INITIAL INTRO SCREEN:
WITH RECEPTIONIST:
Hello, my name is ______________ (first and last name). I'm on the staff of the Bloustein Survey Research Center at Rutgers University. I'd like to speak to the person in charge of receiving shipments or scheduling deliveries.

This is for a joint research study by Rensselaer [REN-SAH-LEER] Polytechnic Institute and Rutgers University on trucking services in the New York - New Jersey region.

IF NEEDED: We sent a letter about this to [READ IN RESP NAME]. The goal of this study is gain a better understanding of the current shipping needs and experiences of businesses in Manhattan that receive deliveries. This information will be used to inform policymakers on conditions that either aid or impede the flow of deliveries during the business day.

RESPONDENT INTRO SCREEN:
WHEN ELIGIBLE RESPONDENT IS ON PHONE:
Hello, my name is ______________ (first and last name). I'm on the staff of the Bloustein Survey Research Center at Rutgers University. We are conducting a study of businesses in Manhattan. The study is designed to gain an understanding of the potential issues facing businesses in Manhattan that receive shipments during the business day. The interview will take less than 10 minutes. All of your responses are completely confidential.

AS NEEDED: The goal of this study is gain a better understanding of the current shipping needs and experiences of businesses in Manhattan that receive deliveries. This information will be used to inform policymakers on conditions that either aid or impede the flow of deliveries during the business day.

IF DECLINES: Yours is one of 180 businesses that have been selected to participate in this survey. Therefore your participation is critical to the success of the study.
To confirm, are you the person in charge of receiving shipments or scheduling deliveries for your company?
Yes—continue
No--RESCREEN May I please speak to the person in charge of receiving shipments.
Not available—callback and record name.
Refused
-----------------------------------

A. MANHATTAN DELIVERY SCREEN

A1. Just to confirm your type of business for this survey, does your company receive product shipments or deliveries during business hours at least once a week? This does not count U.S. mail or other small parcel deliveries.
   1. Yes  >> CONTINUE WITH A2
   2. No/DK >>> TERMINATE

A2. Typically how many times per day do you receive a shipment or product delivery?
   __________ number of times per day
   0 = less than once per day >>> ASK A2A
   98 = 98 or more, 99 = DK/ref

A2A. How many times per week?
   __________ number of times per week
   0 = less than once per week >>> TERMINATE 98 = 98 or more, 99 = DK/ref

A3. How many different vendors or shippers do you receive goods from in a typical day?
   __________ 0 = less than once per day, 98 = 98 or more, 99 = DK/ref

A4. And how many different vendors or shippers do you receive goods from in a typical week?
   __________ 98 = 98 or more, 99 = DK/ref

B. CURRENT OPERATIONS AND FLEXIBILITY

B1. What time of day do you typically start your hours of operation?
   _____:_____ AM/PM
   (VOL) Open 24 hours a day >>> SKIP to B3
B2. And what time of day do you typically end your operations?

______:_______ AM/PM

B3. Thinking of the _______ [READ IN NUMBER FROM A2 or A2A] product deliveries per [day/week] you receive, how many of these deliveries are made during the morning hours between 6 am and Noon?

___________ 98 = 98 or more, 99 = DK/ref

[IF RESPONDENT SAYS “ALL”, ENTER SAME NUMBER AS READ-IN]

[CATI: IF B3 IS SAME NUMBER AS READ-IN FROM A2/A2A, SKIP TO B8. IF NOT, ASK B4]

B4. And how many of these deliveries are made during the afternoon and early evening hours between Noon and 7 pm?

___________ 98 = 98 or more, 99 = DK/ref

[CATI: IF the SUM of B3 and B4 EQUALS THE READ-IN FROM A2/A2A, SKIP TO B8. IF NOT, ASK B5-7]

B5. How many are made at night between 7 pm and midnight?

___________ 98 = 98 or more, 99 = DK/ref

B6. How many are made overnight between midnight and 4 am?

___________ 98 = 98 or more, 99 = DK/ref

B7. How many are made in the early morning between 4 am and 6 am?

___________ 98 = 98 or more, 99 = DK/ref

B8. I'd like to get some idea about your schedule flexibility. Does your company have any control over what time of day you can choose to receive product deliveries?

1. Yes
2. No
9. DK/REF

[CATI: IF B5, B6 or B7 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]

B9. If possible, would you be willing to receive [any/more] of your deliveries during off-peak hours – that is receive deliveries between 7 pm at night and 6 am in the morning?
1. Yes >>> ASK B9A-C
2. (VOL) Maybe/depends >>> ASK B9A-C
3. No >> SKIP TO B10
9. DK/ref >> SKIP TO B10

[CATI: IF B5 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]

B9A. How willing would you be to receive [any/more] deliveries at night between 7 pm and midnight – very willing, somewhat willing, not too willing or not at all willing?
1. Very willing
2. Somewhat willing
3. Not too willing
4. Not at all willing
9. DK/ref

[CATI: IF B6 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]

B9B. How willing would you be to receive [any/more] deliveries during overnight hours between midnight and 4 am – very willing, somewhat willing, not too willing or not at all willing?
1. Very willing
2. Somewhat willing
3. Not too willing
4. Not at all willing
9. DK/ref

[CATI: IF B7 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]

B9C. How willing would you be to receive [any/more] deliveries during early morning hours between 4 am and 6 am – very willing, somewhat willing, not too willing or not at all willing?
1. Very willing
2. Somewhat willing
3. Not too willing
4. Not at all willing
9. DK/ref

B10. Do you think it would add any costs to your business if you accepted more off-peak deliveries?
1. Yes >>> ASK B10A

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B10A. How per year would estimate those costs to be?

$ __________________ Record dollar amount/range.

B11. Aside from your hours of operations, are there any other reasons why you would not be able to receive more product deliveries during off-peak hours?

1. Yes there are other reasons, specify: _________________
2. No, hours of operation is the primary reason
9. DK/ref

C. OPD SCENARIO TESTS
For research purposes, we’re interested in finding out how your operations might change under some hypothetical situations. I’m going to ask about your company’s likelihood using a 1 to 5 scale where 1 is not at all likely and 5 is extremely likely. The following questions are about receiving off-peak hour deliveries – that is either at night, overnight or in the early morning between the hours of 7 pm and 6 am.

[CATI: SPLIT-THIRD SAMPLE. READ IN “25” “50” or “75” for “XX” PERCENT IN C1A]

C1A. Assuming that the shipper or trucking company could provide the service, how likely would you be to accept [XX] percent of your deliveries if you could get a tax deduction of $3,000 for your business if any of your employees are assigned to off-peak work hours? Use a 1 to 5 scale where 1 is not at all likely and 5 is extremely likely. You may use any number in between.

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C1A=5-Extremely Likely, DO NOT ASK C1B. SKIP TO NEXT QUESTION]

C1B. How about if the tax deduction was $6,000?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C1A or C1B=5-Extremely Likely, DO NOT ASK C1C. SKIP TO NEXT QUESTION]

C1C. How about if the tax deduction was $9,000?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref
C2A. How likely would your company be to receive more off-peak hour deliveries if the delivery costs were 20 percent less during the off-peak hours?

______________  1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C2A=5-Extremely Likely, DO NOT ASK C2B. SKIP TO NEXT QUESTION]

C2B. How likely would your company be to receive more off-peak hour deliveries if the delivery costs were 40 percent less during the off-peak hours?

______________  1=Not at all likely, 5=Extremely likely, 9=DK/Ref

C3. Is there any other incentive that might help persuade your company to accept more deliveries during off-peak hours?

1. Yes, specify: ________________

2. No

9. DK/ref

D. COMPANY ATTRIBUTES

Just a few more questions so we can classify your answers.

D1. What types of commodities or products do you generally receive the most? [MULTIPLE RESPONSE – ACCEPT ALL MENTIONS]

1. Agriculture, Forestry, Fishing

2. Food

3. Non-alcoholic Beverages

4. Alcohol

5. Tobacco

6. Textiles / clothing

7. Furniture

8. Wood / lumber

9. Paper

10. Petroleum / coal

11. Chemicals

12. Plastics / rubber

13. Metal

14. Machinery

15. Computers / Electronics

16. Household goods /various

17. Stone/concrete

18. Waste / scrap

19. Office supplies

28. Other, specify: _______

29. DK/ref
D3. How many employees are in your company?

______ record number, 99=DK/ref, 98=98 or more

D4. What is your company’s zip code? /____/____/____/____/____/ DK/RF=99999

That is the end of the survey. You've been very helpful.

Thank you very much for your participation.
**16.1.2 Carriers’ Survey**

RENSSELAER POLYTECHNIC INSTITUTE
Off-Peak Delivery Survey — Winter 2005
SHIPPER Version
FINAL Draft - 02.21.05

**INITIAL INTRO SCREEN:**

WITH RECEPTIONIST:
Hello, my name is _____________ (first and last name). I'm on the staff of the Bloustein Survey Research Center at Rutgers University. I'd like to speak to the head dispatcher or other manager in charge of shipping.

This is for a joint research study by Rensselaer [REN-SAH-LEER] Polytechnic Institute and Rutgers University on trucking services in the New York - New Jersey region.

IF NEEDED: We sent a letter about this to [READ IN RESP NAME]. The goal of this study is gain a better understanding of the current needs and experiences of businesses that make deliveries to Manhattan. This information will be used to inform policymakers on conditions that either aid or impede the flow of deliveries during the business day.

**RESPONDENT INTRO SCREEN:**

WHEN ELIGIBLE RESPONDENT IS ON PHONE:
Hello, my name is _____________ (first and last name). I'm on the staff of the Bloustein Survey Research Center at Rutgers University. We are conducting a study of businesses in the New York - New Jersey area. The study is designed to gain an understanding of the potential issues facing trucking companies that make shipments to Manhattan. The interview will take less than 10 minutes. All of your responses are completely confidential.

AS NEEDED: The goal of this study is gain a better understanding of the current needs and experiences of businesses that make deliveries to Manhattan. This information will be used to inform policymakers on conditions that either aid or impede the flow of deliveries during the business day.

IF DECLINES: Yours is one of 180 businesses that have been selected to participate in this survey. Therefore your participation is critical to the success of the study.

To confirm, are you the head dispatcher or other manager in charge of shipping?
Yes—continue No—RESCREEN May I please speak to the head dispatcher or other manager in charge of shipping. Not available—callback and record name. Refused
A. MANHATTAN DELIVERY SCREEN

A1. Just to confirm your type of business for this survey, does your company make deliveries to Manhattan at least once a week?
   1. Yes >> CONTINUE WITH A2
   2. No/DK >>> TERMINATE

A2. Do you use trucks in your own fleet for this or do you use “for-hire” carriers or third party shippers?
   1. Use own fleet of trucks >> SKIP TO A3
   2. Use for-hire carriers/third party shippers >>> TERMINATE
   3. (VOL) Both >>> ASK A2A
   4. (VOL) Use couriers >>> TERMINATE
   9. No answer/DK >>> TERMINATE

A2A. Do you send trucks from your own fleet to Manhattan at least once a week?
   1. Yes >> CONTINUE WITH A3
   2. No/DK >>> TERMINATE

A3. How many vehicles are in your fleet?

____________________
98 = 98 or more, 99 = DK/ref

A4. How many of these vehicles make deliveries to Manhattan on a typical day?

____________ number of trips per day
0=less than once per day >>> ASK A4A
98 = 98 or more, 99 = DK/ref

A4A. How many times per week?

____________ number of trips per week
0=less than once per week >>> TERMINATE
98 = 98 or more, 99 = DK/ref
A5. And how many delivery stops in Manhattan does a single truck usually make per trip? [If NEEDED: On average?]

____________ 98 = 98 or more, 99 = DK/ref

A6. Do any of your trucks also make deliveries to other boroughs in New York City during their trips to Manhattan? [NOTE: Other boroughs are Bronx, Brooklyn, Queens, Staten Island]

1. Yes >>> ASK A6A/B
2. No/Never >> SKIP TO B1
9. DK/ref >> SKIP TO B1

A6A. Of these ______ [READ IN NUMBER FROM A4 or A4A] trips to Manhattan, how many also make deliveries to the other boroughs?

____________ 98 = 98 or more, 99 = DK/ref

A6B. And how many delivery stops in the other boroughs does a single truck usually make per trip?

____________ 98 = 98 or more, 99 = DK/ref

B. CURRENT OPERATIONS AND FLEXIBILITY

B1. What time of day do you typically start your hours of operation?

_____ : _____ AM/PM
(VOL) Open 24 hours a day >>> SKIP to B3

B2. And what time of day do you typically end your operations?

_____ : _____ AM/PM

B3. Thinking of the ______ [READ IN NUMBER FROM A4 or A4A] trips per [day/week] you make to Manhattan, how many are made during the business day between the hours of 6 am and 7 pm?

____________ 98 = 98 or more, 99 = DK/ref

[IF RESPONDENT SAYS “ALL”, ENTER SAME NUMBER AS READ-IN]

IF NOT, ASK B4-6]
B4. And how many are made at night between 7 pm and midnight?
__________  98 = 98 or more, 99 = DK/ref

B5. How many are made overnight between midnight and 4 am?
__________  98 = 98 or more, 99 = DK/ref

B6. How many are made in the early morning between 4 am and 6 am?
__________  98 = 98 or more, 99 = DK/ref

B7. I'd like to get some idea about your schedule flexibility. Does your company have any control over what time of day you can choose to make deliveries?
1. Yes
2. No
9. DK/REF

[CATI: IF B4, B5 or B6 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]

B8. If possible, would you be willing to shift [any/more] of your Manhattan deliveries to off-peak hours – that is make deliveries between 7pm at night and 6 am in the morning?
1. Yes >>> ASK B8A-C
2. (VOL) Maybe/depends >>> ASK B8A-C
3. No >> SKIP TO B9
9. DK/ref >> SKIP TO B9

B8A. How many of your _____ [READ IN NUMBER FROM A4 or A4A] trips per [day/week] to Manhattan would you be willing to make at night between 7 pm and midnight?
__________  98 = 98 or more, 99 = DK/ref

B8B. And how many would you be willing to make during overnight hours between midnight and 4 am?
__________  98 = 98 or more, 99 = DK/ref

B8C. And how many would you be willing to make during early morning hours between 4 am and 6 am?
__________  98 = 98 or more, 99 = DK/ref
B9. Aside from customer requirements, are there any other reasons why you would not be able to make more of your Manhattan deliveries during off-peak hours?

1. Yes there are other reasons, specify: ________________
2. No, customer requirements are the primary reason
9. DK/ref

B10. If you made more off-peak deliveries do you think your shipping charges would increase, decrease, or stay about the same?

1. Increase
2. Decrease
3. Stay about the same
9. DK/ref

C. OPD SCENARIO TESTS

For research purposes, we’re interested in finding out how your operations might change under some hypothetical situations. I’m going to ask about your company’s likelihood using a 1 to 5 scale where 1 is not at all likely and 5 is extremely likely. The following questions are about making off-peak hour deliveries to Manhattan – that is either at night, overnight or in the early morning between the hours of 7 pm and 6 am.

[CATI: SPLIT-THIRD SAMPLE. READ IN “25” “50” or “75” for “XX” PERCENT THROUGHOUT C SERIES]

C1. First, rate the likelihood of your company making more off-peak hour deliveries to Manhattan if [XX] percent of your Manhattan customers requested it? Use a 1 to 5 scale where 1 is not at all likely and 5 is extremely likely. You may use any number in between.

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[CATI: RANDOMIZE ORDER C2/C3/C4A-B-C/C5A-B/C6A-]

C2. Rate the likelihood of your company making more off-peak hour deliveries to Manhattan if [XX] percent of your Manhattan customers requested it AND if designated street-side parking was available during the off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref
C3. Rate the likelihood of your company making more off-peak hour deliveries to Manhattan if [XX] percent of your Manhattan customers requested it AND if you could get pre-approved security clearances so you didn’t have to stop for inspections at bridges and tunnels?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[CATI – READ C4A-B-C in ORDER]

C4A. Rate the likelihood of your company making more off-peak hour deliveries to Manhattan if [XX] percent of your Manhattan customers requested it AND you saved $3 per axle on the bridge and tunnel tolls during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C4A=5-Extremely Likely, DO NOT ASK C4B. SKIP TO NEXT QUESTION]

C4B. How about if you saved $4 per axle on the bridge and tunnel tolls during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C4A or C4B=5-Extremely Likely, DO NOT ASK C4C. SKIP TO NEXT QUESTION]

C4C. How about if you saved $7 per axle on the bridge and tunnel tolls during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[CATI – READ C5A-B in ORDER]

C5A. Rate the likelihood of your company making more off-peak hour deliveries to Manhattan if [XX] percent of your Manhattan customers requested it AND if you got a financial reward of 5 cents for each mile traveled during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C5A=5-Extremely Likely, DO NOT ASK C5B. SKIP TO NEXT QUESTION]

C5B. How about if you got a financial reward of 10 cents for each mile traveled during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[CATI – READ C6A-B-C in ORDER]

C6A. Rate the likelihood of your company making more off-peak hour deliveries to Manhattan if [XX] percent of your Manhattan customers requested it AND if you could pay $3,000 per year for a permit that let you double park for 20 minutes at each delivery stop?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C6A=1-Not at all Likely, DO NOT ASK C6B. SKIP TO NEXT QUESTION]
C6B. How about if you could pay $6,000 per year for a permit that let you double park for 20 minutes at each delivery stop?

_________________________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C6A or C6B=1-Not at all Likely, DO NOT ASK C6C. SKIP TO NEXT QUESTION]

C6C. How about if you could pay $9,000 per year for a permit that let you double park for 20 minutes at each delivery stop?

_________________________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[CATI NOTE: C7 IS ALWAYS LAST QUESTION OF SERIES]

C7. Now, imagine that there was a joint venture with other carriers to create a new company that could consolidate all your final deliveries to your Manhattan customers. On a scale of 1 to 5, how likely would you be to use that new company?

_________________________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

D. COMPANY ATTRIBUTES

Just a few more questions so we can classify your answers.

D1. Is your primary line of business as a shipper, manufacturer, consignee, third party logistic provider, trucking company, or warehouse? [ACCEPT MULTIPLE RESPONSES]

1. Shipper
2. Manufacturer
3. Consignee
4. Third party logistic provider
5. Trucking company
6. Warehouse
8. Other, specify: __________________
9. DK/ref

D2. What types of commodities or products do you carry the most? [MULTIPLE RESPONSE – ACCEPT ALL MENTIONS]
1. Agriculture, Forestry, Fishing
2. Food
3. Non-alcoholic Beverages
4. Alcohol
5. Tobacco
6. Textiles / clothing
7. Furniture
8. Wood / lumber
9. Paper
10. Petroleum / coal
11. Chemicals
12. Plastics / rubber
13. Metal
14. Machinery
15. Computers / Electronics
16. Household goods / various
17. Stone/concrete
18. Waste / scrap
19. Office supplies
28. Other, specify: _______
29. DK/ref

D3. How many truck drivers are in your company?
   ______ record number, 99=DK/ref, 98=98 or more

D3A. And how many of them make deliveries to Manhattan?
   ______ record number, 99=DK/ref, 98=98 or more

D4. How much does your company pay in parking infractions in Manhattan per driver per month? This is among drivers who make deliveries in Manhattan. [READ CATEGORIES IF NEEDED]

1. Nothing, $ 0
2. $ 1 – 100
3. $ 101 – 400
4. $ 401 – 700
5. $ 701 – 1,000
6. $ 1,001 – 1,500
7. $ 1,501 – 2,000
8. $ 2,001 – 3,000
9. More than $ 3,000, please specify amount/range: _______________
10. DK/ref

D5. What is your company’s zip code? /____/____/____/____/____/ DK/RF=99999

That is the end of the survey. You've been very helpful.

Thank you very much for your participation.
16.2 Brooklyn Surveys

16.2.1 Receivers’ and Intermediaries’ Survey

RENSSELAER POLYTECHNIC INSTITUTE
Off-Peak Delivery Survey — Spring 2006
BROOKLYN RECEIVER/INTERMEDIARY Version
SRBI REVISED QX 3-29

SAMPLE READ-IN NJ shippers: “Brooklyn”
SAMPLE READ-IN Brooklyn shippers: “Manhattan”

INITIAL INTRO SCREEN:
WITH RECEPTIONIST:
Hello, my name is ___________________ (first and last name). I'm on the staff of the Eagleton Institute at Rutgers University. I'd like to speak to the person in charge of receiving shipments or scheduling deliveries.

This is for a joint research study by Rensselaer [REN-SAHL-LEER] Polytechnic Institute and the New York State Department of Transportation on trucking services in the New York - New Jersey region.

IF NEEDED: We sent a letter about this to [READ IN RESP NAME]. The goal of this study is gain a better understanding of the current shipping needs and experiences of businesses in READ IN that receive deliveries. This information will be used to inform policymakers on conditions that either aid or impede the flow of deliveries during the business day.

RESPONDENT INTRO SCREEN:
WHEN ELIGIBLE RESPONDENT IS ON PHONE:
Hello, my name is ___________________ (first and last name). I'm on the staff of the Eagleton Institute at Rutgers University. We are conducting a study of businesses in READ IN. The study is designed to gain an understanding of the potential issues facing businesses in

SAMPLE READ-IN NJ shippers: “Brooklyn”
SAMPLE READ-IN Brooklyn shippers: “Manhattan”

that receive shipments during the business day. The interview will take less than 15 minutes. All of your responses are completely confidential.

AS NEEDED: The goal of this study is gain a better understanding of the current shipping needs and experiences of businesses in SAMPLE READ-IN NJ shippers: “Brooklyn”
SAMPLE READ-IN Brooklyn shippers: “Manhattan”

that receive deliveries. This information will be used to inform policymakers on conditions that either aid or impede the flow of deliveries during the business day.

IF DECLINES: Yours is one of 200 businesses that have been selected to participate in this survey. Therefore your participation is critical to the success of the study.

SCREENER

CONFIRM To confirm, are you the person in charge of receiving shipments or scheduling deliveries for your company?

Yes—continue

No—RESCREEN May I please speak to the person in charge of receiving shipments.

Not available—callback and record name.

VOL Refused SOFT REFUSAL

S1 Would you classify your company as a receiver of goods, a shipper of goods, or both?

Receiver only – Continue with S2 (Receiver screener)

Shipper only – Continue with S2 (Receiver screener). Yes, we still want to ask the receiver questions even if they say they are a Shipper only.

Both – Continue with S2 (Receiver screener)

VOL Refused SOFT REFUSAL

Receiver screener

First I would like to ask you some questions about the product shipments or deliveries that your company receives.

S2 Just to confirm your type of business for this survey, does your company receive product shipments or deliveries during business hours at least once a week? This does not count U.S. mail or other small parcel deliveries.

Yes >> CONTINUE WITH S3

No/DK >>>

If S2=2, they are not a Receiver.

If so:

If S1=1 (receiver only) TERMINATE SCREEN OUT S2 NOT A RECEIVER.

If S1=2 (shipper only), mark them as NOT A RECEIVER in Dummy Question #1, and SKIP TO S4 to determine if they are a shipper.
If $S1=3$ (both receiver and shipper), mark them as NOT A RECEIVER in Dummy Question #1, and SKIP TO S4 to determine if they are a shipper.

S3. On average, how many deliveries do you receive per day?

__________ number of deliveries per day

0 = less than once per day >>> ASK S3A

98 = 98 or more, 99 = DK/ref

If $S3=1-99^*$, they are a RECEIVER.

If $S1=1$ (receiver only), Dummy Question #1=1, and then skip to Dummy Question #2.

If $S1=2$ (shipper only), Dummy Question #1=2 and then skip to S4 to determine if they are a Shipper.

If $S1=3$ (both), Dummy Question #1=1 and then skip to S4 to determine if they are a Shipper.

S3A. How many times per week do you receive deliveries?

__________ number of times per week

0 = less than once per week

98 = 98 or more, 99 = DK/ref

If $S3A=0^*$, they are a NOT A RECEIVER.

If $S1=1$ (receiver only) Dummy Question #1=1 and then skip to Dummy Question #2.

If $S1=2$ (shipper only), Dummy Question #1=1 and then skip to S4 to determine if they are a Shipper.

If $S1=3$ (both), Dummy Question #1=1 and then skip to S4 to determine if they are a Shipper.

If $S3A=0$ they are a NOT A RECEIVER.

If $S1=1$ (receiver only), TERMINATE S3A NOT A RECEIVER.

If $S1=2$ (shipper only), Dummy Question #1=3 and then skip to S4 to determine if they are a Shipper.

If $S1=3$ (both), Dummy Question #1=3 and then skip to S4 to determine if they are a Shipper.

Shipper screener

Now, I would like to ask you some questions pertaining to the deliveries that your company makes.

S4. Just to confirm your type of business for this survey, does your company ship products or make deliveries to
SAMPLE READ-IN NJ shippers: “Brooklyn”
SAMPLE READ-IN Brooklyn shippers: “Manhattan”
during business hours at least once a week? This does not count U.S. mail or other small parcel deliveries.
1. Yes  >> CONTINUE WITH S5
2. No/DK >>> If S4=2, they are not a Shipper. If so: Dummy Question #1=4.
   If they are also NOT a Receiver, then TERMINATE S4 NOT RECEIVER OR SHIPPER.

S5. Do you use trucks in your own fleet for this or do you use “for-hire” carriers or third party shippers?
1. Use own fleet of trucks  >> SKIP TO S5A
2. Use for-hire carriers/third party shippers >>> SKIP TO S5B
3. (VOL) Both  >>> ASK S5A
4. (VOL) Use couriers  >>> ASK S5B
9. No answer/DK  >>> ASK S5B

S5A. Do you send trucks from your own fleet to
SAMPLE READ-IN NJ shippers: “Brooklyn”
SAMPLE READ-IN Brooklyn shippers: “Manhattan”
least once a week?
1. Yes  >> Skip to Dummy Question #1 and mark as SHIPPER.
2. No/DK >>> Skip to Dummy Question #1 and mark as NOT A SHIPPER. They may still be a Receiver (continue to Dummy Question #2). If they are also NOT a Receiver, then TERMINATE S5A NOT RECEIVER OR SHIPPER.

S5B. These are NOT Shippers.  Skip to Dummy Question and mark as NOT A SHIPPER.
They may still be a Receiver (continue to Dummy Question #2).
But if they are also NOT a Receiver, then TERMINATE S5B NOT RECEIVER OR SHIPPER.

Dummy question #1 for initial classification

Is a Receiver
Is a Shipper
Not a Receiver
Not a Shipper
A. BROOKLYN RECEIVERS SURVEY

Some more questions about the product shipments or deliveries that your company receives.

A2B. You said that your company receives an average of
If S3=1-99 [READ IN ANSWER FROM S3] deliveries per day.
If S3=0  [READ IN ANSWER FROM S3A] deliveries per week.
What is the typical shipment size?

____________ boxes
____________ pallets
____________ containers
98 = 98 or more, 99 = (VOL) DK/ref

A3. Does your company transport containers or does a subcontractor?
1. Yes
2. No
3. (VOL) DK/Ref

A4. Where do the containers you receive originate from?
___% from New Jersey
___% from Pennsylvania
___% from New York
___% from Chicago
___% from Halifax
___% from Connecticut
___% from Massachusetts
___% from Baltimore
___% (VOL) from Other
A5. How many different vendors or shippers do you receive goods from in a typical day?

____________   0 = less than once per day, 98 = 98 or more, 99 = (VOL) DK/ref

A6. And how many different vendors or shippers do you receive goods from in a typical week?

____________   98 = 98 or more, 99 = (VOL) DK/ref

B. CURRENT OPERATIONS AND FLEXIBILITY

B1. What time of day do you typically start your hours of operation?

_____:_______ AM/PM

(VOL) Open 24 hours a day >>> SKIP to B3

(VOL) DK/Ref

B2. And what time of day do you typically end your operations?

_____:_______ AM/PM

B3. Thinking of the _______

If S3=1-99 [READ IN ANSWER FROM S3] product deliveries per day.

If S3=0  [READ IN ANSWER FROM S3A] product deliveries per week.

you receive, how many of these deliveries are made during the morning hours between 6 am and Noon?

____________   98 = 98 or more, 99 = (VOL) DK/ref

[IF RESPONDENT SAYS “ALL”, ENTER SAME NUMBER AS READ-IN]

[CATI: IF B3 IS SAME NUMBER AS READ-IN FROM S3/S3A, SKIP TO B8.

IF NOT, ASK B4]

B4. And how many of these deliveries are made during the afternoon and early evening hours between Noon and 7 pm?

____________   98 = 98 or more, 99 = (VOL) DK/ref

[CATI: IF the SUM of B3 and B4 EQUALS THE READ-IN FROM S3/S3A, SKIP TO B8.

IF NOT, ASK B5-7]

B5. How many are made at night between 7 pm and midnight?

____________   98 = 98 or more, 99 = (VOL) DK/ref
B6. How many are made overnight between midnight and 4 am?
____________ 98 = 98 or more, 99 = (VOL) DK/ref

B7. How many are made in the early morning between 4 am and 6 am?
____________ 98 = 98 or more, 99 = (VOL) DK/ref

B8. I'd like to get some idea about your schedule flexibility. Who sets the delivery times?
   1. Carrier/trucking company
   2. Our company (receiver)
   3. Jointly between us and the Carrier/trucking company
   (VOL) DK/REF

B8A. Are you able to receive off peak deliveries without making any major changes to your business operations?
   1. Yes
   2. No
   9. (VOL) DK/REF

[CATI: IF B5, B6 or B7 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]

B9. If possible, would you be willing to receive [any/more] of your deliveries during off-peak hours – that is receive deliveries between 7pm at night and 6 am in the morning?
   1. Yes >>> ASK B9A-C
   2. (VOL) Maybe/depends >>> ASK B9A-C
   3. No >>> SKIP TO B10
   9. DK/ref >>> SKIP TO B10

[CATI: IF B5 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]

B9A. How willing would you be to receive [any/more] deliveries at night between 7 pm and midnight – very willing, somewhat willing, not too willing or not at all willing?
   1. Very willing
   2. Somewhat willing
   3. Not too willing
   4. Not at all willing
   9. (VOL) DK/ref

[CATI: IF B6 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]

B9B. How willing are you to receive [any/more] deliveries during overnight hours between midnight and 4 am – very willing, somewhat willing, not too willing or not at all willing?
1. Very willing
2. Somewhat willing
3. Not too willing
4. Not at all willing
9. (VOL) DK/ref

[CATI: IF B7 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]

B9C. How willing would you be to receive [any/more] deliveries during early morning hours between 4 am and 6 am – very willing, somewhat willing, not too willing or not at all willing?
1. Very willing
2. Somewhat willing
3. Not too willing
4. Not at all willing
9. (VOL) DK/ref

B10. Do you think it would add any costs to your business if you accepted more off-peak deliveries?
1. Yes >>> ASK B10A
2. No
9. (VOL) DK/ref

B10A. How much per year would you estimate those costs to be?
$ __________________ Record dollar amount/range.

B11. Would your workers have a higher probability of health risks or problems if they worked during off-peak hours?
Yes >>> ASK B11A
No
(VOL) DK/ref

B11A. What are the health risks or problems?
____________________________________
B12. Aside from your hours of operations, are there any other reasons why you would not be able to receive more product deliveries during off-peak hours?

1. Yes there are other reasons, specify: ______________________
2. No, hours of operation is the primary reason
9. (VOL) DK/ref

C. OPD SCENARIO TESTS
For research purposes, we’re interested in finding out how your operations might change under some hypothetical situations. I’m going to ask about your company’s likelihood using a 1 to 5 scale where 1 is not at all likely and 5 is extremely likely. The following questions are about receiving off-peak hour deliveries – that is either at night, overnight or in the early morning between the hours of 7 pm and 6 am.

[CATI: SPLIT-THIRD SAMPLE. READ IN “25” “50” or “75” for “XX” PERCENT IN C1A]

C1A. Assuming that the shipper or trucking company could provide the service, how likely would you be to accept [XX] percent of your deliveries if you could get a tax deduction of $3,000 for your business if any of your employees are assigned to off-peak work hours? Use a 1 to 5 scale where 1 is not at all likely and 5 is extremely likely. You may use any number in between.

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C1A=5-Extremely Likely, DO NOT ASK C1B. SKIP TO NEXT QUESTION – C2]

C1B. How about if the tax deduction was $6,000?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C1A or C1B=5-Extremely Likely, DO NOT ASK C1C. SKIP TO NEXT QUESTION – C2]

C1C. How about if the tax deduction was $9,000?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

C2A. How likely would your company be to receive more off-peak hour deliveries if the delivery costs were 20 percent less during the off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=DK/Ref

[IF C2A=5-Extremely Likely, DO NOT ASK C2B. SKIP TO NEXT QUESTION – C3]

C2B. How likely would your company be to receive more off-peak hour deliveries if the delivery costs were 40 percent less during the off-peak hours?
C3. Is there any other incentive that might help persuade your company to accept more deliveries during off-peak hours?
   1. Yes, specify: _______________
   2. No
   9. (VOL) DK/ref

End of RECEIVER questions.
If only a Receiver, skip to G1 (classification questions)
If also a SHIPPER, and rotation asked Receiver questions first, go to D2 (start of Shipper questions).

D. BROOKLYN SHIPPER SURVEY

Next, I would like to ask you some questions pertaining to the deliveries that your company makes.

D1. Do you use trucks in your own fleet for this or do you use “for-hire” carriers or third party shippers?
   1. Use own fleet of trucks >> SKIP TO D2
   2. Use for-hire carriers/third party shippers >>> TERMINATE (IF DUMMY QUESTION 2 = 2) OR SKIP TO G1 (IF DUMMY QUESTION 2 = 3 AND RECEIVER SECTION COMPLETED) ELSE SKIP TO A2B
   3. (VOL) Both >>> ASK D1A
   4. (VOL) Use couriers >>> TERMINATE (IF DUMMY QUESTION 2 = 2) OR SKIP TO G1 (IF DUMMY QUESTION 2 = 3 AND RECEIVER SECTION COMPLETED) ELSE SKIP TO A2B
   9. (VOL) No answer/DK >>> TERMINATE (IF DUMMY QUESTION 2 = 2) OR SKIP TO G1 (IF DUMMY QUESTION 2 = 3 AND RECEIVER SECTION COMPLETED) ELSE SKIP TO A2B

D1A. Do you send trucks from your own fleet to
   Brooklyn carriers: Manhattan
   New Jersey carriers: Brooklyn
   at least once a week?
   1. Yes >> ASK A2B
   2. No/DK >>> TERMINATE (IF DUMMY QUESTION 2 = 2) OR SKIP TO G1 (IF DUMMY QUESTION 2 = 3 AND RECEIVER SECTION COMPLETED)
D1B. Could you tell us the composition of your vehicle fleet?
   % of Small Trucks
   % of Large Rigid Trucks
   % of Semi-Trailers

D2. How many vehicles are in your fleet?
   __________________
   98 = 98 or more, 99 = (VOL) DK/ref

D3A. How many employees do you have?
   __________________
   98 = 98 or more, 99 = (VOL) DK/ref

D3. How many trips does your fleet of vehicles make
   SAMPLE READ-IN NJ shippers: “to Brooklyn”
   SAMPLE READ-IN Brooklyn shippers: “to Manhattan”
on a typical day?
   __________ number of trips per day
   0=less than once per day >>> ASK D3A
   98 = 98 or more, 99 = (VOL) DK/ref

D3A. What percentage of your fleet makes deliveries
   SAMPLE READ-IN NJ shippers: “to Brooklyn”
   SAMPLE READ-IN Brooklyn shippers: “to Manhattan”
on a typical week?
   __________ number of trips per week
   0=less than once per week >>> SKIP TO G1
   98 = 98 or more, 99 = (VOL) DK/ref

D4. And how many delivery stops
   SAMPLE READ-IN NJ shippers: “to Brooklyn”
   SAMPLE READ-IN Brooklyn shippers: “to Manhattan”
does a single truck usually make per trip? [If NEEDED: On average?]
   __________ 98 = 98 or more, 99 = (VOL) DK/ref
D4A. How much time does it take to deliver from your place of business to the first stop?

SAMPLE READ-IN NJ shippers: “in Brooklyn”
SAMPLE READ-IN Brooklyn shippers: “in Manhattan”?

________ minutes, 999 = (VOL) DK/ref

D5. How many miles are between your first stop?

SAMPLE READ-IN NJ shippers: “in Brooklyn”
SAMPLE READ-IN Brooklyn shippers: “in Manhattan”

from your place of business?

________ minutes, 999 = (VOL) DK/ref

D6. How much does it cost for one of your trucks to complete a delivery route?

$_______

D7. How long does the typical truck take to complete its delivery route (from place of business back to place of business)

________ minutes, 999 = (VOL) DK/ref

D8. How many miles does the typical truck travel in its delivery route (from place of business back to place of business)

________ miles, 999 = (VOL) DK/ref

D9. Do any of your trucks also make deliveries to other boroughs or counties in New York City during their trips?

SAMPLE READ-IN NJ shippers: “to Brooklyn”
SAMPLE READ-IN Brooklyn shippers: “to Manhattan”

? [NOTE: Other boroughs and counties include the Bronx, Manhattan, Queens, Staten Island, Westchester, Yonkers, East New York, Long Island and New Jersey]

1. Yes >>> ASK D5A/B/C
2. No/Never >>> SKIP TO E1
9. (VOL) DK/ref >>> SKIP TO E1

D9A. Of these _______ [READ IN NUMBER FROM D4 or D4A] trips

SAMPLE READ-IN NJ shippers: “to Brooklyn”

247
SAMPLE READ-IN Brooklyn shippers: “to Manhattan”

how many also make deliveries to the other boroughs or counties?

If Brooklyn carriers: suppress Manhattan

If New Jersey carriers: suppress Brooklyn

____________  98 = 98 or more, 99 = (VOL) DK/ref

D9B. And how many delivery stops in the other boroughs or counties does a single truck usually make per trip?

____________  98 = 98 or more, 99 = (VOL) DK/ref

D9C. Which of the other boroughs or counties do you deliver to?

If Brooklyn carriers: suppress Manhattan

If New Jersey carriers: suppress Brooklyn

Do we need to add “Brooklyn” to the list for Brooklyn shippers?

Bronx
Manhattan
Queens
Staten Island
Westchester
Yonkers
East New York
Long Island
New Jersey
10. (VOL) DK/Ref

D10. How much time does it take to deliver from your place of business to the first stop in other boroughs or counties?

____________ minutes, 999 = (VOL) DK/ref

D11. How far (in miles) is your first stop in other boroughs or counties?

____________ minutes, 999 = (VOL) DK/ref

E. CURRENT OPERATIONS AND FLEXIBILITY
E1. What time of day do you typically start your hours of operation?
     _____:_______ AM/PM
     (VOL) Open 24 hours a day >>> SKIP to E3
     (VOL) DK/REF

E2. And what time of day do you typically end your operations?
     _____:_______ AM/PM
     (VOL) DK/REF

E3. Thinking of the _______ [READ IN NUMBER FROM D4 or D4A] trips per [day/week] you make
     SAMPLE READ-IN NJ shippers: “to Brooklyn”
     SAMPLE READ-IN Brooklyn shippers: “to Manhattan”
     , how many are made during the business day between the hours of 6 am and 7 pm?
     ____________ 98 = 98 or more, 99 = (VOL) DK/ref
     [IF RESPONDENT SAYS “ALL”, ENTER SAME NUMBER AS READ-IN]

     [CATI: IF E3 IS SAME NUMBER AS READ-IN FROM E3/E3A, SKIP TO E7. IF NOT, ASK E4-6]

E4. And how many are made at night between 7 pm and midnight?
     ____________ 98 = 98 or more, 99 = (VOL) DK/ref

E5. How many are made overnight between midnight and 4 am?
     ____________ 98 = 98 or more, 99 = (VOL) DK/ref

E6. How many are made in the early morning between 4 am and 6 am?
     ____________ 98 = 98 or more, 99 = (VOL) DK/ref

E7. I’d like to get some idea about your schedule flexibility. Does your company have any control over what time of day you can choose to make deliveries?
     1. Yes
     2. No
     9. (VOL) DK/REF

     [CATI: IF E4, E5 or E6 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]
E8. If possible, would you be willing to shift [any/more] of your
   SAMPLE READ-IN NJ shippers: “Brooklyn”
   SAMPLE READ-IN Brooklyn shippers: “Manhattan”
   deliveries to off-peak hours – that is make deliveries between 7pm at night and 6 am in the morning?
   1. Yes >>> ASK E8A-C
   2. (VOL) Maybe/depends >>> ASK E8A-C
   3. No >> SKIP TO E9
   9. (VOL) DK/ref >> SKIP TO E9

E8A. How many of your _____ [READ IN NUMBER FROM D4 or D4A] trips per [day/week]
   SAMPLE READ-IN NJ shippers: “to Brooklyn”
   SAMPLE READ-IN Brooklyn shippers: “to Manhattan”
   would you be willing to make at night between 7 pm and midnight?
   ___________ 98 = 98 or more, 99 = (VOL) DK/ref

E8B. And how many would you be willing to make during overnight hours between midnight and 4 am?
   ___________ 98 = 98 or more, 99 = (VOL) DK/ref

E8C. And how many would you be willing to make during early morning hours between 4 am and 6 am?
   ___________ 98 = 98 or more, 99 = (VOL) DK/ref

E9. Aside from customer requirements, are there any other reasons why you would not be able to make more of your
   SAMPLE READ-IN NJ shippers: “Brooklyn”
   SAMPLE READ-IN Brooklyn shippers: “Manhattan”
   deliveries during off-peak hours?
   1. Yes there are other reasons, specify: _________________
   2. No, customer requirements are the primary reason
   9. (VOL) DK/ref

E10. If you made more off-peak deliveries do you think your shipping charges would increase, decrease, or stay about the same?
1. Increase
2. Decrease
3. Stay about the same
9. (VOL) DK/ref

E11. What percentage of your customers request off-peak deliveries?
Please specify: ________________

E12A. Are you able to do off peak deliveries without making any major changes to your business operations?
1. Yes
2. No
9. (VOL) DK/REF

F. OPD SCENARIO TESTS
For research purposes, we’re interested in finding out how your operations might change under some hypothetical situations. I’m going to ask about your company’s likelihood using a 1 to 5 scale where 1 is not at all likely and 5 is extremely likely. The following questions are about making off-peak hour deliveries

SAMPLE READ-IN NJ shippers: “to Brooklyn”
SAMPLE READ-IN Brooklyn shippers: “to Manhattan”
– that is either at night, overnight or in the early morning between the hours of 7 pm and 6 am.

[CATI: SPLIT-THIRD SAMPLE. READ IN “25” “50” or “75” for “XX” PERCENT THROUGHOUT F SERIES]

F1. Assuming operating costs, such as tolls and shipping cost differentials, are identical, rate the likelihood of your company making more off-peak hour deliveries to READ IN if [XX] percent of your

SAMPLE READ-IN NJ shippers: “Brooklyn”
SAMPLE READ-IN Brooklyn shippers: “Manhattan”

Customers requested it? Use a 1 to 5 scale where 1 is not at all likely and 5 is extremely likely. You may use any number in between.
______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

[CATI: RANDOMIZE ORDER F2A-B-C ]
F2A. Rate the likelihood of your company making more off-peak hour deliveries to READ if [XX] percent of your

SAMPLE READ-IN NJ shippers: “Brooklyn”

SAMPLE READ-IN Brooklyn shippers: “Manhattan”

customers requested it AND you saved $3 per axle on the bridge and tunnel tolls during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

[IF F3A=5-Extremely Likely, DO NOT ASK F3B. SKIP TO NEXT QUESTION]

F2B. How about if you saved $4 per axle on the bridge and tunnel tolls during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

[IF F3A or F3B=5-Extremely Likely, DO NOT ASK F3C. SKIP TO NEXT QUESTION]

F2C. How about if you saved $7 per axle on the bridge and tunnel tolls during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

End of SHIPPER questions.
If only a Shipper, skip to G1 (classification questions)
If also a RECEIVER, and rotation asked SHIPPER questions first, go to A2B (start of Receiver questions).
CLASSIFICATION QUESTIONS

G. COMPANY ATTRIBUTES

Just a few more questions so we can classify your answers.

G1. Is your primary line of business as a shipper, manufacturer, consignee, third party logistic provider, trucking company, or warehouse? [ACCEPT MULTIPLE RESPONSES]

1. Shipper
2. Manufacturer
3. Consignee
4. Third party logistic provider
5. Trucking company
6. Warehouse
8. Other, specify: ________________
9. (VOL) DK/ref
G2. What types of commodities or products do you generally receive the most? [MULTIPLE RESPONSE – ACCEPT ALL MENTIONS]

1. Agriculture, Forestry, Fishing
2. Food
3. Non-alcoholic Beverages
4. Alcohol
5. Tobacco
6. Textiles / clothing
7. Furniture
8. Wood / lumber
9. Paper
10. Petroleum / coal
11. Chemicals
12. Plastics / rubber
13. Metal
14. Machinery
15. Computers / Electronics
16. Household goods / various
17. Stone/concrete
18. Waste / scrap
19. Office supplies
28. Other, specify: _______
29. (VOL) DK/ref

G3. What types of commodities or products do you carry the most? [MULTIPLE RESPONSE – ACCEPT ALL MENTIONS]

1. Agriculture, Forestry, Fishing
2. Food
3. Non-alcoholic Beverages
4. Alcohol
5. Tobacco
6. Textiles / clothing
7. Furniture
8. Wood / lumber
9. Paper
10. Petroleum / coal
11. Chemicals
12. Plastics / rubber
13. Metal
14. Machinery
15. Computers / Electronics
16. Household goods / various
17. Stone/concrete
18. Waste / scrap
19. Office supplies
28. Other, specify: _______
29. (VOL) DK/ref

G4. How many truck drivers are in your company?
______ record number, 98=98 or more, 99=(VOL) DK/ref,

G4A. And how many of them make deliveries to READ IN?

SAMPLE READ-IN NJ shippers: “Brooklyn”

SAMPLE READ-IN Brooklyn shippers: “Manhattan”
______ record number, 99=DK/ref, 98=98 or more

G5. How much does your company pay in parking infractions in READ IN per driver per month? This is among drivers who make deliveries in READ IN. [READ CATEGORIES IF NEEDED]

SAMPLE READ-IN NJ shippers: “Brooklyn”

SAMPLE READ-IN Brooklyn shippers: “Manhattan”

1. Nothing, $ 0
2. $ 1 – 100
3. $ 101 – 400
4. $ 401 – 700
5. $ 701 – 1,000
6. $ 1,001 – 1,500
7. $ 1,501 – 2,000
8. $ 2,001 – 3,000
9. More than $3,000, please specify amount/range: _______________

10. (VOL) DK/ref

G6. How many employees are in your company?
    ______ record number, 98=98 or more, 99=(VOL) DK/ref,

G7. What is your company’s zip code? /__/__/__/__/ (VOL) DK/Ref=99999

That is the end of the survey. You've been very helpful.
Thank you very much for your participation.
16.2.2 Carriers’ Survey

Brooklyn carriers: Manhattan
New Jersey carriers: Brooklyn

INITIAL INTRO SCREEN:

WITH RECEPTIONIST:
Hello, my name is ______________ (first and last name). I'm on the staff of the __. I'd like to speak to the head dispatcher or other manager in charge of shipping.
This is for a joint research study by Rensselaer [REN-SAHL-LEER] Polytechnic Institute and ___ on trucking services in the New York - New Jersey region.
IF NEEDED: We sent a letter about this to [READ IN RESP NAME]. The goal of this study is gain a better understanding of the current needs and experiences of businesses that make deliveries to

Brooklyn carriers: Manhattan
New Jersey carriers: Brooklyn

. This information will be used to inform policymakers on conditions that either aid or impede the flow of deliveries during the business day.

RESPONDENT INTRO SCREEN:

WHEN ELIGIBLE RESPONDENT IS ON PHONE:
Hello, my name is ______________ (first and last name). I'm on the staff of __. We are conducting a study of businesses in the New York - New Jersey area. The study is designed to gain an understanding of the potential issues facing trucking companies that make shipments to

Brooklyn carriers: Manhattan
New Jersey carriers: Brooklyn

. The interview will take less than 15 minutes. All of your responses are completely confidential.

AS NEEDED: The goal of this study is gain a better understanding of the current needs and experiences of businesses that make deliveries to

Brooklyn carriers: Manhattan
New Jersey carriers: Brooklyn.

This information will be used to inform policymakers on conditions that either aid or impede the flow of deliveries during the business day.

IF DECLINES: Yours is one of 200 businesses that have been selected to participate in this survey. Therefore your participation is critical to the success of the study.

To confirm, are you the head dispatcher or other manager in charge of shipping?

Yes—continue

No--RESCREEN May I please speak to the head dispatcher or other manager in charge of shipping.

Not available—callback and record name.

(VOL) Refused

---------------------------------------------------------------

A. BROOKLYN DELIVERY SCREEN

A1. Just to confirm your type of business for this survey, does your company make deliveries to

Brooklyn carriers: Manhattan

New Jersey carriers: Brooklyn

at least once a week?

1. Yes >> CONTINUE WITH A2
2. No/DK >>> TERMINATE

A2. Do you use trucks in your own fleet for this or do you use “for-hire” carriers or third party shippers?

1. Use own fleet of trucks >> SKIP TO A3
2. Use for-hire carriers/third party shippers >>> TERMINATE A2 For-hire/3rd party
3. (VOL) Both >>> ASK A2A
4. (VOL) Use couriers >>> TERMINATE A2 Couriers
9. (VOL) No answer/DK >>> TERMINATE DK

A2A. Do you send trucks from your own fleet to

Brooklyn carriers: Manhattan

New Jersey carriers: Brooklyn

at least once a week?

1. Yes >> ASK A2B
2. No/DK >>> TERMINATE
A2B. Could you tell us the composition of your vehicle fleet?

% of Small Trucks
% of Large Rigid Trucks
% of Semi-Trailers

A3. How many vehicles are in your fleet?

___________________
98 = 98 or more, 99 = (VOL) DK/ref

A3A. How many employees do you have?

___________________
98 = 98 or more, 99 = (VOL) DK/ref

A4. How many trips does your fleet of vehicles make to
Brooklyn carriers: Manhattan
New Jersey carriers: Brooklyn

on a typical day?

____________ number of trips per day
0 = less than once per day >>> ASK A4A
98 = 98 or more, 99 = (VOL) DK/ref

A4A. On how many days does your fleet makes deliveries to
Brooklyn carriers: Manhattan
New Jersey carriers: Brooklyn

on a typical week?

____________ number of trips per week
0 = less than once per week >>> TERMINATE
98 = 98 or more, 99 = (VOL) DK/ref

A5. And how many delivery stops in
Brooklyn carriers: Manhattan
New Jersey carriers: Brooklyn

does a single truck usually make per trip? [If NEEDED: On average?]

____________ 98 = 98 or more, 99 = (VOL) DK/ref

A5A. How much time does it take to deliver from your place of business to the first stop in Brooklyn carriers: Manhattan
New Jersey carriers: Brooklyn?

How many miles are between your first stop in
Brooklyn carriers: Manhattan
New Jersey carriers: Brooklyn
from your place of business?

How much does it cost for one of your trucks to complete a delivery route?

$_____

How long does the typical truck take to complete its delivery route (from place of business back to place of business)?

How many miles does the typical truck travel in its delivery route (from place of business back to place of business)?

Do any of your trucks also make deliveries to other boroughs or counties in New York City during their trips to:

Brooklyn carriers: Manhattan
New Jersey carriers: Brooklyn?

[NOTE: Other boroughs and counties include the Bronx, Brooklyn, Queens, Staten Island, Westchester, Yonkers, East New York, Long Island and New Jersey]

If Brooklyn carriers: suppress Manhattan
If New Jersey carriers: suppress Brooklyn

1. Yes >>> ASK A10A/B/C/D/E/F
2. No/Never >>> SKIP TO B1
9. (VOL) DK/ref >>> SKIP TO B1

A10A. Which of the other boroughs [or counties?] do you deliver to?

If Brooklyn carriers: suppress Manhattan
If New Jersey carriers: suppress Brooklyn

Bronx
Manhattan
Queens
Staten Island
Westchester
Yonkers
East New York
Long Island
New Jersey

A10C. Of these _______ [READ IN NUMBER FROM A4 or A4A] trips to

**Brooklyn carriers:** Manhattan

**New Jersey carriers:** Brooklyn

, how many also make deliveries to the other boroughs [or counties?]?  
____________ 98 = 98 or more, 99 = (VOL) DK/ref

A10D. And how many delivery stops in the other boroughs [or counties?] does a single truck usually make per trip?  
____________ 98 = 98 or more, (VOL) 99 = DK/ref

A10E. How much time does it take to deliver from your place of business to the first stop in other boroughs [or counties]?  
____________ minutes, 999 = (VOL) DK/ref

A10F. How far (in miles) is your first stop in other boroughs [or counties]?  
____________ minutes, 999 = (VOL) DK/ref

**B. CURRENT OPERATIONS AND FLEXIBILITY**

B1. What time of day do you typically start your hours of operation?  
____:______ AM/PM  
(VOL) Open 24 hours a day >>> **SKIP to B3**  
(VOL) DK/Ref

B2. And what time of day do you typically end your operations?  
____:______ AM/PM  
(VOL) DK/Ref
B3. Thinking of the _______ [READ IN NUMBER FROM A4 or A4A] trips per [day/week] you make to

**Brooklyn carriers:** Manhattan

**New Jersey carriers:** Brooklyn

, how many are made during the business day between the hours of 6 am and 7 pm?

__________ 98 = 98 or more, 99 = (VOL) DK/ref

[IF RESPONDENT SAYS “ALL”, ENTER SAME NUMBER AS READ-IN]

[CATI: IF B3 IS SAME NUMBER AS READ-IN FROM A3/A3A, SKIP TO B7. IF NOT, ASK B4-6]

B4. And how many are made at night between 7 pm and midnight?

__________ 98 = 98 or more, 99 = (VOL) DK/ref

B5. How many are made overnight between midnight and 4 am?

__________ 98 = 98 or more, 99 = (VOL) DK/ref

B6. How many are made in the early morning between 4 am and 6 am?

__________ 98 = 98 or more, 99 = (VOL) DK/ref

B7. I'd like to get some idea about your schedule flexibility. Who sets the delivery times?

1. Our company (Carrier/trucking company)
2. Receiver
3. Jointly between us and the Carrier/trucking company

(VOL) DK/REF

[CATI: IF B4, B5 or B6 is 1-98, READ-IN ‘MORE’. OTHERS READ IN ‘ANY’]

B8. If possible, would you be willing to shift [any/more] of your

**Brooklyn carriers:** Manhattan

**New Jersey carriers:** Brooklyn

deliveries to off-peak hours – that is make deliveries between 7pm at night and 6 am in the morning?

1. Yes >>> ASK B8A-C
2. (VOL) Maybe/depends >>> ASK B8A-C
3. No >> SKIP TO B9

9. (VOL) DK/ref >> SKIP TO B9

B8A. How many of your ______ [READ IN NUMBER FROM A4 or A4A] trips per [day/week] to
Brooklyn carriers: Manhattan

New Jersey carriers: Brooklyn

would you be willing to make at night between 7 pm and midnight?

__________ 98 = 98 or more, 99 = (VOL) DK/ref

B8B. And how many would you be willing to make during overnight hours between midnight and 4 am?

__________ 98 = 98 or more, 99 = (VOL) DK/ref

B8C. And how many would you be willing to make during early morning hours between 4 am and 6 am?

__________ 98 = 98 or more, 99 = (VOL) DK/ref

B9. Aside from customer requirements, are there any other reasons why you would not be able to make more of your

Brooklyn carriers: Manhattan

New Jersey carriers: Brooklyn

deliveries during off-peak hours?

1. Yes there are other reasons, specify: _______________
2. No, customer requirements are the primary reason
9. (VOL) DK/ref

B10. If you made more off-peak deliveries do you think your shipping charges would increase, decrease, or stay about the same?

1. Increase
2. Decrease
3. Stay about the same
9. (VOL) DK/ref

B11. What percentage of your customers request off-peak deliveries?

Please specify: ______________

B12A. Are you able to do off peak deliveries without making any major changes to your business operations?

1. Yes
2. No
9. (VOL) DK/REF
C. OPD SCENARIO TESTS

For research purposes, we’re interested in finding out how your operations might change under some hypothetical situations. I’m going to ask about your company’s likelihood using a 1 to 5 scale where 1 is not at all likely and 5 is extremely likely. The following questions are about making off-peak hour deliveries to

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

– that is either at night, overnight or in the early morning between the hours of 7 pm and 6 am.

[CATI: SPLIT-THIRD SAMPLE. READ IN “25” “50” or “75” for “XX” PERCENT THROUGHOUT C SERIES]

C1. Assuming operating costs, such as tolls and shipping cost differentials, are identical, rate the likelihood of your company making more off-peak hour deliveries to **READ IN if [XX] percent of your**

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

customers requested it? Use a 1 to 5 scale where 1 is not at all likely and 5 is extremely likely. You may use any number in between.

_____________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

[CATI: RANDOMIZE ORDER C2/C3/C4A-B-C/C5A-B/C6A-]

C2. Assuming operating costs, such as tolls and shipping cost differentials, are identical, rate the likelihood of your company making more off-peak hour deliveries to

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

if [XX] percent of your

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

customers requested it AND if designated street-side parking for loading and unloading was available during the off-peak hours?

_____________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

C3. Assuming operating costs, such as tolls and shipping cost differentials, are identical, rate the likelihood of your company making more off-peak hour deliveries to

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

if [XX] percent of your
**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

customers requested it AND if you could get pre-approved security clearances so you do not have to stop for inspections at bridges and tunnels?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

[CATI – READ C4A-B-C in ORDER]

C4A. Rate the likelihood of your company making more off-peak hour deliveries to Brooklyn if [XX] percent of your

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

customers requested it AND you saved $3 per axle on the bridge and tunnel tolls during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

[IF C4A=5-Extremely Likely, DO NOT ASK C4B. SKIP TO NEXT QUESTION – C5]

C4B. How about if you saved $4 per axle on the bridge and tunnel tolls during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

[IF C4A or C4B=5-Extremely Likely, DO NOT ASK C4C. SKIP TO NEXT QUESTION – C5]

C4C. How about if you saved $7 per axle on the bridge and tunnel tolls during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

[CATI – READ C5A-B in ORDER]

C5A. Rate the likelihood of your company making more off-peak hour deliveries to

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

if [XX] percent of your

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

customers requested it AND if you got a financial reward of 5 cents for each mile traveled during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

[IF C5A=5-Extremely Likely, DO NOT ASK C5B. SKIP TO NEXT QUESTION]

C5B. How about if you got a financial reward of 10 cents for each mile traveled during off-peak hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref
C6. Assuming operating costs, such as tolls and shipping cost differentials, are identical, rate the likelihood of your company making more off-peak hour deliveries to Brooklyn if a staging area existed that would allow your drivers who arrive in New York City during off-peak hours a place to sleep, so they can make deliveries to Brooklyn during normal business hours?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

[CATI NOTE: C6 IS ALWAYS LAST QUESTION OF SERIES]

C7. Now, imagine that there was a joint venture with other carriers to create a new company that could consolidate all your final deliveries to your

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

customers. On a scale of 1 to 5, how likely would you be to use that new company?

______________ 1=Not at all likely, 5=Extremely likely, 9=(VOL) DK/Ref

D. COMPANY ATTRIBUTES

Just a few more questions so we can classify your answers.

D1. Is your primary line of business as a shipper, manufacturer, consignee, third party logistic provider, trucking company, or warehouse? [ACCEPT MULTIPLE RESPONSES]

1. Shipper
2. Manufacturer
3. Consignee
4. Third party logistic provider
5. Trucking company
6. Warehouse
8. Other, specify: ______________
9. (VOL) DK/ref

D2. What types of commodities or products do you carry the most? [MULTIPLE RESPONSE – ACCEPT ALL MENTIONS]
1. Agriculture, Forestry, Fishing
2. Food
3. Non-alcoholic Beverages
4. Alcohol
5. Tobacco
6. Textiles / clothing
7. Furniture
8. Wood / lumber
9. Paper
10. Petroleum / coal
11. Chemicals
12. Plastics / rubber
13. Metal
14. Machinery
15. Computers / Electronics
16. Household goods / various
17. Stone/concrete
18. Waste / scrap
19. Office supplies
28. Other, specify: _______
29. (VOL) DK/ref

D3. How many truck drivers are in your company?
______ record number, 99=DK/ref, 98=(VOL) 98 or more

D3A. And how many of them make deliveries to

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

______ record number, 99=DK/ref, 98=(VOL) 98 or more

D4. How much does your company pay in parking infractions in

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**
per driver per month? This is among drivers who make deliveries in

**Brooklyn carriers: Manhattan**

**New Jersey carriers: Brooklyn**

[READ CATEGORIES IF NEEDED]

1. Nothing, $0
2. $1 – 100
3. $101 – 400
4. $401 – 700
5. $701 – 1,000
6. $1,001 – 1,500
7. $1,501 – 2,000
8. $2,001 – 3,000
9. More than $3,000, please specify amount/range: _______________
10. (VOL) DK/ref

D5. What is your company’s zip code? /__/__/__/__/__/ (VOL) DK/RF=99999

That is the end of the survey. You've been very helpful.

Thank you very much for your participation.
16.3 In-Depth Interview Minutes

Minutes of the In Depth Interview #1 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project

November 13th, 2003

Participants:

Research Team: Mecit Cetin (MC), Juan C. Zorrilla (JCZ), Qian Wang (QW).
National Carrier #1 (PR)

PR stated some basic information about his company’s operations.

- The drivers usually try to get into the city early (around 5AM) to avoid congestion (not the toll). This is effective 80% of the times given that delivery charges are at its lowest for this time. The main objective is always to avoid traffic.

- There is a premium rate that his company imposes for delivering into NYC, the increase in charges are in addition to the premium. This premium already includes the toll charges, so the customers pay for the increase in tolls. He mentioned that most companies do the same; they rarely ever absorb the cost of tolls.

- There is a 10% increase for deliveries at noon time, and a 20% increase for deliveries at a specific hour.

- About 10% of the customers require delivery during peak hours.

- 8-10% of the customers require overnight deliveries.

- The majority of shipments are LTL. About 20 trucks daily (24 or 28 ft mostly)

- All vehicles are equipped with EZ-Pass, for three reasons. Discounts, savings in time, and better tracking of the expenses and the drivers (they know the exact that each truck crossed).

- Most of the tours do pick-ups in the morning and deliveries in the afternoon.

- 70% of the goods are Industrial/Commercial, and the rest are Retail.

Discussion:

- PR said that companies are not likely to change their behavior due to toll increases since they pass on the toll charges to the receivers or the shippers (whoever pays for the shipment).

- He also mentioned that regardless of toll they try to avoid the peak hours because of time, the toll seems to be a bonus.
Minutes of the In Depth Interview #2 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project

March 11th, 2004

Participants:
Research Team: Mecit Cetin (MC), Qian Wang (QW), Ning Xu (NX), Shuwen Xia (SX).

National Carrier #2

Company:
1. Type of business: North America's largest full-truckload carrier, international company
2. Company Size: 20,000 employees including drivers
3. Commodities carried: General Fleets
4. Business Areas: they do business with almost all the states in U.S. and 10 provinces in Canada. They send trailers to Mexico. They ship goods to New York City on very regular basis.

Minutes

- Who pays for tolls?

They usually pay for the toll, and then charge shippers 100% of the total costs. Only the total shipment costs are shown in the bills to shippers. Toll is charged as a part of the total, it is not shown in invoice individually.

- What they react to toll increase?

They go back to tell shippers and increase the shipment rates. However, it will take some time to change the rates, and the time period usually depends on the previous contract. If the contract exists, then they will absorb the additional costs caused by toll increase until the contracts expires; but if there is no contract, they increase shipment rates directly.

- Changes in operation due to toll increase?

They will take a look at the alternative routes. But toll is only one factor of their operation determination. The primary consideration for them is the safety to the drivers and the public. For New York City, since there are not many alternative routes, they have not much flexibility. They usually choose interstate or state highways for the safety reasons. They choose tolled routes since they are usually higher-level roads and safer. They have to deliver the goods on time, so routes with extra times will not be taken.

- Since different toll rates are provided in different time periods of a day, would you shift your deliveries from peak hours to off-peak?

It’s hard to tell since it depends on customers. They will deliver according to the customer’s demand. It is usually the shippers who determine the delivery time schedule.

- Do your truckers have E-ZPass tags and what are the reasons?
Yes. All trucks have E-ZPass tags. Main reasons include:
1) Saving time;
2) Truckers don’t need to take cash all the time;
3) Cheaper because of the E-ZPass discounts.

- Is there any pattern of the delivery time?

They have 10,000 loads on average every day. Generally, there is no pattern of the delivery time. But it depends on areas. For large cities, e.g. NYC, they deliver in late evening or in very early morning. For NYC, their deliveries are usually from 9 p.m. to 5 a.m. They don’t want trucks to be involved in peak-hour congestions. In small cities, they deliver anytime.

- Do you have the scheduling problems with the current hours of operation of terminals or ports?

Basically, there is no conflict. But sometimes their trucks wait for a long time at some ports or some customer facilities. It hurts their operations.

- Relationships between delivery charges and delivery time?

Delivery charges change by place and the time length of trips. The shorter the trip length, the more expensive the delivery. But the delivery time doesn’t affect the charges.

- Opinions towards tolls:

In Washington State, the highway system is non-tolled. But there is a request by state to collect tolls on these roads due to budget reasons. If it comes into being, it will have significant impact on their operations.

- Transportation Costs:

In the long run, transportation costs become a part of the prices of products. So the changes of tolls and other transportation charges will affect the prices of commodities.

Minutes of the In Depth Interview #3 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
March 22nd, 2004

Participants:
Research Team: Shuwen Xia (SX), Ning Xu (NX), Qian Wang (QW)
Regional Carrier/Warehouse Operator

Company:
Type of business: Warehouse
1. Company Size: 120 employees including workers in both the warehouses and transport
2. Business Areas:
   - 400,000 square feet warehouse in Saratoga Springs (home base);
   - 265,000 square feet warehouse in Mechanicville
- 450,000 square feet warehouse in Feura Bush of the south Albany

3. Growth revenue: 1.6 million per month

4. Shipping way: Full Truck Load (FTL) for all the shipments
   - Minutes
     - Their delivery schedules

They have 4-5 major shippers in the metropolitan area. They contact with them by phone, email or fax on the daily basis. Their trucks depart as early as possible in the morning. Their trucks usually leave the warehouses during 3 a.m. and 7 a.m. and get the metropolitan area at 5 to 7 a.m.

   - Flexibility of their schedule

It depends on their customers. They deliver the goods to their customers as soon as possible at the time they want.

   - How to calculate their shipment rates?

They calculate their shipment rates by a specific way they developed based on the highways, routes, tolls and other elements.

   - Who pays for tolls?

The tolls and other transportation charges are prepaid by shippers. They have a special system to calculate how much they should charge the shippers. If tolls increase, they will review and change the corresponding toll information in the system so that the additional costs caused by the toll increase will be charged as a part of shipment rates.

   - Who determines the delivery routes?

They decide the delivery routes. They use PC Miler (a system) to develop their delivery routes. The general principles for them to control the delivery time are:
1) In one trip, the truck has to deliver goods to the first customer on time;
2) The consecutive delivery times for other customers in the same trip are estimated by their experience.

   - Attitudes towards tolls and pricing?

They think highway costs and tolls are high in the metropolitan area. Due to the high transportation costs and the traffic congestion problems, initially they didn’t do business with customers in the metropolitan area. But finally, they changed their strategies because the metropolitan area is very important for their business. Nevertheless, they still don’t like to deliver to the metropolitan area, especially their drivers. They even pay bonus for these drivers that deliver to the metropolitan area, but the drivers are still not willing to go there. Right now they are encountering with the problem of the shortage of drivers.

   - Willingness to shift to the off-peak deliveries?
They are currently performing off-peak deliveries; however, there is no incentive from the city. The delivery time depends on their customers. They deliver whenever their customers require. Usually, receivers don’t have employees available to unload goods if the delivery happens during the off-peak hours, which discourages the off-peak deliveries. From their own point of view, they would rather deliver during the off-peak hours or even overnight (e.g. after 10 p.m. or at 2 a.m., 3 a.m., or 4 a.m.). But receivers don’t like it. So they will keep delivering during the peak hours as their customers require even the tolls are higher during that time.

- Do your truckers have E-ZPass tags and what are the reasons?

Yes. Main reasons include:
1) Truckers don’t need to take cash all the time;
2) Convenience;
3) Less waiting time and easier in the toll booths;
4) It is helpful for them to track their trucks on the daily, weekly and monthly basis since they have 8-12 trucks to the metropolitan area per day.

- Relationships between delivery charges and delivery time?

The delivery time doesn’t affect the charges unless it is Friday nights, or weekends.

- Would off-peak deliveries impact your firm’s current operation plan?

Yes. They have to shift their operation schedules.

- Would off-peak deliveries cause any changes in your inventory practices?

Yes. They select the order in a different way if the deliveries are in the off-peak hours.

- Other comments:

They are willing to shift their delivery time to the off-peak, but their customers (receivers) prefer to normal hours. So the willingness of the receivers to shift their receiving time is the key.
SO currently operates 250 supermarkets in Manhattan. There are 2 warehouses servicing New Jersey and 18 stores in Bronx. It also provides perishable service for fresh meat and fruits. They make deliveries to the New York City 25-35 times per day on average. Usually the drivers start working in the early morning around 4 AM, and most of the stores are open around 6-7 AM. For deliveries in Manhattan, 25% of the deliveries are made before 6 AM, 50% are made before 8 AM, and 25% are made before 10 AM since they would like to get out of the city as early as possible.

The issues related to off-peak deliveries in Manhattan are related to parking and double parking:

- The commercial parking places are taken by the vehicles with commercial plates although they do not make deliveries, and they park all day;
- One store gets deliveries from several vendors during the similar time windows, then the parking becomes a nightmare to them;
- Residential cars take the parking spots and the commercial vehicles have to double park and get tickets.

Usually it takes about 20 minutes to finish an in-store delivery and up to an hour to finish unloading to the dock on the streets. The company makes in average 12 deliveries/day (4 from their warehouse and 8 from other vendors).

The key benefits from performing off-peak deliveries include less congestion, fewer problems with double parking, and increased productivity.

From the company’s point of view, the additional costs due to off-peak deliveries are related to staff costs at the stores. The drivers like to deliver early in the morning but most of the stores are not open until 6-7 AM, so they definitely need additional unloading labors at the stores.

The targets of the policies related to off-peak deliveries should be combination of shippers, trucking companies, receivers and warehouses.

The company is also concerned about the security issue late at night.
It would be great help if NYSDOT could relax the issue of parking tickets in off-peak. A license fee for parking tickets or rebates for deliveries during off-peak periods would be attractive. Tax breaks for labors working during off-peak hours at the stores would be a good idea although it is more difficult to control.

Action Items
- GG will provide an estimate of how much they pay for the parking tickets on average.
- JN will schedule the next interview.

Interview adjourned around 2:00 PM.

Minutes of the In Depth Interview #5 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
June 29th, 2004

Participants:
- Research team: Jose Holguín-Veras (JHV), Jeana Nordstrom (JN), Brenda Cruz (BC), Ning Xu (NX), Teresa Sung (TS).
- Health Food Store

Minutes:
Interview started around 2:30 PM.

Interview:
- This Health Food Store is a retail company, which has over 200 stores nationwide and internet catalog business. It uses its own two trucks to deliver to 50 stores in the New York City boroughs everyday from the warehouse in New Jersey; but for areas beyond New Jersey State and New York City, the company outsources their deliveries from other trucking companies.

- Off-peak delivery is not a good option for the company because there is nobody available at that time, and drivers will need to get the keys to the stores.

- The drivers make the first delivery around 6:00-6:30 AM, and usually the stores set the delivery time.

- The benefits of doing off-peak deliveries include less traffic and faster, while the impacts are the security issues. The company is concerned about the safety of
drivers and products (some of the products are high value commodities): the drivers need to get the keys, and it is not safe for them to deliver in the middle of the night.

- The two trucks get one ticket per day on average, i.e., $25,000 a year.
- A delivery fee for doing off-peak deliveries would be good, but it depends on the value of the fee.
- There are no extra costs of doing off-peak deliveries for their company, but more staff at the stores is needed. However, it is possible that they want to keep an eye on the trucks while the driver is delivering in the store in the middle of the night, then a second person on the truck might cause additional expense.
- Usually 5-10% of the deliveries are done before 7 AM, another 10-15% of the deliveries are done before 8 AM, and all the deliveries in Manhattan are done by noon on weekdays. The two trucks make 12 and 17 stops per day.
- The size of a shipment is similar as a laundry basket, and around 10 shipments per delivery, but it varies with the stores.

Action Items
- JN will schedule the next interview.

Interview adjourned around 3:10 PM.

Minutes of the In Depth Interview #6 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
July 1st, 2004

Participants:
- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), Teresa Sung (TS).
- Household Retail Chain (HRC)

Minutes:
Interview started around 9:00 AM.

Interviews
- This HRC is a retail company with 126 stores throughout North East of U.S., from Washington D.C. to Long Island, N.Y. and mid Pennsylvania.
There is a distribution center located in South N.J. about 100 miles away from New York City. The center provides all the products for the retail stores and also perform direct vendor from the warehouse. This warehouse supplies about 80% merchandise to be delivered to retail stores.

One store located in Staten Island is starting to perform off-peak delivery during 2\textsuperscript{nd} or 3\textsuperscript{rd} week of July and would like to share their experience with us. The company had experience in off-peak deliveries during the Olympics of 1984 in Los Angeles.

Calculations show that utilization double at night time deliveries. Trucking during 6am – 7pm averages 17 truck miles/hour and 6pm- morning averages 34 truck miles/hour. (This calculation seems to include the travel from the warehouse to the retail stores.)

The company contract deliveries to trucking companies. Most truck types are tractor-trailers. Truck drivers receive about $55-60 per hour excluding other annual benefits. Truckers will receive an addition of 8\% compensation for off-peak hours.

The main obstacle for shifting the current deliveries to off-peak hours is security. The areas involved in their deliveries are unsafe. There are concerns for both the driver’s safety and the goods. Another problem is to get crews to come in during off-peak hours. This is prevented by union contractors.

Each delivery takes approximately 1 hour to 3 hours and each shipment size is about 200-500 cartons. Each truck typically makes one stop.

The company’s operation group collaborate store needs and set delivery times. They are trying to shift delivery hours to 5pm-8am.

They are dissatisfied with the taxes and tolls in order to service New York City. It is horrible for truckers to service Long Island during daytime. Also, security such as inspections at George Washington Bridge costs the company extra hours. This causes the company to lose productivity both in the truckers and crews waiting in the stores for the delay.
They do not have parking ticket problems now because most of their stores are inside malls except one store in Brooklyn.

The company is in compliance in using tractor-trailers but RE prefers smaller truck size. Since it is inefficient to use up 3000 cubic feet of a 5000 cubic feet truck. The company used 45’ containers and is now switched to 53’.

There is usually a crew of 6 to 7 staff for a delivery. There are crews who reach the delivery site by public transportation. Since there is less public transportation in Staten Island, it is harder to get crews. Lower transportation fees for crews will be an interesting incentive for the off-peak deliveries.

Action Items

- JN will schedule the next interview.
- JN will find out road restrictions in neighborhoods from community board association.

Interview adjourned around 9:30AM.

Minutes of the In Depth Interview #7 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
July 1st, 2004

Participants:

- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), Ning Xu (NX), Teresa Sung (TS).
- West Coast Transportation Group (WCTG)

Minutes:

Interview started around 10:00 AM.

Interviews

- The is a group of concerned business interests representing shippers, transportation providers, and others in the transportation supply chain committed to educate policy makers and the public about the economic importance of U.S. ports and foreign trade, and to promote the most efficient and technologically advanced ports for the twenty-first century.
The problems with the port of Long Beach include truck traffic congestion, shortage of truckers, and delays. In order to improve the efficiency of the port, WCTG has supported off-hour truck gates at marine terminal since July 2001.

Impediments of off-hour gates include:

- Marine terminal costs are high and there is a lack of volume.
- Existing night and weekend gates are difficult to use productively. Shippers and truckers say that to be usable, night and weekend gates must be regular, full-service, and open at more than one terminal.
- There are additional costs for other stakeholders. Additional staff might be needed for a drayage company dispatch. Shippers might need additional security to secure a container yard. Smaller business will find it difficult to use off-hour gates because of these costs. No one really knows whether these costs might be offset by being able to move cargo more quickly through the supply chain. Very large importers care about speed and they like gates open at night, but warehouse is a very different business.
- There is not enough cargo for 24-7 operations.
- Communities in the region might object to 24-7 operations.

WCTG’s recommendations to overcome these impediments are to seek a private mechanism for covering the incremental costs of operating night gates, which has the potential benefit of ensuring that gates are coordinated port-wide, and it would address the cost concerns of terminals. It would likely increase costs for shippers, but it is, by far, the least expensive option. Marine Terminal Operators in the Ports of Los Angeles and Long Beach (MTOs) should use their existing discussion agreement authority (or seek expansion of it from the Federal Maritime Commission, if necessary) to develop a framework for opening port-wide off-hour gates. Key components of this framework should include:

1. Coordinated, port-wide, full-service gates -- A commitment is needed to open "full service" gates at every terminal in the port complex on coordinated days and shifts. Only through a discussion agreement can this
be done. The MTOs should consider weekend gates as well as off-hour weekday gates.

2. Off-hour gates. Because the goal of this exercise is to encourage truck traffic during off-peak hours, the ideal "off-hour" shift would run from about 11:00 pm to 6:00 am during weekdays.

3. Privately imposed day-use fee. The MTOs should consider a means for charging a day-use fee for containers that are picked up during normal business hours of 9:00 am - 5:00 pm.

4. Public quarterly reports. The MTOs should issue quarterly reports providing the information by terminal and aggregated for the Ports of Los Angeles and Long Beach.

- A day-use fee of $25/hr per container is not much for small companies and they will pay the fee, but for large companies, especially if they have distribution centers near the ports, the total fee would be significant to them.

- WCTG thinks that appointment system at the ports would be very important, because not all the gates have to be open during off-hours; unfortunately they are alone in this point of view.

Interview adjourned around 10:55 AM.
Minutes of the In Depth Interview #8 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
July 1st, 2004

Participants:
- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), Ning Xu (NX), Teresa Sung (TS).
- Pharmaceutical company (PC)

Minutes:

Interview started around 11:00 AM.

Interviews

- This PC is a manufacturing company that pays premium for the motor carriers to make deliveries in the New York City boroughs. They do not get involved in the delivery process, so they do not see the problems related to delivery except the general problems like traffic congestion and parking problems.
- The company will ask the carriers to make deliveries whenever the customers want. Due to the nature of their business, they can not do anything about shifting to off-peak periods unless the customers require. Their business operation would not change at all if they deliver during off-peak hours.
- The key stakeholders in this study would be carriers and customers, shippers are neutral unless they use their own trucks.

Interview adjourned around 11:20 AM.
Minutes of the In Depth Interview #9 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
July 7th, 2004

Participants:
- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), John Polimeni (JP), Ning Xu (NX), Teresa Sung (TS).
- Manufacturer

Minutes:
Interview started around 3:00 PM.

Interviews
- This manufacturer is a glass manufacturer and delivers to both residential and industrial areas. Their warehouse is in Wiles – Barre in Pennsylvania. Deliveries arrive at the port in New Jersey and are then shipped to the warehouse in Pennsylvania thus forwarded to vendors.
- Shipments come from Germany suppliers. They have both ocean and air freight, each is about 2000 containers. They deliver to contractors and manufacturers.
- The company does not conduct off-peak deliveries currently. They deliver anytime the shipments come in.
- Interested in money incentives for off-peak deliveries.
- The company outsource to trucking company for their imports and exports. Trucks are usually less than truck loads. The company doesn’t have a specific range of delivery time. They have an “open door policy” for the delivery time window. Truckers do not call in advance for deliveries
- Truckers have a lot of problems at the New York piers, such as closings of the terminal gates and they have trouble getting help. Their shipments come into both Global and Mart Terminals.
- RM suggested on Internet clearance and security. RM recommended trucks to be pre-clear their containers, and freight shippers should know a certain shipper rules. This idea should start to conduct within routine shipments. Cargos can be cleared at the point of origin. Thus these cleared shipments should be issued an
identification which allows them to go through expedited security check. This could be done with relay stations or security stations to get pass into New York, for example, at Port of Charleston. Truckers save great amount of time especially cargos such as lasers and cameras.

- Certain lanes should be used at these security points for the cleared trucks. Identifications for secured trucks should expire in a certain amount of time and if the temporary identification does not arrive the check point within the time frame, they shall be checked again. This will be easier if done on trucks with same packages and with the same delivery schedules every time.

- Off-peak delivery appeal to those who can send people to work during off-peak hours. For example Toys R US deliver and distribute according to the market, they are less likely to be flexible on the delivery time window.

- Price break on tolls would be one of the interesting incentives to encourage off-peak delivery. This is already done in Pennsylvania but is not big enough to be an incentive.

Action Items
- JN will schedule the next interview.

Interview adjourned around 3:30 PM.

**Minutes of the In Depth Interview #10 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project**

*July 8th, 2004*

Participants:

- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), John Polimeni (JP), Ning Xu (NX), Teresa Sung (TS).
- Local Restaurant

Minutes:

Interview started around 9:30 AM.
- Donahue Restaurant gets deliveries from 25-30 companies, and each of them makes deliveries once or twice a week. Usually they start delivering at 6 AM, sometimes 6:30 AM. The shipment size is about 50-100 cases, and each delivery takes about 15 minutes.
- There is no security issue of getting deliveries at night.
- The restaurant sets the delivery time, and prefers early deliveries at about 6 AM or even 4 AM, but not a lot of people are available. There is no extra charge of doing off-peak deliveries, the truckers do routes.
- Parking is the biggest problem, 15 out of 25 trucks coming to the restaurant get tickets even with flashers on.
- The restaurant is about 1500-2000 square feet in size including bar areas, and could accommodate 40 customers.
- The restaurant has no back door; therefore the deliveries come in through the front door.
- There is no additional cost of doing off-peak deliveries, and they do not want the customers to be interfered with the deliveries since there is only one door.
- In Manhattan there are only 3 major liquor companies and 4 major beer companies.
- It seems that restaurants are significant sector for off-peak delivery.

Interview adjourned around 10:00 AM.

Minutes of the In Depth Interview #11 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
July 8th, 2004

Participants:
- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), John Polimeni (JP), Ning Xu (NX), Teresa Sung (TS).
- Local Produce Store

Minutes: Interview started around 10:50 AM.

Interviews
- This local produce store delivers grocery to the residents from door to door, and the products are cheaper than supermarkets in Manhattan. The company is open seven days a week. The delivery hours are: 2:00 PM-11:30 PM from Monday
through Friday, 7:30 AM to 5:00 PM on Saturday and 7:30 AM to 11:30 PM on Sunday.

- They have a warehouse in New York City, and 100 refrigerator cargo truckers ranging from 13-24 feet in axle size. 80-100 trucks are making deliveries everyday, and each truck makes 50-60 deliveries per day.
- The truckers park if possible and double park otherwise. The parking tickets they pay are around $2,000-5,000 per month for the entire fleet.
- Each delivery takes about 10 minutes, and there is a 2-hour delivery window. They did some in-depth analyses of traffic flows to set the delivery hours, and the upper east side is the easiest to make deliveries while the midtown by tunnel and bridges is the hardest.
- The prime time of tickets is probably before 6 PM. After 6 PM the traffic speeds up and less congested, and the police are less strict with the tickets.
- There is no security issue since they have service representatives.
- There is no problem with the unions.
- Off-peak delivery is logical for the company because most of their clients are out for work during the day.
- About 50% of the deliveries are done by 6 PM, and very small amount is made after 7 PM, therefore a significant amount of the deliveries are made between 6-7 PM.

Interview adjourned around 11:20 AM.

Minutes of the In Depth Interview #12 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
July 15th, 2004

Participants:
- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), John Polimeni (JP), Ning Xu (NX), Teresa Sung (TS).
- Moving Company
- Contact Information: 212-505-1861

Minutes:
Interview started around 11:00 AM.
- Interviews
- This moving company that has eight trucks, with three moves a day, and about fifteen moves a week.
- Parking is a big problem for moving companies, because they have to park in front of buildings to get the furniture, and 95% of time the truckers have to park illegally. They get two tickets for one move, one when they load and another when they unload. He thinks the customers should pay for the tickets.
- The company turns down every two-person job, every truck needs three men. They never leave the truck unattended to protect the trucks from tickets. They lose $15,000-30,000 a year in smaller jobs.
- The parking tickets they pay per month are around $1,000, plus the fee for the lawyer to fight for the tickets and the employee to prepare for the files used to fight for the tickets.
- Usually it takes 4-5 hours to finish moving for a studio, 7-8 hours to finish moving for a 2-3 bedroom apartment. They also have to finish moving before 5 PM since most of the buildings do not allow them to move after that, with the exception that commercial buildings only allow moving after 5 PM.
- It is very difficult to estimate how much they would be willing to pay if they get a permit that allows them to double park or to do deliveries at off-peak hours, since a lot of issues are involved and he needs to examine the problems. One problem is that they are not allowed to use the elevators after 5 PM. He suggests the project team members to ask the customers how much they are willing to pay for the permit. It would be good if he pays half as much as he pays for the tickets.
- Usually a move takes most of the day, so most of the moves start around 8-9 AM.
- It would be good to have loading zones in front of the buildings.

Interview adjourned around 11:45 AM.
Minutes of the In Depth Interview #13 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
July 20th, 2004

Participants:
- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), John Polimeni (JP), Ning Xu (NX), Teresa Sung (TS).
- Alcoholic Beverage Distributor

Minutes:

Interview started around 10:00 AM.

Interviews

- Alcoholic Beverage Distributor is one of the largest. The company opens 24 hours a day, yet not all the companies in this line of business open 24 hours a day.
- The company has four warehouses, one in Orange County, one in Long Island, one in Bronx, and another in Brooklyn, with a total area of 1 million square feet.
- It has 270 trucks, servicing 20,000 customers. On a typical day, 90-95% of the trucks are working; on a heavy day, around 4,000 customers get deliveries.
- Most of the trucks are box trucks, and there are some tractors and trailers but they are not going to Manhattan.
- For deliveries in the New York City, each truck makes 15-20 stops on average; for deliveries in Manhattan, each truck makes 25 stops, because they are usually smaller deliveries and the traffic is more congested.
- Usually the first truck leaves from Bronx to Manhattan at 4:30 AM, and finishes around 10:30-11:00 AM. PM trucks leave at 2:00 PM, mostly for East Village and Upper East Side, and these trucks finish around 8-9 PM.
- There are also some emergency deliveries for any customer call. Trucks leave upon request, and arrive within 2-2.5 hours after the call is received. There is no surcharge for this kind of service.
- The company pays $300,000 a year in parking tickets, if they do not fight for tickets, they pay $600,000.
- For policies to encourage off-peak deliveries, SB mentioned that labor is the biggest expense; the company pays $20 million a year. If there are less man hours involved and less congestion, it would cause a big saving. Also they deliver upon
request from customers, if customers allow them to do off-peak deliveries, then they can.

- Supermarkets do not want deliveries after 12:00 PM, SAM’s Club wants the deliveries at exact time.
- The company’s union agreement does not prevent off-peak deliveries. They pay additional 10% night differential for night shift after midnight; usually there are 100-150 employees in that shift.
- Delivery time varies from 5-15 minutes, and the shipment size varies from 5-150 cases per delivery.
- They are using a dynamic routing program to determine the routes, and looking at GPS in order to overlay the designated routes, locate the trucks and the exact location of the cases in the trucks. However, the drivers do not like GPS because they will be tracked.
- Most of the delivery time is flexible, although the midtown customers do not want deliveries from 12:00 PM- 2:00 PM, supermarkets want deliveries before noon, and some customers want the first delivery.
- A restaurant gets 7-10 deliveries per day on average from all the suppliers, and this company delivers 2-3 times a week on an average customer.
- They do not do home deliveries, only for licensed receivers.
- An OPD permit would be attractive as long as it increase revenue and is tax deductible.
- The project team members should get everyone prepared for off-peak deliveries. The key is to create long term way of thinking/culture to adapt people to off-peak deliveries. Customers are very important, because shippers will deliver upon their requests. The government office is also important and could set a good example by start doing off-peak deliveries.

Interview adjourned around 11:00 AM.

Minutes of the In Depth Interview #14 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
July 21\textsuperscript{th}, 2004

Participants:
Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), Ning Xu (NX).

Beverage Distributor

Minutes:

Interview started around 10:00 AM.

Interviews

- The company runs 13-14 trucks on a daily basis, and 6 of them make deliveries in Manhattan. Each truck makes 150-250 stops per day, the minimum number of stops could be 150, and the maximum could be 280.

- The trucks deliver syrup, cups and tanks to diners, restaurants, schools, bars, pizzerias, KFCs and bars. Each truck could carry 500 gallons of shipments in boxes, and each box is about 5 gallons in volume and 40-45 pounds in weight. A typical customer gets 4-10 boxes or even more, and cups or tanks. Delivery time ranges from 6 to 30 minutes.

- The drivers start working at 6:00 AM, and the delivery starts about 7 AM, and finishes around 3:00 PM or later, depending on the volume in the truck and the number of stops they make. They only make deliveries during the day hours, not off-peak hours.

- Most of the customers want their deliveries in the early morning or early afternoon, about 2-5% of them want the deliveries at 4:00 PM, but most of the drivers are done at that time, so they have to reschedule those deliveries.

- Off-peak deliveries are not feasible for them, because some customers (such as Subway, KFC) open at 10:00 AM. Drivers start working at 6:00 AM, but 80-85% of the customers do not open at that time. Also, 98% of the customers are not flexible with delivery time, they want the deliveries at certain time, and they refuse the deliveries if they arrive late. The company tries not to commit an exact delivery time in case anything happens.

- Parking is a major issue due to delivery, time, and double parking. They pay $300,000 in tickets per year.

- A typical customer gets once or twice deliveries per week.
- They have plans for special events. Usually they double the orders a week before, so that the customers could get all the products.
- Customers could call and order 24 hours a day, also customer service will call customers for the orders on the next business day. They have a computer system to save all the orders in details, the loaders will then decide how the shipments are distributed among the trucks since there are multiple customers on their routes.
- People we might want to contact

Interview adjourned around 10:20 AM.

**Minutes of the In Depth Interview #15 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project**

*July 22nd, 2004*

**Participants:**
- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), Teresa Sung (TS).
- Restaurant Association (RA)

**Minutes:**

Interview started around 1:00 PM.

**Interviews**
- The RA is a State-wide trade association. They represent 2500 restaurants as spokespersons that deal with agencies such as DOT. Each restaurant is a member and pay dues for their membership for the non-profit organization. The Association then provides its members with information, back up as a group and benefits such as insurance policies.
- Most restaurants have designated the hours to receive supplies. For example, restaurants that sell heavy meals will not have deliveries from noon to 2pm; restaurants that concentrate on breakfast do not want deliveries from 7am-9am; restaurants that concentrate on dinner do not want deliveries after 5 or in the evening; some restaurants are not open until 11 to noon therefore have no staff at work during the morning. Restaurant businesses are unpredictable and at times they need emergency deliveries if their supplies run out.
- RA believes there should not be rules where deliveries are not allowed at certain hours. Deliveries hours vary and depend on particular needs of each restaurant.

- RA mentioned that it will cause the industry problems if enforcements of off-peak deliveries done by the government are in terms of penalties. RA suggested making sure that policies to be implemented to foster off-peak deliveries are not to the extent of abusing the restaurants.

- RA also mentioned that the team should target at encouraging the vendors to set up some kind of agreement with the deliverers in order to increase off-peak deliveries.

- There are a lot of member restaurants that already receive deliveries during off-peak hours.

- Majority of the restaurants are non-union restaurants. Most of the union houses are in hotels or free standing restaurants, restaurants of good size. There are two types of union; one is Local 6 which is a union that represents all employee for hotels. The other is Local 100 which deals with restaurants.

- RA said that the Association can send out messages to the members through mail and can bring out surveys if the team has any. RA mentioned that it is not possible to get 100% of the members to participate but usually 10-15% is feasible. If the team has a survey, it should be no more than one page. They should be included in #10 envelops and there should be 1000 copies. The survey is expected to be done in a week or ten days, RA offered to give the team suggestions if the team sends him a copy of the survey.

Interview adjourned around 1:30 PM.
Minutes of the In Depth Interview #16 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project  
July 28th, 2004

Participants:
- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), Teresa Sung (TS).
- Jewelry Distributor

Minutes:

Interview started around 3:00 PM.

Interviews

This Jewelry Distributor uses buildings in New Jersey as backdoor (their distribution center) for New York City, but there are some problems with supplying that store.

- The two major situations are:
  - Severe security concerns about the high value commodities, they would like to completely lock down the store as long as possible.
  - The store was built in 1940s with no dock or loading zone. The loading zone is at side of store on 57th street with a lot of through traffic, and now the entire block becomes a bus stop.

- They send the truck around 2:00-2:40 PM and it makes the deliveries around 3:00-3:30 PM; the van is sent at night and makes the deliveries around 7:00 PM.

- They get one ticket a week on average, which is around $ 5,000-6,000 a year.

- They make deliveries twice a day (3 PM and 7 PM) with their own trucks, and three times a day for peak seasons. They use UPS for low value commodities.

- They have not considered only performing off-peak deliveries due to the security issues and pure needs since they replenish everyday.

- All other jewelry companies face the security problems.

- Each delivery takes about 10-30 minutes for the 24’ truck.

- Man trap during deliveries, double doors, one door open and one door close.

- Two buildings, one for world wide replenishment, and the other for direct customer service.
They are interested in off-peak delivery permit only if it is safer and does not affect their revenues.

Interview adjourned around 3:25 PM.

Minutes of the In Depth Interview #17 of the “Potential for Off-Peak Freight Deliveries to Commercial Areas” Project
August 2nd, 2004

Participants:
- Research team: Jose Holguin-Veras (JHV), Jeana Nordstrom (JN), Teresa Sung (TS).
- Restaurant

Minutes:
Interview started around 11:00 AM.

The restaurant is located in SoHo, a mixed commercial area. Their main business is lunch, dinner, take-out and delivery. There are 140 seats. It is a destination restaurant, and people come from places other than the neighborhood.

Usually meat and produce trucks leave around 4-5 AM and start delivering at 6:30-7:00 AM. AF is not sure if they want to change the delivery schedule since it is like a routine. The trucks are generally leaving from Bronx to Manhattan, there are also some large companies from Jersey.

They are not comfortable with getting deliveries at 4 or 5 AM, although one hour earlier may be with them; it may work at night, however, the products might not be available at night.

For incentives for off-peak deliveries, they need agreement from the suppliers, and also the compensation (cash) for labor cost.

They are not unionized, and there is no truck size regulation.

There is not parking issue at all because parking not allowed on the street where the restaurant is located from Monday through Friday. Only trucks park there.

Each delivery takes about 15-20 minutes, sometimes even 30 minutes. The delivery takes place at the basement or some access. They do not want to get deliveries through the front door.
• Usually they get 4-7 deliveries a day on average, with twice a week supplies other than perishables. Tuesday and Thursday are busy days. They prefer to get the deliveries from 6:30-11:30 AM before lunch, otherwise after 2:30 PM. The delivery time is set by mutual agreement.

• AF suggests the project team members to talk to some hotel restaurants like Ocean Grill, and some unionized restaurants like Atlantic Grill, Blue Water Grill, and Union Square Café.

Interview adjourned around 11:25 AM.