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Richard T. Mulcahey, Jr.  
Also Member of New York Bar  
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SECRETARY'S BUREAU

November 7, 2013

Rosemary Chiavetta, Secretary  
Pennsylvania Public Utility Commission  
P.O. Box 3265  
Harrisburg, PA 17105-3265

**Re: Application of Gentle Giant Moving Company (DC), LLC  
t/a Gentle Giant Moving & Storage**

Dear Ms. Chiavetta:

Please be advised that this office represents the above captioned common carrier. Accordingly, I enclose herewith an original and two copies of Application for Motor Common Carrier or Motor Contract Carrier of Household Goods in Use together with our check in the amount of \$350.00 covering the filing fee.

Kindly acknowledge receipt of the enclosures by time-stamping the enclosed copy of this letter and returning to me in the self-addressed, stamped envelope provided.

Respectfully submitted,

Richard T. Mulcahey, Jr.

RTMJR/mac  
Enclosures

cc: Gentle Giant Moving Company (DC), LLC (w/encls.)

Pennsylvania Public Utility Commission  
PO Box 3265  
Harrisburg, PA 17105-3265  
(717) 787-1227

## Application for Motor Common Carrier or Motor Contract Carrier of Household Goods in Use.

THIS APPLICATION IS TO BE USED TO REQUEST A CERTIFICATE OF PUBLIC CONVENIENCE (FOR COMMON CARRIERS) OR PERMIT (FOR CONTRACT CARRIERS) TO OPERATE AS A COMMERCIAL CARRIER OF HOUSEHOLD GOODS IN USE:

1. **Legal Name of Applicant** (Individual, Partnership or Corporation)

Gentle Giant Moving Company (DC), LLC

2. **Trade Name** (if using a fictitious name registered with the Dept. of State)

Gentle Giant Moving & Storage

**Fictitious name and Registration number** (if applicable)

Gentle Giant Moving & Storage - Registration Number 4206654

3. **Physical Address** (do not use PO Box)

29 Harding St.

Street Address

Somerville, MA 02143

City, State and Zip Code

(617) 661-3333

Telephone Number

Middlesex

County

4. **Mailing Address** (if different from Physical Address)

(Same)

Street Address

(Same)

City, State and Zip Code

5. **Attorney** (if applicable)

Richard T. Mulcahey, Jr. (215) 587-0107

Attorney's Name & Telephone Number for this Filing

121 South Broad Street, 20<sup>th</sup> Floor, Philadelphia, PA 19107-4533

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121 South Broad St., 20<sup>th</sup> Floor, Philadelphia, PA 19107-4533  
Attorney's Address

**6. Does applicant currently hold or has ever held PA PUC authority?**

No  Yes, at PUC No. A- \_\_\_\_\_

**7. Does applicant hold interstate federal operating authority?**

No  Yes, at No. 373544 (held by Parent Corporation, Gentle Giant Interstate Company, LLC)

**8. Are you one of the following? If yes, check below.**

- Individual  
 Partnership

**9. Are you a business entity registered with the PA Department of State?**

If YES, please check below the type of business that applies to this Application and provide the Entity ID Number given to you by the PA Department of State:

- Limited Partnership \_\_\_\_\_  
Corporation Bureau Entity ID Number
- Limited Liability Partnership \_\_\_\_\_  
Corporation Bureau Entity ID Number
- Limited Liability Company 4206250 \_\_\_\_\_  
Corporation Bureau Entity ID Number
- Corporation – For Profit \_\_\_\_\_  
Corporation Bureau Entity ID Number
- Corporation – Nonprofit \_\_\_\_\_  
Corporation Bureau Entity ID Number

If NO, contact the PA Department of State and apply according to how you will do business in PA:

- PA Corporations (Profit or Non-Profit) - File for Articles of Incorporation
- Foreign Corporations - File for a Certificate of Authority

PA Limited Partnerships,  
Limited Liability Partnerships  
Limited Liability Companies

File for an Application of Registration

Fictitious Name Registration

- File **only if** Trade Name will be different than the business name you register with the Department of State

## 10. Attachment Checklist

- Individual:             Certified Check, money order, or check from attorney  
                              Copy of Current Safety Rating (if available)
- Partnership:            Certified Check, money order, or check from attorney  
                              List of names and addresses of ALL Partners  
                              Copy of Current Safety Rating (if available)
- Limited Partnership:    Corporation Bureau Entity Number as entered above in #9  
                                  Certified Check, money order, or check from attorney  
                                  List of names and addresses of ALL Partners  
                                  Copy of Current Safety Rating (if available)
- Limited Liability Partnership:    Corporation Bureau Entity Number as entered above in #9  
                                  Certified Check, money order, or check from attorney  
                                  List of names and addresses of ALL Partners  
                                  Copy of Current Safety Rating (if available)
- Limited Liability Company:    Corporation Bureau Entity Number as entered above in #9  
                                  Certified Check, money order, or check from attorney  
                                  List of names and addresses of ALL Members and Title of each Member (even if only one member)  
                                  Copy of Current Safety Rating (if available)
- Corporation – For Profit:    Corporation Bureau Entity Number as entered above in #9  
                                  Certified Check, money order, or check from attorney  
                                  List of ALL Corporate Officers and Titles, name of each Shareholder and distribution of shares  
                                  Copy of Current Safety Rating (if available)
- Corporation – Non-Profit:    Corporation Bureau Entity Number as entered above in #9  
                                  Certified Check, money order, or check from attorney  
                                  List of ALL Corporate Officers, Titles and those on Board of Directors  
                                  Copy of Current Safety Rating (if available)

**11. Describe the service area proposed by this application.**

(Use the space below or attach additional sheet if space provided is not sufficient).

---

To transport, as a common carrier, household goods in use between points in the City and County of Philadelphia and the Counties of Bucks, Chester, Delaware and Montgomery and from said territory to points in Pennsylvania and vice versa.

---

**12. Certification:**

Applicant certifies that it is not now engaged in unauthorized intrastate transportation for compensation between points in Pennsylvania and will not engage in said transportation unless and until authorization is received from the Pennsylvania Public Utility Commission.

Applicant further certifies that it understands the requirements of the Pennsylvania Public Utility Commission, especially as they relate to safety and insurance and that it may be subject to civil penalties, suspension or cancellation of the Certificate for failure to comply with Commission requirements.

Applicant further certifies that it understands that it is subject to an annual assessment based upon its reported gross Pennsylvania intrastate revenues; said assessment to help defray expenses incurred in regulating Motor Common Carriers of Passengers; and acknowledges that failure to report revenue and pay its annual assessment may result in civil penalties, suspension or cancellation of the certificate.

## Verification of Application

I/We hereby state that the statements made in this application are true and correct to the best of my/our knowledge and belief.

The undersigned understands that false statements herein are made subject to the penalties of 18 Pa. C.S. Section 4904 relating to unsworn falsification to authorities.

John Pacocha, Manager  
(Print Name)

*John Pacocha* 11/6/13  
(Signature) (Date)

The verification of the application must be completed by the applicant appearing on Line 1 of the application by the named individual, all partners if a partnership, a member (if a limited liability company), or by any officer (if a corporation).

COMMONWEALTH OF PENNSYLVANIA

DEPARTMENT OF STATE

AUGUST 12, 2013

RECEIVED

NOV 12 2013

PA PUBLIC UTILITY COMMISSION  
SECRETARY'S BUREAU

TO ALL WHOM THESE PRESENTS SHALL COME, GREETING:

I DO HEREBY CERTIFY THAT,

**Gentle Giant Moving Company (DC), LLC**

is duly registered as a Foreign Limited Liability Company under the laws of the Commonwealth of Pennsylvania and remains subsisting so far as the records of this office show, as of the date herein.

I DO FURTHER CERTIFY THAT, This Subsistence Certificate shall not imply that all fees, taxes, and penalties owed to the Commonwealth of Pennsylvania are paid.



IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Seal of the Secretary's Office to be affixed, the day and year above written.

*Carol Aichele*

Secretary of the Commonwealth

Certification Number: 11266200-1

Verify this certificate online at <http://www.corporations.state.pa.us/corp/soskb/verify.asp>

PENNSYLVANIA DEPARTMENT OF STATE  
BUREAU OF CORPORATIONS AND CHARITABLE ORGANIZATIONS

Application for Registration of Fictitious Name  
54 Pa.C.S. § 311

Name  
754867-015 KCM  
Corporation Service Company

Document will be returned to the name and address you enter to the left.



Commonwealth of Pennsylvania  
FICTITIOUS NAME 2 Page(s)



T1322455022

Fee: \$70

In compliance with the requirements of 54 Pa.C.S. § 311 (relating to registration), the undersigned entity(ies) desiring to register a fictitious name under 54 Pa.C.S. Ch. 3 (relating to fictitious names), hereby state(s) that:

1. The fictitious name is:  
Gentle Giant Moving & Storage

2. A brief statement of the character or nature of the business or other activity to be carried on under or through the fictitious name is: Moving & storage services; management services; and to engage in any lawful act or activity, and to exercise any powers, permitted to foreign limited liability companies under Pennsylvania law.

3. The address, including number and street, if any, of the principal place of business (P.O. Box alone is not acceptable):

29 Harding Street	Somerville	MA	02143	Middlesex
Number and street	City	State	Zip	County

4. The name and address, including number and street, if any, of each individual interested in the business is:

Name	Number and Street	City	State

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PA DEPT OF STATE



5. Each entity, other than an individual, interested in such business is (are):

Gentle Giant Moving Company (DC), LLC	limited liability company	Delaware
Name	Form of Organization	Organizing Jurisdiction
29 Harding Street, Somerville, MA 02143		
Principal Office Address		
Corporation Service Company, Dauphin County		
PA Registered Office, if any		
Gentle Giant Employment Company, LLC	limited liability company	Delaware
Name	Form of Organization	Organizing Jurisdiction
29 Harding Street, Somerville, MA 02143		
Principal Office Address		
Corporation Service Company, Dauphin County		
PA Registered Office, if any		

6. The applicant is familiar with the provisions of 54 Pa.C.S. § 332 (relating to effect of registration) and understands that filing under the Fictitious Names Act does not create any exclusive or other right in the fictitious name.

7. Optional): The name(s) of the agent(s), if any, any one of whom is authorized to execute amendments to, withdrawals from or cancellation of this registration in behalf of all then existing parties to the registration, is (are):  
 (i) Gentle Giant Moving Co., LLC; (ii) Lawrence O'Toole; or (iii) John Pacocha

IN TESTIMONY WHEREOF, the undersigned have caused this Application for Registration of Fictitious Name to be executed this

6th day of August 2013

Individual Signature	Individual Signature
Individual Signature	Individual Signature
Gentle Giant Moving Company (DC), LLC	Gentle Giant Employment Company, LLC
Entity Name	Entity Name
	
Signature	Signature
John Pacocha, Director of Gentle Giant*	John Pacocha, Director of Gentle Giant**
Title *Moving Co., LLC, Manager of Gentle Giant Moving Company (DC), LLC	Title **Moving Co., LLC, Manager of Gentle Giant Employment Company, LLC

BEFORE THE PENNSYLVANIA PUBLIC UTILITY COMMISSION

IN RE:           APPLICATION OF  
                  GENTLE GIANT MOVING COMPANY (DC), LLC  
                  T/A GENTLE GIANT MOVING & STORAGE

The sole Member of Applicant is Gentle Giant Interstate Company, LLC, a Delaware Limited Liability Company.

The sole Manager of Applicant is John Pacocha.

USDOT Number  MC/MX Number  Name

Enter Value:

**Company Snapshot**

GENTLE GIANT INTERSTATE COMPANY LLC  
USDOT Number: 373544

**ID/Operations | Inspections/Crashes In US | Inspections/Crashes In Canada | Safety Rating**

Other Information for this Carrier
<input type="checkbox"/> SMS Results
<input type="checkbox"/> Licensing & Insurance

Carriers: If you would like to update the following ID/Operations information, please complete and submit form MCS-150 which can be obtained [online](#) or from your State FMCSA office. If you would like to challenge the accuracy of your company's safety data, you can do so using FMCSA's [DataQs](#) system.

Carrier and other users: FMCSA provides the Company Safety Profile (CSP) to motor carriers and the general public interested in obtaining greater detail on a particular motor carrier's safety performance then what is captured in the Company Snapshot. To obtain a CSP please visit the [CSP order page](#) or call (800)832-5660 or (703)280-4001 (Fee Required).

For help on the explanation of individual data fields, click on any field name or for help of a general nature go to [SAFER General Help](#).

The information below reflects the content of the FMCSA management information systems as of 11/03/2013.

<b>Entity Type:</b>	Carrier		
<b>Operating Status:</b>	AUTHORIZED FOR Property	<b>Out of Service Date:</b>	None
<b>Legal Name:</b>	GENTLE GIANT INTERSTATE COMPANY LLC		
<b>DBA Name:</b>	GENTLE GIANT MOVING COMPANY		
<b>Physical Address:</b>	29 HARDING ST SOMERVILLE, MA 02143-4204		
<b>Phone:</b>	(617) 661-3333		
<b>Mailing Address:</b>	29 HARDING ST SOMERVILLE, MA 02143-4204		
<b>USDOT Number:</b>	373544	<b>State Carrier ID Number:</b>	
<b>MC/MX/FF Number(s):</b>	MC-218752	<b>DUNS Number:</b>	--
<b>Power Units:</b>	120	<b>Drivers:</b>	225
<b>MCS-150 Form Date:</b>	04/10/2013	<b>MCS-150 Mileage (Year):</b>	3,878,529 (2013)
<b>Operation Classification:</b>			
	<input checked="" type="checkbox"/> Auth. For Hire	<input type="checkbox"/> Priv. Pass.(Non-business)	<input type="checkbox"/> State Gov't
	<input type="checkbox"/> Exempt For Hire	<input type="checkbox"/> Migrant	<input type="checkbox"/> Local Gov't
	<input checked="" type="checkbox"/> Private(Property)	<input type="checkbox"/> U.S. Mail	<input type="checkbox"/> Indian Nation
	<input type="checkbox"/> Priv. Pass. (Business)	<input type="checkbox"/> Fed. Gov't	
<b>Carrier Operation:</b>			
	<input checked="" type="checkbox"/> Interstate	<input type="checkbox"/> Intrastate Only (HM)	<input type="checkbox"/> Intrastate Only (Non-HM)
<b>Cargo Carried:</b>			
	<input type="checkbox"/> General Freight	<input type="checkbox"/> Liquids/Gases	<input type="checkbox"/> Chemicals
	<input checked="" type="checkbox"/> Household Goods	<input type="checkbox"/> Intermodal Cont.	<input type="checkbox"/> Commodities Dry Bulk
	<input type="checkbox"/> Metal: sheets, coils, rolls	<input type="checkbox"/> Passengers	<input type="checkbox"/> Refrigerated Food
	<input type="checkbox"/> Motor Vehicles	<input type="checkbox"/> Oilfield Equipment	<input type="checkbox"/> Beverages
	<input type="checkbox"/> Drive/Tow away	<input type="checkbox"/> Livestock	<input type="checkbox"/> Paper Products
	<input type="checkbox"/> Logs, Poles, Beams, Lumber	<input type="checkbox"/> Grain, Feed, Hay	<input type="checkbox"/> Utilities
	<input type="checkbox"/> Building Materials	<input type="checkbox"/> Coal/Coke	<input type="checkbox"/> Agricultural/Farm Supplies
	<input type="checkbox"/> Mobile Homes	<input type="checkbox"/> Meat	<input type="checkbox"/> Construction
	<input type="checkbox"/> Machinery, Large Objects	<input type="checkbox"/> Garbage/Refuse	<input type="checkbox"/> Water Well
	<input type="checkbox"/> Fresh Produce	<input type="checkbox"/> US Mail	

**ID/Operations | Inspections/Crashes In US | Inspections/Crashes In Canada | Safety Rating**

US Inspection results for 24 months prior to: 11/03/2013

Total Inspections: 77  
Total IEP Inspections: 0

Note: Total inspections may be less than the sum of vehicle, driver, and hazmat inspections. Go to [Inspections Help](#) for further information.

Inspections:				
Inspection Type	Vehicle	Driver	Hazmat	IEP
Inspections	46	77	0	0
Out of Service	4	4	0	0
Out of Service %	8.7%	5.2%	%	0%
Nat'l Average % (2009-2010)	20.72%	5.51%	4.50%	N/A

**Crashes reported to FMCSA by states for 24 months prior to: 11/03/2013**

**Note:** Crashes listed represent a motor carrier's involvement in reportable crashes, without any determination as to responsibility.

Crashes:				
Type	Fatal	Injury	Tow	Total
Crashes	0	1	0	1

**ID/Operations | Inspections/Crashes In US | Inspections/Crashes In Canada | Safety Rating**

**Canadian Inspection results for 24 months prior to: 11/03/2013**

Total inspections: 0

**Note:** Total inspections may be less than the sum of vehicle and driver inspections. Go to [Inspections Help](#) for further information.

Inspections:		
Inspection Type	Vehicle	Driver
Inspections	0	0
Out of Service	0	0
Out of Service %	0%	0%

**Crashes results for 24 months prior to: 11/03/2013**

**Note:** Crashes listed represent a motor carrier's involvement in reportable crashes, without any determination as to responsibility.

Crashes:				
Type	Fatal	Injury	Tow	Total
Crashes	0	0	0	0

**ID/Operations | Inspections/Crashes In US | Inspections/Crashes In Canada | Safety Rating**

*The Federal safety rating does not necessarily reflect the safety of the carrier when operating in intrastate commerce.*

**Carrier Safety Rating:**

The rating below is current as of: 11/03/2013

**Review Information:**

Rating Date:	None	Review Date:	None
Rating:	None	Type:	None

SAFER Home | Feedback | Privacy Policy | USA gov | Freedom of Information Act (FOIA) | Accessibility | OIG Hotline | Web Policies and Important Links | Plug-ins

Federal Motor Carrier Safety Administration  
1200 New Jersey Avenue SE, Washington, DC 20590 • 1-800-832-5660 • TTY: 1-800-877-8338 • Field Office Contacts

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**J. J. Keller**

**& Associates, Inc.**

3003 W. Breezewood Lane

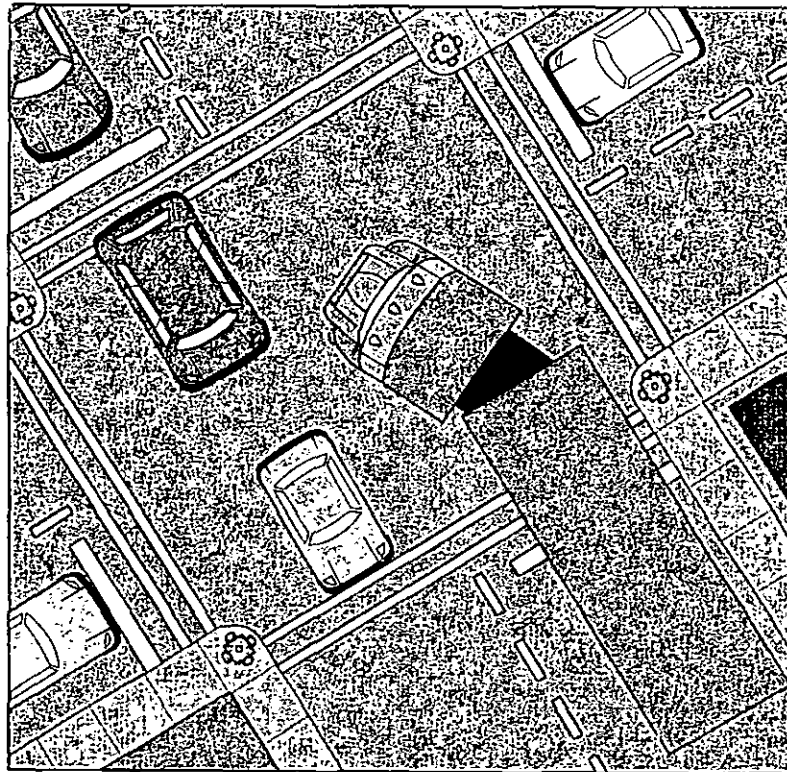
P.O. Box 368

Neenah, WI 54957-0368

<http://www.jjkeller.com>

*publishing & services*

# City Driving



304-H

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## Driver's Handbook



**J. J. Keller**  
& Associates, Inc.

Much of what you find here may be information you already know. But even the seasoned veteran or experienced route driver can use a refresher. It's up to professionals like yourself to maintain safe driving habits and use extra caution to avoid disaster. Brushing up on these common sense rules will help you travel safely throughout the city under all kinds of conditions. It's a jungle out there—be careful!

### **Importance of City Driving Education**

✓ ***You are a professional.***

The entire driving population depends on you to obey the rules of the road, drive safely, drive courteously and be aware of the dangerous driving habits of others. This includes being knowledgeable about the hazards of driving a big rig through city traffic and pedestrian activity. Whether or not there are crazy drivers in the city, there are crazy conditions that put the truck driver and his or her load at risk.

✓ ***Your employer depends on you to transport valuable cargo for your customer.***

It's your job to navigate the obstacles between pick-up and delivery so the freight (and you) arrive at the destination safely and in one piece. City driving threatens that job, so it pays to be aware.

✓ ***It's the right thing to do.***

Professional drivers are expected to be aware of the dangers related to their industry. Your actions will prevent accidents and damage to cargo, and good driving habits just might rub off on other drivers at the same time.

6. If you use a spotter for backing:
  - A. Tell them to stay out of the way of the trailer and shout directions so you can hear
  - B. Have the spotter use orange flags for optimum visibility
  - C. Position the spotter on the loading dock so they can be seen easily in the mirror
  - D. Make sure the spotter understands tractor-trailers and uses hand signals you have agreed upon
7. Right turns are hazardous in the city because:
  - A. Pedestrians get in the way
  - B. You have to start the turn as close to the right of the lane as possible and you could hit the curb
  - C. You have to pull farther into the intersection than smaller vehicles prior to starting the turn to avoid hitting the curb.
  - D. Right turns are sharp and the tractor-trailer is in danger of a jackknife situation
8. When making deliveries in the city it is necessary to place warning devices if:
  - A. Headlights are necessary and traffic cannot see your vehicle at a distance of 500 feet
  - B. It is a city ordinance
  - C. You will be parked on the roadway for more than 10 minutes
  - D. You are parked in an alley or parking lot

3. If you miss your exit on the expressway you should:
  - A. Make a U-turn as soon as possible
  - B. Watch for a break in traffic and back up to the exit
  - C. Take the next exit, pull over safely and figure out a way back
  - D. Notify your dispatcher
4. At an intersection where there are vehicles at adjacent corners:
  - A. Look both ways and proceed
  - B. Yield to the right of way, look both ways and proceed slowly, watching for pedestrians and bicyclists
  - C. Go first because you are biggest
  - D. Allow vehicles to proceed through the intersection and wait for traffic to clear before proceeding
5. You should notice the grade of the road before proceeding through an underpass because:
  - A. Road grade can cause a high vehicle to tilt, causing a clearance problem
  - B. Poor road grade can make the ride rough and damage cargo
  - C. Uneven road grade can cause braking difficulties
  - D. Road grade can affect the tires and cause difficulty maneuvering

### **If you can't avoid driving in the city, make the best of it**

The first rule of thumb is to avoid city driving when at all possible. Talk to your dispatcher about alternate routes. If you must drive in the city, make the best of it. A good plan can save you a lot of frustration. Avoid rush hour traffic, if possible, and discuss with your dispatcher the conditions of the route. Are there any detours or road construction that will affect your trip? Detours and construction aren't all bad if you plan for them and allow extra time to reach your destination.

Regular route drivers as well as drivers who only occasionally travel through city traffic should consider the following when driving in the city:

✓ ***Be as predictable as possible.***

Driving in the city is unpredictable. The best thing you can do is be as predictable as possible, letting others on the road know you're there and signaling your intentions early.

✓ ***Stay on posted routes.***

Most cities designate a truck route that should be the most convenient and safest path to travel through the city. Only leave the posted route to follow a detour and watch carefully for signs rerouting traffic.

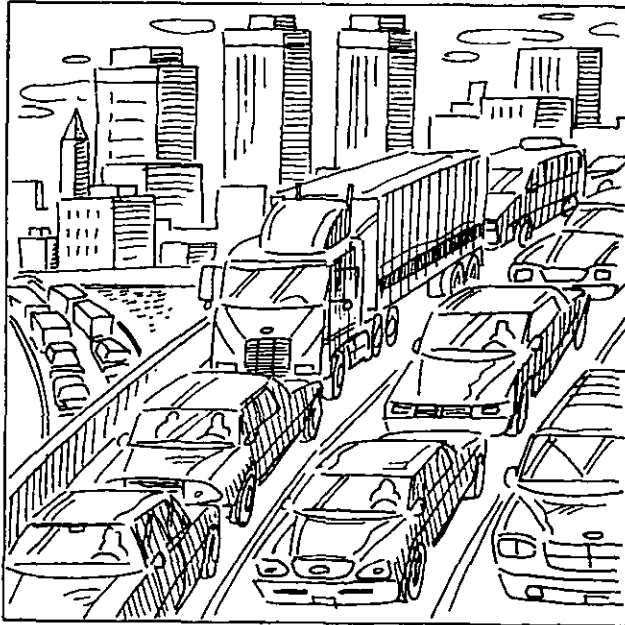
✓ ***Give yourself plenty of room.***

In heavy traffic with lots of stop-and-go activity, your reaction time is greatly reduced. Try to leave at least a vehicle length in front of you for adequate time to react to a quick stop. Be aware that other drivers may cut in front of you to occupy that space and adjust accordingly.

City streets are unforgiving in an emergency situation. Always have a plan.

✓ **Be alert and ready for anything.**

Pedestrians, traffic lights, unseen alley entrances, delivery trucks stopped in traffic, bicyclists, detours, road and building construction, school zones, merging lanes. . . every possible hazard on the road exists in a concentrated area when you're driving in the city. Anything can happen, so stay alert.



- Scan your mirrors
- Look well ahead
- Concentrate on the road ahead
- Be aware of traffic signals
- Look for signs and information markings
- Anticipate the movement of pedestrians

**Your Name:** \_\_\_\_\_

**Instructor:** \_\_\_\_\_

**Company/Division:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## City Driving Review

**Directions:** Read each statement carefully and circle the response that best or most fully answers the question.

1. Because reaction time is greatly reduced in heavy traffic, it's a good idea to:
  - A. Pull over and wait for traffic to let up
  - B. Apply brakes
  - C. Leave a vehicle length between your rig and the vehicle in front of you
  - D. Drive at speeds of 35 miles an hour and under
2. Three factors that affect your ability to stop include:
  - A. Other drivers, road conditions and visibility
  - B. Perception distance, reaction distance and braking distance
  - C. The length of the trailer, speed and weight of cargo
  - D. Underpasses, bridges and walkways



## Conclusion

City driving presents all kinds of driving challenges. The most important thing is to know they exist, allow time for unexpected detours, and remain calm during traffic delays. A safe driving experience in the city depends on your ability to anticipate the special challenges of city driving and manage them like the pro you are.

## Notes:

- Keep an eye on oncoming traffic as well as traffic approaching from behind in multiple lanes
- Consider the weather a factor. In rain, fog, sleet or snow, use caution and reduce your speed

### ✓ **Respond effectively to emergencies.**

If, despite all your caution and awareness, an emergency situation arises, act calmly and rationally and follow proper emergency procedures and the required steps to aid in your company's accident investigation.

## ***Let's Take a Drive in the City***

### **FIRST STOP: SPEED, SPACE AND STOPPING**

The route is planned and we're on our way. All the rules of the road and safe driving procedures apply. Pay particular attention to the **speed** at which you are traveling and the **space** you occupy in traffic. While traveling out on the open highway at a constant rate of speed, it is easier to manage your rig than in the city. Speed limits in the city change, traffic is heavy, and other factors, such as pedestrians, construction areas and frequent intersections will affect the space around your vehicle and the speed at which you can safely come to a complete stop. Remember, as congestion increases, decrease your speed. This will allow you more time to react.

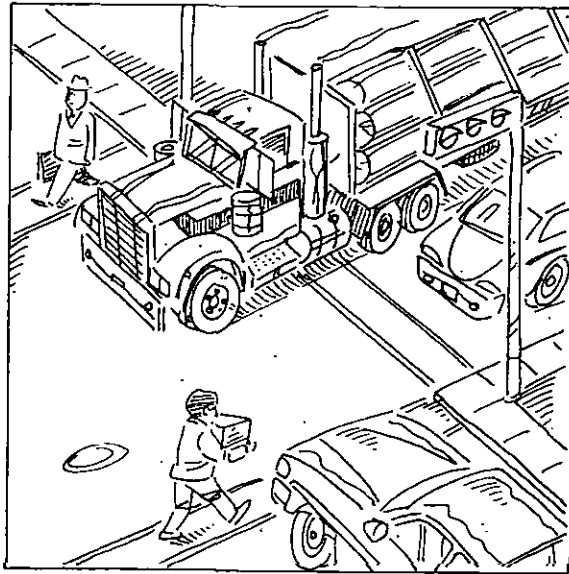
### **Speed and Stopping Distance**

While you are traveling in the city, think about how you will safely come to a stop whether it's for a routine stoplight or an obstacle in your path. Three factors affect your ability to stop:

**1) Perception distance** is the distance your vehicle travels from the time your eyes see a hazard until your brain recognizes it.

**2) Reaction distance** is how far the vehicle travels from the time your brain recognizes the hazard and sends the message to your foot to hit the brake pedal.

**3) Braking distance** is the distance it takes to actually stop your vehicle once you hit the brake pedal. This distance is affected by length, weight and speed of the vehicle, weather conditions and road surfaces.



### **Space Management**

Good space management will help you manage deceleration and stopping safely, planned or unplanned. Check your mirrors to assess your position in traffic. Keep to the right and stay centered in your lane of traffic. Allow at least one second of distance

take to ensure the safety of the rig, the cargo and people who happen to be in the area of the parked trailer. A big truck parked on a busy street can reduce visibility and block the flow of traffic. The placement of warning devices isn't required in a business or residential district unless lighted lamps are necessary or visibility is so poor that your vehicle will not be visible to motorists 500 feet away, day or night. It's a good idea to use your hazard signals to alert others that you are stopped for an extended period of time.

Take precautions to protect your cargo from theft. If you must leave your parked rig, check the shipment before you walk away and lock up. You are responsible for your entire cargo until it is safely delivered to your customer.

### ***A few words about customer service***

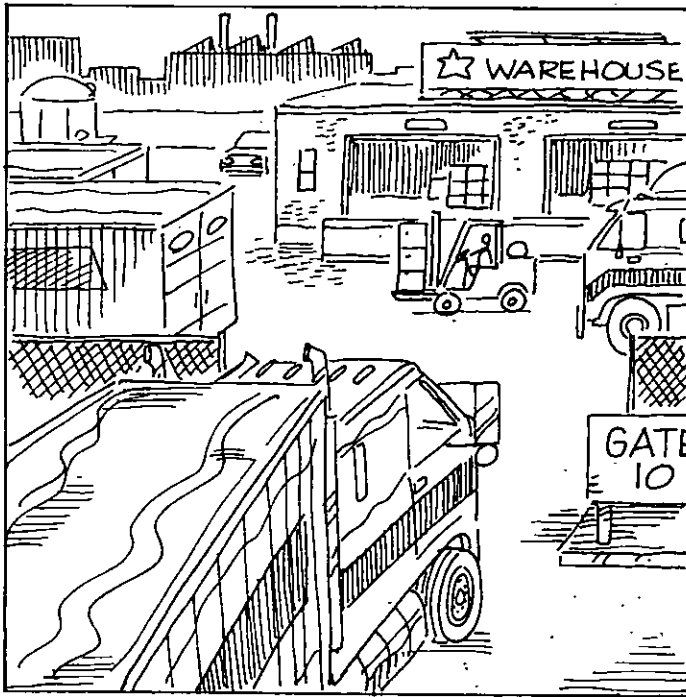
You may be the only personal contact that your customers have with your company. Make sure they get a good impression. You will certainly project a favorable image of your company every time if you behave in a professional manner and take care in your personal appearance. If you take your position as a professional driver seriously, you already know the regulations that apply to your industry and keep your qualifications up to date. If you care about your company, you already follow its policies and procedures. All that's left to do is to be on time, be reliable and always be courteous, regardless of the situation. Good customer service begins with respect, courtesy and efficient delivery, simple things that go a long way in keeping customers satisfied over the long haul.

tomer's dock, chock the wheels securely before you leave, and attach a kingpin lock if required.

### Using spotters

If your company allows the use of a spotter, use one, but make sure the person understands tractor-trailers. Use prearranged signals so you can communicate clearly. Remember that you are always responsible for what happens during the backing maneuver, so don't rely on the spotter entirely — use your mirrors, use caution and use good judgment.

### LAST STOP: MAKING THE DELIVERY



If you have to stop on a city street to unload your trailer, there are special precautions you should

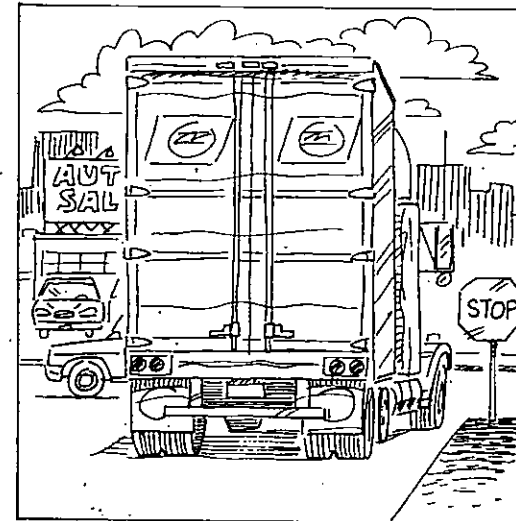
between you and the vehicle ahead of you for each ten feet of vehicle length.

By increasing your following distance, you can avoid sudden maneuvers. This also may encourage tailgaters to move around you. Avoid signaling to drivers behind you with your taillights or brake lights.

City driving awareness should make stopping easy no matter how many red lights you happen to hit in a row. You may not be happy about it, but you will be safe. By keeping control of your rig at all times you can avoid many sudden stops.

### NEXT STOP: INTERSECTIONS

Intersections pose a threat to all drivers. Not only must you maintain control over your own vehicle, you must assess the activity of other vehicles approaching the intersection. The general rule is that the driver on the left yields the right of way to the driver on the right at unmarked intersections. However, even if you have the right-of-way, don't assume other drivers will yield to you.



### At an intersection—stop twice!

- Stop:** at the stop sign, yield sign or traffic light, assume you don't have the right-of-way.
- Start to move:** watch for other vehicles, pedestrians, bicyclists and proceed slowly in their presence.
- Stop again:** just prior to entering the traffic lane you are crossing.

Where traffic lights exist, use caution. When you have a **green light**, make sure adjacent traffic comes to a complete stop for the red light before you proceed through the intersection. If you are not the lead vehicle at the intersection, wait for the vehicle ahead of you to proceed before you move forward in case a sudden stop occurs. At a **yellow light** slow down and stop! Tractor-trailers need ample space to clear the intersection before adjacent traffic moves on the green light. Anticipate a **red light** and slow down in preparation to stop.

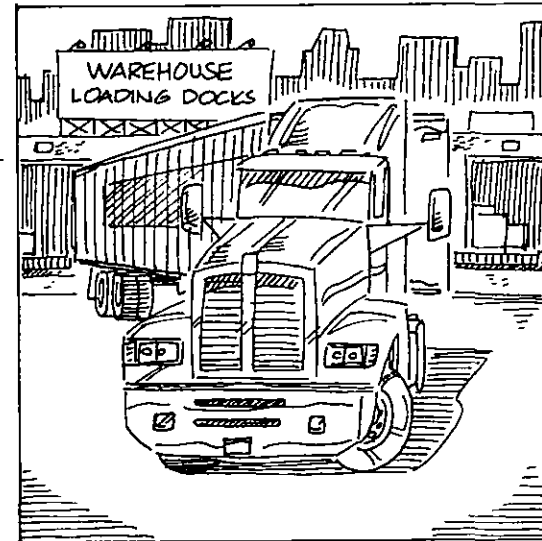
### **A word about "playing the lights"**

Experienced drivers learn to play the lights, maintaining a safe speed in rhythm with multiple traffic signals to keep stops at a minimum. Playing the lights does not mean accelerating to beat a yellow or red light and it never puts other drivers, pedestrians or the vehicle's cargo at risk. Playing the lights takes advantage of the fact that often signal lights are timed so that driving the speed limit will take you right through without stopping if you begin on green.

When at a complete stop in traffic, wait until the vehicle in front of you has moved forward a

### *Things to avoid:*

- Avoid backing when at all possible!
- Avoid blind side backing because you have to depend solely on your mirrors
- Avoid overhead wires, tree limbs, curbs and parked vehicles
- Avoid backing when people are in the vicinity of your rig
- Avoid backing into traffic and always back out of traffic



### *Watch out for the docks!*

Be careful when you deliver a load to your customer. Some dock facilities are not adequate to handle big rigs, and docks differ from place to place. Use care at an unfamiliar location and stop your rig where it won't block the flow of traffic. If you have to drop a trailer at your cus-

limits reduced in school zones, there are inexperienced pedestrians out and about. Be on the lookout for children who may dart out into traffic and use extreme caution when approaching crosswalks.

### **NEXT STOP: BACKING UP**

**DON'T BACK UP IF YOU DON'T HAVE TO.** That's the basic rule for backing in the trucking industry. Backing up with a tractor-trailer is very difficult to do well. Part of the reason is that an over-the-road driver spends most of his or her time moving forward.

Visibility is poor while moving in reverse. Sizing up the situation with mirrors is good, but because of the length of the vehicle, it is difficult to judge distance from the rear of the unit. Try to use a reference point visible in the mirrors, such as the tires or a body part. It's a good idea to get out of your rig and assess the situation before attempting to back into an unfamiliar area. Use a spotter if possible (and your company allows it) to help you back in safely.

#### *Guidelines for backing safely:*

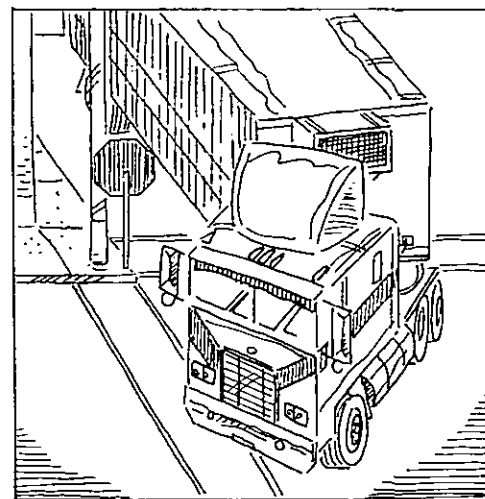
- Begin with the rig in as straight a line as possible
- Get out and check all clearances prior to attempting to back up
- Use a spotter, if possible (unless your company forbids it)
- Back slowly
- Refrain from oversteering
- Keep track of both sides as you back
- Park in an area where you can pull forward when you leave

few feet before you proceed. If the vehicle ahead of you suddenly stops you will need some space to stop your rig.

### **NEXT STOP: MAKING TURNS & MANAGING CURVES**

There are four basic rules for turning:

- 1) know the vehicle
- 2) plan in advance
- 3) allow for off-tracking
- 4) watch your mirrors.



Off-tracking is of particular concern in the city where you must negotiate a turn between curbs, medians and other traffic and often within a confined amount of space and at sharp corners. You must position your tractor-trailer in such a way to make the turn without bumping into all the obstacles around you.

Turns are hazardous, so keep an eye on traffic and signal early so there's no doubt about your intention to turn.

### **Right Turns**

A semi-trailer must pull farther into the intersection than smaller vehicles to avoid hitting the curb. Start the turn from as close to the right road edge as possible. Get about half the rig past the corner before beginning the turn. When you reach that point, turn the steering wheel to the right and complete the turn.

Watch your right mirror for the position of the trailer wheels and watch for vehicles which may have moved between the curb and your vehicle since you started the maneuver.

### **Left Turns**

Start a left turn from the lane closest to the center line. Turn to the left from as far right in the lane as possible to allow plenty of room for the tractor. If you turn too soon or too tightly, off-tracking may cause the left side of your vehicle to hit another vehicle. Watch your left mirror during the turn. If you are on a road with two lanes turning left, use the outside lane.

*NOTE: For both right and left turns, enter the first available traffic lane going in the correct direction after you complete the turn; or turn into the corresponding lane from which you are turning if multiple lanes exist.*

*REMEMBER: Loads with a very high center of gravity may make tipping an even greater danger on tight turns.*

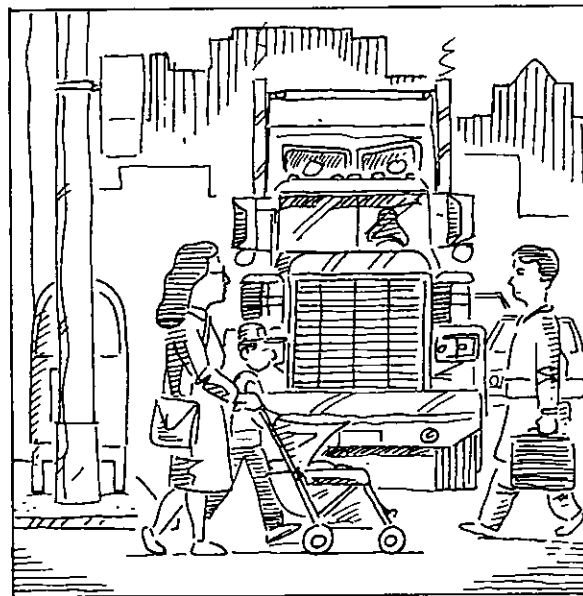
- controlled by traffic signal and the light is green
- marked exempt.

### **Detours**

A detour will take you off your pre-planned route and will add time to your trip. It may also put you in unfamiliar territory. Don't attempt to rush in order to make up for lost time.

### **Road Construction**

Approach construction areas with care. Drive slowly and carefully, using your four-way flashers or brake lights to communicate to drivers behind you that a hazard exists ahead.



### **School Zones**

Driving in the city means you may travel in close proximity to schools. Not only are posted speed

narrow clearance and poor road surface, alleys are home to fire escapes, open windows, dumpsters, overhead wires and other obstacles including people and animals. Such hazards aren't worth the risk. If you must use an alley, use extreme caution exiting and entering from the main road.

### **Railroad Crossings**

Even though all vehicles are not required to stop at all railroad crossings, be cautious and slow down, checking for trains as you approach the tracks. Be sure to come to a complete stop before the tracks. NEVER attempt to beat a train!

#### **At the railroad crossing:**

- Look and listen** before crossing
- Stay in one gear** as you cross the tracks
- Slow down** to protect your cargo from excessive bouncing
- Be prepared** to stop if necessary, but never stop on the tracks. Don't proceed until you have enough time to get across the tracks completely without stopping.

*NOTE: FMCSR requires you to stop within 50 feet (but not closer than 15 feet) of a railroad crossing if you are carrying any quantity of chlorine or a placarded load of hazardous materials.*

#### **You are not required to stop if the crossing is:**

- used for streetcars
- an industrial switching track
- marked as abandoned
- controlled by police

### **Curves**

Curves present a hazard in and out of city traffic so it's best to be cautious when approaching any curve. Remember, tractor-trailers can't take curves as fast as cars. The posted speed limits for curves are appropriate for vehicles with lower centers of gravity. To prevent a rollover, approach the curve at a reduced speed to reduce the centrifugal force on the trailer. Then you can accelerate as you enter the curve. Avoid braking for optimum control.

Your ability to manage a curve also depends on the type of cargo you are hauling. Uneven loading can affect your trailer's handling on curves, depending on the weight, position of cargo in the trailer and the overall height of your trailer. Problems on curves are greater if you are hauling things such as livestock, hanging meat or liquid.

#### **Right Curves**

Keep the front of the rig toward the center of the road or the rear wheels may leave the pavement.

#### **Left Curves**

Keep the power unit as close to the outer edge of the road as possible or the trailer may cross the center line.

Merging into traffic, exiting expressways and approaching intersections are all potentially hazardous situations due to the volume of traffic in urban areas. Keep an eye on those mirrors and anticipate the actions of others—drivers and pedestrians.

## Ramps

Ramps may be curved sharply, so keep control of your rig and reduce your speed as you enter turns. Remember that posted speed limits on ramps usually apply to vehicles with lower centers of gravity than the tractor-trailer. Take ramps at least five miles per hour slower than the posted speed limit.

Use caution when you are merging into traffic and when you are leaving an expressway. If there is a deceleration lane, wait until you are completely in the lane before you reduce your speed.

*NOTE: If you miss your exit, go on to the next one and find a way back to the right route. Any other action could cause a dangerous situation. NEVER BACK UP!*

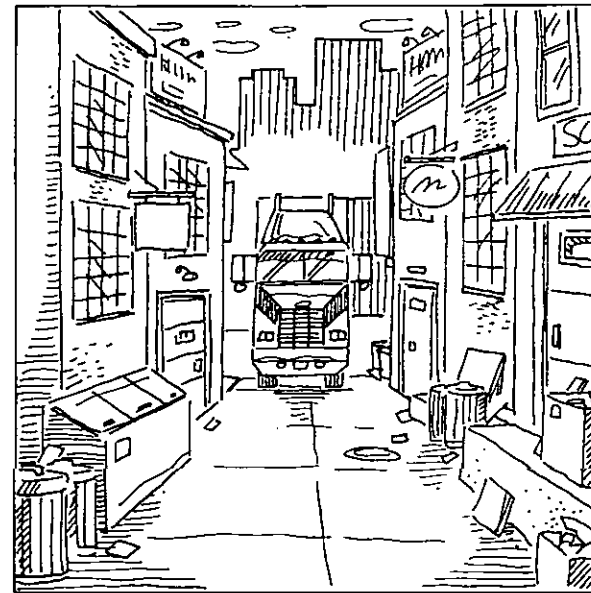
## NEXT STOP: UNDERPASSES, ALLEYS, RAILROAD CROSSINGS, DETOURS, CONSTRUCTION AREAS AND SCHOOL ZONES

### Underpasses, Bridges and Walkways

Accidents can happen due to insufficient clearances such as underpasses, train bridges and other low clearances in the city. Not only do you have to be alert on all sides of your vehicle, you have to think about the space above and below it, too.

- Don't assume that heights posted at underpasses, overhead bridges or walkways are correct.
- Approach the underpass slowly and determine if you will fit under unmarked underpasses.
- If there is not enough room, pull over and go around the block—DO NOT BACK UP!

- Go slow if you are in doubt of your clearance as you go under.  
IF YOU ARE NOT SURE—DO NOT PROCEED. It is better to block traffic briefly than to jam your rig into a tight space and block traffic indefinitely.
- Be aware of a variance in height of the trailer caused by the weight of the cargo, or lack of cargo. (A loaded vehicle will ride lower than an empty one.)
- Be aware of the road grade which can cause a high vehicle to tilt, causing a clearance problem.
- Watch out for road work near underpasses which may raise the level of the road surface.



### Alleys

Try to avoid alleys whenever possible. Never use an alley as a shortcut. In addition to poor visibility,



# VERIFIED STATEMENT OF APPLICANT

THE FOLLOWING INFORMATION IS REQUIRED BY THE COMMISSION TO DETERMINE THE APPLICANT'S FITNESS TO OPERATE. STATEMENTS SHOULD BE TYPED OR PRINTED. ILLEGIBLE STATEMENTS WILL DELAY YOUR APPLICATION.

A-

PUC Application Docket No.

Gentle Giant Moving Company (D.C.) LLC

Legal Name of Applicant

Gentle Giant Moving & Storage

Trade Name, if any

29 Harding Street

Street Address (principal place of business)

Somerville

City or Municipality

MA

State

02143

Zip Code

The Verified Statement of the Applicant is more or less a business plan, or your proposal for providing the transportation service for which you are making application. Prior to deciding to make application for operating authority from the Public Utility Commission, you likely gave much consideration to the manner in which you would operate the business in order that you could provide satisfactory service to your customers and so that you could make a reasonable profit. As part of the application process, you must provide the Commission with your proposal to provide the transportation service.

At minimum, the Verified Statement of the Applicant should include a discussion of the numbered items listed below and on the following pages. You are encouraged to provide as much information as possible about the particular subject as is necessary to fully explain your plan. If you fail to provide sufficient information about the subjects listed below, it may cause the review of your application to be delayed until you provide the necessary information. If you need more space to provide your explanation, please attach additional pages that list the appropriate item by number.

1. Identify the person making the Verified Statement on behalf of the applicant. If the applicant is a sole proprietor making the statement, this will be the same information as provided above. If an employee/officer of applicant is making the statement, give name, title, business address and telephone number, and indicate that the applicant's directors/owners/partners/etc. have authorized the witness to speak for the business.

John Pacocha, General Manager  
29 Harding Street  
Somerville, MA 02143  
Tel: 617-661-3333

2. List the applicant's affiliation (owner, manager, controls) with any other carrier, with the description of affiliation.

Gentle Giant Moving Company LLC / Gentle Giant Interstate Company LLC

- 3.
4. Describe your business experience, particularly any experience relating to the operation of a transportation service. You may also include an explanation of education or training that you believe may be relevant.

30 Years of Moving & Storage experience (both Local and Interstate)

5. Describe your facilities, record maintenance plan and your communication network. Please include a description of your physical location, to include the office area, office machines that will be utilized, and the

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facility to house vehicles. Household goods in use carriers should include a description of their storage facilities, if applicable. Please include an explanation of your plan to maintain records required by the PUC, as well as normal business records. In regard to your communication network, please explain how you will receive customer requests for transportation, how you will dispatch the vehicles to fulfill the request, and how you will maintain continuous communication with your drivers. Finally, please state your intended business hours.

No facility at this time / will acquire facility once we have Authority

6. Please state the number of employees you intend to use, along with a description of their duties. Please explain why that number of employees is appropriate to provide reasonable and efficient service to the geographical territory you will be serving. **(Do not address drivers in your explanation about this item; drivers are addressed separately in item # 6).**

3 total employees to begin operation (1 Manager and 2 Movers)

7. Please state the number of drivers you intend to use or hire in your business and explain why that number of drivers is appropriate for the size of the geographical territory you will be serving. In addition, please explain:
- Your hiring standards for drivers;
  - Your driver training program;
  - Your system for ensuring that your drivers are properly licensed at all times;
  - Your policies regarding alcohol and drug use by your drivers.

1 Driver (to begin operation)

-Driver Hiring Qualifications (see attached)

-Driver Training Program (see attached)

-we pull drivers MVR's 3 times a year (once for the Annual Review and Certification of Violations - per FMCSA regulation and then two others for a general check of license and moving violations) / in addition; we require all drivers to follow Federal guidelines for drivers to advise the company regarding any moving violations or license suspension or revocation

-we follow all FMCSA guidelines regarding Drug & Alcohol testing

8. Please state the number of vehicles you plan to use in your business and why that number is appropriate to provide reasonable and efficient service to the geographical territory you will be serving. If you have already obtained vehicles for your business, please list them in the chart below.

<u>YEAR</u>	<u>MAKE</u>	<u>MODEL</u>	<u>SEATING CAPACITY</u>	<u>VEHICLE ID #</u>	<u>MILEAGE</u>
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Unknown

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9. Describe your vehicle safety program. Please include the following in your explanation:
- Your periodic vehicle maintenance plan;
  - Your system for ensuring your vehicles will continuously comply with Pennsylvania's equipment standards (67 Pa. Code, Chapter 175) that are applicable to the type of vehicles used in your business;
  - Your system for ensuring your vehicles will maintain compliance with the PUC's requirements for passenger service at 52 Pa. Code, Section 29.403 (applicable to passenger applicants only);
  - Your system for ensuring your vehicles will comply with the requirements of 49 CFR Parts 393 and 396, as adopted by the PUC at 52 Pa. Code, Chapter 37 (applicable to HHG applicants).

- All equipment is either long-term lease or rentals and are maintained by the Leasing/Rental facility /
- DVIR's are performed on a daily basis by each driver to ensure that the equipment

10. Please explain what steps you have taken to determine if you can obtain and pay the premiums to maintain insurance coverage for the proposed number of vehicles for your business.

-we currently have a corporate insurance policy in place for all coverage that will be required (see attached)

11. Please describe your customer service standards. Within your description, please explain your intended customer complaint resolution procedure.

Gentle Giant has a large force of Sales people and move coordinators who are there to assist our customers with all aspects of the move.

In addition, we have a Quality Control Department that reviews each move from a Customer and Compliance standpoint to ensure that we have completed the move and answer and handle any follow-up questions or issues resulting from the move.

12. Criminal Record. Have you been convicted of a misdemeanor or felony for which you remain subject to supervision by a court or correctional institution?

YES  NO

\*This is a Corporation; however, neither of the majority owners have had criminal issues

13. Financial Data. In addition to demonstrating your technical fitness, you must also demonstrate that you possess the financial fitness to provide the proposed transportation service. Therefore you must complete both parts of the "Statement of Financial Position", which follows this page. The first part is the Balance Sheet. You need only provide the applicable information. The second part of the Statement of Financial Position is the Projected Income Statement. The projection is your estimation of expected revenues and specific expenses for one year. You should use the projected information, along with the financial data reported on your balance sheet to help you determine if proposed business can be feasible. Please feel free to also provide clarification information with your "Statement of Financial Position", which explains why you believe you have sufficient funds to ensure your transportation business can provide reliable service to the public in a safe manner.

Attached please find the financials for year-end 2012 for the Parent Corporation. If necessary; we can outline a pro-forma for just this one location we wish to open in PA

### Verification of Statement

The undersigned deposes and says that he/she is authorized to and does make this verification and that the facts set forth therein are true and correct to the best of his/her knowledge, information, and belief. The undersigned understands that false statements herein are made subject to penalties of 18 Pa. C. S. Section 4904 relating to unsworn falsification to authorities.

John Paocho  
(Signature)

10/30/13  
(Date)

John Paocho / VP and General Manager  
(Name and Title, printed or typed)

is sole manager of Gentle Giant Moving Company (DC), LLC.

BEFORE THE PENNSYLVANIA PUBLIC UTILITY COMMISSION

IN RE: APPLICATION OF  
GENTLE GIANT MOVING COMPANY (DC), LLC  
T/A GENTLE GIANT MOVING & STORAGE

Attached are Applicant's Hiring Standards for Drivers (Paragraph 7a.)

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**The following represent the general guidelines to be used when reviewing an applicant for driving status.**

### **DRIVER HIRING QUALIFICATIONS**

- A. Must meet all applicable Federal Motor Carrier Safety Regulations
- B. Must hold a valid Drivers License from state of residence
- C. Must be at least 21 (CDL) / 19 (non-CDL) years of age
- D. CDL: must have been through GG training program, CDL School or have 1 year, verifiable, CDL experience  
  
Non-CDL: must have been through GG training program
- E. No current license suspension/revocation
- F. No Felony conviction in the past 10 years
- G. Moving Violations
  - No more than 3 moving violations in the past 3 years
  - No more than 2 in the past 12 months
  - None of the following (unless reviewed and approved by Safety):
    - no DUI (within the past 2 years) (personal auto only)
    - no DUI in a CMV
    - no driving while under the influence of drugs
    - no reckless/careless driving (within the past 12 months)
    - no speeding of 20 mph or more over posted limit within past 12 months
    - no leaving the scene of an accident
- H. Accidents
  - No preventable DOT accident within the past 3 years
  - No more than 2 accidents within the past 3 years
  - No more than 1 accident in the past 12 months

*\*The above are at the discretion of the Safety Dept. and Mgt. Committee*

BEFORE THE PENNSYLVANIA PUBLIC UTILITY COMMISSION .

IN RE:           APPLICATION OF  
                  GENTLE GIANT MOVING COMPANY (DC), LLC  
                  T/A GENTLE GIANT MOVING & STORAGE

Attached is Applicant's Driver's Training Program. (Paragraph 7b.)

# **(FOR INSTRUCTOR ONLY)**

## **Level 1 Class Outline** **(Vans & Box Trucks)**

**Schedule in any breaks roughly every 1.5 – 2 hours**

### **In Classroom:**

- A. Briefly describe what types of vehicles this class is for.
- B. Explain the different levels of training.
  - 1. Level 1 - Vans & Non-Medical Card Box Trucks (GM trucks) 10,000lbs or less.
  - 2. Level 2 – Medical Card Box Trucks (Isuzu’s) & Non-CDL Trucks (26,000 lbs or less).
  - 3. CDL – All CDL Size Trucks (Weighing 26,001 lbs or more).
- C. \*\* Explain to them that in order to get certified for level 1 vehicles they must complete this course and get a passing grade from their instructor.
- D. Go over the Level 1 Training Handout in detail.
- E. Review the Level 1 Video.
- F. *Follow along in video with written outline.*
- G. Fill out and review Level 1 General Knowledge Test.

### **LUNCH**

### **In Vehicles:**

**\* Introduce vehicle inspection pamphlets (2 pages)\***

- A. Review major differences between these vehicles and cars:
  - 1. Length
  - 2. Height
  - 3. *Steering*
  - 4. Braking
  - 5. Backing Up
  - 6. Turning
  - 7. Side Mirrors

B. Set Up Obstacle Course:

1. Review handout issues on course.
2. Practice driving on obstacle course.

C. Practice Driving on Road (**Only if they are ready**):

1. Once you feel they have practiced enough take them on the road and let them practice the applications you taught them on the obstacle course.

D. Road Test:

1. Take each member out on the road. **Make sure each member is behind the wheel for a minimum of a half and hour in the city and a half an hour on the high way.**
2. At the end of their time behind the wheel you want to give them a pass or fail grade.
3. Make sure to explain to them what specific areas they performed well in and what areas they need to improve upon.
4. Let compliance and training know whether they passed or not and if they need to go through the course again.



# Level 1 Training Handout

## (Vans and Box Trucks)

### I. Sizes:

Different types of vehicles.

### II. Introduction:

Vehicle inspection, blind spots, drugs and alcohol, safety belts, cushion of safety, following distance, total stopping distance, covering the brake, scanning, tailgaters, anticipating hazards, intersections, right turns, left turns, backing up, night driving, hydroplaning, cargo van issues, passenger van issues

### III. Vehicle Characteristics:

#### A. Differences between vans and cars

1. Heavier, longer
2. Blind spots larger
3. No back windows
4. High center of gravity
5. Sitting over wheel, different angle turn
6. Wind gusts—need to drive slower
7. Heavier—larger stopping distances and must plan ahead
8. Loaded Vans: careful of stopping distance and time
9. Height: be aware of overheads
10. Length: overhangs in parking lots

### IV. Vehicle Inspection:

#### A. Before you get on the road, check the vehicle for:

1. Broken lights, lens or windshield
2. Suspension: leaning to one side or the other
3. Look under the vehicle for loose parts or leaks
4. Engine: engine off and keys in pocket, no one else will start engine
5. Fluid levels: when cool race
6. Hoses/Belts: check for cracks and/or wear
7. Check condition of tires: wear or inflation
8. No loose items in operating areas (for example, near pedals or console area)
9. Adjustment of seat
10. Adjustment of mirrors: minimize blind spots. Should be able to see left and right sides of van in respective mirrors. Should be able to see right rear tire—beware if you convex mirrors as distances are not easily discernible.

#### B. Start Engine and test:

1. Horn
2. Lights
3. Signals

4. Hazards
5. Windshield wipers
6. Gauges
7. Parking brakes
8. Interior lights

C. When Loading Cargo and/or Passengers:

1. Always put big and heavy on the bottom and light and small items on the top.
2. Don't block window views.
3. Check to make sure all passenger seating is secure and seatbelts are in proper working order.
4. **Make sure that all passengers are buckled up before leaving.**

V. **Safe Driving Skills: (to avoid being involved in an accident)**

- A. **Immediate termination for drinking alcohol or using illegal drugs while operating a company vehicle or working on a company job.**
- B. **Maintain a cushion of safety around your vehicle.** Keep front, rear, and sides away from other vehicle and the hazards they present.
- C. *The more time you have in front of you, the more time you have to scan the areas in back and on the sides.*
- D. How much distance is safe? Enough so that if a vehicle in front needed to stop, you could stop without hitting them.
- E. Stopping Distance: Determined by 3 factors.
  1. Perception Distance: distance from which you first see the vehicle/object until you decide to react.
  2. Reaction Distance: distance from which you decide to brake until the time you actually begin braking (Ave.  $\frac{3}{4}$  of a second).  
A good technique to reduce your reaction distance is to place your foot over the brake with the intent to brake if necessary.
  3. Braking Distance: the distance you travel once brakes are applied until your vehicle actually stops.
- F. Following Distance: A safe following distance is one that is a little greater than your breaking distance.
  1. **Following distance should be at least 4 seconds.** To check this, once the vehicle in front of you passes a stationary item, then start counting. You should pass that item no less than 4 seconds.
  2. This distance only applies in ideal driving conditions, i.e., good pavement conditions (no rain or ice), good visibility, and good tire/brake conditions. Always be aware of your following conditions.
  3. When in traffic, and people cut in front of you, drop back until you have achieved your proper following distance, giving you more time to safely scan around you.

4. Always be aware of your sides. Do not travel alongside another vehicle for any length of time. You will not have enough time or distance should something happen to their vehicle or yours.
5. Even with properly adjusted mirrors, you will still have blind spots beside your vehicle. A good technique to help reduce these blind spots is leaning forward in your seat. This will help you pick up more area. Also, use side windows when possible.
6. It is recommended that you scan your mirrors every 3-5 seconds. You will be able to see the vehicles that are moving into your blind spots. Also you should avoid driving for any length of time in another vehicles' blind spot. A helpful hint: if you cannot see the other drivers' rearview mirror through their rear window than you are most likely in their blind spot.
7. When driving in city traffic, keep your vehicle in the middle of you lane at all times to increase your "side cushions" for any potential problems which may occur.
8. While driving in city traffic with vehicles parked along your right side, stay to the left of your land in case anyone opens their vehicle door into traffic to avoid swerving at the last minute.

#### G. Area Behind Vehicle

1. Be aware of tailgaters, and people who draft behind vehicles. They may hit you should you need to stop suddenly. When you discover someone doing this to you, increase following distance so you can increase your stopping distance and thus will give them more notice if you need to stop. Also, it should encourage them to pass when they can.

## VI. Driving Environments:

### A. City Driving

1. Always maintain your cushion of safety when driving in traffic. Scan your environment to avoid hazardous situations.
2. When driving in the city try to scan 12-15 seconds ahead or about 1-1 ½ blocks ahead.
3. You will be able to spot vehicles/pedestrians or objects intending to maneuver in front of you.
4. By doing this you can "cover the brake" and be prepared to stop if you need to.
5. Look for turn signals, brake lights, backing lights, wheels turned into traffic, flashers, pedestrians, (in street or stepping off curbs—even if they're looking right at you).
6. **Do not wave jaywalkers across the street.**
7. Vehicles beside or behind you may not see them and could either hit you or hit them, and you could be liable.
8. Even in city traffic, you should keep your following distances, especially behind oversized vehicles.
9. Intersections are the site of many accidents. Always scan before entering an intersection.
  1. Left: make sure all cross traffic is stopped.
  2. Ahead: spot any on-coming drivers wanting to turn left.

3. Right: any drivers who might turn right at a red light or pedestrians who want to cross.
10. When making a right turn always signal in advance: 100 feet before the turn, and move to right to prevent a car or cyclist from squeezing by on your right. When the light turns green, check left, ahead, and right for pedestrians. As you turn, *swing wide enough so your wheel does not hit the curb or you don't hit any posts, signs, or lights close to the curb.*
11. When turning right on red, remember that you need to have enough time to turn and accelerate safely without causing hazards for other drivers. This is especially important when you are carrying a load, as more time is needed. Make sure your views are not blocked and your signal is on. If your view is blocked, wait for the green light to proceed safely.
12. Always check your mirrors before moving into left lane and turn blinker on in advance. Watch for vehicles behind you that may pop out from behind when you are trying to change lanes. When going around the vehicle in front of you in stopped traffic, make sure not to back up.
13. When making a left turn:
  - a. Do not move until the vehicle in front of you has moved.
  - b. Keep a safe following distance; should the vehicle in front of you need to stop immediately, you can brake without hitting them.
  - c. Scan traffic right: all stopped; ahead: stopped and no one is turning; and right: no pedestrians.
14. When proceeding left, always go from left lane to left lane. This way no one across making a right turn at the last second will hit you, and you won't have to *worry about anyone entering traffic to the right lane that would cause you to stop suddenly.* Once you have completed your turn and you have scanned for traffic, you can safely move to your right lane, using proper signaling. If you have a choice of two left turning lanes, choose the right lane. It is easier to watch the traffic on your left than it is on your right. When you are at an intersection waiting to take a left turn into on coming, always keep your wheels straight. Should you ever get hit from behind, you will not get pushed into on-coming traffic. If the light changes and you have to stop, and you end u in the crosswalk, do not back up. You will hit something or someone.
15. Do not enter an intersection if traffic is stopped. You do not want to be caught in an intersection blocking cross traffic, or a side street entrance/exit. When driving in city traffic, analyze your environment verbally out load. This is a good exercise for you the driver and also for your passenger (who may also be a driver or potential driver). Scan and react to your environment.

## B. Rural Areas

1. Many times roads are narrow; have overhanging trees, high drive speeds, soft shoulders, more corners, drop-offs, and bridges. Always scan ahead, cover your *brake as needed, and beware of someone pulling into your lane.* Be ready to sound horn for on-coming traffic, particularly in passing zones. You have to compensate for the other drivers' mistakes. Always cover your brake when coming into an intersection. If roads do not allow for 4 second following distances, due to curves, hills, or vegetation, then reduce your speed and proceed cautiously.

2. Interchanges are dangerous due to high-speed traffic and low speeds of vehicles entering or exiting traffic. Maintain your following distance should the vehicle in front you need to yield to traffic. Check your mirrors and blind spots before moving onto the highway. Turn your head to see traffic because sometimes your mirrors will not pick up merging traffic.

### C. On Highway

1. Scan 12-15 seconds or ¼ mile ahead to pick up brake lights, vehicles off to the side, merging lanes, construction, information signs, etc.
2. Remember when vehicles are traveling at 100 feet/second, you need time to react.
3. Watch for vehicles passing on both sides at the same time. After passing you they may not see each other because your vehicle is so large. Be aware of the “pinchpoint” in front of you where they may merge into each other. Drop back and maintain a safe distance.
4. If you are getting off at an exit, know where it is in advance. Be on the exit side lane well in advance so you don't have to cross traffic lanes to make your exit. If you miss your exit, do not back up and do not stop. Continue, and get off at the next exit and come back to it. Signal well in advance when approaching your exit—more than 100 feet ahead. As you approach the exit, scan your left mirror to avoid someone trying to beat you to the exit. Be aware of exit speeds: you should be entering the exit at the posted exit speed, and proceed with caution, especially with a load. Be conscious of slick conditions or stopped traffic on the exit. You must give yourself enough time to react safely.

## VII. Special Considerations:

### A. Backing Up

1. Since backing results in many collisions, avoid all backing when necessary.
2. **ALWAYS HAVE A SPOTTER FOR ANY BACKING, NO EXCEPTIONS.**
3. Make sure they are visible in your mirrors at all times, and make sure you both agree on hand signals before backing up.
4. Check for obstructions on all sides and at all heights: cars, posts, signs, fire hydrants, low-hanging branches, pedestrians, potholes, and curbs. Any questions, you must get out and check the area.
5. Do not leave truck in gear or put vehicle in gear until you are ready to move the vehicle. When the truck is not in gear, your parking brake must be on. Roll down your window and turn off the radio and heater. Remember to check both mirrors, not just the side your spotter is on.
6. Avoid backing into traffic at all costs. Never allow a spotter to stand directly in back of your vehicle. Proceed slowly. If you lose sight of your spotter, stop immediately.

### B. Schools and Residential Areas

1. Always be cautious driving in residential areas and schools.

### C. Radio Use

1. When using a radio in your vehicle, do so cautiously. If possible, have your passenger use the radio. If you need to talk, do so on straight-aways and increase your following distance. If you are coming to a curve or intersection or need to stop, tell your dispatcher to stand by until it is safe to talk.

### D. Nighttime

1. Reduce speed due to limited visibility. Increase your following distance, as 4 seconds may not be in visibility range of your headlights. Drive with your high beams on whenever possible and keep low beams on within 500 feet of other vehicles. If you approach a vehicle with its high beams on, look to the right edge of the road to avoid being blinded by the light, and gauge your position on the road. Once you have passed the car, turn your eyes back to the center of the road.
2. Be aware of impaired drivers. Stay a safer distance away from vehicles driving erratically or drivers moving too fast or slow for existing road conditions, vehicles with turn signals left on, high beams left on, headlights, off, or making extremely wide turns. Do not attempt to pass these drivers.
3. Should you need to stop in traffic at night you must use your 4-way flashers and make sure they are not obstructed by your cargo doors or equipment.
4. **8 PM to 8 AM are the hours when the most fatal accidents occur.**

### E. Adverse Driving Conditions

1. Rain, snow, ice, fog, dirt, gravel roads, etc.
2. You must reduce your speed and increase your following distance.
3. When the road is wet, be aware of hydroplaning conditions. It can happen as low as 30mph. These conditions can occur when you can see reflections in the road surface. If you feel your vehicle hydroplaning, remove your foot from the accelerator, maintain your steering and avoid any braking. This could cause a skid.

## VIII. When Transporting Cargo:

### A. Know your route in advance.

1. Slowing or stopping in traffic to look for a street sign or address can be dangerous. You are less aware of vehicles and pedestrians around you. Increase your following distances.
2. If you miss your street or address, do not stop or back up. Go to a safe turnaround location or go around the block.

### B. In some places, it is illegal to double park.

1. If you must do so, be sure to signal well in advance of where you intend to park. Check along parked traffic to make sure your path is clear, move to the right side of your lane to make your intentions clear, and slow gradually.
2. Once you have stopped put on your 4-way flashers, parking break, turn off engine and take your keys.

3. If you are unloading/loading more than 30 minutes, then periodically run the engine so your battery does not go dead.
4. Always run your engine when using hydraulic lifts of gates. **Don't forget this especially in cold weather**, and remember to check traffic before opening your door.

C. Distribute your cargo weight evenly through the vehicle:

1. **Heavy on bottom, light on top, and even weight left to right and front to back.**
2. When you have a loaded vehicle, be aware of speed, allow for extra following distances, and make sure all cargo is secure.

## **IX. Vehicle Accidents:**

A. Driver Accident Reporting Procedures (involving occupied vehicles):

Exchange registrations and licenses and obtain the following:

1. Name of the operator, date of birth, telephone number.
2. Driver's license number & state.
3. Vehicle operator's street address, city, state, & zip.
4. Vehicle registration number & state.
5. Vehicle owner's name & address (if different then operator's).
6. Vehicle's year, make & model.
7. Name of the insurance.

Report all motor vehicle accidents **within 24 hours** to the Fleet Command in person, by telephone (617-806-1034), or radio (code: BWEST) accompanied by a completed Operator's Accident Report (located in the Dispatch office or at Fleet Command).

B. Driver Accident Reporting Procedures (involving unoccupied vehicles):

Leave a copy of your name, Gentle Giant Moving Companies address and telephone number (617-661-3333) on a secure area of the damaged vehicle or property. Notify Fleet Command **within 24 hrs** as above.

C. Accidents and moving violations, that result from your own decision, will be counted by the DMV and insurance companies against your license.

**COMPLETION OF THIS TRAINING CERTIFIES THE CREW MEMBER TO DRIVE  
VANS AND BOX TRUCKS ONLY.**

# OUTLINE TO LEVEL 1 VEHICLE INSPECTION

## I. INTRODUCTION

Vehicle Inspection: The single most important thing you can do to make sure you are driving a safe piece of equipment. In this handout covers a **9-point inspection** process as well as an **in-cab inspection**.

## II. 9 POINT INSPECTION PROCESS

When performing a vehicle inspection you should always do it in the same sequence every time. It makes it easier, more familiar, and more accurate.

### A. Step #1: Start on the Front Left Side.

#### 1. Front Tire

- a. Use your hands and feet to inspect.
- b. Check for excessive rust, bent rim, loose lug nuts, cracks.
- c. Check inflation, tread conditions, condition of the valve stems, and listen for leaks.

#### 2. Suspension

- a. Check springs
  - b. Check Shackles
  - c. Check U-bolts
  - d. Check Spring Hangers
- All should be in good working condition.

#### 3. Brakes

- a. Check Drums/Rotors
- b. Check Hoses
- c. Check Brake Chambers
- d. Check Hydraulics
- e. Check Slack Adjusters
- f. Check Push Rods

### B. Step #2: Check Front of Cab

1. Front Axle
2. Steering Mechanism (anything loose or fluid leaks)
3. Check Windshield – Make sure it is clean and has no cracks.
4. Check wipers to make sure they are properly attached and in good shape.
5. Check lights and reflector for proper working order.



**C. Step #3: Right Side Cab**

1. Repeat all the checks you did for the left side for the right side.
2. Check your fuel tank for leaks.
3. Check your batter(ies) – Look for corrosion and loose connections.
4. Check battery cover to make sure it is attached.
5. Flip the hood or cab over and check the engine and transmission:
  - Oil Level
  - Power Steering
  - Fuel Lines
  - Wiring
  - Exhaust
  - Frame
  - Drive Shaft
  - Air Lines

**Note: Depending on type of vehicle some of the items might be on other side of the vehicle.**

**D. Step #4: Right Side of Body**

1. Check overall condition of body.
2. Check side door and mechanisms for working conditions.
3. Check all lights and reflectors.

**E. Step #5: Right Rear Wheels**

1. Check these wheels/tires as you did the front. If you have dual wheels, inspect individually.
2. Check for debris between the wheels
3. Check the brakes and axle as before.

**F. Step #6: Rear of Truck**

1. Check frame and cross members for bends, cracks, or missing broken components.
2. Check rear lights and reflectors for cleanliness and proper working order.
3. Check the back of the truck to see if there is any cargo and that it is properly secured
4. Check the door(s) and latching mechanism for proper working order.

**G. Step #7: Left Rear Wheels**

1. Repeat all the checks performed on the right rear wheels for the left rear wheels.

H. **Step #8:** Left Side of Body

1. Repeat all the checks performed on the right side of the body for the left side of the body.

I. **Step #9:** Special checks specific to your truck.

1. Check safety placards.
2. Draining air tanks
3. Check working order of lift gates or hydraulic lifts.
4. Check ramp holders to make sure they are secure.

**III. CAB INSPECTION**

- A. Start the engine.
- B. Check the gauges including the ABS warning lights.
- C. Check s your seatbelt for proper working order.
- D. Check windshield wipers are working.
- E. Check Horn.
- F. Check emergency equipment (fire extinguisher, triangles)
- G. Check mirror position.
- H. Check steering wheel for excessive movement.
- I. Check lights and four way flashers.
- J. Check your air brakes for proper working order according to your operator's manual.

## Sample Level 1 - General Knowledge Test

1. Which of these statements about brakes is true?
  - a. The heavier a vehicle or the faster it is moving, the more heat the brakes have to absorb to stop it.
  - b. Brakes have more stopping power when they get very hot.
  - c. Brake drums cool very quickly when the vehicle is moving very fast.
  - d. All of the above are true.
  
2. The distance that you should look ahead of your vehicle while driving amounts to about \_\_\_\_\_ mile at highway speed.
  - a. 1/10
  - b. 1/8
  - c. 1/4
  - d. 1/2
  
3. Which of these statements about downshifting is true?
  - a. When you downshift for a curve, you should do so before you enter the curve.
  - b. When you downshift for a hill, you should do so after you start down the hill.
  - c. When double-clutching, you should let rpms decrease while the clutch is released and the shift lever is in neutral.
  - d. All of the above are true.
  
4. Which of these pieces of emergency equipment should always be carried in your vehicle?
  - a. Fire extinguisher (s)
  - b. Spare electrical fuses (if the vehicle uses them)
  - c. Warning devices for parked vehicles.
  - d. All of the above.
  
5. To avoid a crash, you had to drive onto the right shoulder. You are now driving at 40 mph on the shoulder. How should you move back onto the pavement?
  - a. If the shoulder is clear, stay on it until your vehicle has come to a stop. Then move back onto the pavement when it is safe.
  - b. Brake hard to slow the vehicle, then steer sharply onto the pavement.
  - c. Steer sharply onto the pavement, then brake hard as you counter steer.
  - d. Keep moving at the present speed and steer very gently back onto the pavement.
  
6. Which fires can you use water to put out?
  - a. Tire fires
  - b. Gasoline fires
  - c. Electrical fires
  - d. All of the above
  
7. Which of these statements about speed management is true?
  - a. On a wet road, you should reduce your speed by about one-third.
  - b. Wet roads can lead to the hydroplaning of a vehicle.
  - c. When the road is slippery, it will take longer to stop and it will be harder to turn without skidding.
  - d. All of the above are true.

8. Your vehicle is in a traffic emergency and may collide with another vehicle if you do not take action. Which of these is a good rule to remember at such a time?
  - a. You can almost always turn to miss an obstacle more quickly than you can stop.
  - b. Stopping is always the safest action in a traffic emergency.
  - c. Leaving the road is always more risky than hitting another vehicle.
  - d. Unbuckle your safety belt before impact so that you will not be trapped inside your vehicle.
  
9. To correct a drive-wheel braking skid, you should:
  - a. Stop braking.
  - b. Stop braking, turn quickly, and countersteer.
  - c. Increase braking.
  - d. Increase braking, turn quickly, and countersteer.
  
10. What is the proper way to hold a steering wheel?
  - a. With one hand.
  - b. With both hands close together, near the top of the wheel.
  - c. With both hands close together, near the bottom of the wheel.
  - d. With both hands, on opposite sides of the wheel.
  
11. You are driving a 40 foot vehicle at 35 mph. The road is dry and visibility is good. What is the least amount of space that you should keep in front of your vehicle to be safe?
  - a. 2 seconds
  - b. 3 seconds
  - c. 4 seconds
  - d. 5 seconds
  
12. High beams should be:
  - a. Used when it is safe and legal to do so.
  - b. Turned on when an oncoming driver does not dim his own lights.
  - c. Dimmed at the time that when you get within 100 feet of another vehicle.
  - d. All of the above.
  
13. Which of these statements about backing a heavy vehicle is true?
  - a. You should avoid backing whenever you can.
  - b. Helpers should be out of the driver's sight and use only voice (spoken) signals to communicate with the driver.
  - c. It is safer to back toward the right side of the vehicle than toward the driver's side.
  - d. All of the above are true.
  
14. You are driving a vehicle that could safely be driven at 55 mph on an open road. But traffic is now heavy, moving at 35 mph though the speed limit is 55. The safest speed for your vehicle is most likely:
  - a. 25 mph
  - b. 35 mph
  - c. 45 mph
  - d. 55 mph

15. On which fires can you use the "A:B:C" fire extinguisher?
- Electrical fires
  - Burning liquids
  - Burning cloth
  - All of the above
16. Which of these statements about speed management is true?
- Empty trucks always stop in a shorter distance than fully loaded ones.
  - When you double your speed (go twice as fast), it will take twice the distance to stop.
  - You should choose a speed that lets you stop within the distance that you can see ahead.
  - You should always brake during curves.
17. The center of gravity of a load:
- Should be kept as high as possible.
  - Can make a vehicle more likely to tip over on curves if it is high.
  - Is only a problem if the vehicle is overloaded.
  - All of the above.
18. Which of these statements about marking a stopped vehicle is true?
- If a hill or curve keeps drivers behind you from seeing the vehicle within 500 feet, the rear reflective triangle should be moved back down the road to give adequate warning.
  - You do not need to put out reflective triangles unless the vehicle will be stopped for 30 minutes or more.
  - The vehicle's taillights should be kept on to warn other drivers.
  - All of the above.
19. You are checking your brakes and suspension system for a pre-trip inspection. Which of these statements is true?
- Brake shoes should not have oil, grease, or brake fluid on them.
  - Brake pads should not have brake fluid on them.
  - One missing leaf in a leaf spring can be dangerous.
  - All of the above.
20. You are driving a vehicle at 55 mph on dry pavement. About how much stopping distance will you need to bring it to a stop?
- The length of the vehicle
  - Twice the length of the vehicle.
  - Half the length of a football field
  - The length of a football field

21. You must park on the side of a level, straight, four-lane divided highway. Where should you place the reflective triangles?
  - a. One within 10 feet of the rear of the vehicle; one about 100 feet to the rear; and one about 200 feet to the rear.
  - b. One within 10 feet of the rear of the vehicle; one about 100 feet to the rear; and one about 100 feet to the front of the vehicle.
  - c. One about 50 feet to the rear of the vehicle; one about 100 feet to the rear; and one about 100 feet to the front of the vehicle.
  - d. One within 10 feet of the front of the vehicle; one about 200 feet to the front; and one about 100 feet to the rear.
  
22. If a straight vehicle (no trailer or articulation) goes into a front wheel skid, it will:
  - a. Slide sideways and spin out.
  - b. Slide sideways somewhat but not spin out
  - c. Go straight ahead even if the steering wheel is turned.
  - d. Go straight ahead but will turn if you turn the steering wheel.
  
23. You are driving a heavy vehicle. You must exit a highway using an offramp that curves downhill. You should:
  - a. Slow down to a safe speed before the curve.
  - b. Slow to the posted speed limit for the offramp.
  - c. Come to a full stop at the top of the ramp.
  - d. Wait until you are in the curve before downshifting.
  
24. Which of these is a proper use of vehicle lights?
  - a. Turning on your headlights during the day when visibility is reduced due to rain or snow.
  - b. Flashing your brake lights to warn someone behind you of a hazard that will require slowing down.
  - c. Flashing your brake lights to warn someone behind you that you are going to stop on the road.
  - d. All of the above.
  
25. You are driving on a straight, level highway at 50 mph. There are no vehicles in front of you. Suddenly, a tire blows out on your vehicle. What should you do first?
  - a. Stay off the brake until the vehicle has slowed down.
  - b. Quickly steer onto the shoulder.
  - c. Begin light braking.
  - d. Begin emergency braking.
  
26. Which of these is a good thing to remember about using mirrors?
  - a. You should look at a mirror for several seconds at a time.
  - b. Convex mirrors make things look larger and closer than they really are.
  - c. There are "blind spots" that your mirror cannot show you.
  - d. You should check your mirrors twice for a lane change.
  
27. Your vehicle has hydraulic brakes. While traveling on a level road, you press the brake pedal and find that it goes to the floor. Which of these statements is true?
  - a. You should not downshift if you have an automatic transmission.
  - b. Pumping the brake pedal may bring the pressure up so you can stop the vehicle.
  - c. The parking brake will not work either because it is part of the same hydraulic system.
  - d. All of the above are true.

28. Brake "fade":
- Can be caused by the brakes getting very hot.
  - Can be corrected by letting up on the brakes for 1-2 seconds and then reapplying them.
  - Is a problem that only occurs with drum brakes.
  - All of the above
29. You are driving on a two-lane road. An oncoming driver drifts into your lane and is headed straight for you. Which of these is most often the best action to take?
- Hard braking.
  - Steer into oncoming lane.
  - Steer to the right.
  - Steer onto the left shoulder.
30. Which of these is a good thing to do when steering to avoid a crash?
- Apply the brakes while turning.
  - Steer with one hand so that you can turn the wheel more quickly.
  - Don't turn any more than needed to clear what is in your way.
  - Avoid countersteering.
31. You should avoid driving through deep puddles or flowing water. But if you must, which of these steps can help keep your brakes working?
- Driving through quickly
  - Gently putting on the brakes while driving through the water.
  - Applying hard pressure on both the brake pedal and accelerator after coming out of the water.
  - Turning on your brake heaters.
32. Which of these statements about backing a heavy vehicle is true?
- Backing is always dangerous.
  - You should back and turn toward the driver's side whenever possible.
  - You should use a helper and communicate with hand signals.
  - All of the above are true.
33. How do you correct a rear-wheel acceleration skid?
- Apply more power to the wheels.
  - Stop accelerating.
  - Apply the brakes.
  - Downshift.
34. For your safety, when setting out reflective triangles you should:
- Carry the triangles at your side
  - Hold the triangles between yourself and oncoming traffic.
  - Keep them out of sight while you walk to the spots where you set them out.
  - Turn off your flashers.
35. How far should a driver look ahead of the vehicle when driving?
- 1-2 seconds
  - 5-8 seconds
  - 12-15 seconds
  - 18-21 seconds

36. If you are being tailgated, you should:
- Increase your following distance.
  - Flash your brake lights.
  - Speed up.
  - Signal the tailgater when it is safe to pass you.
37. You must drive on a slippery road. Which of these is a good thing to do in such a situation?
- Use a smaller following distance.
  - Apply the brakes while in curves.
  - Slow down gradually.
  - All of the above.
38. Cargo that is not loaded or secured properly can cause:
- Vehicle damage by overloading.
  - Other highway users to hit or be hit by loose cargo.
  - Injury to the driver during a quick stop or crash.
  - All of the above.
39. You are driving a 40 foot vehicle at 50 mph. Driving conditions are ideal (dry pavement, good visibility). What is the least amount of space that you should keep in front of your vehicle to be safe?
- 2 seconds
  - 3 seconds
  - 4 seconds
  - 5 seconds
40. The most important reason for being alert to hazards is so:
- law enforcement personnel can be called.
  - You will have time to plan your escape if the hazard becomes an emergency.
  - You can help impaired drivers.
  - Accident reports will be accurate.
41. You are driving in the right lane of a four-lane, undivided road. You come over a hill and find a car stopped in your lane. You do not have room to stop, and the hill blocks your view to the rear. The shoulder is clear. Which of these is the best action to take?
- Use a hard braking and brace for collision.
  - Steer into the left lane.
  - Steer into the oncoming lanes.
  - Steer to the right.
42. Which of these statements is a good rule to follow when backing your vehicle?
- Rely on mirrors for all information on your path of travel.
  - Use the highest reverse gear while backing.



- c. Back and turn toward the passenger's side.
  - d. Use a helper whenever possible.
43. Heavy vehicles must sometimes travel more slowly than other traffic. Which of these is not a good rule to follow when you are driving such a vehicle?
- a. Stay to the right.
  - b. Turn on your flashers if it is legal to do so.
  - c. Signal other drivers when it is safe for them to pass you.
  - d. Pass other vehicles only if you can do so quickly.

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1. Which of these statements about brakes is true?
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  - All of the above.
13. Which of these statements about backing a heavy vehicle is true?
- You should avoid backing whenever you can.**
  - Helpers should be out of the driver's sight and use only voice (spoken) signals to communicate with the driver.
  - It is safer to back toward the right side of the vehicle than toward the driver's side.
  - All of the above are true.
14. You are driving a vehicle that could safely be driven at 55 mph on an open road. But traffic is now heavy, moving at 35 mph though the speed limit is 55. The safest speed for your vehicle is most likely:
- 25 mph
  - 35 mph**
  - 45 mph
  - 55 mph

15. On which fires can you use the "A:B:C" fire extinguisher?
- Electrical fires
  - Burning liquids
  - Burning cloth
  - All of the above**
16. Which of these statements about speed management is true?
- Empty trucks always stop in a shorter distance than fully loaded ones.
  - When you double your speed (go twice as fast), it will take twice the distance to stop.
  - You should choose a speed that lets you stop within the distance that you can see ahead.
  - You should always brake during curves.
17. The center of gravity of a load:
- Should be kept as high as possible.
  - Can make a vehicle more likely to tip over on curves if it is high.**
  - Is only a problem if the vehicle is overloaded.
  - All of the above.
18. which of these statements about marking a stopped vehicle is true?
- If a hill or curve keeps drivers behind you from seeing the vehicle within 500 feet, the rear reflective triangle should be moved back down the road to give adequate warning.**
  - You do not need to put out reflective triangles unless the vehicle will be stopped for 30 minutes or more.
  - The vehicle's taillights should be kept on to warn other drivers.
  - All of the above.
19. You are checking your brakes and suspension system for a pre-trip inspection. Which of these statements is true?
- Brake shoes should not have oil, grease, or brake fluid on them.
  - Brake pads should not have brake fluid on them.
  - One missing leaf in a leaf spring can be dangerous.
  - All of the above.**
20. You are driving a vehicle at 55 mph on dry pavement. About how much stopping distance will you need to bring it to a stop?
- The length of the vehicle
  - Twice the length of the vehicle.
  - Half the length of a football field
  - The length of a football field**

21. You must park on the side of a level, straight, four-lane divided highway. Where should you place the reflective triangles?
- One within 10 feet of the rear of the vehicle; one about 100 feet to the rear; and one about 200 feet to the rear.**
  - One within 10 feet of the rear of the vehicle; one about 100 feet to the rear; and one about 100 feet to the front of the vehicle.
  - One about 50 feet to the rear of the vehicle; one about 100 feet to the rear; and one about 100 feet to the front of the vehicle.
  - One within 10 feet of the front of the vehicle; one about 200 feet to the front; and one about 100 feet to the rear.
22. If a straight vehicle (no trailer or articulation) goes into a front wheel skid, it will:
- Slide sideways and spin out.
  - Slide sideways somewhat but not spin out
  - Go straight ahead even if the steering wheel is turned.**
  - Go straight ahead but will turn if you turn the steering wheel.
23. You are driving a heavy vehicle. You must exit a highway using an offramp that curves downhill. You should:
- Slow down to a safe speed before the curve.**
  - Slow to the posted speed limit for the offramp.
  - Come to a full stop at the top of the ramp.
  - Wait until you are in the curve before downshifting.
24. Which of these is a proper use of vehicle lights?
- Turning on your headlights during the day when visibility is reduced due to rain or snow.
  - Flashing your brake lights to warn someone behind you of a hazard that will require slowing down.
  - Flashing your brake lights to warn someone behind you that you are going to stop on the road.
  - All of the above.**
25. You are driving on a straight, level highway at 50 mph. There are no vehicles in front of you. Suddenly, a tire blows out on your vehicle. What should you do first?
- Stay off the brake until the vehicle has slowed down.**
  - Quickly steer onto the shoulder.
  - Begin light braking.
  - Begin emergency braking.
26. Which of these is a good thing to remember about using mirrors?
- You should look at a mirror for several seconds at a time.
  - Convex mirrors make things look larger and closer than they really are.
  - There are "blind spots" that your mirror cannot show you.**
  - You should check your mirrors twice for a lane change.

27. Your vehicle has hydraulic brakes. While traveling on a level road, you press the brake pedal and find that it goes to the floor. Which of these statements is true?
- You should not downshift if you have an automatic transmission.
  - Pumping the brake pedal may bring the pressure up so you can stop the vehicle.**
  - The parking brake will not work either because it is part of the same hydraulic system.
  - All of the above are true.
28. Brake "fade":
- Can be caused by the brakes getting very hot.**
  - Can be corrected by letting up on the brakes for 1-2 seconds and then reapplying them.
  - Is a problem that only occurs with drum brakes.
  - All of the above
29. You are driving on a two-lane road. An oncoming driver drifts into your lane and is headed straight for you. Which of these is most often the best action to take?
- Hard braking.
  - Steer into oncoming lane.
  - Steer to the right.**
  - Steer onto the left shoulder.
30. Which of these is a good thing to do when steering to avoid a crash?
- Apply the brakes while turning.
  - Steer with one hand so that you can turn the wheel more quickly.
  - Don't turn any more than needed to clear what is in your way.**
  - Avoid countersteering.
31. You should avoid driving through deep puddles or flowing water. But if you must, which of these steps can help keep your brakes working?
- Driving through quickly
  - Gently putting on the brakes while driving through the water.**
  - Applying hard pressure on both the brake pedal and accelerator after coming out of the water.
  - Turning on your brake heaters.
32. Which of these statements about backing a heavy vehicle is true?
- Backing is always dangerous.
  - You should back and turn toward the driver's side whenever possible.
  - You should use a helper and communicate with hand signals.
  - All of the above are true.**
33. How do you correct a rear-wheel acceleration skid?
- Apply more power to the wheels.
  - Stop accelerating.**
  - Apply the brakes.
  - Downshift.

34. For your safety, when setting out reflective triangles you should:
- Carry the triangles at your side
  - Hold the triangles between yourself and oncoming traffic.**
  - Keep them out of sight while you walk to the spots where you set them out.
  - Turn off your flashers.
35. How far should a driver look ahead of the vehicle when driving?
- 1-2 seconds
  - 5-8 seconds
  - 12-15 seconds**
  - 18-21 seconds
36. If you are being tailgated, you should:
- Increase your following distance.**
  - Flash your brake lights.
  - Speed up.
  - Signal the tailgater when it is safe to pass you.
37. You must drive on a slippery road. Which of these is a good thing to do in such a situation?
- Use a smaller following distance.
  - Apply the brakes while in curves.
  - Slow down gradually.**
  - All of the above.
38. Cargo that is not loaded or secured properly can cause:
- Vehicle damage by overloading.
  - Other highway users to hit or be hit by loose cargo.
  - Injury to the driver during a quick stop or crash.
  - All of the above.**
39. You are driving a 40 foot vehicle at 50 mph. Driving conditions are ideal (dry pavement, good visibility). What is the least amount of space that you should keep in front of your vehicle to be safe?
- 2 seconds
  - 3 seconds
  - 4 seconds
  - 5 seconds**
40. The most important reason for being alert to hazards is so:
- law enforcement personnel can be called.
  - You will have time to plan your escape if the hazard becomes an emergency.**
  - You can help impaired drivers.
  - Accident reports will be accurate.

41. You are driving in the right lane of a four-lane, undivided road. You come over a hill and find a car stopped in your lane. You do not have room to stop, and the hill blocks your view to the rear. The shoulder is clear. Which of these is the best action to take?
- Use a hard braking and brace for collision.
  - Steer into the left lane.
  - Steer into the oncoming lanes.
  - Steer to the right.**
42. Which of these statements is a good rule to follow when backing your vehicle?
- Rely on mirrors for all information on your path of travel.
  - Use the highest reverse gear while backing.
  - Back and turn toward the passenger's side.
  - Use a helper whenever possible.**
43. Heavy vehicles must sometimes travel more slowly than other traffic. Which of these is not a good rule to follow when you are driving such a vehicle?
- Stay to the right.
  - Turn on your flashers if it is legal to do so.
  - Signal other drivers when it is safe for them to pass you.**
  - Pass other vehicles only if you can do so quickly.



## Instructor Use Only

### Answers to General Knowledge:

- 1) A
- 2) C
- 3) A
- 4) D
- 5) A
- 6) A
- 7) D
- 8) A
- 9) B
- 10) D
- 11) C
- 12) A
- 13) A
- 14) B
- 15) D
- 16) C
- 17) B
- 18) A
- 19) D
- 20) D
- 21) A
- 22) C
- 23) A
- 24) D
- 25) A
- 26) C
- 27) B
- 28) A
- 29) C
- 30) C
- 31) B
- 32) D
- 33) B
- 34) B
- 35) C
- 36) A
- 37) C
- 38) D
- 39) D
- 40) B
- 41) D
- 42) D
- 43) C

## **Instructor Use Only**

### **Level 2 Class Outline** (Isuzu's & Non-CDL Trucks)

#### **In Classroom:**

- A. Briefly describe what types of vehicles this class is for.
- B. Explain the different levels of training.
  - 1. Level 1 - Vans Box Trucks (GM trucks).
  - 2. Level 2 - Isuzu's & Non-CDL Trucks (26,000 lbs or less).
  - 3. CDL - All CDL Size Trucks (Weighing 26,001 lbs or more).
- C. \*\* Explain to them that in order to get certified for level 2 vehicles they must complete this course and get 2 passing grades from their crew chiefs. They can get one passing grade by doing the driving test at the end of today (**If they are ready**). Please give them 2 copies of the test sheet and tell them they are responsible for getting the crew chiefs to test them. They can hand in their test sheets to Andrew Brkic, Colin Dicke, or drop them on Colin Dicke's desk. \*\*
- D. Have your class fill out the Level 2 Workbook.
- E. Review the answers to the Workbook.

#### **Break for 15 min**

#### **Vehicle Inspection:**

- 1. Go out to the truck and walk them through a vehicle inspection. Use the vehicle inspection sheet as a reference.
- B. Set-Up Obstacle Course: (If possible, use a manual transmission truck)
  - 1. Review the maneuvers you will be asking them to do.
  - 2. Practice driving on obstacle course.

#### **LUNCH**

- C. Practice Driving on Road (**Only if they are ready**):
  - 1. Once you feel they have practiced enough take them on the road and let them practice the applications you taught them on the obstacle course.

**Break for 15 min**

**D. Road Test (Again, only if they are ready):**

1. Pass out road test sheets to the crew members.
2. WE REQUIRE THAT ONCE THE TRAINING IS DONE THAT THEY NEED TWO PASSING GRADES FROM THEIR CREW CHIEFS.
3. IT IS THEIR RESPONSIBILITY TO GET THEIR TWO PASSING GRADES FROM CREW CHIEFS. If they loose their grade sheets Colin Dicke has more.
4. Test is pass/fail only.
5. **You can give them one passing grade if they pass your road test.**
6. Please have them turn in passing test sheets to either Colin Dicke in customer service or Andrew Brkic in dispatch.

**\*\*AGAIN, COMPLETING THIS CLASS AND GETTING TWO PASSING GRADES FROM CREW CHIEFS CERTIFIES THEM FOR ISUZU'S AND NON-CDL TRUCKS.\*\***

# Straight Trucks And Vans: Driver Handbook

## Introduction

Drivers of straight trucks and vans have special driving concerns. While straight trucks may not be as complicated to operate as traditional combination tractor-trailer units, they are definitely not as easy to drive as the family car, van or pickup truck. Many of these vehicles are larger and all of them create special driving challenges. They are in a class by themselves.

## Safe Driving Techniques

Driving is second nature for most people. The more you drive, the easier it is to take it for granted. It may seem ridiculous to study some of the same rules of the road that you learned at 16. After all, the general public doesn't have to take refresher courses to operate *their* vehicles. However, you are a professional driver and your livelihood depends on safe driving techniques and a thorough knowledge of your vehicle. Make it your business to be a safe, courteous and competent driver and know what it takes to keep your vehicle in peak operating condition at all times.

All drivers, whether they are veterans or new to operating straight trucks, should familiarize themselves with safe driving procedures—and use them! It's easy to become complacent, especially in a job that feels as natural as hopping on a bicycle. For your own safety, as well as the safety of the general public and the valuable cargo in the back, please read this handbook carefully and refine your driving habits today.

## SECTION 1: Special Features of the Straight Truck or Van

### *High Center of Gravity*

Most straight trucks have a high center of gravity because most of the weight is carried high above the road. Depending on the size of your particular truck, this will make you more vulnerable to a rollover than smaller vehicles. Keep this in mind especially as you approach curves. Avoid sudden maneuvers. Drive well below the posted speed limit for curves, as these speeds are intended for standard passenger vehicles. You can minimize the effects of gravity by evenly distributing the weight of the cargo over the full length of the vehicle. Place heavy items on the bottom and don't stack any higher than necessary.

### *Seats*

Whether you have bench or bucket seats, make sure anything that is kept on a seat is secure. That includes you! Always wear a seatbelt. For other items, use the door pouch or place them where they will not move while the vehicle is in motion. If you have bucket seats, avoid storing items unsecured between the seats as they could roll under your feet while the truck is in motion.

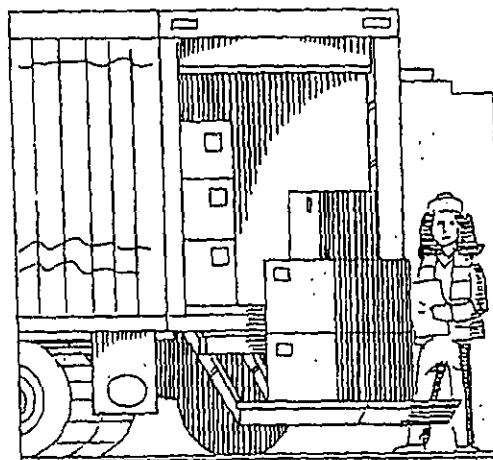
### *Doors*

Cargo doors, whether you have roll-ups, swing doors or side doors, should be opened and closed slowly to avoid injury and to make sure the doors clear the cargo. Pay special attention to swing doors that can get caught in wind gusts and swing out of control. Always make sure doors are secured and locked before moving.

### *Lift Gates and Ramps*

Make sure your vehicle is properly and securely braked before using a lift gate, and make sure the area is clear. The lift gate is designed to help you load and unload cargo quickly and safely. Do not allow unauthorized people on the lift gate. Operate it with the control handle only. Keep it in good operating condition, use it properly and secure the platform with the safety chain when not in use. Always load as close to the center of the platform and as close to the truck sill as possible.

Ramps are not mechanical, but you should use caution. Make sure the ramp is secure and the surface is



clean and dry before you attempt to move cargo on it. Move slowly to avoid a slip. Always secure the ramp before moving the vehicle.

### *Brakes*

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Get to know your vehicle's braking system. Anti-lock brakes operate differently than traditional air or hydraulic braking systems. You must have control over your vehicle at all times. The brakes are a critical element of safe handling. You need to be comfortable operating them. You should practice braking before you hit the road if you are a first-time straight truck driver.

If your vehicle is equipped with Anti-Lock Braking System (ABS) and you are unfamiliar with its operation, ask your supervisor for information and training.

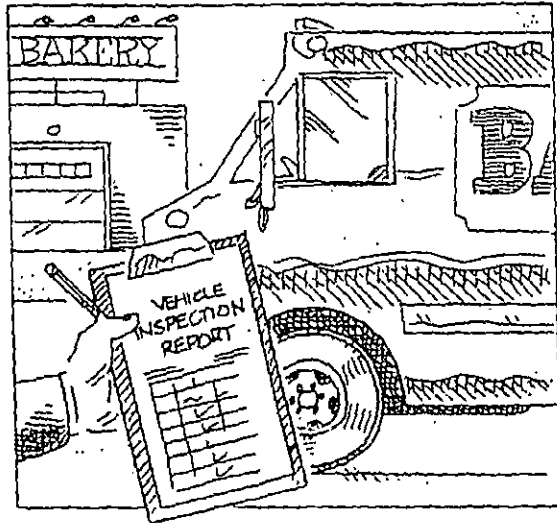
It's always a good idea to set the parking brake whenever you leave the vehicle, even if only for a short period of time.

Notes:

## SECTION 2: Vehicle Inspections

Pre- and post-trip inspections may be required under state or federal law, depending on the size of your vehicle, the cargo you haul and the area in which you travel. Even if you are not obligated by regulations to conduct inspections, you should still do so on a regular basis. Routine inspections will keep your vehicle in good operating condition and identify problems that could result in trouble on the road. It's the single most important thing you can do to be certain that you are driving a mechanically sound piece of equipment.

Remember, although you may not actually perform maintenance on your vehicle, you are a crucial member of your company's preventive maintenance team. It is your responsibility to operate your vehicle according to the operator's manual, be on the lookout for changes in the vehicle's performance and report any problems immediately.



### Pre-Trip

Get into the habit of a thorough pre-trip inspection to prevent a breakdown or accident on the road. Review the last vehicle inspection report to make certain repairs have been made or concerns from the previous day were addressed. Make sure the parking brake is on and wheels are chocked. Then you can move on to a walk-around inspection, cab inspection and brake system check.

### Walk-Around Inspection

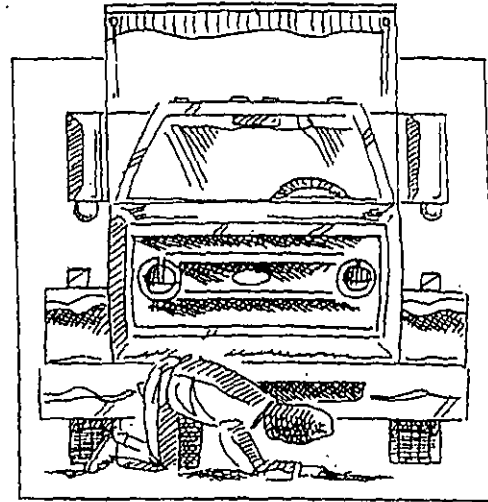
*Note: There is no set requirement for how vehicle inspections must be done. What follows is one approach. If your company has its own vehicle inspection procedure, follow it.*

Starting at the left front wheel (on driver's side) walk clockwise around the vehicle and thoroughly inspect each section of the vehicle:

#### STEP #1 - LEFT SIDE OF CAB

- Wheels – look for rust around lug nuts and wheel cleats, cracks, mismatched lock rings, bent rims, broken or missing studs, clamps or lugs.
- Tires – check overall condition, inflation and tread; check condition of valve stem

- Hubs - check for leaks
- Suspension - look for problems with springs, spring hangers, shackles, u-bolts and shocks
- Brakes - check condition of drums, rotors, hoses, brake chambers, hydraulics, slack adjusters and push rods

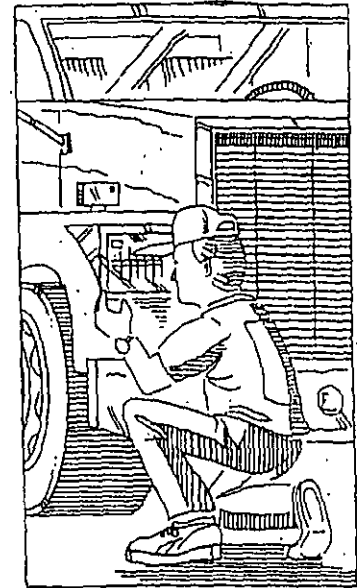


#### STEP #2 - FRONT OF CAB

- Front axle and steering mechanism - check condition of axle and look for power steering fluid leaks
- Windshield - make sure it's clean and free of cracks; check wipers
- Lights/reflectors - check lenses for cracks

#### STEP #3 - RIGHT SIDE OF CAB

- Repeat Step #1 for right side of cab
- Fuel tank - check for leaks and make sure lines are secure
- Battery(ies) - examine for corrosion or loose connections
- Engine
- Transmission
- Drive shaft
- Exhaust
- Frame and cross members
- Air lines
- Fuel lines
- Wiring



#### STEP #4 - RIGHT SIDE OF BODY

- Body
- Side door
- Lights/reflectors

#### STEP #5 - RIGHT REAR WHEELS

- Wheels - look for rust around lug nuts and wheel cleats, cracks, mismatched lock rings, bent rims, broken or missing studs, clamps or lugs.
- Tires - check overall condition, inflation and tread; check condition of valve stem
- Hubs - check for leaks
- Dual space - check for debris between tires



- Suspension (each axle)
- Brakes (each axle)

STEP #6 - REAR OF TRUCK

- Frame and cross-members - check for bends, cracks or broken components
- Lights/reflectors
- Cargo securing device
- Trailer hook-up

STEP #7 - LEFT REAR WHEELS

- Repeat Step #5 for left rear wheels

STEP #8 - LEFT SIDE OF BODY

- Repeat step #4 for left side of body

STEP #9 - SPECIAL CHECKS (Any items particular to your vehicle)

- Hazardous materials placarding, must appear on the front, rear and each side of vehicle
- Special equipment
- Make sure all tires are of the same construction (e.g., bias-ply, radial)

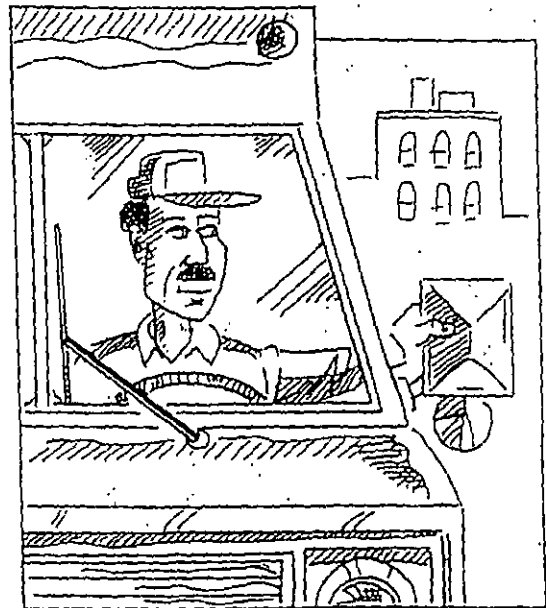
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**Cab Inspection**

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Start the engine and inspect the inside of the cab.

- Controls
- Gauges (includes ABS warning light, if applicable)
- Mirrors
- Windshield and wipers
- Horn
- Safety belt
- Steering wheel
- Lights



- Four-way flashers
- Emergency equipment (make sure you have flares, fuses and a fire extinguisher handy, as well as placards if you are hauling hazardous materials)

### **Emergency Equipment required by law**

*If you are subject to Federal Motor Carrier Safety Regulations (FMCSR), you must carry:*

- At least three (3) reflective warning triangles
- Six (6) fuses or three (3) burning flares
- One (1) 5 B:C fire extinguisher or two (2) 4 B:C extinguishers for regular cargo or
- One (1) 10 B:C extinguisher for hazardous materials (they must be filled, ready for use, easily accessible and you must know how to use them).

*Other suggested emergency items:*

- First aid kit
- Flashlight
- Tire jack
- Jumper cables
- Blanket

*Note: See page 17 for additional items if you drive in winter conditions.*

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### **Brake System Check**

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Start the engine and check the brake system according to manufacturer's recommendations.

If your pre-trip inspection reveals anything unsafe, it must be fixed before you can proceed. Federal and state laws forbid operating an unsafe vehicle. Follow your company's policy for reporting such problems.

Trust your senses, if you do not detect an obvious mechanical problem, but you smell, hear, or see something that just doesn't seem quite right, investigate the cause further. You know your vehicle better than anyone else does. Chances are, if you sense danger, you are probably right.

## *Post-Trip*

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The post-trip inspection will help you catch a problem before it's time to get back on the road again, not only preventing accidents or breakdowns, but costly delays.

At the end of each day, note any problems with the vehicle you drove on the written post-trip inspection report. List anything that could lead to a mechanical breakdown or affect your safety. The maintenance department should address your concerns in a timely manner, making sure repairs are made and the vehicle is in sound operating condition. It is your responsibility to confirm that repairs are done before you drive a vehicle with a known problem.

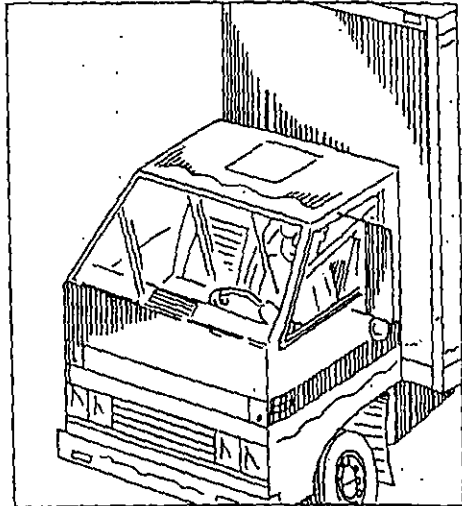
Keep a copy of the inspection report in your vehicle for review during the next day's pre-trip inspection.

### **Notes:**

## SECTION 3: Handling Your Straight Truck or Van

As you already know, handling your vehicle is not as complicated as driving a combination tractor-trailer, but it is considerably more involved than hopping behind the wheel of the family sedan. You must take extra care, respecting the unique properties of your vehicle.

It should go without saying that the shortcuts you take could be potentially dangerous. It's easy to take simple precautions for granted, but conscientious driving techniques will go a long way to ensure your safety and the safety of the cargo on board. Be a professional at all times. Avoid cutting corners. Use this refresher to help you maintain and improve your professional driving skills, one of the most critical demands of the professional driver's job.



### Vehicle Start-up

#### 1 - Make sure accessories are turned off

It's a good idea to turn off accessories before you turn off the ignition, such as the radio, fan control, heater or windshield wipers. However, it may be easier to get into the habit of checking that these controls are off before you turn on the ignition.

#### 2 - Start the ignition

The steps you take at start-up may differ depending on the transmission or engine type, but in general, you should make sure the transmission is in neutral, then start the engine. If it doesn't turn over within 15 seconds, turn the ignition off and wait a few minutes before you attempt to start it again. Continuous cranking drains the battery and may damage the starter.

#### 3 - Warm-up

Let the engine warm up according to the operator's manual recommendations. This allows the oil to warm up and circulate and builds up oil pressure. Don't allow the engine to idle for too long—this only wastes fuel.

### Vehicle Shut Down

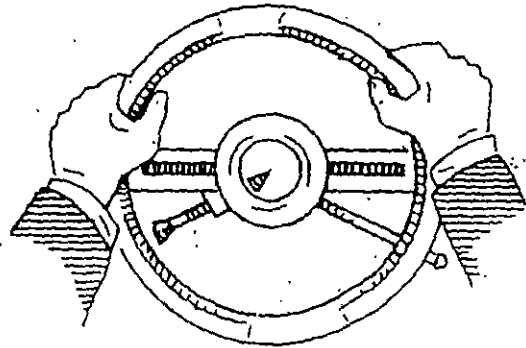
For some vehicles, a cool-down period can be as important as the engine warm-up, especially if you operate a diesel engine. As the engine idles, the heat that was generated during normal operation dissipates. This will normally be only a couple of minutes, but you should consult the manufacturer's recommendation in the operator's manual.

## Vehicle Operation

Basic safe driving techniques for all vehicles apply to straight trucks, but there are some special considerations that you need to keep in mind. As you review the guidelines for vehicle operation, think about the areas you can personally improve upon, such as checking your blind spots often, negotiating turns properly and maneuvering safely in reverse. They aren't as simple as they appear and it's the professional driver's responsibility to review basic techniques on a regular basis to keep these essential skills sharp.

### *Basic Safe Driving Techniques*

- Keep both hands on the steering wheel at all times, except while shifting gears or reaching for accessories. Your hands should be in the 10 o'clock and 2 o'clock positions for safe handling and good control.
- Drive in the gear that best suits your driving situation. Driving in the right gear makes the most efficient use of the engine and allows it to operate at peak performance. Generally speaking, drive in a lower gear in the city, up hills, down hills and when hauling a heavy load.
- Use your mirrors often. Your view of the road ahead should alternate with frequent checks of mirrors and blind spots.
- Blind spots can be trouble spots, so check them often, especially while driving in the city. Use your mirrors frequently to anticipate the actions of pedestrians, bicyclists and other motorists who can easily move into your blind spot and disappear from view. Take special care when changing lanes by double checking the blind spot. Accelerate or decelerate slightly and look over your shoulder to determine if your blind spot is indeed free from potential hazards. Always identify blind spots before starting out in a new vehicle/a vehicle you're not familiar with.
- Don't drive with a blocked or limited view, broken or dirty wind shield/windows/mirrors.
- Scan your vehicle and the road ahead continually. Scanning allows you time to recognize a hazard and react to it properly. Look ahead at least 10 to 12 seconds and monitor any activity happening around your vehicle.
  - Scan an average city block or about a quarter of a mile on the highway.
  - Always look both ways at intersections, crosswalks, construction sites, school zones, parking lots and other areas of heavy traffic where objects may appear with little or no warning.

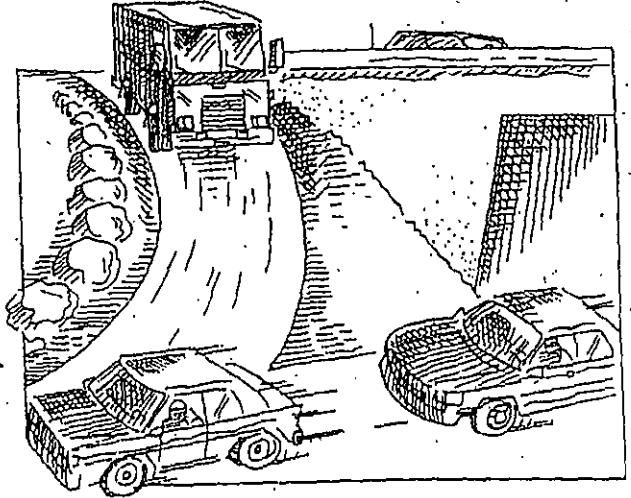


## Speed and Space Management

Speed limits are posted for your safety and the safety of others. However, they may not be appropriate when weather, visibility and road conditions deteriorate. Adjust your speed accordingly.

Good speed and space management will help you manage deceleration and stopping safely, whether you are stopping at an intersection or braking suddenly to avoid an unexpected hazard. Check your mirrors frequently to assess your position in traffic. Keep to the right and stay centered in your lane of traffic.

Good space management takes into account the space ahead, behind, to the sides, above and below the vehicle. You must feel comfortable with the space in which you travel, allowing ample room for maneuvering between your vehicle and others. Allow at least one second for every 10 feet of vehicle length between your vehicle and the one in front of you. If you're traveling more than 40 miles per hour, add another second.



Avoid sudden moves that could surprise other drivers or cause you to lose control of your vehicle. Reduce your speed in potentially hazardous situations. This will greatly reduce your vehicle's stopping distance and prevent an accident.

Stopping distance depends on three things:

- **Perception distance**

*The distance your vehicle travels from the time you see a hazard until your brain recognizes it, which is normally about  $\frac{3}{4}$  of a second. At 55 mph this allows you to travel 60 feet before you perceive a hazard.*

- **Reaction distance**

*How far the vehicle travels from the time your brain recognizes the hazard until the message is received by your foot, causing you to push the brake pedal, which is normally about  $\frac{3}{4}$  of a second. At 55 mph this allows you to travel an additional 60 feet before you apply the brakes.*

- **Braking distance**

*The distance your vehicle travels before it comes to a complete stop. On dry pavement it will take a heavy vehicle traveling 55 mph about  $4\frac{1}{2}$  seconds, or 390 feet, to stop.*

**NOTE:** *It will take your vehicle longer to stop when it is empty because you will have less traction.*

## Communicating With Others

While you are driving, you are actually communicating with others. Through your actions, you are telling other drivers what is about to happen—by braking, signaling, sounding the horn, and making eye contact with them. Through the movement of your vehicle you are effectively telling other drivers what you may do next. Other drivers are communicating their intentions to you as well, sometimes intentionally, sometimes not. Don't assume anything.

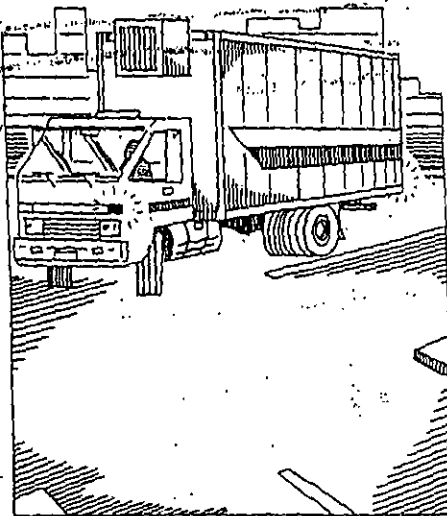
Signal lights, headlights, the horn and four-way flashers can all help you communicate with others. Warn drivers behind you that you will be stopping soon by flashing your brake lights. This is especially helpful if you see a hazard ahead that the driver behind you can't possibly see.

### *Special Concerns*

Because of the size and shape of your vehicle, you need to take extra care when negotiating turns; maneuvering in reverse and parking.

As you know, your truck's center of gravity is higher than that of a passenger car because much of the weight of the vehicle is high above the road surface. This makes you vulnerable to a rollover. The best rule of thumb is to make turns and approach curves cautiously. Drive below the posted speed limit for curves. As stated earlier, these speeds are determined for passenger cars.

Off-tracking is a phenomenon where the rear wheels follow a shorter path than the front wheels due to the length of the vehicle. Off-tracking becomes a greater concern with increased vehicle lengths and sharper turns. Minimize off-tracking by planning turns well in advance, making turns slowly and paying close attention to your position within the turn lane.



### *Turns*

- Plan the turn in advance, allowing adequate space for your vehicle's size and off-tracking.
- Signal your intention early to alert other motorists.
- Make sure you are in the proper turn lane.
- Reduce your speed before you approach an intersection to maintain full control of the vehicle and minimize wear and tear on the brakes.
- Turn slowly, be prepared to stop if necessary.

- Check your mirrors throughout the turn.
- Never back up while waiting to make a left turn in front of traffic!

### Right Turns

- Check your right hand mirror to make sure no one has crept up alongside your vehicle.
- Turn wide, keeping the rear of your truck near the curb. This will keep other drivers from attempting to pass you on the right.

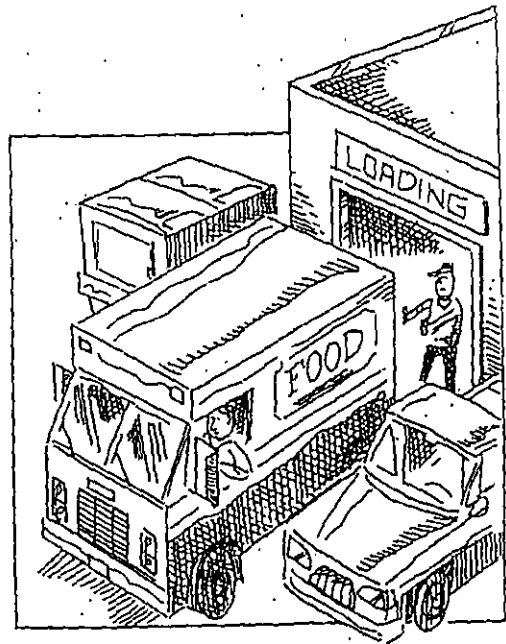
### Left Turns

- Start a left-hand turn once you have reached the center of the intersection. This reduces the likelihood of hitting another vehicle due to off-tracking.
- If there is more than one turn lane, use the lane farthest to the right.
- Do not change lanes in the middle of a turn.
- Check your mirrors throughout the turn.

### Backing

Avoid backing whenever possible. Backing is a dangerous maneuver, the cause of about one in four commercial vehicle accidents. It's a good idea to park in such a way that you can easily pull forward when you leave. This will not always be possible, so when you do have to maneuver in reverse, use extreme caution and follow these tips:

- Get out of your vehicle and assess the situation, checking all clearances and potential hazards.
- Find a qualified spotter to assist you during the maneuver, if a spotter is allowed under company policy. *Remember, even if you use a spotter you are ultimately responsible for anything that happens while you are backing!*
- Open your window, turn off loud accessories like the radio or fan, and turn on your flashers.





- Use your lowest reverse gear if you have a manual transmission.
- Back slowly, checking your mirrors to maintain good positioning and to identify moving hazards that may come into your path, such as pedestrians or other motorists.
- Use the back-up alarm or sound your horn to alert others.
- Back to your left when at all possible for maximum visibility and vehicular control, and only back up as far as necessary, allowing space for the ramp, lift gate or cargo.

### *Parking*

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In your quest for the perfect parking spot you will soon find that you can rarely have it all. The ideal parking spot positions your vehicle close to the door in an area that doesn't require backing and that gives you sufficient space in which to maneuver without presenting a hazard to others. Because those conditions are hard to find, you must be prepared to deal with the hazards of parking. Follow these parking tips:

- Use four-way flashers while parking and loading/unloading along roadways or in alleys.
- Leave as much room as possible for passing traffic.
- CDL drivers must put out warning devices if they will be parked along a roadway for more than 10 minutes, but it's not a bad idea for everyone.
- Set the parking brake and use wheel chocks when parking on a hill, position wheels to use the curb to keep the vehicle from rolling into traffic.
  - *Parking uphill* – point front wheels to the left (away from the curb).
  - *Parking downhill* – point front wheels to the right (towards the curb).

## SECTION 4: Hazards, Emergency Maneuvers & Accidents

### Hazards on the Roadway

The whole point of driving safely, watching your mirrors, scanning the roadway and maneuvering your vehicle with care is to avoid an accident due to your actions or those of others. That's why it's so important to be on the lookout for potential hazards. You can prevent an accident that could cause personal injury, death or damage to your cargo simply by staying alert.

Try not to become complacent if you drive the same route everyday. You may know the road like the back of your hand, but conditions can change on any given day, depending on the hazards present. Every route is new every day to the driver who's paying attention.

There are two types of hazards—user hazards and road hazards.

#### *User Hazards*

---

These are the people with whom you share the road including other motorists, bicyclists, pedestrians, road workers and children at play. You can't control their actions, but you can anticipate them. You need to be prepared to act defensively if their actions threaten your safety or theirs. As a professional driver, like it or not, very often you are your brother's keeper.

#### *Look for clues that could signal a user hazard:*

- Drivers with out-of-state license plates or visible luggage.
- Drivers with obscured vision (e.g. ice covered windshield).
- Motorists who frequently slow down, hesitate or focus on landmarks and street signs.
- Motorists driving above the speed limit or erratically.
- Children playing near the roadway.
- Construction areas.

#### *Road Hazards*

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Road hazards come from the road itself. Potholes, debris, narrow roads, sharp turns and uneven road surfaces can cause you to lose control of your vehicle. Remain alert to changing road conditions and alter your speed as necessary to negotiate road hazards safely.

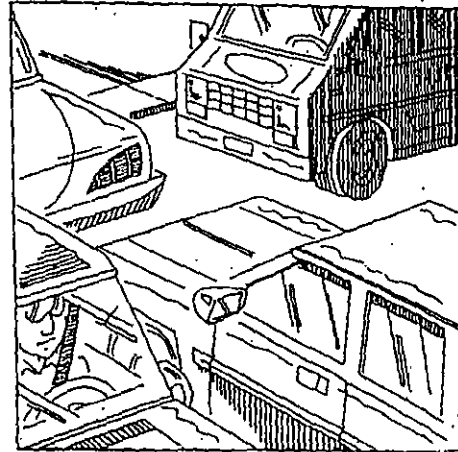
## Entering & Exiting Roadways

When entering or exiting the roadway, signal your intentions early; adjust your speed appropriately. Allow more space if you are heavily loaded; the size and weight of your vehicle will affect your ability to accelerate and decelerate as quickly as other traffic. Time your entrances and exits to take advantage of gaps between traffic.

## City Driving

City driving is one of the most challenging types of driving, with countless hazards, including narrow streets and a high concentration of vehicles. Visibility is usually reduced in the city because of tall buildings, signs and parked vehicles. Traffic lights and unmarked intersections create stop-and-go situations and it may take longer to get to your destination than planned.

You have to be alert to activity on and around the roadway such as pedestrians, bicyclists, children at play and other delivery trucks creating obstacles in your path. Everything happens faster. When you drive in the city, pay close attention to speed and space management. Use your mirrors often and signal your intentions well in advance.



## Night Driving

Be extra-cautious while driving at night. More than half of all accidents occur after dark. You have less opportunity to detect hazards on the road ahead, and less time to respond. Use high beams when it's safe and legal. Signal your intentions earlier than you would during the day and increase your following distance by at least one second. If glare from oncoming headlights is a problem, look to the right side of the road until the oncoming vehicle passes. Fatigue can be your worst enemy on the road. If you feel yourself getting drowsy, pull over safely so your vehicle is not a hazard to other drivers, and take a rest.

## Extreme Weather Driving

You can't control the weather, but you can control your vehicle in extreme weather as long as you are prepared to do so.

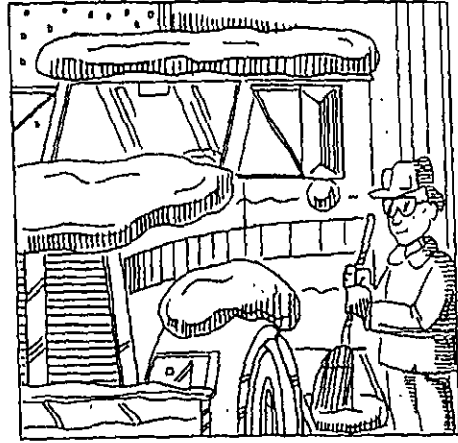
### *Driving in winter*

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During the pre-trip inspection take these extra precautions to combat snowy or icy conditions:

- check the coolant level
- check defroster

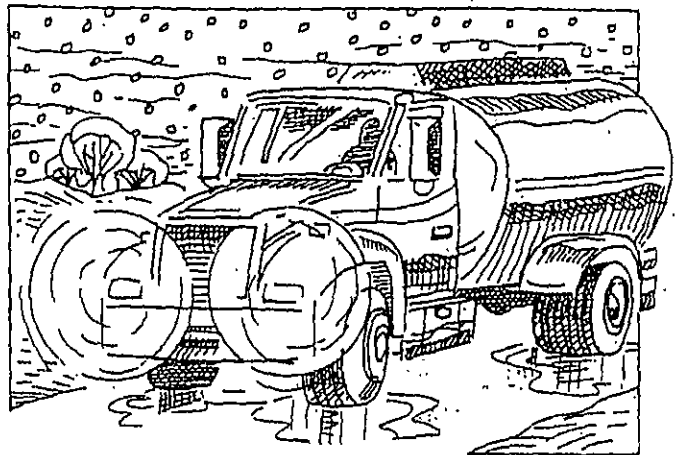
- check windshield wipers
- fill windshield washer fluid (and carry extra fluid with you)
- check tire tread
- check tire pressure
- clear mirrors and windows of snow and ice
- remove snow and ice from handholds and steps
- check exhaust system for leaks (carbon monoxide can be released into cab)
- check brake linings for ice build-up
- top off fuel tank to prevent frozen lines and filters.



You should also protect yourself by dressing warm or carrying extra cold-weather gear in case of a breakdown. Keep a survival kit in the vehicle with such items as a shovel, scraper, sand, loose chains (or other traction aids), a blanket, emergency food and a source of heat (such as a candle, matches and coffee can).

Be on the lookout for changing road conditions. Snow can create sloppy driving conditions, but ice is the greatest safety threat of all. Ice on the road can increase your braking distance from four to ten times beyond normal. Drive slowly. Avoid sudden maneuvers. Allow adequate space between other vehicles and your own. Proceed with caution over bridges and overpasses.

Use care when ice begins to melt, too. Roads become even more slippery as water floats on top of an under-layer of ice. Be on the lookout for black ice, which occurs when temperatures hover at freezing and there is precipitation. You are probably aware of this condition where the road looks wet but is actually covered with ice.



Always use your low beams in snowy and foggy weather and reduce your speed. Pull off the road if necessary, using your four-way flashers to alert other motorists. If snow or ice builds up on the windshield, headlights or taillights, stop periodically to remove it. It not only reduces your ability to see it also makes your vehicle less visible to others.

Prevent "snow hypnosis" caused by long periods of driving during a snowfall by shifting your eyes frequently, using the mirrors and taking a break if necessary. Make sure you know how to handle your truck during a skid and know how to free it if a skid gets you stuck in the snow. If your truck breaks down during adverse weather, stay inside and put on the extra clothing or blankets in your emergency kit. Contact help by radio or cell phone and wait for help to come to you.

If you do choose to leave your vehicle, place a note on the steering wheel indicating the direction you are headed and the route you will take. It's easy to lose your sense of direction in heavy snow or foggy conditions. When conditions become treacherous it's time to stop and wait out the weather rather than risk your life and the lives of others. No cargo in the world is worth a deadly accident. If you are delayed by weather, call your company so the customer can be notified.

### Emergency Maneuvers

Safe driving techniques will help you prevent many accidents before they can occur. When a potential emergency plays out in front of you, there are steps you can take to avoid full-blown accident. They depend on quick thinking and a clear head, so it's a good idea to review these techniques regularly to better prepare yourself for the unexpected.

And remember, you can't effectively apply rapid emergency maneuvers unless you are firmly planted in place – wear your seatbelt at all times!

*Note: Effectively employing any emergency maneuver requires knowledge of your specific vehicle's handling characteristics, training and practice.*

### Evasive Steering

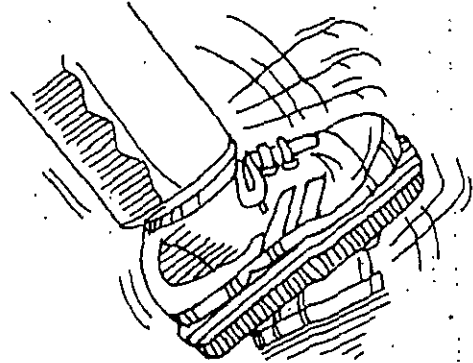
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- Steer your truck away from the hazard as quickly as possible, using hand over hand steering. The direction you steer will depend on the road situation, including road surface, other traffic in the area, obstacles and visibility. It's usually easier to steer around a hazard than to stop your vehicle to avoid impact with it. Keep in mind that a vehicle with a high center of gravity will tip more easily than others.
- Try to reduce your speed before you turn the wheel if time permits, but be careful braking during the turn as you may lose control. Usually, you will have better control if you don't brake.
- Turn only as much as needed to clear the obstacle. If you continue to turn or over-steer beyond the obstacle you could go into a skid or rollover.
- Be prepared to counter-steer once you have cleared the obstacle.

## *Emergency Braking*

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You may be able to avoid a collision by using either controlled braking or stab braking. Controlled braking requires a lot of practice because you must maintain steady pressure on the brakes without locking up the wheels. It cannot be used if you must make large steering adjustments. For stab braking, fully apply the brakes first, and once the wheels lock, release the brakes partially. When the wheels roll again, apply the brakes again. Repeat this sequence until your vehicle has slowed enough to stop safely.



ABS automatically performs essentially the same function as stab braking and may allow you to steer around an obstacle.

## *Skid Control*

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Skids are caused by:

- over-accelerating
- over-braking
- over-steering
- driving too fast for snowy, icy or rainy conditions.

To stop a skid caused by acceleration, remove your foot from the accelerator. If the road is really slippery, you may have to push the clutch in on a manual transmission.

Rear-wheel braking skids, which occur when the rear drive-wheels lock up, can be corrected by letting the wheels turn freely, turning quickly and counter-steering as the vehicle gets back on course.

Front-wheel skids are usually caused by driving too fast for conditions, insufficient tire tread or improper loading. The only way to stop a front-wheel skid is to let your vehicle slow down.

## *Accidents*

With the amount of time you spend on the roadways, you are bound to be present when the worst thing happens—an accident. Whether you are involved in an accident, are witness to one, or come upon the scene of an accident, you must know the proper steps to take to respond to one responsibly.

### At the scene:

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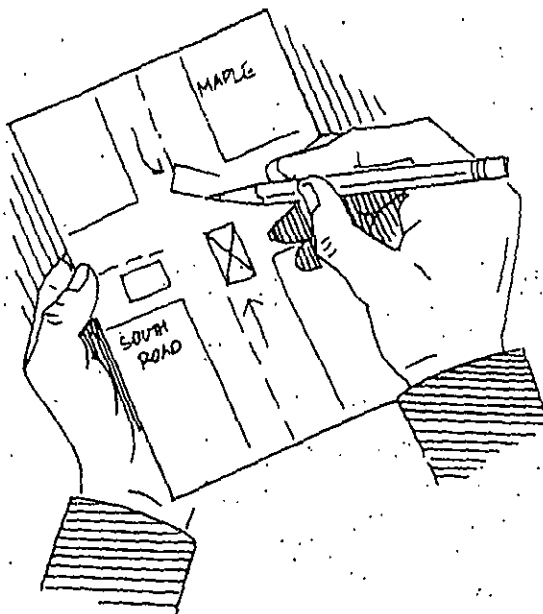
Always offer assistance as long as you are not putting yourself or others at risk. You may simply notify emergency personnel or stay with an injured person until help arrives. In more serious situations, first aid may be required or a fire may need to be extinguished. Most states have "Good Samaritan" laws that will protect you from civil action if you offer assistance in good faith. You should be familiar with your individual state's laws. Always follow your company's policy for responding to accidents.

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### Accident Guidelines:

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- Keep your vehicle out of the way, turn on your four-way flashers and set out warning devices.
- Contact authorities, or designate a bystander to do it for you.
- Assist any injured people without endangering them or yourself.
- Don't move anyone who is injured unless they are in immediate danger of further injury by remaining where they are.
- Take notes on details of the accident as you see them. Draw pictures if it will help you remember something later.
- Report the accident to your company.
- Fill out a preliminary accident report, if appropriate, according to your company policy.
- Cooperate fully with law enforcement officers.



Your vehicle shouldn't be without emergency equipment for use in emergency situations. See page 7 *Vehicle Inspection* for a list of items to keep on hand, optionally and as required by Federal Motor Carrier Safety Regulations (FMCSR).

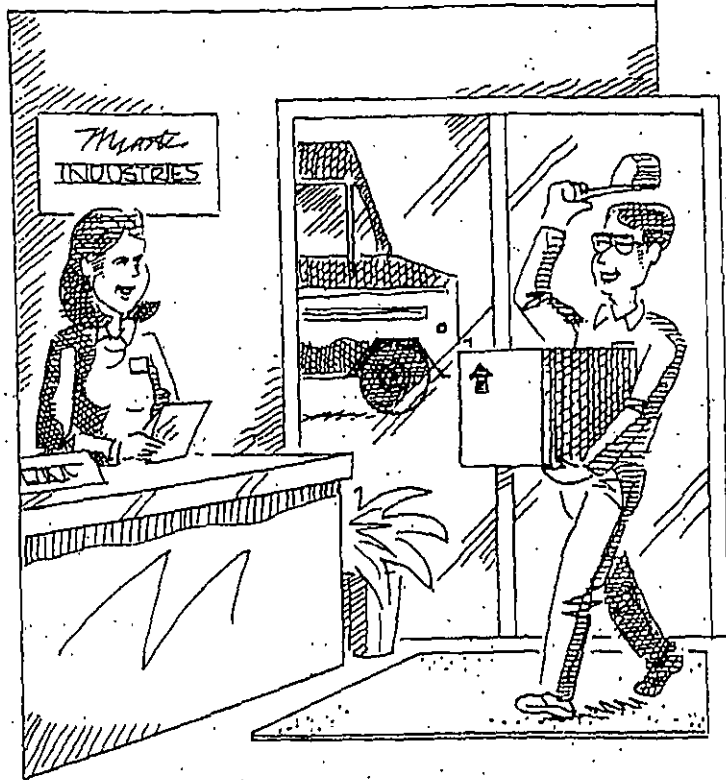
## SECTION 5: Customer Relations & Cargo Handling

### The Professional Driver/Public Relations Representative

You may not realize that you are wearing two hats when you are on the job, but you are. The professional driver is often the only person in a company like yours that customers have face-to-face contact with on a regular basis. To them, you *are* the company and their impression of you affects the way they regard the company in general. You are, in effect, a public relations representative.

The way you behave, your attitude and personal appearance, all play a role in making or breaking that all-important customer relationship. Satisfied customers will return to your company for additional business, so you play a very important role in keeping customers happy.

Be on time for pick-ups and deliveries. Pay attention to your own personal appearance. Always be courteous, respectful and attentive, regardless of what kind of day you are having. And remember, customers may not always be right, but they are always your customers. If you become involved in a heated situation, remain calm and do your job to the best of your ability. Report problems with products, delivery times or other conflicts to your company for resolution by management.



Your truck is kind of like a rolling billboard for your company. Your driving habits are part of this public relations function as well. Other motorists will get a positive feeling about your company if they see you driving courteously. On the other hand, if you tailgate, weave in and out of traffic, cut people off and otherwise drive erratically, motorists will get a poor impression of the company you represent. Drive courteously and keep your vehicle clean and looking good.

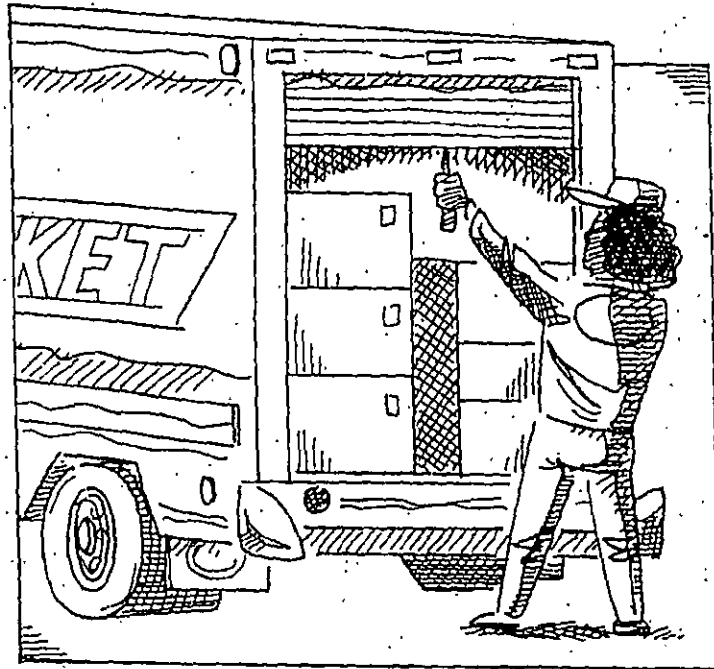


## Handling Cargo

Be careful with the valuable cargo the company has entrusted to you, because you are responsible for the products you haul. Make sure the cargo is secure before you start out on the road and follow your company's cargo security requirements at all times.

Drivers who work in a local area are usually expected to load and unload cargo themselves. Move large items with care, so you don't damage the product or hurt yourself. Organize the load in a sensible order that will make it easy to unload as you arrive at each destination. Make sure the items you deliver are correct by counting, double checking the order and documenting the delivery.

Keep your paperwork in order so you can track deliveries easily. All this organization will help you get to each destination on time and make the most efficient use of your time. The customer will thank you and your job will be infinitely easier as a result.



## Conclusion

Straight trucks and vans are a special breed of vehicles. Operating them with the skill of a professional requires training, practice and commitment to safety—every time you take the wheel. Get to know the way your vehicle handles so you can do your job professionally, efficiently and above all, safely.

Your Name: \_\_\_\_\_ Instructor: \_\_\_\_\_

Company/Division: \_\_\_\_\_ Date: \_\_\_\_\_

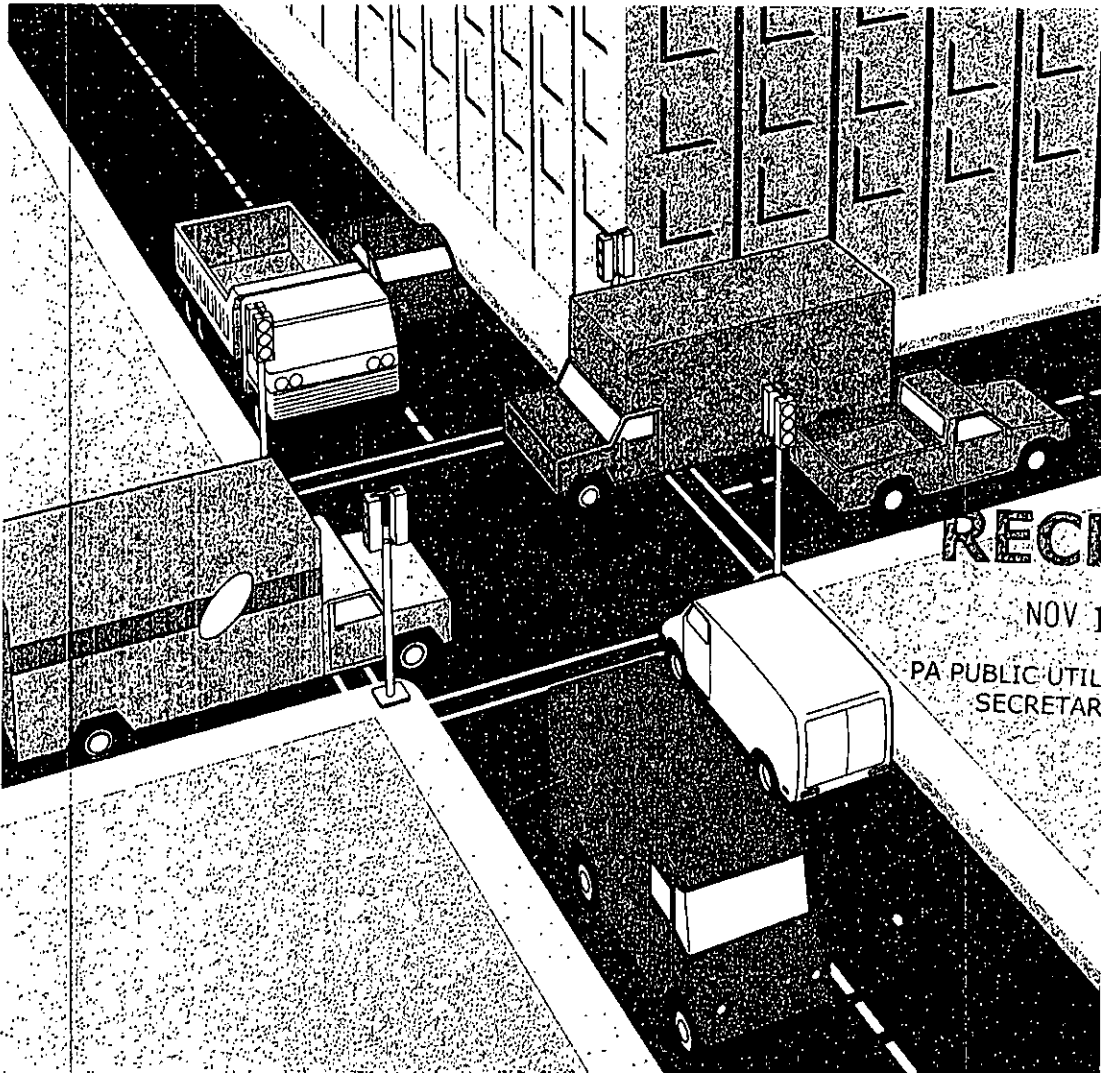
## Straight Trucks And Vans Review

Directions: Read each statement carefully and choose the best answer.

1. You can minimize the effects of a high center of gravity by:
  - A. Avoiding sudden maneuvers
  - B. Driving below posted speed limit for curves
  - C. Distributing cargo evenly over the length of the cargo area
  - D. All of the above
  
2. Which of the following is not part of the pre-trip vehicle inspection?
  - A. Review the last inspection report
  - B. Check signal lights for cracked or broken lenses
  - C. Take inventory of cargo
  - D. Check the suspension for broken parts
  
3. If your pre-trip inspection reveals anything unsafe you should:
  - A. Take proper steps to address problem before you attempt to drive the vehicle
  - B. Note the problem on the inspection report and proceed with route
  - C. Notify your supervisor at the end of the day so maintenance department can fix it
  - D. All of the above
  
4. To make a left turn with a straight truck:
  - A. Use the left turn lane farthest to your left
  - B. Tap your horn lightly to signal your intent and proceed with the turn
  - C. Start the turn once you have reached the center of the intersection
  - D. All of the above
  
5. Your vehicle will require a greater distance to stop when:
  - A. It is empty
  - B. Road conditions are slippery
  - C. When you are traveling at a high rate of speed
  - D. All of the above

6. To help you successfully maneuver in reverse:
- A. Ask someone nearby to stand between the vehicle and your destination, and give you hand signals
  - B. Get out of your vehicle and assess the situation, checking all clearances and hazards
  - C. Open the window and back to your right for maximum visibility
  - D. Put out reflective triangles
7. Which statement is not a clue that could signal a user hazard?
- A. Out of state license plates
  - B. Motorist driving with ice-covered windshield
  - C. School zone signs
  - D. Uneven road surface
8. To use evasive steering in an emergency:
- A. Use one-handed steering
  - B. Gently apply the brakes as you steer around the obstacle
  - C. Be prepared to counter-steer quickly
  - D. Drive on the shoulder of the road
9. Use controlled braking in emergency situations when:
- A. Your truck does not have stab brakes
  - B. You are able to maintain steady pressure on the brakes without locking up the wheels
  - C. Wheels lock up
  - D. All of the above
10. Which of the following is false?
- A. You should check your gauges often to detect problems with the engine
  - B. When you arrive at the scene of an accident, you should help the injured first
  - C. Engine warm-up allows the oil to warm and circulate and oil pressure to build up
  - D. You should use a lower gear when traveling down hills

# Straight Trucks and Vans



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## Instructor's Guide



**J. J. Keller**  
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# ***Straight Trucks And Vans: Instructor's Guide***

## **About This Program**

Drivers of straight trucks and vans have special driving concerns. While straight trucks may not be as complicated to operate as traditional combination tractor-trailers, they are definitely not as easy to drive as the family car, van or pickup truck. Many of these vehicles are larger and all of them create special driving challenges. They are in a class by themselves.

Straight truck or van drivers must not only maintain control over their vehicles at all times, they have a number of other responsibilities, including materials handling, cargo security, customer service and maintenance-related tasks. They must understand the special challenges of city driving, night driving and extreme weather driving as well as the proper steps to take in the event of an accident.

## **Objectives**

This program is designed to help all drivers, whether they are new to operating straight trucks or veteran drivers, by familiarizing them with safe driving procedures and proper vehicle maintenance. It's easy to become complacent, especially in a job that feels as natural as hopping on a bicycle. This program should serve as a reminder that the livelihood of professional drivers depends on safe driving procedures and good vehicle maintenance—they should take nothing for granted.

It will also give the driver some tips on driving in adverse weather conditions and handling emergency situations. Drivers who are prepared for the unexpected can successfully protect themselves and other motorists from harm.

It is also important that drivers take care of the load that has been entrusted to them and keep customers satisfied. This program will offer tips on safe handling, cargo securement and customer relations. At the end of this program, drivers should feel confident in their safe driving skills and improve any poor habits they may have developed over time.

Guidelines for safe driving, vehicle maintenance, cargo handling and customer relations are covered in the following sections:

- SECTION 1 - Special Features of the Straight Truck and Van
- SECTION 2 - Vehicle Inspections
- SECTION 3 - Handling the Straight Truck or Van
- SECTION 4 - Hazards, Emergency Maneuvers & Accidents
- SECTION 5 - Customer Relations & Cargo Handling.

The information that follows includes the complete text of the Driver's Handbook and the answers to the 10-question driver's quiz, along with suggested topics for group discussion. Once participants have viewed the Straight Trucks videos, follow this guide and instruct participants to refer to the Driver's Handbook.

**Notes:**

## SECTION 1: Special Features of the Straight Truck and Van

### **Purpose of Training**

Compared to a combination tractor-trailer, the straight truck or van may appear easy to drive. There is no coupling device—the straight truck is one continuous unit with the cab and cargo unit mounted on the same chassis. However, there are some features of the straight truck that require special consideration.

Remind drivers about these features and encourage them to use caution at all times, no matter how tempting it is to be careless or take shortcuts. Their actions could affect their own safety or the safety of others.

### **Objectives**

- Familiarize drivers with the effects of a high center of gravity and how to minimize them through careful driving and loading techniques.
- Encourage seatbelt use.
- Review the types of cargo doors.
- Differentiate lift gates from ramps and encourage safe use.
- Caution drivers to thoroughly understand their braking systems. If your vehicles are equipped with Anti-Lock Braking System (ABS), you may want to offer special training on its use.
- Consider offering your drivers special training on emergency maneuvers. If you are not equipped to offer such training at your company, it can often be arranged through the truck driver training program at an area technical college or vocational institute.

### **Special Features of the Straight Truck And Van**

#### *High Center of Gravity*

---

Most straight trucks have a high center of gravity because most of the weight is carried high above the road. Depending on the size of your particular truck, this will make you more vulnerable to a rollover than smaller vehicles. Keep this in mind especially as you approach curves. Avoid sudden maneuvers. Drive well below the posted speed limit for curves, as these speeds are intended for



standard passenger vehicles. You can minimize the effects of gravity by evenly distributing the weight of the cargo over the full length of the vehicle. Place heavy items on the bottom and don't stack any higher than necessary.

### *Seats*

---

Whether you have bench or bucket seats, make sure anything that is kept on a seat is secure. That includes you! Always wear a seatbelt. For other items, use the door pouch or place them where they will not move while the vehicle is in motion. If you have bucket seats, avoid storing items unsecured between the seats as they could roll under your feet while the truck is in motion.

### *Doors*

---

Cargo doors, whether you have roll-ups, swing doors or side doors, should be opened and closed slowly to avoid injury and to make sure the doors clear the cargo. Pay special attention to swing doors that can get caught in wind gusts and swing out of control. Always make sure doors are secure and locked before moving.

### *Lift Gates and Ramps*

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Make sure your vehicle is properly and securely braked before using a lift gate, and make sure the area is clear. The lift gate is designed to help you load and unload cargo quickly and safely. Do not allow unauthorized people on the lift gate. Operate it with the control handle only. Keep it in good operating condition, use it properly and secure the platform with the safety chain when not in use. Always load as close to the center of the platform and as close to the truck sill as possible.

Ramps are not mechanical, but you should use caution. Make sure the ramp is secure and the surface is clean and dry before you attempt to move cargo on it. Move slowly to avoid a slip. Always secure the ramp before moving the vehicle.

### *Brakes*

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Get to know your vehicle's braking system. Anti-lock brakes operate differently than traditional air or hydraulic braking systems. You must have control over your vehicle at all times. The brakes are a critical element of safe handling. You need to be comfortable operating them. You should practice braking before you hit the road if you are a first-time straight truck driver.

If your vehicle is equipped with Anti-Lock Braking System (ABS) and you are unfamiliar with its operation, ask your supervisor for information and training.

It's always a good idea to set the parking brake whenever you leave the vehicle, even if only for a short period of time.

## Checkpoints For Discussion:

- ✓ Talk about the differences between straight trucks and vans and other kinds of motor vehicles (e.g., personal vehicles, pickup trucks, tractor-trailers).
- ✓ Remind drivers to clean off the steps to avoid a slip or fall and to use handholds when entering the cab. They should NEVER jump out when exiting the cab.
- ✓ Talk about how the straight truck is like an office on wheels. Encourage drivers to keep the cab and cargo area clean in order to keep work organized, prevent accidents and project a positive image of your company.
- ✓ INSTRUCT DRIVERS TO WEAR THEIR SEATBELTS AT ALL TIMES.
- ✓ Take a moment to discuss your company's policy on passengers, such as family members, friends or hitchhikers.
- ✓ Discuss the kinds of cargo doors on your company's fleet. Review maintenance and operational concerns, such as tiebacks for swing doors and moving cargo in and out of side doors safely.
- ✓ Review the safe use of lift gates and ramps, if your company vehicles have them.
- ✓ Discuss the maximum load capacity for lift gates and explain that this amount is usually based on an evenly distributed load.
- ✓ Remind drivers not to allow lift trucks on the lift gate and to secure the platform when not in use.
- ✓ Discuss the kinds of braking systems with which your trucks are equipped.
- ✓ **Anti-lock brakes** are designed to reduce skidding in rain, ice and snow. The Anti-lock Braking System (ABS) automatically pumps the brakes, much faster than a driver could, allowing the vehicle to stop in a straight line without locking up the wheels. Remind drivers to never pump anti-lock brakes as it will interfere with the ABS operation.
- ✓ **Traditional brakes** require gradual pressure on the brakes until the vehicle slows or comes to a complete stop.
- ✓ Remind drivers to use the parking brake whenever they leave the vehicle unattended.
- ✓ Let drivers know you will be discussing emergency braking in the "Emergency Maneuvers" section.

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**Notes:**

## SECTION 2: Vehicle Inspections

### **Purpose of Training**

Routine vehicle inspections will keep trucks in optimal working condition, reducing the risks of an accident on the road. Pre-trip and post-trip inspections will keep the driver "in touch" with the operation of the truck and alert the driver to potential problems that could cause equipment failure or malfunction.

Remind drivers that while seemingly repetitive and perhaps even mundane, vehicle inspections are the most critical tasks they perform. Identifying hazards before they have a chance to cause damage or personal injury is an invaluable function.

### **Objectives**

- **Promote the habit of using a consistent vehicle inspection process—both pre-trip and post-trip.**
- **Offer examples of conditions that may indicate a potential problem.**
- **Encourage drivers to get to know their vehicles inside and out.**
- **If your company has a vehicle inspection policy, this would be an excellent time to hand it out and discuss it.**

### **Vehicle Inspections**

Pre- and post-trip inspections may be required under state or federal law, depending on the size of your vehicle, the cargo you haul and the area in which you travel. Even if you are not obligated by regulations to conduct inspections, you should still do so on a regular basis. Routine inspections will keep your vehicle in good operating condition and identify problems that could result in trouble on the road. It's the single most important thing you can do to be certain that you are driving a mechanically sound piece of equipment.

Remember, although you may not actually perform maintenance on your vehicle, you are a crucial member of your company's preventive maintenance team. It is your responsibility to operate your vehicle according to the operator's manual, be on the lookout for changes in the vehicle's performance and report any problems immediately.

## *Pre-Trip*

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Get into the habit of a thorough pre-trip inspection to prevent a breakdown or accident on the road. Review the last vehicle inspection report to make certain repairs have been made or concerns from the previous day were addressed. Make sure the parking brake is on and wheels are chocked. Then you can move on to a walk-around inspection, cab inspection and brake system check.

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### **Walk-Around Inspection**

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*Note: There is no set requirement for how vehicle inspections must be done. What follows is one approach. If your company has its own vehicle inspection procedure, follow it.*

Starting at the left front wheel (on driver's side) walk clockwise around the vehicle and thoroughly inspect each section of the vehicle:

#### STEP #1 - LEFT SIDE OF CAB

- Wheels – look for rust around lug nuts and wheel cleats, cracks, mismatched lock rings, bent rims, broken or missing studs, clamps or lugs.
- Tires – check overall condition, inflation and tread; check condition of valve stem
- Hubs – check for leaks
- Suspension – look for problems with springs, spring hangers, shackles, u-bolts and shocks
- Brakes – check condition of drums, rotors, hoses, brake chambers, hydraulics, slack adjusters and push rods

#### STEP #2 - FRONT OF CAB

- Front axle and steering mechanism – check condition of axle and look for power steering fluid leaks
- Windshield – make sure it's clean and free of cracks; check wipers
- Lights/reflectors – check lenses for cracks

#### STEP #3 - RIGHT SIDE OF CAB

- Repeat Step #1 for right side of cab
- Fuel tank – check for leaks and make sure lines are secure
- Battery(ies) – examine for corrosion or loose connections
- Engine
- Transmission
- Drive shaft

- Exhaust
- Frame and cross members
- Air lines
- Fuel lines
- Wiring

STEP #4 - RIGHT SIDE OF BODY

- Body
- Side door
- Lights/reflectors

STEP #5 - RIGHT REAR WHEELS

- Wheels – look for rust around lug nuts and wheel cleats, cracks, mismatched lock rings, bent rims, broken or missing studs, clamps or lugs.
- Tires – check overall condition, inflation and tread; check condition of valve stem
- Hubs – check for leaks
- Dual space – check for debris between tires
- Suspension (each axle)
- Brakes (each axle)

STEP #6 - REAR OF TRUCK

- Frame and cross-members – check for bends, cracks or broken components
- Lights/reflectors
- Cargo securing device
- Trailer hook-up

STEP #7 - LEFT REAR WHEELS

- Repeat Step #5 for left rear wheels*

STEP #8 - LEFT SIDE OF BODY

- Repeat Step #4 for left side of body*

STEP #9 - SPECIAL CHECKS (Any items particular to your vehicle)

- Hazardous materials placarding, must appear on the front, rear and each side of vehicle
- Special equipment
- Make sure all tires are of the same construction (e.g. bias-ply, radial)

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## Cab Inspection

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*Start the engine and inspect the inside of the cab.*

- Controls
- Gauges (includes ABS warning light, if applicable)
- Mirrors
- Windshield and wipers
- Horn
- Safety belt
- Steering wheel
- Lights
- Four-way flashers
- Emergency equipment (make sure you have flares, fuses and a fire extinguisher handy, as well as placards if you are hauling hazardous materials)

### **Emergency Equipment required by law**

*If you are subject to Federal Motor Carrier Safety Regulations (FMCSR), you must carry:*

- At least three (3) reflective warning triangles
- Six (6) fuses or three (3) burning flares
- One (1) 5 B:C fire extinguisher or two (2) 4 B:C extinguishers for regular cargo or
- One (1) 10 B:C extinguisher for hazardous materials (they must be filled, ready for use, easily accessible and you must know how to use them).

*Other suggested emergency items:*

- First aid kit
- Flashlight
- Tire jack
- Jumper cables
- Blanket

*Note: See page 24 for additional items if you drive in winter conditions.*

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## Brake System Check

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Start the engine and check the brake system according to manufacturer's recommendations.

If your pre-trip inspection reveals anything unsafe, it must be fixed before you can proceed. Federal and state laws forbid operating an unsafe vehicle. Follow your company's policy for reporting such problems.

Trust your senses, if you do not detect an obvious mechanical problem, but you smell, hear, or see something that just doesn't seem quite right, investigate the cause further. You know your vehicle better than anyone else does. Chances are, if you sense danger, you are probably right.

### *Post-Trip*

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The post-trip inspection will help you catch a problem before it's time to get back on the road again, not only preventing accidents or breakdowns, but costly delays.

At the end of each day, note any problems with the vehicle you drove on the written post-trip inspection report. List anything that could lead to a mechanical breakdown or affect your safety. The maintenance department should address your concerns in a timely manner, making sure repairs are made and the vehicle is in sound operating condition. It is your responsibility to confirm that repairs are done before you drive a vehicle with a known problem.

Keep a copy of the inspection report in your vehicle for review during the next day's pre-trip inspection.

### **Checkpoints for Discussion**

- ✓ Encourage drivers to do the pre-trip inspection exactly the same way every time, they will be less likely to overlook a step and more likely to catch problems that weren't there before.
- ✓ Go over a sample vehicle inspection report and talk about your company's procedure for reporting problems.
- ✓ Do a walk-around inspection with participants. Note the specific areas of concern and exactly what conditions should be spotted (signs of wear, rust, corrosion, broken parts, etc.).
- ✓ Go through the cab with drivers, and discuss the various gauges and controls.
- ✓ Locate the emergency equipment on board and have drivers demonstrate the proper use of fire extinguishers and warning devices.



✓ Encourage a discussion of inspections. Perhaps drivers in the group have caught potential hazards through a pre- or post-trip inspection. Ask for examples and descriptions and ask them to explain what action they took when they discovered the problem.

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**Notes:**

## **SECTION 3: Handling Your Straight Truck or Van**

### **Purpose of Training**

Driving is something that comes second nature to professional drivers. But everyone can use a refresher. This section is a review of basic handling, such as vehicle operation, safe driving techniques, and speed and space management. It also addresses special concerns, such as parking, backing and handling turns.

Remind drivers that they are professionals, so it is their job to keep themselves skilled at driving, no matter how basic the information may seem. While other motorists may relax their driving techniques, professionals can't afford to. They must not only look out for their own safety, but the safety of others by being aware, alert and competent in all types of driving situations.

### **Objectives**

- ▶ **Remind drivers to warm-up and cool-down the engine according to manufacturer's recommendations.**
- ▶ **Encourage drivers to use safe driving techniques.**
- ▶ **Alert drivers to the importance of proper speed and space management.**
- ▶ **Caution drivers to use care when making turns, parking and backing.**
- ▶ **Remind drivers that their actions on the roadway are a form of communicating with other drivers, and that other drivers are communicating with them.**

### **Handling Your Straight Truck or Van**

As you already know, handling your vehicle is not as complicated as driving a combination tractor-trailer, but it is considerably more involved than hopping behind the wheel of the family sedan. You must take extra care, respecting the unique properties of your vehicle.

It should go without saying that the shortcuts you take could be potentially dangerous. It's easy to take simple precautions for granted, but conscientious driving techniques will go a long way to ensure your safety and the safety of the cargo on board. Be a professional at all times. Avoid cutting corners. Use this refresher to help you maintain and improve your professional driving skills, one of the most critical demands of the professional driver's job.

## **Vehicle Start-up**

### ***1 – Make sure accessories are turned off***

It's a good idea to turn off accessories before you turn *off* the ignition, such as the radio, fan control, heater or windshield wipers. However, it may be easier to get into the habit of checking that these controls are off before you turn *on* the ignition.

### ***2 – Start the ignition***

The steps you take at start-up may differ depending on the transmission or engine type, but in general, you should make sure the transmission is in neutral, then start the engine. If it doesn't turn over within 15 seconds, turn the ignition off and wait a few minutes before you attempt to start it again. Continuous cranking drains the battery and may damage the starter.

### ***3 – Warm-up***

Let the engine warm up according to the operator's manual recommendations. This allows the oil to warm up and circulate and builds up oil pressure. Don't allow the engine to idle for too long—this only wastes fuel.

## **Vehicle Shut Down**

For some vehicles, a cool-down period can be as important as the engine warm-up, especially if you operate a diesel engine. As the engine idles, the heat that was generated during normal operation dissipates. This will normally be only a couple of minutes, but you should consult the manufacturer's recommendation in the operator's manual.

## **Vehicle Operation**

Basic safe driving techniques for all vehicles apply to straight trucks, but there are some special considerations for straight trucks and vans that you need to keep in mind. As you review the guidelines for vehicle operation, think about the areas you can personally improve upon, such as checking your blind spots often, negotiating turns properly and maneuvering safely in reverse. They aren't as simple as they appear, and it's the professional driver's responsibility to review basic techniques on a regular basis to keep these essential skills sharp.

### ***Basic Safe Driving Techniques***

- Keep both hands on the steering wheel at all times, except while shifting gears or reaching for accessories. Your hands should be in the 10 o'clock and 2 o'clock positions for safe handling and good control.
- Drive in the gear that best suits your driving situation. Driving in the right gear makes the most efficient use of the engine and allows it to operate at peak performance. Generally speaking, drive in a lower gear in the city, up hills, down hills and when hauling a heavy load.

- Use your mirrors often. Your view of the road ahead should alternate with frequent checks of mirrors and blind spots.
- Blind spots can be trouble spots, so check them often, especially while driving in the city. Use your mirrors frequently to anticipate the actions of pedestrians, bicyclists and other motorists who can easily move into your blind spot and disappear from view. Take special care when changing lanes by double checking the blind spot. Accelerate or decelerate slightly and look over your shoulder to determine if your blind spot is indeed free from potential hazards. Always identify blind spots before starting out in a new vehicle/a vehicle you're not familiar with.
- Don't drive with a blocked or limited view, broken or dirty windshield/windows/mirrors.
- Scan your vehicle and the road ahead continually. Scanning allows you time to recognize a hazard and react to it properly. Look ahead at least 10 to 12 seconds and monitor any activity happening around your vehicle.
  - Scan an average city block or about a quarter of a mile on the highway.
  - Always look both ways at intersections, crosswalks, construction sites, school zones, parking lots and other areas of heavy traffic where objects may appear with little or no warning.

### ***Speed and Space Management***

Speed limits are posted for your safety and the safety of others. However, they may not be appropriate when weather, visibility and road conditions deteriorate. Adjust your speed accordingly.

Good speed and space management will help you manage deceleration and stopping safely, whether you are stopping at an intersection or braking suddenly to avoid an unexpected hazard. Check your mirrors frequently to assess your position in traffic. Keep to the right and stay centered in your lane of traffic.

Good space management takes into account the space ahead, behind, to the sides, above and below the vehicle. You must feel comfortable with the space in which you travel, allowing ample room for maneuvering between your vehicle and others. Allow at least one second for every 10 feet of vehicle length between your vehicle and the one in front of you. If you're traveling more than 40 miles per hour, add another second.

Avoid sudden moves that could surprise other drivers or cause you to lose control of your vehicle. Reduce your speed in potentially hazardous situations. This will greatly reduce your vehicle's stopping distance and prevent an accident.

Stopping distance depends on three things:

- **Perception distance**

*The distance your vehicle travels from the time you see a hazard until your brain recognizes it, which is normally about  $\frac{3}{4}$  of a second. At 55 mph this allows you to travel 60 feet before you perceive a hazard.*

- **Reaction distance**

*How far the vehicle travels from the time your brain recognizes the hazard until the message is received by your foot, causing you to push the brake pedal, which is normally about  $\frac{3}{4}$  of a second. At 55 mph this allows you to travel an additional 60 feet before you apply the brakes.*

- **Braking distance**

*The distance your vehicle travels before it comes to a complete stop. On dry pavement it will take a heavy vehicle traveling 55 mph about  $4\frac{1}{2}$  seconds, or 390 feet, to stop.*

*NOTE: It will take your vehicle longer to stop when it is empty because you will have less traction.*

### ***Communicating With Others***

While you are driving, you are actually communicating with others. Through your actions, you are telling other drivers what is about to happen—by braking, signaling, sounding the horn, and making eye contact with them. Through the movement of your vehicle you are effectively telling other drivers what you may do next. Other drivers are communicating their intentions to you as well, sometimes intentionally, sometimes not. Don't assume anything.

Signal lights, headlights, the horn and four-way flashers can all help you communicate with others. Warn drivers behind you that you will be stopping soon by flashing your brake lights. This is especially helpful if you see a hazard ahead that the driver behind you can't possibly see.

### ***Special Concerns***

Because of the size and shape of your vehicle, you need to take extra care when negotiating turns, maneuvering in reverse and parking.

As you know, your truck's center of gravity is higher than that of a passenger car because much of the weight of the vehicle is high above the road surface. This makes you vulnerable to a rollover. The best rule of thumb is to make turns and approach curves cautiously. Drive below the posted speed limit for curves. As stated earlier, these speeds are determined for passenger cars.

Off-tracking is a phenomenon where the rear wheels follow a shorter path than the front wheels due to the length of the vehicle. Off-tracking becomes a greater concern with increased vehicle lengths and sharper turns. Minimize off-tracking by planning turns well in advance, making turns slowly and paying close attention to your position within the turn lane.

## *Turns*

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- Plan the turn in advance, allowing adequate space for your vehicle's size and off-tracking.
- Signal your intention early to alert other motorists.
- Make sure you are in the proper turn lane.
- Reduce your speed before you approach an intersection to maintain full control of the vehicle and minimize wear and tear on the brakes.
- Turn slowly, be prepared to stop if necessary.
- Check your mirrors throughout the turn.
- Never back up while waiting to make a left turn in front of traffic!

## *Right Turns*

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- Check your right hand mirror to make sure no one has crept up alongside your vehicle.
- Turn wide, keeping the rear of your truck near the curb. This will keep other drivers from attempting to pass you on the right.

## *Left Turns*

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- Start a left-hand turn once you have reached the center of the intersection. This reduces the likelihood of hitting another vehicle due to off-tracking.
- If there is more than one turn lane, use the lane farthest to the right.
- Do not change lanes in the middle of a turn.
- Check your mirrors throughout the turn.

## *Backing*

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Avoid backing whenever possible. Backing is a dangerous maneuver, the cause of about one in four commercial vehicle accidents. It's a good idea to park in such a way that you can easily pull forward when you leave. This will not always be possible, so when you do have to maneuver in reverse, use extreme caution and follow these tips:

- Get out of your vehicle and assess the situation, checking all clearances and potential hazards.

- Find a qualified spotter to assist you during the maneuver, if a spotter is allowed under company policy. *Remember, even if you use a spotter you are ultimately responsible for anything that happens while you are backing!*
- Open your window, turn off loud accessories like the radio or fan, and turn on your flashers.
- Use your lowest reverse gear if you have a manual transmission.
- Back slowly, checking your mirrors to maintain good positioning and to identify moving hazards that may come into your path, such as pedestrians or other motorists.
- Use the back-up alarm or sound your horn to alert others.
- Back to your left when at all possible for maximum visibility and vehicular control, and only back up as far as necessary, allowing space for the ramp, lift gate or cargo.

### *Parking*

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In your quest for the perfect parking spot you will soon find that you can rarely have it all. The ideal parking spot positions your vehicle close to the door in an area that doesn't require backing and that gives you sufficient space in which to maneuver without presenting a hazard to others. Because those conditions are hard to find, you must be prepared to deal with the hazards of parking. Follow these parking tips:

- Use four-way flashers while parking and loading/unloading along roadways or in alleys.
- Leave as much room as possible for passing traffic.
- CDL drivers must put out warning devices if they will be parked along a roadway for more than 10 minutes, but it's not a bad idea for everyone.
- Set the parking brake and use wheel chocks when parking on a hill, position wheels to use the curb to keep the vehicle from rolling into traffic.
  - *Parking uphill* – point front wheels to the left (away from the curb).
  - *Parking downhill* – point front wheels to the right (towards the curb).

### **Checkpoints for Discussion**

- ✓ Encourage drivers to give their vehicles time to warm up as part of good vehicle maintenance.
- ✓ Do a demonstration of vehicle start-up. Get in the cab, turn off the accessories, start the engine and let it idle. Then fasten your seatbelt as part of start-up procedure and demonstrate the proper positioning of hands upon the steering wheel. You could take this time to discuss engine cool-down, too, especially if your fleet has diesel engines.

- ✓ Encourage a discussion about blind spots—when are they a problem? What experiences have drivers had with vehicles slipping into their blind spots? How do they deal with blind spots?
- ✓ Discuss the benefits of good speed and space management. Has anyone in the room had a close call or an accident because they couldn't stop their vehicle in time? This will make the section on stopping distance more meaningful.
- ✓ Remind drivers to be concerned about the space above and beneath the vehicle, especially in the city where they may encounter railroad tracks, overpasses, bridges and overhead signs.
- ✓ Talk about the importance of leaving space around the vehicle during a turn.
  - *For right turns*, drivers must keep the rear of the vehicle close to the curb and turn wide. They must be on the lookout for other drivers attempting to pass on the right during the turn.
  - *For left turns*, drivers must pay special attention to off-tracking, start the turn after reaching the center of the intersection and use the left turn lane farthest to the right if there are several turn lanes.
- ✓ Discuss the reasons why these rules are important—usually to avoid “miscommunicating” with other drivers.
- ✓ Remind drivers that objects hanging down from overhead can be a backing hazard—they must check *everything* prior to backing.
- ✓ Discuss your company's policy on the use of spotters. If your company doesn't allow them, explain why. *If spotters are allowed, stress the ultimate responsibility of the driver.*
- ✓ Encourage a discussion of parking and the techniques drivers are using for pick-up and delivery.
- ✓ Drivers should use 4-way flashers when parked along the road or in an alley, and should put out warning devices if parked for more than 10 minutes.
- ✓ **Proper placement of warning devices:**
  - *For two-lane roads:* place a triangle on the traffic side of the vehicle 10 feet from the rear, 100 feet from the rear and 100 feet from the front.
  - *For one-way roads or divided highways:* place triangles 10, 100 and 200 feet from the vehicle, towards approaching traffic.
  - *Within 500 feet of a hill, curve or obstruction:* place triangles 100 and 500 feet from your vehicle in the direction of the obstruction and the other two according to the type of roadway as explained above.



✓ Demonstrate how to use the curb when parking a truck on a hill. Besides setting the parking brake, drivers should turn the front wheels away from the curb parking uphill and towards the curb parking downhill.

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**Notes:**

## SECTION 4: Hazards, Emergency Maneuvers & Accidents

### Purpose of Training

Drivers will encounter countless hazards in the course of their day. It's a good idea to review some common hazards and discuss the course of action to take ahead of time. Most accidents due to road or user hazards can be avoided by simply being alert and ready for anything. Conditions are constantly changing, no matter how familiar the route or how predictable the activity along the roadway.

This section should help drivers anticipate potential problems and react responsibly. Often, frequent scanning of the road ahead, checking the mirrors and driving safely will be enough, so you should encourage drivers to take these simple precautions *all of the time*. There are times when drivers will have to interpret signals from other motorists, be on the lookout for hazards that may arise suddenly and make decisions quickly. By not taking safe driving techniques for granted, they can prevent harm to themselves, the vehicle, the cargo and others on the roadway – which will give them great satisfaction if a hazardous situation develops.

### Objectives

- ▶ Learn the difference between user and road hazards and know how to deal with them.
- ▶ Review emergency maneuvers and when to use them, including emergency braking techniques.
- ▶ Think about ways motorists communicate and find ways to improve their own communication with others.
- ▶ Discuss the challenges of city driving, night driving and extreme weather driving.
- ▶ Discuss your company's policy regarding accidents.

### Hazards on the Roadway

The whole point of driving safely, watching your mirrors, scanning the roadway and maneuvering your vehicle with care is to avoid an accident due your actions or those of others. That's why it's so important to be on the lookout for potential hazards. You can prevent an accident that could cause personal injury, death or damage to your cargo simply by staying alert.

Try not to become complacent if you drive the same route everyday. You may know the road like the back of your hand, but conditions can change on any given day, depending on the hazards present. Every route is new everyday to the driver who's paying attention.

There are two types of hazards—user hazards and road hazards.

### *User Hazards*

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These are the people with whom you share the road including other motorists, bicyclists, pedestrians, road workers and children at play. You can't control their actions, but you can anticipate them. You need to be prepared to act defensively if their actions threaten your safety or theirs. As a professional driver, like it or not, very often you are your brother's keeper.

#### *Look for clues that could signal a user hazard:*

- Drivers with out-of-state license plates or visible luggage.
- Drivers with obscured vision (e.g. ice covered windshield).
- Motorists who frequently slow down, hesitate or focus on landmarks and street signs.
- Motorists driving above the speed limit or erratically.
- Children playing near the roadway.
- Construction areas.

### *Road Hazards*

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Road hazards come from the road itself. Potholes, debris, narrow roads, sharp turns and uneven road surfaces can cause you to lose control of your vehicle. Remain alert to changing road conditions and alter your speed as necessary to negotiate road hazards safely.

### **Entering & Exiting Roadways**

When entering or exiting the roadway, signal your intentions early; adjust your speed appropriately. Allow more space if you are heavily loaded; the size and weight of your vehicle will affect your ability to accelerate and decelerate as quickly as other traffic. Time your entrances and exits to take advantage of gaps between traffic.

### **City Driving**

City driving is one of the most challenging types of driving, with countless hazards, including narrow streets and a high concentration of vehicles. Visibility is usually reduced in the city because of tall buildings, signs and parked vehicles. Traffic lights and unmarked intersections create stop-and-go situations and it may take longer to get to your destination than planned.

You have to be alert to activity on and around the roadway such as pedestrians, bicyclists, children at play and other delivery trucks creating obstacles in your path. When you drive in the city, pay close attention to speed and space management. Everything happens faster in the city. Use your mirrors often and signal your intentions well in advance.

### **Night Driving**

Be extra-cautious while driving at night. More than half of all accidents occur after dark. You have less opportunity to detect hazards on the road ahead, and less time to respond. Use high beams when it's safe and legal. Signal your intentions earlier than you would during the day and increase your following distance by at least one second. If glare from oncoming headlights is a problem, look to the right side of the road until the oncoming vehicle passes. Fatigue can be your worst enemy on the road. If you feel yourself getting drowsy, pull over safely so your vehicle is not a hazard to other drivers, and take a rest.

### **Extreme Weather Driving**

You can't control the weather, but you can control your vehicle in extreme weather as long as you are prepared to do so.

#### *Driving in winter*

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During the pre-trip inspection take these extra precautions to combat snowy or icy conditions:

- check the coolant level
- check defroster
- check windshield wipers
- fill windshield washer fluid (and carry extra fluid with you)
- check tire tread
- check tire pressure
- clear mirrors and windows of snow and ice
- remove snow and ice from handholds and steps
- check exhaust system for leaks (carbon monoxide can be released into cab)
- check brake linings for ice build-up
- top off fuel tank to prevent frozen lines and filters.

You should also protect yourself by dressing warm or carrying extra cold-weather gear in case of a breakdown. Keep a survival kit in the vehicle with such items as a shovel, scraper, sand, loose chains (or other traction aids), a blanket, emergency food and a source of heat (such as a candle, matches and coffee can).

Be on the lookout for changing road conditions. Snow can create sloppy driving conditions, but ice is the greatest safety threat of all. Ice on the road can increase your braking distance from four to ten times beyond normal. Drive slowly. Avoid sudden maneuvers. Allow adequate space between other vehicles and your own. Proceed with caution over bridges and overpasses.

Use care when ice begins to melt, too. Roads become even more slippery as water floats on top of an under-layer of ice. Be on the lookout for black ice, which occurs when temperatures hover at freezing and there is precipitation. You are probably aware of this condition where the road looks wet but is actually covered with ice.

Always use your low beams in snowy and foggy weather and reduce your speed. Pull off the road if necessary, using your four-way flashers to alert other motorists. If snow or ice builds up on the windshield, headlights or taillights, stop periodically to remove it. It not only reduces your ability to see, it also makes your vehicle less visible to others.

Prevent "snow hypnosis" caused by long periods of driving during a snowfall by shifting your eyes frequently, using the mirrors and taking a break if necessary. Make sure you know how to handle your truck during a skid and know how to free it if a skid gets you stuck in the snow. If your truck breaks down during adverse weather, stay inside and put on the extra clothing or blankets in your emergency kit. Contact help by radio or cell phone and wait for help to come to you.

*If you do choose to leave your vehicle*, place a note on the steering wheel indicating the direction you are headed and the route you will take. It's easy to lose your sense of direction in heavy snow or foggy conditions. When conditions become treacherous it's time to stop and wait out the weather rather than risk your life and the lives of others. No cargo in the world is worth a deadly accident. If you are delayed by weather, call your company so the customer can be notified.

### **Emergency Maneuvers**

Safe driving techniques will help you prevent many accidents before they can occur. When a potential emergency plays out in front of you, there are steps you can take to avoid full-blown accident. They depend on quick thinking and a clear head, so it's a good idea to review these techniques regularly to better prepare yourself for the unexpected.

And remember, you can't effectively apply rapid emergency maneuvers unless you are firmly planted in place—wear your seatbelt at all times!

*Note: Effectively employing any emergency maneuver requires knowledge of your specific vehicle's handling characteristics, training and practice.*

### *Evasive Steering*

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- Steer your truck away from the hazard as quickly as possible, using hand over hand steering. The direction you steer will depend on the road situation, including road surface, other traffic in the area, obstacles and visibility. It's usually easier to steer around a hazard than to stop your vehicle to avoid impact with it. Keep in mind that a vehicle with a high center of gravity will tip more easily than others.
- Try to reduce your speed before you turn the wheel if time permits, but be careful braking during the turn as you may lose control. Usually, you will have better control if you don't brake.
- Turn only as much as needed to clear the obstacle. If you continue to turn or over-steer beyond the obstacle you could go into a skid or rollover.
- Be prepared to counter-steer once you have cleared the obstacle.

### *Emergency Braking*

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You may be able to avoid a collision by using either controlled braking or stab braking. **Controlled braking** requires a lot of practice because you must maintain steady pressure on the brakes without locking up the wheels. It cannot be used if you must make large steering adjustments. For **stab braking**, fully apply the brakes first, and once the wheels lock, release the brakes partially. When the wheels roll again, apply the brakes again. Repeat this sequence until your vehicle has slowed enough to stop safely.

ABS automatically performs essentially the same function as stab braking and may allow you to steer around an obstacle.

### *Skid Control*

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Skids are caused by:

- over-accelerating
- over-braking
- over-steering
- driving too fast for snowy, icy or rainy conditions.

To stop a skid caused by acceleration, remove your foot from the accelerator. If the road is really slippery, you may have to push the clutch in on a manual transmission.

Rear-wheel braking skids, which occur when the rear drive-wheels lock up, can be corrected by letting the wheels turn freely, turning quickly and counter-steering as the vehicle gets back on course.

Front-wheel skids are usually caused by driving too fast for conditions, insufficient tire tread or improper loading. The only way to stop a front-wheel skid is to let your vehicle slow down.

## **Accidents**

With the amount of time you spend on the roadways, you are bound to be present when the worst thing happens—an accident. Whether you are involved in an accident, are witness to one, or come upon the scene of an accident, you must know the proper steps to take to respond to one responsibly.

### *At the scene*

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Always offer assistance as long as you are not putting yourself or others at risk. You may simply notify emergency personnel or stay with an injured person until help arrives. In more serious situations, first aid may be required or a fire may need to be extinguished. Most states have “Good Samaritan” laws that will protect you from civil action if you offer assistance in good faith. You should be familiar with your individual state’s laws. Always follow your company’s policy for responding to accidents.

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## **Accident Guidelines**

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- Keep your vehicle out of the way, turn on your four-way flashers and set out warning devices.
- Contact authorities, or designate a bystander to do it for you.
- Assist any injured people without endangering them or yourself.
- Don’t move anyone who is injured unless they are in immediate danger of further injury by remaining where they are.
- Take notes on details of the accident as you see them. Draw pictures if it will help you remember something later.
- Report the accident to your company.
- Fill out a preliminary accident report, if appropriate, according to your company policy.
- Cooperate fully with law enforcement officers.

Your vehicle shouldn't be without emergency equipment for use in emergency situations. See page 10 *Vehicle Inspection* for a list of items to keep on hand, optionally and as required by Federal Motor Carrier Safety Regulations (FMCSR).

### **Checkpoints for Discussion**

- ✓ Encourage a discussion of specific hazards that participants have encountered and the ways they deal with them.
- ✓ Encourage the use of headlights, signals, the horn (only when necessary) and warning devices as appropriate.
- ✓ Use low beams during rain and fog or other conditions that reduce visibility from about 500 feet away. High beams can be used at more than 500 feet from a leading or oncoming vehicle.
- ✓ Use 4-way flashers if you must slow down or stop in traffic unexpectedly—brake lights alone may not be adequate warning for motorists behind you.
- ✓ Discuss the special concerns of night driving, city driving and driving in snow and ice. Drivers can relate their experiences and what works well for them.
- ✓ Emphasize the importance of the pre-trip inspection prior to driving in extreme weather conditions. Make sure cooling system is full and there is enough anti-freeze, make sure defroster is working properly, keep windshield washer fluid full, check tires for good traction and check exhaust system for good connections (to avoid leakage of carbon monoxide into the cab).
- ✓ Remind drivers that rain presents hazards as well as snow. Roads can become slick, heavy rain can cause hydroplaning and visibility is reduced. Pay special attention to brakes, which may weaken when they are wet.
- ✓ Discuss emergency braking, including if your fleet is equipped with ABS.
- ✓ To prevent overheated brakes when driving downhill, use a lower gear, drive slowly and apply the brakes sparingly.
- ✓ If brakes fail, drivers should downshift, pump the brakes and look for an escape route.
- ✓ Talk about leaving the roadway—keeping one set of wheels on the pavement will increase traction, maintaining a straight course will improve vehicle control and applying gradual brake pressure will minimize skidding.
- ✓ Talk about your company's policy for reporting accidents. Explain to drivers how the information will be used and how important it is to follow the policy. Review the importance of an emergency kit and warning devices and go over the accident guidelines.



✓

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✓

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✓

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**Notes:**

## SECTION 5: Customer Relations & Cargo Handling

### **Purpose of Training**

It's not enough that drivers just do their jobs. They must do them in such a way that makes a positive impression on customers. The company needs drivers to fulfill a very important public relations role. Drivers may be the only personal contact customers have with your company. No matter how well customers like their customer service representative or the product or service you provide, if they have a bad experience with the driver, it may be enough to prevent them from doing repeat business with your company. Because cargo handling is the purpose of driving the straight truck or van, drivers should remember to handle the load with care at all times.

### **Objectives**

- **Emphasize the importance of the driver as public relations representative for company.**
- **Emphasize the importance of personal appearance.**
- **Promote good organization.**
- **Encourage safe handling of cargo.**

### **The Professional Driver/Public Relations Representative**

You may not realize that you are wearing two hats when you are on the job, but you are. The professional driver is often the only person in a company like yours that customers have face-to-face contact with on a regular basis. To them, you *are* the company and their impression of you affects the way they regard the company in general. You are, in effect, a public relations representative.

The way you behave, your attitude and personal appearance, all play a role in making or breaking that all-important customer relationship. Satisfied customers will return to your company for additional business, so you play a very important role in keeping customers happy.

Be on time for pick-ups and deliveries. Pay attention to your own personal appearance. Always be courteous, respectful and attentive, regardless of what kind of day you are having. And remember, customers may not always be right, but they are always your customers. If you become involved in a heated situation, remain calm and do your job to the best of your ability. Report problems with products, delivery times or other conflicts to your company for resolution by management.

Your truck is kind of like a rolling billboard for your company. Your driving habits are part of this public relations function as well. Other motorists will get a positive feeling about your company if they see you driving courteously. On the other hand, if you tailgate, weave in and out of traffic, cut people off and otherwise drive erratically, motorists will get a poor impression of the company you represent. Drive courteously and keep your vehicle clean and looking good.

### **Handling Cargo**

Be careful with the valuable cargo the company has entrusted to you, because you are responsible for the products you haul. Make sure the cargo is secure before you start out on the road and follow your company's cargo security requirements at all times.

Drivers who work in a local area are usually expected to load and unload cargo themselves. Move large items with care, so you don't damage the product or hurt yourself. Organize the load in a sensible order that will make it easy to unload as you arrive at each destination. Make sure the items you deliver are correct by counting, double checking the order and documenting the delivery.

Keep your paperwork in order so you can track deliveries easily. All this organization will help you get to each destination on time and make the most efficient use of your time. The customer will thank you and your job will be infinitely easier as a result.

### **Checkpoints for Discussion**

- ✓ Talk about how thoughtful cargo handling protects the cargo, increases efficiency and maximizes the capacity of the vehicle.
- ✓ It's easier to take extra time loading and unloading than to replace damaged items!
- ✓ Distribute the weight of the load over the length of the vehicle and keep the load low whenever possible rather than stacking.
- ✓ Discuss the use of dollies, pallet jacks or other materials handling devices your company provides to drivers.
- ✓ Discuss methods of cargo securement, such as tie downs, braces, belts and straps, according to your company's policies.
- ✓ Use a minimum of one tiedown for every 10 feet of cargo and use at least two tiedowns for every load. The combined strength of tiedowns should be enough to lift 1-1/2 times the weight of the secured item.
- ✓ Discuss the handling of hazardous materials, if applicable, and review DOT regulations for labeling, placarding and documentation.

✓ Remind drivers that they are responsible for the cargo until the customer receives it. Make sure cargo area and vehicle is secure when the vehicle is unoccupied.

✓ Remind drivers that their personal appearance, their attitude and the condition of the vehicle are important customer relations tools and that your company needs them to make a good impression at all times.

✓ \_\_\_\_\_  
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✓ \_\_\_\_\_  
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**Notes:**

## NOTES

**STRAIGHT TRUCKS AND VANS  
REVIEW QUIZ ANSWER KEY**

The following answer key is for the quiz found at the end of the driver's handbook. Correct answers are in bold.

1. You can minimize the effects of a high center of gravity by:
  - A. Avoiding sudden maneuvers
  - B. Driving below posted speed limit for curves
  - C. Distributing cargo evenly over the length of the cargo area
  - D. All of the above**
  
2. Which of the following is not part of the pre-trip vehicle inspection?
  - A. Review the last inspection report
  - B. Check signal lights for cracked or broken lenses
  - C. Take inventory of cargo**
  - D. Check the suspension for broken parts
  
3. If your pre-trip inspection reveals anything unsafe you should:
  - A. Take proper steps to address problem before you attempt to drive the vehicle**
  - B. Note the problem on the inspection report and proceed with route
  - C. Notify your supervisor at the end of the day so maintenance department can fix it
  - D. All of the above
  
4. To make a left turn with a straight truck:
  - A. Use the left turn lane farthest to your left
  - B. Tap your horn lightly to signal your intent and proceed with the turn
  - C. Start the turn once you have reached the center of the intersection**
  - D. All of the above
  
5. Your vehicle will require a greater distance to stop when:
  - A. It is empty
  - B. Road conditions are slippery
  - C. When you are traveling at a high rate of speed
  - D. All of the above**

6. To help you successfully maneuver in reverse:
- A. Ask someone nearby to stand between the vehicle and your destination, and give you hand signals
  - B. Get out of your vehicle and assess the situation, checking all clearances and hazards**
  - C. Open the window and back to your right for maximum visibility
  - D. Put out reflective triangles
7. Which statement is not a clue that could signal a user hazard?
- A. Out of state license plates
  - B. Motorist driving with ice-covered windshield
  - C. School zone signs
  - D. Uneven road surface**
8. To use evasive steering in an emergency:
- A. Use one-handed steering
  - B. Gently apply the brakes as you steer around the obstacle
  - C. Be prepared to counter-steer quickly**
  - D. Drive on the shoulder of the road
9. Use controlled braking in emergency situations when:
- A. Your truck does not have stab brakes
  - B. You are able to maintain steady pressure on the brakes without locking up the wheels**
  - C. Wheels lock up
  - D. All of the above
10. Which of the following is false?
- A. You should check your gauges often to detect problems with the engine
  - B. When you arrive at the scene of an accident, you should help the injured first**
  - C. Engine warm-up allows the oil to warm and circulate and oil pressure to build up
  - D. You should use a lower gear when traveling down hills

## NOTES



NOTES



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**Since 1953**

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# Gentle Giant Moving Company

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*Driver*

*Annual Training*

*Program*

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SECRETARY'S BUREAU

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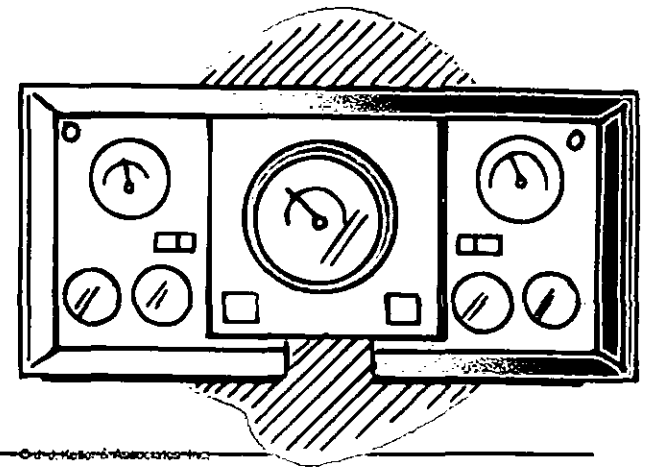
# ***Vehicle Inspection, Maintenance and Repair***

The FMCSR requires that certain levels of inspection are regularly performed on our equipment, so it is an integral part of every motor carrier's safety program. It is illegal to knowingly operate a deficient vehicle, and the consequences are severe.

- **Inspections:**
    - Annual Inspection
    - Pre-Trip Inspection
    - Post-Trip Inspection
    - En-route Inspection
    - Roadside Inspection
-

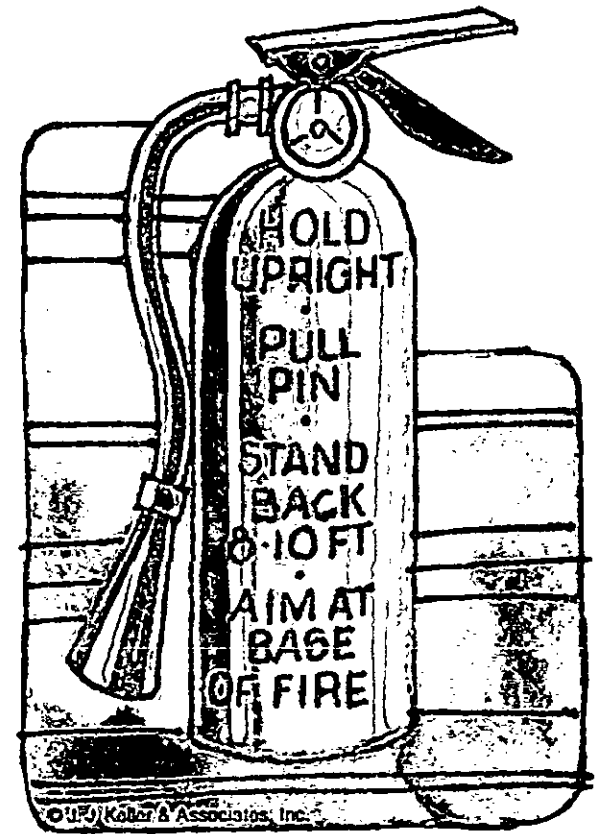
# *Pre-trip inspection:*

- Vehicle overview—walk around:
  - Safety: lights, mirrors, tires
    - If any of these are not working, then get it fixed (or replaced) before heading to the customer's address
  - General condition check: observable deficiencies
- Engine compartment
- Inside the cab:
  - Documents
  - Safety equipment
  - Cleanliness
- Brake system check (handout)



# *Emergency Equipment:*

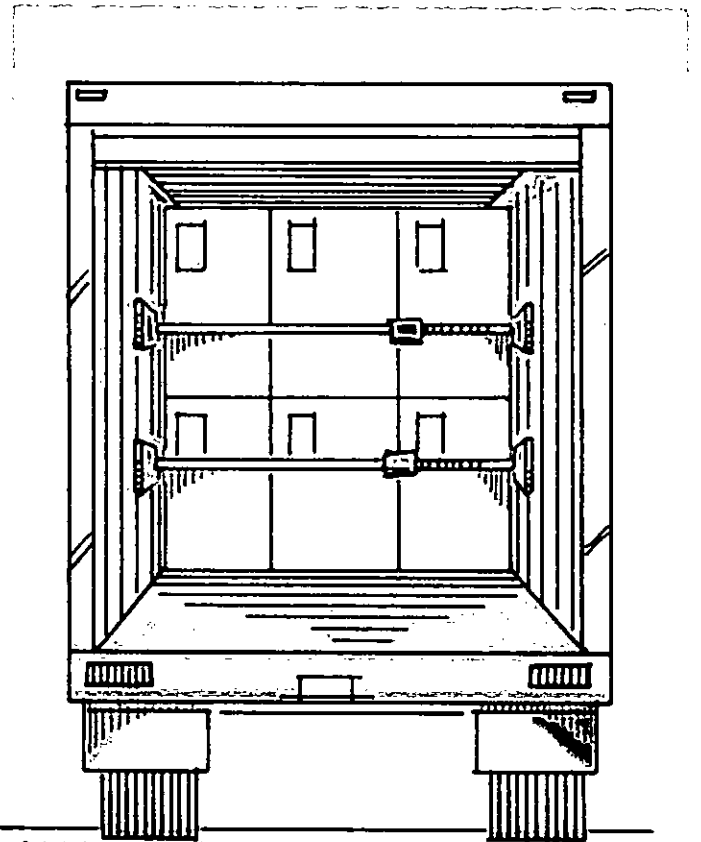
- Must be secured, in working order, and in reach:
  - fire extinguisher
  - chock blocks
  - warning devices (3 triangles)
    - Supplement with cones to avoid breaking fragile triangles.



# *En route inspections:*

The driver is ultimately responsible for the load no matter who put it in there.

- Check cargo and ensure load is secure (including GG materials and equipment):
  - Before operating the vehicle
  - After any driver change of duty status, or...
    - Driving for 3 hours, or 150 miles (whichever comes first)
- Secure the door with a lock or some other strong object (especially if there is a load on it).

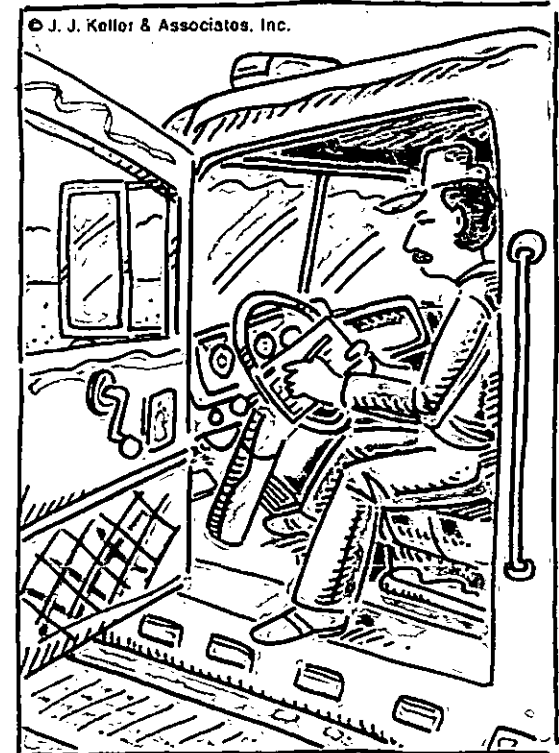


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# *Post-trip inspections:*

We must do this every day to ensure that we are not only in DOT compliance, but because it is the best way to get problems fixed as well to communicate with the next driver what the condition of the vehicle was the last time it was used.

- A post-trip inspection report (D.V.I.R.) must be completed at the end of a driver's day of work on a commercial motor vehicle.
- This should be started in the morning during the pre-trip inspection and can be added to at any time during the day to list anything noticed during normal operation.
- Upon return to the warehouse, take the time by yourself to think through how the vehicle handled during it's operation and list any issues.





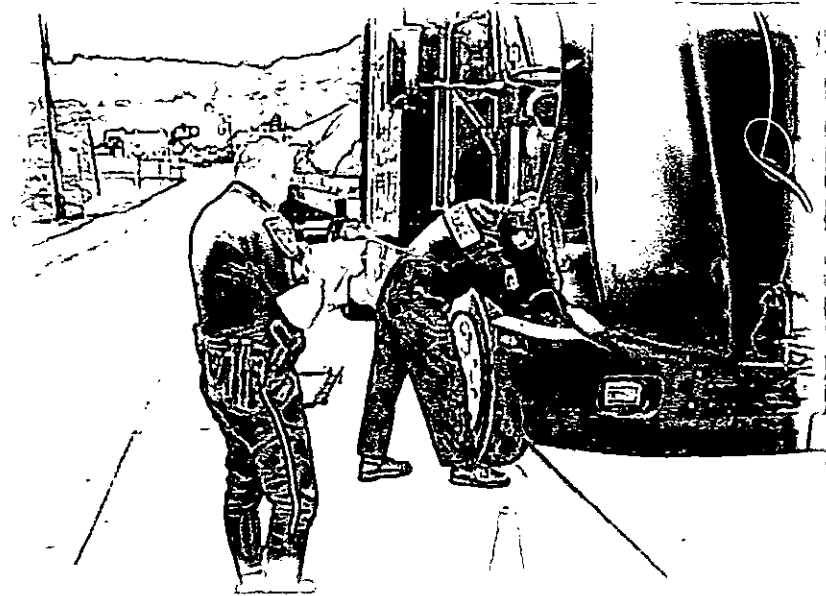
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## ***Post-trip inspections***

### ***Documentation: DVIR***

- Identify vehicle
  - List all “*Safety Related*” defects/deficiencies, as well as any other repair needs
  - Note if *no* defects/deficiencies found
  - Sign the report and leave yellow copy on seat of vehicle for next driver
  - This could affect your Compliance bonus!
-

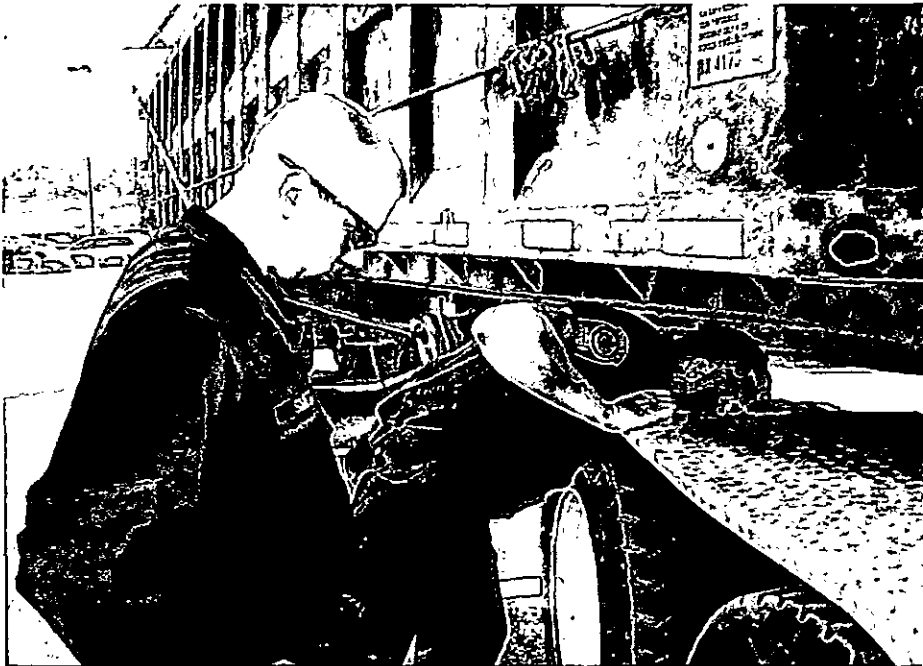
# *Roadside/Compliance Inspections:*



- Most often these occur at state line weigh stations, but they can happen anywhere and anytime.
  - “Blitzes” are events that occur on a prescribed date, but otherwise these inspections happen randomly and/or when we get pulled over for driving unsafely.
- These can cost you and the company time and money immediately, and affect other drivers later on “down the road”.

# Roadside Inspections (continued):

- These can be conducted by local, state, or federal officials and each have their own agenda (locals are more interested in issuing citations while federals are usually only issue violations).
- 1/3 of all Inspection Violations begin with a Moving Violation.
- We are not especially trying to avoid these happening, and actually do want to go through them, but only as long as there are no violations, so that our scores will improve instead of worsening.



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# *CSA*

## *(Comprehensive Safety Analysis)*

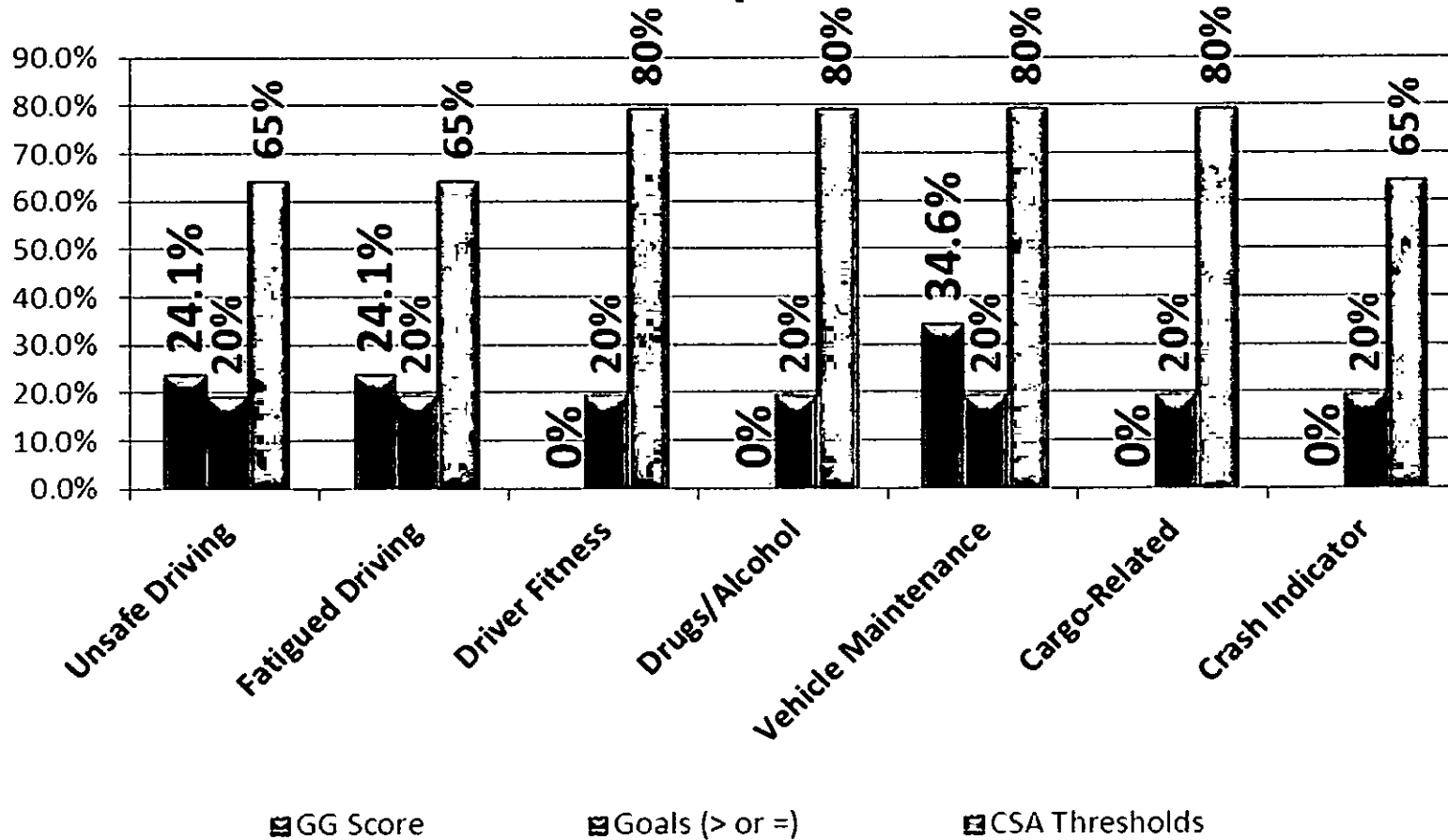
- Formerly named “Safe-Stat”
    - Started December 1, 2010
  - Uses data from Roadside Inspections and Moving Violations to Rank Companies.
  - Creates Company AND Driver Scores that follow us everywhere that we go.
  - Affects our over-the-road drivers the most, but if our scores get bad enough, we will be audited and could be shut down.
-

---

# ***Data Collection & Analysis:*** *(Safety Measurement System)*

- **7 BASICS (Behavioral / Analysis / Safety / Improvement / Categories)**
    - Unsafe Driving (reckless/speeding/3<sup>rd</sup> lane)
    - Fatigued Driving (Log-Hours Violations)
    - Driver Fitness (CDL / DOT Med Card)
    - Controlled Substance/Alcohol (Any)
    - Vehicle Maintenance (Any)
    - Cargo Securement (load, doors, and HAZMAT)
    - Crashes/Accidents (DOT Recordable)
-

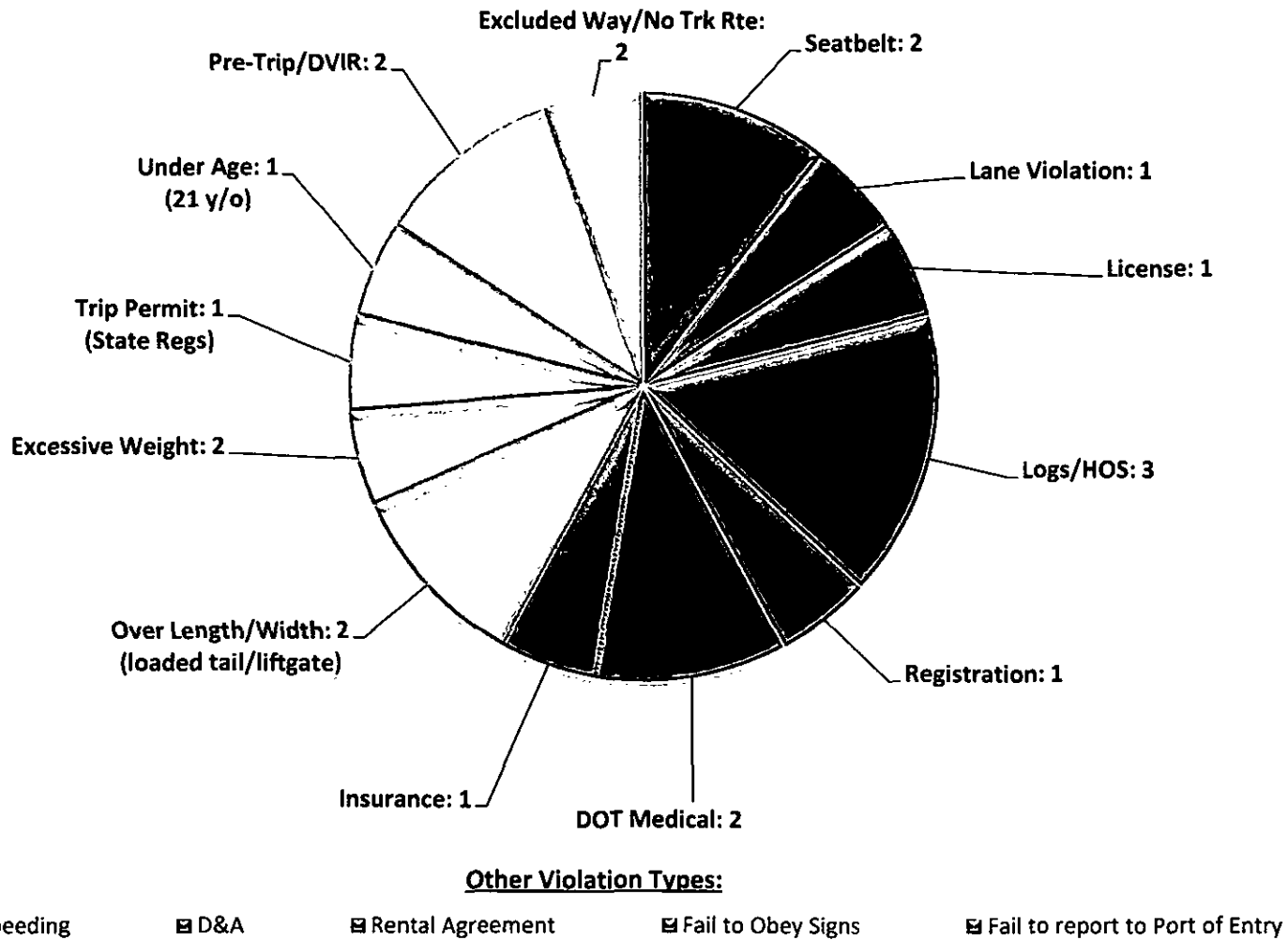
## Compliance Safety Analysis YTD - September 2012



**If your scores continue to increase, we could easily reach the Alert Threshold within 6 months or with a couple of multi-violation Inspections—which will result in “specific inspections.”**

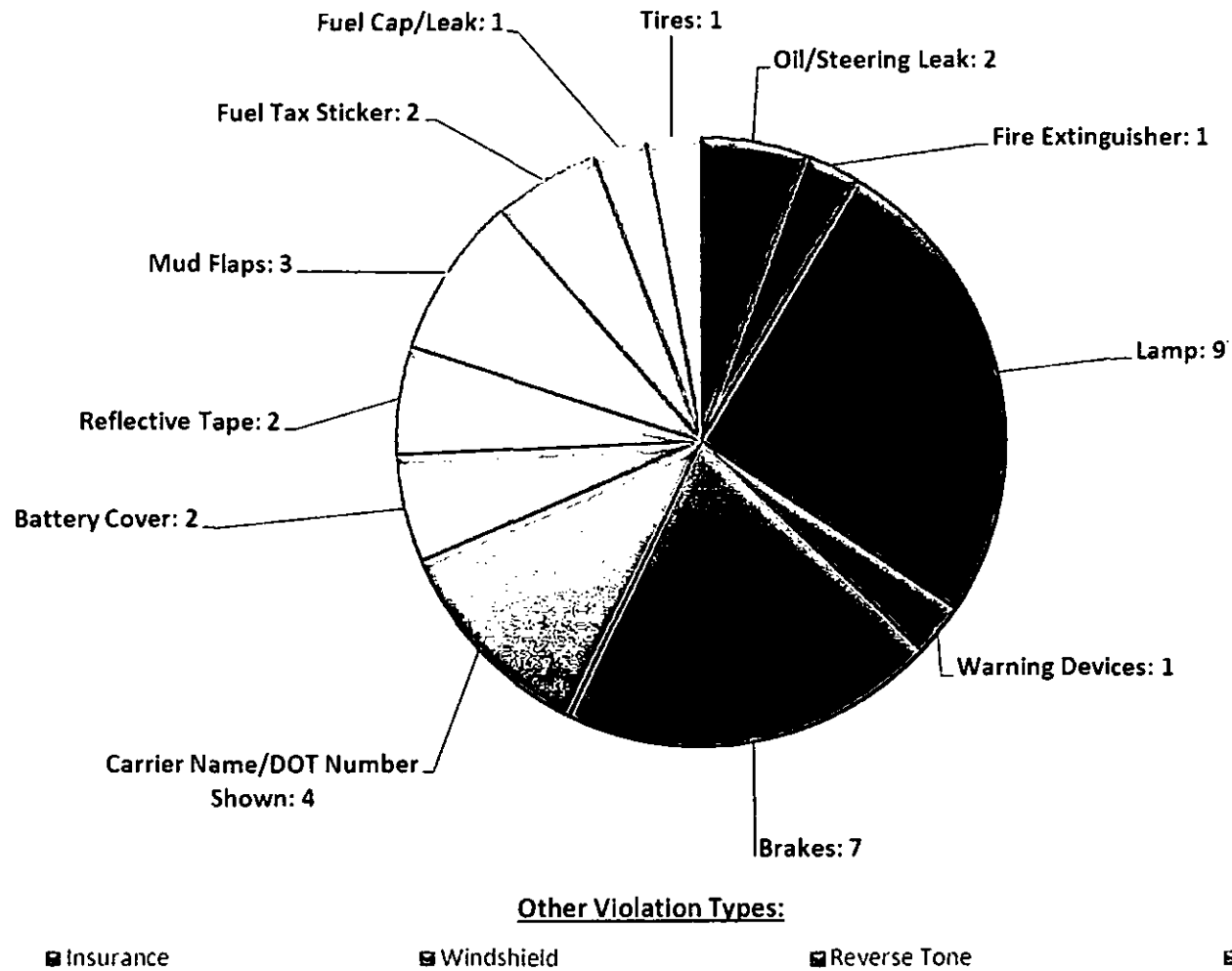
Total # of Inspections In 2012:	39
Total # of Inspections w/ Violations:	17
Total # of Violations:	56
Avg. # Inspections per Violation:	3.3

## Roadside Inspections - Driver Violations YTD - September 2012



These violations can affect your CSA and/or carry a monetary fine to them.

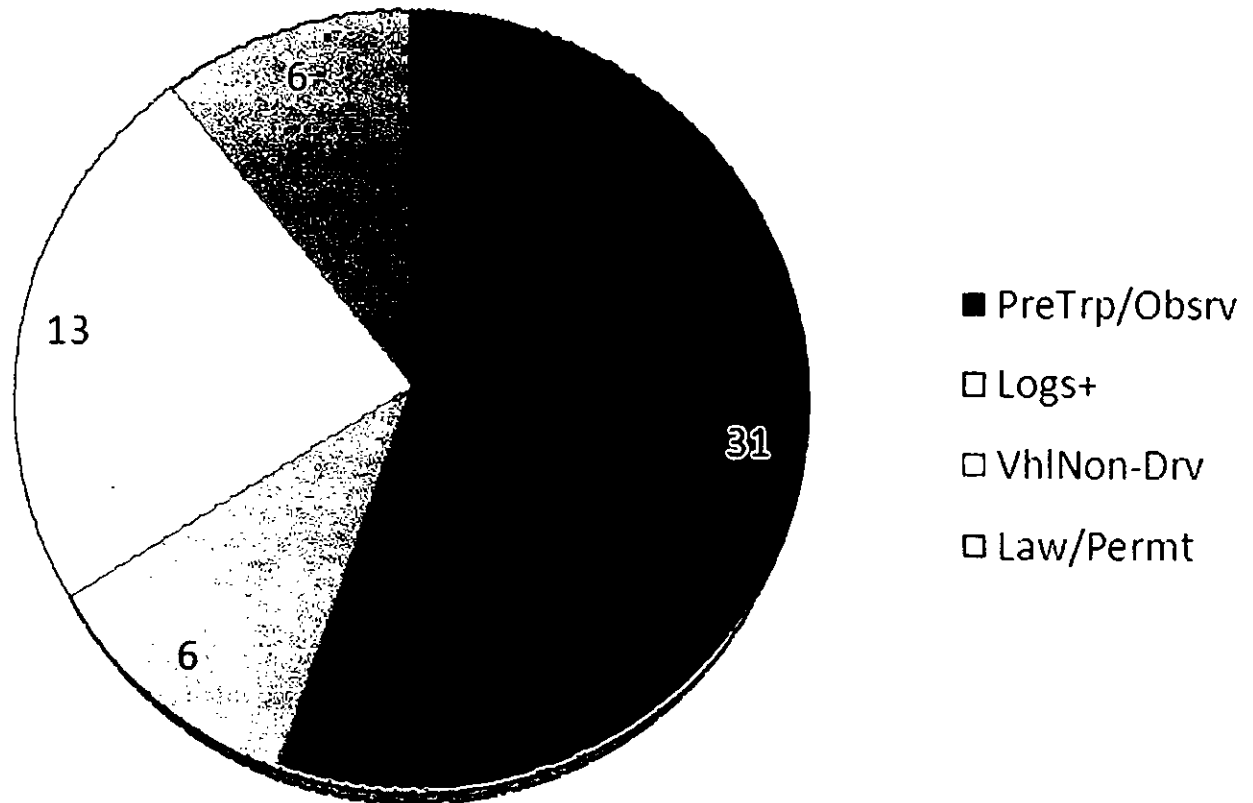
## Roadside Inspections - Equipment Violations YTD - September 2012



Different violations carry more (brakes, lamps) or less severity weight which affect our CSA score.



## Breakdown of Violations by Category/Type



The majority of these could have been prevented by conducting a thorough pre-trip inspection.

---

# Violations vs. Citations

## Violation

- A violation is:
  - **Given for Any Type of Regulatory Offense (Mvg/Docs/Equip)**
  - **Goes against the Company and/or Driver under the CSA and/or MVR**
  - **Typically does not carry a monetary aspect to it**

## Citation

- A citation is:
    - **A.K.A., a “ticket” is often only for Moving Violations, and usually involves a court date**
    - **Goes against the Driver and/or Company on MVR and/or CSA**
    - **Usually has a monetary aspect to it, which the driver is responsible for**
-

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# REPORTING:

- **If You Receive a Roadside Inspection (with or without violations):**
    - **Fax to Compliance at 617-576-9105 within 24 hours**
    - **Call Erica Molina at 617-806-1001 or email at [emolina@gentlegiant.com](mailto:emolina@gentlegiant.com) to confirm it was received.**
    - **GG only has 15 days to deal with issues and return the signed form to the state.**

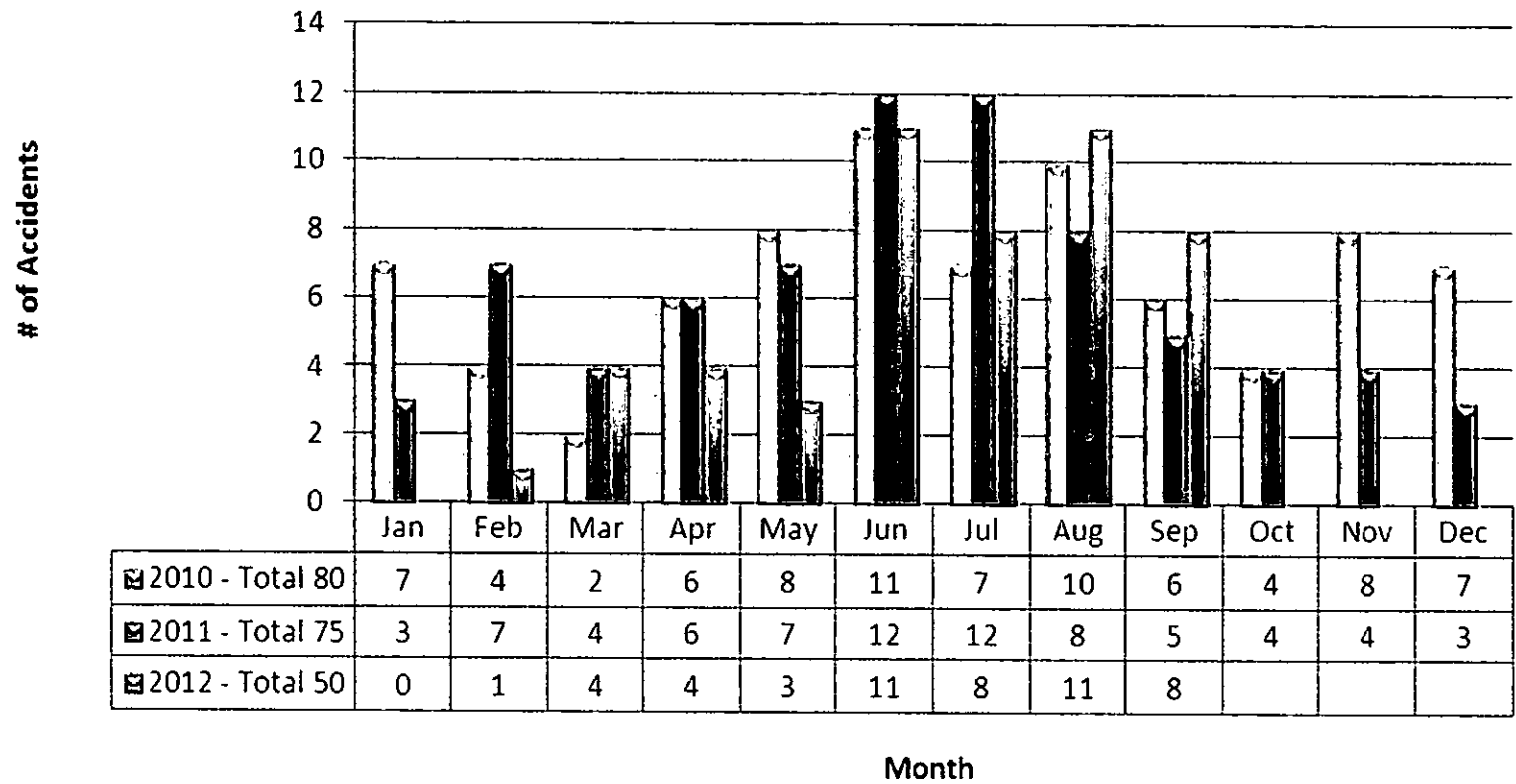
**(GG is fined \$1000 for every day it is not returned to the state after the 15 days.)**
-

# ROADSIDE INSPECTION AWARDS

- \$50.00 for every Roadside Inspection w/ ZERO Driver Violations
- \$50.00 for every Roadside Inspection w/ ZERO Vehicle Violations
- Fleece for a ZERO Violation Full Inspection



## Auto Liability Comparison YTD - September 2012



2010 - Total 80

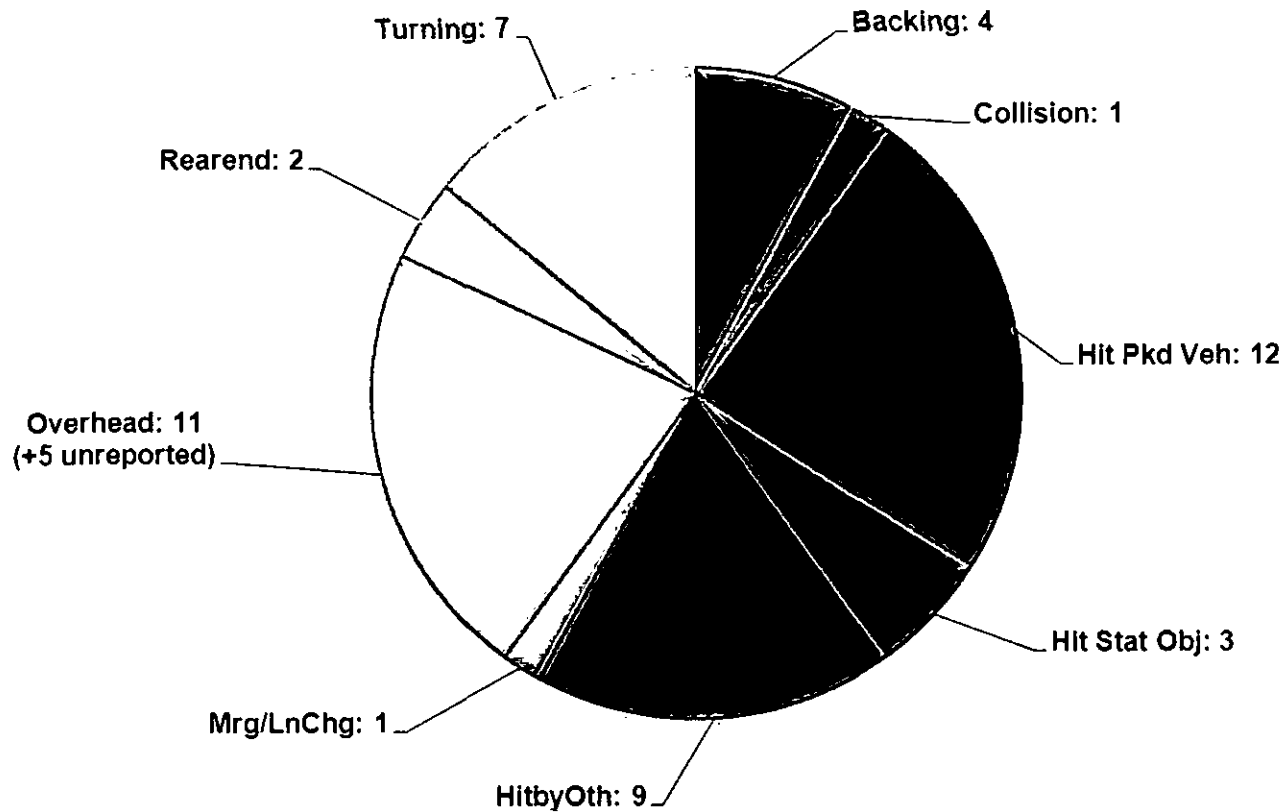
2011 - Total 75

2012 - Total 50

**\*While we are trending better this year, we have to keep our eye on the ball!**

---

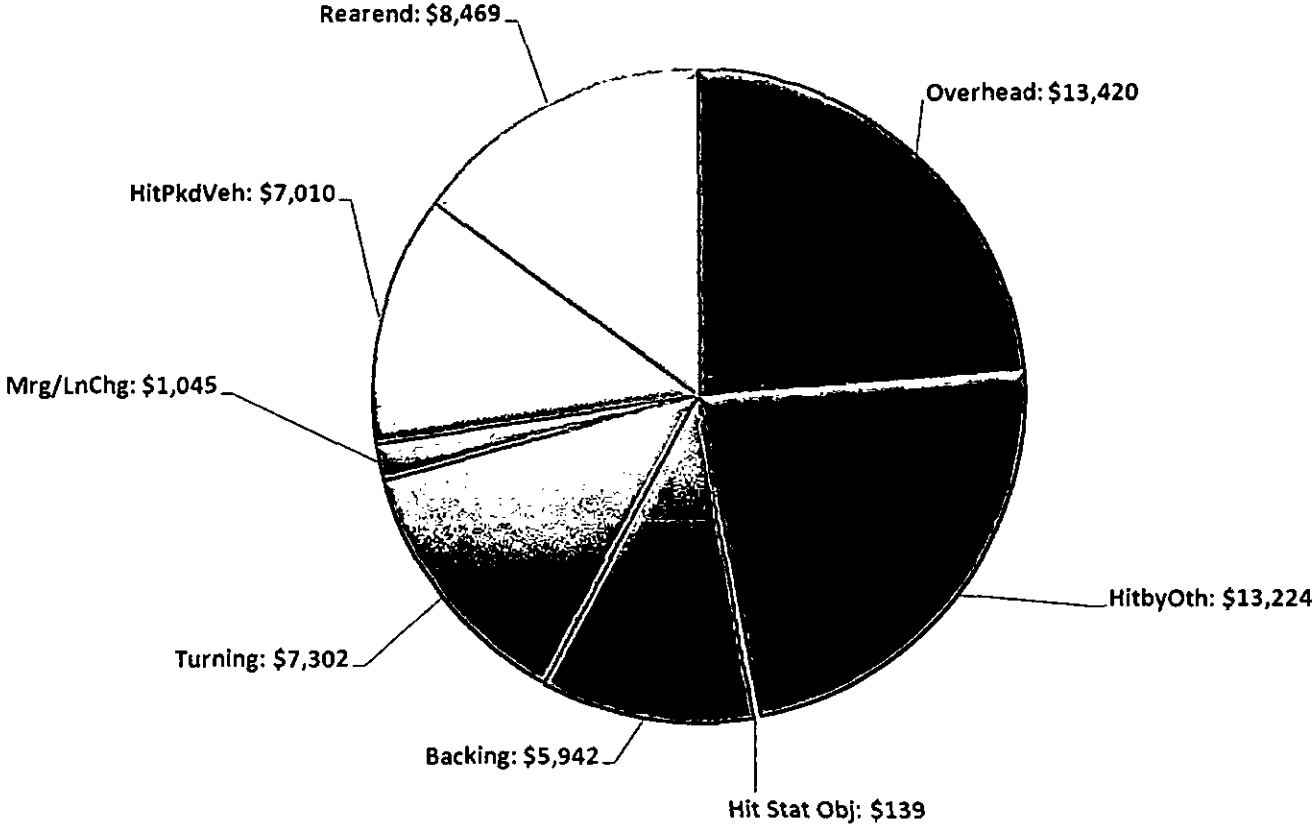
## Auto Accidents # by Type YTD - September 2012



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90% of these accidents are considered to be “preventable”.

# Auto Accidents \$ by Type YTD - September 2012



Every dollar we spend on accidents comes out of the pockets of every employee at GG.

---

# *Accidents:*

The following is a guideline of steps to be taken at the scene of an accident

- ❑ Stop Immediately
- ❑ Protect the scene from further accidents
- ❑ Notify the proper authorities
- ❑ Provide reasonable assistance to any injured person
- ❑ Do NOT admit responsibility or agree to pay for anything
- ❑ Take photos
- ❑ Gather all information on location and other party
- ❑ Report loss to company IMMEDIATELY





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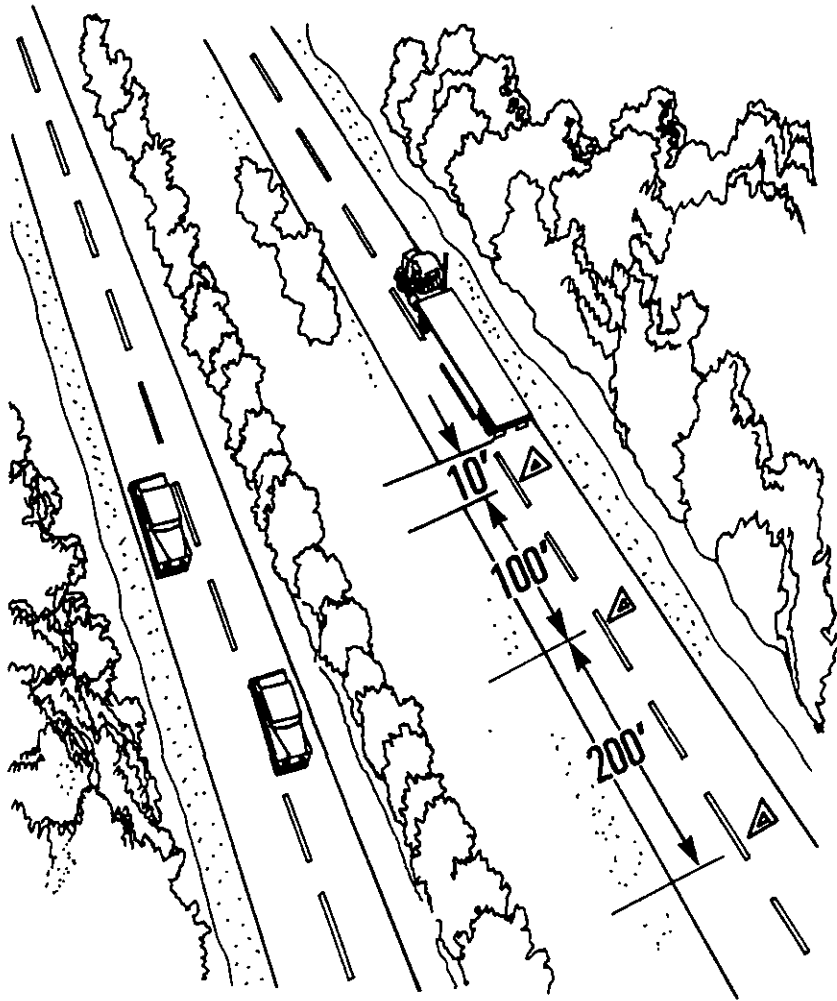
# *Emergency Warning Devices*

Immediately put on your hazard flashers and leave on until you are leaving the scene of the accident

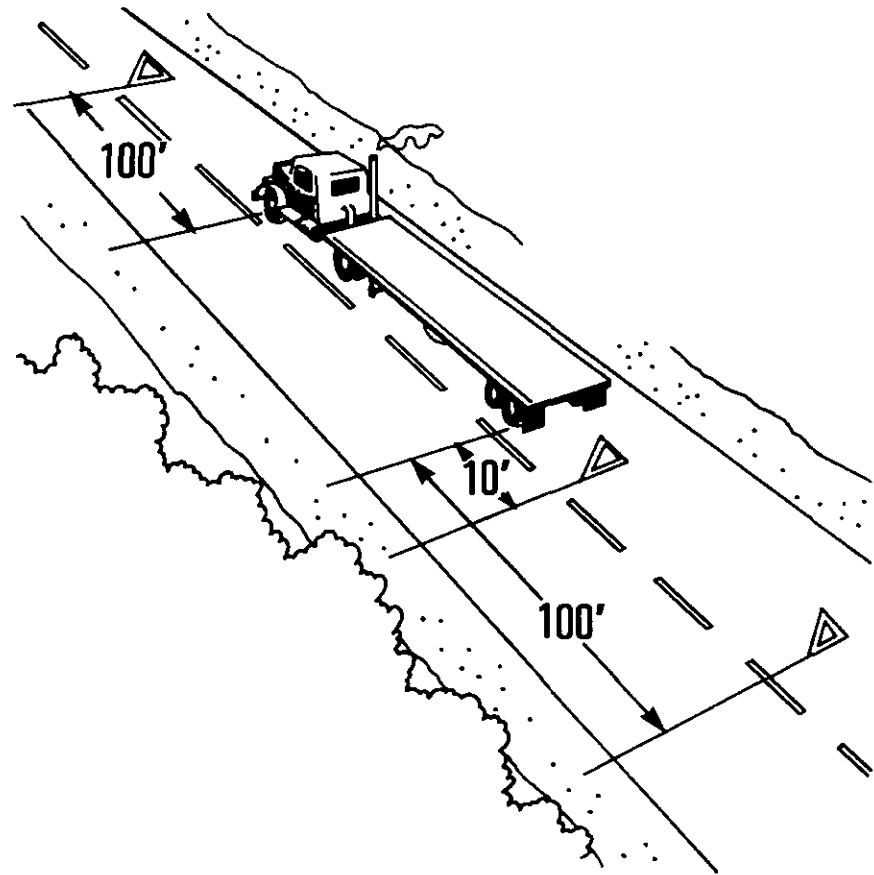
**Place Emergency Warning  
Triangles in proper location  
within 10 minutes of  
stopping**

---

# *Emergency Warning Devices*



One Way or Divided Highway



Two Way or Undivided Highway



---

## ***Gather Accident Info:***

**T**he more information you can provide, the better.

- Location of Accident
  - Time of Accident
  - Description and Estimate of Injury/Damage
  - Other parties' personal information:
    - Name/Address/Tel/License/Insurance Info.
  - Other parties' vehicle information:
    - Make/Model/Year/License Plate #
  - Witness Information
  - Police Information
  - Drawing of Accident scene
-

---

# ***Accident Reporting***

**IMMEDIATELY report all accidents to the Company!**

## **Auto Accidents**

- Day: 1-617-806-1110
- Eve: 1-508-758-9860
- 24-Hr: 1-508-728-3305

## **Workers' Compensation**

- Day: 1-617-806-1002
  - 24-Hr: 1-774-244-7176
-

---

# ***DOT Accidents***

**An accident with a gross vehicle weight of 10,000 lbs or more AND**

- ❑ Any of the vehicles involved are towed away
- ❑ Someone is treated for an injury away from the scene
- ❑ There is a fatality

\*There is a mandatory drug/alcohol test following any of these situations.

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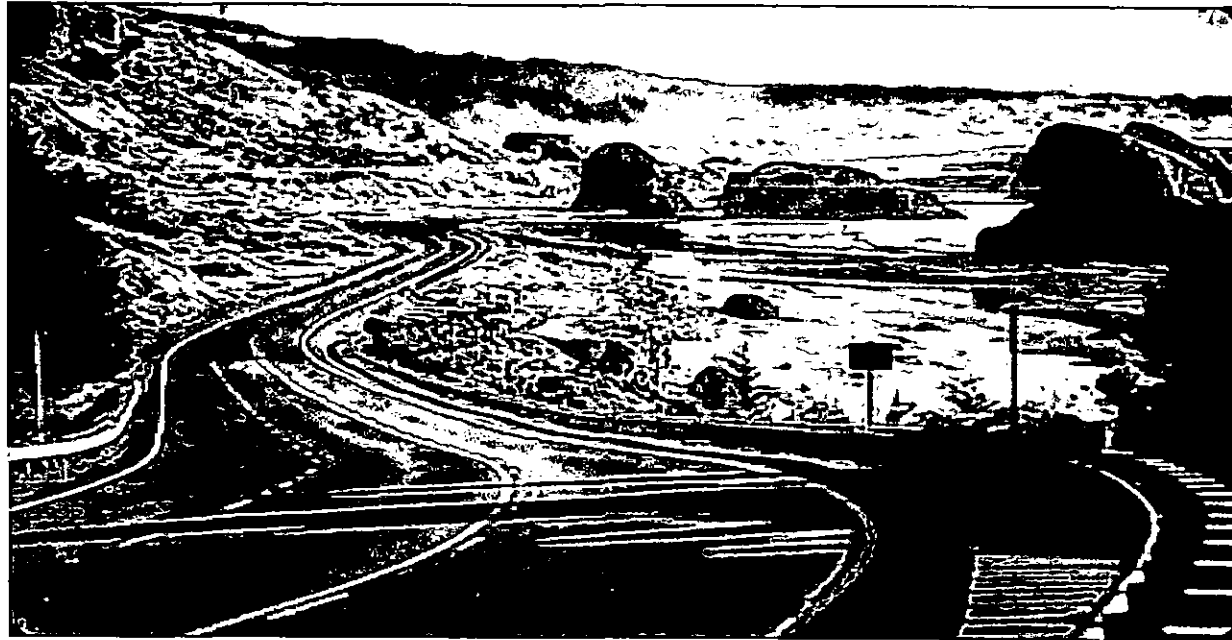
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# *Company Policy Issues:*

- Passenger Program
    - Spotting
    - Navigating
    - Communicating
  - Driver Improvement/Progressive Discipline
    - Follow-up training for driver issues to avoid revocation of driving privileges.
    - Refer to GG Driver Safety Policies for description of guidelines.
-

# *Defensive Driving Practices*

- Increase your “look ahead” capacity
  - Check what is occurring further down the road, where you will be in a few seconds—not just what is in between you and the next car in front of you.



# *Defensive Driving Practices*

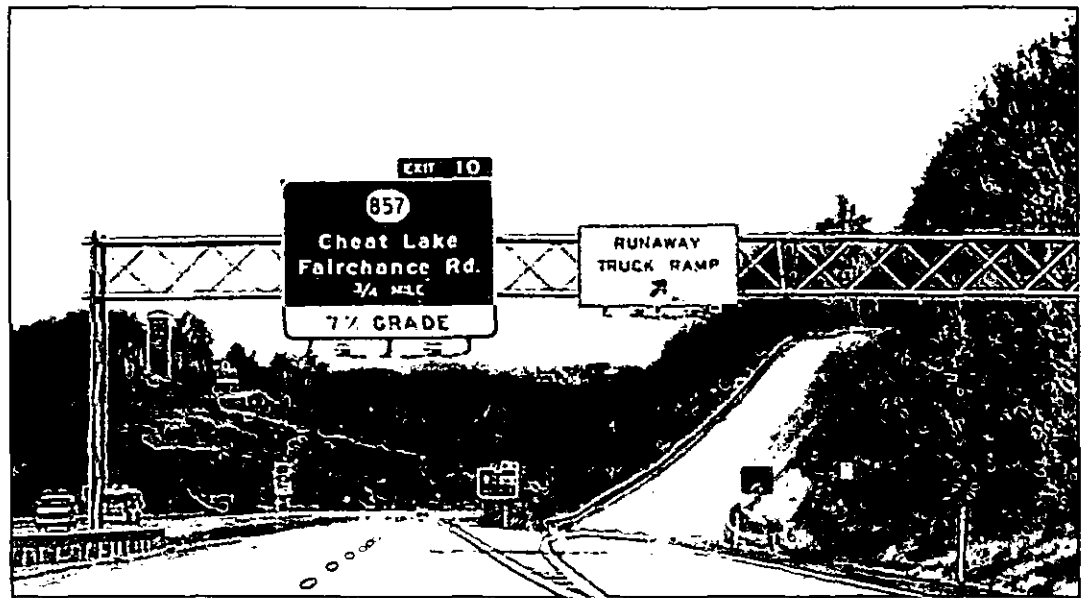
- Observe the whole scene
  - Know what is happening around your vehicle at all times
- Be alert to changing traffic situations:  
Construction zones,  
busy intersections, lanes  
merging, entrance/exit ramps,  
erratic drivers, pedestrian  
traffic, etc.





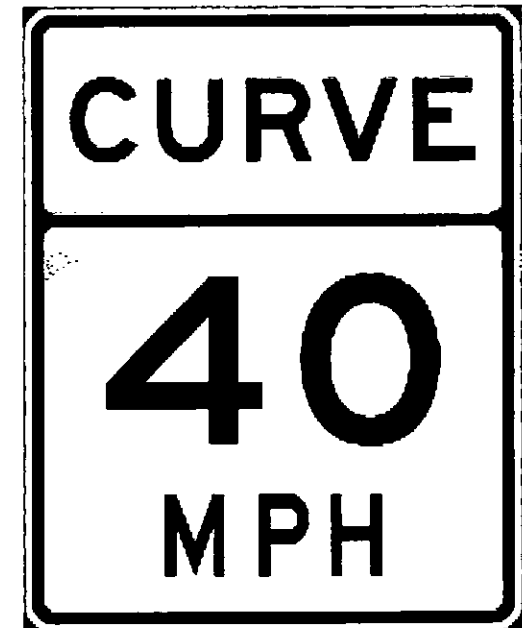
# *Defensive Driving Practices*

- Always have an escape route
  - Plan ahead—be aware of possible hazards and put distance between you and dangerous situations.
  - Always allow yourself enough space to react and adapt to changing traffic situations.



# *Speed Management*

- **Speeding includes:**
  - **Traveling over the posted speed limit (which are really set for cars anyway)**
  - **Traveling too fast for conditions:**
    - ***Weather***
    - ***Construction Zones***
    - ***Heavy Traffic***
    - ***Approaching intersections***
    - ***Pedestrians are present***

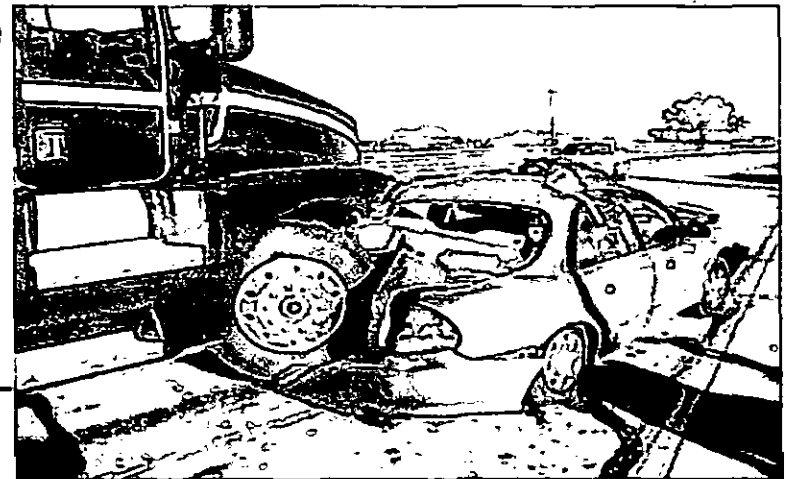


- ***It is possible to drive under the posted speed limit yet still be driving too fast for conditions!***

# Speed & Space: Stopping Distance



- **Managing the space in front of your vehicle to allow sufficient stopping distance is a critical part of defensive driving.**
  - The distance your vehicle will travel once a hazard is spotted is affected by:  
1.) Driver Perception Time 2.) Driver Reaction Time 3.) Vehicle Braking Capability
  - All of these are influenced by the driver's alertness and available space.
- **Tailgating is the single biggest cause of rear-end accidents**
  - You should leave a minimum of three (3) seconds following distance between you and any other vehicle when travelling under 45 mph
    - That distance should increase when travelling faster or in less than perfect road conditions, such as wind, rain, snow, sleet, fog, and/or nighttime.
  - If you are trying to get somewhere faster, then think of how long it will take to deal with an accident, versus taking one or two extra seconds to be safe.
  - When following too close, you increase the likelihood of "road hypnosis" because of staring at a fixed object taillights, thereby reducing your ability to perceive, react, and stop the vehicle in time.



Back Off, Bud!

---

# *Space Management*

- Be aware of all six sides
    - Scan ahead and the periphery (mirrors) constantly
      - Keep a mental “log” of who is coming into or out of your blind spots
    - Above and below hazards are often overlooked
      - Know your clearance when heading out on the road, and take the time to clear obstacles if unsure.
      - Be aware that lightly loaded or unloaded vehicles ride higher
  - Keep both hands on the steering wheel at all times and maintain lane control.
- 



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# ***TURNING:***

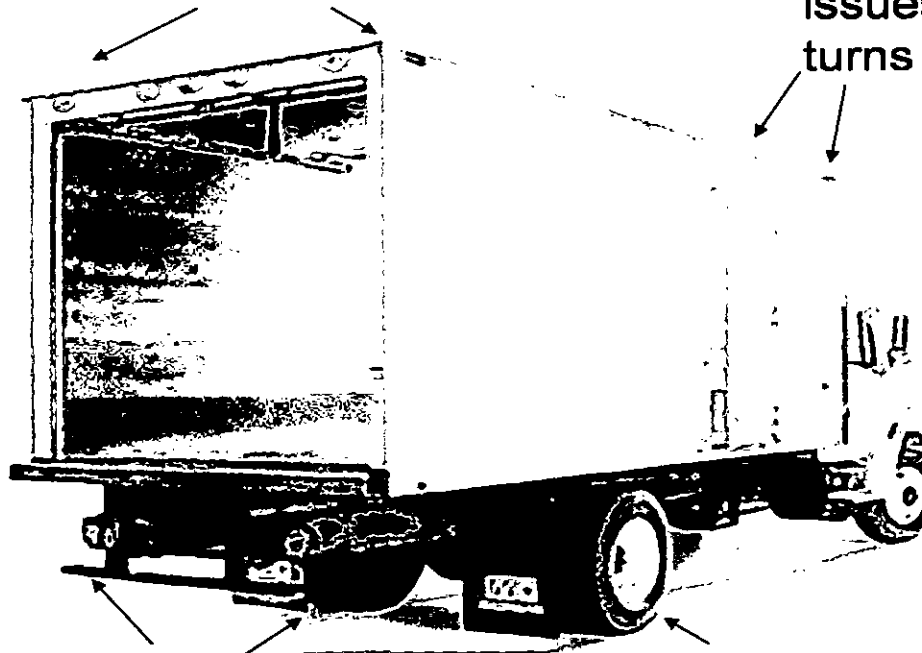
- **Slow down!**
    - If you are going too fast through a turn then you will not be able to make adjustments in time.
  - **Be realistic:**
    - Judge the turn before you commit to it so that you can figure out which approach is most appropriate
      - Direct or 3-Point: either way, try to line up the back wheels with the target lane as possible by turning sharply at the last moment.
  - **Keep your eyes on the points (in the mirrors):**
    - You must constantly be switching your view from one side to the other to ensure that you have control over the inside wheel and outside corner
      - These are the most common points of contact and sources of damage costs
      - Adjust mirrors as necessary to be able to see the wheels and tailgate.
-

---

# 9 Possible Points of Contact

2 top-rear cargo points are especially a problem when leaving a parking spot

2 top-front cargo points (over-head issues do exist during turns and parking)



2 front cab corners (the most commonly considered points)

2 rear-outside points cause most of the damages because of the "swing"

1 point at the inside wheel of the turn is the cause of "sway" accidents

---

# **“Swing” Damage**



**Pay attention to the outside of the turn!**

---

# ***HAZARDS :***

- There are two main types of hazards:
    - Road Hazards: potholes, debris, snow, ice, branches, wires, low overpasses, narrow bridges, and anything that is out of your control or influence.
      - A safe driver will always be aware of clearance around all six sides of the truck.
    - User Hazards: these are the people with whom you share the road, such as other motorists, bicyclists, pedestrians, road workers, and children at play.
      - You cannot control them, but you can anticipate their actions and attempt to communicate yours.
  - Utilizing defensive driving techniques will allow you to best handle any of these situations.
-





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*Thank You!*

---

*Be Safe*

**G. O. A. L.**  
GET OUT AND LOOK



ALWAYS USE YOUR  
**SEATBELT**

BEFORE THE PENNSYLVANIA PUBLIC UTILITY COMMISSION

IN RE: APPLICATION OF  
GENTLE GIANT MOVING COMPANY (DC), LLC  
T/A GENTLE GIANT MOVING & STORAGE

Attached is Applicant's system for ensuring that drivers are properly licensed.  
(Paragraph 7c.)

## Driver File Procedures

### Certification of Annual Review (391.27)

At least every twelve (12) months a motor carrier shall require each driver it employs to prepare and furnish it with a list of all violations of motor traffic laws and ordinances (other than violations involving only parking) of which the driver has been convicted or on account of which he/she has forfeited bond or collateral during the preceding twelve (12) months.

IF NO VIOLATIONS: Certification of Annual Review sheet is signed by Compliance, stapled to the MVR and kept in the driver qualification file for three (3) years.

IF VIOLATION: Violation(s) must be reviewed and compared to the Gentle Giant Safety Policy to determine if driver is still qualified. If so, the Annual Review sheet is signed off on and kept in the file for 3 years. If probation is necessary, the choice is marked on the sheet and signed off on. The probationary period must be marked on the sheet and a new MVR will be pulled when probation ends. If violation occurs during probationary period, driver may be suspended from driving for a determined amount of time. If driver is not qualified, this will be noted on the sheet and kept in the file for 3 years. Driver will be suspended from driving for a determined amount of time.

## DRIVER STANDARDS AND RECORDS:

Driver selection is the first defense in obtaining and retaining conscientious drivers to operate our fleet vehicles. A set of standards is in place to guide hiring managers through the "driver qualification" process.

Although it is true that the odds of a serious motor vehicle loss increase with the number of vehicles operated, the *potential for serious loss exists whenever vehicles are used in the course of business. Therefore, certain minimal fleet management practices have been put into place whenever we have a fleet exposure.*

### MINIMAL DRIVER MANAGEMENT PRACTICES INCLUDE:

1. Developed a written standard that clearly defines who is eligible to drive. This includes minimum driver qualifications such as age, experience level, and acceptable driving record. These criteria are fairly and consistently followed.
2. Created a system to verify that all drivers meet these qualifications with reviews at the time of hire and periodically during the course of employment.
3. Verify that all persons driving company vehicles or personal vehicles on company business possess a driver's license for the type of vehicle being driven.
4. Order a motor vehicle record (MVR) for all persons driving company vehicles or personal vehicles for business use. This is a record provided by the state license of all recent traffic violations, suspensions, or cancellations. This is the only way of knowing if a driver's license is currently valid and if the driver has a history of violations. Verify that drivers do not possess multiple licenses from various states.
5. Review every person's MVR to determine if their record is acceptable. The driving record of each person that operates company vehicles or personal vehicles on company business should be reviewed at least annually. Established company policy is followed regarding drivers with unacceptable driving records.
6. We verify past driving employment references on all persons hired to drive commercial vehicles.

### HIRING REQUIREMENTS/DRIVER QUALIFICATIONS

Unsafe acts or human failures account for 85-90 percent of all accidents. That's why hiring the right person for the job is an important aspect of a safety program.

Previous job experience and educational background can help you select employees with the intellectual and physical capacity to do the job required. Employment applications can help you get this type of information. Standardized forms that comply with regulations and statutes are available from firms that specialize in these types of documents.

If applicants will be driving a company-owned vehicle or driving his/her vehicle on company business, consider hiring them only on a probationary basis. Require them to provide a current motor vehicle report (MVR) from your state bureau of motor vehicles. Let them know that if their driving record is unacceptable, they may be terminated immediately.

Drivers with poor accident or violation records are much more likely to have additional accidents. Hiring safe driving will not only lessen the chances of accidents, it may also help you avoid possible punitive damages that can result from negligent hiring practices.

BEFORE THE PENNSYLVANIA PUBLIC UTILITY COMMISSION

IN RE: APPLICATION OF  
GENTLE GIANT MOVING COMPANY (DC), LLC  
T/A GENTLE GIANT MOVING & STORAGE

Attached are Applicant's policies regarding alcohol and drug use by drivers. (Paragraph 7d.)

## Drug & Alcohol

Gentle Giant has a firm commitment to provide all employees with a safe and drug/alcohol free work environment. In order to accomplish this goal, Gentle Giant Moving Company has implemented this program, which will provide the necessary guidelines and procedures to augment measures taken in the past to achieve a drug/alcohol free workplace.

All drivers of commercial motor vehicles (CMV's) who are required to hold commercial driver's licenses (CDL's) are subject to the provisions of the program and will be alcohol and drug tested accordingly.

Testing: (For CDL Drivers Only)

- Pre-Employment
- Random
- Post-Accident
- Reasonable Suspicion
- Return to Duty

\*All tests that come back with a "Negative Dilute" result will result in a prompt retest.

Training:

- Drug Abuse and Awareness
- Reasonable Suspicion

All drivers of commercial motor vehicles (CMV's) who are not required to hold a commercial driver's license are subject only to the "post drug/alcohol incident" aspects of the Drug and Alcohol program including Evaluation, Education and Testing.

\*See Gentle Giant Moving Company's Substance Abuse and Alcohol Misuse Program.

# **GENTLE GIANT MOVING**

## **SUBSTANCE ABUSE AND ALCOHOL MISUSE PROGRAM**

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## NOTICE

THE INFORMATION CONTAINED IN THIS DOCUMENT CONTAINS, BUT IS NOT LIMITED TO, THE FOLLOWING:

- a) The name of the person who can answer questions about contents of this document.
- b) The types of drivers affected by federal drug testing regulations and PROGRAM.
- c) The safety-sensitive functions required of the driver as well as a clear definition of what part of the work day is involved.
- d) The prohibitions on alcohol and drug use for drivers.
- e) The requirement that testing procedures will be used and that drivers must submit to alcohol and drug testing.
- f) An explanation of what happens if a driver refuses to be tested.
- g) The effects of substance abuse.
- h) The consequences of a non-negative test.
- i) Information on how and where an employee can get help for a substance abuse problem.

# **SUBSTANCE AND ALCOHOL MISUSE PROGRAM**

EFFECTIVE: 2/1/2007

## **INTRODUCTION:**

**Gentle Giant Moving (hereafter know as) COMPANY** has a firm commitment to provide all employees with a safe and drug/alcohol free work environment. In order to accomplish this goal, **COMPANY** has implemented this PROGRAM, which will provide the necessary guidelines and procedures to augment measures taken in the past to achieve a drug/alcohol - free workplace.

Within this context, an alcohol testing program, designed to help prevent accidents and injuries resulting from the misuse of alcohol, will be inaugurated on the effective date of this PROGRAM. All drivers of commercial motor vehicles (CMV's) who are required to hold commercial driver's licenses (CDL's) are subject to the provisions of the PROGRAM and will be alcohol and drug tested, accordingly.

## **APPLICABILITY:**

**COMPANY** employees subject to the provisions of this PROGRAM, are those who hold commercial driver's licenses (CDL's) and include, but are not limited to:

- \* full time, regularly employed drivers
- \* casual, intermittent or occasional drivers
- \* leased drivers
- \* independent, owner-operator contractors who are either directly employed by or under lease to **COMPANY** or who operate commercial motor vehicles (CMV's) at the direction of or with the consent of **COMPANY**.

# ALCOHOL MISUSE: THE WHOLE STORY

## TO ALL EMPLOYEES:

We recognize that alcoholism and alcohol misuse are problems throughout America.

- There are at least three good reasons why our employees should be concerned about any use of alcohol or drugs by coworkers on the job:
  1. Your health and safety may be at risk.
  2. Alcohol misuse costs you money.
  3. Alcohol creates a negative work environment.
- The U.S. Department of Labor has determined that drug and alcohol use on the job cost society an estimated \$102 billion a year. Since most of the cost is passed on to you in the form of higher health insurance rates or in the prices you pay for things, drug and alcohol use on the job and your fellow workers.
- The U.S. Department of Labor has also determined that absenteeism among drinkers or alcoholics is 3.8 to 8.3 times greater than normal. If your fellow workers do not come to work, you may have to do their jobs in addition to your own.
- Employees who misuse alcohol do not function at their full potential. Not only is absenteeism a problem, when they are at work these employees may have reduced capabilities and productivity.
- No matter what your position is in the organization, there is something you can do to ensure that drug and alcohol use on the job never becomes a problem. Acceptance of any misuse puts you, and the public at risk.

## **EFFECTS OF ALCOHOL MISUSE ON AN INDIVIDUAL'S HEALTH, WORK, AND PERSONAL LIFE**

- Alcohol is a socially acceptable drug that has been consumed throughout the world for centuries. It is considered a recreational beverage when consumed in moderation for enjoyment and relaxation during social gatherings. However, when consumed primarily for its physical and mood-altering effects, it is a substance of abuse.
- Alcohol is a central nervous system depressant drug. Taken in large quantities it causes not only the euphoria associated with being "drunk", but also adversely affects judgment, ability to think clearly, and motor functions of the brain which controls movement and speech. In fact, drinking enough alcohol fast enough can cause death.
- Long term overuse of alcohol can cause liver damage, heart problems, sexual dysfunction, and other serious medical problems.
- In some cases, alcohol use can lead to physical and psychological dependence on alcohol, alcoholism is a serious chronic disease. Left untreated it will inevitably get worse.
- Comparing alcohol and drug users with alcohol and drug-free employees, studies have shown that substance abusers are far less productive. They miss more workdays, are more likely to injure themselves or someone else, and file more workers' compensation claims.
- The measurable dollar costs of workplace substance abuse from absenteeism, overtime pay, tardiness, sick leave, insurance claims, and workers' compensation can be substantial. However, the hidden costs resulting from diverted supervisory and managerial time, friction among employees, damage to equipment, means that workplace substance abuse can further cut profits and competitiveness. All of these hidden costs, of course, affect all employees.
- Alcoholics are 15 times more likely to commit suicide than are other segments of the population.
- More than 60 percent of burns, 40 percent of falls, 69 percent of boating accidents, and 76 percent of private aircraft accidents are alcohol-related.

## **SIGNS AND SYMPTOMS OF ALCOHOL MISUSE**

Any one or more of the following signs may indicate a drinking problem:

- Family or social problems caused by drinking.
- Job or financial problems caused by drinking.
- Marked change in behavior or personality when drinking.
- Getting drunk frequently.
- Preoccupation with alcohol.
- Rationalizing loss of control.
- Occasional or partial memory lapses ("Black outs").
- A need to drink increasing amounts of alcohol to get the desired effect (increase in tolerance).
- Injuring self or others while intoxicated.
- Breaking the law while intoxicated.
- Starting the day with a drink.
- Drinking beyond one's intentions (Loss of Control).
- Distressing physical or psychological reactions following brief abstinence.
- Denial of a drinking problem.

# AVAILABLE METHODS OF EVALUATING AND RESOLVING PROBLEMS ASSOCIATED WITH THE MISUSE OF ALCOHOL

**OUTPATIENT PROGRAMS** exist in a variety of settings:

- Private physician's and therapist's offices.
- Community mental health centers.
- Family service agencies.
- Employee assistance programs.
- Specialized alcoholism treatment facilities.

**INPATIENT SERVICES** for those with more serious alcohol problems, can be found in hospitals, residential care facilities, community halfway houses, and some alcoholism clinics.

- For referral information, check your local phone directory for any of the following organizations or facilities:
  - Alcoholics Anonymous
  - Local Council on Alcoholism
  - Community alcoholism or mental health clinic organizations listed under "Social Services."

## **SOCIAL ISSUES**

- Two-thirds of all homicides are committed by people who drink prior to the crime.
- Two-thirds of all Americans will be involved in an alcohol-related vehicle accident during their lifetime.
- Two to three percent of the driving population is legally drunk at any one time. This rate is doubled at night and on the weekends.
- The rate of separation and divorce in families with alcohol dependency problems is 7 times the average.
- Forty percent of family court cases will also involve alcohol misuse.
- Alcohol can also destroy relationships, lead to serious problems with the law, and even cause harm to the people you love.
- If drinking affects your work life, it could lead to job loss and all of the financial problems that would follow.

### **Our Substance Abuse Professional is:**

**DR. ROBERT SWOTINSKY, MD**

**18 JOHN STREET PLACE**

**WORCESTER, MA 01609**

**PHONE: 1-800-215-2490**



## **DEFINITIONS**

Many of the following defined terms are used throughout this PROGRAM and many other terms may be helpful in better understanding the alcohol/drug testing procedures.

### **ALCOHOL:**

Intoxicating agent in beverage alcohol, ethyl alcohol, or other low molecular weight alcohol, including methyl and isopropyl alcohol.

### **ALCOHOL CONCENTRATION/CONTENT:**

Alcohol in a volume of breath (shown as grams of alcohol/210 liters of breath) as indicated by an evidential breath test(EBT).

### **ALCOHOL USE:**

Consumption of any beverage, mixture, or preparation, including medications, containing alcohol.

### **BREATH ALCOHOL TECHNICIAN (BAT):**

An individual who instructs and assists individuals in the alcohol testing process and operates an evidential breath testing (EBT) device.

### **COLLECTION SITE:**

A place designated by **COMPANY** where individuals present themselves to provide a urine specimen to be analyzed for the presence of drugs.

### **COLLECTION SITE PERSON:**

A person who instructs and assists individuals at a collection site and who receives the urine specimen provided by these individuals.

**COMMERCIAL MOTOR VEHICLE (CMV):**

A motor vehicle or combination of motor vehicles used in commerce to transport passengers or property if the motor vehicle:

- \* has a gross combination weight rating of 26,001 pounds or over, including a towed unit with a gross vehicle weight rating over 10,000 pounds; or
- \* has a gross vehicle weight rating of 26,001 pounds or over; or
- \* is designed to transport 15 or more passengers (including driver); or
- \* is of any size and is used in the transportation of materials found to be hazardous for the purposes of the Hazardous Materials Transportation Act and which require the motor vehicle to be placarded under the Act 49 (CFR 172, subpart, F).

**CONFIRMATION TEST IN ALCOHOL TESTING:**

A second test, following a screening test with a result of 0.02 or greater, that provides quantitative data of alcohol concentration.

**IN CONTROLLED SUBSTANCE TESTING:**

A second test to identify the presence of a specific drug or metabolite. In order to ensure reliability and accuracy, this test is separate from and uses a different technique and chemical principal from that of the screening test. Gas chromatography/mass spectrometry (GC/MS) is the only authorized confirmation method of cocaine, marijuana, opiates, amphetamines, and phencyclidine (PCP).

**CONTROLLED SUBSTANCES:**

For purposes of this PROGRAM, the terms "drugs" and "controlled substances" are interchangeable and have the same meaning unless otherwise specified, these terms refer to:

- \* marijuana (THC)
- \* cocaine
- \* opiates
- \* phencyclidine (PCP)
- \* amphetamines, including methamphetamine

**EVIDENTIAL BREATH TESTING (EBT) DEVICE:**

A device used for alcohol breath testing that has been approved by the National Highway Traffic Safety Administration (NHTSA) and placed on NHTSA's Conforming Product's List (CPL) of Evidential Breath Measurement Devices.

**MEDICAL REVIEW OFFICER (MRO):**

A licensed physician (medical doctor or doctor of osteopathy) responsible for receiving results generated by **COMPANY'S** drug testing program. The MRO must have knowledge of substance abuse disorders and appropriate medical training to interpret and evaluate an individual's confirmed non-negative test, medical history and other relevant biomedical information.

**PERFORMING (A SAFETY-SENSITIVE FUNCTION):**

A driver is considered to be performing a safety-sensitive function when he or she is actually performing, ready to perform, or immediately available to perform any safety-sensitive functions.

**REFUSAL TO SUBMIT (TO AN ALCOHOL OR CONTROLLED SUBSTANCES TEST):**

An employee:

- \* fails to provide adequate breath for testing without a valid medical explanation after he or she has received notice of the requirement for breath testing in accordance with federal regulations, or
- \* fails to provide adequate urine for controlled substances testing without a valid medical explanation after he or she has received notice of the requirement of urine testing in accordance with federal regulations, or
- \* engages in conduct that clearly obstructs the testing process.

**SAFETY-SENSITIVE FUNCTION:**

For the purposes of this PROGRAM, any on-duty functions required by federal regulations, and/or **COMPANY** requirements, including but not limited to the following times and/or activities:

- \* at a carrier of shipper plant, terminal, facility, or other property, or on properties and premises owned or controlled by **COMPANY**, or on any public property while waiting to be dispatched, unless the driver is relieved from duty by **COMPANY**.

**SAFETY-SENSITIVE FUNCTION (continued):**

- \* inspecting emergency and/or safety equipment as required by federal regulations and/or **COMPANY PROGRAM**, or
- \* otherwise inspecting servicing, or conditioning any commercial motor vehicle (CMV) at any time, or
- \* at the driving controls of a CMV in operation, or
- \* while in or upon any CMV owned or controlled by **COMPANY**, during normal duty hours, or
- \* supervising or assisting in loading or unloading a vehicle, attending a vehicle being loaded or unloaded, or
- \* performing the driver requirements, specified by federal regulations, relating to accidents, or
- \* repairing, obtaining assistance, or remaining in attendance upon a disabled vehicle.

**SCREENING TEST (INITIAL TEST):**

In alcohol testing: a procedure to determine if a driver has a prohibited concentration of alcohol in his or her system.

In controlled substances testing: a screen to eliminate "negative" urine specimens from further consideration.

**SUBSTANCE ABUSE:**

Refers to patterns of use that result in health consequences or impairment in social, psychological, and occupational functioning.

**SUBSTANCE ABUSE PROFESSIONAL (SAP):**

A licensed physician or a licensed or certified psychologist, social worker, employee assistance professional, or addiction counselor [certified by the National Association of Alcoholism and Drug Abuse Commission (NAADAC)] with knowledge of and clinical experience in the diagnosis and treatment of alcohol and controlled substances-related disorders.

## PROHIBITIONS

The Department of Transportation (DOT) defines the restrictions for the use of both alcohol and controlled substances. The Federal Motor Carrier Safety Administration (FMCSA) further defines drug/alcohol use restrictions for CMV drivers.

### **A. ALCOHOL USE**

Since alcohol is a legal substance, the prohibitions for its use are closely tied to the performance of safety-sensitive functions. For those who hold a commercial drivers' license (CDL), a safety-sensitive function refers to: any time the driver is actually driving, inspecting, servicing, unloading, or loading a vehicle.

#### **PROHIBITIONS FOR ALCOHOL:**

1. A driver may not report for duty or stay on safety-sensitive duty (a) with an alcohol concentration of .02 or greater, (b) while in possession of alcohol (unless it is being transported), (c) if using alcohol; or , (d) within four (4) hours of using alcohol.
2. A driver who has had an accident may not use alcohol until post-accident testing is done or for a period of eight (8) hours, whichever comes first.
3. Drivers cannot refuse to submit to alcohol testing. **COMPANY** reserves the right to take disciplinary actions against any driver who refuses to be tested for alcohol.

### **B. CONTROLLED SUBSTANCES USE**

The FHWA bans the use of certain controlled substances by drivers. Drivers who use impairing drugs may be medically unqualified to drive or perform other safety-sensitive functions.

#### **PROHIBITIONS FOR CONTROLLED SUBSTANCES:**

1. Drivers may not report for duty or stay on safety-sensitive duty while using any controlled substance. The exception to this prohibition is if a physician has prescribed the substance and has advised the driver that it does not interfere with the ability to safely operate a motor vehicle.
2. Drivers may not report for duty or stay on safety-sensitive duty if they have tested positive for a controlled substance.
3. **COMPANY** reserves the right to require drivers to report the use of any potentially impairing drugs. Also, **COMPANY** reserves the right to remove drivers from safety-sensitive duties until a physician's opinion can justify safe resumption of safety-sensitive functions.

## **CONSEQUENCES:**

A driver who has violated any of the prohibitions concerning alcohol misuse or controlled substances use, including a refusal to be tested, will be removed from any safety-sensitive function and will not be allowed to return to a safety-sensitive function until the return to duty process prescribed by the 49 CFR parts 40 & 382 has been completed. This process requires an evaluation by a D.O.T. qualified Substance Abuse Professional (SAP) the completion any recommended treatment, a post treatment evaluation and a negative result on a return to duty substance test. A minimum of six (6) follow-up tests must be done in the first twelve (12) months after returning to performing a safety sensitive function. In addition the SAP has the option of requiring as many follow-up as felt necessary for a maximum of five (5) years.

Anyone found to have an alcohol concentration of 0.02, but less than 0.04, will not be allowed to return to a safety-sensitive position for 24 hours, or until another alcohol test is administered with an alcohol concentration of 0.02 or less.

## REQUIRED TESTING

There are five situations in which testing can be done to determine the presence of alcohol and/or drugs.

### 1. PRE-EMPLOYMENT TESTING\*

Pre-employment testing for controlled substances is required:

- a) before a new hire is permitted to perform any safety-sensitive function.
- b) when a person transfers into a safety-sensitive function from elsewhere in the COMPANY that is non-safety-sensitive.
- c) before anyone that has been out of the random testing pool for more than thirty (30) days returns to a safety sensitive position.

### 2. POST-ACCIDENT TESTING

The following table shows when post accident testing is required.

**TABLE FOR SECTION 382.303(a) (3)**

Human Fatality	Citation Yes	Drug Test Yes	Alcohol Test Yes
	Citation No	Drug Test Yes	Alcohol Test Yes
Bodily Injury With <u>Immediate</u> <u>Medical</u> Treatment Away From The Scene	Citation Yes	Drug Test Yes	Alcohol Test Yes
	Citation No	Drug Test No	Alcohol Test No
Disabling Damage To Any Motor Vehicle <u>Requiring Tow</u> <u>Away</u>	Citation Yes	Drug Test Yes	Alcohol Test Yes
	Citation No	Drug Test No	Alcohol Test No

**NOTE:** Post-accident alcohol testing **should** be done within two (2) hours of the accident. If it cannot be done within eight (8) hours, it **should not** be done and the employer must prepare and maintain on file a record of the reasons the testing was not done.

**NOTE:** Drivers **must** submit to post-accident testing if the above conditions are met. If a driver refuses to be tested, he or she cannot continue in a safety sensitive position.

### **3. RANDOM TESTING**

Unannounced random testing of **COMPANY** employees engaged in safety-sensitive functions (drivers) will be done each year. Drivers, who are randomly selected from a pool, must be tested just before, during, or immediately after performing a safety-sensitive function.

Random testing is done at an annualized rate as determined by federal regulators. In 2002, FMCSA set the rate at ten percent (10%) for alcohol testing and fifty percent (50%) for drug testing.

### **4. REASONABLE SUSPICION**

Testing can also be done if a **COMPANY** management official or supervisor has reasonable suspicion to believe that a driver's behavior or appearance may indicate alcohol or drug use.

The determination to test for reasonable suspicion must be based on:

- a) the observation of a supervisor or **COMPANY** official who has received the training required by the alcohol and drug ruling (supervisor training).
- b) Specific, clearly stated observations concerning the appearance, behavior, speech, or body odors of the driver.
- c) Alcohol testing is authorized only if the required observations are made just before, during, or just after the performance of safety-sensitive functions.

### **5. RETURN-TO-DUTY AND FOLLOW-UP TESTING**

Return-to-duty testing is required for a driver who violates this PROGRAM and/or federal requirements for continuing to perform safety-sensitive functions.

The following test results are required:

- a) an alcohol concentration of less than 0.02
- b) a verified negative controlled substances test

Follow-up testing is required if the driver returns to safety sensitive duties after a violation of the substance and alcohol testing rules. Federal rules require a minimum of six (6) unannounced tests during the first year.



**REFUSAL TO BE TESTED:**

A refusal to be tested for alcohol or controlled substances constitutes a violation of **COMPANY PROGRAM** and will be interpreted in the same way as a positive test for alcohol or controlled substances. **COMPANY** reserves the right to take additional disciplinary actions against a driver who refuses to be tested.

**NOTE:** Failure to be tested for substance, alcohol or both when chosen as a part of the quarterly random testing program is considered to be a refusal to be tested.

## **ALCOHOL TESTING PROCEDURES AND EMPLOYEE SAFEGUARDS**

### **BREATH ALCOHOL TECHNICIAN (BAT):**

A "breath alcohol technician" is an individual who instructs and assist individuals in the alcohol testing process and operates an "evidentiary breath testing" device (EBT). The BAT is required to be properly trained, as follows:

1. Proficiency shall be demonstrated by successful completion of a course of instruction which, at a minimum, provides training in the principals of EBT methodology, operation, and calibration checks; the fundamentals of breath analysis for alcohol contest; and the procedures required in this part for obtaining a breath sample, and interpreting and recording EBT results.
2. Only courses of instruction for operation of EBTs that are equivalent to the Department of Transportation (DOT) model course, as determined by the National Highway Traffic Safety Administration (NHTDA), may be used to train BATs to proficiency.
3. The course of instruction shall provide documentation that the BAT has demonstrated competence in the operation of the specific EBT (s) he/she will use.
4. Any BAT who will perform an external calibration check of an EBT shall be trained to proficiency in conducting the check on the particular model of EBT.
5. The BAT shall receive additional training, as needed, to ensure proficiency, concerning new or additional devices or changes in technology that he or she will use.
6. **COMPANY** will establish documentation of the training and proficiency test of each BAT it uses to test **COMPANY** employees.

**NOTE:** A BAT-qualified supervisor of an employee may conduct the alcohol test for that employee only if another BAT is unavailable.

### **EVIDENTIAL BREATH TESTING (EBT) DEVICE:**

EBT's used to perform alcohol tests on **COMPANY** employees are approved by the National Highway Traffic Safety Administration (NHTSA) and are placed on the "Conforming Products List of Evidential Breath Measurement Devices" (CPL).

The EBT used will have a Quality Assurance Plan (QAP) developed by the manufacturer and approved by NHTSA. **COMPANY** will remove from service any EBT that fails a calibration check as set forth in the QAP.

## **BREATH ALCOHOL TESTING FORM/LOG BOOK:**

An alcohol testing form, published by the Department of Transportation (DOT) will be used to ensure the integrity of the test result, properly identify the employee with the test result, and serve as a documented record of the testing event.

The log book, if used, will become additional documentation of the testing event by providing a sequential test number, date, and name of BAT, location of test, quantified test result, and initials of the employee for each test.

## **PREPARATION FOR TESTING:**

Alcohol testing will be conducted in a location that affords, to the greatest extent practicable, visual and aural privacy to the **COMPANY** employee being tested.

The employee is required to show positive identification (picture I. D.) to the BAT and may request the BAT to also show positive identification.

The BAT must supervise only one employee's use of the EBT at a time and must not leave the testing site while the test is in progress.

## **SCREENING TEST PROCEDURES:**

After the employee has been positively identified, the alcohol screening test procedure will be conducted, as follows:

1. The employee will provide the BAT with identifying information and employer information to be entered onto the Breath Alcohol Testing Form. The employee will be asked to certify, by signature, that the information provided is correct. A refusal by an employee to sign the certification will be regarded as a refusal to take the test.
2. An individually-sealed mouthpiece will be opened in view of the employee and attached to the EBT.
3. The BAT will instruct the employee to blow forcefully into the mouthpiece for at least six (6) seconds or until the BAT indicates that an adequate amount of breath has been obtained.
4. After showing the employee the quantitative alcohol concentration results printed out by the EBT, the BAT will enter the results, test number, testing device, serial number of the EBT, time, and date on the proper section of the Breath Alcohol Testing Form. The BAT may also record the test number, date, name of BAT, location, and quantified test result in the log book. The employee will then initial the log book.

5. Depending on whether the result is less than 0.02, or greater, the following procedures will be done:

- a) If the result is less than 0.02, the BAT will date the form and sign the certification to the effect that all procedures were followed as required by DOT regulations.

No further testing is required. The BAT will transmit the result of less than 0.02 to a **COMPANY** designated official in a confidential manner, and the **COMPANY** official will receive and store the information to ensure that confidentiality is maintained.

The employee will receive a copy of the alcohol form.

**NOTE:** Failure of the employee to sign the alcohol test form or initial the log book after a test has been conducted will be noted by the BAT in the remarks section of the alcohol form.

**NOTE:** If a test result printed by the EBT does not match the displayed result, the BAT shall record the disparity in the remarks section, both BAT and employee will initial the remarks. The test result will be considered invalid and the employee and **COMPANY** will be so notified.

- b) If the result is 0.02 or greater, a confirmation test will be performed. If the confirmation test will be performed by a different BAT, the BAT who conducted the screening test will complete and sign the form and log book entry. The BAT will give the employee a copy of the alcohol form.

### **CONFIRMATION TESTING PROCEDURES:**

If a different BAT is conducting the confirmation test, the new BAT will require positive identification of the employee, explain the testing procedure, and initiate a new Breath Alcohol Testing Form, requiring a repetition of information and certification by signature. In addition, the following instructions must be followed:

1. The BAT will instruct the employee not to eat, drink, or put any object or substance in his or her mouth for at least fifteen (15) minutes. The BAT will explain that the reason for these instructions is to ensure against an artificially high reading. The BAT will note in the "Remarks" section of the form any non-compliance with instructions.
2. The confirmation test will be conducted within thirty (30) minutes of the completion of the screening test.
3. A new mouthpiece will be opened and used for the confirmation test.
4. Before the confirmation test is administered for each employee, the BAT will ensure that the EBT registers 0.00 on an air blank. If the reading is greater than 0.00, after two attempts, that EBT will not be used for testing.

**NOTE:** Any EBT taken out of service because of failure to register 0.00 on an air blank will not be returned to service until an external calibration is conducted and the EBT is to be found within tolerance limits.

5. In the event that the screening and confirmation test results are not identical, the confirmation test result is to be deemed to be the final result upon which any action will be taken in compliance with federal rules or **COMPANY** authority.
6. The BAT will affix the confirmation test printout to the alcohol test form using tamper-evident tape.
7. Following completion of the test, the BAT will date and sign the form. The employee will also sign the certification statement at the designated place.

**NOTE:** The refusal of the employee to sign the alcohol form will not effect the test result, but will be noted by the BAT in the "Remarks" section.

**NOTE:** Disparity between the displayed result and the printed result will be "noted," signed by employee and BAT, and will be considered an invalid test.

8. The BAT will conduct an air blank. If the reading is greater than 0.00, the test is invalid.
9. The BAT will transmit all results to **COMPANY** in a confidential manner. The BAT will ensure immediate transmission to **COMPANY** of results that require **COMPANY** to prevent an employee from performing a safety-sensitive function.
10. **COMPANY** will designate one or more representatives for the purpose of receiving and handling alcohol testing results in a confidential manner. All communications by BATs to **COMPANY** concerning the alcohol testing results of employees will be to a designated **COMPANY** representative.

## **EMPLOYEE TEST INFORMATION:**

**COMPANY** will maintain employee test information records in a secure manner, so that disclosure of information to unauthorized persons does not occur. Employee test information will only be released as required by law or as expressly authorized. The release of employee test information is allowed in the following instances:

1. An employee will have access to any of his/her alcohol testing records upon written request.
2. **COMPANY** will allow any DOT-authorized agency access to facilities and records in connection with the **COMPANY** alcohol misuse prevention program.
3. When requested, **COMPANY** will disclose post-accident testing information to the National Transportation Safety Board (NTSB) as part of an accident investigation.
4. **COMPANY** may disclose information to the employee or to a decision-maker in a lawsuit, grievance, or other proceeding initiated by or on behalf of the employee.
5. Other than the above listed situations, **COMPANY** may release information regarding an employee's alcohol testing records only as specifically directed in writing by the employee. Blanket or non-specific releases are not allowed.

## **DRUG TESTING PROCEDURES AND EMPLOYEE SAFEGUARDS**

### **CHAIN OF CUSTODY (C.O.C.):**

The **COMPANY** employee drug testing program will utilize a clear and well-documented procedure for collection, shipment, and accession of urine specimens from the collection site to the laboratory. For this purpose, a standard drug testing chain of custody and control form (C.O.C.) will be used.

### **DEFINITION OF CHAIN OF CUSTODY (C.O.C.):**

Federal regulations define "chain of custody" as:

"Procedures to account for the integrity of each urine specimen by tracking its handling and storage from point of specimen collection to final disposition of the specimen."

### **THE C.O.C. FORM:**

The drug testing custody and control form (C.O.C.) is used to document the chain of custody to the laboratory. These forms are multiple-part forms to allow for copies to be retained by the laboratory, to be shared by the MRO, the employee, and the **COMPANY** designated representatives. These forms will be maintained as a permanent record on which all necessary identifying data and the collection process are retained.

### **PREPARATION FOR TESTING:**

In addition to using a custody and control form, other safeguard procedures, in preparation for testing, include:

1. Use of clean, single use specimen bottle;
2. Use of a tamper proof seal system;
3. Written procedures and instructions for collection site person.

### **COLLECTION SITE PERSONNEL:**

Collectors must meet prescribed training requirements to be authorized to collect urine specimens for DOT drug testing.

The immediate supervisor of an employee may not act as the collector unless no other collector is available.

If a collection is required to be monitored or directly observed, the observer must be of the same gender as the employee/donor. The observer is not required to be a qualified collector.

### **SPECIMEN COLLECTION SECURITY PROCEDURES:**

The collection site will be a secure location, closed to allow for maximum privacy. Security procedures require restricted access to collection materials and specimens. No unauthorized personnel will be permitted access to the collection site. Once the donor has handed the collection container to the collector, no one else may handle specimens prior to them being secured with tamper evident bottle seals.

To minimize the chance of error, the collection site person will collect only one specimen at any given time. The collection procedure for each specimen is completed when the specimen bottle has been sealed and initialed, the custody and control form has been executed, and the employee has departed the collection site.

### **LABORATORY ANALYSIS:**

In compliance with FMCSA/DOT drug testing regulations, **COMPANY** will only authorize laboratories certified by the Department of Health and Human Services (DHHS) to be used for the analysis of urine specimens for the **COMPANY** drug testing program.

Certified laboratories, so utilized by **COMPANY**, will take security measures to ensure accurate identification of each specimen.

Internal chain-of-custody forms will be used at all times to track each specimen from the time it is received to the time it is destroyed.

**NOTE:** See Appendix A for more information on initial screening and confirmation testing.



## **REPORTING OF RESULTS:**

The certified laboratory, chosen by **COMPANY** to analyze urine specimens of covered employees, will report the test results directly to **COMPANY'S** designated Medical Review Officer (MRO). Both positive and negative results will be reported in a secure and confidential manner, and never verbally.

The report, as certified by the responsible laboratory individual, will indicate the drug/metabolites tested for, whether the results are positive or negative, the specimen number assigned by **COMPANY**, and the drug testing laboratory identification number. Only specimens confirmed by GC/MS testing as positive are reported as positive.

The laboratory will also transmit to the MRO a copy of the chain-of-custody and control form and will identify the individual at the laboratory responsible for the day-to-day management of the laboratory process.

## **REVIEW OF RESULTS/MRO:**

The Medical Review Officer (MRO), designated by **COMPANY** to review drug test results, will be a fully licensed physician and possess a knowledge of drug abuse disorders. It is the primary responsibility of the MRO to review and interpret non-negative results obtained from the laboratory. The MRO will assess and determine whether alternate medical explanations could account for the non-negative test results.

To accomplish this task, the MRO may conduct medical interviews of the individual, review the individual's medical history, and review any other relevant bio-medical factors. Additionally, the MRO will examine all medical records and data made available by the tested individual, such as evidence of prescribed medications. The MRO will not consider any drug test results that arise from urine collection or analysis which do not comport with FHWA/DOT regulations.

The MRO will give the individual testing non-negative an opportunity to discuss the test results prior to making a final decision. After the final decision is made, the MRO will notify **COMPANY**.

## **TESTING OF SPLIT SAMPLE:**

The MRO will notify each employee who has a confirmed positive test that the employee has seventy-two (72) hours in which to request a test of the split specimen. If the employee makes such a request, the MRO will direct, in writing, the laboratory to provide the split specimen to another certified laboratory to analyze. If the analysis of the split specimen fails to reconfirm the presence of the drug(s) or metabolite(s) or validity parameters found in the primary specimen, or if the split specimen is unavailable, inadequate for testing or unsuitable, the MRO will cancel the test and report cancellation and the reason for it to the DOT, **COMPANY**, and the employee.

### **MRO UNABLE TO CONTACT EMPLOYEE:**

If **COMPANY'S** designated MRO, after making and documenting all reasonable efforts is unable to contact a tested employee, the MRO will contact a designated management official of **COMPANY** to arrange for the individual to contact the MRO prior to going on duty. The MRO may verify a positive test without having communicated with the employee about the results of the test if:

1. The driver expressly declines the opportunity to discuss the results or the test, or
2. Within 72 hours after a documented contact by a designated management official of **COMPANY** instructing the employee to contact the MRO, the employee has not done so.

### **REFERRAL, EVALUATION, AND TREATMENT:**

The FHWA/DOT drug testing rules, following the Omnibus Act of 1991, require drivers be provided with an opportunity for alcohol or drug abuse treatment. The rules, however, do not require that the employer pay for rehabilitation or hold a job open for a driver.

Specifically, the alcohol and drug ruling requires:

1. That the drivers who violate alcohol or drug prohibitions be advised of the resources available to evaluate and resolve the problem.
2. That the driver be referred to a substance abuse professional (SAP) to determine what assistance is necessary.
3. That before returning to safety-sensitive duties a driver must:
  - a. produce a return-to-duty alcohol test of less than .02 alcohol concentration or less (if violation was alcohol related); or produce a verified negative return-to-duty controlled substances test (if violation was drug related).
  - b. be evaluated by a Substance Abuse Professional (SAP) to determine if treatment recommendations were followed.
  - c. be subject to a minimum of six (6) unannounced follow-up tests within the first year back to work.

**NOTE:** Follow-up testing can be done for up to five (5) years after return to work.

## APPENDIX A

Every specimen is required to undergo an initial screen followed by confirmation of all positive screen results. This screen confirmation process utilizes highly sophisticated techniques to detect minute levels of prohibited substances in urine.

Federal drug testing rules require the use of immunoassay in the initial screening process. The following table shows the initial cutoff levels that are to be used by the laboratory when screening specimens to determine whether they are negative.

### INITIAL TEST

<b>DRUG OR DRUG CLASS</b>	<b>CUTOFF CONCENTRATION (ng/mL)</b>
Marijuana metabolites	50
Cocaine metabolites	300
Phencyclidine (PCP)	25
Amphetamines	1000
Opiate metabolites	2000

All results on the initial screen at or above the cutoff concentrations must be confirmed by gas chromatography/mass spectrometry (GC/MS) at the cut-off levels shown in the next table. All confirmations must be quantitative in their analysis, which means that the specific, scientific level of drug contained in the collected specimen must be known.

### CONFIRMATION TEST

<b>DRUG OR DRUG CLASS</b>	<b>CUTOFF CONCENTRATION (ng/mL)</b>
Marijuana metabolites (THC)	15
Cocaine metabolites	150
Phencyclidine (PCP)	25
Amphetamines	
Amphetamine	500
Methamphetamine	500
Opiate metabolites	
Codeine	2000
Morphine	2000

## **APPENDIX B**

FLEET SAFETY SERVICES, INC., is designated by COMPANY to be available to all drivers for the purpose of answering any questions about the COMPANY Substance Abuse and Alcohol Misuse PROGRAM, including information about the availability of materials on substance abuse and alcohol misuse.

## APPENDIX C

Educational materials about the effects of substance abuse, including alcohol, are available to all COMPANY drivers at the following location:

Fleet Safety Services, Inc., 18 John Street Place, Worcester, MA 01609

**NOTE:** A copy of the COMPANY Substance Abuse and Alcohol Misuse PROGRAM is available to representatives of employee organizations. Specifically, this Appendix will serve as written notification to such representatives regarding the availability of educational materials for drivers.

## **APPENDIX D**

### HELP FOR SUBSTANCE ABUSE PROBLEMS:

Employees who want help with a substance abuse problem (self or other) can begin the helping process by calling the following telephone numbers:

**1-800-215-2490 - Fleet Safety Services, Inc.**

**1-508-297-1324 - Tina Charles**

**1-800-COCAINE - Around The Clock Information & Help**

**1-800-662-HELP - Confidential Cocaine Help & Referral**

**1-800-ALCOHOL - 24 Hour/7 Day - Alcohol Help & Referral**

**1-800-NCA-CALL - NATIONAL COUNCIL ON ALCOHOLISM**

## ACKNOWLEDGMENT

By my signature, I (print) \_\_\_\_\_, hereby acknowledge that I have received a copy of **Gentle Giant Moving** Substance Abuse and Alcohol Misuse PROGRAM. I also understand the PROGRAM prohibitions and consequences of PROGRAM violation. I understand that **Gentle Giant Moving** requires employee alcohol and drug testing as a condition of employment and the consequences of failing an alcohol or drug test or refusing to be tested.

I further agree to cooperate and abide by the requirements and conditions of this Substance Abuse and Alcohol Misuse PROGRAM and understand that failure to do so could be grounds for my termination.

I understand that the aforementioned should be kept with my employee handbook.

\_\_\_\_\_  
EMPLOYEE SIGNATURE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
COMPANY REPRESENTATIVE

\_\_\_\_\_  
DATE

REPRESENTATIVE:

TO BE KEPT ON FILE AFTER EMPLOYEE HAS RECEIVED A COPY OF PROGRAM AND SIGNED ACKNOWLEDGEMENT. THIS MUST BE SIGNED BEFORE TESTING BEGINS.

BEFORE THE PENNSYLVANIA PUBLIC UTILITY COMMISSION

IN RE: APPLICATION OF  
GENTLE GIANT MOVING COMPANY (DC), LLC  
T/A GENTLE GIANT MOVING & STORAGE

Attached is Applicant's vehicle safety program. (Paragraph 9.)

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## Vehicle Maintenance, Inspection & Repair

### Inspection Policy:

The FMCSR require certain levels of performance for some parts and systems of the equipment you drive. A vital part of your job as a driver is to perform safety inspections on your equipment.

Mechanical deficiencies are often a contributing factor in accidents investigated by the Office of Motor Carriers, and each DOT roadside check invariably finds many vehicles with mechanical deficiencies serious enough to result in their being declared out-of-service.

Inspections and maintenance should be an integral part of every motor carrier's safety program. These regulations are designed to keep unsafe motor vehicles off our nation's highways, and to provide a sound basis for a good inspection and maintenance program.

The period between systematic vehicle inspections may be determined on a mileage or time basis. The exact elapsed mileage or time is left to the discretion of the motor carrier, but the program must be reasonable and systematic.

In addition to being charged with systematically inspecting, repairing and maintaining motor vehicles subject to their control, carriers are required to maintain records on all vehicles controlled for 30 days or more.

In keeping with the safety philosophy, adherence to the Federal Motor Carriers Safety Regulations regarding inspection and maintenance, the following program will be utilized to insure that equipment operated upon the roadway is in safe mechanical condition

## INSPECTIONS

### DOT Annual Inspection

All vehicles will be inspected in accordance with regulations found in Section 396. This inspection must conform to the criteria found in Appendix G of the regulation

The driver is responsible for completing three (3) types of vehicle inspections.

### Pre-Trip Inspection

The pre-trip inspection is a systematic parts and system check done before each trip. Its purpose is to find problems that can cause accidents, breakdowns, or poor performance. Law for interstate trucking requires Pre trip inspections. Many states have adopted these federal laws for intrastate trucking as well. At Gentle Giant Moving Co. pre-trip inspections are also required as a matter of company policy.

### En-Route Inspections

You must examine the cargo and its securing devices within the first 25 miles of a trip and make adjustments as needed to maintain a secure load. This requirement does not apply to a sealed trailer.

During the en-route inspection, the driver checks the truck's controls and instruments while driving. At each stop, the critical items are also checked. Conduct walk around safety inspections every 150 miles or every three hours, whichever comes first to reexamine the vehicle's cargo and its load securing devices and make necessary adjustments to maintain the security of the load.

If you are carrying a hazardous materials load, you must stop at a safe location every two hours, or 100 miles and check the tires.

### Post Trip Inspection

The Post Trips Inspection is a thorough check at the end of a trip. The inspection is to be made on every vehicle driven (tractors and trailers). The driver must fill out a driver vehicle inspection report (DVIR) listing any defect noted during operation or this inspection. A written vehicle inspection report at the end of a trip is required.

### Periodic Inspections

All commercial motor vehicles, which operate in interstate commerce must pass a full scale safety inspection at least annually. Make sure your vehicle's annual inspection is current prior to operation. Expired inspections must be corrected prior to traveling over the road.

### Roadside Inspections

When a driver receives an inspection report (MCS-63) at a roadside inspection, he/she shall deliver it to the Company upon next arrival at the terminal facility. If the driver is not scheduled to arrive at the terminal facility within 24 hours, he/she shall immediately mail the report to the carrier.

## General Information on Inspections:

Required Professional Driver knowledge for good inspections are:

- 1) Knowing what to look for
- 2) Having a consistent way of looking for it
- 3) Knowing if a system or part is working correctly
- 4) Knowing when a system or part is in danger of failing or malfunctioning
- 5) Knowing the difference between major and minor defects
- 6) Knowing what defects are illegal and will cause your vehicle to be put "out of service" by federal or state inspectors
- 7) Being able to report findings in a technically accurate way so that mechanics will be able to identify and repair the problems.

Out-of-service regulations are found in the Federal Motor Carrier Safety Regulations (FMCSR), Part 396, Inspection, Repair, and Maintenance of Motor Vehicles. You must know the requirements of FMCSR 396.9, Motor Vehicle Declared Out-of-Service.

Skipped or sloppy inspections cost money in the long run. Maintenance costs rise. Small problems become major repairs. Problems, that are not attended to, cut vehicle life. Also, careless or missed inspections can lead to rising fuel costs, high breakdown costs and out-of-service time.

### DOT Annual Inspection

All vehicles will be inspected in accordance with regulations found in Section 396. This inspection must conform to the criteria found in Appendix G of the regulation.

- Ryder and Penske facilitate the annual inspection of all leased vehicles.
- Gentle Giant's Fleet Manager facilitates the annual inspection of all vehicles owned by Gentle Giant.

### Pre-Trip Inspection

The pre-trip inspection is a systematic parts and system check done before each trip. Its purpose is to find problems that can cause accidents, breakdowns, or poor performance. Law for interstate trucking requires Pre trip inspections. Many states have adopted these federal laws for intrastate trucking as well. At Gentle Giant Moving Co. pre-trip inspections are also required as a matter of company policy.

# Driver Vehicle Inspection Report (NO DEFECTS)

## DRIVER PROCESS

Driver gets DVIR at start of trip  
(W/BOL / from DVIR P/U Box / on Log)

Begin DVIR:  
-Name  
-Truck #  
-Date/Time

Driver gets previous-days DVIR out of glove box and review to confirm No Defect

All but Interstate can discard previous-days DVIR after review

Pre-Trip Inspection  
(See Inspection sheet)  
-Vehicle overview  
-Engine compartment  
-Inside the cab  
-Lights  
-Walkaround  
-Signal lights  
-Brake system

Driver performs Pre-trip Inspection

Log Book: Pre-trip must be flagged on log

Driver completes trip  
Or  
Daily activities

Post-Trip Inspection  
(See Inspection sheet)  
-Service brakes  
-Parking brake  
-Steering mechanism  
-Lighting devices/reflectors  
-Tires  
-Horn  
-Windshield wipers  
-Rear vision mirror  
-Coupling devices  
-Wheels and rims  
-Emergency equipment

Driver performs Post-trip Inspection  
(NO DEFECTS)

Log Book: Post-trip must be flagged and logged as on-duty

Driver completes DVIR  
(sign & date)

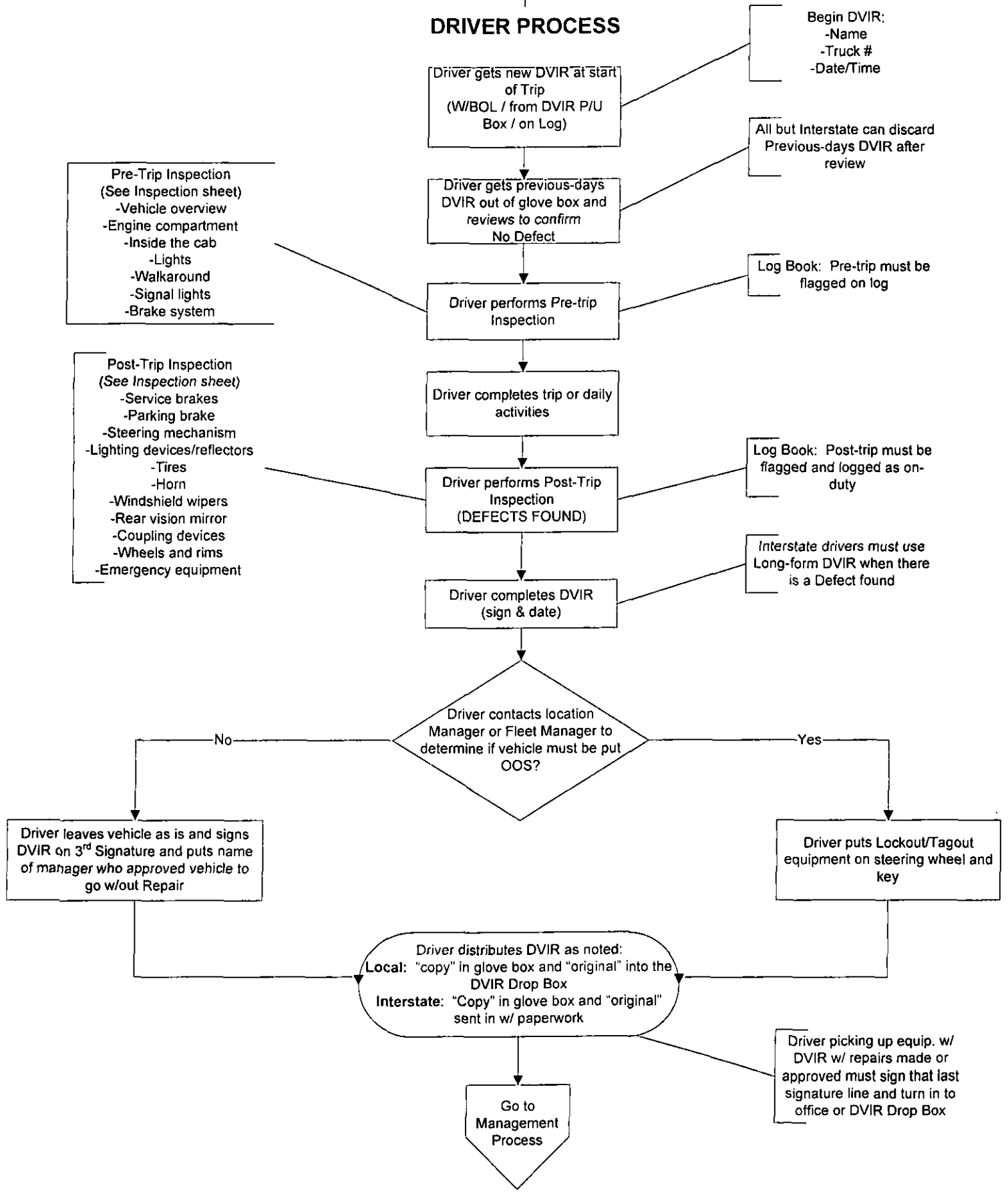
Local: "copy" in glove box and "original" into the DVIR Drop Box  
Interstate: Driver keeps "copy" and the "original" is sent in w/ paperwork

Driver distributes DVIR as noted:

Go to  
Management  
Process

# Driver Vehicle Inspection Report (WITH DEFECT)

## DRIVER PROCESS



BEFORE THE PENNSYLVANIA PUBLIC UTILITY COMMISSION

IN RE: APPLICATION OF  
GENTLE GIANT MOVING COMPANY (DC), LLC  
T/A GENTLE GIANT MOVING & STORAGE

Attached is Applicant's Certificate of Liability Insurance. (Paragraph 10).

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
7/25/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Wolpert Insurance Agency, Inc. 18 John Street Place Worcester MA 01609	CONTACT NAME: Mary Richardson	
	PHONE (A/C No. Ext): (508) 459-4700 FAX (A/C No): (508) 755-1724 E-MAIL ADDRESS: mrichardson@wolpert.com	
INSURED Gentle Giant Moving Co, Inc. 29 Harding Street Somerville MA 02143	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: Hanover Insurance Companies	22292
	INSURER B: Continental Indemnity Company	25258
	INSURER C: CCTC	
	INSURER D:	
	INSURER E:	

**COVERAGES** CERTIFICATE NUMBER: CL137908120 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/>			rnwl of ZDN 6671133	8/1/2013	8/1/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			rnwl of AMN 7600375	8/1/2013	8/1/2014	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			WC000960-13 (MA) 73-862621-01-01 (other)	1/1/2013 1/1/2013	1/1/2014 1/1/2014	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
	B		N/A				
A	Motor Truck Cargo			rnwl of IHN 7227067	8/1/2013	8/1/2014	Single Conveyance/\$1,000,000 Deduct/10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

**CERTIFICATE HOLDER**

Gentle Giant Moving Co, Inc  
29 Harding Street  
Somerville, MA 02143

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE  
P Diguette/WOLPDI *Patricia Diguette*

BEFORE THE PENNSYLVANIA PUBLIC UTILITY COMMISSION

IN RE: APPLICATION OF  
GENTLE GIANT MOVING COMPANY (DC), LLC  
T/A GENTLE GIANT MOVING & STORAGE

Attached are Applicant's Consolidated Statements and Supplementary Information.  
(Paragraph 13).

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Gentle Giant Moving Company, Inc. and Affiliates  
Consolidated Financial Statements and Supplementary Information  
Years Ended December 31, 2012 and 2011

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Independent Auditors' Report

To the Stockholders  
Gentle Giant Moving Company, Inc. and Affiliates  
Somerville, Massachusetts

We have audited the accompanying consolidated financial statements of Gentle Giant Moving Company, Inc. and Affiliates, which comprise the consolidated balance sheets as of December 31, 2012 and 2011, and the related consolidated statements of income (loss), changes in stockholders' equity, and cash flows for the years then ended, and the related notes to the financial statements.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Opinion**

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Gentle Giant Moving Company, Inc. and Affiliates as of December 31, 2012 and 2011, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

## **Report on Supplementary Information**

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The consolidated schedules of direct expenses, facility, general and administrative expenses, and other income (expense) are presented for purposes of additional analysis of the consolidated financial statements and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the basic consolidated financial statements taken as a whole.

*Rodman + Rodman, P.C.*

Newton, Massachusetts  
March 14, 2013

Gentle Giant Moving Company, Inc. and Affiliates

Consolidated Balance Sheets

December 31, 2012 and 2011

Assets

	<u>2012</u>	<u>2011</u>
Current assets		
Cash	\$ 2,146,667	1,862,048
Accounts receivable	432,534	438,489
Current portion of note receivable	-	54,053
Inventory	186,384	194,238
Prepaid expenses	405,559	269,917
Other receivables	<u>42,386</u>	<u>36,244</u>
Total current assets	<u>3,213,530</u>	<u>2,854,989</u>
Property and equipment	9,202,848	8,602,655
Less: accumulated depreciation	<u>3,684,310</u>	<u>3,398,708</u>
<i>(Variable interest restricted - \$4,772,072 in 2012 and \$4,560,486 in 2011)</i>	<u>5,518,538</u>	<u>5,203,947</u>
Other assets		
Note receivable, net of current portion	-	151,674
Security deposits <i>(variable interest restricted - \$71,971 in 2012 and \$54,747 in 2011)</i>	<u>180,037</u>	<u>163,812</u>
	<u>180,037</u>	<u>315,486</u>
Total assets	<u>\$ 8,912,105</u>	<u>8,374,422</u>

Liabilities and Stockholders' Equity

Current liabilities		
Current portion of long-term debt	\$ 175,473	150,802
Accounts payable and accrued expenses	1,686,598	1,271,725
Current portion of accrued rent	46,019	44,594
Accrued taxes	10,948	11,225
Customer deposits	<u>215,336</u>	<u>143,295</u>
Total current liabilities	<u>2,134,374</u>	<u>1,621,641</u>
Long-term liabilities		
Accrued rent, net of current portion	132,629	129,952
Long-term debt, net of current portion		
<i>(Variable interest restricted - \$137,922 in 2012 and \$141,809 in 2011)</i>	<u>3,077,557</u>	<u>3,252,174</u>
Total long-term liabilities	<u>3,210,186</u>	<u>3,382,126</u>
Stockholders' equity		
Gentle Giant Moving Company, Inc. stockholders' equity		
Capital stock	20,000	20,000
Additional paid-in capital	136,660	136,660
Retained earnings	<u>1,440,429</u>	<u>1,527,698</u>
Total Gentle Giant Moving Company, Inc. stockholders' equity	<u>1,597,089</u>	<u>1,684,358</u>
Noncontrolling interest	<u>1,970,456</u>	<u>1,686,297</u>
Total stockholders' equity	<u>3,567,545</u>	<u>3,370,655</u>
Total liabilities and stockholders' equity	<u>\$ 8,912,105</u>	<u>8,374,422</u>

The accompanying notes are an integral part of these financial statements.

Gentle Giant Moving Company, Inc. and Affiliates  
Consolidated Statements of Income (Loss)  
Years Ended  
December 31, 2012 and 2011

	<u>2012</u>	<u>%</u>	<u>2011</u>	<u>%</u>
Sales	\$ 31,953,534	100.0	28,676,606	100.0
Direct expenses	<u>17,636,380</u>	<u>55.2</u>	<u>15,627,490</u>	<u>54.5</u>
Gross profit	14,317,154	44.8	13,049,116	45.5
Facility, general and administrative expenses	<u>13,541,967</u>	<u>42.4</u>	<u>12,331,654</u>	<u>43.0</u>
Income from operations	775,187	2.4	717,462	2.5
Other income (expense)	<u>(171,869)</u>	<u>(0.5)</u>	<u>(394,423)</u>	<u>(1.3)</u>
Net income before taxes	603,318	1.9	323,039	1.2
Income taxes	<u>31,814</u>	<u>0.1</u>	<u>26,057</u>	<u>0.1</u>
Net income	571,504	1.8	296,982	1.1
Net income attributable to noncontrolling interest	<u>(285,842)</u>	<u>(0.9)</u>	<u>(344,950)</u>	<u>(1.2)</u>
Net income (loss) attributable to Gentle Giant Moving Company, Inc.	\$ <u>285,662</u>	<u>0.9</u>	<u>(47,968)</u>	<u>(0.1)</u>

The accompanying notes are an integral part of these financial statements.



Gentle Giant Moving Company, Inc. and Affiliates  
Consolidated Statements of Changes in Stockholders' Equity  
Years Ended  
December 31, 2012 and 2011

	<u>Capital</u> <u>Stock</u>	<u>Additional</u> <u>Paid-In</u> <u>Capital</u>	<u>Retained</u> <u>Earnings</u>	<u>Non-</u> <u>Controlling</u> <u>Interest</u>	<u>Total</u>
Beginning balance, January 1, 2011	\$ 20,000	136,660	1,701,620	1,342,151	3,200,431
Distributions	-	-	(125,954)	(804)	(126,758)
Noncontrolling interest	-	-	-	344,950	344,950
Net loss	-	-	(47,968)	-	(47,968)
Ending balance, December 31, 2011	20,000	136,660	1,527,698	1,686,297	3,370,655
Distributions	-	-	(372,931)	(1,683)	(374,614)
Noncontrolling interest	-	-	-	285,842	285,842
Net income	-	-	285,662	-	285,662
Ending balance, December 31, 2012	\$ <u>20,000</u>	<u>136,660</u>	<u>1,440,429</u>	<u>1,970,456</u>	<u>3,567,545</u>

The accompanying notes are an integral part of these financial statements.

Gentle Giant Moving Company, Inc. and Affiliates  
Consolidated Statements of Cash Flows  
Years Ended  
December 31, 2012 and 2011

	<u>2012</u>	<u>2011</u>
<b>Cash flows from operating activities:</b>		
Net income (loss)	\$ 285,662	(47,968)
Adjustments to reconcile net income (loss) to net cash provided by (used in) operating activities:		
Depreciation	308,468	320,322
Goodwill impairment	-	151,038
Loss on disposal of asset	-	783
Forgiveness of interest on note receivable	5,727	-
Accrued interest	4,225	970
Noncontrolling interest	285,842	344,950
(Increase) decrease in:		
Accounts receivable	5,955	99,477
Inventory	7,854	(34,780)
Prepaid expenses	(135,642)	32,789
Prepaid taxes	10,948	2,292
Increase (decrease) in:		
Accounts payable and accrued expenses	414,873	211,524
Accrued rent	4,102	235
Accrued taxes	(11,225)	11,225
Customer deposits	72,041	(46,441)
Net cash provided by (used in) operating activities	<u>1,258,830</u>	<u>1,046,416</u>
<b>Cash flows from investing activities:</b>		
Acquisition of property and equipment	(623,059)	(69,496)
Repayment from (advance of) note receivable	200,000	(200,000)
Repayment from (advances to) employees and others	(6,142)	50,850
Security deposits paid	(16,225)	(34,982)
Net cash provided by (used in) investing activities	<u>(445,426)</u>	<u>(253,628)</u>
<b>Cash flows from financing activities:</b>		
Repayment of long-term debt	(154,171)	(128,494)
Distributions	(374,614)	(126,758)
Net cash provided by (used in) financing activities	<u>(528,785)</u>	<u>(255,252)</u>
Net increase (decrease) in cash	284,619	537,536
Beginning cash	<u>1,862,048</u>	<u>1,324,512</u>
Ending cash	\$ <u>2,146,667</u>	<u>1,862,048</u>

The accompanying notes are an integral part of these financial statements.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
December 31, 2012 and 2011

(A) Business Activity

Gentle Giant Moving Company, Inc. (GGMC) was incorporated and commenced business in January 1985. GGMC moves private households and small to medium sized businesses locally, and ships household effects worldwide. In addition, GGMC also provides storage facilities.

Giant Associates (the Trust) was formed August 30, 2000 as a Massachusetts Business Trust. GGMC became a wholly owned subsidiary of the Trust. All stockholders of GGMC transferred their shares of stock to the Trust and became the holder of the same number of shares of beneficial interest in the Trust.

Gentle Giant Moving Company, LLC (GGLLC), a related LLC by common ownership and control, was organized and commenced business in 2008.

Gentle Giant Restoration and Conservation, LLC (GGR) was formed in 2004. Gentle Giant Restoration performs furniture restoration and other furniture repair. GGLLC owns 90% of GGR.

Gentle Giant Moving (NY), LLC (GGNY) was organized and commenced business in 2005, while Gentle Giant Moving (DC), LLC (GGDC) and Gentle Giant Moving (NC), LLC (GGNC) were organized and commenced business in 2006. Gentle Giant Moving (West), LLC (GGW) was organized and commenced business in 2008. The related companies provide the same services as GGMC. In 2008, the members of GGNY, GGDC, GGNC, and GGW contributed their interest in said entities to GGLLC. These entities are all wholly owned subsidiaries of GGLLC.

Gentle Giant Employment Company, LLC (GGEM) was organized and commenced business in 2008. GGEM employs all employees of Gentle Giant Moving Company and its affiliated entities. GGEM is owned 100% by GGLLC.

Gentle Giant Equipment Company, LLC (GGEQ) was organized in 2008. The intended purpose of forming the entity was to transfer all equipment of Gentle Giant and its affiliated entities into GGEQ. As of December 31, 2012, no transfers have been made and no activity exists. GGEQ is owned 100% by GGLLC.

Gentle Giant Interstate Company, LLC (GGIN), a related LLC by common ownership and control, was organized and commenced business in 2008. GGIN moves private households and small to medium sized businesses in interstate moves.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
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(A) Business Activity (continued)

Eastern ODP, LLC (Eastern), a related LLC by common ownership and control, commenced business in 1997 and has dealt in various real estate transactions. In 2005, Eastern purchased the building and parking lot for the main warehouse and facility in Somerville, Massachusetts. JEK Realty, LLC (JEK), a related LLC by common ownership and control, commenced business in 2006 and purchased land and a building adjacent to the Somerville, Massachusetts facility.

GGDC, GGIN, GGLLC, GGNY, GGW, GGNC, GGEM, GGEQ, GGR, JEK, and Eastern represent the non-controlling interest on the consolidated financial statements for which GGMC is the primary beneficiary (Note G).

(B) Summary of Significant Accounting Policies

Principles of Consolidation

The consolidated financial statements include the accounts of the following entities:

- Gentle Giant Moving Company, Inc.
- Giant Associates, Inc.
- Gentle Giant Restoration and Conservation, LLC
- Gentle Giant Moving Company, LLC
- Eastern ODP, LLC
- Gentle Giant Moving Company (NY), LLC
- Gentle Giant Moving Company (DC), LLC
- Gentle Giant Moving Company (NC), LLC
- Gentle Giant Moving Company (West), LLC
- Gentle Giant Employment Company, LLC
- Gentle Giant Equipment Company, LLC
- Gentle Giant Interstate Company, LLC
- JEK Realty, LLC

All material intercompany transactions and balances have been eliminated in the consolidation. The consolidated group is referred to as the Company.

Revenue Recognition

The Company generates revenues through moving of both residential and commercial customers throughout the regions in which the Company operates. Revenues from moves are billed upon completion of the moves. Customers are generally required to make a deposit for all moves. Such amounts are recorded as customer deposits on the financial statements until the job is completed at which point they are recognized in revenue. The Company also generates revenue through the rental of storage space in its warehouses. Revenues from storage are recognized and billed on a monthly basis.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
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(B) Summary of Significant Accounting Policies (continued)

Cash

The Company maintains its cash in bank deposit accounts which, at times, may exceed federally insured limits. The Company has not experienced any losses in such accounts. The Company believes it is not exposed to any significant credit risk on cash.

Accounts Receivable

The Company evaluates its accounts receivable and establishes an allowance for doubtful accounts, when deemed necessary, based on a history of past write-offs and collections and current credit conditions. Accounts receivable is net of an allowance for doubtful accounts of \$35,000 and \$37,822 as of December 31, 2012 and 2011, respectively.

Inventory

The inventory of supplies is stated at the lower of cost or market determined on the first-in, first-out method.

Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Any adjustments applied to estimated amounts are recognized in the year in which such adjustments are determined.

Income Taxes

With the consent of its stockholders, GGMC elected under the Internal Revenue Code and the laws of the Commonwealth of Massachusetts to be an S corporation. In lieu of corporation income taxes, the stockholders of an S corporation are taxed on their proportionate share of the Company's taxable income. Therefore, no provision or liability for federal income taxes has been included in the financial statements. There is a provision for required state taxes.

The Trust has also elected to be an S corporation for federal tax purposes. GLLC, GGIN, GGR, Eastern, and JEK are treated as partnerships for income tax purposes. Consequently, federal income taxes are not payable by, or provided for, the partnerships. These partnerships do pay state income taxes and provisions have been made accordingly. GGN, GGDC, GGNC, GGW, GGEM, and GGEQ are all single member LLCs and therefore disregarded entities for tax purposes. These entities file as part of GLLC. Members are taxed individually on their share of partnership earnings. Partnership net profits and losses are allocated to the members in accordance with the respective agreements.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
December 31, 2012 and 2011

(B) Summary of Significant Accounting Policies (continued)

Income Taxes (continued)

The Company evaluates all significant tax positions required by accounting principles generally accepted in the United States of America. As of December 31, 2012 and 2011, the Company does not believe it has taken any positions that would require the recording of any additional tax liability nor does it believe that there are any unrealized tax benefits that would either increase or decrease within the next year.

Income tax returns for 2009, 2010 and 2011 are still subject to examination by both federal and state taxing authorities. During early 2012, the Company was contacted by the Internal Revenue Service informing them that GGLLC has been selected for audit for tax year 2009. As of the date of this report, the audit is still ongoing; and the outcome of the audit and any potential liability are not yet determinable.

It is the Company's policy to recognize any interest and penalties in the provision for taxes when applicable.

Advertising Costs

The Company has non-direct response advertising costs which are expensed as incurred. Advertising expense was \$486,928 and \$483,216 for the years ended December 31, 2012 and 2011, respectively.

Donated Services

The Company donates services to various non-profit organizations. No income is recorded and the costs are included in operating expenses.

Method of Presentation

Certain accounts and amounts in the 2011 financial statements have been reclassified in order to conform to the 2012 presentation. These reclassifications had no effect on previously reported results of operations.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
December 31, 2012 and 2011

(B) Summary of Significant Accounting Policies (continued)

Property and Equipment

Property and equipment is stated at cost. Depreciation is calculated on straight-line and accelerated methods over the estimated useful lives of such assets. Expenditures for maintenance and repairs are charged to expense as incurred. The cost and estimated useful lives of property and equipment are as follows:

	<u>2012</u>	<u>2011</u>	<u>Estimated useful lives</u>
Moving equipment	\$ 230,474	230,474	5 years
Office equipment and furniture	601,585	559,913	3-10 years
Computer software	120,097	112,047	3 years
Storage vaults and equipment	1,117,350	1,049,118	5-10 years
Pianos	97,300	97,300	7 years
Leasehold improvements	729,645	572,421	5-25 years
Trucks	833,796	758,907	5 years
Buildings	3,226,233	3,082,107	39 years
Land	1,846,368	1,740,368	n/a
Parking lots	400,000	400,000	15 years
	<u>\$ 9,202,848</u>	<u>8,602,655</u>	

Fair Value Measurements

The Company uses a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements).

The three levels of the fair value hierarchy are described below:

*Basis of fair value measurement*

- Level 1 Unadjusted quoted prices in active markets that are accessible at the measurement date for identical, unrestricted assets or liabilities.
- Level 2 Quoted prices in markets that are not considered to be active or financial instruments for which all significant inputs are observable, either directly or indirectly.
- Level 3 Prices or valuations that require inputs that are both significant to the fair value measurement and unobservable.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
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(B) Summary of Significant Accounting Policies (continued)

Fair Value Measurements (continued)

A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement.

Intangible Assets

The Company either amortizes assets, if the useful life of the asset is determinable, or reviews the assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of assets to be held and used is measured by a comparison of the carrying amount of an asset to future net cash flows expected to be generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the fair value of the assets.

Goodwill Impairment

In 2004, the Company purchased the assets of Saxon Moving & Storage, Inc. The fair value of the acquired assets exceeded book value in the amount of \$116,038. This amount was recorded as goodwill. Due to limited residual storage customers remaining related to this purchase and the value remaining in the assets acquired, this reporting unit has been determined to be impaired. As of December 31, 2011, an impairment loss of \$116,038 was recognized and charged to the results of operations related to this reporting unit. The fair value of the reporting unit was estimated using the expected future cash flows and the price expected to be received were the Company to sell this reporting unit. For tax purposes, goodwill is still amortized over 15 years.

In 2008, the Company purchased Cavlogix Corporation. The fair value of the assets acquired exceeded book value in the amount of \$35,000. This amount was recorded as goodwill. Due to not meeting revenue projections for this region, limited inquiries generated through the acquired Company's operating business name and the current value associated with the fixed assets acquired, the Company determined this reporting unit to be impaired. As of December 31, 2011, an impairment loss of \$35,000 was recognized and charged to the results of operations related to this reporting unit. The fair value of the reporting unit was estimated using expected future cash flows and the price expected to be received were the Company to sell this reporting unit. For tax purposes, goodwill is still amortized over 15 years.



Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
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(C) Note Receivable

In 2011, the Company attempted to purchase a parking lot adjacent to its Somerville location from an unrelated individual. The Company paid a deposit of \$200,000 to hold the transaction open. During 2011, it became apparent that the transaction would not occur, and the Company entered into a note receivable agreement with the individual for the repayment of the deposit. The note was dated June 2011 and due July 2015, payable in monthly installments of \$5,201, including interest at 5%. As of December 31, 2011, the interest was accrued into the balance of the note, shown on the consolidated balance sheet. In 2012, the Company entered into a lease agreement with the same individual for use of the parking lot space (Note H). As part of the negotiation of this lease the principal balance of \$200,000 was fully repaid. Interest that had been accrued on this note of \$5,727 was forgiven upon the repayment of the principal.

(D) Demand Note Payable

GGMC has available a \$1,500,000 line-of-credit with Cambridge Trust Company. As of December 31, 2012 and 2011, there was no outstanding balance on the line-of-credit.

(E) Long-Term Debt

	<u>2012</u>	<u>2011</u>
Long-term debt consists of the following:		
<u>Gentle Giant Moving Company, Inc.</u>		
Two notes payable to Ford Motor Credit Corp., due April 2012, payable in monthly installments of \$668 each with 0% interest, each secured by a vehicle.	\$ -	4,007
<u>Gentle Giant Moving (DC), LLC</u>		
Note payable to Ford Motor Credit Corp., due July 2013, payable in monthly installments of \$688 with 0% interest, secured by a vehicle and guaranteed by GGMC.	4,817	13,073
<u>Gentle Giant Moving (NC), LLC</u>		
Note payable to Ford Motor Credit Corp., due June 2016, payable in monthly installments of \$478 with 4.29% interest, secured by a vehicle.	18,554	23,379

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
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(E) Long-Term Debt (continued)

Eastern ODP, LLC

2012

2011

Note payable to Penna Trust, due October 2015, accruing interest at 6.5% until November 2012, at which time the note is payable in monthly installments of \$4,452.

\$ 137,922 141,809

Note payable to Cambridge Trust Company, due October 2025, payable in monthly installments of \$7,840 with 6.75% interest, and a balloon payment of approximately \$323,000 secured by a building, guaranteed by the majority shareholder, GGMC, JEK, GGNV, GGNC, GGDC, GGR, and the Trust. Effective March 1, 2012, the monthly installment changed to \$6,125 and the interest on the note is 4.25%.

913,484 945,917

Note payable to Cambridge Trust Company, due October 2025, payable in monthly installments of \$9,707 with 7.25% interest, (adjusted effective November 1, 2011 to 3.69%) and a balloon payment of approximately \$390,000 due at the end of the term, secured by a building, guaranteed by the majority shareholder, GGMC, JEK, GGNV, GGNC, GGDC, GGR, and the Trust. Effective March 1, 2012, the monthly installment changed to \$7,265 and the interest on the note is 4.25%.

1,083,008 1,131,432

JEK Realty, LLC

Note payable to Cambridge Trust Company, due October 2025, payable in monthly installments of \$9,537 with 7.1% interest (adjusted effective November 1, 2011 to 3.69%) and a balloon payment of approximately \$479,000, secured by a building, guaranteed by the majority shareholder, GGMC, Eastern, GGNV, GGNC, GGDC, and GGR. Effective March 1, 2012, the monthly installment changed to \$7,345 and the interest on the note is 4.25%.

1,095,245 1,143,359

Total long-term debt

3,253,030 3,402,976

Less: current portion

175,473 150,802

Long-term debt, net of current portion

\$ 3,077,557 3,252,174

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
December 31, 2012 and 2011

(E) Long-Term Debt (continued)

Maturities of long-term debt are payable as follows:

2013	\$	175,473
2014		179,137
2015		179,129
2016		138,844
2017		141,965
Thereafter		<u>2,438,482</u>
	\$	<u>3,253,030</u>

Interest expense on long-term debt and other debt was \$157,090 and \$241,547 for the years ended December 31, 2012 and 2011, respectively.

Under the terms of the agreements with Cambridge Trust, the Company is required to:

1. Maintain a ratio of consolidated cash flow to consolidated total debt service of guarantor and all the obligors, to be tested for each twelve month period ending on the last day of each quarter, of not less than 1.25 to 1.
2. Prepay the note to the extent that the ratio of combined cash flow to combined total debt service of guarantors and all obligors exceeds 1.45 to 1.0 for any 12 month period ending on the last day of each calendar year. Guarantor shall pay or cause the obligors to pay 50% of the excess of such amount to the bank. The amount required to be paid is limited based on the total outstanding balance under the notes with Cambridge Trust. Effective December 31, 2011, the bank eliminated this requirement.
3. Maintain a life insurance policy on the life of the majority owner of the Company in an amount of no less than \$1,000,000, which shall be assigned to the bank for its benefit.

For the year ended December 31, 2012, the bank waived covenant number 1 above as it relates to the 2012 unfinanced fixed asset purchases.

(F) Related Party Transactions

Intercompany Balances and Transactions:

Throughout the year, the Company has transactions with affiliates related through common ownership. Amounts are typically for working capital and management fee arrangements.

Accrued Salary

As of December 31, 2012, GGMC has accrued salary to two of its shareholders in the amount of \$40,000. As of December 31, 2011, GGMC had accrued salary to one minority shareholder in the amount of \$3,169. These amounts are included in accrued expenses at December 31, 2012 and 2011, respectively.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
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(F) Related Party Transactions (continued)

Lease Agreement

GGMC leases its Somerville, Massachusetts primary warehouse and offices under a 20 year operating lease effective September 29, 2005 with Eastern. Rent expense under this agreement was \$240,000 and \$247,809 for the years ended December 31, 2012 and 2011, respectively, plus real estate taxes.

GGMC leases additional space in Somerville, Massachusetts under a 20 year operating lease effective November 2006 with JEK. Rent expense under this agreement was \$120,000 for the years ended December 31, 2012 and 2011, plus real estate taxes.

Minimum future rental income and expense under existing JEK and Eastern lease agreements are as follows:

2013	\$	360,000
2014		360,000
2015		360,000
2016		360,000
2017		360,000
Thereafter		<u>2,820,000</u>
	\$	<u>4,620,000</u>

(G) Variable Interest Entities

Management analyzes the Company's activities to determine if the Company has explicit or implicit variable interest in entities. This analysis is primarily a qualitative review. The analysis is based on an evaluation of the design of the entity, its organizational structure including decision making ability, and financial agreements. Accounting principles require a reporting entity to consolidate a variable interest entity (VIE) when the reporting entity has a variable interest that provides it with a controlling financial interest in the VIE. The entity that consolidates a VIE is referred to as the primary beneficiary of that VIE. The Company uses a primarily qualitative analysis to determine if it is the primary beneficiary of VIEs including, but not limited to: which activities most significantly impact the VIEs' economic performance and which party controls such activities; the amount and characteristics of GGMC's interests and other involvement in the VIE; the obligation or likelihood for GGMC or other investors to provide financial support to the VIE; and the similarity with and significance to the business activities of GGMC and the other investors. Significant judgments related to these determinations include estimates regarding the current and future values and performance of the real estate held by the VIEs, viability of the VIEs to operate independently from GGMC, likelihood the VIEs could obtain financing independent of GGMC and general market conditions.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
December 31, 2012 and 2011

(G) Variable Interest Entities (continued)

The Company has determined that it holds a variable interest in two rental real estate entities, Eastern and JEK, for which GGMC is the primary beneficiary (Note A). Both entities lease facilities to GGMC whereby substantially all of the rights and obligations of the ownership are transferred to GGMC. Eastern and JEK were both determined to be variable interests because these entities do not have sufficient equity to finance their own operations without additional subordinated financial support, evidenced by guarantees provided to the entities from GGMC for outstanding debt.

GGMC is considered to have a controlling interest in Eastern and JEK and therefore is considered to be the primary beneficiary evidenced by the following characteristics:

- (1) GGMC possesses the power to direct the activities of the VIEs that most significantly impact their economic performance. The Company determined that the economic performance of the VIEs is significantly impacted by the fair value of the underlying property and the credit of the respective lessees. Since GGMC is the sole tenant of both Eastern and JEK, GGMC's maintenance and operation of the leased property constitute activities with a direct effect on the fair value of the underlying property. Furthermore, GGMC has the ability to increase the potential benefits it can receive and limit the potential losses it can suffer by the manner in which it uses the property, including the timely payment of rent.
- (2) GGMC has the obligation to absorb losses or right to receive benefits from the entity that could be potentially significant to both Eastern and JEK. GGMC is a corporate guarantor of the debt of both Eastern and JEK. As such, if Eastern or JEK were unable to repay their outstanding debt, GGMC would be obliged to do so.

The Company has determined that it holds a variable interest in nine operating companies; GGIN, GLLC, GGNY, GGDC, GGW, GGNC, GGEM, GGEQ, and GGR for which GGMC is the primary beneficiary (Note A). These entities operate in a similar line of business as GGMC, but have not shown the ability to finance their own operations without subordinated financial support. Most of these entities show negative equity to date, and significant intercompany transactions with GGMC have kept operations running. While some of these nine operating companies have shown profitability, it was determined that these entities were still variable interest entities as it is unlikely they could obtain financing without a guarantee from GGMC due to significant intercompany transactions and minimal assets to act as collateral on any of these operating entities.

GGMC is considered to have a controlling financial interest in GGIN, GLLC, GGNY, GGDC, GGW, GGNC, GGEM, GGEQ, and GGR and therefore is considered to be the primary beneficiary evidenced by the following characteristics:

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
December 31, 2012 and 2011

(G) Variable Interest Entities (continued)

- (1) GGMC possesses the power to direct the activities of the VIEs that most significantly impact their economic performance. The Company determined that the economic performance of the VIEs is significantly impacted by the operations of GGMC. The entities are all operated by the same management team and decisions are made based upon the best interest of all the entities as a group. GGMC provides much of the administrative functions, expertise, and makes available labor and equipment to the VIEs on an as needed basis.
- (2) GGMC has the obligation to absorb losses or the right to receive benefits from the entity that could be potentially significant to any of the VIEs. The Company came to this conclusion because of the fact that GGMC is a corporate guarantor on some of the debts of the VIEs and because GGMC will likely continue to guarantee the debts of the VIEs on an as needed basis. As such, if they were unable to repay their outstanding debt, GGMC would be obliged to do so. Also, due to the nature of how the entities are run with significant intercompany transactions each year, it is implied that GGMC would absorb losses by assisting with the funding of VIEs or would receive the benefits during more profitable times.

As the primary beneficiary of these VIEs, the entities' assets, liabilities and results of operations are included in the Company's consolidated financial statements. Although GGMC is considered to be the primary beneficiary, it does not hold any equity interests in the VIEs; therefore, 100% of the equity holders' interests are reflected in "Net income attributable to non-controlling interest" in the consolidated statements of income and "Non-controlling interest" on the consolidated balance sheets.

As part of the additional disclosure requirements, GGMC as the primary beneficiary of these VIEs is required to separately present certain assets and liabilities on the face of its consolidated balance sheets. Assets of the VIEs that may only be used to settle the obligations of the VIEs and liabilities of the VIEs for which creditors and beneficial interest holders have no recourse to GGMC's general credit have been presented as "variable interest restricted" on the face of the consolidated balance sheets.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
December 31, 2012 and 2011

(G) Variable Interest Entities (continued)

The following table summarizes the carrying amounts of the real estate (Eastern and JEK) VIEs' assets, liabilities, and equity included in the Company's consolidated balance sheets as of December 31, 2012 and 2011:

	<u>2012</u>	<u>2011</u>
<u>Assets</u>		
Current assets		
Cash	\$ 144,651	80,361
Current portion of note receivable	-	54,053
Total current assets	144,651	134,414
Property and equipment		
Property and equipment	5,541,765	5,222,476
Less: accumulated depreciation	782,748	680,100
	4,759,017	4,542,376
Other assets		
Deposit	-	1,000
Note receivable, net of current portion	-	151,674
	-	152,674
Total assets	\$ 4,903,668	4,829,464
<u>Liabilities and Members' Equity</u>		
Current liabilities		
Current portion of long-term debt	\$ 165,621	133,713
Due to related parties	320,054	201,600
Total current liabilities	485,675	335,313
Long-term debt, net of current portion	3,064,039	3,228,803
Members' equity	1,353,954	1,265,348
Total liabilities and members' equity	\$ 4,903,668	4,829,464

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
December 31, 2012 and 2011

(G) Variable Interest Entities (continued)

The following table summarizes the carrying amounts of the operating entities (GGIN, GLLC, GGNY, GGDC, GGW, GGNC, GGEM, GGEQ, and GGR) VIEs' assets, liabilities, and equity included in the Company's consolidated balance sheets as of December 31, 2012 and 2011:

	<u>2012</u>	<u>2011</u>
<u>Assets</u>		
Current assets		
Cash	\$ 179,883	91,673
Accounts receivable	160,983	145,628
Inventory	55,751	58,319
Prepaid expenses	133,782	112,892
Due from related parties	407,653	134,255
Other receivables	15,031	11,778
Total current assets	<u>953,083</u>	<u>554,545</u>
Property and equipment	162,502	142,766
Less: accumulated depreciation	84,673	57,855
	<u>77,829</u>	<u>84,911</u>
Other assets		
Investment in subsidiary	50,112	50,112
Security deposits	71,971	54,747
	<u>122,083</u>	<u>104,859</u>
Total assets	<u>\$ 1,152,995</u>	<u>744,315</u>
<u>Liabilities and Members' Equity</u>		
Current liabilities		
Current portion of long-term debt	9,853	13,082
Accounts payable and accrued expenses	336,723	219,972
Current portion of accrued rent	5,762	9,106
Accrued taxes	13,757	10,383
Customer deposits	135,300	60,706
Total current liabilities	<u>501,395</u>	<u>313,249</u>
Long-term liabilities		
Accrued rent, net of current portion	34,832	-
Long-term debt, net of current portion	13,518	23,371
Total long-term liabilities	<u>48,350</u>	<u>23,371</u>
Members' equity	<u>603,250</u>	<u>407,695</u>
Total liabilities and members' equity	<u>\$ 1,152,995</u>	<u>744,315</u>



Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
<sup>11</sup> December 31, 2012 and 2011

(H) Operating Leases

The Company leases locations around the United States for warehousing and office facilities under several operating leases. The leases have varying terms from tenant at will arrangements to operating lease commitments with varying expiration dates extending through September 2023, several of which have built in renewal or extension options. Monthly rents vary depending on the size and location of the facility. The Company has several lease agreements with escalating rent terms. For these lease agreements, additional rent has been accrued throughout the life of the lease. This accrued rent represents rent deferred that is built into future rental payments. The accrued rent is being adjusted over the term of the lease based on recognition of rent on a straight line basis. The Company is also responsible for a share of the operating expenses and taxes under some of these lease agreements. Rent expense under these agreements totaled \$1,825,897 and \$1,749,682 for the years ended December 31, 2012 and 2011, respectively.

Future minimum rental payments under these agreements are as follows:

2013	\$ 1,219,185
2014	1,204,598
2015	1,104,660
2016	1,022,544
2017	961,683
Thereafter	<u>4,455,461</u>
	<u>\$ 9,968,131</u>

The Company leases trucks under non-cancelable operating leases having remaining terms in excess of one year as of December 31, 2012. Future minimum rental payments under these agreements are as follows:

2013	\$ 685,224
2014	491,059
2015	383,628
2016	295,088
2017	<u>282,813</u>
	<u>\$ 2,137,812</u>

Rent expense for trucks, including short-term rentals, was \$1,834,691 and \$1,628,078 for the years ended December 31, 2012 and 2011, respectively.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
December 31, 2012 and 2011

(H) Operating Leases (continued)

In April 2010, the Company entered into a three year operating lease agreement for office equipment effective June 2010 through May 2013. Future minimum rental payments under this lease agreement are \$24,729 for the year ending December 31, 2013.

Rent expense under this agreement was \$59,351 for the years ended December 31, 2012 and 2011.

(I) Retirement Plan

The Company sponsors a 401(k) plan for all eligible employees who elect to participate. The Company contributed, including fees, \$248,289 and \$217,235 to the plan during 2012 and 2011, respectively, in addition to amounts contributed by employees.

(J) Supplemental Disclosures of Cash Flow Information

	<u>2012</u>	<u>2011</u>
Cash paid during the year for:		
Interest	\$ <u>152,865</u>	<u>234,850</u>
Income taxes paid	\$ <u>22,433</u>	<u>12,721</u>
Supplemental schedule of noncash investing actives:		
Distributions to officer to assume employee receivables	\$ <u>-</u>	<u>11,000</u>
Property acquired through debt financing	\$ <u>-</u>	<u>25,715</u>
Transfer of real estate property from Eastern to JEK at cost	\$ <u>8,375</u>	<u>-</u>
Fixed assets disposed of	\$ <u>22,599</u>	<u>-</u>
Accumulated depreciation on fixed assets disposed of	\$ <u>(22,599)</u>	<u>-</u>

(K) Capital Stock / Members' Equity

GGMC

At December 31, 2012 and 2011, GGMC has authorized 2,000 shares of no par common stock, with 2,000 shares issued and outstanding.

Gentle Giant Moving Company, Inc. and Affiliates  
Notes to Consolidated Financial Statements  
December 31, 2012 and 2011

(K) Capital Stock / Members' Equity (continued)

GLLC

Interests in profits and losses, rights to distributions and allocations in GLLC are evidenced by shares in the LLC as outlined in the operating agreement. Each unit is entitled to one vote. As of December 31, 2012 and 2011, 100 units in the LLC are issued and outstanding.

GGR

Interests in profits and losses, rights to distributions and allocations in GGR are evidenced by units in the LLC as outlined in the operating agreement. GLLC owns a 90% interest in GGR as of December 31, 2012 and 2011.

GIN

Interests in profits and losses, rights to distributions and allocations in GGIN are evidenced by units in the LLC as outlined in the operating agreement. Each unit is entitled to one vote. As of December 31, 2012 and 2011, 100 units in the LLC are issued and outstanding.

(L) Subsequent Events

In January 2013, the Company entered into a one year operating lease effective January 2013 through December 2013 for warehouse space in Seekonk, MA with monthly payments of \$3,300.

In January 2013, the Company entered into a month to month operating lease for warehouse space in Brooklyn, NY requiring a security deposit of \$14,666 and monthly payments of \$7,333.

Updated future minimum rental payments to include these agreements are as follows:

2013	\$ 1,258,785
2014	1,204,598
2015	1,104,660
2016	1,022,544
2017	961,683
Thereafter	<u>4,455,461</u>
	\$ <u>10,007,731</u>

Subsequent events have been evaluated between December 31, 2012 and March 14, 2013, which is the date the financial statements are available to be issued.

Gentle Giant Moving Company, Inc. and Affiliates  
Consolidated Schedules of Direct Expenses  
Years Ended  
December 31, 2012 and 2011

	<u>2012</u>	<u>%</u>	<u>2011</u>	<u>%</u>
<b>Cost of labor</b>				
Salaries	\$ 9,196,171	28.8	8,153,063	28.4
Workers' compensation insurance	882,361	2.8	653,383	2.3
Payroll taxes	811,044	2.5	697,363	2.4
Medical insurance	582,408	1.8	569,971	2.0
Occasional labor	<u>90,729</u>	<u>0.3</u>	<u>190,416</u>	<u>0.7</u>
Total cost of labor	<u>11,562,713</u>	<u>36.2</u>	<u>10,264,196</u>	<u>35.8</u>
<b>Cost of vehicles</b>				
Vehicle lease	1,948,229	6.0	1,628,078	5.7
Fuel	1,108,873	3.5	975,233	3.4
Maintenance and damages	412,313	1.3	351,783	1.2
Parking and tolls	287,551	0.9	222,027	0.8
Insurance	236,843	0.7	195,383	0.7
Depreciation	52,834	0.2	55,454	0.2
Excise tax and registration fees	29,097	0.1	32,341	0.1
Weigh fees	<u>18,216</u>	<u>0.1</u>	<u>4,375</u>	<u>-</u>
Total cost of vehicles	<u>4,093,956</u>	<u>12.8</u>	<u>3,464,674</u>	<u>12.1</u>
<b>Other direct expenses</b>				
Moving supplies	960,038	2.9	817,712	2.9
Claims	433,931	1.4	458,879	1.6
Interstate travel	363,823	1.1	378,477	1.3
Cargo insurance	121,007	0.4	120,869	0.4
Uniforms	91,462	0.3	84,418	0.3
Depreciation - equipment and crates	58,909	0.2	63,609	0.2
Subcontractors	53,232	0.2	56,880	0.2
Allocated costs related to intercompany sales	<u>(102,691)</u>	<u>(0.3)</u>	<u>(82,224)</u>	<u>(0.3)</u>
Total other direct expenses	<u>1,979,711</u>	<u>6.2</u>	<u>1,898,620</u>	<u>6.6</u>
Total direct expenses	<u>\$ 17,636,380</u>	<u>55.2</u>	<u>15,627,490</u>	<u>54.5</u>

See independent auditors' report.

Gentle Giant Moving Company, Inc. and Affiliates  
Consolidated Schedules of Facility, General and Administrative Expenses  
Years Ended  
December 31, 2012 and 2011

	<u>2012</u>	<u>%</u>	<u>2011</u>	<u>%</u>
Personnel expenses				
Salaries	\$ 6,894,081	21.6	6,167,365	21.4
Payroll taxes	533,285	1.7	472,208	1.7
Insurance	428,396	1.3	378,426	1.3
Total personnel	<u>7,855,762</u>	<u>24.6</u>	<u>7,017,999</u>	<u>24.4</u>
Office space	<u>134,776</u>	<u>0.4</u>	<u>146,043</u>	<u>0.5</u>
Cost of facility				
Lease	1,776,326	5.6	1,651,222	5.8
Repairs and maintenance	298,617	0.9	251,457	0.9
Utilities and insurance	130,226	0.4	121,009	0.4
Depreciation - leasehold improvements	128,084	0.4	134,234	0.5
Real estate tax	125,167	0.4	98,898	0.3
Security	114,404	0.4	111,556	0.4
Supplies	79,625	0.2	88,478	0.3
Total cost of facility	<u>2,652,449</u>	<u>8.3</u>	<u>2,456,854</u>	<u>8.6</u>
Other general and administrative				
Professional fees	500,751	1.6	472,733	1.7
Advertising	486,928	1.5	483,216	1.7
Travel and entertainment	310,763	1.0	318,578	1.1
Computer support	285,466	0.9	222,430	0.8
Telephone	254,382	0.8	225,862	0.8
401(k) contribution and administration	248,289	0.8	217,235	0.8
Liability and office insurance	191,865	0.6	190,126	0.7
Miscellaneous	161,633	0.5	117,391	0.4
Office supplies, postage and printing	150,768	0.5	132,551	0.5
Education and training	87,189	0.3	66,729	0.2
Depreciation - office equipment and software	68,641	0.2	67,025	0.2
Donations	55,477	0.2	56,111	0.2
Bad debts	52,032	0.2	97,863	0.3
Dues and registration	35,125	0.1	32,271	0.1
Bank charges	9,671	-	10,637	-
Total other general and administrative	<u>2,898,980</u>	<u>9.2</u>	<u>2,710,758</u>	<u>9.5</u>
Total facility, general and administrative expenses	\$ <u>13,541,967</u>	<u>42.4</u>	<u>12,331,654</u>	<u>43.0</u>

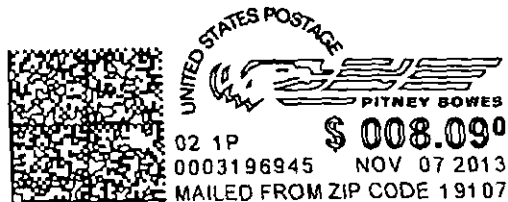
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Gentle Giant Moving Company, Inc. and Affiliates  
Consolidated Schedules of Other Income (Expense)  
Years Ended  
December 31, 2012 and 2011

	<u>2012</u>	<u>%</u>	<u>2011</u>	<u>%</u>
Interest income	\$ 448	-	7,805	-
Gain (loss) on disposal of equipment	1,000	-	(783)	-
Forgiveness of interest on note receivable	(5,727)	-	-	-
Officers' life insurance	(10,500)	-	(8,860)	-
Goodwill impairment	-	-	(151,038)	(0.5)
Interest expense	<u>(157,090)</u>	<u>(0.5)</u>	<u>(241,547)</u>	<u>(0.8)</u>
Total other income (expense)	\$ <u>(171,869)</u>	<u>(0.5)</u>	<u>(394,423)</u>	<u>(1.3)</u>

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Pennsylvania Public Utility Commission  
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Harrisburg, PA 17105-3265