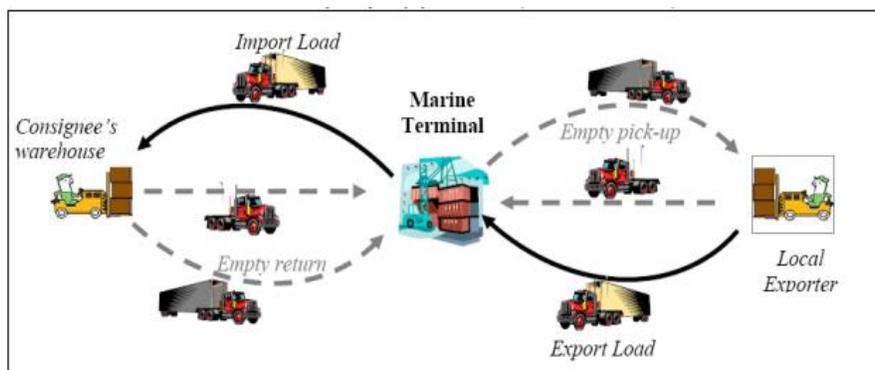


# Survey of the Draymen of the Port of Hampton Roads

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There are many types of truck drivers in the hauling industry and even different types of drivers within containerized freight. Some make “long hauls” and are gone for days, while some make “regional” trips, where they pull a container and go out/back in one day, and these are typically limited to 250 miles. Then there are local drivers, which will pull multiple containers in one day to different local businesses typically limited to 100 miles of the marine facility. These drivers provide local truck service, e.g., moving containers from (to) the port to (from) local distribution warehouses and railyards (Talley, 2009). They are known as Draymen and this research paper will examine the difficulties and impediments of the Draymen in the Port of Hampton Roads. Per the National Cooperative Freight Research Program (NCFRP), the term drayage was first used to describe the overland transport of cargo to or from barges or rail yards. In broader sense drayage includes regional movements of loaded and empty equipment (trailers and containers) by tractors between rail yards, shippers, consignees, and equipment yards. Although some Draymen are “company drivers”, meaning they drive a company-owned truck and get paid by the hour. The Draymen industry is made up of 80% “owner-operators” or “independent truck drivers” who own their truck and contract with a local motor carriers company as a contractor. Port drayage provides the critical link between marine container terminals and customers, railroads, and other facilities (NCFRP, 2009). The below diagram demonstrates the touchpoint of the Drayman in the supply chain. A truck will pick up an export container at origin and deliver it to the marine terminal or deliver an import from a marine terminal to a local consumer.



(NCFRP, 2009)

Additionally, Drayman will reposition all of these empty containers from consumers to be loaded as an export or returned as empty containers. In the U.S., the trucking industry is the backbone of American businesses and supply chains. When capacity shortages happen, they wreak havoc on how supply chains operate. Supply chains require consistency and predictability (Fuller, 2022). Draymen do all this despite public perception and lack of appreciation. NIMBY – Not in My

Backyard - is a common acronym for when communities require certain services but do not want those services near their homes. If consumers wish to have the freedom of choice when making purchases, either with online or retail sales, they will have to accept the required function of “loud” and “dirty” trucks transporting cargo through their communities. Furthermore, state, city, and local governments have gone further to limit or obstruct the required work of the Draymen. Hampton Blvd. is the most direct route for Draymen to travel between ports, railyards, warehouses, and customers, nonetheless, the City of Norfolk has limited usage of trucks to certain times of the day, forcing drivers to drive additional miles and adding time to complete their mission.



(HRTPO, 2021)

Current law prevents any vehicle with 4 or more axles to be able to accessing Hampton Blvd. between the times of 4:00 pm – 6:00 am. Due to the increase in containerized freight, the Port of Virginia (POV) extended the gate hours at Norfolk International Terminals (NIT) to help facilitate the supply chain. The new gate hours at the time of this paper are 5:00 am – 6:00 pm. Hampton Blvd. is heavily used by Draymen that use NIT, but during the extra gate hours provided by the POV, they are required to use longer, alternate roads to utilize NIT. Just another obstruction Draymen are required to work around to move containers. A successful supply chain is made up of multiple businesses that all have specific functions and duties to contribute to the chain to support their business partners. A successful supply chain does:

**To deliver the right products, in the correct quantity, to the right customer, at the right place, at the right time, in the right condition, at the right price**

When that chain breaks down, many times truck drivers will find themselves blamed due to a product shortage and problems experienced with stock-outs. It is easy to blame the trucking community that is it is made up of independent contractors and does not have a united front to speak for them. A shortage of truck drivers has been highlighted by the recent supply chain crisis, contributing to backlogs at ports and empty shelves at retail outlets. Some firms raised wages and offered bonuses to attract new staff after a surge in post-lockdown consumption spurred demand for haulage. However, many drivers say conditions are no better now than they were before the pandemic. When asked why the industry has such a high turnover rate, Michigan-based former trucker Brian Pape said: "it's how you're treated when you're out there. You're treated as a lower-class citizen. And it's almost degrading"(Dean, 2022). There has been a long

standing debate between trucking groups regarding if there is a shortage of drivers or if it is a retention problem. The most polarizing term in trucking is the “driver shortage.” To drivers, the term often gets them fired up and angry – it makes them feel as if they are a commodity. The trucking industry is one of the most cyclical industries on the planet; it goes through booms and busts. Until just a few weeks ago, the industry was dealing with a significant capacity shortage. This occurs when there aren’t enough trucks available for dispatch to match all of the freight in the market. In 2021, there was a massive capacity shortage (Fuller, 2022). It does not matter if you think there is a shortage of drivers in the industry or if there is just a high turnover rate in the industry, problems begin to surface when the workload exceeds the available Draymen. Today, the volume of work (demand) exceeds the industry capabilities (supply). I am often asked by non-trucking people about the “driver shortage.” My answer: “The trucking industry does not have a driver shortage and it never will. The ‘industry’ doesn’t hire truck drivers, trucking companies do.” Therefore, trucking companies can and often do have “driver shortages” (Fuller, 2022).

## **Two Surveys of The Draymen of the Port of Hampton Roads**

Two Surveys were completed in the local industry. Both surveys were anonymous and generated through the Port of Virginia Survey Monkey platform. The surveys were created and opened on March 15, 2022, and remained open for 15 days. The first survey was designed for the Drayman of Hampton Roads and the second was created for the management of the local Motor Carrier Companies that contract with the Draymen. The first survey was sent to more than 100 emails and received 21 responses, while the second survey was sent to 20 managers and received 10 responses.

### **Survey 1 – Draymen (Drivers)**

- Question 1 – How many years have you been a Drayman?
  - Answer – Average 9.19 years
- Question 2 – How many motor carrier companies have you worked for as a Drayman?
  - Answer – Average 2.6 motor carrier companies
- Question 3 – How were you introduced to the industry?
  - Answers
    - 52.38% - “Another Drayman”
    - 23.71% - “Family member”
    - 14.29% - “Other”
    - 9.52% - “Recruited by a company”
- Question 4 – Would you recommend this job to others?
  - Answer
    - 0.0% - “Never”
    - 19.05% - “(Weak) Maybe”
    - 33.33% - “Maybe”
    - 19.05% - “(String) Maybe”
    - 28.57% - “Yes”
- Question 5 – Why?

- Some Answers provided
  - Great organization operations also good at communication with drivers
  - The job pays decent for the most part. It's a race to the bottom with a lot of the other operators not having knowledge of what it cost to run a business, which undercuts rates etc. Also having to deal with the union workers at ports and the bureaucracy of ports and no sense of urgency makes the job very frustrating and costly/wasteful.
  - It is not for the faint of heart. Having to work alongside different factions of the industry makes it extremely difficult to count on anything.
  - The industry is not set up for drivers, or logs and time, it is set up for the vessels and railroad, and driver are the last thought.
  - I am my own boss. You have flexibility. Set your own hours.
  - I would refer this job too someone with extreme patience and thick skin.
- Question 6 – Have you ever worked in any other aspect of trucking?
  - Answers
    - 85.71% - "Yes"
    - 14.29% - "No"
- Question 7 – If yes, what aspect of hauling?
  - Answers
    - 27.78% - "Long Haul" – 27.78%
    - 11.11% - "Local (other than containerized freight)" – 11.11%
    - 16.67% - "Company Driver"
    - 44.44% - "Other"
- Question 8 – Do you plan to stay in this career for the remainder of your professional years?
  - Answers
    - 47.62% - "Yes"
    - 9.52% - "No"
    - 42.86% - "Maybe"
- Question 9 – Why?
  - Some Answers provided
    - Stable, almost everything comes from overseas
    - Aggravation outweighs the compensation a little too often.
    - Rising costs and regulations do not make it easy to justify the effort anymore in my opinion.
    - A good company I'm working for
    - Lots of issues dealing with the ports and a lot of hours
    - Tired of the over-regulation of the trucks and truckers by the government.
- Question 10 - If you plan on leaving the container industry, what do you plan on doing?
  - Answers
    - 45.00% - "Other types of hauling"
    - 10.00% - "Something in a different industry"
    - 0.00% - "Company Driver"

- 30.00% - "Retire"
  - 15.00% - "Other"
- Question 11 - If you were considering leaving the dray industry, what improvements could your company provide to make you reconsider?
  - Answers
    - 42.11% - "Pay"
    - 5.26% - "Flexibility"
    - 5.26% - "Workload"
    - 5.26% - "Training"
    - 42.11% - "Other" (some of the comments listed)
      - My company is very competitive with rates in the industry. The frustration I have is with the ports operations. I lose the most time and money dealing with the ports.
      - PAY AND ALSO I THINK US DRIVER ARE REALLY MISTREATED AND BULLY, CAUSE WE ARE NOT PROTECTED BY NO ONE AND WE ARE THE FOOT SOLDIERS THAT ONLY GETS THAT CRUMS
- Question 12 - What impediments do you feel make it difficult for new drivers to enter the industry?
  - Answers
    - 4.76% - "Training"
    - 4.76% - "Startup costs"
    - 52.38% - "Cost of business (maintenance, fuel, insurance, etc.)"
    - 4.76% - "Personal profitability" – 4.76%
    - 9.52% - "State and federal requirements"
    - 23.81% - "Other" (some of the comments listed)
      - All the above, insurance companies, start up, you need at least 30000 in the bank before you even think about starting, and then all the state and fed fees.
      - All of the above to an extent. Trucks are too expensive, fuel is outrageous, training is lackluster at best and the rates are barely increasing to offset inflation
- Question 13 - What is the best way to increase recruitment of draymen?
  - Answers
    - 9.52% - "Free or Paid Training"
    - 28.57% - "Subsidized Startup Cost"
    - 28.57% - "Increased Personal Profitability"
    - 9.52% - "Reduced State and Federal requirements"
    - 23.81% - "Other" (some of the comments listed)
      - Too many different problems to address with simple question. If the ship lines are making billions a year then there is a problem when drivers can't afford bills and truck repairs.
      - Again, one could surmise that ALL of the above would contribute positive outcomes.



- The basic monopoly of the way freight moves using gov't controlled port systems. Look at any gov't organization with union employees and you will find it's all inefficient and wasteful.
- Dealing with the ports, it's really tough to be efficient with our own business because of irregularities within the port systems. Not being able to set appointments to maximize our daily drive times are crucial.
- As the wait times at the port continue to increase and the FMCSA continues to become stricter with the hours of service drivers are allowed to be driving, it's going to hinder the overall driver productivity.
- No one would ever say nothing positive about this INDUSTRY
- More government involvement as concerning us drivers(More laws)
- Rising cost of business not offset by rate increases
- Question 18 - Additional comments regarding the recruitment and retention of draymen in the Hampton Roads market.
  - Answers – some of the provided responses
    - INCREASE PAY,,,,AND REMEMBER WE MAKE IT HAPPEN EVERYDAY SO TAKE CARE US
    - Pay time in the ports and hours of service for drivers
    - until the ports treat the driver right, there will always be a shortage of drivers here and over the road, people are not standing for mistreatment anymore, they will pick another profession first
    - Treat people fairly ( compensation)

#### END Survey 1 – Draymen (Drivers)

Findings from the driver survey indicate that the local Draymen average 9.19 years in the industry and have worked for an average of 2.6 different motor carrier companies. The majority of drivers (80%) were positive about the industry and would recommend others to join. Most drivers that become Draymen come from some other aspect of the trucking industry. If the Draymen were to leave the motor carrier industry, they would go to another type of trucking. The top concerns and potential concerns involving driver retention are:

- Pay
- Cost of business
- Detention

In the recruitment of new drivers, improvements that would help people enter the industry:

- Subsidized Start-up
- Better treatment of drivers
- Improved port times

#### Survey 2 – Management (Motor Carrier Companies)

- Question 1 – How many draymen currently work for your company?
  - Answers
    - 10.00% - “1-10”-

- 20.00% - "11-25"
  - 20.00% - "26-50"
  - 50.00% - "51 or more"
- Question 2 - How many draymen did your company have 5 years ago?
  - Answers
    - 20.00% - "1-10"
    - 20.00% - "11-25"
    - 20.00% - "26-50"
    - 40.00% - "51 or more"
- Question 3 - How many draymen did your company have 10 years ago?
  - Answers
    - 40.00% - "1-10"
    - 20.00% - "11-25"
    - 20.00% - "26-50"
    - 20.00% - "51 or more"
- Question 4 - In 2021, did you have enough draymen to complete your company's work within the customers' desired schedule?
  - Answers
    - 20.00% - "Yes"
    - 80.00% - "No"
- Question 5 - In 2016, did you have enough draymen to complete your company's work within the customers' desired schedule?
  - Answers
    - 70.00% - "Yes"
    - 30.00% - "No"
- Question 6 - In 2011, did you have enough draymen to complete your company's work within the customers' desired schedule?
  - Answers
    - 70.00% - "Yes"
    - 30.00% - "No"
- Question 7 - When you hire new draymen, what percentage are new to the trucking industry?
  - Answers
    - 50.00% - "10% or less"
    - 30.00% - "11%-20%"
    - 10.00% - "21% - 35%"
    - 0.00% - "36% - 50%"
    - 10.00% - "51% or more"
- Question 8 - When you hire new draymen, what percentage are from another motor carrier in the same industry?
  - Answers
    - 10.00% - "10% or less"
    - 0.00% - "11%-20%"

- 20.00% - "21% - 35%"
  - 20.00% - "36% - 50%"
  - 20.00% - "51% or more"
- Question 9 - When you hire new draymen, what percentage are from another aspect of the trucking industry?
  - Answers
    - 70.00% - "10% or less"
    - 20.00% - "11%-20%"
    - 0.00% - "21% - 35%"
    - 10.00% - "36% - 50%"
    - 0.00% - "51% or more"
- Question 10 - When you lose draymen, what percentage is because they leave the trucking industry?
  - Answers
    - 70.00% - "10% or less"
    - 10.00% - "11%-20%"
    - 10.00% - "21% - 35%"
    - 10.00% - "36% - 50%"
    - 0.00% - "51% or more"
- Question 11 - When you lose draymen, what percentage is because they go to work for another motor carrier in the same industry?
  - Answers
    - 20.00% - "10% or less"
    - 10.00% - "11%-20%"
    - 0.00% - "21% - 35%"
    - 10.00% - "36% - 50%"
    - 60.00% - "51% or more"
- Question 12 - When you lose draymen, what percentage is because they go to work in another aspect of the trucking industry?
  - Answers
    - 70.00% - "10% or less"
    - 10.00% - "11%-20%"
    - 0.00% - "21% - 35%"
    - 10.00% - "36% - 50%"
    - 10.00% - "51% or more"
- Question 13 - What impediments prevent drivers from entering the industry?
  - Answers
    - 10.00% - "Training"
    - 0.00% - "Startup costs"
    - 20.00% - "Cost of business (truck maintenance, fuel, insurance, etc.)"
    - 0.00% - "Personal profitability"
    - 0.00% - "State and federal requirements"
    - 70.00% - "Other" (some of the comments listed)

- New drivers have limited opportunities due to insurance requirements for 2 years minimum experience. Drivers must be 21 and have 2 years' experience to be insurable so by the time they are 23 they have started another career.
  - Drivers do not want to deal with going in and out of the port. That is why we are not received applications for employment.
  - Most draymen companies' insurance requires 12 months to 24 months of experience. We cannot hire anyone without them first having qualifying driving experience. This is usually obtained through one of the larger self-insured over-the-road domestic carriers/truckers.
- Question 14 - What is the best way to increase recruitment of new draymen?
  - Answers
    - 20.00% - "Free or paid Training"
    - 0.00% - "Subsidized Startup Cost"
    - 20.00% - "Increased Personal Profitability"
    - 0.00% - "Reduced state and federal requirements"
    - 60.00% - "Other"(some of the comments listed)
      - Better insurance underwriting standards. Lower entry age for those with better training
      - Having the ability to train on the Ports without difficulty riding or driving with a trainer would help tremendously.
      - We have several programs to assist drivers that come on with us.
      - Reduce company operating expenses (umbrella insurance, port efficiency) to increase driver pay.
      - Find an easier/better way to get them the 12 months' experience they need.
- Question 15 - What is the best way to retain existing draymen?
  - Answers
    - 60.00% - "Increased pay"
    - 0.00% - "Increased work"
    - 0.00% - "Flexible hours"
    - 0.00% - "Assistance with business costs"
    - 40.00% - "Other"(some of the comments listed)
      - Proper training and adequate compensation (industry comparable) would help in the area of retention.
      - The biggest issue we have with losing drivers is they are tired of having to sit at the Port and we do not offer health insurance.
      - All of the above come into play. There is no single motivator that acts as a key to retention listed above. The key to retention is identifying the individual needs of the drivers and having the ability to accommodate them where possible.

- Question 16 - In 2021, do you feel there was a good balance of draymen in Hampton Roads versus the amount of containerized work in Hampton roads?
  - Answers
    - 0.00% - “Yes, the workload and drivers were balanced”
    - 80.00% - “No, there was more work than available drivers”
    - 10.00% - “No, there were more drivers than available work”
    - 10.00% - Other (some of the comments listed)
      - No there was more work than available drivers. The asterisk to this answer is that in the 1-1/2 years there have been too many obstacles that the Motor Carrier community has had working against them.
- Question 17 - As a Motor Carrier Company, looking towards the future, what is your biggest concern?
  - Answers – some of the provided responses
    - Lack of used trucks at affordable prices.
    - Being able to train drivers ON THE PORT and pay comparable rates as well as INSURANCE cost....
    - Lack of drivers, lack of equipment and continued Port congestion.
    - Driver shortage.
    - As more and more of our older drivers leave this industry it is apparent that the inducement to have the autonomy and freedom of becoming an independent trucker (Independent Contractor) is being eroded by legislation to remove them from this classification on a national level. Almost every driver I know has told me that when and if this were to occur they are done driving.
    - Driver retention
    - How to grow without making mistakes and how to create processes in our office for new business and new clients and just overall making internal changes for the benefit of the owner operators, as needs are constantly changing and so is the face of our business, so we must always be changeable also.
- Question 18 - Additional comments regarding the recruitment and retention of draymen in the Hampton Roads market.
  - Answers – some of the provided responses
    - People don't want to work and they don't want to be in the drayage business. We have advertised for the past 6 month and have hired zero drivers.
    - The 10-15 year known issue of a national driver shortage officially hit our region starting early 2020; it has been a growing crisis since.
    - Greater emphasis must be directed on solving the current draymen concerns. Sign-on bonuses have been a wonderful initiative. Recruitment efforts must be coupled with industry appeal. Let's make trucking sexy again!

- As drivers are currently restricted by the drive times via the ELD's. When they are delayed at the ports this reduces their drive time and of course their pay. Most of the drivers we lose are because they lose too much time at the ports for which they do not get paid for this time.

#### END Survey 2 – Management (Motor Carrier Companies)

Findings from the motor carrier manager survey have some contradictions. Although they believe there is a shortage of drivers, they have indicated that their companies have more Draymen today than they did 10 years ago. Additionally, the managers felt they have a sufficient amount of Drayman 10 years ago but not today. We cannot define if the Drayman shortfall is due to the known increase of containerized cargo or because there are fewer Draymen employed in Hampton Roads. When the managers do hire Drayman, the majority come from other motor carriers and the reverse is the same. This would support OOIDA's claim that there is not a shortage problem but a retention problem. Managers believe that inhibitors to people joining the industry are:

- Experience
- Insurance costs

And once the Drayman is contracted to the company, the best way to retain them is increased pay. Looking forward, managers believe that more Draymen are leaving than joining the industry and that the problem will only become worse as the economy becomes stronger and the demand far exceeds the supply.

Because there is no single cause of the driver shortage, that means there is no single solution. The ATA believes there is no single cause for the driver shortage, thus there is no single solution. A solution to the driver shortage will most certainly require increased pay, regulatory changes, and modifications to shippers', receivers', and carriers' business practices to improve conditions for drivers (ATA, 2021). Business partners in the supply chain are dependent upon each other. There is a risk of the product not making it to the end consumer if any part fails to perform its function, nobody wins when this materializes. A business must be profitable to be sustainable. If the work for Draymen is not sufficient and provides enough income to cover expenses, the drivers will leave the industry and the supply chain will suffer more breakdowns when the dray services are required. The earnings of intermodal truck drivers are negatively affected not only by low truck rates but also by time-related costs and other costs imposed on them by ports and shipping lines. The higher costs when subtracted from trucking revenues result in lower earnings for harbor drayage (owner-operator) drivers. For example, truck drivers often incur port congestion from waiting in lines. Consequently, harbor drayage drivers, who are paid by the trip, have their earnings reduced when long waits result in fewer port trips per day. Solutions for reducing the waiting times of truckers at ports include:

- (1) Providing additional truck lanes,
- (2) Extending gate hours,
- (3) Establishing port reservation systems,
- (4) Encouraging local warehouses and distribution centers to remain open longer hours
- (5) Charging truck idling and port congestion fees. (Talley, 2009)

In 2018, the POV completed the marine terminal expansion build-out at Virginia International Gateway (VIG) and Norfolk International Terminal (NIT). This project expanded the terminal capacity to accommodate more containers and the trucks that carry them. Furthermore, in 2018, The POV introduced a reservation system for the trucking community. It was intended to moderate the flow of trucks so as not to overwhelm a marine facility and to perform the required shifting to move gate boxes toward the land end (trucker end) of the container stacks. This has greatly reduced the average truck turn time to below 60 minutes. In the spring of 2022, the POV extended their gate hours at NIT and VIG to add gate capacity for the Draymen. It extended the hours that a Drayman could visit the terminals and complete missions. It also added appointment capacity to ensure that drivers could get appointments at the terminals.

Warehouses and distribution centers are working as many hours as their staff will allow. The warehouses increased pay rates and offered sign-on bonuses to stiffen the competition they are experiencing in this short labor market. The industry and supply chain and all of its partners must recognize the low pay and lack of appreciation for the Drayman. Without them, the loaded containers will not be picked up at origin or delivered to their destination. Then, all of the loaded containers require a Drayman to reposition once they are empty. Speaking with local industry experts as how to improve the Draymen industry, the below response was received:

Question: Why do you think that draymen leave the industry?

- *“Port congestion, cost to maintain a truck due to emissions requirements, tighter hours of service regulations and lack of health insurance and cost of truck insurance.”* Jake Darrell – Fleet and Safety Manager, DB3 Logistics
- *“Drivers notice they can make the same, if not more money by working with domestic freight, getting paid for waiting time, and not dealing with the lack of equipment and harsh working conditions.”* Justin Verola, Owner I.B.V. Industries

Question: What can be done to improve the recruitment of new Draymen to the industry?

- *“Provide an insurance program that helps control costs for younger drivers.”* Bob Eveleigh – Chief Operating Officer, Port City Transportation
- *“Higher wages, insurance, and the ability to run efficiently. A program to make owning a truck more affordable.”* Jake Darrell
- *“Working together as a team. Not one-sided.”* Justin Verola

Question: Where can companies look to improve recruitment of Draymen?

- *“I believe companies can focus on the military (veterans), women, more minorities, and the recently released from incarceration.”* George Berry – Terminal Owner and Operator of Pioneer Transport
- *“The military, younger drivers, and lowering the age limit, as well as the insurance regulations.”* Justin Verola

Question: What changes do you see in the next 10, 20, and 30 years for local Draymen and the supply chain?

- *“The Draymen are aging quickly. I see a continued reduction in drivers until a crisis is reached. I do not expect enough new drivers to enter to replace the drivers that have been lost or will be lost. This despite the ability of drivers to make far more than most college graduates ever will.” Bob Eveleigh*
- *“At this moment, the lack of drivers and the lack of trucks is a big concern. Plus politicians and activists are pushing to eliminate older trucks, fossil fuels, etc. is going to have a large effect on this country unless changes are made to help the trucking industry. At some point, people are going to realize that the trucking industry very well could be the backbone of this country, and taking it for granted is a big mistake.” Jake Darrell*

Many times, as small independent operators, they do not have a voice or an audience that will listen. To be a successful supply chain, partners need to ensure that all the other partners are also successful. “I do think that there is a responsibility on behalf of the industry to improve the image of the job and to start hiring more qualified people and make truck driving a job that is attractive to good, high-quality people,” said Jim Richards, President and CEO KLLM Transport Services (Maiden, 2022). Drayage may not be as glamorous as some other aspects of transportation but it must be remembered that it is equally important. Business partners need to help ensure the success of Draymen during the low cycle times just as much as the high cycle times. Business education along with start-up programs need to be created and offered to individuals early in their careers to create a profession. Federal, state, and local governments should be assisting entry into the industry, not making it cost preventative. Possible improvement to HOS and monitoring detention time to be used later as drive time. Furthermore, if buyers wish to continue the current state of product availability and consumer gratification, they will be required to understand the significance of that truck traveling down Hampton Blvd. If it is not understood and appreciated, they will suffer the consequences and see empty shelves at their local stores. Until we figure out how to produce finished goods at the point of consumption, Draymen will be required. They are the first and last touch of the containers of freight. So the next time you are driving next to Drayman, and you see his blinker on, give him a little room and let him over into your lane so that he can make sure products are on the shelves when you shop. In closing, as one of the survey participants said: *“Let's make trucking sexy again!”*

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