Shaun Reilly was moving up in his previous company and facing a move from Pennsylvania when he heard about the opening for terminal manager at BCT’s Allentown location.

A friend who worked for PCA led Reilly to the job posting and an eventual interview with Operations Manager Mike Hayes and General Manager Dan Bernert.

So for the last month or so, he has been settling in to the new position … a transition that both Reilly and Hayes say is going smoothly.

“Shaun has hit the ground running. He has already introduced himself (and BCT) to many of the PCA plants in the Northeast,” Hayes said. “Our Periodic Maintenance schedules are back on track, and he and Ashley (Ducos, dispatcher-administration) have impressed our vendors in Allentown with their timeliness and follow up.”

“It’s been a good fit,” said Reilly of his few weeks working with drivers and customers at Allentown. “I come from the trucking side of things and enjoy working with drivers,” he said. “There’s something different every day...always a new challenge.”

Reilly spent the last six years working for B&G Foods/DSC Logistics and worked for Penske and US Express prior to that.

He took a break to finish college at Pennsylvania’s Kutztown University where he earned a degree in Business Administration.

Allentown currently operates within a radius of about 150 miles with six trucks and drivers who usually pickup and deliver two or three loads each day.

As terminal manager of Allentown, Reilly no longer faces the amount of travel he did in his previous position. That allows him more time at home with his wife Tracey, son Rory, 12 and Daughter Aofe, 3.

Away from work, Reilly likes to stay active and enjoys family travel. He still pursues his life-long interest in soccer by playing in an adult league and coaching his son. He also enjoys mountain biking.
December 2016 was a difficult month for preventable accidents. The year ended with five preventable accidents for an Accident Frequency Rate of 5.06 for the month. The year-end total was 27 preventable accidents in more than 13.3 million miles of travel.

Owner-Operators finished December with zero preventable accidents.

For 2016, drivers in company trucks travelled 3.14 million miles and had 10 preventable accidents. That created an AFR of 3.19 wrecks per million miles of travel.

Owner-Operators travelled 10.2 million miles with 17 preventable wrecks for an AFR of 1.66.

“We still have several weeks of weather and bad roads ahead of us,” said Randy Bailey, Manager of Driver Services and Safety. “We need to watch out for those sharing the road who aren’t skilled in defensive driving and handling winter road conditions.”

Bailey asked drivers to decrease speed and increase following distance as weather and road conditions get bad in many of the areas where BCT is traveling.

December accidents drive up year’s accident frequency rate

### ACCIDENT FREQUENCY

<table>
<thead>
<tr>
<th>2016 12-Month AFR</th>
<th>Preventable Accident*</th>
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<tr>
<td>January</td>
<td>1</td>
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<tr>
<td>February</td>
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<td>November</td>
<td>3</td>
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<td>December</td>
<td>5</td>
<td>5.06</td>
</tr>
<tr>
<td>TOTALS</td>
<td>27</td>
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</table>

*Any accident in which our driver failed by defensive driving to do everything reasonable to prevent the accident.

** The number of preventable wrecks per million miles of travel.

---

**New Drivers**

Welcome to new and returning drivers who have joined the ranks of BCT, Inc. and Boise Trucking Operations during the past month (by publication deadline)

**Angela Forge** of Waco, Texas December 12 as a new CTC driver at Waco.

**Frederick Martin** of DeRidder, Louisiana Dec. 12 as a new spotter at DeRidder.

**Charles Kunsky** of Anacoco, Louisiana January 3 as a new spotter at DeRidder.

If you’re an Owner-Operator who knows a driver who would be a good ‘fit’ for BCT 1-800-544-5989, Opt. 5.

See Page 13 for details on how you earn cash for your “Driver to Driver” referrals.
2016 builds on months without injuries

Safety

We let complacency and inclement weather get the best of us in December with regards to vehicular safety.

BCT recorded 5 preventable accidents while logging 988,903 miles resulting in an accident frequency rate (AFR) of 5.06. We finished 2016 with an AFR of 2.02, which is competitive by industry standards but well short of our goal of 1.10 or less. Despite our dismal performance in December, we have a lot to be proud of in terms of safety success stories for 2016:

Committed to our core value of working safely and with integrity, BCT finished the year without an OSHA recordable incident. In fact, we have gone 15 consecutive months without one. Let’s make our family, friends and coworkers proud and keep it going throughout 2017!

Congratulations to our Wallula Container O/O, Flatbed O/O and Western Chip O/O fleets, all of whom finished the year with zero preventable accidents.

Frank Valencia (Wallula O/O) joined the list of 60+ BCT drivers and owners that have logged a million consecutive miles without a preventable accident.

Eugene Craft (DeRidder) joined the short list of six BCT drivers and owners who have amassed two million consecutive preventable accident free miles.

Brothers Bob and Frank Hurley (Wallula mill spotting operation) combine for 66 years of driving without a preventable accident.

After achieving 2 million mile award in 2014, Sam Torrez (Boise O/O) is working on 37 consecutive years of preventable accident free driving.

Service

We should all be proud of efforts applied and results achieved when it comes to on-time delivery performance. We experienced an amazing turn around after battling through the elog learning curve.

Year-end 2016 BCT on-time delivery performance results marks the tenth consecutive year we have outperformed the weighted average results of our competition at white paper mills and warehouses.

Central Texas Corrugated (CTC) and DeRidder dedicated fleets team up with DeRidder owner operators to knock out the “hard to do”....delivering 14 loads/day of DeRidder rollstock to CTC/Waco. The DeRidder mill is the beneficiary of reduced freight cost (vs. rail), CTC is able to better manage their inventory and reduce trim loss, and BCT fleets are recipient of some outstanding loaded mile utilization rates.

Other

Successfully transitioned all BCT owner operators to elogs in July, well ahead of the December 17, 2017 mandate deadline.

Hired new terminal managers in Allentown, PA (Shaun Reilly) and Waco, TX (Ron Bates) both of which are currently exceeding customer, staff and corporate expectations.


In all, a terrific performance by an outstanding group of people that I am very fortunate to have the pleasure of working with. Be safe, be on-time and most of all, be proud of your accomplishments.

<table>
<thead>
<tr>
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<th>2015 BCT synergies</th>
<th>2016 BCT synergies</th>
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<td>$7.0M</td>
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Fatigue leads to ‘Road Hypnosis’ before he turns the wheel over to wife

I recently had a doctor’s appointment in Lake Charles, about 50 miles away. After a normal day at work, I made the drive to the appointment with no problem. Because of not sleeping well the night before, the trip home was a little different.

About twenty miles from home in light traffic, I found myself in a state of “road hypnosis”. I didn’t remember the last three or four miles of travel.

I pulled over at the first safe place and had my wife drive the rest of the way home.

Fatigue and complacency contributed to my mind not being on the task at hand and putting myself and my wife in the line of fire for a potential accident.

-Rush and Complacency figure in incident where driver hurries to move

I dropped my trailer in the yard and rolled down the landing gear about the time another tractor drove into the yard.

The driver started honking his horn so I could move out of his way. While there was no injury, I rushed to move for that driver and tore off the air lines from my tractor.

There was no injury but the potential was there. I could have dropped the trailer or my rushing could have caused other injuries.

My Safestart states were Rushing and Complacency and errors were Eyes not on Task and Mind not on Task. Critical Error Reduction Techniques needed include self-triggering on the state and working on my habits to be sure this doesn’t happen in the future.

-Jose Soto
Industry Driver
Did you know that 80-90 percent of all accidents can be attributed to the unsafe acts of people, not to unsafe mechanical or physical conditions?

We are the cause of accidents...it’s up to us to assume responsibility for preventing them.

**Human mistakes** usually fall into at least one of three categories:

1. Thoughts, attitudes and opinions;
2. Feelings and emotions; and
3. Strength, reaction times and health.

Combining these human failures increase the risk of injury.

For example: If we think that lifting a bulky 100-pound object is safe, our ego and emotions encourage us to prove it. But if our strength fails, the result can be a serious back injury that isn’t caused by the heavy object, but by human mistake.

Our beliefs, our feelings and our own physical limitations get us in trouble.

No amount of insurance will cover all of your lost wages if you are hurt on the job and no amount of compensation is worth the possible pain and injury that could happen if you are not careful.

As a professional driver, you face a number of safety hazards every day, like careless four-wheelers and roads badly in need of repair. And as a professional, you have learned to recognize and take appropriate action in these situations.

The Bureau of Labor Statistics says:

1. Strains and sprains are the most commonly reported injury or illness, accounting for 40 percent of all cases.

2. Men account for 65.7 percent of severe injury cases even though they work only 58.7 percent of all working hours. (Some researchers speculate that’s because men are more likely to take chances and less likely to ask for help).

**In a hurry? Taking risks?**

When you take a risk, you do so with an expected outcome like: “There’s never been anything in the way before, so I’ll just back in to that spot without getting out to look this time.”

That’s the kind of risk that often is taken without incident. But it’s the same kind of risk taking that results in injury, death and equipment damage when something unexpected happens. When we take a risk, we are responsible for the consequences.
After two years as Waco Terminal Manager, Cassie Wood is back in Boise at a new position and pursuing a college degree.

In just 12 years, Cassie Wood has covered a lot of ground in the trucking business and her sights are set high for the future.

As she battles snow and one of Boise’s worst winters in years, she may wonder why she choose to leave her position as Terminal Manager of Waco. “It’s probably 80-degrees there now,” she said.

After two years running that terminal, she sees the time in Waco as a major part of her growth in the industry. And she feels the accomplishments were many.

As the new Terminal Manager leading the transition to BCT, Woods:

- Simplified the pay process for drivers.
- Effectively trained the drivers on BCT equipment and procedures.
- Increased efficiency on company equipment.
- Increased the driver mileage pay to ensure they were receiving fair pay for the work they do.
- Created a positive environment for the drivers where they felt respected and heard.
- Created a good working relationship with the shipping and customer service groups at CTC and other PCA locations.
- Gained business from other PCA locations.
- Created a good method for tracking drivers/loads.
- Reduced driver wait time at CTC.
- Provided Safestart training for all drivers and conducted monthly safety meetings.

“The days were long and hard,” Wood said, “But at the end of the day, I actually felt a sense of satisfaction for what was accomplished.”

“I treated the drivers fairly and with respect,” Wood said. She was thanked on the way out by drivers and even received a special message from a driver’s wife. On a card attached to a Christmas gift, Wood was thanked “for what you have done for drivers.”

Wood started with BCT as a part-time temp at the age of 18 putting paper records into the then new DMO (Driver Management Online) system. A year later, she was a full-time employee working as needed in various departments. She made the rounds including a stint with Driver Services before moving into operations and eventually managing the flatbed fleet.

Now back in Boise, Wood is working with the TIS (Transportation Information Systems) Group. She is entering invoices for all the various carriers BCT uses with Boise white paper. “It’s definitely much different than what I was doing, but it’s been good so far,” And it allows her a more dependable schedule for time with her family and for regular workouts.

“Stress levels are down and I’m getting used to the quietness,” Wood said. “But I miss the craziness a little.”

Her schedule will ramp up a little this month as she returns to school to pursue a college degree in Supply Chain Management. She feels that will put her in better position for future opportunities.
Loss of control accidents often result from driving too fast for road or weather conditions, driving too fast around curves, and fatigue.

To avoid loss-of-control accidents, safety professionals recommend getting proper rest, slowing down when road and weather conditions are poor, and reducing speed to below posted speed advisories in curves and on highway entrance and exit ramps.

Posted speed limits for curves and ramps are typically intended for passenger automobiles, not large commercial vehicles. Trucks must maintain lower speeds in these areas to maintain control.
Take the Test (Answers on Page 15)

1. Chronic stress is the most common type of stress.
   □ True  or  □ False

2. Stress and its related symptoms are never good for you.
   □ True  or  □ False

3. Symptoms of short-term stress include:
   a. Heartburn
   b. Headache
   c. Both a and b

4. Stress is a natural physical and emotional reaction to life’s challenges.
   □ True  or  □ False

5. You don’t have a choice about how you react to stress.
   □ True  or  □ False

6. Lifestyle management of stress includes:
   a. Diet, exercise, and sleep
   b. Pretending stress doesn’t exist
   c. Taking your frustrations out on others

7. You can’t avoid stress, you just have to learn to live with it.
   □ True  or  □ False

8. Which is best to reduce stress:
   a. Keeping it to yourself
   b. Blaming your problems on others
   c. Talking to a friend

9. Being organized usually causes more stress than it eliminates.
   □ True  or  □ False

10. A positive reaction to stress is to:
    a. Expect the worst so that you won’t be disappointed
    b. Recognize that you’re stressed and use the energy
    c. Get angry to release all the built up nervous energy

According to OSHA, Slips, Trips & Falls cause 15% of all accidental deaths, second only to motor vehicles.
Trucking

Trailers needing tires, repairs dropped at Jackson

An Owner-Operator visiting the Jackson Terminal faced a situation that is difficult … equipment left in the Jackson yard by other drivers needed tires or repairs but were not reported.

BCT Operations Manager Mike Hayes passed along information from the driver:

-A 53-foot van had two tires that obviously need replacing. One of the bars on the pins was bent where it couldn’t lock in place.

“The driver before me just forced a stick into the hole rather than fixing it like I did,” the Owner wrote in his message to Hayes.

“Every single trailer I pick up here is damaged,” the driver said. At the same time, he pointed out that when he finds damage, mechanic Mike Conerly gets to repairs and “always fixes it quickly.”

In this particular instance, three tires had to be replaced. The pin and mudflap were helped on by one bolt which the driver fixed himself in a few minutes.

Both the driver and Hayes thanked Conerly for all of his hard work to keep the trailers safe and roadworthy. “We really do appreciate his efforts,” Hayes said.

“Next, I hope to motivate those drivers who frequent Jackson to take ownership of the equipment and facilities,” Hayes said. “Jackson is a big player in the PCA/BCT world and we need to treat it accordingly.”

Drivers who do a proper post-trip inspection should find obvious problems and follow procedures to be sure they’re repaired and ready for the next driver.

“This issue has surfaced at other locations at times,” Hayes said. “While it can be drivers from other carriers, it is often our own Owner-Operators who get in a hurry and don’t take the extra few minutes to let dispatch and mechanics know of needed repairs.”

Another problem at Jackson seems to be cleanliness of the driver’s room. Hayes asked all to pick up their messes and clean up after themselves “if for no other reason than as a courtesy to fellow drivers.”

Mike Conerly was praised for quickly making repairs and changing tires to keep the fleet moving out of Jackson. “He always fixes it quickly” said one driver of Conerly’s efforts.

“The driver before me just forced a stick into the hole rather than fixing it like I did,”

-Owner-Operator at Jackson yard
Adam Walker is one of many chip haulers out of Wallula who face difficult winter driving conditions daily. He spends most of his time hauling out of Cole’s Corner (an unincorporated spot in the Cascade Mountains where temps in early January were in the single digits...not counting chill factors. That is added to a healthy covering of snow.

Chips are loaded off the ground into his 53-foot trailer.

“Snow day. No delays, No cancellations. No excuses. Use common sense, if you have it. Assuming they work, uncover your marker and signal lights from snow. Clear all of your windows, and use your headlights to be seen by those who don’t. Don’t let your ego exceed your ability, and drive within your vehicles’ limitations. Four wheel drive does not ensure four wheel steer or stop. If you crash today remember this: it’s not even bad out yet. Travel safe.”

-Adam Walker, January 2017
Extra documents are now needed when commercial license renewed

While the details vary slightly from state-to-state, commercial drivers are likely to need to visit their state DMV office in person with proof of citizenship and other documents to renew their commercial licenses.

Randy Bailey, Manager of Driver Services and Safety said one Idaho driver was surprised to learn of the new requirement.

“Drivers should check their state DMV requirements online,” Bailey said. “But they are likely to need proof of identity, proof of social security number, proof of legal presence in the United States, Proof of residence, etc. “

Bailey said the federal requirement took effect Dec. 6, 2016 and is a mandate of the Federal Motor Carrier Safety Administration. He said it came to light when a BCT driver out of Boise visited that state’s DMV to renew his CDL. While there, he learned that the additional documentation was required.

As a matter of caution, Bailey suggested driver’s renew their licenses long before they expire.

<table>
<thead>
<tr>
<th>DRIVER</th>
<th>LOCATION</th>
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<tr>
<td>ABBOTT, RICK G</td>
<td>LCC I-5 BCT</td>
<td>ID</td>
<td>1/2/2001</td>
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<td>ARMSTRONG, TROY D</td>
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</table>
Four owners add cash to bank accounts

Four more drivers earn $100 for clean inspections.

All clean inspections now earn drivers $100 on their next settlement. It’s BCT’s way of recognizing drivers whose pre-trip inspections and attention to repairs helped them avoid violations during a roadside inspection.

“Clean inspections are a sign of quality operators,” Bailey said.

<table>
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<tr>
<th>Driver</th>
<th>Truck #</th>
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<td>William King</td>
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<tr>
<td>Robert Baxter</td>
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</table>

December Accidents

A company driver was travelling on I-20 when a trailer tire blew. The driver of a Dodge van said part of the tires hit his vehicle but caused no damage in the December 7 incident.

A driver parked at a Pilot Truck stop in Buffalo, Texas found his company truck had been backed in to while he was on his 10-hour break. The front fairing of the tractor was damaged.

An Industry driver was making a turn when he clipped the trailer of a box truck causing damage to both the truck and the BCT trailer.

An Owner-Operator was stopped at a North Carolina rest area the evening of Dec. 12 when another semi clipped the trailer he was pulling. The right door hinges of the trailer were damaged.

A hostler at Waco was backing to the dock when a trailer door came loose the morning of Dec. 13.

A company truck on Staten Island, New York was in an outside turn lane with another vehicle in the inside turn lane. The left corner of the BCT trailer hit the right tail light of the Ford van in the Dec. 19 incident.

The driver of a company truck was in Houston the morning of Dec. 14 when he backed over a curve. The bumper of the tractor was caught and pulled off.

A driver in Oregon’s Blue Mountains was travelling on I-84 near Meacham the morning of Dec. 12 when a 2002 Kia spun out of control on icy roads. The BCT driver was able to avoid a collision and hit the side of the other vehicle. The BCT bumper was damaged...the Kia totalled.

A company driver in New Jersey said he was choking on water when his vehicle collided with another semi. The driver said he oversteered to the left and hit the median. Damage included hood, bumper, mirror, wheel, tire and spring bolts.

A BCT truck was stopped at a light in Waco going straight. When the light turned green for the left turn, the driver of Vehicle #2 started to go and hit the back of the tractor. No damage to BCT...the 2014 Chevy Cruz received front end damage.

A DeRidder spotter was stopped waiting to proceed to the loading dock when a trailer pulled by another vehicle scraped the BCT tractor the evening of Dec. 19.

On the same day, a BCT driver was one of two vehicles turning left at an intersection in Manhattan, New York. BCT was on the inside lane. The outside lane was blocked and a Hyundai Sonata tried to squeeze in front of BCT causing damage to the driver’s side front and back doors.
## CSA Reports for Owner Operators and Company Drivers

<table>
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<td></td>
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<td>DEC. 15, 2016</td>
<td>Inc.</td>
<td>27%</td>
<td>Inc.</td>
<td>47%</td>
<td>24%</td>
<td>38</td>
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</tbody>
</table>

Inc = Inconclusive  No Vios = No Violations  * = Exceeds  Improving  Alert

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**Openings now available!**

**BCT's Driver-to-Driver Recruiting Program**

**Recommend a driver to BCT and earn cash!**

$500 when they sign on
$500 after six months
One cent for every mile they run

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“Finding good Owner-Operators is important to BCT and we feel our own drivers may be the best source of new people who meet tougher new CSA standards.”

-Pat Robinson  Recruiting Manager

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Call Recruiting Manager  Pat Robinson  800-544-5989, Opt. 5
Director says thanks for ‘incredible year’

From Ross Corthell
PCA Director of Transportation

I wanted to tell all of you how grateful and humbled I am to serve as your Director. 2016 has been an incredible year in so many ways thanks to all of you.

We achieved incredible safety milestones at both MDW and BCT, solid financial and operating performances of both as well, delivered high levels of service in our own operations and inspired our partner carriers to do the same (although not as good as our own) and did so all while making significant contributions to both White and Brown paper freight reductions. White Paper freight went down $3 per ton or over $3 million in 2016 over 2015.

We also had a few tumultuous times... BCT’s accounting group was reorganized several times throughout the year and we came under high scrutiny from Lake Forest for some errors we made.

The tenacity and resiliency of our people has us in good graces again and we’ve achieved a great vote of confidence all the way from our CEO and CFO. We’re even stepping up our capital allocations in 2017 and converting from lease capital to cash capital for rolling stock purchases (a process that actually started in Q416).

Suffice to say, it’s been great year and I’m so proud of all of you, especially as it relates to our safety record and the trajectory we’re on.

Thank you all! Please safely enjoy the New Year with friends, family, pets, etc. Let’s make 2017 another fantastic year.

Praise for Industry drivers in holidays

From Abel Franco
Industry Terminal Mgr.

Kudos to the City of Industry fleet. These drivers have done an outstanding job delivering loads to our customers on time consistently, and safely through heavy rain and crazy L.A holiday traffic. Thanks again.

Vancouver manages snow and ice well

From Rebecca Moore
Vancouver Terminal Mgr.

Special thanks to Vancouver drivers that got out on the snowy/icy roads during the first front of bad weather conditions-and delivered loads in a SAFE and TIMELY MANNER. Please keep in mind this is just the start of winter so let’s STAY SAFE:

- Check road conditions before taking off
- Leave a bit early to give yourself a head start
- Make sure your chains fit, and are in good condition
- Make sure you have the proper clothing-on

Thank you again for what you do.

Kalman steps up, even in bad weather

From Jenny Walker
Vancouver Dispatcher

I would like to send a kudo out to my driver Molly Kalman. She has really stepped it up the last month and I really appreciate the effort she has put in to make her delivery times and be friendly and courteous to our customers.

Even taking loads through the snowy and icy Gorge to deliver to Wallula. Keep up the good work Molly!!

Before you begin a trip, consider these questions as you make your preparations:

- Did I thoroughly inspect my vehicle?
- Are my brakes adjusted properly?
- Am I well rested?
- Can I react quickly if necessary to avoid a collision?
- Is the windshield clean, inside and out?
- Are my headlights, and other lights and reflective surfaces,
Here are the answers to the quiz appearing on Page 8)

1. False. The most common type of stress is acute, or short-term, stress. Chronic stress is very severe and generally affects only a limited number of people whose lives are extremely and constantly stressful because of overwhelming problems.

2. False. Stress provides the adrenaline and energy you need to meet challenges. A little stress can actually help you perform at your best.

3. c. Other symptoms include gastrointestinal problems, muscle tension, and stomach ache. With more frequent and severe stress a person can develop high blood pressure and even be at risk of a heart attack or stroke.

4. True. Properly managed, it won't hurt you.

5. False. You can react positively or negatively. If you can handle stress positively, it has much less effect on you.

6. a. A nutritional diet, regular exercise, and rest and relaxation can help you manage stress successfully.

7. False. You may not be able to avoid all stress, but you can definitely eliminate or reduce some of the stress—especially some of those small everyday annoyances.

8. c. Talking to someone you trust and respect about your stress can help you deal with it more effectively.


10. b. Recognize the stress and use the energy to help you meet the challenge and get past it.
Review the factors that can cause a skid and the types of skids that commonly occur, and how to avoid or recover from skids.

Skid Dynamics, Causes of Skids, Tractor-Trailer Skids, Tractor Jackknife, Front Wheel Skids, All Wheel Skids