

MEDIA DISTRIBUTION

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1. GENERAL

- 1.01 Media Distribution is the name given to the function of intra- and inter-company delivery of mail and supplies via Southwestern Bell Telephone's (SWBT) private vehicle fleet in the five state area. The objective of the Media Distribution operation is to provide reliable mail/supplies delivery for SWBT Company in an efficient and cost effective manner. This practice identifies responsibilities and provides guidelines for managing the operational aspects of the Media Distribution function.
- 1.02 Whenever this practice is reissued, the reason(s) for revision will be listed in this paragraph.

2. RESPONSIBILITIES

A. PROCUREMENT OPERATIONS (MEDIA DISTRIBUTION)

- 2.01 Logistics Operations Districts in the Procurement Logistics Division of the Procurement Department manage and administer SWBT Media Distribution operations in the five state area.

B. PROCUREMENT SYSTEMS (TRAILS)

- 2.02 The Procurement Methods and Systems District within the Procurement Systems Division is responsible for the maintenance of SWBT's Transportation Routing Analysis and Interactive Logistics Scheduling System (TRAILS) which is a vehicle routing and scheduling system used to optimize, design and maintain SWBT's motorized media routes for the entire five state area based on cost efficiency.

3. GLOSSARY

- 3.01 This section is a glossary to clarify the meaning of terms used in performing Media Distribution functions.

Accident Record Card - Individual employee record of accident and injuries.

Address Change Notices - A form that notifies the Media Distribution Supervisor of employee or departmental changes in address. The suggested form is the official telephone directory Form SW-9235.

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Air Express - (Program Express) - The shipping of mail and/or parcels (in bulk) via United States Postal Service.

Air Freight Shipments - A method of shipping priority items (mail, boxes, and equipment) by air to a required location via commercial carriers.

AMA Tapes - Rolls of magnetic tape that record originating phone number, number called, length of time connected, and amount of billing. These rolls are placed in suitcases and shipped to Accounting Centers. The flow is between Central Offices and Accounting Centers.

Business Reply Mail - Pre-paid envelope/card enclosed with correspondence sent via U.S. mail and returned at company expense. Postage is paid at the time mail is received from the Post Office through an Advance Payment Account.

Chock Block - A triangular block designed to block vehicle wheels while vehicle is parked.

Circle of Safety - The process of walking around (circling) a vehicle to verify the pathway is free from any obstacles which would interfere with the safe operation of the vehicle.

Coin Case - A small, heavy case used for coin collection and transportation.

Commerce - Any trade, traffic, or transportation within the jurisdiction of the United States between a place in a State and another place in the same state, or a place in a state and a place outside of such state, including a place outside of the United States.

Commercial Drivers License - A license issued by a state to an individual which authorizes the individual to operate a commercial motor vehicle with a gross vehicle weight rating of 26,001 pounds or more.

Commercial Media - Critical media that flows between the Accounting and Business Offices.

Commercial Motor Vehicle - A motor vehicle or combination of motor vehicles used in commerce to transport passengers or property.

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Cones - Highway-type, fluorescent markers used in the "Circle of Safety".

Critical Media - Mail with a definite pickup and delivery time (necessary for the flow of specific operations).

Critical Time Frame - The pickup and delivery of critical media (a specific type of mail ready for pickup at 8 a.m. and delivered by 2 p.m.).

Cross-Training - Training employees to handle multiple job responsibilities for coverage during vacation and sickness.

Customer Payments - Records of payments made at the Public Offices or agencies. Flow is between these offices/agencies and Comptrollers.

Dedicated Routes - Specific routes (with defined pickup and delivery times) assigned to Media Distribution personnel.

Driver Qualification File (DQF) - A file required by the United States Department of Transportation (USDOT) which is kept for each driver of vehicles with a gross vehicle weight rating of 10,001 pounds or more. This file is separate from the personnel file but contains some of the same information.

Express Mail Bags - (Sacks) - Standard nylon, blue and gold U.S. Mail bags used for sending mail via U.S. Postal Service.

Federal Motor Carrier Safety Regulations (FMCSR) - A set of rules which govern all employers, employees, and commercial motor vehicles which transport property in interstate commerce.

First Choice - An enhanced media distribution network which provides overnight delivery no later than noon the next business day for mail, documents, etc. weighing up to one pound between any two company addresses in ten major cities.

Flatbeds, Carts - Four-wheel platforms designed to handle mail, parcels, etc.

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Foreign Mail - Mail sent outside of the 50 United States.

General Mail - Non-critical media not affecting daily operations.

Gross Vehicle Weight Rating (GVWR) - The value specified by the manufacturer as the loaded weight of a single vehicle.

Guaranteed Overnight Express (GONE) - GONE provides overnight delivery to any address within the continental United States.

Handtrucks - Tools used by Media Distribution to transport heavy loads.

Hazardous Material - Any material capable of posing any unreasonable risk to health, safety, and property when transported in commerce.

In-House Mail Center - Mail center whose main function is to serve a building or a large complex. (See Secondary Mail)

Inter-Company Mail - Mail sent outside of the Company.

Interstate Commerce - Transportation of property across State lines or wholly within one State as part of a through movement that originates or terminates in another State or country. (Since Media Distribution transports intracompany mail and supplies which originate and/or terminate in other states, all Media Distribution vehicles are considered to be engaged in interstate commerce).

Intra-Company Mail - Mail sent between locations that are within the same company.

Intrastate Commerce - Trade, traffic, or transportation in the United States not considered as interstate commerce.

International Mail - Letters, packages, printed matter, and merchandise destined for foreign countries.

Installation Work Orders - Service orders for Installation personnel.

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Loading Dock (Ramp) - Area for the loading and unloading of mail, cargo, or freight from vehicles.

Mail Bin - Wooden/metal receptacle mounted on the wall or placed on a desk/table top for messenger service mail.

Mail Drop - Delivery point (within a Company location) for the pick up and delivery of mail by Media Distribution personnel.

Mechanized Time Sheet (MTR) - A payroll sheet prepared and forwarded to District Offices for input to Comptrollers.

Media - All company mail, material, and supplies transported and/or delivered by Media Distribution.

Media Distribution - The name of the group that handles companywide inter- and intra-building delivery of company mail, materials, and supplies by company employees using company vehicles.

Negotiable Media - Company media that can be used by the public as currency.

OCR Tickets - Cards with revenue generated information gathered in one packet and transported from company locations for forwarding to the centralized processing center.

Pallet - A wooden platform used to hold and transport mail, supplies, etc., in a compact manner for ease of movement.

Postage Due - Incoming U.S. Mail with insufficient postage or Business Reply mail where postage needs to be paid.

Postage Meter - A machine used to imprint a stamp on outgoing U.S. Mail.

Postage Meter Refund - Refund for postage misapplied, unused, or salvaged after being metered.

Postage Voucher - A request for payment of mail center operating expenses (postage, permit mailings, stamps, etc.)

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Postage Voucher Clerk - An employee who processes requests for payment of mail center operating expenses (postage, permit mailings, stamps, etc.)

Presort Vendor - A company who separates or sorts United States mail in Zip Code order. These vendors also provide a number of additional mail center services such as applying postage.

Presorted U.S. Mail - Any class of mail separated or sequenced in zip code order.

Priority Mail - Critical mail involving material on rate changes, system procedures, etc. This material must be processed expeditiously.

Refresher Training - (Driver) - Defensive driving techniques periodically conducted by management at scheduled intervals. Also, instructions on techniques to handle specific functions within Media Distribution.

Road Tests - Supervisory observation of Media Distribution employees for mechanical skills in driving.

Route Keys - Keys that allow entrance to buildings on a particular route.

Route Sheet - A driver's schedule showing exact order of locations to be served, time, and type of service to be rendered.

Secondary Mail - Mail sent between company locations that usually do not utilize the services of the motorized mail group. An example would be a piece of mail being sent from the 8th floor to the 10th floor of the same building. (See In-House Mail Center)

Scales - Equipment used to determine the postage/rate requirement.

Service Orders - Term used for any mail that results in establishing service for customers (either public or in-house, direct or indirect.)

Shipping Papers - Documents which must be carried on vehicles transporting certain hazardous materials. The documents must properly describe the materials and the quantity (in weight or volume) being transported.

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Sort - The process of separating media (mail, boxes, etc. by building, room, city, etc.)

Sort Bins - An arrangement of bins, shelving, or cubicles used during the primary and secondary separation of mail by address, room number, or city.

Staging Area - Location where media is grouped and/or relayed for delivery.

Time Sheets - Documents that record employees' work hours. Flow is between the Central Offices, Work Centers, and District Offices.

Transportation Routing Analysis and Interactive Logistics Scheduling System (TRAILS) - A vehicle routing and scheduling system used to optimize, design and maintain SWBT's motorized media routes for the entire five state area based on cost efficiency.

U.S. Department of Transportation (USDOT) - A government agency which regulates interstate driver and equipment safety through the Federal Highway Administration.

U.S. Mail Classifications - The separation of U.S. Mail. Classifications are: First-Class, Second-Class, Third-Class, Fourth-Class, Express Mail, Certified, Return Receipt, etc.)

U.S. Mail (Incoming) - All classes of U.S. and Overseas Mail that are bundled, sacked, or placed in trays by the U.S. Post Office and addressed to the Company. Incoming U.S. Mail is occasionally delivered by the Post Office, but in most cases Media Distribution picks up and delivers it to the terminal or central mail center for further distribution.

U.S. Mail (Metered) - All classes of U.S. and Overseas Mail that have been processed (i.e., imprinted by a postage meter) in a terminal or central mail center for delivery to the U.S. Post Office. Classes of mailing are: First-Class, Second-Class, Third-Class, Fourth-Class, Air Mail, Parcel Post, Special Delivery, Insured, Certified, and Express Mail, and Registered.

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4. ROUTING AND SCHEDULING**A. SUPERVISORY RESPONSIBILITIES**

- 4.01 Supervisors must ensure that employees have a thorough knowledge of all working procedures and security policies outlined in this section. They must also assign routes and obtain any necessary maps and schedules to be used by employees, including home dispatch employees.
- 4.02 Employee cross-training is a supervisor's duty. For maximum flexibility, employees should be thoroughly trained in performing all assigned mail routes in accordance with the Company's Safety Policy (Section 6). This can be accomplished via a three-phase program that not only effectively trains employees, but also provides for periodic job rotation:
- (a) Supervised Initial Training Period - The supervisor instructs employees in all responsibilities required on their assigned mail routes. Any special mail handling procedures are pointed out as are any safety precautions (i.e., unusual street conditions, proper use of two-wheel dolly.)
 - (b) Training Period - Immediately after initial training, a predetermined period follows in which the employee performs the duties on his/her own. During this time, periodic checks are made to insure the responsibilities are completed as instructed. Any deviations are reviewed with the employee.
 - (c) Job Rotation - To insure that employees are kept abreast of changes on mail routes, each employee is rotated onto routes for which they were previously trained. The practice increases their awareness of the total scope of responsibilities.
- 4.03 Supervisors should accompany employees on parts of scheduled routes at least once a quarter to ensure time frames are being met and duties are being performed in accordance with company practices and specific job duties.

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- 4.04 Supervisors must have access to all keys and combinations for buildings that receive Media Distribution Services. These, and any appropriate routing or scheduling information, must be conveyed to Media Distribution drivers.
- 4.05 Other supervisory responsibilities in this area include:
- (a) Coordinate with the Transportation Control Center (TCC) to ensure proper connection of flights carrying First Choice mail and verify proper time frames exist for the flow of mail to all five states.
 - (b) Ensuring that personnel can be reached so they may be advised of additional routing needs.
 - (c) Arranging for special pickups and deliveries requested by clients, unless handled by special dispatch.

B. CRITICAL MAIL

- 4.06 All media is important, however, certain types are identified as "critical" because of due date, tight time frames, and treatment as cash. Critical mail may include:
- (a) Time Sheets
 - (b) Service Orders
 - (c) AMA Tapes
 - (d) Coin Cases
 - (e) U.S. Mail (Certified and Registered)
 - (f) Customer Payments
 - (g) Company payroll checks, voucher checks, and all negotiable items of value
 - (h) Regulatory documents.

C. DROP-OFF POINTS

- 4.07 For efficient service drop-off and pickup points should be provided within buildings conveniently located near an entrance or exit for easy access. Additional internal building drop-offs should be kept to a minimum.
- 4.08 Media Distribution Supervisors should participate in determining the final locations of pickup/drop-off points.

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D. SCHEDULING/ROUTE DESIGN

- 4.09 In most cases, business needs are best served by having set schedules within the Media Distribution operation. Scheduling should be the responsibility of the immediate supervisor and the TRAILS coordinator.
- 4.10 In addition to set schedules, predetermined routes for Media Distribution are recommended. Familiarity with a particular route is advantageous in the following ways:
- (a) Less searching time improves productivity.
 - (b) Personnel can better concentrate on familiar streets and traffic conditions. This contributes to safer vehicle operation.
 - (c) Supervisors know where mail service personnel will be at any time.
- 4.11 Routes should be designed so that main thoroughfares can be traveled, and parking in hazardous areas (alleys, remote lots, etc.) can be avoided. When establishing Motorized Mail routes, the designer should:
- (a) Determine or identify pickup locations within the central mail center or building if no central mail center exists.
 - (b) Establish time frames for pickup of critical media.
 - (c) Determine the volume and flow of critical media.
 - (d) Establish time frames for the delivery of critical media.
 - (e) Identify all other locations that have general media.
 - (f) Determine the number of pickups and deliveries required for all locations.
 - (g) Plot all locations in TRAILS, identifying critical media locations (pickup and delivery points) and service requirements.

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- 4.12 Transportation Routing Analysis and Interactive Logistics Scheduling System (TRAILS) is a tool used in the design of Media Distribution routes. It is a computer-aided system that analyzes the intra-company distribution system. This analysis encompasses the movement of all media (i.e., AMA tapes and telecommunication supplies).
- 4.13 TRAILS provides for optimum inter-building distribution at the most reasonable cost and maintenance of service levels.

E. DEVIATIONS

- 4.14 Although established routes and schedules are recommended, deviations are bound to occur. Emergency conditions may require special pickups and deliveries. The Media Distribution Supervisor must be prepared to deal with such conditions when they arise and make arrangements to provide the best possible service and maximum coverage at minimal cost. Coordination with the TRAILS administrator can provide a quick and cost effective decision.

F. INTERFACING WITH THE MAIL CENTER

- 4.15 The Media Distribution Supervisor should coordinate operations with the Central Mail Center at each building. While Media Distribution must move media from one location to another, the central mail center plays an important part in meeting time frames, schedules, and directing media mail to its proper destination. There should be an area conveniently located for Media Distribution drivers to pick up and deliver mail in the Central Mail Center.

5. VEHICLES

A. VEHICLE CONSIDERATIONS

- 5.01 Load requirements and route characteristics must be analyzed when selecting the best vehicle for a specific route. Consideration must be given to the driver's safety and ability to perform the job. Each local environment may require a different method of vehicle operation. The local haul or quick start/stop operation requires a high degree of maneuverability while a state

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run requires a larger vehicle that is less affected by varying driving conditions.

B. STANDARDIZING

- 5.02 Standardizing to one type vehicle for the majority of runs provides the necessary flexibility of operation. Vehicles can be rotated or placed on any run without requiring additional training of drivers or reducing service. Maintenance can also be simplified.

C. VEHICLE SIZING COMMITTEE

- 5.03 The Vehicle Sizing Committee was formed to standardize Media Distribution's fleet. The vehicle selections were based on safety features as well as overall performance of the vehicles.

- 5.04 Below is brief information on each of the three vehicles for use within the Procurement Logistics Division. Exhibits 1, 2, and 3 show the actual specifications of these vehicles.

- (a) Small Vehicle - Chevrolet G30 One-ton Hi-Cube Steel Van equipped with 350 V8 gas engine, automatic transmission, and 10 foot cargo space.
- (b) Mid-Size Vehicle - International 4700 Series Box Truck equipped with 170 horsepower diesel engine, automatic transmission, 16 foot cargo space, and lift gate.
- (c) Large Vehicle - International 4900 Series Box Truck equipped with 210 horsepower diesel engine, manual transmission, 24 foot cargo space, and lift gate.

D. VEHICLE EQUIPMENT

- 5.05 A complete package of auxiliary features is not suggested as local requirements vary and so many options are available. However, several items are universally recommended due to the special characteristics of Media Distribution operations.
- 5.06 If exceptions to the vehicle specifications are necessary due to special local application, written approval must be obtained from the Division Manager-Procurement Logistics prior to placing the order for the vehicle.

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E. UNITED STATES DEPARTMENT OF TRANSPORTATION (USDOT)
FEDERAL MOTOR CARRIER SAFETY REGULATIONS (FMCSR)

5.07 The United States Department of Transportation (USDOT) regulates safety issues through the Federal Highway Administration (FHWA). The FHWA enforces motor carrier safety regulations through the Federal Motor Carrier Safety Regulations (FMCSR) for vehicles operating in interstate commerce. The FHWA cooperates and works with state and local enforcements agencies to reduce highway casualties.

5.08 Several FMCSR are listed below along with a brief explanation of the requirement.

(a) Commercial Drivers License (CDL) - Requires drivers of commercial motor vehicles exceeding 26,000 pounds to have a CDL by April 1, 1992.

(b) Hours of Service Reports for Drivers - All drivers of vehicles over 10,000 pounds GVWR must complete the Drivers Daily Log (Form 2011 - Exhibit 4) if the driver travels outside a 100 air-mile radius of their normal reporting location. The new PLAN reporting process (Exhibit 5) can be used if the driver stays within the 100 mile radius.

(c) Driver Qualification File (DQF) - This file is required for drivers of vehicles over 10,000 pounds GVWR. Some of the documents required in the DQF are listed below.

- (1) Medical examination
- (2) driver certification
- (3) driving record check

NOTE: ALL DRIVERS OF VEHICLES EXCEEDING 26,000 POUNDS GVWR MUST HAVE A DRUG TEST.

(d) Shipping Papers for Hazardous Materials - All drivers of vehicles transporting certain hazardous materials must carry documents properly describing the materials and the quantities (in weight or volume) being transported. Drivers must also carry a copy of the USDOT's Emergency Response Guidebook for use in emergency situations.

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- (e) Vehicle Marking - All vehicles over 10,000 pounds GVWR must be marked with SWBTs USDOT number and the city/state where the vehicle is based or St. Louis, MO.

5.09 For additional information and requirements, refer to the FMCSR Compliance Binder and the Shipping and Transporting of Hazardous Materials Guide. All Media Distribution Supervisors must be familiar with the information in the Binder and the Guide.

F. VEHICLE SAFETY AND SECURITY EQUIPMENT

5.10 Several safety and security features which are common among the three standard Procurement vehicles are listed below:

- (a) CB Radio
- (b) Clock
- (c) AM/FM Radio and Cassette
- (d) Animal Warning Device
- (e) Fog Lights
- (f) Non-skid floor

5.11 See Exhibits 1, 2, and 3 for detailed information on the standard Procurement vehicles.

G. EMERGENCY EQUIPMENT

5.12 No standard package of emergency equipment is recommended, however, for the safety of the driver and other motorists (emergency supplies are often used to assist others), consideration should be given to the following items in an emergency road package:

- (a) First-aid kit (mandatory)
- (b) Flashlight
- (c) Space blanket
- (d) An emergency call list that includes addresses and telephone numbers of company or authorized physician, ambulance service, emergency hospital, fire department, police department (law enforcement), security office, successive levels of supervision.

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5.13 The USDOT mandates every vehicle in excess of 10,000 pounds be equipped with the following emergency road equipment:

- (a) Fire extinguisher - mounted on the vehicle
- (b) Spare Fuses
- (c) Three bi-directional emergency reflective triangles.

H. VEHICLE MAINTENANCE

5.14 Many varieties of vehicles are used: passenger cars, "carry-all vehicles," vans, and trucks. All supervisors must be familiar with the manufacturer's manual for each type of vehicle in their group.

5.15 Preventive maintenance must involve both the user and the company motor vehicle inspector-repair employee. The driver should make a daily inspection of the light, wipers, washer, etc., and report any discrepancies to their supervisor. Emission checks and engine analysis should be used to determine tune-up frequency. Lubrication and inspection should also be made at the appropriate times as recommended by the vehicle manufacturer.

5.16 All drivers of Procurement vehicles with a GVWR exceeding 10,000 pounds must complete a Vehicle Inspection Report (VIR-Form SW-3306-Exhibit 6) in duplicate at the completion of each workday. The VIR requirements are listed below:

- (a) The VIR must identify any defect which would affect the vehicle's safe operation or result in its mechanical breakdown.
- (b) The VIR is to be turned in to the carrier (SWBT) by the driver when the driver releases the vehicle from his/her control.
- (c) If a defect is found, the vehicle must be repaired prior to any further operation of the vehicle. In addition, the carrier (SWBT) must certify on the VIR the corrective action taken or that no action is necessary for its safe operation.
- (d) Before the vehicle can be driven again, the driver must examine the previous VIR, be satisfied the vehicle is in safe operating condition and sign it.

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(e) The original copy of the VIR must be kept for at least three (3) months. The duplicate copy of the last VIR is to be carried on the vehicle.

5.17 The USDOT requires all Procurement vehicles over 10,000 pounds GVWR to be inspected on an annual basis in accordance with specific inspection instructions and standards for almost every mechanical part of a vehicle. For additional information regarding these annual inspections, refer to the FMCSR Compliance Binder.

6. SAFETY TRAINING

A. DRIVER QUALIFICATIONS

- 6.01 Media Distribution moves material on an inter- and intra-state level; therefore, the Company is required to abide by the United States Department of Transportation (USDOT) rules and regulations.
- 6.02 All drivers of Procurement vehicles with a GVWR exceeding 26,000 pounds must have a Commercial Drivers License (CDL) issued from their state by April 1, 1992. Drivers obtaining a new license or renewing an existing license must pass a CDL test.
- 6.03 A supply of CDL manuals can be obtained from the local office of the State Drivers License Bureau. The USDOT rules require these manuals to contain CDL requirements, directions for taking the tests, and all information that must be studied and learned by the CDL applicant.
- 6.04 Formal CDL training is available for those applicants who desire it. This training is not a requirement of the USDOT.
- 6.05 Employees who are required to obtain a driver license other than the operator license shall be reimbursed by the company for the monetary difference between the special license and the operator license.
- 6.06 All other employees who operate a motor vehicle on company business must possess a valid state drivers license of the classification required by the state for operation of the vehicle type the employee drives on company business.

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- 6.07 In addition to the CDL, a drivers qualification file (DQF) must be maintained on each driver of a Procurement vehicle with a GVWR of 10,001 pound or more.
- 6.08 These requirements are mandated by the Federal Motor Carrier Safety Regulations (FMCSR). For further requirements and detailed information on CDLs and DQFs, refer to the FMCSR Compliance Manual.
- 6.09 All employees must successfully complete a company driver training course or be exempted from the program by Media Distribution management. They must have approval of their immediate supervisor prior to driving a company vehicle.
- 6.10 All employees are responsible for the validity of their licenses and for notifying their supervisors if they are suspended or revoked. It is suggested that supervisors make unannounced inspections of all driver licenses on a quarterly basis. (Refer to Operating Practice 28)

B. DRIVER TRAINING

- 6.11 It is a requirement for Media Distribution to train all employees in the principles of defensive driving. Training should consist of an approved course which teaches students to recognize and avoid situations that may result in accidents. New employees prior to being allowed to drive should be scheduled for training as soon as possible. Employees who are re-assigned from non-driving to driving jobs should complete training before assuming new assignment duties:
 - (a) Both management and occupational employees who drive regularly on company business - every 36 months or immediately after an accident while driving a company vehicle;
 - (b) Both management and occupational employees who occasionally drive on company business - every 60 months or immediately after an accident while driving a company vehicle.
- 6.12 Refresher training is required on an annual basis to maintain the level of awareness that is necessary for safe driving. Training should be scheduled for management employees (or their subordinates) who drive on company business and in accordance with OP 28.

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- 6.13 When conflicts (class schedules or training backlogs) delay admission to an approved driving course an employee may be allowed to drive provided he/she has a valid drivers license of the classification required. Before driving the employee must also have successfully completed the Safety Knowledge Review and Predetermined Road Test in Safety Package #16. (Refer to OP 28) This test provides an evaluation of the drivers abilities in common driving and parking situations.
- 6.14 With The Predetermined Route Test the supervisor pre-plans or pre-selects a route, maintains a rating sheet (Exhibit 7), and scores the driver for each correct or incorrect driving habit/maneuver observed. This test should be given before employees are allowed to drive and in the first 6 months of each ensuing year.
- 6.15 The Safety Knowledge Review is given orally and (Exhibit 8) should be taken before the Predetermined Route Test. This test should be given before employees are allowed to drive and in the first 6 months of each ensuing year.
- 6.16 The Random Route Test is administered by the supervisor when accompanying an employee on daily assignments. Each correct or incorrect maneuver should be noted in the appropriate column on the rating sheet (Exhibit 9). This test should be given 6 months following the Predetermined Route Test and on an annual basis.
- 6.17 Locations of incorrect maneuvers should also be noted on the work sheet. When the test is concluded, the supervisor should compliment the employee for properly-performed driving skills and discuss all driving errors committed, using the work sheet as a reference.
- 6.18 Field observations can be made when the supervisor is following a driver or watching him/her pulling into or out of a company garage or lot. Exhibit 10 is an example of a form which may be used to list irregularities and/or undesirable driving practices, and infractions observed.
- 6.19 Safety review packages that are pertinent to the Media Distribution function are:
- (a) Review Package #2 (OP #28) Clerical
 - (b) Review Package #10 (OP #28) Semiannual Motor Vehicle Inspection

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- (c) Review Package #14 (OP #28) Materials Management
- (d) Review Package #16 (OP #28) Defensive Driving Safety Knowledge Review (Revised Aug. 1990-Includes USDOT Safety Rules
- (e) Review Package #17 (OP #28) First Aid
- (f) Review Package #25 (OP #28) Hazard Communication.

C. SAFETY MEETINGS

- 6.20 Safety meetings should be used to communicate with or train employees and/or supervisors. These should be held monthly to provide a forum for discussing newly adopted policies, initiating programs, planning special safety activities, discussing problems, and introducing new equipment or procedures.
- 6.21 Meetings should be carefully planned, held in comfortable quarters away from distracting noises, and last no more than 30 minutes. (Stand-up meetings held at the beginning of a work shift or before a new job is tackled have been shown to be equally effective and less formal). When conducting the meeting, the following should be considered:
 - (a) People absorb only a few ideas at a time;
 - (b) If used, audio-visuals should be reviewed to make sure they work properly. These will prove more interesting if they are related to actual job situations;
 - (c) Any other material to be used should be reviewed;
 - (d) A record of the meeting should be maintained for 1 year.

D. SAFETY ACHIEVEMENT AWARDS

- 6.22 Safety achievement awards can vary according to managements' imagination and ingenuity. The originality or manner of presentation can serve several purposes such as to induce further achievement, build good will, serve as a continuing reminder and provide a basis for publicity. The value of awards lies in their appeal to such human factors as pride, need for recognition, competition, and desire for personal gain.

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7. DRIVING PROCEDURES

7.01 Personnel should drive on main thoroughfares as much as possible, avoid parking in hazardous areas (alleys, remote lots, etc.), and remain on assigned routes. Unattended vehicles should not be left running and must be locked. Immediately following their last mail stop, employees should return to the company garage or distribution point. Any changes of routine require a supervisor's approval. The following sections highlight basic safe driving procedures. For detailed information, refer to Package 16, OP 28.

A. NIGHT DRIVING

7.02 Driving habits should change at night so the effect of darkness on vision and alertness can be minimized. Night drivers should:

- (a) Expect routine maneuvers to take longer.
- (b) Allow more stopping distance.
- (c) Widen the gap when following other vehicles.
- (d) Look a split-second longer than usual before entering traffic, turning, or backing up.
- (e) Proceed more slowly.
- (f) Avoid overdriving headlights.
- (g) Keep windshields, windows, and outside lights clear and clean. This helps avoid intensified headlight glare from oncoming traffic, and compensates for limited visibility.
- (h) Look slightly to the right of oncoming traffic to avoid blinding headlight glare.
- (i) Study the illuminated area ahead, observing the headlight range of those in front to spot route conflicts in advance to reduce dangers on oncoming one-light cars, and to help reduce flashes from the side.
- (j) Look to the sides of objects rather than straight at them.

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(k) Focus on the edges or outlines of objects, to help in spotting roadside signs well in advance, and to prevent highway hypnosis.

7.03 Lights should be checked to ensure they are working properly. Parking lights should not be used after dark since their smaller size misleads drivers into thinking the truck is farther away than it really is.

7.04 High-beam lights should be dimmed when oncoming traffic approaches, or when another vehicle is being followed closely. When passing, the driver should flick the light quickly from high to low beams as a signal. Headlights should be turned on one-half hour before dusk and left on until one-half hour after dawn.

B. DRIVING IN FOG

7.05 Dense ground fog can reduce visibility to the danger point and occasionally create slippery or icy spots. Although it is possible to know which areas might be foggy, it is impossible to pinpoint a given time. When dense fog is encountered, the driver should:

(a) Only drive if necessary;

(b) Reduce speed;

(c) Avoid crossing any traffic unless absolutely necessary;

(d) Listen for traffic that cannot be seen;

(e) Follow any instructions given by law enforcement officials at the fog scene;

(f) Turn on headlights;

(g) Use windshield wipers, washers, and defroster when necessary;

(h) Only stop on the road if absolutely necessary, pull over as far away from traffic lanes as possible and put on emergency flashers.

7.06 If the vehicle stalls or the driver is in an accident, he/she should get out and move as far off the road as possible. On raised freeways, the driver should walk near the rail in the direction he/she was proceeding. When foggy conditions exist, the lane ahead may be

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blocked by a stalled car or accident. A driver can increase safety potential by being alert and cautious, and proceeding slowly.

C. WINTER DRIVING

- 7.07 Winter weather conditions present special hazards for the Media Distribution driver. Drivers should be thoroughly familiar with the techniques used for winter driving.
- 7.08 Supervisors must ensure vehicles are properly equipped to handle winter driving conditions and must be aware of possible delays and cancelling of certain routes during unusually bad weather. Checking with local law enforcement agencies on upcoming conditions will assist the supervisor in making decisions during bad weather.
- 7.09 Windshields and windows should be kept clean of snow, and kept clean inside and out. Windshield wipers must be in good condition and the washer solution container should be filled. It is important that the heater and defroster are kept in good working order. Letting some air out of the tires does not increase traction for stopping, actually such "bleeding" will increase the tendency to skid sideways. Any accumulated slush under fenders should be removed since it traps front wheels and makes it impossible to steer when slush freezes.
- 7.10 When starting out in ice or snow, the driver should get the feel of the road to determine the slickness. This will aid in adjusting speed and gauging the amount of gas or brake application. When driving on snowy or icy roads, a driver should:
- (a) Follow at a safe distance. The slicker the road, the farther away the driver should stay from the vehicle ahead.
 - (b) Allow plenty of stopping distance. It takes from 3 to 12 times farther to stop on snow and ice than on dry pavement.
 - (c) Pump brakes to stop or slow down. Slamming on the brakes invariably locks the wheels and sends the vehicle into an uncontrollable skid.
 - (d) Watch air temperature and traction because skidding is more likely to occur when the temperature is at freezing or slightly above. Also, when ice is wet

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or melting because of rising temperature, stopping distance can become twice as long as when temperature is zero.

- (e) Normal speed should be reduced on barely frozen or thawing ice.
- (f) Watch for icy patches on bridges, underpasses, hills, northerly slopes and shaded areas of the road.

D. SKIDDING

7.11 To avoid skidding on ice and snow, the driver should drive below the regular speed limit and keep the vehicle pulling steadily. Take curves cautiously and avoid sudden turns or swerves. Avoid sudden acceleration or deceleration and do not drive fast on bumpy roads. Stay away from the road edge or shoulder and try not to change to lower gears on slippery surfaces at a fast speed. If a skid does occur, to maintain control of the vehicle avoid slamming the brakes and locking the wheels. Steer in the direction of the skid; as the vehicle straightens, straighten the front wheels; when again moving in the desired direction, lightly pump the brakes to slow down, or gently accelerate to continue moving. Don't over-steer (turning the steering wheel too far whips the rear of the vehicle into a skid in the opposite direction) and keep the clutch engaged or stay in "drive". Holding the vehicle in gear helps reduce speed and provides maximum control.

E. FREEING STUCK WHEELS

7.12 If wheels become stuck in mud or deep snow, power should be applied slowly with the front wheels straight ahead. This will pull the vehicle in a straight line. If it is impossible to go forward, the driver should try backing out, steering in the tracks the vehicle has made. If this procedure is unsuccessful, the driver should try to "rock out" by starting slowly in low gear. When the vehicle will go ahead no further, shift rapidly into reverse. Back up until the wheels begin to spin and quickly shift back into low gear. (These shifts should be repeated in rapid succession). Each rocking motion should move the truck a little further forward or backward out of the rut until the vehicle is free. This "rocking" procedure must be done with a minimum of power to prevent wheels from spinning and digging a deeper rut.

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If wheels still spin, it may be necessary to create traction under both rear wheels (or front wheels on vehicles equipped with front-wheel drive) with rough material (gravel, cinders, burlap, or branches). It may also be necessary to shovel out in front of the mired wheels to lessen the slope before putting these materials under the wheels.

F. EMERGENCY DRIVING PROCEDURES

- 7.13 In the event of a blowout, the driver should never slam on the brakes, but try to steer the vehicle straight ahead and slow to a gradual stop.
- 7.14 If the right wheels of a vehicle veer off the edge of the pavement, the driver should not pull sharply back onto the pavement, but try to steer straight ahead, slowing down without braking and gradually pull back onto the road.
- 7.15 If a car approaches on the wrong side of the road, the driver should sound the horn and pull as far to the right as possible (if necessary, into a ditch or field).
- 7.16 When a vehicle breaks down, the driver should get it as far off the road as possible, chock the wheels, set up triangular reflectors, and turn on the four-way emergency flashers. All other lights should be shut off. The driver should notify the appropriate personnel name on the emergency call list (i.e., law enforcement officials, immediate supervisor - See Exhibit 11) and wait in the cab until help arrives. If the vehicle is in danger of being struck, the driver should wait away from oncoming traffic and the rear of the vehicle. (See Exhibit 12).
- 7.17 Upon receiving notice of a vehicle breakdown, the supervisor should contact the Company Motor Vehicle Department for assistance in towing or repairing the vehicle on site. Depending on the length of time involved, the supervisor may want to send an alternate vehicle to keep the route moving. They should also analyze the reason for the breakdown; was it poor maintenance, driver abuse, or an unforeseen event. The supervisor should always follow-up on vehicle repairs and prevent recurrences by discussing the breakdown with the driver and the Motor Vehicle Department.

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- 7.18 In case of an accident or injury, the driver should care for any injured party in accordance with approved First Aid Procedures (OP #28 Review Package #17). If the driver is transporting hazardous materials and these materials have been spilled or released, the driver must consult his/her Emergency Response Guidebook and then follow the instruction outlined in the Guidebook. The driver should then contact the appropriate personnel on the emergency call list (i.e., Police Department, ambulance or physician, immediate supervisor, etc.). If the other driver is uninjured or only slightly hurt, the driver should obtain the necessary information to prepare the Motor Vehicle Accident Check List (Form SW 6441, known as the Red Book) kept in every vehicle. If the driver refuses to comment, enter "Refuses" in the appropriate space. The driver should then obtain the necessary information to complete the red book, i.e., witness names, addresses, phone numbers, etc.
- 7.19 All statements or comments should be withheld unless made to a Company Claims Representative, or unless essential to an accident report. When completing the accident report form, the driver must include only undisputed facts. Opinion as to the cause of who is at fault should not be expressed. Unless required by a traffic or law enforcement officer, company security representative, or supervisor, none of the affected vehicles should be moved.

G. ENTERING A PARKING SPACE

- 7.20 When parking a motor vehicle, the driver should:
- (a) Use a company lot (if available)
 - (b) Select a space that presents minimal hazards
 - (c) Select a "pull-thru" space, if available
 - (d) If possible, position the vehicle so a backing maneuver will not be necessary when exiting a parking space
 - (e) Set parking brake
 - (f) Curb wheels
 - (g) Look back to check oncoming traffic
 - (h) Exit vehicle

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- (i) Position cones to the left of the vehicle and rear corner when parallel parking (right rear if parked on left side on a one-way street) away from traffic lanes, six inches from rear bumper when parking diagonally (Exhibit 13). Make complete "circle of safety" to survey conditions around the vehicle (Exhibit 14) and lock all doors and windows.
- (j) Refer to Package 16, OP 28 for further information.

H. EXITING A PARKING SPACE

7.21 When vacating a parking space, the driver should:

- (a) Check front and rear.
- (b) Retrieve cones and wheel chock.
- (c) Enter vehicle when traffic is clear.
- (d) Exit vehicle to re-check front and rear if delayed after entering the vehicle.
- (e) When the vehicle has an automatic transmission, the driver should leave the parking brake on until the motor idles properly then apply the foot brake, put car in gear, and release parking brake.
- (f) If vehicle has a manual transmission, depress the clutch and take car out of gear, keeping the parking brake on until the motor idles properly then put the vehicle in gear and release parking brake.
- (g) Before backing up the driver should turn his/her head checking the rear without relying on the mirrors, and if clear, proceed slowly.
- (h) Make sure there is adequate clearance in front and alongside.
- (i) Move into traffic only when it is safe.

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8. VIOLATIONS

8.01 All violations must be brought to the media manager's attention immediately. Failure to do so may lead to disciplinary action.

A. PARKING VIOLATIONS

8.02 There should be no illegal parking. Drivers are to park as instructed by their immediate supervisors and according to route schedules. If a time limit is exceeded in a timed zone because the employee was conducting company business, the company may pay the ticket. (For example, if regular parking spaces are taken and the driver parks in a 20 minute zone and exceeds the time limit because the elevators were busy, the company may pay the fine. If the limit was exceeded because the employee took a break, the company may not pay the ticket.)

8.03 A ticket that is placed on a company vehicle becomes an official company document and its destruction is equivalent to destroying company property. This may lead to disciplinary action up to and including dismissal. Receipt of all tickets (whether to be paid by the company or the employee) shall be immediately reported to the Media Distribution Supervisor.

8.04 Any parking problems at various mail stops should be brought to the Media Distribution Supervisor's attention. The supervisor should investigate immediately and notify drivers of any change in route instructions.

B. MOVING VIOLATIONS

8.05 All moving violations must be promptly reported to an employees supervisor and violations may result in disciplinary action. (Refer to OP 28)

C. EXPIRED/SUSPENDED/REVOKED LICENSE

8.06 An employee must immediately notify his or her supervisor upon driver license revocation or suspension. The motorized mail supervisor is required to spot check employees' licenses for validity and compliance with restrictions on a monthly or quarterly basis. It is also recommended that the Media

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Distribution Supervisor review state computer records of driver licenses on an annual basis.

9. SECURITY PROCEDURES

9.01 Supervisors are responsible for periodically reviewing with Media Distribution personnel the following security items:

- (a) Employees' responsibility for safeguarding company funds and property;
- (b) Importance of notifying the supervisor of any problems;
- (c) Importance of remaining on assigned routes (unless changed by supervisor);
- (d) Importance of returning directly to the office upon completion of assigned routes.

A. KEYS

9.02 At no time should keys be left exposed in a vehicle while an employee is away from it. The duplication of keys is prohibited unless authorized by the supervisor. Each employee is responsible for route keys (from beginning to end of the scheduled route). Vehicles should be locked at all times, even while parked inside company buildings and fences.

B. LARCENIES

9.03 To avoid larcenies, Media Distribution personnel should operate on main thoroughfares as much as possible, avoid parking in hazardous areas, never leave an unattended vehicle running, and do not carry unauthorized riders. If a larceny is detected, drivers should not interfere; they should notify the Police if possible. Personnel should report all larcenies to their immediate supervisor and the supervisor should visit the scene.

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C. HANDLING MAGNETIC AND AMA TAPES

9.04 Magnetic and AMA tapes shall be treated as money. The following guidelines should be adhered to:

- (a) Employees picking up customer payments are responsible for their delivery to the designated office.
- (b) Tapes should be protected at all times and handled with great care. They should be placed in protective cases to ensure safekeeping and minimize their movement. Media Distribution employees should not accept these tapes unless they have been placed in such a container.
- (c) Foreign matter (water, oil, etc.) should not be allowed to come into contact with the tapes.
- (d) Tapes should be protected against temperature and humidity extremes that cause dimensional changes in tape base material. This will result in tape distortion and they will not be serviceable. Do not leave tapes in any vehicle other than one on a continuous route, take tapes directly to an AMA attendant, follow the receipt procedure when receiving tapes, and transfer tapes promptly when a vehicle is out of commission.

D. HANDLING COMPANY PAYROLL CHECKS

9.05 Security procedures for handling company payroll checks include:

- (a) Locking payroll checks received from the Treasurer in a safe or lock box if the checks are not deliverable the same day.
- (b) Maintaining a log on payroll checks for proper sorting before they are delivered for receipt purposes.
- (c) Locking payroll checks and vouchers in the vehicle between deliveries or when the vehicle is unattended due to an emergency.

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10. ACCIDENT INVESTIGATION AND REPORTS

- 10.01 This section describes recommended procedures for investigating accidents that result in injuries or illnesses and motor vehicle accidents that result in property damage or personal injury. Injury in this case includes any circumstance involving first aid and/or medical treatment, lost work days, and fatalities. The procedures in this section also apply to "near miss" accidents that result in minor or no injury.
- 10.02 Accidents must be investigated promptly because conditions change quickly and details are soon forgotten. Immediate investigation will be taken as evidence of the importance management attaches to personal safety. Participation by upper management will also emphasize a commitment to safety. Investigations may vary from a re-study of the factors of minor accidents (where the cause and corrective action are apparent), to a complex technical investigation in which experts may be needed (i.e., in case of fatality or dismemberment, etc.). If the facts indicate a serious problem or hazard that cannot be readily resolved, successive levels of management should become involved until the problem is resolved or the hazard eliminated.
- 10.03 An objective investigation should not embarrass the victim nor attempt to establish blame. If every person involved understands that the sole purpose is to prevent another occurrence, there will be no inclination to withhold essential information. A conclusion that appears reasonable will often change when a factor of apparent little importance is completely explored. Since both a physical hazard and unsafe act are present in the great majority of accidents, both should be fully investigated in accordance with OP 34.

A. PARTICIPANTS IN AN INVESTIGATION

- 10.04 Since Southwestern Bell is self-insured, actual investigation of accidents involving the public (i.e., motor vehicle accidents, damage to public property, injury to the public either by our equipment or while on our property, etc.) must be handled by a Company Claims Investigator. The claims department must be notified of such accidents in accordance with OP 34.
- 10.05 Informal/formal investigations must be conducted on all accidents per OP 34 instructions.

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B. PRELIMINARY INVESTIGATION (ON SITE)

- 10.06 Media Distribution Supervisors, upon arriving on the scene of a motor vehicle accident should adhere to the following guidelines.
- (a) Offer assistance if any is still required.
 - (b) Make no admissions or take any blame for the accident.
 - (c) Be courteous.
 - (d) If a police report is filed get file number so you can obtain a copy of the police report.
 - (e) Take photographs.
 - (f) Get names and telephone numbers of witnesses.
 - (g) Search the scene of the accident for evidence that may assist in determining the cause of the accident.
 - (h) Gather facts relating to the accident by questioning the victims, witnesses, or any fellow employees at the accident scene.
 - (i) Make sure the driver of the company vehicle fills out the Motor Vehicle Accident Check List (Red Book Form SW 6441).

C. INVESTIGATION REPORTS

- 10.07 After the preliminary investigation duties are completed, certain reports to aid in any formal investigation or possible settlement are required.
- 10.08 For a motor vehicle accident, the supervisors must complete the Motor Vehicle Accident Summary Form (SW 6033). Routing of the report should comply with local procedures. The original and copies are due to the Procurement Safety Staff within six work days of the accident.

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10.09 For an injury, the supervisor must complete a Health and Safety Report (SWK 15). Routing of the report should comply with local procedures. The original and copies are due to the Procurement Safety Staff within six work days of the injury.

E. MEASURED AND NON-MEASURED ACCIDENTS

11.10 Non-measured accidents are excluded from measurement, but must still be reported within the company organization. To make the determination if a motor vehicle accident or personal injury is measurable or non measurable, refer to OP 34, Attachment 1.

F. ACCIDENTS INVOLVING HAZARDOUS MATERIALS

11.11 Special reporting procedures are required when a serious accident is caused by the release of hazardous materials. At the earliest practical moment the National Response Center must be notified by telephone at 800-424-8802 or 202-267-2675 after each incident that occurs during the course of transportation (including loading, unloading, and temporary storage) in which as a direct result of hazardous materials:

- (a) a person is killed
- (b) a person is injured and hospitalized
- (c) property damage exceeds \$50,000
- (d) an evacuation of the general public occurs
- (e) a major transportation artery or facility is shut down or closed.

11.12 A Hazardous Materials Incident Report must be submitted within 30 days after the National Response Center is notified. For additional information, refer to the Shipping and Transporting Hazardous Materials Guide.

11. FIRST CHOICE/GONE/PARCEL

11.01 First Choice, GONE (Guaranteed Overnight Express), and Parcel are three separate service levels offered to clients by Media Distribution. (Exhibit 15)

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A. FIRST CHOICE

11.02 First Choice is the enhanced media distribution network which provides overnight delivery no later than noon the next business day for mail, documents, and parcels weighing up to one pound between any two company addresses in ten major cities. These ten major cities are: Austin, Dallas, Ft. Worth, Houston, Kansas City, Little Rock, Oklahoma City, St. Louis, San Antonio, and Topeka.

NOTE: For Dallas and Ft. Worth, the First Choice service level will be provided for all buildings designated as district level and above.

11.03 The First Choice Network also provides overnight by noon the next business day delivery when sending mail, documents, and parcels from a state to a smaller city within that state. For example, St. Louis, MO to Hannibal, MO; Little Rock, AR to Fayetteville, AR, etc.

11.04 A two day service level is provided when sending mail, documents, and parcels from one of the ten major cities to a small city in another state. For Example, St. Louis, MO to Enid, OK or Topeka, KS to Pine Bluff, AR.

11.05 If, in the above, a one day service level is required, the client has the option of using GONE.

B. GONE (GUARANTEED OVERNIGHT EXPRESS)

11.06 GONE provides overnight delivery to any address within the continental United States. The GONE service level can only be originated by employees in cities where mail centers are located.

11.07 When First Choice does not meet the client's needs, the GONE service level should be selected. GONE requires special handling by the client and media distribution personnel.

11.08 To select this level of service, the GONE Express Envelope must be used (Form SW 3185S and SW 3185L). The GONE envelope must be available for pickup by media distribution at the time posted in the mail pickup area.

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C. PARCELS

11.09 Parcel is a cost effective service for parcels weighing over one pound. The service utilizes media truck routes for delivery and may require more than one day to reach its destination, depending on the distance involved. This service level does not require any special handling by the client or media distribution personnel. However, if the parcel requires any special treatment (time sensitive, etc.) specific instructions should be noted on the parcel.

12. SECONDARY MAIL/CENTRALIZED MAIL CENTER

12.01 The secondary/centralized mail centers process all incoming and outgoing mail. The functions of mail centers vary, but usually include the following:

- (a) Sort incoming, inter-and intra-company and customer mail by region (for motorized routes), by buildings, and floors within buildings.
- (b) Sort outgoing inter-company and customer mail according to the type of carrier used (USPS for packages and letters, and private carriers for other packages and "non-letters").
- (c) Weighing, metering, etc. for mailing outside the company.
- (d) Various other responsibilities such as processing misdirected mail.

13. U.S. MAIL CLASSIFICATIONS

13.01 All outgoing personal mail should be stamped by the sending employee and deposited in U.S. mailboxes or chutes. Employees should have all incoming personal mail sent to their home address, not to work locations. All personal mail received by the company that is not properly addressed should be returned to the Post Office.

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A. FIRST-CLASS MAIL

13.02 First-class mail is a letter that contains a hand- or type-written message, or any matter that conveys live and current information. Any sealed envelope (letter size or larger) should generally be sent First-Class unless otherwise specified. Oversize envelopes used to carry First-Class Mail must have a green diamond border printed around their edges. First-Class mail must weigh less than 11 ounces.

B. PRIORITY MAIL

13.03 Priority mail is first-class mail weighing more than 11 ounces, less than 70 pounds, and not exceeding 100 inches in combined length and girth. Priority mail is advantageous (over fourth-class mail) for heavy pieces and when speed is important. First-class and priority mail delivery service is generally overnight within the local area, two days within a 500 mile radius, and three days elsewhere.

C. SECOND-CLASS MAIL

13.04 Second-class mail applies to newspapers and magazines issued at least four times a year. It is not generally used by Southwestern Bell. Postage for second-class mail varies by the frequency of mailing and is paid by a permit obtained from the Post Office. No weight limit on second-class mail is required for domestic destinations; however, bulk mail must be presorted by five-digit zip codes and clearly marked "second-class."

D. THIRD-CLASS MAIL

13.05 Third-class mail consists of circulars, form letters, booklets, catalogs, and other printed materials (newsletters, corrected proof sheets with manuscript copy, transparencies, mimeographs, photographs, merchandise, farm and factory products, keys, printed drawings, hard-bound books, blank forms, etc.) not classified as first-class mail. Each piece of third-class mail is limited in weight to less than 16 ounces. Material weighing 16 ounces or more is considered fourth-class and may be sent as priority or express mail.

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- 13.06 Third-Class mail must be prepared for easy examination but also sealed and secured so it may be handled by machines. When the envelope is sealed, it must be clearly marked "third-class." First-class material should not be enclosed inside third-class mail unless the package is endorsed as carrying first-class mail and the necessary postage is placed on the parcel envelope.
- 13.07 A first-class letter can also be sent by attaching it to the third-class envelope (Exhibit 16). Third-class mail is broken down into two categories: single and bulk. Special bulk rates requiring various presorting routines are payable on a permit basis and must be identified by the words "Bulk Rate" imprinted on the tables to be affixed. (Application for bulk rate permits should be processed through your local Postmaster.) All requests for bulk rate permits should be made through the local Media Distribution Supervisor. To ensure delivery, it is recommended that a second label be attached to the material in the event the outside label is rendered illegible.

E. FOURTH-CLASS MAIL

- 13.08 Fourth-class mail carries the same classification as third-class mail but must weigh over 16 ounces. Most fourth-class mail includes domestic parcel post, special catalog rates, a special fourth-class rate, and a library rate. Two or more packages may be mailed as a single parcel if they are approximately the same size and shape, and are securely wrapped or fastened together. Parcel post regulations include maximum size and weight limitations. Fourth-class parcels mailed and addressed for delivery to larger Post Offices in the 48 contiguous states may not exceed 40 pounds in weight or 84 inches in combined length and girth. All other parcels may not exceed 70 pounds in weight or 100 inches in combined length and girth.
- 13.09 As with third-class mail, first-class mail should not be enclosed inside fourth-class material unless the package is endorsed and the additional postage is affixed. Fourth-class mail must be boxed or wrapped for each examination. Standard service for fourth-class mail is overnight delivery within the local area, two-day service up to 150 miles, three-day service for zone three, four-day service to zone four, five-day service to zone five, six-day service to zone six, seven-day service to zone seven, and eight-day service to zone eight. To assure delivery, it is recommended that a

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second label be attached to the material in the event the outside label is rendered illegible. Depending upon zone of distance, fourth-class rates vary per pound.

F. SPECIAL CLASSIFICATIONS

- 13.10 Bulk Presort Rate - There is a rate reduction for presorted, special fourth-class mail. For detailed information contact the local Postmaster or customer service representative. All requests for bulk presort rate should be made through the local Media Distribution Supervisor.
- 13.11 Library Rate - The following materials qualify for the Library Rate when mailed to schools, colleges, libraries, or nonprofit organizations: sound recordings, museum materials, scientific or mathematical kits, instruments, catalogs, guides, or scripts relating to these same materials. Parcels must not exceed 70 pounds in weight and must be endorsed "Library Rate" on the address side. Consult the local Postmaster or customer service representative for detailed information on the applicable conditions.
- 13.12 Bound Printed Matter Rate - This classification includes advertising catalogs, promotional and editorial material, telephone directories, or any combination of these. The material must be bound and weigh at least one pound, but no more than 10 pounds. Three hundred copies of separately addressed, identical pieces may be mailed at the bulk rate when copies are separated by postal zones. Each zone must be further separated and prepared according to postal provisions. Each piece must be marked "Bound Printed Matter," endorsed "Bulk Rate," and paid by a permit imprint. Each mailing is also accompanied by U.S. Postal Service Form 3605 (Exhibit 17). For further information, contact the local Postmaster or customer service representative.

G. INTERNATIONAL MAIL (FOREIGN MAIL)

- 13.13 International mail includes letters, letter packages, printed matter, small packages of merchandise, samples, and parcel post destined to foreign countries. However, certain items are not accepted in other countries. If Airmail service is desired for international mail, the word "Airmail" should be placed prominently on the address side of flat mail, and on the top, bottom, and sides of parcels. The return address of the sender must be shown on the address side of each air parcel. For

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further information regarding international mail, please contact your local Media Distribution supervisor or consult the local Post Office for specific surface and air schedules, dimension limits, maximum allowable weights, packaging suggestions, custom declarations, and special services.

H. EXPRESS MAIL

13.14 Express mail was specifically developed to fill important overnight delivery needs and provide for a fast, reliable transfer of time-sensitive documents and products. A piece of express mail may not weigh more than 70 pounds, or measure more than 100 inches in combined length and girth. Express mail service can be customized to the specific needs of the mailer and is available in most major cities. Express mail service generally guarantees delivery within 24 hours or the postal fee is refunded. This mail receives special handling by the U.S. Postal Service and eliminates many of the steps encountered by ordinary mail. There are three types of basic service:

- (a) Express Mail Same Day Airport Service - The mail is dispatched on the next available transportation to the destination airport mail facility. (The mail must be tendered during hour specified by the Postal Service.) At the destination airport, the mail is made available for claim by the addressee by a time that was agreed to when it was sent.
- (b) Express Mail Custom Designed Service - This service is available only on a scheduled basis between designated postal facilities or other locations. Service is guaranteed within 24 hours after the sender and Post Office agree on the scheduled day and place of origin for the mail, scheduled date and place for mail claims or delivery, scheduled times of day for tender at origin of mail; and the scheduled time for claim or delivery when the mail reaches its destination.
- (c) Express Mail Next Day Service - This service is available at designated retail postal facilities for overnight service to a designated destination facility or location provided the mailed item is tendered by 5 p.m. There are two types of Next Day Service:

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- (1) Post Office to Post Office, where the mail is available at the receiving Post Office by 10 a.m. the following day.
- (2) Post Office to Addressee, where mail is delivered to an addressee within the delivery area of the destination facility by 3 p.m. the next day.

I. CERTIFIED MAIL

13.15 Certified mail service applies only to first-class mail and provides a record of delivery maintained by the Post Office from which delivered (for nominal fee). No record is kept at the office from which certified mail is sent. The carrier delivering the item obtains the signature of the addressee on a receipt form that is kept for two years. Since this service is primarily for items that have no money value, there is no insurance feature. If a return receipt is requested at the time of mailing, or proof of delivery is requested at a later time (within the two year period), an additional fee is required.

J. INSURED MAIL

13.16 Insured mail provides payment for loss, rifling, or damage to domestic mail. A fee for insurance is paid in addition to regular postage. Registered mail along with third and fourth class mail may be insured for protection against loss or damage. There are two types of insured mail:

- (a) Un-numbered or Minimum Fee Mail is delivered as ordinary parcel post with a limited indemnity of \$20.
- (b) Numbered Mail provides for a receipt to the mailer at the time of mailing. The mail is identified by number, and a signature is required on delivery. Liability for Numbered Insured Mail is limited to \$400.

Packages with contents to be insured should be packed carefully and tied securely. Articles not adequately packed to withstand normal handling, or articles so fragile as to prevent safe carriage (regardless of packing) are not acceptable for insurance. A return receipt may be requested at the time of mailing for an additional fee.

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K. REGISTERED MAIL

- 13.17 Registered Mail provides maximum protection and security for valuable and important mail (papers, jewelry, etc.), and provides evidence of dispatch and delivery. Additional insurance may be purchased for registered mail. Registered mail may not be deposited with all other mail but must be hand delivered to the Post Office to obtain the issued receipt. Registered Mail is transported under lock and accounted for (by number), via a system of receipts, from the time of mailing to delivery.
- 13.18 Domestic first-class or priority mail may be registered with an indemnity limit of \$25,000. The registry fee is additional to the required postage and is scheduled according to declared value of the item(s). Cellophane and plastic tape are not acceptable for sealing such packages since the registration stamp will rub off if stamped on the taped area. Mail to be registered should have the words "REGISTERED MAIL" written plainly above the name of the addressee.

L. SPECIAL DELIVERY MAIL

- 13.19 Special delivery mail provides for one attempt at same day delivery. If this attempt is unsuccessful, the letter or parcel is delivered on the next regular delivery date, unless it is determined the recipient is away for more than one day. If the recipient is away, a notice is served to advise the addressee where the mail will be held. All classes of mail may be handled via Special Delivery and are transported in the same manner as first-class mail. Packages and letters must be marked prominently with the words "SPECIAL DELIVERY" above the name of the addressee.

M. SPECIAL HANDLING

- 13.20 Special handling means third or fourth class mail will receive preferential handling to the extent practical (first-class mail treatment) in dispatching and transportation to the destination Post Office. However, once received by the destination Post Office, the mail is handled in the same manner as any other third or fourth class mail. "SPECIAL HANDLING" must be printed or stamped on packages (over or close to the address), and a prepaid fee is required in addition to regular third or fourth-class postage.

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N. BUSINESS REPLY MAIL

13.21 Business Reply Mail is first-class mail that is to be returned at the company's expense. One permit should be used for the entire company and copies provided to Post Offices that receive the business reply mail. An annual fee is charged for a business reply permit and an advance deposit can be maintained for payment of postage at each Post Office where business reply mail is to be returned. An annual accounting fee is deducted at the appropriate first-class postage rate with a surcharge.

13.22 It is important to note the distinction between business reply mail and business reply cards, since postage for the former is more costly. If cards are used, they must be imprinted "BUSINESS REPLY CARD" rather than "business reply mail," or the Postal Service will charge the full mail fee instead of the card fee.

14. PRESORT SERVICES

14.01 The word "presort" refers to the sortation of mail pieces by Zip Code to achieve discounts offered by the United States Postal Service. Any first class letter not exceeding eleven (11) ounces in weight can be presorted. Third class letter mail can also be presorted but must not exceed 3.37 ounces.

14.02 Presort vendors sort outgoing United States mail by Zip Code and/or applies postage to the envelope. The vendor then delivers the mail to the Post Office for mailing to the customer.

14.03 Due to the costs involved with purchasing scales, postage machines, the possible lost time associated with the maintenance of the equipment, and costs associated with labor, etc, some media distribution locations utilize the services of presort vendors. However, the following section applies to those locations who have equipment to process outgoing mail.

15. POSTAGE METERS

15.01 Postage may be metered for any class of mail. Metered mail is entitled to all conditions applying to the various classes of mail.

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A. METER LICENSE

- 15.02 A license to use a postage meter can be obtained by submitting an application for a Postage Meter License, Form 3601-A (or a form supplied by the manufacturer), to the Post Office. No fee is charged for this service and the application must specify the meter make and model. On approval, the Postmaster will issue a license. It is illegal to possess a postage meter unless it has been set and sealed by the Post Office. After the meter is delivered, it must be kept until turned over to the authorized manufacturer or to the Post Office.
- 15.03 The meter and any records relating to meter transactions must be available for examination and audit by authorized audit and inspection personnel of the Postal Service and the company. The license may be revoked for non-use during any consecutive 12 months, or for any failure to comply with the regulations governing the use of postage meters. In such case, notification will be given by the Postmaster that the license is cancelled and the reason for cancellation is explained.
- 15.04 A discontinued postage meter must be taken with the meter record book to the Post Office. If the manufacturer has not been notified of the intent to check out the meter, the Postmaster must promptly request the manufacturer to call for the meter. The unused postage in the meter may be transferred to another meter registered at the same Post Office, or the Postmaster may refund the amount in accordance with provisions on the license form. The meter record book is returned and should be kept on file for at least one year from date of final entry. Application for refund should be made on U.S. Postal Service Form 3533 (Exhibit 18).

B. METER STAMP PLACEMENT AND ADVERTISING SLIPS

- 15.05 Meter stamps must be legible and not overlap. Otherwise, they will not count in determining postage paid. Meter stamps must be printed or affixed in the upper right corner of the envelope, address label, or tag. Advertising matter may be printed simultaneously with meter stamps within space limitations. Plates for advertising may be obtained from authorized meter manufacturers to assure compatibility with mechanical and postal requirements. The plates may not be used to print postal endorsements, and slogans must not be objectionable or misleading.

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C. METER STAMPS

15.06 Meter stamps may be used to prepay reply postage on letter and postcards under the following conditions:

- (a) No date may be shown on the reply stamp when metered.
- (b) Meter stamps must be printed directly on the envelope or card that bears the return address in an amount sufficient to prepay (in full) the first-class rate.
- (c) Any photographic, mechanical, or electronic process other than handwriting, typewriting, or hand-stamping may be used to prepare the address side of Reply Mail prepared by meter stamps. The address side must be prepared as shown in Exhibit 19 without the addition of any matter other than a return address.
- (d) Reply mail prepaid by meter stamps will be delivered only to the address of the meter license holder. If the address is altered, the mail will be held for postage or charged to a "postage due" account.

15.07 Metered mail bearing the wrong date of mailing will be run through a cancelling machine or otherwise postmarked to show the proper date. Form 3749 will again be used by the Postmaster to call the irregularity to attention. If the irregularity is repeated, the department head or his/her authorized agent will be notified. If such notices are disregarded, the Postmaster may return the mail with instructions to enclose material in new envelopes bearing the correct date on the meter stamp. The Postmaster may also, if he chooses, return the mail with instructions to imprint the envelopes with the current meter date. When the current date is applied, the postage meter should be set at 0.00 so additional fees will not be applied.

D. SETTING AND SECURITY OF POSTAGE METERS

15.08 Unprotected postage meters represent assets that are readily subject to pilferage and personal use. Employees should be aware of their individual responsibilities to safeguard these assets. Postage meters can be reset in one of three ways:

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- (a) The meter and record book may be brought to the Post Office where the meter was first set or where postage is paid at the time of each setting. (Advance deposits for meter settings may not be accepted). The Postmaster then issues "Meter Setting Receipt," for the amount of postage paid.
 - (b) For a fee, the U.S. Postal Service will send a representative to the premises to reset the meter.
 - (c) Remote Meter Resetting Systems (RMRS) are available through major postage meter vendors. Under this system, postage is applied to the meter head via touchtone telephone and a toll-free number. An advance deposit must be maintained for payment, but the RMRS facilitates the meeting of immediate postage needs and, in many cases, reduces costs by decreasing the float on the advance deposit. The infusion of postage occurs at the client's premises.
- 15.09 If a meter is not reset within a six month period, it must be presented with the meter record book showing daily register readings to the Post Office where last set for examination. If the printing and recording mechanism is faulty in any way, the meter should not be used but promptly taken to the Post Office or contracted vendor for service.
- 15.10 On each day of operation, the figures appearing in the ascending and descending registers should be entered in the meter record books. If at any time, the sum of the two figures does not equal the total entered at the last setting, the meter should be taken promptly to the Post Office for examination. When the Post Office sets the meter for the amount of postage specified by the check, they will enter the date in the new record book. The company employee should verify the entries to determine that the meter has been set correctly.
- 15.11 The meter should not be left unlocked or unattended at any time. During lunch hour, relief periods, final shift of the day, weekends, holidays, etc., the meter should be ready, logged, and locked or placed in storage.

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E. POSTAGE METER LOG

15.12 "Meter Record Book," U.S. Postal Service Form 3602-A, is issued at the time of initial setting (Exhibit 20). When the meter record book is filled, a new one is issued without charge.

16. POSTAGE VOUCHERS AND METER STAMP REFUNDS

A. POSTAGE VOUCHERS

16.01 To help guard against tying up an excessive amount of revenue in the postage meter, monthly requirements should be determined and purchases arranged in correlation with the scale below. Unless local procedures indicate a more economical purchase plan, the maximum number of purchases for postage is recommended at five per month, based on the following:

- (a) Less than \$1,000 one purchase
- (b) \$1,000 to \$4,000 two purchases
- (c) \$4,000 to \$7,500 three purchases
- (d) \$7,500 to \$20,000 four purchases
- (e) \$20,000 to \$25,000 five purchases

16.02 A local purchase schedule should be established, and arrangements made for the required draft(s) to be available on the days that meters are to be taken for setting. There should be notification from the postage machine operator when the meter has reached a predetermined amount for replenishment. The voucher should then be initialed and forwarded to the appropriate level of management required for approval. Time is required for approval and this should be considered when determining the amount for replenishment. Once completely signed and approved, the voucher should be forwarded to the appropriate department for issuance of the draft. The draft should then be sent to the supervisor who will maintain a file of the voucher copies.

16.03 Voucher procedures for obtaining the draft should be processed in accordance with company practices. If the supervisor makes it a practice to be notified in advance any any client's large mailings, this will assist in obtaining a voucher for more than the normal amount.

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B. REFUNDS

16.04 When complete and legible meter stamps cannot be used (misprints, spoiled envelopes, or cards), an application should be sent to the Postmaster for refund of postage values up to 90 percent. Refunds for 100 percent of the face value of meter postage are made when the Postal Service is at fault, or when meter malfunctions cause the errors in printing postage. The Domestic Mail Manual explains under what conditions refunds are available and how to present material for refunds.

NOTE: To be eligible for a 90 percent refund, meter stamps must be presented within one year from the date appearing on them. Refunds should be applied for when \$25 worth of spoiled or unused impressions are accumulated, or within the one year period (whichever occurs first).

Exhibit 20 shows the Post Office Department Form 3533, "Application and Voucher for Refund of Postage and Fees," which is prepared in triplicate. All the applicable portions of the form should be completed and signed by the second (or higher) level supervisor of the central mail operation. The form (original and duplicate copies) and postage meter impressions should be presented to the Post Office that makes the settings for the machine. A check will be sent from the Postmaster, or an equivalent amount of postage may be transferred to another company machine registered at the same Post Office. The triplicate copy is retained by the supervisor. Refund checks should be deposited into the company funds in accordance with company practices.

17. HANDLING CUSTOMER PROBLEMS

17.01 As a group providing a service, Media Distribution personnel should establish procedures to be followed when problems are uncovered. All customer problems should be investigated thoroughly. To improve the Media Distribution function and solve problem areas, all problems should be thoroughly documented. The following information should be included in the documentation:

- (a) Date and time problem was received.
- (b) Name of person identifying problem, associated department or group, phone number.

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- (c) Brief description of problem.
- (d) Pertinent facts (name and address of sender and addressee).
- (e) Brief statement of action taken to determine the nature of the problem.

It is suggested the documentation also show the date and time of all additional contacts, and any pertinent information received. After problem resolution, it is very important to determine if the client has been notified. Document the final notification by showing date, time, and initials of person rendering notification.

A. INVESTIGATE CUSTOMER PROBLEMS

17.02 Depending upon the nature of the problem, the investigation can be handled in several ways. For example, in a reported case of non-receipt of mail, it is necessary for the investigator to determine if the item was placed in the mail and picked up and the method of distribution (via Media Distribution, USPS, other carriers). This can be accomplished by:

- (a) Telephoning or personally contacting another distribution group, outside carriers, originator, or recipient (if not the party reporting the problem).
- (b) Checking logs or route sheets.
- (c) Checking all unidentified mail receptacles.
- (d) Checking the mail distribution areas.

When an investigation extends beyond a reasonable time, the client should be notified of its status and of any progress made.

B. CORRECTIVE MEASURES

17.03 As a result of the investigation, problem areas can be pinpointed. After examining the information, consideration should be given to unusual circumstances (i.e., inexperienced personnel), and to any questions in procedure:

- (a) Was error caused by lack of understanding by one or more of the Media Distribution personnel involved?

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- (b) Was the problem caused by improper or incomplete address?
- (c) Was there adequate time to respond to the problem?
- (d) Are a large percentage of the problems occurring in one area?
- (e) Is the normal rate of problems acceptable or can it be reduced? Is there a trend showing an increase?
- (f) Does one type of mail generate a large percentage of problems?

17.04 Documentation and analysis are useful only when accompanied by corrective action. Procedures and personnel can be changed. If an error is caused by a misunderstanding on the part of personnel, the person should be correctly informed. If a carrier is at fault, steps must be taken with the carrier to insure against recurrence. Clients should be informed of procedures; they may expect a service that is beyond the control of the Media Distribution operation.

C. FOLLOW-UP

17.05 While taking steps to determine the problem, it may be possible to simultaneously identify the solution. The solution should be stated briefly to insure the problem is not repeated, and any alternative solutions should be listed. After it is determined that the problem has been dealt with, it is also important to determine if the customer has been notified. Final notification should be documented by entering the date, time, and initials of the person calling (and name of person notified).

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This Hi-Cube van is designed to be the workhorse of the media distribution fleet for most local and some intercity deliveries. With a cargo capacity of 406 cubic feet, a GVW of 8600 pounds, and an inside cargo height of 76 inches, this vehicle incorporates safety features and make operating efficiencies that make it an ideal vehicle for the demands of the job.

CHEVROLET HI-CUBE STEEL VAN

BASIC FEATURES

- Ten foot cargo space
- One-ton Chassis
- 350 Gas Engine w/EFI
- Four Speed Automatic Transmission
- Power Steering
- Power Brakes
- Auxiliary Passenger Seat
- Heavy Duty Battery
- 85 Amp Alternator
- 33 Gallon Fuel Tank
- Deep Tinted Glass

SAFETY FEATURES

- AM/FM Stereo Radio & cassette w/clock
- CB Radio w/Antenna
- Auxiliary Lighting in Cargo Area
- Dual Velvac/Rear Velvac Safety Mirrors
- Fog Lights
- Animal Warning Device
- Backing Alert Package
- Circulation Fan
- Corrugated Metal Step
- Overhead Rear Door
- Corrugated Metal Step
- Interval Wipers
- Fire Extinguisher
- Safety Cone
- Hand Truck Holder
- Spare Tire
- Non-Skid Painted Floor
- Cargo Space Access from Drivers Seat
- Driver Convenience Box Between Seats



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EXHIBIT 1, PAGE 2 OF 2

CHEVROLET HI CUBE STEEL VAN

FACTORY EQUIPMENT

Body (10 ft.)	CG31303	E34
Wheel Base	125"	
GVW Rating/Payload	8600/3194 lbs	
Front Axle/Rear Axle	3400/6000 lbs	
Engine	5.7 Liter V8 EFI	L05
Transmission	Four Speed Automatic	MX0
Axle Ratio	4.10	GQ1
Alternator	85 amp	
Battery	630CCA	
Brakes	Power	
Cigar Lighter		
Cooling	H.D	V02
Fuel Tank	33 Gallon	NL7
Glass Windows	Tinyed	
Intermittent Wipers		
Passenger Seat		A57
Radio	AM/FM Cassette w/clock	VM6
Steering	Power	
Front Tires	LT 225/75R16E	XHF
Rear Tires	LT 225/75R16E	YHF
Spare Tire	LT 225/75R16E	ZHF
Single Rear Wheels		
Pull Up Rear Door		

ADDITIONAL EQUIPMENT

Auxiliary Lighting Lamps-Sidemarker	CB Radio
Animal Warning Device	Backing Alert Package
Fire Extinguisher and Holder	Non-Skid Painted Floor
Circulation Fan	Fog Lights
Corrugated Metal Step	Hand Truck Holder
Driver Convenience Box	Dual Velvac Mirriors
Plywood Partition w/Sliding Door	Velvac Rear Safety Mirror
First Aid Kit Holder	I-bolts (3 on each side)
Angle Iron w/Rubber Stops	

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Serving both local and long haul needs, the International 4700 Series truck meets the media distribution needs for a medium duty, large weight capacity vehicle. This vehicle is custom designed for media distribution forces across the company.

INTERNATIONAL 4700 SERIES TRUCK

Basic Features

- Twenty-four foot cargo space
- 4400 pound capacity lift gate
- 26,000 Pound GVW
- 210 HP Diesel Engine
- Five-Speed Manual Transmission
- Power Steering
- Power Brakes
- Auxiliary Passenger Seat
- Cold Starting System
- Dual 50 Gallon Fuel Tanks
- Tinted Glass

Safety Features

- AM/FM Stereo Radio and Cassette
- CB Radio
- Dual West Coast Mirrors
- Fog Lights
- Animal Warning Device
- Backing Alert Package
- Opaque Roof on Cargo Space
- Overhead Rear Door
- Driver Convenience Box Between Seats
- Intermittent Wipers
- Grab Handles on Cab
- Grab Handles at Rear of Cargo Space
- Four Dome Lights in Cargo Space
- Adjustable Flood Light
- Two E Tracks on Cargo Space Sidewalls
- Four 12 Foot Nylon Straps
- Scuff Plate on Cargo Space Front & Sidewalls
- Rear Stirrup Step Roadside
- Fire Extinguisher
- Safety Cone
- Hand-Held Remote Control Unit for Lift Gate
- Cart Stops on Lift Gate



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EXHIBIT 2, PAGE 2 OF 3

INTERNATIONAL 4700 BOX TRUCK

FACTORY EQUIPMENT

10.125" x 3.06" x .312" Full Channelrails	01ASS
Cigar Lighter	08518
Horns (2) Electric	08540
Circuit Breakers Auto-Reset (Main Panel) SAE Type II	08579
Kysor Engine Shut-Down	08808
Power Source Two Post Terminal Block	08851
Alternator 12-Volt 100 Amp Capacity	08GAC
Ether Cold Starting with Electric Cab Controls	12938
Diesel Engine 185 HP at 2700 RPM	12NCE
Transmission Automatic 4 Speed	13327
Dual Fuel Tanks, Left 30 Gal. - Right 50 Gal.	15DAA
Raco Fuel-Water Separator	15LBC
Tinted Glass	16660
Hourmeter Electronic mounted in Tachometer Head	16HGA
Driver Seat, High Back, Embossed Vinyl	16JSA
Passenger Seat, Low Back, Embossed Vinyl	16PAB
AM/FM Stereo Cassette w/Clock	08RAZ
Tires R255 12 Ply Radials	7539023222
Front Wheels Disc, 10.5 x 6.00 6 Stud	27501
Rear Wheels Disc, 19.5 x 6.00 6 Stud	28051
Oil-Lubricated Wheel Bearings	29580
110 Volt 1000 Watt Engine Block Heater	12858
4500 Auxiliary Springs, Single Leaf	03105
Intermittent Windshield Wipers	08WAU

ADDITIONAL EQUIPMENT

Backing Alert Package	08625
Fog Lights	08WLM
Animal Warning Device	
Driver Convenience Box in Cab	
CB Radio	
Dual Split Mirrors	
Fire Extinguisher and Holder	
First Aid Kit and Holder	

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 TELEPHONE COMPANY EXCEPT UNDER WRITTEN AGREEMENT.

INTERNATIONAL 4700 BOX TRUCK (contd.)

LIFTGATE

Hydraulic Liftgate
Level Lift W/72" x 94" Platform
Cart Stops
Lift Capacity 3000 Lbs.
Hand Held Remote Control Unit
Wiring and 12V Auxiliary Battery

CARGO BOX

Sixteen Foot Aluminum Body with Opaque Roof
1 3/8 " Laminated Hardwood Floor undercoated
Roll Up Door
Liftgate Dock Bumpers
3" I-Beam Crossmembers on 12" Centers
Two Grab Handles at rear and Two Step Ladders, side mounted
Exterior Lights to FMVSS Specifications
Four Dome Lights with Warning Light in Cab
Adjustable Flood Light installed outside, hot wired with Switch in Cab
3/4" x 48" Plywood Liner sides/front
Two rows of Series "E" Track on side and front installed 24" and 60" above floor
Four 12' Nylon Straps
Anti-sail Mud Flaps
12 ga. x 18" Steel Scuff Plate on front and side walls
Side Post on 15" centers
34" Steel Diamond Plate (Recessed)
Body Undercoated

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EXHIBIT 3, PAGE 1 OF 3

As the long haul vehicle of choice for media distribution, the International 4900 Series offers a sleek, driver friendly truck with exceptional driveability and performance. Equipped with a 24-foot cargo box and lift gate, this vehicle features the options most preferred by company drivers.

INTERNATIONAL 4900 SERIES TRUCK

Basic Features

- Twenty-four foot cargo space
- 4400 pound capacity lift gate
- 26,000 Pound GVW
- 210 HP Diesel Engine
- Five-Speed Manual Transmission
- Power Steering
- Power Brakes
- Auxiliary Passenger Seat
- Cold Starting System
- Dual 50 Gallon Fuel Tanks
- Tinted Glass

Safety Features

- AM/FM Stereo Radio and Cassette
- CB Radio
- Dual West Coast Mirrors
- Fog Lights
- Animal Warning Device
- Backing Alert Package
- Opaque Roof on Cargo Space
- Overhead Rear Door
- Driver Convenience Box Between Seats
- Intermittent Wipers
- Grab Handles on Cab
- Grab Handles at Rear of Cargo Space
- Four Dome Lights in Cargo Space
- Adjustable Flood Light
- Two E Tracks on Cargo Space Sidewalls
- Four 12 Foot Nylon Straps
- Scuff Plate on Cargo Space Front & Sidewalls
- Rear Stirrup Step Roadside
- Fire Extinguisher
- Safety Cone
- Hand-Held Remote Control Unit for Lift Gate
- Cart Stops on Lift Gate



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INTERNATIONAL 4900 BOX TRUCK

FACTORY EQUIPMENT

10.125" x 3.06" x .312" Full Channelrails	01AVV
Frame Reinforcement 9.50" x 3.31" x .205" (254" WB)	01GNE
Cigar Lighter	08518
Horns (2) Electric	08540
Circuit Breakers Auto-Reset (Main Panel) SAE Type II	08579
Kysor Engine Shut-Down	08808
Power Source Two Post Terminal Block	08851
Alternator 12-Volt 100 Amp Capacity	08GBE
Ether Cold Starting with Electric Cab Controls	12938
Clutch, Two-Plate Angle Spring (Spicer)	11370
Diesel Engine 210 HP at 2400 RPM	12NCM
Transmission 5 Speed Manual	13299
Dual Fuel Tanks 50 Gallons	15DAG
Raco Fuel-Water Separator	15LBC
Tinted Glass	16660
Hourmeter Electronic mounted in Tachometer Head	16HGA
Driver Seat, High Back, Embossed Vinyl	16JSA
Passenger Seat, Low Back, Embossed Vinyl	16PAB
AM/FM Stereo Cassette w/Clock	08RAZ
Tires 11R22.5 G 14 Ply	7322130197
Front Wheels Disc, 22.5 x 8.25 10 Stud 11.25 BC	27523
Dual Rear Wheels Disc, 22.5 x 8.25 10 Stud 22.5 BC	28523
Oil-Lubricated Wheel Bearings	29580
110 Volt 1000 Watt Engine Block Heater	12858
4500 Auxiliary Springs, Single Leaf	03105
Intermittent Windshield Wipers	08WAU

ADDITIONAL EQUIPMENT

Backing Alert Package	08625
Fog Lights	08WLM
Animal Warning Device	
Driver Convenience Box in Cab	
CB Radio	
Dual Split Mirrors	
Fire Extinguisher and Holder	
First Aid Kit and Holder	

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EXHIBIT 3, PAGE 3 OF 3

INTERNATIONAL 4900 BOX TRUCK (contd.)

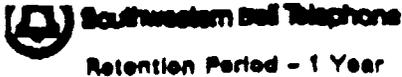
LIFTGATE

Hydraulic Liftgate
Level Lift W/84" x 94" Platform
Cart Stops
Lift Capacity 4400 Lbs.
Hand Held Remote Control Unit
Wiring and 12V Auxiliary Battery

CARGO BOX

Twenty-four Foot Aluminum Body with Opaque Roof
1 3/8 " Laminated Hardwood Floor undercoated
Roll Up Door
Liftgate Dock Bumpers
3" I-Beam Crossmembers on 12" Centers
Two Grab Handles at rear and Two Step Ladders, side mounted
Exterior Lights to FMVSS Specifications
Four Dome Lights, with Warning Light in Cab
Adjustable Flood Light installed outside, hot wired with Switch in Cab
3/4" x 48" Plywood Liner sides/front
2 rows of Series "E" Track on side walls installed 24" and 60" above floor
Four 12' Nylon Straps
Anti-sail Mud Flaps
12 ga. x 18" Steel Scuff Plate on front and side walls
Side Post on 15" centers
34" Steel Diamond Plate (Recessed)
Body Undercoated

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DRIVER'S DAILY LOG (ONE CALENDAR DAY - 24 HOURS)

(3-81)

RECAP

MONTH DAY YEAR
ODOMETER MILES - OUT
ODOMETER MILES - IN
ACTUAL MILES DRIVEN
(NAME OF CARRIER OR CARRIERS)
(MAIN OFFICE ADDRESS)

I certify these entries are true and correct: VEHICLE NUMBERS-(SHOW EACH UNIT)
(DRIVER'S SIGNATURE IN FULL)
(NAME OF CO-DRIVER)
NAME OF CARRIER OR CARRIERS
ADDRESS OF ORIGINATING TERMINAL

DAY NO.

Driving Hrs. Today
Total Line 3

Driving Violation Today

On Duty Hrs. Today Total Lines 3 2

70 HR/8 DAY DRIVERS

Total Hrs. On Duty Last 7 Days, incl. Today

Total Hrs. Available Tomorrow 70hrs. Min

Total Hrs. On Duty Last 8 Days, incl. Today

80 HR/7 DAY DRIVERS

Total Hrs. On Duty Last 6 Days, incl. Today

Total Hrs. Available Tomorrow 80hrs. Min

Total Hrs. On Duty Last 7 Days, incl. Today

Table with 24 columns (Mid-Night to Noon, Noon to 11) and 4 rows (OFF DUTY, Sleeper Berth, Driving, On Duty) and a REMARKS row. Includes a TOTAL HOURS column on the right.

Shipping document, manifest number, or name of a shipper and commodity. Check the time and enter name of place you reported and where released from work & where each change of duty occurred. Explain excess hours.

FROM: (STARTING POINT OR PLACE) TO: (DESTINATION OR TURN AROUND POINT OR PLACE)

ORIGINAL TO SUPERVISOR; COPY TO DRIVER
OFFICIAL FILE COPY, IF RED; RETENTION

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EXHIBIT 4, PAGE 2 OF 3

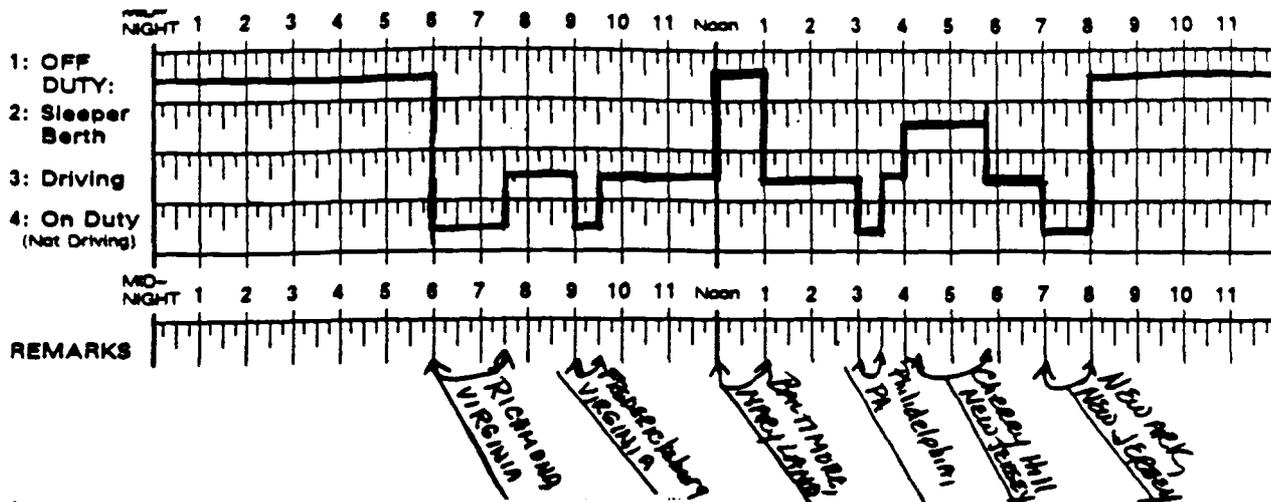
INSTRUCTIONS FOR PREPARING FORM SW-2011

Southwestern Bell Telephone Company requires operators of commercial motor vehicles to record his/her duty status in duplicate for each 24 hour period. The instructions to complete this form are below.

1. Enter the month, day, and year which reflects the beginning of the 24-hour period.
2. Record the odometer miles when beginning the 24-hour period.
3. Record the odometer miles when completing the 24-hour period.
4. Record total mileage driven within the 24-hour period.
5. Enter "Southwestern Bell Telephone Company).
6. Record the office's main address.
7. The carrier's vehicle number or state license number of each truck, truck tractor, and trailer which has been operated within the 24-hour period.
8. The driver certifies to the correctness and truth of all entries by signing the form.
9. Record the name of any co-drivers.
10. Record any additional carriers for which the work is being performed other than Southwestern Bell Telephone Company.
11. Record the address where the driver normally reports for duty.

GRAPH GRID PREPARATION

1. Draw a continuous line between the appropriate time markers to record the time period(s) when not on duty, not required to be ready to work, or are not responsible for performing work. This section should NOT include time spent in a sleeper berth.
2. Draw a continuous line between the appropriate time markers to record the time period(s) off duty resting in a sleeper berth.
3. Draw a continuous line between the appropriate time markers to record the time period(s) while on duty driving a vehicle.
4. Draw a continuous line between the appropriate time markers to record the time period on duty but not driving.
5. Record the city, town, or village with the state abbreviation where each change of duty status occurs.
If the change of duty status occurs outside a city, town, or village, show the highway number and nearest milepost; the highway number and the name of the service plaza; or the highway numbers of the nearest two intersecting roadways, then show the nearest city, town, or village, and the state abbreviation.
6. Enter the total hours for each duty status to the right of the grid. The total of these entries must equal 24 hours.
7. Enter the shipping document number(s) or the name of the shipper and commodity.
8. Enter where the trip began and the final destination or farthest turn-around point. If the trip required more than 1 calendar day, the record of duty status for each day shall show the original and final destination. If departing from and returning to the same place on any day, indicate the destination by entering the farthest point reached followed by the words "AND RETURN".
9. Complete the recap section. Most Southwestern Bell Telephone Company drivers will fall in the 6OHR/7 day driver category.



The driver in this example reported for duty at 6 am, helped load, checked with dispatch, made a pre-trip inspection, and performed other duties until 7:30 am, when the driver began driving. At 9 am, the driver had a minor accident in Fredericksburg, VA, and spent 1/2 hour handling details with the local police. The driver arrived at the company's Baltimore, MD terminal at noon and went to lunch while minor repairs were made to the tractor. At 1 pm the driver resumed the trip and made a delivery in PA, between 3 and 3:30 pm at which time the driver started driving again. Upon arrival at Cherry Hill NJ at 4 pm the driver entered the sleeper berth for a rest break until 5:45 pm at which time the driver resumed driving again. At 7 pm the driver arrived at the company's terminal in Newark, NJ. Between 7 and 8 pm the driver prepared the required paperwork including completing the driver's record of duty status, vehicle condition report, insurance report for the Fredericksburg, VA accident, checked for the next day's dispatch, etc. At 8 pm the driver went off duty.

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 TELEPHONE COMPANY EXCEPT UNDER WRITTEN AGREEMENT.

EXHIBIT 5, PAGE 1 OF 1

EXAMPLE OF MECHANIZATION REPORT PRODUCED BY THE PLAN SYSTEM WHICH
SHOWS HOURS OF SERVICE INFORMATION FOR DRIVERS.

P600-080
REPORTS MEMO
JP CTR- SAN ANTONIO

FP60 - HOURS OF SERVICE REPORT
PAY PERIOD 11-18-90 THRU 12-01-90
CREW XY632 RCO S48063890

PAGE- 873
RUN DATE- 12
RETENTION- 6

EMPLOYEE NAME	SSN#	PAY#	MV GRP#	DATE	MILITARY START TIME	MILITARY STOP TIME	CALL-OUT START TIME	CALL-OUT STOP TIME	HOURS ON-DUTY	HOUR OFF-D
Smith	123-45-6789	XXXX		11-18						XXX
			20	11-19	0400	1250			0850	1550
			20	11-20	0400	1250			0850	1550
			20	11-21	0400	1250			0850	1550
				11-22						2400
				11-23						2400
				11-24						2400
				11-25						XXX0
			20	11-26	0400	1250			0850	1550
			20	11-27	0400	1250			0850	1550
			20	11-28	0400	1250			0850	1550
			20	11-29	0400	1250			0850	1550
			20	11-30	0400	1250			0850	1550
				12-01						2400
Jones	678-91-2345	JX100		11-18						XXX0
			20	11-19	1000	1850			0850	1550
			20	11-20	1000	1850			0850	1550
			20	11-21	1000	1850			0850	1550
				11-22						2400
			20	11-23	1000	1850			0850	1550
				11-24						2400
				11-25						XXX0
				11-26						2400
				11-27						2400

PRIVATE - THIS INFORMATION IS FOR AUTHORIZED BELL SYSTEM EMPLOYEES ONLY

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DRIVER'S VEHICLE INSPECTION REPORT

See Reverse Side for Instructions

SECTION A: VEHICLE INSPECTION - Check any defective item and give details in Section C, Remarks

VEHICLE NO. _____

- BRAKE
- PARKING BRAKE
- STEERING
- TIRES
- WHEELS/RIMS
- LIGHTS/REFLECTORS
 - HEAD LIGHTS
 - BRAKE LIGHTS
 - TURN SIGNALS
 - TAIL LIGHTS
 - REFLECTORS
- MIRRORS
- WINDSHIELD WIPERS
- HORN
- EMERGENCY EQUIPMENT
 - FIRE EXTINGUISHER
 - REFLECTIVE TRIANGLES
 - SPARE FUSES
- OTHER

SECTION B: TRAILER INSPECTION - Check any defective item and give details in Section C, Remarks

TRAILER _____

- BRAKE
- BRAKE CONNECTIONS
- COUPLING DEVICES/HITCH
- LIGHTS
- TIRES
- WHEELS/RIMS
- OTHER

SECTION C: REMARKS

SECTION D: DRIVER'S CERTIFICATION

- THE CONDITION OF THE ABOVE VEHICLE/TRAILER IS SATISFACTORY
Driver's Signature _____ Date _____

SECTION E: COMPANY CERTIFICATION

- THE ABOVE DEFECTS CORRECTED. THE CORRECTIVE ACTION TAKEN: _____
- THE ABOVE DEFECTS NEED NOT BE CORRECTED FOR SAFE OPERATION OF VEHICLE
Supervisor's/Mechanic's Signature _____ Date _____

SECTION F: DRIVER'S RECERTIFICATION

- THE REQUIRED REPAIRS HAVE BEEN PERFORMED
Driver's Signature _____ Date _____

ORIGINAL COPY

Official File Copy, if Red; Retention _____

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EXHIBIT 8, PAGE 1 OF 2

**ACCIDENT PREVENTION PLAN
DEFENSIVE DRIVING SAFETY KNOWLEDGE REVIEW AND RATING SHEET
ALL DEPARTMENTS**

Name _____	District _____
Title _____	Division _____
Force Group _____	Date _____

		Employee Names (Staff Use)																		
		1st Qtr.		2nd Qtr.		3rd Qtr.		4th Qtr.		Total										
		OK	DEV	OK	DEV	OK	DEV	OK	DEV	OK	DEV									
	Explain	Safety Knowledge - Interview																		
X		Defensive Driving																		
X		1. Who is A Defensive Driver?																		
X		2. Name The Three Things That Most Influence A Driver's Action, Which is Most Important?																		
X		3. What Does The <u>S</u> ite Logo Stand For?																		
X		4. Name Some Things That Could Adversely Affect A Defensive Driver's Ability To Be Prepared To Drive																		
X		5. How Does "How You Feel" Affect Your Driving Skills?																		
X		6. What Driving Adjustments Should Be Made When You Do Not Feel Completely "Up To Par"?																		
X		7. What Are The Four Specific Skills That Are Critical To Effective Searching While Driving?																		
X		8. When Driving Defensively, What Can Be Done About Potential And Actual Hazards?																		
X		9. Each Driver Is Expected To Daily Check Out The Condition Of The Vehicle One Normally Drives. Why Is It Even More Important To Check Out An Unfamiliar Vehicle?																		
X		10. As You Drive In The Traffic Flow, How Can You Provide Sufficient Space To Stop Or Change Lanes?																		
X		11. a. Under Normal Driving Conditions, Describe The Method Used To Determine If An Adequate Space Cushion Exists Between Your Vehicle And The One Ahead.																		
X		b. What Is The Recommended Space Cushion When Weather Conditions Are Bad?																		
X		12. When Coming To A Stop Behind Another Vehicle, How Can You Determine If An Adequate Space Cushion Exists Between Your Vehicle And The One Ahead?																		
		Total																		

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TELEPHONE COMPANY EXCEPT UNDER WRITTEN AGREEMENT.

**DEFENSIVE DRIVING SAFETY KNOWLEDGE REVIEW AND RATING SHEET
ALL DEPARTMENTS**

Name _____	District _____
Title _____	Division _____
Force Group _____	Date _____

		Employee Names (Staff Use)													
		1st Qtr.		2nd Qtr.		3rd Qtr.		4th Qtr.		Total					
		OK	DEV	OK	DEV	OK	DEV	OK	DEV	OK	DEV				
Explain	Safety Knowledge - Interview														
X	13. After Passing Another Vehicle, How Do You Determine When It Is Safe To Turn In Ahead Of The Vehicle You Passed?														
X	14. What Precautions Should Be Taken When Approaching A Pedestrian?														
X	15. How Can You Tell If You Are In The Blind Spot Of A Car Traveling Ahead Of You, To Your Right Or Left?														
X	16. How Would You Dispose Of A Tangler?														
X	17. a. In Proper Order, Explain How you Should Approach An Intersection Which Is Not Controlled By A Traffic Sign Or Signal														
X	b. If Your Vision Is Obscured By Other Vehicles, Buildings, Or Other Obstructions Near The Intersection, How Would You Change Your Approach?														
X	18. When The Light Turns Green At A Controlled Intersection, Why Should You Count 1, 2, 3?														
X	19. How Would You Approach An Intersection Where The Green Light Has Been On For A While?														
X	20. How Would You Safely Make A Left Turn In Traffic?														
X	21. What Could You Do Instead Of Making A Left Turn At A Dangerous Intersection?														
X	22. a. How Should A Vehicle Be Positioned To Prevent A Backing Accident?														
X	b. When There Is No Alternative And You Have To Back Your Vehicle, Describe The Steps To Be Taken To Avoid A Backing Accident														
X	23. Why Is It A Southern Bell Telephone Company policy That Restraint Devices Be Used While Operating Or Riding In A Company Vehicle?														
		Rating = $\frac{\text{Found OK Items} \times 100}{(\text{Found OK} + \text{Deviations})}$		Total											
				Rating											

Supervisor _____

Reviewer _____

EXHIBIT 9, PAGE 1 OF 1

RANDOM ROUTE RATING SHEET

ROAD TEST RATING SHEET (RANDOM ROUTE)

NAME _____	DISTRICT _____
TITLE _____	DIVISION _____
FORCE GROUP _____	DATE _____

RANDOM ROUTE		EMPLOYEE NAMES (STAFF USE)							
TESTED	TURNS	1. PREDRIVING CHECK OF VEHICLE		1st	2nd	3rd	4th	5th	TOTAL
				OK	DEV	OK	DEV	OK	DEV
X		a.	VALID DRIVER'S LICENSE						
X		b.	VALID DEFENSIVE DRIVING CERTIFICATE						
	X	c.	BRAKES - 3 X 5						
	X	d.	HORN						
	X	e.	LIGHTS						
	X	f.	DIRECTIONAL SIGNALS	✓					
X		g.	ALL WINDOWS CLEAN	✓					
X		h.	WINDSHIELD WIPERS	✓					
X		i.	MIRROR ADJUSTMENT	✓					
X		j.	TIRES	✓					
X		k.	GENERAL HOUSEKEEPING	✓					
X		l.	RESTRAINT DEVICES SECURED						
		2. ROAD TEST OBSERVATIONS							
		ADEQUATE SPACE CUSHION							
	X	a.	ANEAD						
	X	b.	TAILGATER						
	X	c.	TO THE SIDES AND REAR						
	X	d.	WHEN STOPPED - IN LANE						
		COMMUNICATE							
	X	a.	DIRECTIONAL SIGNALS						
	X	b.	USE OF EYES - STRAIGHT						
	X	c.	USE OF HORN						
	X	KEY ELEMENTS							
	X	a.	INTERSECTION						
	X	b.	LANE OBSTRUCTION	✓					
	X	c.	PEDESTRIANS	✓					
	X	d.	RAILROAD CROSSING	✓					
	X	e.	SCHOOL ZONE	✓					
	X	f.	SPEED	✓					
	X	g.	TRAFFIC SIGN OR SIGNAL	✓					
	X	MANEUVERS							
	X	a.	BACKING	✓					
	X	b.	CHANGING LANES	✓					
	X	c.	LEFT TURN	✓					
	X	d.	PARKING	✓					
	X	e.	PARKING	✓					
	X	f.	RIGHT TURN	✓					
	X	g.	OTHER						

EXHIBIT

SEE DEFENSIVE DRIVING ROAD TEST REFERENCE SHEETS

RATING - $\frac{\text{FOUND OK ITEMS X 100}}{\text{FOUND OK + DEVIATIONS}} = \text{RATING}$ TOTAL

SUPERVISOR _____

SUPERVISOR _____

REVIEWER _____

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 TELEPHONE COMPANY EXCEPT UNDER WRITTEN AGREEMENT.

FIELD OBSERVATION RATING SHEET

NON-RIDING OBSERVATION OF VEHICLE OPERATOR		
NAME OF MOTORIZED MEMBER	TIME OF OBSERVATION FROM TO	DATE OF OBSERVATION
LOCATION OF OBSERVATION		VEHICLE NO.
(OPERATOR ROAD CHECK (Indicate Observation by Placing "X"))		
A. IRREGULARITIES		B. UNDESIRABLE DRIVING PRACTICES
<input type="checkbox"/> Improper Backing <input checked="" type="checkbox"/> Improper Starting <input type="checkbox"/> Improper Parking <input type="checkbox"/> Improper Turning or Intersection <input type="checkbox"/> Failed to Stop at Crosswalk <input type="checkbox"/> Exceeding Miles/Hour <input type="checkbox"/> Traveling too Fast for Conditions <input type="checkbox"/> Driving Recklessly <input type="checkbox"/> Following too Closely <input type="checkbox"/> Suspended Stop Sign <input type="checkbox"/> Other (Specify)	<input type="checkbox"/> Violation of Right of Way <input type="checkbox"/> Driving in Wrong Lane <input type="checkbox"/> Disobeyed Traffic Signal <input checked="" type="checkbox"/> Failed to Signal Properly <input type="checkbox"/> Making Unauthorized "U" Turns <input type="checkbox"/> Driving Without Lights <input type="checkbox"/> Operating Vehicle in An Inhibited Condition <input type="checkbox"/> Failed to Lock Unauthorized Persons	<input type="checkbox"/> Failed to Use Seat Belt <input type="checkbox"/> Failed to Keep Side Doors Closed <input type="checkbox"/> Carrying Unauthorized Passengers <input type="checkbox"/> Dangerous to Public <input type="checkbox"/> Misuse of Chassis <input type="checkbox"/> Cutting Turns <input type="checkbox"/> Dirty Windshield or Mirrors <input checked="" type="checkbox"/> Puffed into Driveway or Other Unnecessary Backing <input type="checkbox"/> Other (Specify)
C. NO INFRACTIONS OBSERVED		
<input type="checkbox"/> During this observation, the Above Driver Committed no irregularities. He is to be commended for his professional driving practices.		
COMMENTS:		
TITLE OF OBSERVER		SIGNATURE
H. TO BE COMPLETED BY DRIVER'S IMMEDIATE SUPERVISOR		
ACTION TAKEN:		
Original to: Immediate Supervisor	Date:	Signature:
Yellow Copy to: Transportation Superintendent		
Pink Copy to: Motorist Manager		

EXHIBIT

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 TELEPHONE COMPANY EXCEPT UNDER WRITTEN AGREEMENT.

EXHIBIT 11, PAGE 1 OF 1

EMERGENCY CALL LIST

EMERGENCY CALL LIST

City

Co. Medical

After Hour Calls

	Name	Address	Telephone
Ambulance			
Emergency Hosp.			
Fire Dept.			
Police Dept.			

It is the responsibility of the senior employee present at the scene of the accident to report all cases immediately to:

CHIEF SPECIAL AGENT #

After Hours

Calls shall then be placed until one of the following people has been contacted PERSONALLY.

	Working Hrs.	After Hrs.
Immediate Supv. Name		
Transportation Supv. Name		
Dist. Mgr. Name		
Dist. Safety Supv. Name		

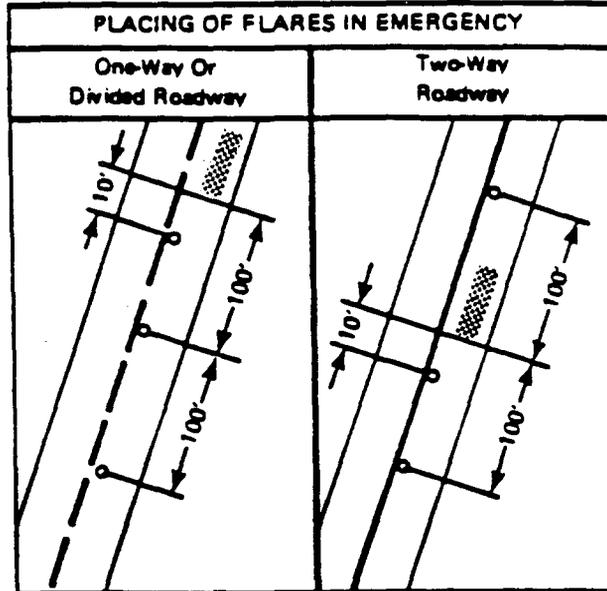
Page Surv No.

Mobile Telephone Number

EXHIBIT

PROPRIETARY
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TRUCK BREAKDOWN

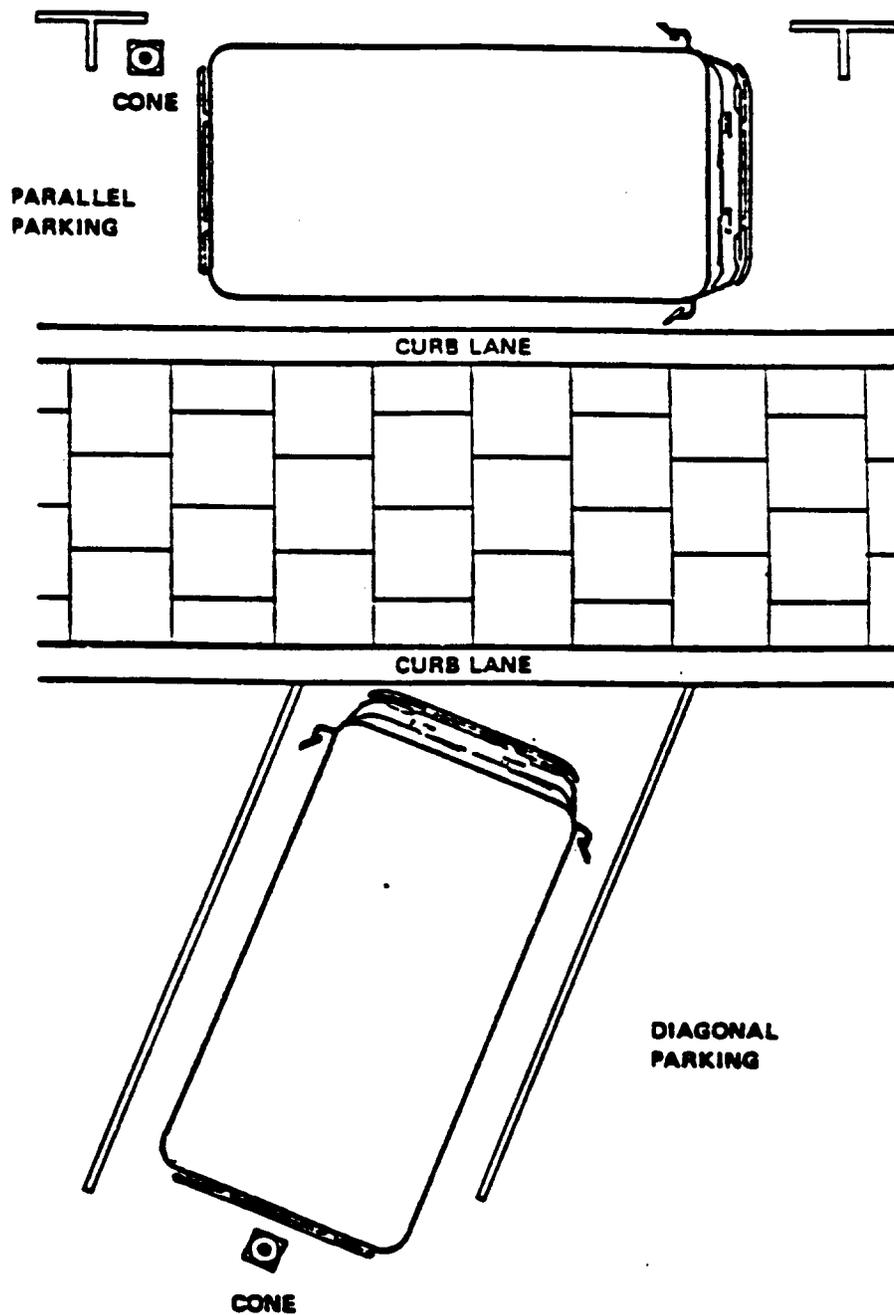
**In The Event Of A Breakdown, The Driver Should:**

1. Get Truck Off Road If Possible
2. Secure Truck; Chock Wheels
3. Set Up Flares And Reflectors (See Note.)
4. Leave Emergency Four-Way Flashers On
5. Turn All Other Lights Off
6. Call Police If Truck Is In A Hazardous Position
7. Avoid Standing Behind Disabled Vehicle; Await Relief In Cab Or Well Off The Road
8. Call Supervisor Or Centralized Repair Service.

Note: Set Flares And Reflectors Back Far Enough To Warn Oncoming Traffic, Especially On A Hill Or Curve. Walk To The Side Of The Road While Setting Up Warning Devices. Place Flares And Reflectors According To Above Illustration.

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TELEPHONE COMPANY EXCEPT UNDER WRITTEN AGREEMENT.

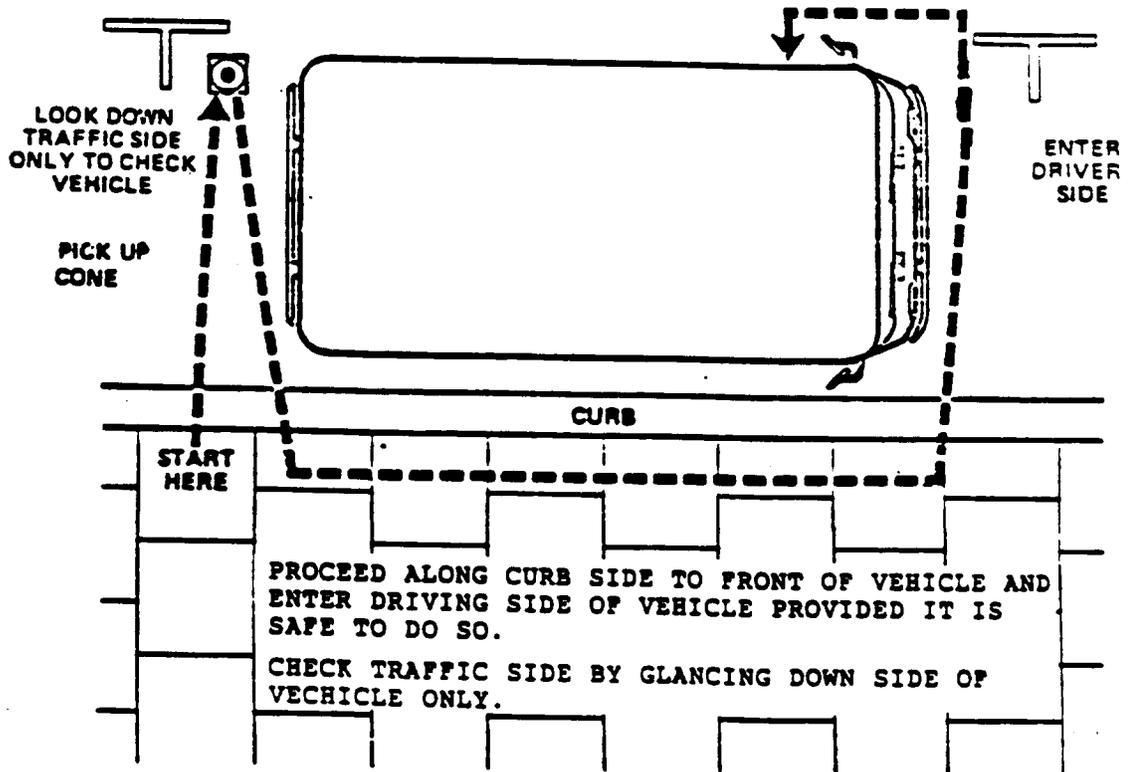
EXHIBIT 13, PAGE 1 OF 1
POSITIONING CONES FOR PARKING



**DON'T HAVE AN ACCIDENT
ALWAYS FOLLOW SPACE CUSHION CONCEPTS**

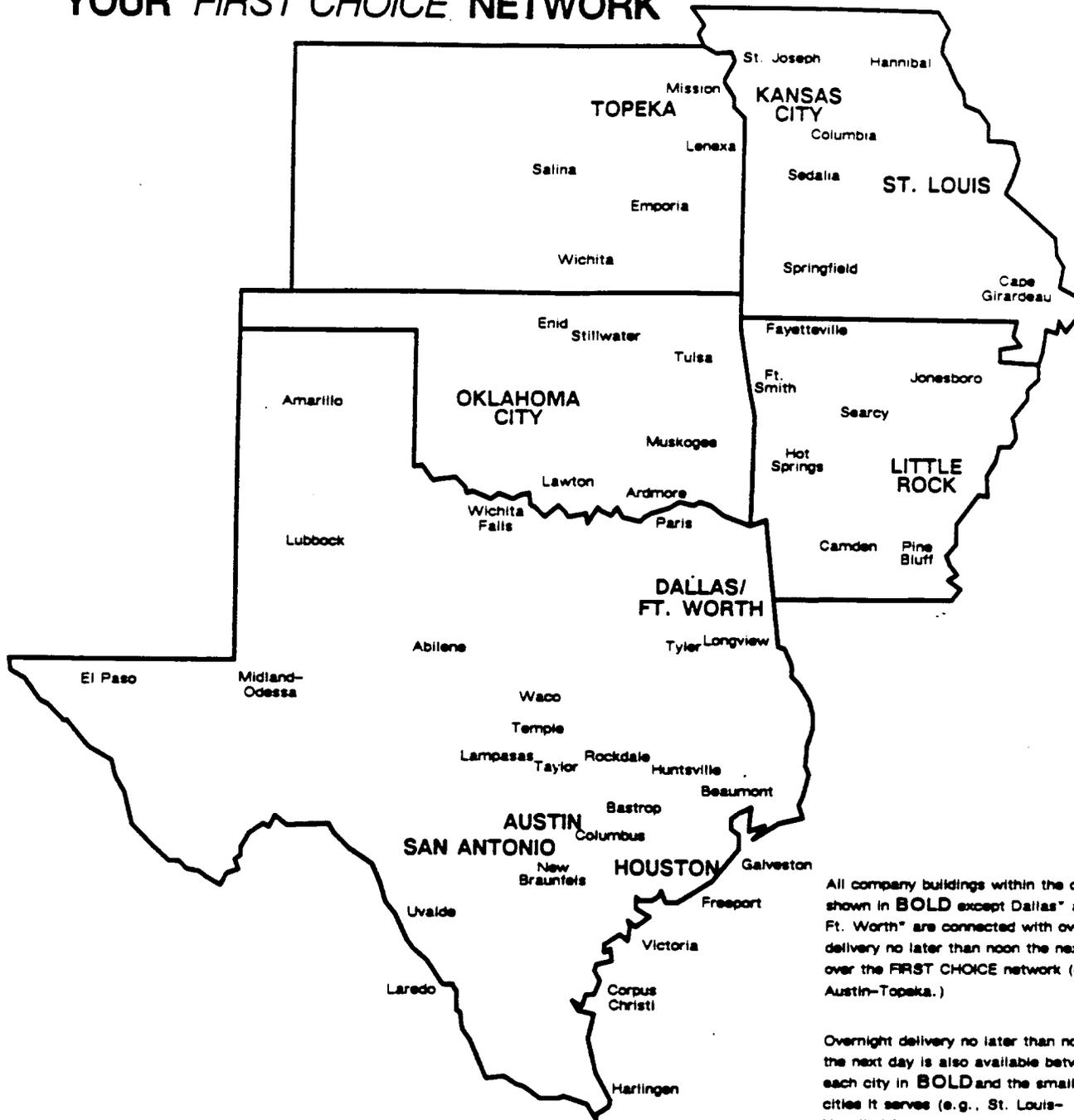
**PROPRIETARY
NOT FOR USE OR DISCLOSURE OUTSIDE SOUTHWESTERN BELL
TELEPHONE COMPANY EXCEPT UNDER WRITTEN AGREEMENT.**

CIRCLE OF SAFETY



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YOUR FIRST CHOICE NETWORK



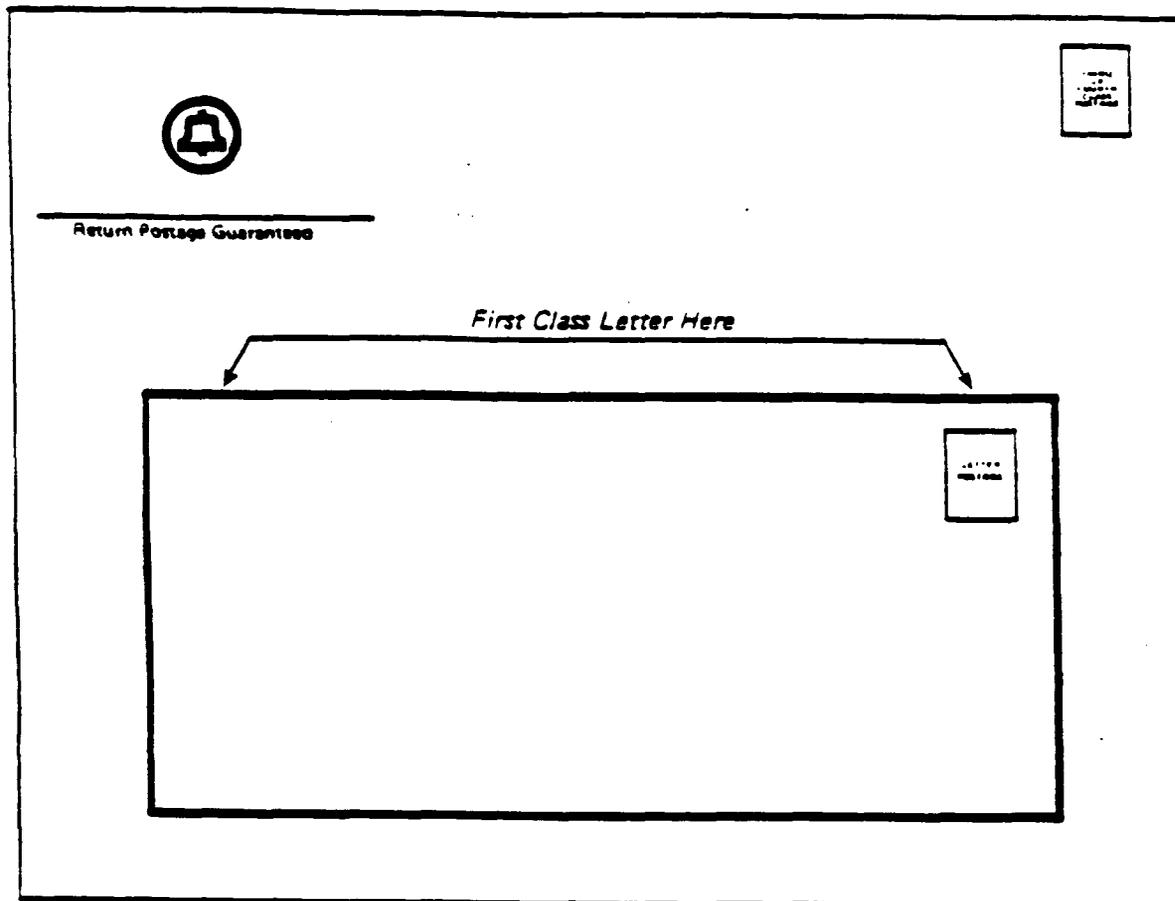
All company buildings within the cities shown in **BOLD** except Dallas* and Ft. Worth* are connected with overnight delivery no later than noon the next day over the **FIRST CHOICE** network (e.g., Austin-**Topeka**.)

Overnight delivery no later than noon the next day is also available between each city in **BOLD** and the smaller cities it serves (e.g., St. Louis-**Hannibal**.)

* Dallas/Ft. Worth
All buildings district level and above

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COMBINATION MAILINGS



The large envelope (12 1/2" x 9 1/2") is used for Third or Fourth-Class contents.

A smaller (8 3/4" x 4 1/4") envelope for related First-Class letters is superimposed and adheres to the face of the large envelope. Addressee information should be filled out on the First-Class envelope. Each envelope contains space in its respective upper right hand corner for appropriate postage.

First-class attachments may be marked "First-Class" or "Letter Enclosed". Third-class attachments must be marked "Third-Class".

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EXHIBIT 17, PAGE 1 OF 1

U.S. POSTAL SERVICE FORM 3605

U S POSTAL SERVICE STATEMENT OF MAILING -- BULK ZONE RATES										
POST OFFICE		SIGNATURE OF PERMIT HOLDER OR AGENT DATE OF MAILING <i>(Certified true and correct)</i>				PERMIT NO				
NAME AND ADDRESS OF PERMIT HOLDER			NAME AND ADDRESS OF PERSON OR FIRM FOR WHICH MAILING IS PREPARED <i>(If other than permit holder)</i>			WEIGHT OF A SINGLE PIECE LBS OZS		NUMBER OF		
								SACKS	CARTONS	OUTSIDE BUNDLES
1 ZONES	2 NUMBER OF PIECES	3 PIECE RATE		4 TOTAL PIECE RATE CHARGE <i>(2 x 3)</i>	5 NUMBER OF POUNDS	6 POUND RATE		7 TOTAL POUND RATE CHARGE <i>(5 x 6)</i>	8 POSTAGE CHARGEABLE <i>(CAT - Columns 4 + 7) (P.P. - Column 4)</i>	
		CAT	P.P. 1			CAT	P.P. 1			
LOCAL		26¢				7 1/4				
1 and 2		31¢				4 9/16				
3		31¢				5 2/4				
4		31¢				6 4¢				
6		31¢				7 8¢				
6		31¢				9 6¢				
7		31¢				11 6¢				
8		32¢				13 9¢				
TOTALS										

MAILER: Complete all items by typewriter, pen or machine pencil. Prepare in duplicate if record is desired.

EXHIBIT 17

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U.S. POSTAL SERVICE FORM 3533

U.S. POSTAL SERVICE	POSTMASTER OFFICE USE ONLY
APPLICATION AND VOUCHER FOR REFUND OF POSTAGE AND FEES	
Complete in duplicate by postmaster, not on indelible pencil and submit to the Postmaster with envelope or wrapper or postage metered having names on address of sender and addressee, enclosed postage and postal markings. (See Part 147 of Postal Service Manual.)	DATE RECEIVED
PART I—APPLICATION (To be completed by Customer)	
CUSTOMER'S NAME (Print or type)	POSTOFFICE NO.
MAIL ADDRESS	
CITY, STATE AND ZIP CODE	
SERVICE FOR <input type="checkbox"/> Postage and special service fees paid on accompanying matter which is returned in Part IV on reverse. <input type="checkbox"/> Complete and legible unused or spoiled meter stamps less than one year old, which are returned in Part IV on reverse. <input type="checkbox"/> Unused meter in discontinued meter. <input type="checkbox"/> Other (Explain) _____ _____ _____	
(Date of application)	(Signature of applicant and date, if any, on original only)
PART II—VERIFICATION OF REFUND (For Post Office Use Only)	
POST OFFICE	DATE
Claimant is entitled to a refund of \$ _____ in accordance with details on reverse of this form. _____ (Signature of postmaster) _____ (Company address)	
PART III—RECEIPT FOR REFUND	
Received from the Postmaster at the office named above, refund in the amount of \$ _____ _____ (Date) _____ (Signature of Payee or Treasury Check or Money Order Number)	
Secure the signature of the payee if payment is made in cash. Where used, show Treasury check or money order number in lieu of payee's signature.	

EXHIBIT

PROPRIETARY
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METER STAMPS FOR PREPAID REPLY POSTAGE

(Meter stamp to
be placed here)

**NO POSTAGE STAMP NECESSARY
POSTAGE HAS BEEN PREPAID BY**

John Doe Company
123 Tremont Street,
New York, N.Y. 10010

METERED REPLY POSTAGE. You may use meter stamps to prepay reply or return postage under the following conditions: -

(1) Meter stamps must be printed directly on the envelope or card that bears the printed return address of the license holder. The meter stamp must be imprinted **WITHOUT A DATE OF ANY KIND** in it.

(2) The words **"NO POSTAGE STAMP NECESSARY POSTAGE HAS BEEN PREPAID BY _____"** must be printed immediately above the return address, as shown in the sample to the right.

(3) Reply or return mail prepaid by meter stamps will be delivered only to the printed address. If the printed address is altered, the mail will be held for postage.

(Return post-
age meter impression
here **NO DATE**)

**NO POSTAGE STAMP NECESSARY
POSTAGE HAS BEEN PREPAID BY**

POSTAL DIGEST CO.
P. O. BOX 93
VALLEY STREAM, N.Y. 11582

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U.S. POSTAL SERVICE FORM 3602A

U. S. POSTAL SERVICE

DAILY RECORD OF METER REGISTER READINGS

License No.

Postage Meter No.

Manufacturer.....
(Inches)

Denomination or Unit Value

Period From.....

Post Office Where Set
(Main Office, Subpost, or Branch)

License Holder

Address

**PRESENT THIS BOOKLET WHEN
ADDITIONAL POSTAGE IS PURCHASED**

PS FORM
NOV 1970 3206-A

EXHIBIT

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U.S. POSTAL SERVICE FORM 3602A
(Instructions)**INSTRUCTIONS**

1. When a meter is placed in use, the postal employee who sets it shall prepare this booklet and enter in column (C) the total of the ascending and descending registers after setting, together with the date and his initials.
2. This booklet shall be turned over to the meter user who must record in the spaces provided therefor the readings of the ascending and descending registers each day of operation. It is suggested that these readings be recorded at the time the date is changed in the meter. It is in the interest of the meter user to add the ascending and descending register readings from time to time and enter the total in column (C) to verify the accuracy of registration.
3. The total of readings (columns (A) and (B)) shown in column (C) must always agree with the last entry made by the postal employee at time of setting. If it does not agree the meter shall be presented promptly to the post office for examination.
4. Should a meter misregister, be damaged or destroyed by fire or otherwise, and it is found that the user has failed to enter the readings of the registers daily, any adjustment for unused postage which was in the meter will be at the discretion of the U.S. Postal Service.
5. Each time additional postage is purchased this booklet shall be presented. The postal employee will verify that the total of readings (columns (A) and (B)) agree with the last entry in column (C) before any action is taken to reset the meter. The employee who sets the meter shall enter on the next blank line in columns (A), (B) and (C) the ascending, descending and total register readings after setting together with the date and his initials.
6. When completed this booklet should be retained on file by the meter user for at least 1 year from date of final entry.
7. When the meter is checked out of service for any reason, this booklet shall be presented with it. The booklet will be returned to the meter user after the meter is examined and determination is made whether any postage adjustment is necessary.
8. Where the meter is not set within a period of 6 months, it must be presented with this booklet at the post office where it was set for examination and verification of the register readings.
9. Only representatives of the authorized manufacturer shall be permitted to service a postage meter. Misuse of a postage meter is punishable under postal laws and regulations.

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