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## **Operational Strategy**

### **3. How do you minimize equipment-related downtime for Drivers? (Please include scheduling contingencies, impact on driving time)**

Driver satisfaction and uptime have always been a priority within our Maintenance Department. Improved interaction, communication and understanding of a Driver's lifestyle have provided a closer relationship, improved teamwork and minimized equipment-related downtime for our Drivers. Here are some examples of our continued efforts in this area:

- In the current business climate of shortages and rising costs, the Decker Maintenance Team has focused on continuous monitoring to reduce these increases and maintain Driver uptime.
- Over the last 48 months DTL has invested in transforming the Maintenance Department to provide an improved service experience for our Drivers, technicians and customers. All areas of the department and equipment specs have been affected with continuous improvement always at the forefront.
- DTL Maintenance Department operates 6 maintenance locations with over 105 maintenance employees. The goal of the department is to train Decker technicians to repair the equipment the same regardless which of the six locations the equipment is in. By investing in technician training, a higher wage package and communication, the department has experienced a reduction in department turnover and improved technician skills. This has allowed for all PM work to be moved in-house resulting in improved maintenance and reduced breakdown occurrences. Decker has developed an in-house scheduling program that allows equipment to be scheduled in a set time slot so Drivers are aware of planned maintenance downtime and operations can plan loads around this schedule.
- DTL has invested in a mobile technician segment that has been added to the department. This addition has provided reefer repairs at a reduced cost and increased uptime.
- DTL made a significant investment in telematics to include ELD and a change in camera providers. The Maintenance Department has accomplished these installations in 2021 to provide needed process and data improvements.
- Solar technologies have been installed by the Maintenance Department to Decker equipment in 2021/2022. Detailed testing occurred to find the best product and ROI. Decker looks forward to the savings this technology brings.

- DTL continues to modify and build on internal maintenance forms, TIB's, SOP's and processes. Data driven decisions have resulted in replacement of components before failure increasing uptime and reducing OTR costs. Technician use of tablets on the shop floor has provided increased productivity and reporting
- Decker's CSA Maintenance Score is at an all-time low which can be attributed to improved maintenance practices and equipment age.
- DTL's internal road repair department also known as Maintenance Support has seen many improvements. The skilled staff understand the Driver lifestyle and challenges always keeping their available time and safety at the forefront. Communications to Drivers on weather issues that will affect equipment operation have resulted in reduced downtime.
- Parts procurement has experienced some major improvements with a reduction in vendors, negotiated pricing, barcoding of parts, parts room layout, inventory management between locations and a corporate purchasing mentality. These enhancements have resulted in many improvements to include increased uptime.
- DTL's tire program has seen many changes with tire testing, vendor management and reduction on new versus recap purchasing practices.
- DTL continues to maintain and monitor our "Clean Truck Program". This program provides Decker Drivers with the guidelines for truck appearance. This clean initiative carries over to the shops to keep the areas clean and professional. Morale of all employees has improved due to the upgraded surroundings.