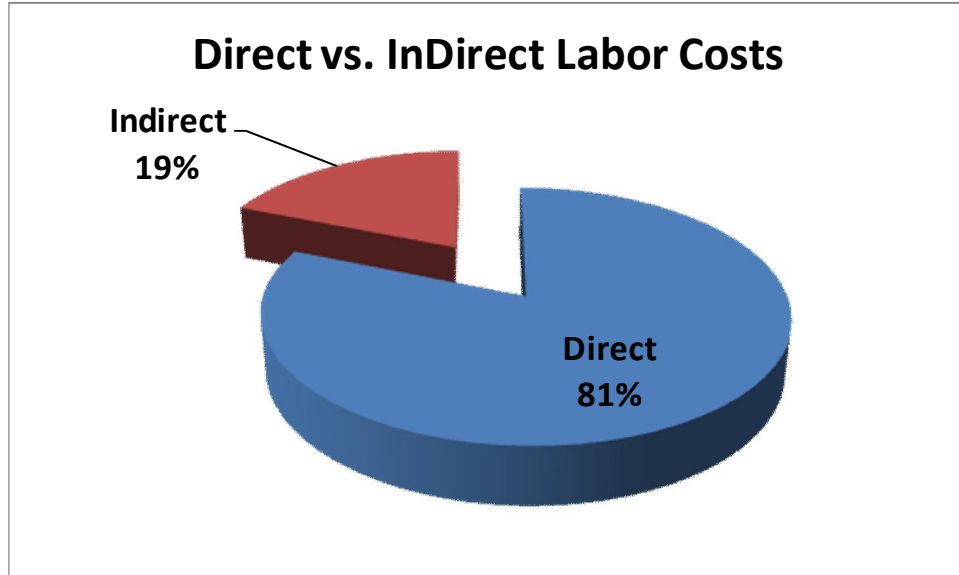
One of our respondents reminded us that we just recently asked this question. You can also refer to Best Practice Report from January at

http://www.ckcvr.com/bestpractice_archive.html

Standards	How they are measured
Company prepared SRT's	Maintenance software tracking
Set standard times allocated per job.	Daily work is reviewed by shop foreman.
Productivity is measured against other tech doing similar jobs; ASE certification is encouraged and just overall work ethics.	Run monthly productivity reports to compare punch time with billed hours.
We start with mfg set times; look at Mitchell labor guides, and our own actual averages.	Performances monitored... performance improves!
Published repair standards that each mechanic views as he signs on to the job.	Every actual repair time is compared to the standard repair time. At the end of each month mechanics receive productivity bonuses based upon their individual achievement.
We use TMC guidelines	On-hand supervision and inspections.
Steel toed shoes, safety glasses and confined entry training.	Observation by shop managers and shift leader.
PM time standards	Review repair orders
Proficiency, reprocess	Keep performance indexes
95% of all vehicles Preventive Maintenance up to date & 98% customer satisfactory rating.	Provide monthly updates
We designed our own in house job standards based somewhat off industry standards.	Monthly productivity report and rating effects promotion and annual increases
Standard repair times	Performance appraisals
We list time standards for various jobs.	Reviewing Work Orders
Must be able/willing to work on trucks, trailers, reefers, and have experience.	
Standard repair times/ metrics for analysis	Electronic management for work orders and SRTs
Flat rate - Standard - Jobs (time and parts)	Standard job reporting

8. *As a percent of your total maintenance costs what is direct (productive items) vs. costs associated with in-direct (non-productive) labor?*

All respondents to this question were close to the 80/20 split with average shown in chart below:



9. *DPF Cleaning:*

- A. *Will you purchase your own machine or sub out the work?*
 - *Own*
 - *Sub-Out*
- B. *In your opinion, how many trucks should a fleet own before they decide to buy their own DPF cleaning equipment?*
- C. *Which machine really cleans the DPF the best?*
- D. *Specific DPF cleaning experience (how often, how long does it take, etc.)?*

- 100% of those responding to this question (28) indicated they will sub-out the work.

How many trucks? Obviously there is a wide range here with other considerations possibly more important:

- Would have to do the math
- 25
- My take now is we should have to do filters to pay for a DPF cleaner.
- 500
- I don't think it's a matter of quantity but a matter of how knowledge about the different technologies available know.
- Only mega fleets should even consider this option.
- 500
- A million \$\$ question, probably depends on your application.
- Doesn't so much depend upon how many trucks in the fleet as it does how many shops are in the system?
- 1000
- 100
- 35
- 15
- 250
- 1000

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- The big problem is they are not all in one location
- Depends on duty cycle and overall business case for the specific company
- 75 - 100 DPF equipped
- Not sure about numbers, timing may be bigger issue

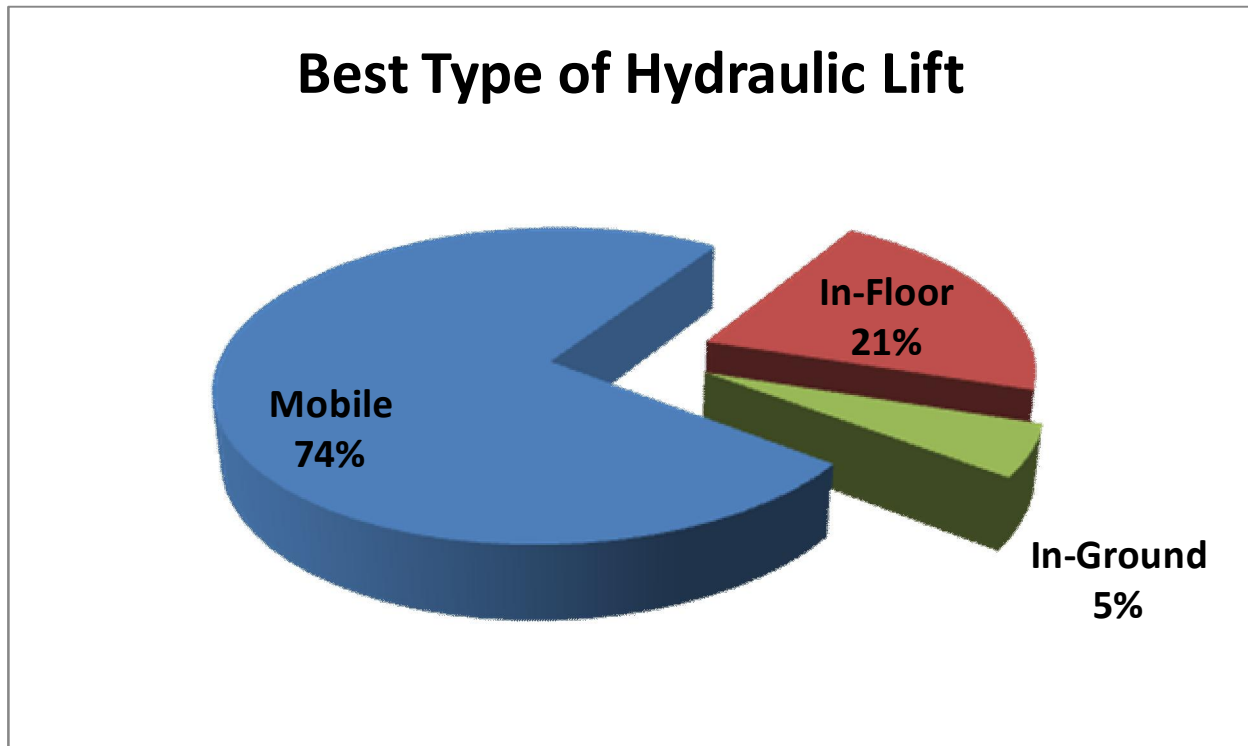
Which machine?

- The only particular machines listed were "SFX", "FPX" and "FSX" – I believe they all refer to the same machine marketed by FSX Company. Most respondents "don't know"

Specific experience with DPF cleaning: Those with specific experience -

- 2 to 3 days
- 225,000 miles. 6 hrs. \$1,200.00.
- Exchanged with local vendor
- Have had trucks running 18 months none have needed yet, we are pretty clean long haul operation.
- In our duty cycle, twice annually (Refuge company)
- Recon program
- We clean Cummins DPF at 250-275K- about 3 hours in and out the door.

10. Regarding the use of hydraulic lifts in both heavy duty and light duty fleet maintenance shops – which is the best option – mobile, in-floor, in-ground? And what are the pros and cons of each type:



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Type	Pros	Cons
Mobile jack systems	<ul style="list-style-type: none"> • Mobile (2) • Can be used anywhere and can be moved out of the way when not in use • Overall most flexibility and lowest cost. • Floor jacks; put them where you want them. • Flexibility • Doesn't take up bay floor space. • Versatile can move bay to bay. Use only for the time required, can use on two or more jobs in the same day. • Can be used in multiple bays and even outside. Can configure bay for use with lift, or without if space is an issue. • Versatility of location in shop • Least expensive, mobile (2). • Mobile, frees up bays for other work • Better utilizes repair bays • Works best in out twin pit service shop, flexibility 	<ul style="list-style-type: none"> • Usually too small for heavy objects • Must be moved into place to be used • Depending on volume it is not as efficient • Floor jacks can only last about two years. • Stability • Takes up storage space in an already crowded shop. • Proper training is a must, SAFETY FIRST • Lift weight maximums • Need to have a clean level surface. • May have higher initial cost higher upkeep cost • Limited lifting points • One axle at a time usually.
In-Floor	<ul style="list-style-type: none"> • Great for high volume LT work like PMI, brakes, tires, etc. • Minimizes real estate • Safer • Stability • Usually very stable 	<ul style="list-style-type: none"> • Environmental • Expensive, non-mobile • Lack of flexibility • Required a dedicated bay and may interfere with work best done in a flat stall. • Ties up an entire bay of the shop • Use of space
In-Ground	<ul style="list-style-type: none"> • Again, they are very stable. • Safer • Allows for drive on, no need to position lifts or arms, bridge jack for axle and wheel service, easy drive line and PM servicing. 	<ul style="list-style-type: none"> • Cost • Difficult to work on when they need maintenance • Expensive, non-mobile • Dedicated bay, wheel and axle service require bridge jack. • Shouldn't be used in a wellhead protection area because of potential leaks

11. What is your maintenance practice for emission controls?

Pretty basic at the moment:

- Repair replace as need. Probably wrong practice
- Still developing
- Other than making sure everything is working and recommended maintenance procedures are followed none. No testing at tail pipe
- OEM guidelines (3)
- Inspect every PM other than that nothing special

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- Keep up to spec by fixing as problems occur
- Per factory warranty requirements
- Check at each service interval 18-20,000 miles.
- ?? We maintain them according to Federal reg's and OEM specs, Doesn't everyone?
- Keep using performance tests on a regular basis.
- Let the check engine light dictate.
- Part of preventive maintenance requirement
- As needed
- Are in the process of setting a program up now

12. Has the oil filter plugging gone away?

- Yes (3)
- No (5)
- We've never seen it. I guess Lilo and Carl Tapp need to update TMC on their efforts. You want answers on this, e-mail me stephs@notsservices.com and I will forward you to those guys
- It has diminished this year but still show up.
- The industry is working through the causes, i.e., fuel additives, oil types, and filter media materials.
- Yes, now it is fuel filters.
- No, changed to higher capacity oil filter.
- It's very sporadic now... low on my radar.
- I personally have not seen a plugged oil filter in many years, about the time we quit using Baldwin filters.
- Haven't had an occurrence in recent memory.
- Yes-we have not had an oil filter plug in over a year now.
- Have not had any problems (6)

13. Are synthetic oils the right lubrication for engines? For overhead cams?

Engines: Very even split (11) NO and (10) YES with some caveats (associated with cost):

- Are they "right" sure they protect better, but can they be cost justified- depends on your operation.
- Can't justify the cost.
- Yes if you can justify the expense
- Yes, expensive.
- Yes, you can really stretch the oil drain interval.

Overhead Cams: (6) NO and (8) YES – no special comments here

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14. *If you have significant numbers of owner/operators in your fleet, how are you addressing CSA 2010 with them?*

- Trying to get the word out to them. Maybe they actually will do a pretrip on our equipment now.
- We do not discuss with them.
- We have been a pilot fleet for the last 2 years. Our education campaign started last year. It has been a rude awakening for some.
- Training, Training and more Training
- The O/O is a dying breed! We are (from 300) down to 8.
- Providing all available information and by informing them that it will affect the view of the entire fleet if they receive violations.
- Waiting for final implementation-have meeting scheduled
- They are educated the same as the rest of the company drivers. We consider them part of our fleet.
- At this point just communication
- Actually I believe it will be a benefit to the industry, particularly if you run a tight operation.
- Same way as our company drivers.
- Are not changing program used up to now

15. *What is your personal opinion about the freight environment for 2010?*

Opinions received to the following questions about freight are all over the place, so obviously the freight environment is treating different fleets in different ways-I've mostly just put exactly the responses I received because it would be difficult to "analyze" these answers.

- *Picking up now, more than expected. Gonna be a good year*
- *We have already seen a strong rebound in 2010*
- *Freight movement is increasing. Driver shortage is already returned in many locations.*
- *Getting a little better, competition ferocious.*
- *Weak growth*
- *It will improve slowly...very slowly*
- *It's starting to get better but will not be back to normal until early next year.*
- *It is better than last year-less carriers*
- *Gradual increase as economic activity increases.*
- *No growth until 2011*
- *Improving*
- *Poor, very competitive, too many people hauling for nothing.*
- *Slowly improving*
- *Soft and still too much capacity in the system.*
- *Starting to move more freight than capacity*
- *Hoping to see increase throughout year*

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When do you expect freight to increase?

- For those who gave an answer here – about 40% of respondents - there was a wide range with most of them thinking sometime early 2010: "Now" (4) Q2 2010 (3), Q3 2010 and Q4 2010 – some don't think until 2011.

By how much?

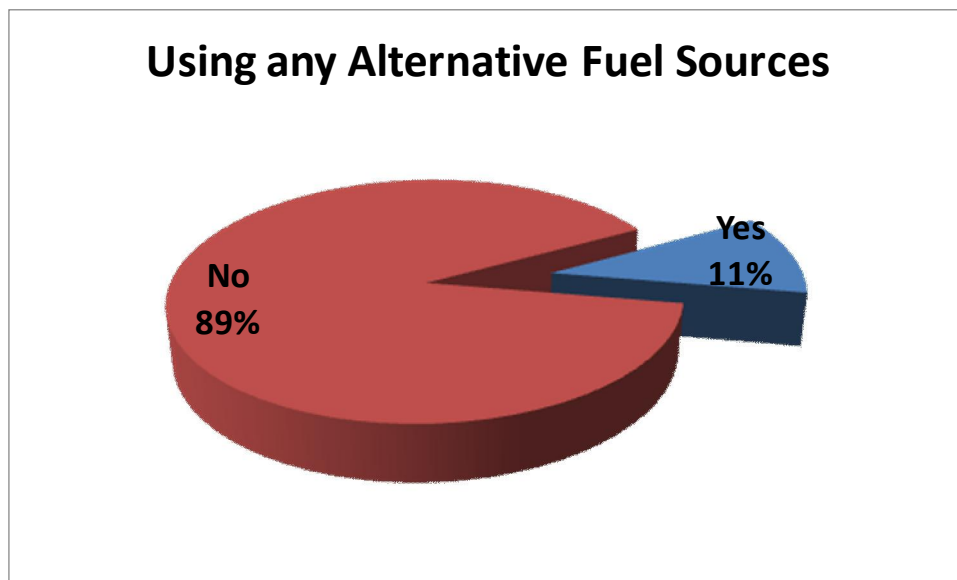
- Average of 15% from those who had an opinion

When will rates rise to the level of cost?

No consensus shown in answers received:

- I sure hope soon (2)
- Jul-10
- Rates will creep up -more aggressively in 3rd quarter as CSA 2010 forces some capacity out at about the same time demand takes off
- 2012
- When CH Robison goes out of business
- 6 months
- We don't operate below cost
- 4th Quarter 2010
- Never (2)
- 2011
- Not until capacity shrinks and people quit cutting their rates to simply keep their trucks on the road.
- NOW

16. *Is your fleet actively looking at alternative fuel sources? If yes, what?*

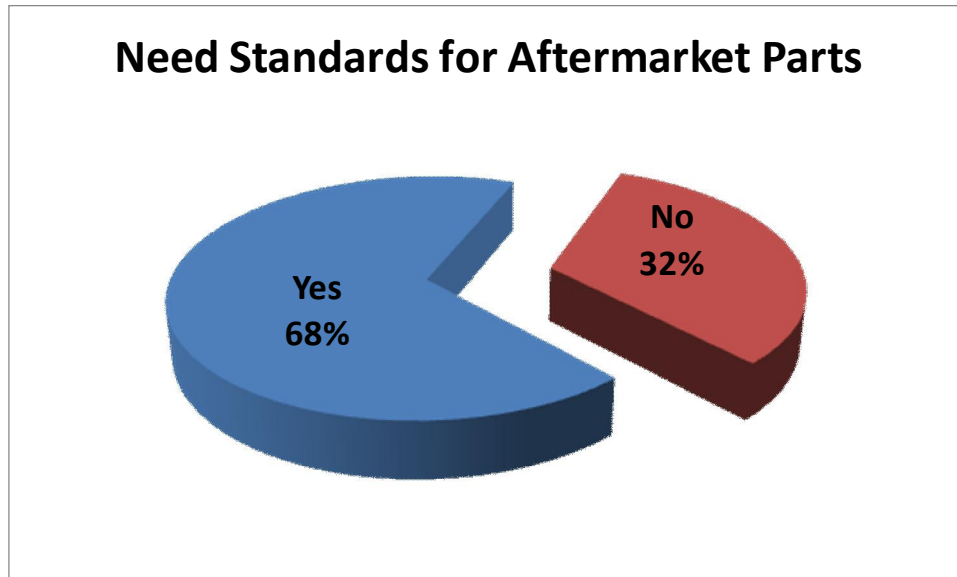


CNG only alternative source mentioned by (2) fleets – (1) municipal fleet and (1) private food service fleet.

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17. What is your opinion about establishing standards consistent with TMC RP's or other quality standards, for replacement components? (example – brake linings – many different manufacturers, both domestic and off-shore with only a handful actually passing TMC RP628)

- Yes, industry should be working on those standards. How would you do that?
- No, it's up to individual fleets to monitor their own parts purchasing to be sure parts fit their own criteria



Yes – How would you do that?

- TMC will be fine tuning RP628, look for this in near future
- Require manufacturers to certify their parts with a 3rd party approved by TMC
- All participants to indicate standards on packaging
- Need to take the guesswork of what we are looking at and reduce the risk when looking at other vendors.
- Legislature has to step up.
- Supervision and by purchasing OEM parts specs.
- All brakes should be required to meet federal standards.
- Create an atmosphere where low cost is not the driving factor on replacement parts, the true cost is not the price but the endurance of the replacement part.
- OEM's, AM mfgs's and the TMC would have to adopt something like the UL standards.
- Involving more people into it and forcing the vendors to meet those standards.
- Analyzing VMRS codes.
- Purchase only from those suppliers that pass set standards.
- Requires internal management and involvement with TMC etc.
- There are no standards to speak of, can't buy NA product now even if we demand it

Other comments:

- As far as other standards, that would be difficult. I believe the aftermarket community is doing an outstanding job supplying quality parts/components
- We spec what brake lining to use.
- We specify what we want to buy and knowingly accept CHINESE LOOK-A-LIKE SHIT!!!

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- We specify TMC standards for parts. Counterfeit parts are a bigger problem, especially the look alike parts.
- The fleet operations vary too much to set standards for this.
- Fleets need to know who they are buying from and request only genuine parts to ensure that they are getting quality parts.
- If they don't pass the standard, don't buy them!

If you have any questions about the contents of this report, please send me an e-mail at chris@ckcvr.com and I'll try to answer them. The next Best Practice Report will be conducted in May based on questions we receive from FSR Q2 respondents.

Best regards,

Chris Kemmer