

## March Cost Cutting Initiatives

1. Overallowed Hours – Goal for the rest of the year is a 50% reduction over LY
  - a. Over 9.5 initiative – Goal is 25% for the district ROD goal is 65%
  - b. Under 8's – Goal is 15% - No air drivers are allowed to go over 4.0 hours on road, PDS's need to get on their game and NOT under dispatch anyone!! You need to check dispatch daily to make sure no one is dispatched under 8.0 hrs...
  - c. Over 10.5 hrs paid – As of March 17<sup>th</sup>, no driver will be allowed to work over 10.5 hours PERIOD. From now on, I need a daily count of how many drivers over 10.5 for the day. This will be added to the PM template. This number needs to be decreased during the next 2 weeks to ZERO...Figure out where your issues are and start fixing them now before Mar.17<sup>th</sup>...
  - d. Take 2 Take 8 – Very important in reducing the overallowed. We will have weekly reviews regarding every driver and where they stand. Give this the utmost attention...
  - e. Top 10 Daily Overallowed – I will need explanations daily via email for all 10 EVERY DAY!! Don't make me remind you. I do not have the time...
2. PT Overtime – Zero Tolerance...any over 5.0's need to be reported to me daily...No reason in my mind for this except emergencies...no double shifting employees without my permission...get staffed
3. 22.3 O/T – Zero tolerance...Home operation owns the employee...any exceptions need to be communicated to me daily
4. PTRS O/T – only by exception and preapproved through me..
5. Meal Period Adherence – 95% minimum and 10 minute minimum – There will be meal period champions in each building – Straple, Lisa and Rich who will need to drive the results...Each center manager needs to pick one driver we know is scamming us and get him on videotape and go the distance, others will fall in line...Get our money back...
6. Customer counter hours – Need to be reduced by 25% over last year – temporaries need to be eliminated...Start figuring it out...
7. Expense Accounts – NO Supervisors can use AMEX period. Goal cost reduction of 50%...Anyone using it, will get it suspended...
8. Double Trips – Volume is down, so should double trips...
9. PSP's – no one over 4 on road and no one over 5.00 period. Any exceptions need to be addressed with me so we can decide if it is a valid necessity. We

- need to take a look at cutting AM PSP's proportionately to the volume decreases. ONLY use AM PSP's for EAM's and shuttles...Any opportunity to cut PM and combine routes we need to do it...
10. Uniform expense - Only 1 person per center will be allowed to order uniforms and it must be a FT mgmt person. All others will be locked out from ordering - ID's will be revoked
  11. Utility expense - Make sure we are turning lights off, closing overhead doors, etc. Treat our facilities as if they were your own homes... Would you leave lights on in every room if you were at work?
  12. Grievance Pay - No grievance paid without my approval...
  13. Car Wash Hours - No PT'ERS IN THE Car Wash. We will be looking at laying off 22.3 employees based on IE recommendations for Car Wash staffing...Get ahead of it..
  14. Safety spending - Only allowed by managers once a month for each work group - Drivers, Preload, Reload and only for safety milestones..not just to bribe people to be safe...keep it cheap...

I know there are going to be a lot of questions /concerns over all these. All I can say is we need to take a hard look at everything we do and ask why? We need to do our part to support the company, so we all have jobs in the future. Is it easy...heck no, but who said life was easy...Many times the hardest thing and the right thing are the same...Any questions, let me know...