MOTOR FLEET
SAFETY MANUAL
fifth edition

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Itasca, Illinois
# CONTENTS

Foreword  
Preface  
Contributors  
Chapter 1 Benefits of Incident Prevention  
Chapter 2 Elements of a Fleet Safety Program  
Chapter 3 Responsibilities of a Fleet Safety Director  
Chapter 4 Driver Selection and Hiring  
Chapter 5 Driver Safety and Health Issues  
Chapter 6 Managing Distracted Driving in the Commercial Motor Vehicle  
Chapter 7 Incident Investigation  
Chapter 8 Employee Injury and Illness Record Keeping and Analysis  
Chapter 9 Motor Fleet Collision Data  
Chapter 10 Employee Safety Program  
Chapter 11 Driver Training  
Chapter 12 Fleet-Specific Issues  
Chapter 13 Driver Supervision  
Chapter 14 Incident Review Committees  
Chapter 15 Fleet Purchase and Maintenance  
Chapter 16 Fleet Insurance Issues  
Chapter 17 Scattered Fleet Safety Leadership  
Chapter 18 Job Safety Analysis  
Chapter 19 Off-the-Job Safety Programs  
Chapter 20 Affordable Solutions for Fleet Safety  
Appendix A Skill Drills and Test Courses  
Appendix B Work-Related Motor Vehicle Data Sources  
Appendix C Bibliography and Additional Resources  
Index
FOREWORD

Each year, tens of thousands of drivers, passengers, pedestrians, and innocent bystanders are injured and killed in motor vehicle crashes. Each loss of life impacts a family, a workplace, and a community. What is challenging for many to come to terms with is understanding how such loss is possible when each injury and death can be prevented with the proper training and safety programs.

Since its inception, the National Safety Council has been committed to improving the safety of our nation’s roads. A growing area of concern is the number of motor vehicle crashes involving driver distraction, particularly cell phone use while driving.

Many people understand the dangers of texting while driving. It is a behavior that engages in all three forms of distraction—visual, eyes off the road; manual, hands off the wheel; and cognitive, mind off the road. What is more challenging for people to understand is the danger of the phone conversation itself. Whether drivers are using hand-held or hands-free devices, the cognitive distraction remains, and it can be deadly.

In a 2009 study funded by the Federal Motor Carrier Safety Administration, it was shown that when a commercial motor vehicle driver is engaged in two cognitively complex tasks, such as driving and performing a nondriving task, that is, having a cell phone conversation, using a dispatching device, or checking a map, calculator, or log sheet—the brain does not perform both tasks at the same time, it switches focus from one task to the other. This shifting of focus contributes to a form of cognitive distraction called inattention blindness—meaning important information is abandoned and not processed by the brain. Unfortunately, the shifting occurs too quickly for people to realize it is happening at all, so drivers aren’t aware of the dangers they are placing themselves and others in. Drivers “look at,” but do not “see,” critical driving cues.

The National Safety Council is so alarmed by the dangers of these behaviors and by the lack of awareness and legislation for it, we’ve taken a leadership role to address it. In January 2009, NSC called for a nationwide ban on cell phone use while driving. Today, we continue to help businesses implement cell phone policies in the workplace to protect employees. We also encourage organizations to help their employees take that message of safety home to their families, friends, and neighbors. We are working with organizations and businesses to increase awareness about the dangers of distracted driving and are partnering with technology providers that offer strong solutions.
As NSC continues to address the issue and help safety advocates, organizations, and lawmakers understand the research, we ask supporters to share the message of safety. We ask fleet safety managers to educate through training their commercial motor vehicle drivers on the importance of being attentive while driving and not engaging in nondriving-related tasks that would compromise their ability to safely operate their vehicle. We also ask fleet safety managers to develop policies and safety programs to minimize or eliminate the use of in-vehicle devices while driving.

Help keep our roadways safe, and remember no call or text message is worth someone’s life.

Janet Froetscher
President and CEO
National Safety Council
PREFACE

The fifth edition of the *Motor Fleet Safety Manual* has been revised by the volunteer members of the Transportation Safety Division of the National Safety Council. You will find that these safety professionals represent the leading transportation fleets, insurance companies, and related firms in North America. Their willingness to share their experience and expertise with you is typical of the spirit of the professionals who participate in National Safety Council volunteer activities.

If you have chosen a career in transportation safety, you are in a position to make a real difference. Since 1900, more than 2 million lives have been lost on our highways. This figure exceeds the number of soldiers lost in all the wars in which the United States was involved. Some put the percentage of traffic deaths due to human error at 80%—a tragic and preventable loss of human life. In addition, traffic incidents have accounted for more than 2 million disabling injuries in recent years; most of which could have been prevented. The economic cost of motor vehicle crashes is in the billions, which is why any successful effort made by the safety fleet manager to prevent loss of lives beyond those of the commercial motor vehicle driver will benefit the public overall by making our roadways safer.

In this revised edition of the *Motor Fleet Safety Manual* all chapters have been updated to reflect the latest standards. In addition, we have added new chapters that cover emerging industry concerns, such as distracted driving, sleep disorders, drug testing alternatives, and other industry-specific issues. I hope you find these shared ideas helpful in your professional efforts, and I encourage you to become a volunteer in the Transportation Safety Division of the National Safety Council to experience the valuable networking opportunities that are available and to share your own valuable experience with others. Reader comments and suggestions are welcome.

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CONTRIBUTORS

Maribeth A. Anderson is the chief executive officer of Global Safety Compliance in Chicago, Illinois, which provides risk assessments and emergency preparedness planning to local businesses and organizations. With more than 15 years experience in the fleet safety, as well as health, safety, and environmental fields, Maribeth is committed to eliminating workplace accidents. In her role as health, safety, and environmental (HSE) supervisor at Jacobs Engineering, one of the world’s largest and most diverse providers of scientific and specialty consulting, Maribeth takes seriously Jacobs’ goal to prevent even one accident from occurring.

Maribeth began her HSE career at O’Hare International Airport where she was responsible for employee and airfield fleet safety. She developed and implemented a comprehensive driver accountability program for more than 25,000 drivers at O’Hare and Midway Airports. The program raised the education level of airfield drivers and required drivers to successfully pass a minimum-standards test. The program reduced vehicle incidents by 25% and reduced runway incursions by 90% within the first year.

In 2008 and 2009, Maribeth was awarded the American Society of Safety Engineers (ASSE) Safety Professional of the Year at the Chapter and Region levels. An active member of ASSE, Maribeth currently serves as its Region V vice president.

John Backowski, CDS, is currently director of safety, compliance & training for the Arizona Trucking Association (AzTA). John joined AzTA in August 2007, bringing to the organization an extensive background in the transportation industry. He began working in the safety arena as a driver trainer for Schneider National and went from there to the Pittsburgh Institute of Aeronautics’ Trucking Driving Academy, where he became dean of students for all short-term programs. John recently completed his NATMI certification and is well-versed in DOT regulations, safety training, and curriculum development. John currently is in charge of AzTA’s seminar program.

John Brodbeck is president of Mississippi Safety Services Inc., a public training agency and distributor for the National Safety Council (NSC) throughout the state of Mississippi. He is an instructor/trainer for a variety of NSC courses and has been a defensive driving course (DDC) instructor and trainer since 1986. He has been authorized to conduct courses in first aid and in the 10- and 30-hour OSHA General Industry Outreach Training. John received a degree in Industrial Engineering from
the University of Illinois in 1971 and a MBA from Mississippi College in 1980. He is a Certified Safety Professional and has been active in the Mississippi Chapter of the American Society of Safety Engineers (ASSE) as a member and as an officer, involved in its Consultants Practice Specialty. He has expertise in workers’ compensation administration, and since 2002 John has been executive director of the Mississippi Workers’ Compensation Individual Self Insurer Guaranty Fund.

John worked in occupational safety with General Motors for 17 years and was certified as an ISO 9001 Lead Assessor conducting product safety audits for 10 years for both General Motors and Delphi Automotive. He has been a volunteer with the National Safety Council since 1976 and served as chairman of sections in the Business and Industry Division and most recently as Chairman of the Commercial Vehicle Section of the Motor Transportation Division. John is currently a member of the NSC DDC International Advisory Committee.

Salvatore Caccavale, CPEA, has worked professionally in corporate environmental, health, safety, and security leadership roles for Fortune 500 companies such as BASF Corporation (chemical industry), Valspar Corporation (paint and varnish industry), Rexam Beverage Can Americas (can manufacturing), Superior Bulk Logistics, Inc. (tank truck carrier/rail transfer), and A.M. Castle & Co. (metal and plastic service centers). Sal is a certified professional environmental, health and safety auditor, and a former certified hazardous materials manager, masters level (1995 – 2008). He has instructed environmental, safety, and industrial hygiene courses for the Community College of Beaver County in Western Pennsylvania and the University of Medicine and Dentistry (Rutgers University) in Piscataway, New Jersey.

Currently, Sal serves as vice president of the National Safety Council (NSC) Business and Industry Division and sits on the NSC Board of Directors and Board of Trustees. His professional associations include the Environmental and Transportation Practices of American Society of Safety Engineers (ASSE) and the American Industrial Hygiene Association (AIHA). Sal has authored “A Basic Guide to RCRA: Understanding Solid and Hazardous Waste,” published by ASSE, and his article, “A Guide to the Hazardous Waste Regulations,” published in Professional Safety won a technical writing award in 2000. Sal is the recipient of the National Safety Council Distinguished Service to Safety Award, and he serves on the editorial review boards of the NSC Safety + Health magazine and the ASSE Professional Safety.

Scott Claffey is assistant vice president of safety services, responsible for overseeing safety operations for the Eastern region of Great West Casualty Company. He
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Scott serves as an instructor for several organizations, including the National Safety Council and the North American Transportation Management Institute (NATMI) and is an authorized OSHA outreach instructor. Scott is the 2009-2011 chairman of the National Safety Council DDC International Advisory Committee, and is also chairman of the Commercial and Fleet Vehicle Section of the Transportation Safety Division. He also serves on the oversight committee for the Transportation Research Board’s Commercial Truck & Bus Safety Synthesis program. Scott has also served on various expert panels advising public-private research initiatives, including technology deployment efforts and hazardous material security panels.

**Tom DiSalvi** is the director of safety and loss prevention at Schneider National Inc., a premier provider of transportation, logistics, and intermodal services. In this role, DiSalvi leads 10 regional loss prevention managers and is responsible for delivering safety and compliance results on behalf of the Schneider’s One Way and Dedicated lines of business. Tom is also responsible for researching and implementing breakthrough safety technologies and processes to prevent motor vehicle crashes.

Tom began his professional career with Schneider National in 1991 and assumed his current role in 2000. Prior to joining Schneider, Tom was an officer in the United States Navy. Currently a member of the National Safety Council DDC International Advisory Committee, Transportation Division Committee, and Commercial Motor Vehicle Section Committee, Tom’s professional affiliations also include the American Trucking Association’s (ATA) Safety Management Council, the Wisconsin Council of Safety Supervisors (WCSS) and the North American Transportation Management Institute (NATMI). Tom holds a Bachelor’s Degree from the University of Florida and a Master’s Degree from Auburn University.

**James M. Dougherty** is the chief safety officer for the Washington Metropolitan Area Transit Authority (WMATA) where he is charged with leading the tran-
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Dougherty has more than 25 years experience in transit safety, occupational safety and health, industrial hygiene, and environmental protection. He has previously held the positions of chief safety officer and director of safety; security and enforcement for the San Francisco Municipal Transportation Agency; general manager of safety and security at the Charlotte Area Transit System (CATS) in Charlotte, NC; various safety leadership positions for the Greater Cleveland Regional Transit Authority in Cleveland, Ohio; and part-time police officer.

Dougherty holds the accreditations of certified safety and security director and certified safety specialist by the World Safety Organization. He attended Lakeland Community College and David N. Myers University studying criminal justice administration. He has completed more than 100 national and state-level safety courses. In October 2009, he received the National Safety Council Distinguish Service to Safety Award. In June 2010, Dougherty was appointed by U.S. Secretary of Transportation Ray LaHood to the Transit Rail Advisory Committee for Safety. He is a member of the National Safety Council and also serves on its Boards of Directors and Delegates. Jim is also a past chairman of the National Safety Council Transportation Division and Transit Section.

David Edmondson is currently a director of safety with J.B. Hunt Transport where, for the past 11 years, he has held various positions in operations and safety. He previously worked for CRST, Oil Dri Transportation, Roadway Package System (now FedEx Ground), and UPS in various operational roles. David graduated from Auburn University and has more than 28 years experience in the trucking industry. He resides in Rogers, Arkansas.

William “Bill” M. England, CSP, ARM, CFS, has worked professionally since 1976 in corporate environmental, health, safety, and security leadership roles for companies such as U. S. Steel Corporation, Rockwell International, McLane Company, AIG Consultants, and Sysco Corporation. Bill is a certified safety professional, an associate in risk management, and is certified in fleet safety through the Texas Motor Transportation Association. He has instructed courses at Pennsylvania State University, Morehead State University, and Eastern Kentucky University. He holds a Bachelor of Science degree from East Texas State University. Currently, Bill serves on the National Safety Council Boards of Directors, Delegates, and Trustees.
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Richard Hanowski, PhD, is the director of the Center for Truck & Bus Safety at the Virginia Tech Transportation Institute. Dr. Hanowski has been involved in transportation research since 1991 and has led many safety studies for government and industry. His experience includes transportation human factors with both light and heavy vehicles, laboratory and field testing, real-time automobile and heavy vehicle simulation, advanced system design and testing, design guideline development, and human performance evaluation. Hanowski is the author of more than 150 publications and has received numerous research awards. His research, which has had an impact on transportation policy (e.g., distracted driving, hours-of-service regulations for truck drivers) has been featured in the New York Times, Washington Post, CNN, and the Discovery Channel. He currently serves as the fatigue subject matter expert for the National Surface Transportation Safety Center for Excellence, and he was one of six internationally recognized distracted driving experts invited to work on a collaborative USDOT-EU effort. He received his MS in Psychology from the University of Idaho (1993) and his PhD in Industrial and Systems Engineering from Virginia Tech (2000).

Dr. Jeffrey Hickman joined the Center for Truck and Bus Safety at the Virginia Tech Transportation Institute in 2004 and became a group leader in 2009. He has significant experience in the design, delivery, and implementation of safety and health improvement interventions using behavior-based and person-based psychology and human factors applications. His primary areas of research include communitywide applications of behavior-based safety, self-management, and organizational culture change techniques as well as assessing driver behavior, fatigue, work/rest cycles, and driver distraction in commercial motor operations. While specializing in commercial motor vehicle safety, Dr. Hickman's research interests are broadly defined as occupational health and safety.

Hickman has been the PI, Co-PI, or project manager on 33 research projects (totaling more than $7 million). Such projects include competitive research awards from the Federal Motor Carrier Safety Administration, National Highway Traffic Safety Administration, Mine Health and Safety Administration, Transportation Research Board, and the American Automobile Association Foundation for Traffic Safety. Dr. Hickman has more than 50 professional presentations and has authored 49 scientific publications and technical reports. He currently serves as
a reviewer for the *Journal of Occupational Health Psychology, Accident Analysis and Prevention, Human Factors and Ergonomics Society,* and the *Journal of Organizational Behavior Management.*

**Daniel Jones, ASP,** has more than 40 years in the transportation industry and is a nationally recognized expert in vehicular safety. Dan has previously worked for the National Safety Council and was the developer, writer, and presenter of the NSC *Guide to Determine Motor Vehicle Accident Preventability* and its related workshop/training program. Dan served as technical reviewer of the original *Motor Fleet Safety Manual,* spent five years working with J. J. Keller & Associates, Inc., and designed, organized, and presented safety-related seminars on DOT compliance, Hazmat Transportation, and OSHA and Fuel Tax & Mileage Reporting requirements. Additionally, Dan has been an active member of the National Association of Fleet Administrators (NAFA), serving as a past board member and safety chairman for the Chicago Chapter. Dan is currently a member of the NSC-DDC International Advisory Committee and the Transportation Safety Division. He served as chairman of the Fleet Administrator Section of the NSC from 2000 to 2003. He has also been a previous member of the National Private Truck Council and the American Trucking Association, serving on various safety committees and as a judge for various state trucking associations and the ATA Truck Driving Championships.

Currently, Dan is senior consultant for Chartis Insurance – Global Loss Prevention, serving major trucking accounts in 15 states. Dan has received numerous awards from various safety organizations for contributions to the motor transportation industry.

**Isabel Krueger, CRSP,** has worked professionally for more than 22 years in corporate safety, with responsibilities for occupational health and safety, collisions, and passenger incidents for a large transit system servicing the largest area in Canada and 2.5 million customers. Under her leadership, ergonomic standards were developed for transit operators that have been endorsed and implemented by the Workers’ Compensation Board in British Columbia. Isabel is a Canadian Registered Safety Professional and owns her own safety company that specializes in safety training for management and safety committees. She has spoken at many conferences since 1994 in Canada and in the United States; has served on the executive board of the Transportation Division of the National Safety Council for eight years; has been a member of the Board of Delegates for five years, and is a recipient of the National Safety Council Distinguished Service to Safety Award.
Victor Malchesky, CSS, currently works for Swift Transportation, the largest truck load carrier in the United States. Victor has served on the National Safety Council International Advisory Committee for more than two years and is the chairman of the Arizona Trucking Association’s Safety and Maintenance Council. Victor was recognized as the 2008 Safety Professional of the Year by the Arizona Trucking Association and he holds a BS degree from Arizona State University.

Joseph Mokrisky, is president of Capitol Motor Carrier Compliance based in Stoughton, Massachusetts and has been in the transportation industry for 30 years. He provides training and management consulting to bus, truck, and other commercial vehicle operators in need of compliance, risk-management, and operational improvement.

Committed to safety, Mokrisky initiated a program to assist Massachusetts insurance carriers to identify high-risk companies and implement programs resulting in improved commercial vehicle operations and controlled insurance premiums. Mokrisky is a member of the National Safety Council and serves as secretary of the Transportation Division and vice chairman of the Commercial Fleet and Motor Vehicle Executive Committee. He has been featured in USA Today, the Boston Globe, WCVB 5 and Fox 25 television stations, as well as many local and trade associations.

Dennis Shinault, is the director of loss prevention for Baldwin & Lyons, Inc. in Indianapolis, Indiana and is a certified director of safety through the North American Transportation Management Institute. For more than 25 years, Dennis has worked in commercial motor carrier insurance loss prevention assisting carriers of all types and sizes to develop measurable improvements in vehicle collisions, worker injuries, regulatory compliance, and corporate safety culture.

Shinault is a two-time past chairman for the National Safety Council Commercial Vehicle Section and is currently chairman of its Motor Transportation Safety Division. He is also an active member the NSC International Advisory Committee that produces the NSC Defensive Driving programs. Shinault has been a defensive driving instructor for more than 23 years. He is a past chairman of the Indiana Motor Truck Association Safety Management Council, where he was named Safety Professional of the Year. Dennis is also a member of the Regulations and Driver Retention Committees for the American Trucking Associations Safety Management Council. In 2010, he received the National Safety Council Distinguished Service to Safety Award.
Amy Stewart, CSP, has worked professionally in corporate, education, government, and consulting safety roles for more than 20 years. Amy is a Certified Safety Professional and holds a MS in safety from Central Missouri State University, currently known as University of Central Missouri (UCMO). With a focus on a humanistic-systems approach, she has instructed safety courses and has consulted hundreds of companies in transportation safety management.

Currently, Amy serves as a member of the National Safety Council’s (NSC) Transportation Division Section committees for Transit, School Bus, and Commercial Motor Vehicle/Fleet. She is past chair of the Ohio Trucking Safety Council Advisory Board. Her professional associations include the American Society of Safety Engineers (ASSE), ASSE Foundation, and Transportation Practice Specialty as a professional member of the ASSE. Since the 1990s, Amy has published for the Ohio Worker Compensation in the annual Safety Leaders’ Guide and other publications, including Transactions, Perspectives, and The Advisor, which are newsletters of the TPSAC, PSSP, and Consultant’s Practice Specialties, respectively.

Amy is the recipient of the ASSE-NAOSH Champion Award, Region VII Safety Professional of the Year (SPY), and Public Sector Safety Professional of the Year. She also served on the Society of Ohio Safety Engineers’ Patterns for Progress editorial review committee.

Wendy Sullivan is vice president of project implementation and DOT health and safety consultative services with Precision Pulmonary Diagnostics (PPD). Having served in this role for nearly three years, Sullivan is responsible for implementing PPD’s turnkey sleep apnea disease management program in commercial carriers. In addition, she serves as consultant to commercial carriers for other medical/DOT issues.

Prior to her work with PPD, Sullivan served as a registered nurse and leader in occupational health at Schneider National Inc., where she was responsible for the health and safety of the driving fleet. She initiated the sleep apnea program currently in place at Schneider National Inc., and has vast health insurance experience serving in a leadership role at Humana for 10 years and in nursing for 35 years. Because of her detailed knowledge of DOT medical regulations, Sullivan has made presentations at numerous state safety councils on sleep disorders and sleep apnea. Through PPD she is affiliated with the American Trucking Association (ATA), Women in Trucking (WIT), American Association of Professional Drivers (AAOPD), and Truckload Carriers Association (TCA).
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Steve has a BS degree in Safety Management with specialization in Occupational Safety and Health from Indiana University of Pennsylvania. He is a Certified Safety Professional, a Qualified Accident and Illness Prevention Service Provider for the Commonwealth of Pennsylvania, and holds a Class B Commercial Driver’s License with P Endorsement. An active member of the Transit Section of the National Safety Council (NSC), Steve is a former chairman of the section, as well as a member of the Transportation Safety Division Executive Committee, the Transit Section Accident Review Committee, and a speaker at the NSC Congress & Expo. He currently serves as the Governmental Affairs Chair for the Western Pennsylvania Chapter of the American Society of Safety Engineers (ASSE) and was past president of the chapter earning the Chapter Achievement Award. Steve also served on the ASSE Transportation Practice Specialty Advisory Board.

Robert W. Trinkleback, CSHM, CSP, CPEA is president and founder of SafeRisk Solutions, Inc., a privately held safety consulting, auditing, and training company. Bob has more than 28 years of corporate safety and risk management experience with extensive knowledge in designing and implementing cost-effective corporate safety management programs.

Bob serves on many executive boards and committees where he devotes much time and energy to enhancing the safety profession. He was the 2004-2005 chair of the National Safety Council Commercial Motor Vehicle Section Executive Committee and was the recipient of the 2005-2006 National Safety Management Society’s (NSMS) professional member award for his safety accomplishments and leadership. His most recent appointment was to West Virginia University’s 2010 Safety Management Program Advisory Board Committee.

Bob earned a BA in Speech Communication and Psychology, and a Master’s in Safety Management, both from West Virginia University. His work has been published in Occupational Hazards magazine, including his article titled, “Safety Training Gets Wired Through Web-Based e-learning.”
David Whiteside has worked for 23 years at J.B. Hunt Transport, one of the largest truckload transportation companies in America. Prior to this, David served as Battalion Adjutant, 1st Landing Support Battalion, 1st Service Support Group, in the United States Marine Corps. During his tenure at J.B. Hunt, David developed a Crash Data Management System for the analysis of crashes and development of safety program enhancements. In addition, David developed a Controlled Substances Reduction Program to reduce or eliminate drug use by truck drivers and other employees, and he integrated hair sample testing in 2006, which resulted in a 69% reduction in the DOT random positive rate—the lowest in company history. With the goal of improving motor fleet safety, reducing violations and crashes, David developed a data management system to download roadside inspection and crash data. He also has worked with the Federal Motor Carrier Safety Administration (FMCSA) in piloting the Compass Portal.

Currently, David is the senior director of compliance for J.B. Hunt and is an active associate member of the Commercial Vehicle Safety Alliance (CVSA) representing the transportation industry on the Driver Enforcement Committee.