MEETING MINUTES

THE INTERMODAL ASSOCIATION OF NORTH AMERICA
OPERATIONS COMMITTEE

Thursday, May 2, 2019
7:45 a.m. to 9:45 a.m.
Westin Lombard Yorktown Center, Junior Ballroom,

Call to Order

The meeting was called to order at 7:46 a.m. by Chairman Bill Hamlin, of Gray Wolf Group,. A safety briefing was given by Vice Chairman Brant Ring, of BNSF Railway. Verlyn Suderman, serving as IANA counsel, determined there was a quorum and provided the antitrust guidelines.

Approval of the Sunday, Sept. 16, 2018 minutes

Committee Vice Chairman Dave Hensal, of Eagle Systems, solicited questions regarding the previous Committee meeting minutes Kevin Lhotak, Reliable Transportation Specialists, made the motion to approve. EJ Bronwasser, Milestone Equipment Holdings, seconded the motion. The minutes were approved unanimously.

Task Force & Working Group Reports

Driver Experience at Intermodal Facilities Task Force

Remy Diebes, of REMPREX, and Robert Loya, of Cal Cartage Transportation, discussed the need to respond to the industry challenge regarding inefficiencies and negative driver experiences while at rail or marine terminals.

The Driver Experience at Intermodal Facilities Task Force charter and work plan have been completed and are to be voted on by the committee. A roundtable discussion was
held May 1 to gather input from members, generate ideas and solicit member interest in participation.

Mr. Diebes asked if there were any questions or comments on the proposed Task Force charter that had been circulated to the Committee members prior to the meeting. Hearing none, Chairman Hamlin asked for a motion to approve the charter. Chad Peterson of BNSF Railway moved to approve, which was seconded by Mr. Lhotak. The motion was approved unanimously.

Mr. Diebes and Mr. Loya noted that Task Force member identification and selection is expected to be completed in Q2 2019.

The initial Task Force meeting, to be completed in Q3-2019, will be to discuss project goals, individual Task Force member roles and timelines. Additional activities include establishing periodic calls to review progress of projects, discuss topics requiring complete task force input and plan next steps.

**Automated Container Securement Working Group**

Mr. Peterson, of BNSF Railway, provided an update on the working group’s objective of identifying solutions for automating the securement of containers moving in double stack train service. Interim solutions they have reviewed include semi-automated inter-box connectors, which removes IBC storage on railcars, decreasing railcar ascends, descends and traversing, conducting securement operations from the ground level, and removing the manual locking/unlocking processes.

Long-term solutions, he said, require moving toward automation, that could include container integration via automated/integrated locking systems, rail car design and robotics.

Mr. Peterson said that the next step is to summarize and report on the solutions they have researched. He further noted there is a need to conduct testing of identified solutions, and that funding sources need to be identified.

**Tolling Working Group**

Mike Burton, of C&K Trucking, said that tolls assigned to intermodal trailing equipment continue to plague the intermodal community, particularly in Illinois, New Jersey, and other regions. The nine-member working group has looked at the issue in Illinois to better understand the scope of the problem, what the root causes are, and why it seems to be an increasing problem. Their activities also have included understanding
the financial and operational costs identifying potential solutions to control or reduce toll costs.

Open road tolling is the issue, not traditional tolling operations, Mr. Burton said. Illinois seems to be where the biggest problem has been occurring. Members of the working group held meetings with the Illinois Tollway to gain an understanding of tolling processes. Key takeaways he said, were that the Tollway looks at the front plate of the vehicle first, then the rear plate. They also discovered penalties are not always being assessed properly. The rear plate is only used to assess a toll in the following circumstances: 1) transponder failure and when the front plate isn’t visible; 2) the front plate is visible, but it is not registered with Tollway; or 3) there is a lack of funds in the toll account.

Truckers can avoid tolls being based on rear plates, Mr. Burton said, by confirming that trucks have a working transponder with a positive fund balance and by making sure tractor plates are registered with the applicable Tolling Authority. They also must ensure the tractor plate is visible. He further noted that IEPs should set up fleet accounts directly with the Tolling Authority.

**Education Session -- Listening to Drivers: Recruiting and Retaining a Strong Workforce**

Max Farrell, of WorkHound, gave a presentation on why real-time driver feedback is essential in today’s market to aid recruiting and retention efforts,

The top five feedback themes received from drivers by his company, he said, are equipment, logistics, people, pay and communication.

Regarding equipment, comforts, conveniences and top-quality equipment will pay for themselves quickly in happier drivers who are more productive and stay with the company.

He also said having staff understand what their life is like, and that having a close acquaintance at work are key factors in retaining drivers.

He said that trucking’s competition is not only other carriers. It is also other opportunities outside the industry. Payroll data is a crucial source of information for potential turnover, as net pay under $1K/week can lead to emotional reactions and thoughts of pursuing different opportunities.
The communication category was the most significant feedback theme, and there is a significant opportunity for companies who communicate effectively, respectfully and empathetically to retain more drivers, he said.

Feedback from drivers should be used to understand challenges, as well as address urgent issues. He noted good practices include doubling down on what is working for your company, praise the staff that are helping drivers, and act on driver insights. Online chatter is another way to gather feedback because it is going somewhere if it’s not going to you. Keep an eye on forums, online reviews and Facebook, he said, for different perspectives.

Mr. Farrell also said that trucking companies should particularly pay attention to the expectations a new hire comes into the job with regarding pay, home time, equipment and communication.

He concluded by saying that companies should be proactive vs. reactive in today’s driver market, and to keep multiple communication channels open with drivers. If you’re going to ask for feedback, always close the loop by following up on the feedback provided.

**Old Business -- Load Securement and Weight Issues**

Gerry Bisaillon, of Union Pacific Railroad, said that variations in listed/actual weight of loads and improperly secured cargo continue to pose significant safety and operational challenges for the industry. Containers continue to arrive at their intermodal facilities that have incorrect weights recorded. The incorrect weights can cause several problems, from locomotive planning to overstressing lift equipment and rail cars, as well as train instability issues. This is also a problem for motor carriers, who are at risk as they transport these loads. Mr. Bisaillon said that the industry needs to continue to discuss this issue and look for ways to address the problem.

**New Business -- Roundtable Feedback**

Remy Diebes, of REMPREX, and Robert Loya, of Cal Cartage Transportation, led a discussion regarding the previous day’s roundtable feedback on how the driver experience at intermodal facilities can be improved.

Some of the participant feedback included:
- integrating the multiple apps that exist;
- adding uniformity to the labeling box location;
• adequate availability of lift operators;
• appropriately staffed roadability services;
• familiarity with the facility and its policies/rules/regulations;
• compiling information for drivers ahead of their trip; and
• processing outbound drivers more quickly.

Mr. Diebes and Mr. Loya said that the group discussed ways that drivers can improve their experience at a facility, including:

• reporting all bad order occurrences;
• being compliant with communications protocol;
• remembering personal safety on the facilities;
• parking in the right spot, finding out and following the rules; and
• understanding the responsibilities of the facility and those of the driver.

When it comes to ranking the most important items to ensuring success, predictable turn times came in as having the greatest importance, followed by having a roadable chassis. This was followed by seamless entry/exit, locating the load, and technology. They noted that the roundtable feedback will be analyzed further and incorporated into the work of the Task Force.

**Housekeeping and Adjourn**

A motion to adjourn was made by Mr. Bisaillon and was seconded by Mr. Diebes The meeting was adjourned at 9:30 a.m.