Comparative Study of Motor Carrier Services Programs

Submitted to:

THE MONTANA DEPARTMENT OF TRANSPORTATION
MOTOR CARRIER SERVICES DIVISION

by:

Mountain West Management
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16. Abstract

Comparative review of the Motor Carrier Services programs in nine (9) jurisdictions , as follows:

* Alberta, Canada
* Arizona
* Colorado
* Idaho
* Nebraska
* North Dakota
* Texas
* Washington
* Wyoming

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Comparative Study of Motor Carrier Services Programs

I. EXECUTIVE SUMMARY

Introduction: Background, Objectives, and Process

The Motor Carrier Services Division of the Montana Department of Transportation commissioned this study to provide factual, comparative information about the motor carrier programs of nine selected jurisdictions, focusing on the manner in which those jurisdictions deal with the mixture of regulatory and enforcement responsibilities with which they are faced. Information included in this report was obtained by Mountain West Management through written surveys, on-site visits with motor carrier program personnel in each of the study jurisdictions, and research on motor carrier program topics through a variety of sources. Study jurisdictions included Alberta Canada, Arizona, Colorado, Idaho, Nebraska, North Dakota, Texas, Washington, and Wyoming.

For the purposes of this report, "regulatory" activities are considered to be those that have to do with establishing and administering rules and regulations, issuing permits and licenses, and collecting associated fees and fines. "Enforcement" activities relate to ensuring compliance with laws and regulations and exercising the authority needed to force compliance or otherwise cause violators to cease non-compliant activity.

Study Findings - Organization

Organization Title and Reporting Structure: Three jurisdictions (Arizona, Colorado, and Idaho) have separated motor carrier program functions between two agencies, either the Departments of Transportation or Revenue, and the jurisdiction's equivalent of the Highway or State Patrol. Five jurisdictions (Nebraska, North Dakota, Texas, Washington, and Wyoming) have placed all motor carrier program functions under the Highway or State Patrol organizations. Only Alberta has a non-Patrol agency in charge of all elements of the province's motor carrier programs.

Program Responsibilities and Employees Types: Three jurisdictions (Alberta, Nebraska, and Washington) utilize non-State Patrol or Highway Patrol Troopers exclusively to carry out motor carrier program responsibilities. Five (Arizona, Colorado, Idaho, North Dakota, and Wyoming) utilize a combination of Troopers and Non-Troopers. Only Texas utilizes Highway Patrol Troopers exclusively for all of its motor carrier programs.

Program Achievement Measures

The study includes an examination and comparison of program achievement levels among jurisdictions including weight and length and safety program activity. Numbers of weight and length checks and safety inspections are also calculated as ratios against jurisdictions' share of the 1995 Motor Carrier Assistance Program (MCSAP) allocation from the Federal Highway Administration (FHWA). Doing so provides an analysis of each state's activity in both program types versus the best available measure of heavy commercial vehicle activity. (MCSAP allocations are calculated utilizing formula which take into account public road and street mileage, the number of truck and tractor registrations, geographical size and population, estimates of annual vehicle miles, and commercial use of special fuels for each state.)

Weight and Length Checks: Arizona conducted the greatest number of checks at over 6.5 million. Colorado was next at over 4.1 million, then came Washington at almost 2.7 million. Texas had the fewest at 231,000. It is useful to note that Arizona and Colorado, which conduct weight and length checks under Departments of Transportation and Revenue, lead the list in terms of weight and length checks.

W&L Checks Percent of MCSAP Allocations: Arizona is also the leader in regard to weight and length checks as a ratio against MCSAP allocations with a ratio of 8.77:1. Wyoming was second with a ratio of 5.45:1, and Colorado was third at 5.44:1. Texas was also last in this category with a ratio of .09:1. Again, two of the top three states according to this measure administer weight and length programs through Departments of Transportation and Revenue.

W&L Violations: Washington showed the greatest number of weight and length violations of all types at almost 71,000; the least number was reported for North Dakota at 94. Texas reported the greatest level of violations versus checks at over 17.5%.

Safety Inspections: Texas reported the most safety inspections at 77,644, Washington had 62,046, Colorado and Arizona were a distant third and fourth at 46,619 and 46,083. Wyoming conducted the least safety inspections at 7,024.

Safety Inspections Percent of MCSAP Allocation: An analysis of inspections as a percent of MCSAP allocations, which may be a measure of program efficiency, significantly reorders the relative ranking of the states versus the display of raw numbers of inspections. Arizona and Colorado lead the eight jurisdictions with 6.19 percent and 6.08 percent respectively. Washington is third at 5.44 percent, Texas is a distant fifth at 2.96 percent.

Out-of-Service Orders: Idaho was the leading state in regard to out-of-service orders as a percent of inspections with 43.02 percent, Nebraska and Texas were second and third at almost 38 percent each. Colorado was last in this measure with 20.45 percent.

Program Philosophy: Enforcement versus Regulatory

Arizona, Colorado, and Idaho: Three states, Arizona, Colorado and Idaho, divide program responsibilities between two separate agencies. For those states, findings regarding program philosophy generally follow the division of responsibilities. The motor carrier safety programs vested in Highway or State Patrol organizations are uniformly characterized as "Enforcement" in nature; they all employ weapon carrying officers, exercise arrest powers, report through a military-style chain of command, and exhibit a police-style attitude. Weight and length programs in these states are vested in non-Highway or State Patrol agencies. These organizations are all characterized as "Regulatory" in nature. None of them employ weapons carrying employees and none exercise arrest powers. They report through a civilian-style chain of command, and exhibit, with the exception of the wearing of uniforms, a civilian-style attitude to program administration.

Nebraska, North Dakota, Washington, and Wyoming: The Nebraska State Patrol utilizes non-Trooper Commercial Enforcement Officers (CEO's) for all motor carrier program functions. These officers carry firearms and operate in an organization that is very similar to the "regular" patrol. Nebraska is characterized as "Enforcement" in nature. The Washington State Patrol conducts weight and length and safety inspection programs through employment of uniformed Commercial

Vehicle Officers (CVO's) who occupy the status of "Special Deputies." While not carrying firearms and not as similar to the State Patrol as are CVO's in Nebraska, the Washington program operates and obtains levels of achievement in a manner that produces an "Enforcement" characterization.

The North Dakota and Wyoming Highway Patrols utilize Troopers in their Motor Carrier Safety unit to carry out commercial vehicle safety inspection and enforcement activities which are conducted under an "Enforcement" philosophy. Their Highway Patrols also employ uniformed civilian staff to conduct weight and length inspection responsibilities which are conducted under a "Regulatory" philosophy. The overall motor carrier program philosophy in North Dakota and Wyoming are characterized as "Both" regulatory and enforcement in nature.

Alberta and Texas: Alberta conducts motor carrier safety and weight and length program functions utilizing uniformed, unarmed, civilian personnel under the Carrier Services Program of the Ministry of Transportation and Utilities. Texas is the only one of the study jurisdictions that conducts both weight and length and safety programs through the utilization of police personnel, essentially the Texas highway patrol, employed by the Department if Public Safety. Every facet of the organization's philosophy is of an "Enforcement" nature.

Personnel Practices

Employee Turnover: The average turnover rate for all of the study jurisdictions is calculated at 5.4% . Information supplied by study jurisdictions indicate that North Dakota has the lowest annual turnover percentage (1%), and that Nebraska has the highest (11%). The measure can be indicative of overall employee morale or satisfaction. However, factors other than morale, such as conditions in the local economy and remoteness of employee assignments, particularly in the case of fixed weight and length check stations, were sited by program managers and staff as significant contributors to turnover.

Salary Comparisons: Washington's Commercial Vehicle Enforcement officers earn salaries that are the highest percentage of Highway Patrol Trooper Salaries of all non-Trooper agencies at over 90% for both Fixed and Mobile officers. North Dakota's Fixed program officers have the lowest percentage at just under 70%. All jurisdictions in which Highway Patrol Troopers are responsible for the Mobile program show that salaries are 100% of regular Troopers' salaries.

Hiring & Training Requirements and Perceptions of Professional Status: Findings regarding employees' impressions of their professional status in relation to law enforcement officers were tracked against findings in other topics examined in the study to produce the following patterns: Of the eight organizations employing non-Highway or State Patrol Troopers, six are described as operating under a Regulatory philosophy (Alberta, Arizona, Colorado, Idaho, North Dakota, and Wyoming), and two are described as operating under an Enforcement philosophy (Nebraska and Washington). Of the six *Regulatory-style* organization types, four employee groups exhibit Acceptance of their professional status versus law enforcement personnel, and two exhibit Negative feelings regarding their status. None exhibit feelings characterized as Positive by the definition employed for the study. The two *Enforcement-style* non-Trooper organizations exhibit Positive feelings regarding their professional status versus law enforcement personnel. (Both are characterized by the employment of non-Trooper personnel in their State Patrols to conduct motor carrier program responsibilities.)

For both cases in which Negative feelings regarding professional status were exhibited, they were accompanied by negative Separate Entity Relations. For both cases in which Positive feelings regarding professional status were exhibited, they were accompanied by Positive Separate Entity Relations and high levels of post-hire training requirements for non-Trooper personnel.

Other Findings

FHWA Compliance: All states which were subjects of this study are considered to be in compliance with FHWA requirements. Nebraska achieved that status within the last twenty-four months by adopting all of the necessary federal regulations.

Organizational Changes: Four jurisdictions have undergone organizational changes within the least ten years significant enough to warrant discussion as part of the study. In July, 1994, a change in policy was implemented which provides for firearms to be carried by Nebraska's Commercial Enforcement Officers working in both fixed and mobile capacities. (The one-time cost of the conversion is estimated at $100,000.) In Alberta, the provincial highway patrol (which dealt mainly with commercial vehicles) was eliminated in 1987 and employees were transferred to the Carrier Services program. The Wyoming Port-of-Entry organization was transferred from the Department of Revenue to the Highway Patrol in 1990. The change resulted in a shift in program emphasis from revenue collection to safety inspections. In 1984, mobile weight and length and safety officers employed by the Arizona Department of Transportation were transferred to the Highway Patrol in the Department of Public Safety. Of the 21 mobile officers employed by DOT, 16 made the transfer and 5 did not. Transferred officers did not become regular troopers but were classed as "special officers" with pay and retirement benefits below those of regular troopers.

General Impressions: One very basic impression gained by the study team is that issues revolving around "Regulatory" versus "Enforcement" style philosophy, and the impact of program philosophy on personnel practices, are pervasive among the study jurisdictions. Each of them has wrestled with such issues in the past and continue to do so through the present. In the nine study jurisdictions examined, there are six variations on combinations of organization types and personnel status designed to answer the questions. While each of the jurisdictions reported being basically satisfied with its organization and the manner in which it has addressed the issues, it is obvious that there is not a uniform set of practices that represents a consensus among them. In other words, no one seems to have all the answers.

It is the opinion of the study team that the best answers may be best found through the development of standards that serve to establish an identity for motor carrier program personnel that sets them apart from other types of regulatory and enforcement officers. Identification with such professional standards may allow motor carrier program personnel to identify their occupation as unique to itself and at least partially de-emphasize the desire to associate their activities with other, inherently disimilar occupation types.

Comparative Study of Motor Carrier Services Programs

II. NARRATIVE DESCRIPTION OF STUDY RESULTS

1.0 Introduction: Background and Objectives

All fifty states and territories of the United States and the Canadian provinces operate commercial motor carrier programs which include weight and length and safety inspection requirements. Within each of these jurisdictions, there exists a mixture of "regulatory" and "enforcement" style activity. For the purposes of this report, "regulatory" activities are considered to be those that have to do with establishing and administering rules and regulations, issuing permits and licenses, and collecting associated fees and fines. "Enforcement" activities relate to ensuring compliance with laws and regulations and exercising the authority needed to force compliance or otherwise cause violators to cease non-compliant activity.

The Motor Carrier Services Division (MCS) of the Montana Department of Transportation (MDT) commissioned this study to provide factual, comparative information about the motor carrier programs of selected jurisdictions, focusing on the manner in which those jurisdictions deal with the mixture of regulatory and enforcement responsibilities with which they are faced. The following nine jurisdictions were subjects of the study:

- Alberta, Canada
- Arizona
- Colorado
- Idaho
- Nebraska
- North Dakota
- Texas
- Washington
- Wyoming

The report does not offer management recommendations or conclusions but provides insight into the comparative organizational structures of the study jurisdictions, the philosophy by which they approach the regulatory versus enforcement nature of their operations, the situation of program personnel in regard to program philosophy and their job satisfaction, and measures of program achievement.

2.0 Report Organization

The report is organized in three major sections: 1) Executive Summary; 2) Narrative Description of Study Results; and 3) Study Jurisdiction Interview Summaries. Interview Summaries provide a more detailed explanation of the results of interviews with personnel in each jurisdiction. The Appendix includes salary surveys compiled from research sources which provide more detail on comparative salaries for various types of employees in each of the jurisdictions. Also included in the appendix is a copy of the survey form and document request list used as the basis of information collection during the interview process.

3.0 Study Process

Information included in this report was obtained by Mountain West Management through written surveys, on-site visits with motor carrier program personnel in each of the study jurisdictions, and research on motor carrier program topics through a variety of sources. Personnel constituting the consulting team were Steve Huntington, General Partner of Mountain West, and Jim Kembel, Special Consultant to the firm for the motor carrier services study.

3.1 Interviews

The interview portion of the process constituted the most significant of the study activities. Each of the study jurisdictions was contacted by telephone in advance of scheduling an on-site visit. Also, a package of information was sent to each jurisdiction including a cover letter describing the purpose of the study, a copy of the basic set of questions that would be asked by the consulting team, and a list of documents and other informational items requested as supporting material. Jurisdictions were asked to set aside the greatest part of a day for the interview process and were requested to make available motor carrier program staff from all levels of the organization.

All of the jurisdictions were cooperative in the study process. Some prepared written answers to the basic survey questions in addition to participating in the interview and all supplied all or a portion of the documents requested. While some organizations were more open than others to wide-ranging interviews and discussions with program staff, all made available members of their management and field staffs for interviews, either at the program's central office or at remote offices or weigh stations.

For all study jurisdictions, the consulting team interviewed the motor carrier services program administrator or senior manager, other members of management, a supervisor in direct charge of field personnel, and field personnel engaged in weight and length program activities and if applicable to the jurisdiction, vehicle safety inspection activity. Also, if applicable to the jurisdiction, interviews were conducted with field personnel engaged in mobile weight and length and safety inspection activities. Detailed lists of individuals interviewed are included in the Study Jurisdictions Interview Summaries.

Three of the nine study jurisdictions (Arizona, Colorado, and Idaho) have allocated responsibility for certain aspects of motor carrier programs to separate agencies. In Arizona and Idaho, the organizational split separates safety programs, administered respectively by Highway Patrol and State Police, from weight and length programs, administered by Departments of Transportation. In Colorado, the Department of Revenue houses both safety and weight and length programs; the Colorado Highway Patrol also administers safety programs. While the study focused on single organizations responsible at a minimum for weight and length programs, the consulting team also conducted interviews with at least one person from the non-weight and length program in Arizona and Idaho.

3.2 Other Research

Additional research was conducted to augment information assembled through the interview process. The focus of additional research was identification and display of data to provide an independent measure of the achievements of each jurisdiction weight and length and safety programs, program compliance with Federal Highway Administration requirements, and finding material to fill gaps in information supplied by study jurisdictions. Sources for additional research include the Federal Highway Administration - Office of Motor Carrier Field Operations, the Maintenance Council of American Trucking Associations, and comparative salary information from the International City/County Management Association, the U.S. Department of Justice, and the Montana Department of Administration.

3.3 Internal Reviews

An important component of the study process was internal review conducted by a Technical Panel consisting of MCS field officers, a representative from the Montana office of the Federal Highway Administration, and MCS management. Activities included receipt of interview results and data collected through site visits, review of draft study findings and information displays, and participation in an oral presentation on preliminary study results. The objective of the internal review process was not to affect the substance of information collected, but to make sure that all subjects of concern to interested parties were addressed and to be sure that the range of perspectives regarding motor carrier programs were acknowledged by the consulting team.

4.0 Study Findings

Study findings are grouped according to four general sets of information: *Organizational Structures* including analysis of program titles, responsibilities, employee types; and reporting relationships; *Program Achievement* measures including analysis of weight and length checks and violations and of safety inspections and resulting out-of-service orders; *Program Philosophy: Enforcement versus Regulatory* including analysis of command structures, weapons policies, officer authority, achievement levels, and attitude; *Personnel Practices* including analysis of employee turnover, salary comparisons, hiring and training requirements, separate entity relations, and employees' perception of their professional status; and *Other Findings* including a discussion of FHWA compliance, significant organizational changes, and general impressions formed by the study team. Findings are accompanied by graphic presentations of information relative to each topic of analysis.

4.1 Organizational Structures

The focus of this portion of the analysis is the location of motor carrier programs within the overall organizational structure of state or provincial government. The table below displays the basic organizational situations of motor carrier programs in each of the study jurisdictions, the responsibilities assigned to each, and the type of employees used to meet those responsibilities.

Table 1. Organizational Structures

Jurisdtn.	• Program Title • Responsibilities • Employee Type	Supervisory Agency	Next Level
Alberta	• Carrier Services Prgm • W&L and Safety • Non-Trooper	Motor Transport Svcs	Ministry of Trans. and Utilities
Arizona	• Ports of Entry • Fixed W&L • Non-Trooper	Motor Vehicle Division	Dept. of Trans.
	• Highway Patrol • Mobile W&L & Safety • Non-Trooper & Trooper	Dept. of Public Safety	Governor
Colorado	• Ports-of-Entry Division • W&L and Safety • Non-Trooper	Department of Revenue	Governor
	• State Patrol • Safety • Trooper	Dept. of Public Safety	Governor
Idaho	• Ports-of-Entry • W&L • Non-Trooper	District Engineers	Dept. of Trans.
	• State Police • Safety • Trooper	Dept. of Law Enforcemt	Governor
Nebraska	• Carrier Enforcemnt Div • W&L and Safety • Non-Trooper	State Patrol	Governor
N Dakota	• Motor Carrier Safety • W&L and Safety • Non-Trooper & Trooper	Highway Patrol	Governor
Texas	• Motor Carrier Bureau • W&L and Safety • Trooper	Traffic Law Enfmnt Div (Highway Patrol)	Dept. of Pub. Safety
Wshngtn	• Commercial Vehicle Div. • W&L and Safety • Non-Trooper	State Patrol	Governor
Wyoming	• Motor Carrier Svc. & Ports-of-Entry • W&L and Safety • Non-Trooper & Trooper	Highway Patrol	Dept. of Trans.

Organization Title and Reporting Structure

The table indicates that of the nine jurisdictions included in the study, three (Arizona, Colorado, and Idaho) have separated motor carrier program functions between two agencies, either the Departments of Transportation or Revenue, and the jurisdiction's equivalent of the Highway or State Patrol. All three of those Patrol organizations report to a Department of Public Safety or Law Enforcement.

Five jurisdictions (Nebraska, North Dakota, Texas, Washington, and Wyoming) have placed all motor carrier program functions under the Highway or State Patrol organizations, one of which (Wyoming) reports to a Department of Transportation, one of which (Texas) reports to a Department of Public Safety, and the other three of which (Nebraska, North Dakota, and Washington) report directly to their Governors.

Only Alberta has a non-Patrol agency in charge of all elements of the province's motor carrier programs.

Program Responsibilities and Employees Types

The Table also depicts the separation of responsibilities between Weight and Length (W&L) program administration and Safety program administration, and indicates the employee types (Patrol Troopers versus Non-Troopers) that are responsible for the particular responsibility. Comparisons focus on Highway or State Patrol Troopers because they are fully sworn law enforcement officers assigned to carry out the Patrol's motor carrier responsibilities in all jurisdictions that utilize them, while non-Trooper motor carrier employees occupy statuses ranging from civilian to special law enforcement officers with limited authority.

Three jurisdictions (Alberta, Nebraska, and Washington) utilize non-State Patrol or Highway Patrol Troopers exclusively to carry out motor carrier program responsibilities. Five (Arizona, Colorado, Idaho, North Dakota, and Wyoming) utilize a combination of Troopers and Non-Troopers. Only Texas utilizes Highway Patrol Troopers exclusively for all of its motor carrier programs.

In regard to the division of responsibilities, in cases in which Highway Patrol Troopers are involved in motor carrier programs, they always are at least responsible for motor carrier safety inspection programs and are in no case involved in fixed station weigh and length programs. Non-trooper personnel are utilized in a variety of capacities with duties ranging from fixed station weight and length program administration, to mobile weight and length programs, to safety inspection programs.

The organizational information described above has direct relevance to following sections on personnel practices, program achievement measures, and conclusions regarding the regulatory versus enforcement philosophies of the jurisdictions. Data will be displayed and repeated where appropriate.

4.2 Program Achievement Measures

The study includes an examination and comparison of program achievement levels among jurisdictions. Utilized are field activity measures including the number of

weight and length checks performed by each jurisdiction, the resulting number of violations of all types, the number of safety inspections of all types, and the number of out-of-service orders affecting drivers and vehicles as a result of safety inspections.

Numbers of weight and length checks and safety inspections are also calculated as a ratio against the jurisdiction's share of the 1995 Motor Carrier Assistance Program (MCSAP) allocation from the Federal Highway Administration (FHWA). While MCSAP allocations from FHWA provide funding for safety but not weight and length programs, measuring numbers of checks as a ratio of MCSAP allocations provides an analysis of each state's activity in both program types versus the best available measure of heavy commercial vehicle activity. MCSAP allocations are calculated utilizing formula which take into account public road and street mileage, the number of truck and tractor registrations, geographical size and population, estimates of annual vehicle miles, and commercial use of special fuels for each state. This methodology provides better information than a display of raw umbers of weight and length checks which may only reflect a state's size, location, and related amount of truck traffic. Allocations of MCSAP funds obviously do not relate to Canadian Provinces so no measure is included for Alberta.

Graphs 1. through 4. following page II-7 apply to program achievement and field activity measures. Below are explanations of data contained in the graphs.

Weight and Length Checks and Violations

Graph 1. displays, *by blue bars*, the total of annual weight and length checks reported by each jurisdiction for the most recent year information is available. Data was supplied by study jurisdictions.

States are ordered from left to right according to the descending level of weight and length checks. The graph indicates that Arizona conducted the greatest number of checks at over 6.5 million. Colorado was next at over 4.1 million, then came Washington at almost 2.7 million, Nebraska at over 1.8 million, Wyoming at 1.6 million, Idaho at 1.4 million, North Dakota at 746,000, Alberta at 459,000, and Texas with the fewest at 231,000.

It is useful to note that Arizona and Colorado, which conduct weight and length checks under Departments of Transportation and Revenue, lead the list in terms of weight and length checks. All jurisdictions except Texas perform weight and length checks using personnel other than non-Highway or State Patrol Troopers.

The graph also displays, in the *light blue background area*, weight and length checks as a ratio against MCSAP allocations. Arizona is also the leader in this category with a ratio of 8.77:1, Wyoming was second with a ratio of 5.45:1, and Colorado was third at 5.44:1. Texas was also last in this category with a ratio of .09:1. Again, two of the top three states according to this measure administer weight and length programs through Departments of Transportation and Revenue.

Graph 2. displays, *by the light blue background area*, the reported annual number of violations of all types (including orders to shift loads, warnings, citations, etc.) and, *by dark blue bars*, the percent of annual violations versus annual checks. States are ordered from left to right according to the descending level of total weight and length violations. Washington showed the greatest number of violations at almost 71,000; the

least number was reported for North Dakota at 94. The greatest percent of violations versus checks was reported for Texas (off the graph) at over 17.5%. The smallest percentage was reported for North Dakota at .01%. Some discrepancies are likely inherent in this data because all jurisdictions may not have reported based on a uniformly exhaustive list of violation types.

Safety Inspections and Out-of-Service Orders

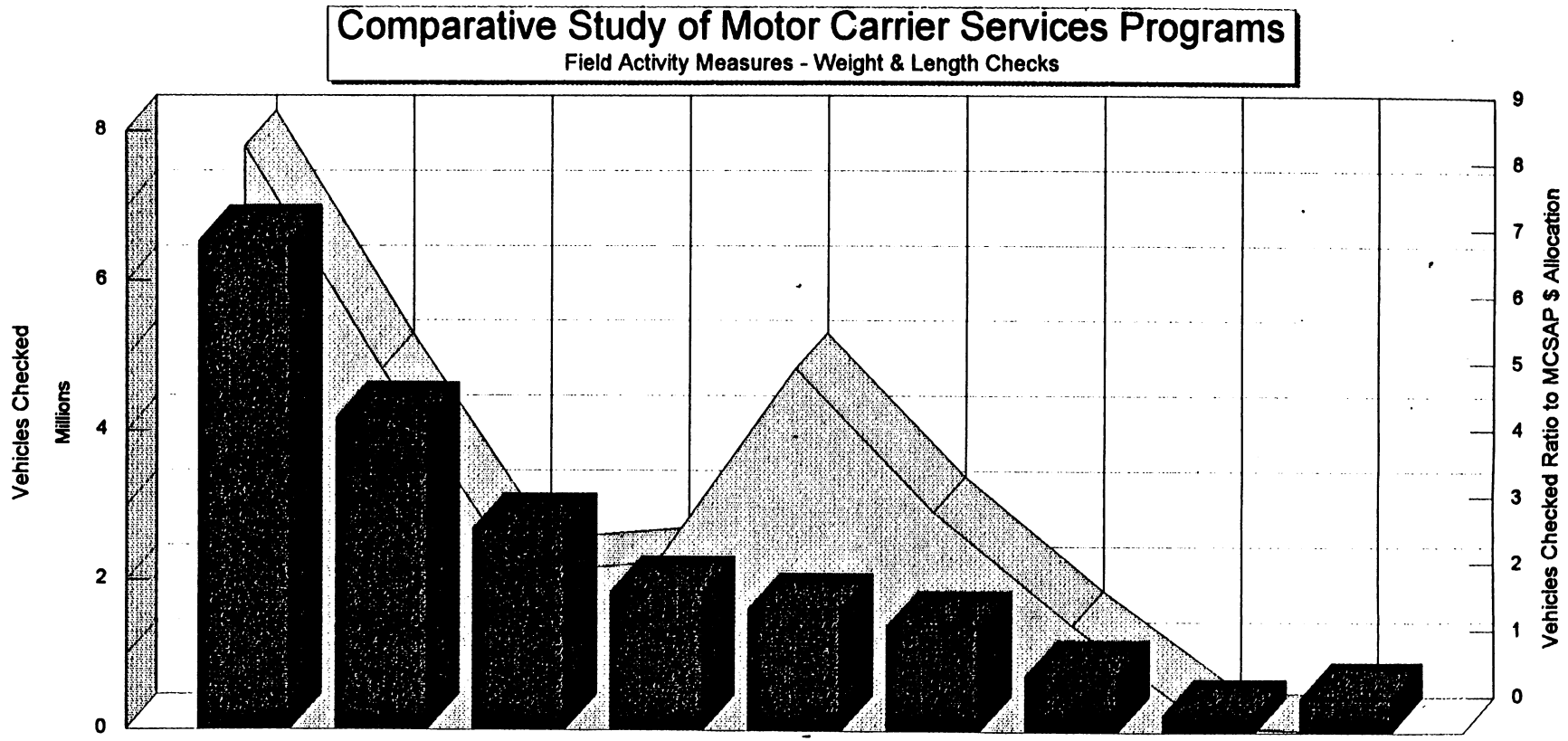
Commercial vehicle safety inspection programs are financed through a combination of funds provided by the jurisdictions and, in the case of the states, FHWA MCSAP funds. The measures of program field activity utilized in the study are the number of safety inspections of all types, including hazardous materials, all levels of vehicle and driver inspections plus bus inspections for federal fiscal year 1992. Inspections are measured as a percent of each state's MCSAP allocation in the same manner that this methodology was employed for weight and length checks. Also utilized are total numbers of out-of-service vehicle and driver orders issued by each state as a result of inspections. The source of data utilized in this section of the analysis is the Fiscal Year 1992 Annual Report of Office of Motor Carrier Field Operations of the Federal Highway Administration. No information is available for Alberta.

Graph 3. displays in *the light blue background area,* the total number of safety inspections conducted by the jurisdiction in fiscal year 1992. The graph shows that Texas reported the most safety inspections at 77,644, Washington had 62,046, Colorado and Arizona were a distant third and fourth at 46,619 and 46,083. Wyoming conducted the least safety inspections at 7,024. Texas and Washington conduct their safety programs under their respective Highway Patrols, Texas with Troopers and Washington with non-Trooper Patrol personnel.

Inspections as a percent of MCSAP allocations are displayed in *dark blue bars.* States are ordered from left to right according to the descending level of inspections as a percent of MCSAP allocations. This analysis, which may be a measure of program efficiency, significantly reorders the relative ranking of the states versus the display of raw numbers of inspections. Arizona and Colorado lead the eight jurisdictions with 6.19 percent and 6.08 percent respectively. Washington is third at 5.44 percent, Texas is a distant fifth at 2.96 percent. Arizona conducts its motor carrier safety program through Trooper and non-Trooper personnel under the state's Highway Patrol; Colorado administers the program under both the state's Highway Patrol and the Department of Revenue's Ports-of-Entry Division.

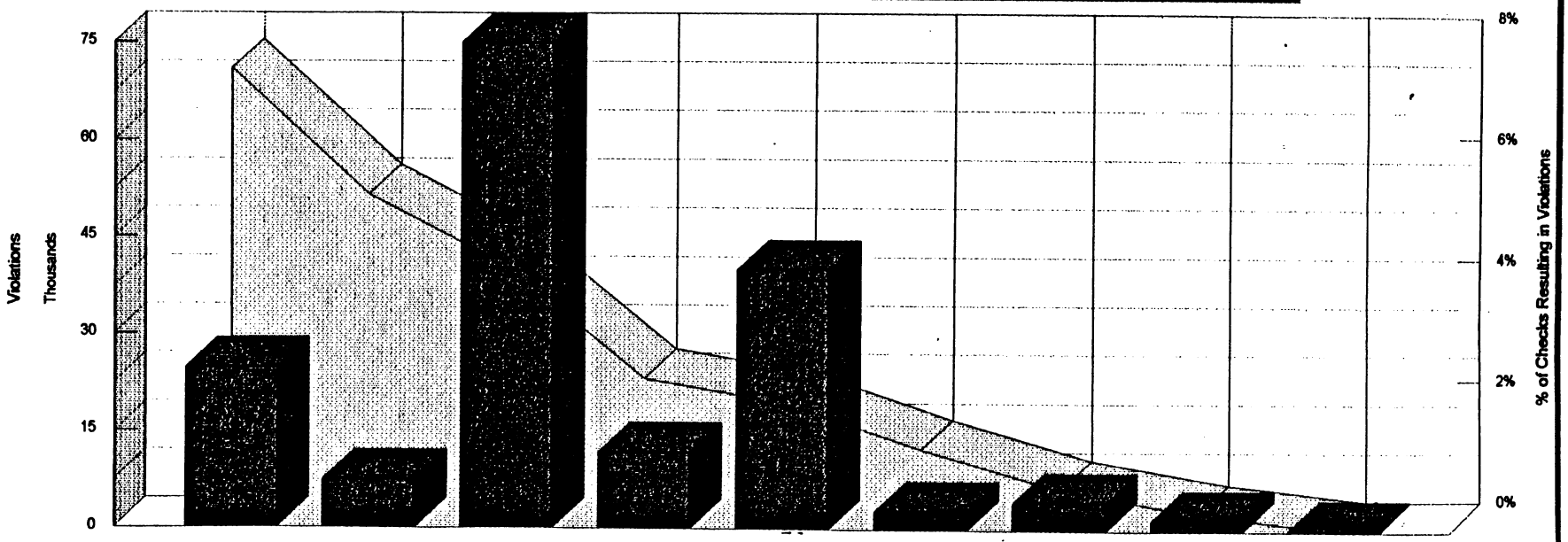
Graph 4. again shows total number of inspections in *dark blue bars,* the number of out-of-service orders for vehicles and drivers in *red bars,* and the percent of inspections resulting in out-of-service orders in the *light blue background area.* States are ordered from left to right according to the descending level of out-of -service orders as a percent of inspections. Idaho was the leading state in regard to out-of-service orders as a percent of inspections with 43.02 percent, Nebraska and Texas were second and third at almost 38 percent each. The next three states, Wyoming, Washington, and Arizona, ranged in the low 30's. Colorado was last in this measure with 20.45 percent. It is useful to note that two of the three leaders in this category, Idaho and Texas, conduct safety programs exclusively with Highway Patrol Troopers and that Colorado, the last state in this ranking, utilizes a combination of personnel in its Department of Revenue and Highway Patrol Troopers to administer the safety program.

Graph 1.



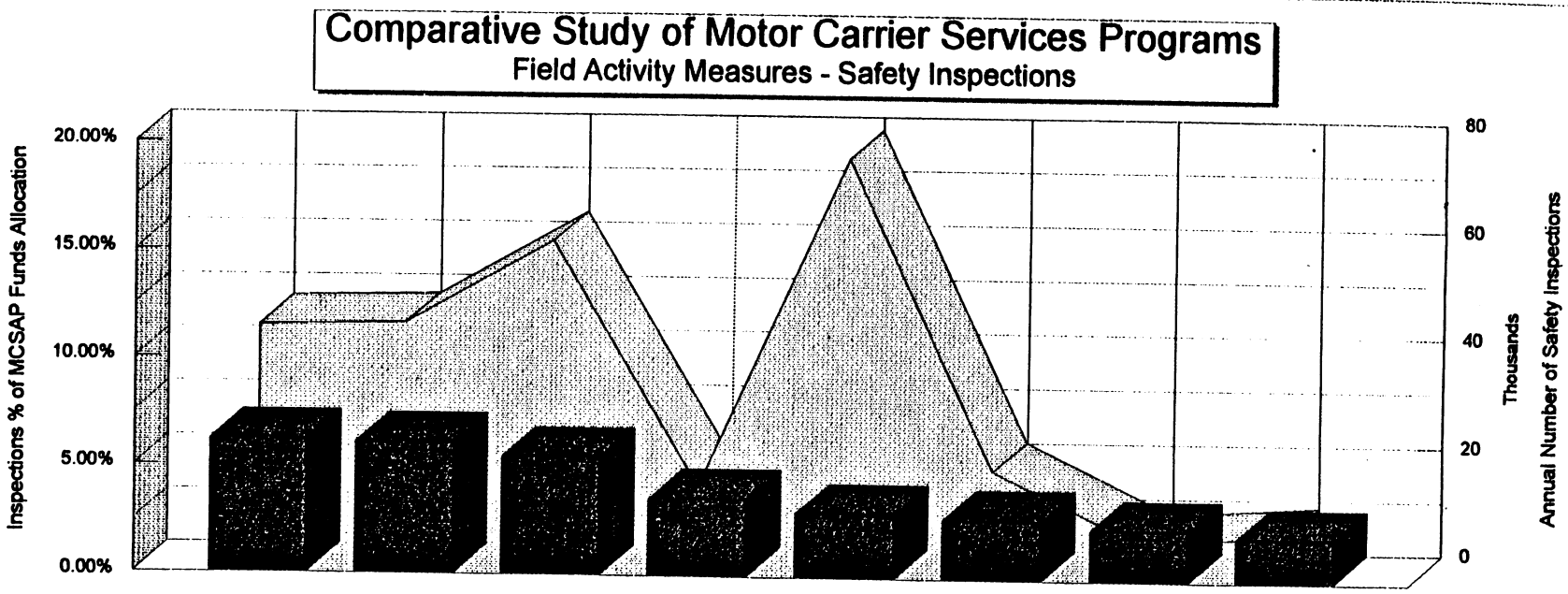
Jurisdictions	Arizona	Colorado	Washington	Nebraska	Wyoming	Idaho	North Dakota	Texas	Alberta
Annual # Vehicles Checked	6,532,980	4,168,401	2,684,922	1,848,317	1,623,675	1,402,661	746,139	231,237	459,157
Checks Ratio to MCSAP $	8.77	5.44	2.35	2.52	5.45	3.29	1.59	0.09	N/A
MCSAP Funds Allocation	$744,532	$766,918	$1,141,480	$733,353	$298,136	$426,268	$467,841	$2,622,196	

Graph 2.



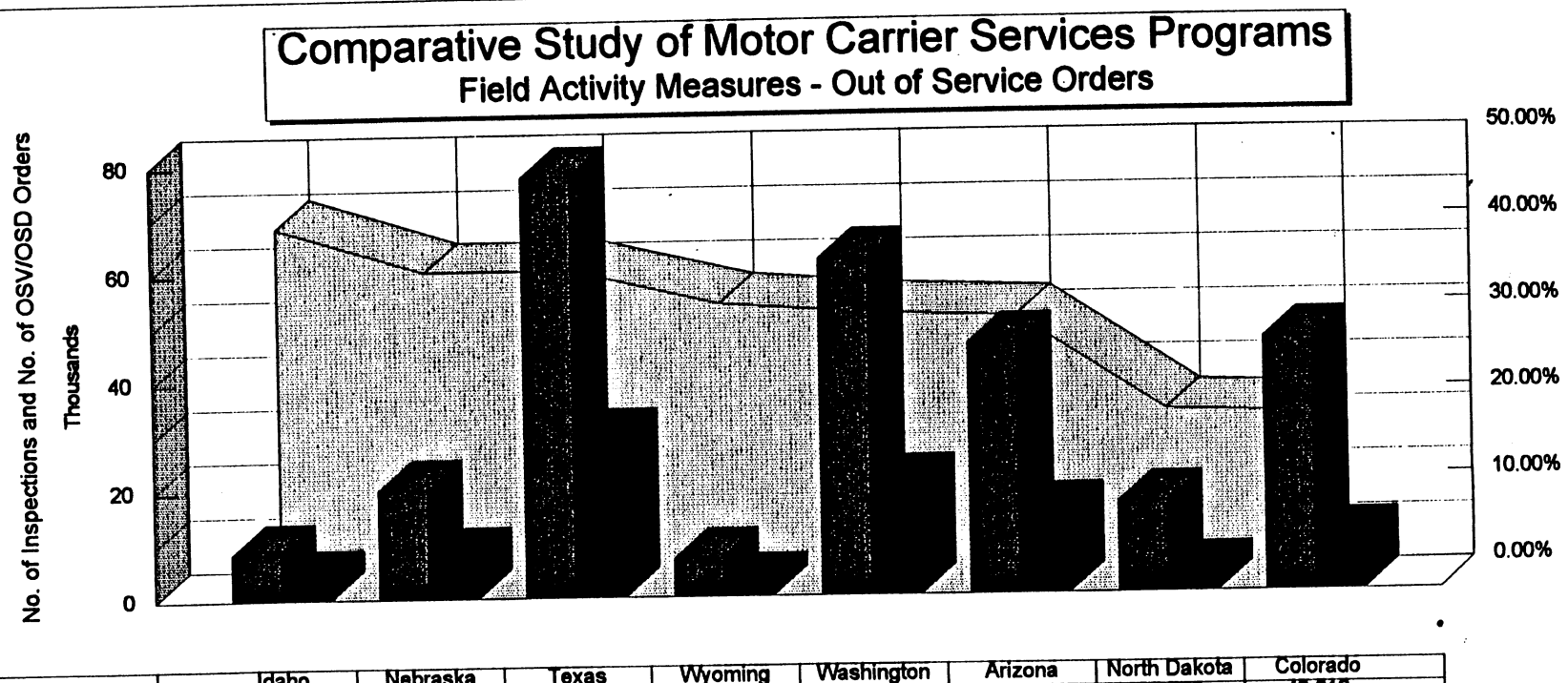
Jurisdictions	Washington	Arizona	Texas	Nebraska	Alberta	Colorado	Idaho	Wyoming	North Dakota
% Checks Resulting in Violations	2.64%	0.79%	17.56%	1.25%	4.27%	0.30%	0.45%	0.16%	0.01%
# of Violations	70,999	51,574	40,594	23,183	19,588	12,414	6,285	2,552	94
Annual # Vehicles Checked	2,684,922	6,532,980	231,237	1,848,317	459,157	4,168,401	1,402,661	1,623,675	746,139

Graph 3.



Jurisdictions	Arizona	Colorado	Washington	North Dakota	Texas	Nebraska	Wyoming	Idaho
Annual # Inspections	46,083	46,619	62,046	16,873	77,644	20,153	7,024	8,569
MCSAP $s	$744,532	$766,918	$1,141,480	$467,841	$2,622,196	$733,353	$298,136	$426,268
Inspections % MCSAP $ Allocation	6.19%	6.08%	5.44%	3.56%	2.96%	2.75%	2.36%	2.01%

Graph 4.



Jurisdictions	Idaho	Nebraska	Texas	Wyoming	Washington	Arizona	North Dakota	Colorado
■ Annual # Inspections	8,569	20,153	77,644	7,024	62,046	46,083	16,673	46,619
■ #OSV/OSD Orders	3,686	7,611	29,313	2,372	20,213	14,744	3,503	9,535
▨ OSV/OSD % Inspections	43.02%	37.77%	37.75%	33.77%	32.58%	31.99%	21.01%	20.45%

4.3 Program Philosophy: Enforcement versus Regulatory

The following table displays findings that lead to a conclusion as to whether the motor carrier programs of each jurisdiction are conducted under an enforcement or regulatory philosophy, or whether the philosophy of the jurisdiction should be characterized as of both a regulatory and enforcement nature. Factors considered in reaching a finding on a program's philosophy and abbreviations used in the table are explained below:

Jn.	*Jurisdiction*
Program	Weight and Length (*W&L*) Program OR *Safety* program
Sup Agency	*Superior Agency* to which program management reports
Employee Type	*Highway or State Patrol Trooper* (fully sworn police officer) OR *Non-Trooper* (ranging from civilian to special officers with limited authority)
Cmd	Senior Level *Command* Structure: Military (*Mil*) OR Civilian (*Civ*)
Wpns	*Weapons* (Firearms) Carried by Program Officers? (*Yes or No*) (No other types of weapons such as pepper spray were found to be in use - see interview summaries for more detail.)
Arrest Auth	*Arrest Authority* possessed or utilized by program officers: *No* = No arrest authority in statute; *Ex* = Arrest authority possessed and exercised; *NEx* = Arrest authority possessed but not exercised
Acht	Do the *Achievement* measures examined in section 4.2 indicate a *Regulatory* or *Enforcement* philosophy based on: weight and length violations as a percent of checks and the relative ranking among the states in that category; and/or the number of safety inspections conducted as a percent of the MCSAP allocation, out-of-service orders as a percent of safety inspections, and the relative ranking among the states in each of those categories.
Atde	Does the *Attitude* of the agency as expressed and observed during the interview process represent a *Police (Pol)* or *Civilian (Civ)* style approach to program administration? It is important to note that employees of all jurisdictions are required to wear uniforms. Non-Trooper uniforms resemble the jurisdictions' Trooper or other police uniforms to varying degrees. The degree of similarity of uniforms and other practices are reflected in findings regarding the agencies' attitude.
Philosophy	Do all the factors listed indicate a *Regulatory* or *Enforcement* philosophy or *Both*? If a jurisdiction administers its motor carrier programs under two agencies, a characterization of philosophy is provided for each of the agencies. If the philosophies of a jurisdiction's two agencies differ (one Regulatory and one Enforcement) then the characterization of the jurisdiction would be considered as "Both."

Table 2. Program Philosophy: Enforcement versus Regulatory

Jn.	• Program • Sup. Agency • Employee Type	Cmd	Wpns	Arrest Auth	Acht	Atde	Philosophy
Alberta	• W&L and Safety • Min. of Trans. & Util. • Non-Trooper	Civ	No	NEx	--	Civ	Regulatory
Arizona	• Fixed W&L • Dept. of Trans. • Non-Trooper	Civ	No	No	R	Civ	Regulatory
	• Mobile W&L & Safety • Highway Patrol (DPS) • Non-Trooper & Trooper	Mil	Yes	Ex	E	Pol	Enforcement
Colorado	• W&L and Safety • Dept. of Rev. • Non-Trooper	Civ	No	No	R	Civ	Regulatory
	• Safety • State Patrol (DPS) • Trooper	Mil	Yes	Ex	R	?	Enforcement
Idaho	• W&L • Dept. of Trans. • Non-Trooper	Civ	No	No	R	Civ	Regulatory
	• Safety • State Police (DLE) • Trooper	Mil	Yes	Ex	E	Pol	Enforcement
Nebraska	• W&L and Safety • State Patrol • Non-Trooper	Mil	Yes	Ex	E	Pol	Enforcement
N Dakota	• W&L and Safety • Highway Patrol • Non-Trooper - W&L Trooper - Safety	Mil		 No Yes	 No Ex	 R R	Both Civ Pol
Texas	• Highway Patrol (DPS) • W&L and Safety • Trooper	Mil	Yes	Ex	E	Pol	Enforcement
Wshngtn	• W&L and Safety • State Patrol • Non-Trooper	Mil	No	NEx	E	Pol	Enforcement
Wyoming	• W&L and Safety • Highway Patrol (DOT) • Non-Trooper - W&L Trooper - Safety	Mil	 No Yes	 No Ex	 R E	 Civ Pol	Both

Arizona, Colorado, and Idaho

Three states, Arizona, Colorado and Idaho, divide program responsibilities between two separate agencies. (In Arizona, the Highway Patrol utilizes non-Trooper "Special Officers," in combination with regular Troopers for its mobile weight and length and its safety inspection responsibilities, while the state's Department of Transportation administers fixed location weight and length inspections.) For those states, findings regarding program philosophy generally follow the division of responsibilities. The motor carrier safety programs vested in Highway or State Patrol organizations are uniformly characterized as "Enforcement" in nature; they all employ weapon carrying officers, exercise arrest powers, report through a military-style chain of command, and exhibit a police-style attitude. Note that the level of achievement for North Dakota and Colorado do not indicate aggressive enforcement in regard to out-of-service orders, but the overall analysis of other indicators produces the "Enforcement" characterization. While Arizona's out-of-service ranking is relatively low among the study jurisdictions, the Patrol still has an out-of-service order per inspection rate of greater than 30 percent.

The weight and length programs (and partial responsibility for the safety program in the case of Colorado) are vested in non-Highway or State Patrol agencies. These organizations are all characterized as "Regulatory" in nature. None of these jurisdictions employ weapons carrying employees, none exercise arrest powers. They report through a civilian-style chain of command, and exhibit, with the exception of the wearing of uniforms, a civilian-style attitude to program administration. No jurisdiction, except Texas, shows a significant rate of violations per weight and length check.

Nebraska, North Dakota, Washington, and Wyoming

Four states administer their motor carrier programs responsibilities under Highway or State Patrols utilizing either a combination of Trooper and non-Trooper personnel, or exclusively non-Trooper personnel.

The Nebraska State Patrol utilizes non-Trooper Commercial Enforcement Officers (CEO's) for all motor carrier program functions. These officers carry firearms and operate in an organization that is very similar to the "regular" patrol. Nebraska is characterized as "Enforcement" in nature. (Nebraska's conversion to weapons carrying status occurred in July of 1994. The conversion involved a variety of personnel actions including psychological testing, additional training, and proficiency testing. The total cost of the conversion is estimated at $100,000. Additionally the CEO's have undergone a review of pay and benefits and are expected to realize upgrades moving them closer to regular Patrol Troopers early in 1995.)

The Washington State Patrol conducts weight and length and safety inspection programs through employment of uniformed Commercial Vehicle Officers (CVO's) who occupy the status of "Special Deputies." While not carrying firearms and not as similar to the State Patrol as are CVO's in Nebraska, the Washington program operates and obtains levels of achievement in a manner that produces an "Enforcement" characterization.

The North Dakota Highway Patrol utilizes Troopers in its Motor Carrier Safety unit to carry out commercial vehicle safety inspection and enforcement activities which are conducted under an "Enforcement" philosophy. The Patrol employs uniformed civilian staff to conduct weight and length inspection responsibilities which are

conducted under a "Regulatory" philosophy. The overall motor carrier program philosophy in North Dakota is characterized as "Both" regulatory and enforcement in nature.

Wyoming, like North Dakota, utilizes Troopers in its Motor Carrier Safety unit to carry out commercial vehicle safety inspections and enforcement and its Patrol employs uniformed civilian staff to conduct weight and length inspection responsibilities. The motor carrier program philosophy in Wyoming is characterized as "Both" regulatory and enforcement in nature.

Alberta and Texas

Alberta conducts motor carrier safety and weight and length program functions utilizing uniformed civilian personnel under the Carrier Services Program of the Ministry of Transportation and Utilities. Alberta's program staff do not carry weapons, do not exercise arrest powers, report through a civilian-style chain of command, wear relatively understated uniforms, and it is the expressed policy of the agency to act in a regulatory fashion.

Texas is the only one of the study jurisdictions that conducts both weight and length and safety programs through the utilization of police personnel, essentially the Texas highway patrol, employed by the Department if Public Safety. Every facet of the organization's philosophy is of an "Enforcement" nature. Program achievement data shows that the agency's attention is on enforcement; Texas shows the least number of vehicles checked for weight and length among the study jurisdictions but the greatest percent of checks resulting in violations. Also, Texas shows the largest number of safety inspections and the third largest level of out-of-service orders as a percent of inspections.

4.4 Personnel Practices

Personnel practices in the study jurisdictions, and other personnel-related information, were analyzed in the form of employee turnover percentages, salary comparisons, hiring and training requirements, and motor carrier officers' impressions of their professional standing versus law enforcement officers.

Employee Turnover

Graph 5. following page II-12 depicts employee turnover percentages as reported by motor carrier management in each of the jurisdictions. The graph shows, by the *dark blue bars*, the annual percentage of the individuals employed by the agency that are replaced with other individuals. Also displayed, *in the light blue background area*, is the average turnover rate of 5.4% for all of the study jurisdictions. Information supplied by study jurisdictions indicate that North Dakota has the lowest annual turnover percentage (1%), and that Nebraska has the highest (11%).

The measure can be indicative of overall employee morale or satisfaction. However, because the percentages were expressed as general empirical estimations by management (or estimations by the project team based on non-empirical statements by management), usually without the benefit of research, use of the measure should be limited. Also, factors other than morale, such as conditions in the local economy

(good conditions leading to flight to better paying jobs, poorer conditions leading to greater longevity) and remoteness of employee assignments, particularly in the case of fixed weight and length check stations, were sited by program managers and staff as significant contributors to turnover.

Salary Comparisons

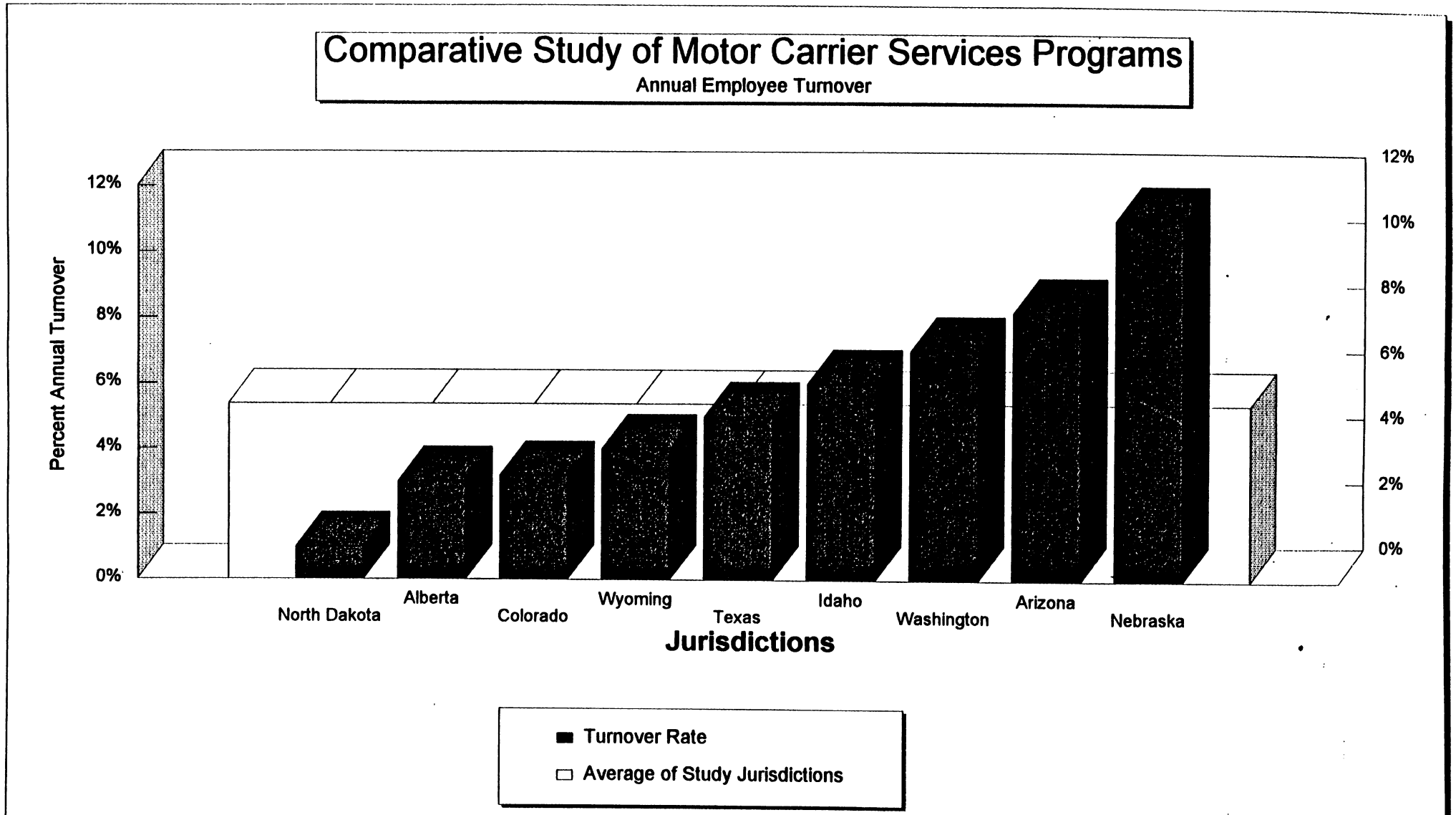
Graph 6. demonstrates the mid-range salaries of Fixed and Mobile programs as a percent of Highway Patrol Trooper mid-range salaries. If a jurisdiction's Mobile program is carried out by Highway Patrol Troopers (HPT) and some other element (DOR, DOT, or HPO), percent figures represent the other element as a percent of HPT. (Salary levels are assumed to include benefits in all cases.)

The *light blue background area* denotes the salaries of Highway Patrol Troopers in each of the study jurisdictions. The *dark blue bar* denotes the salaries of Fixed Weight and Length officer salaries. The *red bar* denotes the salaries of Mobile Weight and Length and Safety program officers. Data presented below the table shows figures included in the graph plus additional information on the percent of Fixed and Mobile officer salaries versus Highway Patrol Trooper Salaries.

The data shows that Washington's Commercial Vehicle Enforcement officers earn salaries that are the highest percentage of Highway Patrol Trooper Salaries of non-HPT agencies at over 90% for both Fixed and Mobile officers. North Dakota's Fixed program officers have the lowest percentage at just under 70%.

Note that all jurisdictions in which HPT are responsible for the Mobile program (designated by a "T" on the red bar) show that salaries are 100% of HPT. Alberta has no information on Highway Patrol Trooper salaries (there is no Highway Patrol in Alberta - the Royal Canadian Mounted Police, a federal agency, would be the most representative general highway law enforcement agency in Alberta.)

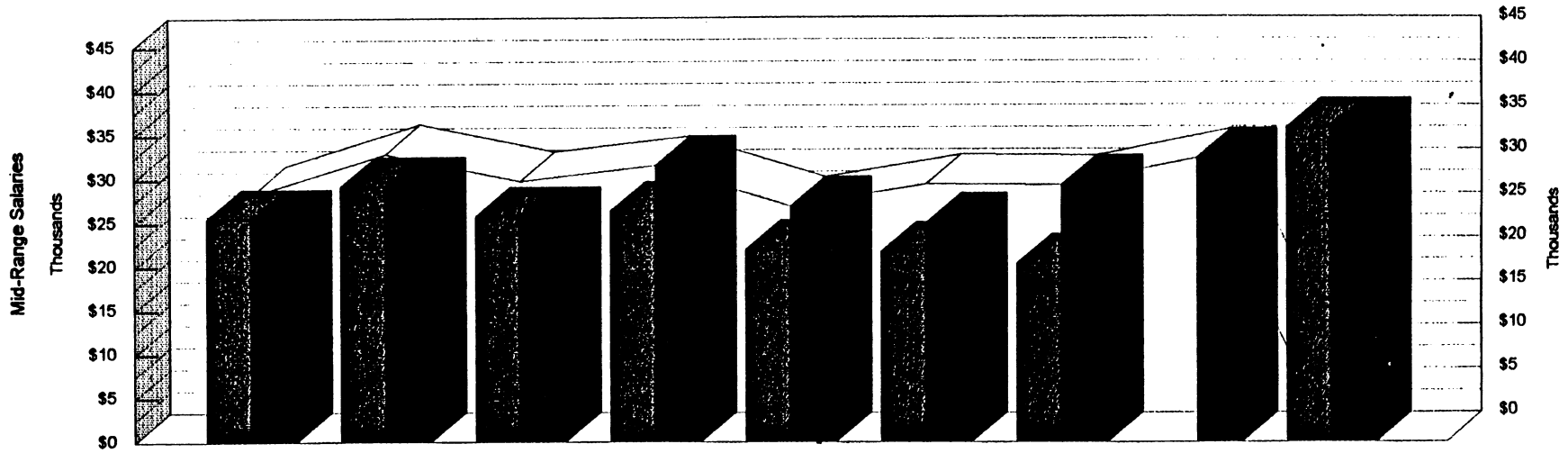
Graph 5.


Comparative Study of Motor Carrier Services Programs
Annual Employee Turnover
Percent Annual Turnover
12%
10%
8%
6%
4%
2%
0%
North Dakota
Alberta
Colorado
Wyoming
Texas
Idaho
Washington
Arizona
Nebraska
Jurisdictions
Turnover Rate
Average of Study Jurisdictions

Graph 6.

Comparative Study of Motor Carrier Services Programs

Salaries Compared to Highway Patrol Troopers



Jurisdictions	Washington	Colorado	Nebraska	Idaho	Wyoming	Arizona	North Dakota	Texas	Alberta *
■ Fixed MCS	25,500	29,214	25,787	26,376	21,948	21,674	20,316	N/A	35,724
■ Mobile MCS	25,500	29,214	25,787	31,575	26,906	24,975	29,280	32,304	35,724
□ HP Trooper	28,232	32,916	29,796	31,575	26,906	29,382	29,280	32,304	N/A
□ Fixed % of HP Trooper	90.32%	88.75%	86.55%	83.53%	81.57%	73.77%	69.39%	0.00%	N/A
□ Mobile % of HP Trooper	90.32%	88.75%	86.55%	100.00%	100.00%	85.00%	100.00%	100.00%	N/A

Hiring and Training Requirements and Perceptions of Professional Status

Portrayed in Table 3. are the minimum educational hiring requirements for each of the organizations which were a subject of detailed study, the post-hire training requirements for each of those organizations, and the impressions of non-Highway Patrol Troopers employed by certain of the jurisdictions in regard to the perspective that law enforcement officers, managers, or other important parties hold regarding the professional status of those employees. Also displayed are the program philosophies for each of the agencies involved and a measurement of "Separate Entity Relations." This latter item is a reflection of the manner in which the non-Highway Patrol employees or agency interact, cooperate, and generally get along with the Highway or State Patrol agencies that carry on complementary or shared responsibilities.

Keys to Table Interpretation:

It is important to keep in mind that all but one jurisdiction (Texas), employs non-Trooper personnel for some facet of motor carrier program administration. In order to appropriately identify hiring and training requirements, and the impressions of such employees, they are identified as Highway Patrol "Other" (HPO) in the table. Other keys to interpreting the table are listed below:

Organizations:

- DOR = Dept. of Revenue
- DOT = Dept. of Transportation
- HPO = Highway Patrol Non-Trooper
- HPT = Highway Patrol Trooper)

Employee Hiring Requirements:

- HS = High School
- PSH = Post High School
- LE = Law Enforcement Experience
- MI = Military Experience

Training Requirements:

- LEA = Law Enforcement Academy: Can be full law enforcement training or a specialty academy course abbreviated for a specific employee group;
- OF = Other Formal: Can be formal training related to motor carrier services duties conducted by the jurisdiction, or sponsored by the jurisdiction and conducted by an outside party;
- MCSAP: The federally financed Motor Carrier Assistance Program safety inspection course;
- OJT = On-the-Job Training: Training done while the employee is on duty and is conducted or supervised by management or by senior employees.

Professional Status vs Law Enforcement (Employee Impression):

This measurement applies to employees of non-Highway or State Patrol agencies or non-Trooper employees of Highway or State Patrol agencies, and their impression of their professional standing in relation to Highway or State Patrol Troopers and other fully-sworn law enforcement officers,

- "Neg" indicates that the employees believe that they are considered or treated negatively in regard to the importance or respectability of their jobs versus the manner in which law enforcement positions, particularly highway patrol trooper positions are considered or treated;
- "Acc" indicates that the employees believe that their professional status is appropriately accepted; not necessarily that they are considered "equal" to law enforcement but that there is appropriate recognition of the importance or respectability of the positions and their responsibility;
- "Pos" indicates that the conditions for "Acc" are present and that there is something positive about employment conditions or practices that gives the positions more credit for importance or respectability than normal.

Separate Entity Relations:

Relations between the agency subject to the study and its counterpart are displayed. For example, the Department of Revenue (DOR) is the subject agency in Colorado and Highway Patrol Troopers (HPT) are its counterpart; in Washington, the Highway Patrol's Commercial Vehicle Enforcement Section (HPO) is the subject agency (HPO) and the Highway Patrol Troopers (HPT) are its counterpart. Conclusions were based on interviews with agency staff and any evidence of positive or negative feelings based on those discussions or other factors encountered during the study. The measure is expressed as "-", "0", or "+".

- "- " indicates an overall feeling of negativity;
- "0" indicates a general acceptance of split responsibilities, roles, and status;
- "+" indicates that conditions deserving a "0" exist and that there is some extraordinary facet of the relationship that gives evidence of positive feelings.
- "?" indicates that interviews were not conducted or information is otherwise unavailable on which to base a conclusion

Table 3. Professional Status vs Law Enforcement, Separate Entity Relations, and Hiring and Training Requirements

Jn.	Org.	Prog Phil.	S.E. Rels.	Emplee Impression of Pro. Status vs Law Enf.	Hiring Req's	Training Req's
ALB	DOT	R	NA	Acc	HS, PHS or MI	OF, OJT
ARI	DOT	R	0	Acc	HS	OF, OJT,
	HPO	E	-	Neg	HS	LEA,OF,MCSAP,OJT
	HPT	E	?	----	HS	LEA,OF,MCSAP,OJT
COL	DOR	R	0	Fixed-Acc Mob-Neg	HS	MCSAP, OJT
	HPT	E	?	----	HS	LEA,OF,MCSAP,OJT
IDA	DOT	R	-	Neg	NONE	OJT
	HPT	E	-	----	HS	LEA,OF,MCSAP,OJT
NEB	HPO	E	+	Pos	HS	LEA,OF,MCSAP,OJT
	HPT	E	?	----	HS	LEA,OF,OJT
ND	HPO	R	0	Acc	HS	OF, OJT
	HPT	E	0	----	HS, PHS	LEA,OF,MCSAP,OJT
TEX	HPT	E	NA	----	HS, PHS, LE or MI	LEA,OF,MCSAP,OJT
WA	HPO	E	+	Pos	HS	LEA,OF,MCSAP,OJT
	HPT	E	?	----	HS	LEA,OF,OJT
WY	HPO	R	+	Acc	HS	LEA, OJT
	HPT	E	+	----	HS	LEA, MCSAP, OJT

Findings regarding employees' impressions of their professional status in relation to law enforcement officers were tracked against findings in other topics examined in the table to produce the following patterns:

- Of the eight organizations employing non-Highway or State Patrol Troopers, six are described as operating under a Regulatory philosophy (Alberta, Arizona, Colorado, Idaho, North Dakota, and Wyoming), and two are described as operating under an Enforcement philosophy (Nebraska and Washington).

- Of the six Regulatory-style organizations, five employee groups exhibit Acceptance of their professional status versus law enforcement personnel, and two exhibit Negative feelings regarding their status. None exhibit feelings characterized as Positive by the definition employed for the study. (Colorado's program has two employee groups under its Department of Revenue Ports-of-Entry Division which are divided between fixed station and mobile assignments. *It is the only organization employing non-Highway or State Patrol Troopers that does not rotate its employees between fixed and mobile assignments.*)

- Of the two Enforcement-style non-HPT organizations, both exhibit Positive feelings regarding their professional status versus law enforcement personnel.

- For both cases in which Negative feelings regarding professional status were exhibited, they were accompanied by Negative (-) Separate Entity Relations.

- For both cases in which Positive feelings regarding professional status were exhibited, they were accompanied by Positive (+) Separate Entity Relations and high levels of post-hire training requirements for non-Highway or State Patrol Trooper personnel.

4.5 Other Findings

Following is a description of study findings related to topics not covered in previous sections:

Compliance with Federal Highway Administration Requirements

In order to receive MCSAP assistance from the Federal Highway Administration, states are required to adopt certain federally mandated commercial vehicle regulations and to show evidence of their enforcement of those regulations through filing an annual Standard Enforcement Plan (SEP) and an annual report of activities and accomplishments under the plan. All states which were subjects of this study are considered to be in compliance with FHWA requirements. Nebraska only achieved that status within the last twenty-four months by adopting all of the necessary federal regulations.

Organizational Changes

Four jurisdictions have undergone organizational changes within the least ten years significant enough to warrant discussion as part of the study. Those changes are discussed below:

Nebraska:

In July, 1994, a change in policy was implemented which provides for firearms to be carried by Commercial Enforcement Officers working in both fixed and mobile capacities. In order to qualify to carry firearms, and to exercise the authority coincident with firearms, each Officer had to pass psychological and weapons testing. As of the end of July, 1994, six officers had not yet qualified. Because of a pre-agreement that no officer would lose employment or pay as a result of the changed policy, any officer who does not meet testing requirements may remain in his/her position without use of a firearm. A salary and retirement system study has been completed by the state personnel agency which is expected, early in 1995, to result in an increase in benefits for Commercial Enforcement Officers to the level of State Patrol Troopers. Employees that have not met testing requirements will not receive the increases.

Alberta:

The provincial highway patrol (which dealt mainly with commercial vehicles) was eliminated in 1987 and employees were transferred to the Carrier Services program. Police aspects of training programs were exchanged for more service-oriented training. At the time this study was conducted, fewer than fifteen of the Highway Patrol employees remain in the Carrier Services program. It was reported that at the time of the transfer, and to a certain extent lingering feelings exist, that the change constituted a demotion in status of the affected employees. The fact of an elected Minister of Transportation and Utilities in the parliamentary system adds pressure to keep the program's focus as a regulatory (as opposed to enforcement) style agency. Good relations with the trucking industry are emphasized.

Wyoming:

The Port-of-Entry organization was transferred from the Department of Revenue to the Highway Patrol in 1990. The change resulted in a shift in program emphasis from revenue collection to safety inspections. No employees, including supervisors, suffered decreased compensation as a result of the change, but all Port-of-Entry supervisors now report up to a command authority headed by ranked Patrol Officers. In general, the change is well-accepted and considered to be favorable to the organization because of improved coordination among program functions.

Arizona:

In 1984, mobile weight and length and safety officers employed by the Arizona Department of Transportation were transferred to the Highway Patrol in the Department of Public Safety. This was a major organizational event for the programs. Of the 21 mobile officers employed by DOT, 16 made the transfer and 5 did not, either because of failure to pass law enforcement exam criteria or because they did not want to transfer. Transferred officers did not become regular troopers but were classed as "special officers" with pay and retirement benefits below those of regular troopers. It is expected that the special officer class will be phased out through attrition with regular troopers assuming all relevant responsibilities over time.

General Impressions

The study process was designed to focus on information collection and analysis in relation to nine jurisdictions. To that end, the study team was appropriately directed away from gaining a detailed understanding of Montana's motor carrier programs so that no bias would be inherent in the evaluation and data gathering process. Conclusions regarding the study's relation to Montana are left to interested parties and decision-makers familiar with Montana programs.

While not based on a detailed understanding of Montana's programs, there was one very basic impression gained by the study team that it believes is relevant to motor carrier programs in general and therefor to Montana's situation. This basic impression is that the issues of operating by a "Regulatory" versus "Enforcement" style philosophy, and the impact of program philosophy on personnel practices, are pervasive among the study jurisdictions. Each of them has wrestled with those issues in the past and continue to do so through the present.

Motor carrier program officers, especially those engaged in mobile programs in which they have the responsibility and opportunity to pursue, inspect, and issue citations or other statements of violation to the trucking public are placed in a position that resembles a police officer. Also, officers assigned to fixed stations typically have the authority to cite vehicles or drivers because of irregularities or improprieties in permits, licenses, or cargo that can result in some type of penalty for the driver or his or her employer. These activities also give rise to the appearance of police-like responsibilities. It is in recognition of this appearance and the need to display employees' authority that every jurisdiction requires its motor carrier program employees to wear policy-style uniforms.

Some of the issues that are the focus of the ongoing debate are: a) the degree of danger represented by violators of motor carrier laws, the immediacy of the need to deal with violators, and whether the need to deal with such violators is as great as it is for the type of offender which police personnel are charged to apprehend; b) whether motor carrier program personnel should undertake the risks and responsibilities of the type associated with general law enforcement officers; c) the type of organization (police or civilian) through which motor carrier programs should be administered; and d) the status that should be assigned to program personnel.

In the nine study jurisdictions examined, there are six variations on combinations of organization types and personnel status designed to answer the questions:

- Alberta uses *one civilian organization* with *all civilian* employees to conduct both safety and weight and length programs;
- Arizona and Idaho use *two agencies, one police organization* with *police employees* to conduct the safety program, and *one civilian organization* with *civilian employees* to conduct the weight and length program;
- Colorado uses *two agencies, one police organization* with *police employees* to conduct the safety program, and *one civilian organization* with *civilian employees* to conduct both safety and weight and length programs;
- Nebraska and Washington use *one police organization* with *civilian or quasi-police employees* to conduct both safety and weight and length programs;
- North Dakota and Wyoming use *one police organization* with *police employees* to conduct safety programs and *civilian employees* to conduct weight and length programs; and
- Texas uses *one police organization* and *police employees* to conduct both safety and weight and length programs.

While each of the study jurisdictions reported being basically satisfied with its organization and the manner in which it has addressed the issues, it is obvious that there is not a uniform set of practices that represents a consensus among them. In other words, no one seems to have all the answers.

It is the opinion of the study team that the best answers may be best found through the development of standards that serve to establish an identity for motor carrier program personnel that sets them apart from other types of regulatory and enforcement officers. Motor carrier program responsibilities and the increasingly

complex knowledge base associated with commercial vehicle safety, hazardous materials transportation, and other concerns, should be sufficient as a basis for routinized training, field practices, job descriptions, and other personnel practices. Identification with such professional standards may allow motor carrier program personnel to identify their occupation as unique to itself and at least partially de-emphasize the desire to associate their activities with other, inherently disimilar occupation types. Whether the best avenue for creation of such standards and occupational identity is through the FHWA, the Commercial Vehicle Safety Alliance, a professional association, or through other means, is a topic for further discussion.

Comparative Study of Motor Carrier Services Programs

Study Jurisdictions Interview Summaries

PROVINCE OF ALBERTA
MOTOR CARRIER PROGRAM

Summary of On-Site Visit

Persons Interviewed:

- Roger Clarke, MPA, Director; Carrier Services; Alberta Transportation and Utilities; Motor Transport Board/Motor Transport Services; Room 401, Provincial Building; 4920 - 51 Street; Red Deer, Alberta, Canada T4N 6K8; Tel 403/340-5033, Fax 340-4811.

- Steve Callahan, Manager Field Operations; Carrier Services; Address as above; Tel 403/340-5225, Mobile 403/554-3696, Fax 340-4811.

- Tom Nyuli, Operations Coordinator; Carrier Services; Address as above; Tel 403/340-5224, Fax 340-4811.

- Wayne Lilley; District Manager; Carrier Services; Alberta Transportation and Utilities; Motor Transport Board/Motor Transport Services; 7720 - 52 Avenue, Bag 5015; Red Deer, Alberta, Canada T4N 6A1; Tel 403/340-5213, Fax 340-4865.

- Staff members of the fixed weigh and safety check station on the north bound side of the highway between Calgary and Red Deer.

Program Location:

Weight & Length Program -Fixed and Mobile

- Carrier Services, Motor Transport Services, Ministry of Transportation and Utilities

Motor Carrier Safety Inspection Program

- Carrier Services, Motor Transport Services, Ministry of Transportation and Utilities

Program Philosophy:

Weight & Length Program -Fixed and Mobile and Motor Carrier Safety Inspection Program

The program consists of civilian employees with its operation regulatory in nature.

Program Staffing:

Weight & Length Program (Both Fixed and Mobile) - 122 employees *

Motor Carrier Safety Inspection Program - 122 employees *
* These are the same 122 employees. Five percent of the employees are female. All employees within the motor carrier program are sworn constables for a specific purpose. The Royal Canadian Mounted Police also have 20 persons trained and working in motor carrier safety. These persons are not involved with portable weighing.

The program experiences 2-3% turnover. In addition, due to cutbacks, there are a number of senior employees taking early retirement. The turn over rate is down from previous years due to the poor job market discouraging job changes.

Program's Current Organization:

The Minister of Transportation is an elected official. In 1987 the highway patrol employees and functions related to heavy truck regulation were transferred to Carrier Services and the patrol functions were eliminated. The change created a new openness in the program. The police aspects of the training were exchanged for more service oriented training. At this time there are less than 15 highway patrol employees left in the program. There seems to be some feeling, among the employees, that the change from the highway patrol to the current organization was a demotion to the impacted employees.

The Carrier Services program does both weight/length enforcement and motor carrier safety programs. The RCMP has 20 persons that do a limited amount of motor carrier safety enforcement but they do no portable weighing. The program issues licenses and registration permits, but does not collect fuel taxes. The program also inspects school buses.

The mobile program has four motorhomes and portable scales that travel throughout the Province. The vehicles used for patrol consist of 1/2 ton pickups, four wheel drives and mini vans. There are 45 pursuit units with portable scales and 20 inspection vehicles for safety checks with no scales. There are 14 fixed locations that are sometimes staffed but at other times are left open for the industry to use on their own. All staff members rotate between the fixed and mobile units. Some of the fixed scale locations also serve as district offices.

If cities and counties wish to become involved in the motor carrier services program they must adopt the Provincial requirements.

Program Authority:

Weight & Length Program and Motor Carrier Safety Inspection Program

The programs employees are sworn special constables; carry no weapons by statute; conduct portable and fixed weight/length/safety checks; enforce hazardous material requirements; have citation authority by statute; pursue violators but not at high speed; issue warnings; conduct seizures; have detention authority; take vehicles out-of-service and recheck them after repair; issue licenses and permits; and have access to RCMP for assistance when a driver attempts to allude them.

Educational and Training Requirements:

Weight/Length and Motor Carrier Safety Inspection Program

The employees are required to have a high school diploma; a 2 year specialty enforcement diploma from an accredited college or equivalent law enforcement experience; a valid operator's license; and no criminal record. On the job training is conducted by a senior officer followed by 4 weeks of classroom work covering everything including administrative matters. The employee then returns to the road with a senior officer for up to one year or until deemed competent to work alone. The trainees can be rejected for up to one year. The Department of Justice grants authority allowing the employment of constables under specific acts.

Uniforms:

Weight/Length Program and Motor Carrier Safety Inspection Program

The Province furnishes everything including a $70 per year footwear allowance. In addition the employees are granted $100 per year cleaning allowance. Upon presentation of a receipt, the employees could receive up to $12 per month for cleaning of their coveralls. The jurisdiction pays directly for the uniforms and issues them yearly as needed. The uniform consists of a blue shirt, with a crest on each shoulder, a gray tie (will switch to navy soon), gray slacks (no stripe), black belt and shoes, dark blue patrol jacket with crests on the shoulders, black gloves, blue baseball hat with a crest on the front, a fur hat during the winter without a crest, and dark blue inspection coveralls with crests on the shoulders.

Management felt the uniform is important to the job. There were indications that the employees did not agree with this position, since the industry already knows who the enforcement staff is and understands the authority the employees possess.

Salary and Retirement in Comparison to Law Enforcement:

Refer to Appendix A, "Jurisdictional Salary Ranges and Comparisons" for more detailed salary information.

Weight/Length Program and Motor Carrier Safety Inspection Program

The employee salaries are at the top end for constables but their salary is less than that of the RCMP and the city police. Currently an attempt is being made to establish a 25 year retirement program. The existing retirement program is based on an 80 factor and is a negotiated item.

Program Effectiveness Measures:

These measures are being developed. Current experience shows the number of out-of-service vehicles is down and the quality of vehicles in general is up.

Union Affiliation:

Union affiliation is mandatory for everybody.

General Information of Interest:

An attempt is being made to make the program financially self-sufficient within two years. There is a "ride along" program to familiarize persons with the operation in hopes that some individuals might seek employment with the agency. The general philosophy is to aid and educate and only prosecute when there is a repetitive history of violation. There is an effort to minimize the police image of the program. Powers of arrest exist but the use of such power is not encouraged.

No weapons of any kind are allowed and there is very little doubt they ever will be. Apparently there are cycles when employees wish to carry weapons. The employees are instead trained on how to talk themselves out of situations. The employees do have access to emergency buttons either on their persons or in the vehicles to call for assistance. The employees are not trained in hand-to-hand combat.

There is very little transfer to law enforcement from the motor carrier program. It was generally felt that the programs positions could serve as stepping stones to police work, but that the police could not easily step into the motor carrier services program, because of the knowledge needed. In addition the employees generally feel good about their work in comparison to police work. The turn over is highest in the remote northern locations. Employees tend to compare themselves to employees of the fish and game program. The relationship with other law enforcement programs and the motor carrier industry is good. It was generally noted that morale tended to vary from district to district.

Policy Concerning Response to Emergency Situations:

The employees are all trained in first aid. If the operation of a scale or other program facility is covered, then the employees can assist with emergencies.

Mission Statement:

The Motor Transport Services goals and objectives are to continue to reduce collisions and their effects on the personal and financial well-being of the public; strategically manage the users of the highway system, in order to achieve the philosophy of "Maximum Use - Minimum Abuse"; continue to develop a professional, efficient, and effective organization which leads in the adoption of innovative business approaches to transportation issues and challenges of the 90's; lead in the delivery of integrated efficient and effective provincial, national, international, and interdepartmental transportation services; achieve excellence in placing the services of the Division before the public; and efficiently and effectively administer the Railway Act.

STATE OF ARIZONA
MOTOR CARRIER PROGRAM

Summary of On-Site Visit

Persons Interviewed:

- Steve Abny, Central Motor Carrier Enforcement Region Manager; Motor Vehicle Division; Arizona Department of Transportation; 1801 W. Jefferson; Phoenix, AZ 85007; Tel 602/255-8340, Fax 407-3048.

- Peter Burns, Administrator Central Processing; Motor Vehicle Division; Address same as above; Telephone and Fax same as above.

- Frank Bartels, Region Manager; Motor Vehicle Division; Arizona Department of Transportation; Topock P.O.E.; Topock, AZ; PO Box Needles, CA 92363.

- J.T. Haynes, Sergeant; Special Officer, Highway Patrol; Department of Public Safety; Tel 602/223-2000.

Program Location:

Weight & Length Program

- Fixed - Motor Vehicle Division, DOT (The Director reports to the Governor)

- Mobile - Highway Patrol Bureau, DPS (DOT could be involved in the mobile weighing program by June, 1994. This program was transferred to DPS from DOT in 1984.)

Motor Carrier Safety Inspection Program

- Highway Patrol Bureau, DPS (The Director of DPS is under a 5 year contract. In 1972 the Bureau was part of DOT. DOT adopts the rules concerning safety for DPS to use in its enforcement program.)

Program Philosophy:

Weight & Length Program

- Fixed - The program consists of civilian employees with its operation regulatory in nature.

- Mobile - The program consists of civilian employees with its operation regulatory in nature.

Motor Carrier Safety Inspection Program

- Highway Patrol, Special Officers (Non-Troopers) - The program consists of military-ranked employees with its operation enforcement in nature. The 22 specialty officers are being phased out through attrition. This will be a 100% highway patrol trooper function in the future.

Program Staffing:

Weight & Length Program

- Fixed - 156 employees
- Mobile - 16 * employees

Motor Carrier Safety Inspection Program

- 16 * employees

* These are the same 16 employees.

Program's Current Organization:

Prior to 1972 the Highway Patrol was part of DOT. In 1972 the Highway Patrol was transferred to the Department of Public Safety. In 1984 the mobile weighing program was transferred to the Department of Public Safety. The transfer caused adversity because those impacted felt that they were treated as having lesser stature. Current relations between DOT and DPS are better. The relations between the specialty officers and highway patrol officers in DPS is also improving.

The Department of Transportation, through its Port of Entry Officers, does fixed location length and weight checks, issues permits, issues citations, and conducts some vehicle seizures. The persons working in this area are classed as "specialty officers". The Arizona Law Enforcement Council sets standards for peace officers, which apply to the Port of Entry Officers. The DOT officers are considered civilian employees and are sworn officers with limited police powers. They do not carry weapons and do not have arrest authority. The agency has authorized pepper spray but no one is using it to date. City, county and state agencies all have authority to write citations concerning weight and length.

The Department of Public Safety, Highway Patrol Bureau is responsible for MCSAP inspections and enforcement under rules promulgated by DOT. In addition they conduct mobile weight and length checks.

Officers dedicated to motor carrier safety inspections, which were transferred to DPS from DOT in 1984, wear a special uniform which is different from the regular highway patrol officers. Out of 21 officers affected 16 actually made the transfer with 5 refusing or not being accepted into the highway patrol. The safety inspectors carry weapons, have all the necessary training to be a highway patrol officer, but do not take the lead in accident situations. The motor carrier safety inspectors have arrest authority concerning motor carrier services and traffic laws in general. The safety inspectors are under the normal state retirement system, rather than the law enforcement system. Their salary range is $3,000 to $5,000 less per year than a regular highway patrol officer. All officers in the Highway Patrol are MCSAP trained. As was referenced above, the "specialty officers" are being phased out by attrition and are being replaced by officers with 100% trooper status.

There are 17 ports of entry in Arizona. They are located on the interstate system are open 24 hours per day. Four of the ports of entry use weighing-in-motion. The ports of entry have always been located in DOT.

Program Authority:

Weight & Length Program (DOT)

The program has authority to do fixed weight and length checks; issue permits; issue citations in cases of extreme safety violations; conduct vehicle seizures for extreme violations; collect fees; do not carry weapons; and adopt safety rules to be used by DPS.

Motor Carrier Safety Inspection Program (DPS)

The program has authority to do safety inspections and mobile weight/length checks; issue citations; make arrests; carry weapons; and can enforce other general traffic laws.

Educational and Training Requirements:

Weight & Length Program

The employees are required to have a high school diploma or GED. On the job training includes 40 hours/year of formal training. The specialty officer training is without weapons.

Motor Carrier Safety Inspection Program

The employees are required to have a high school diploma or GED. They receive full officer training, 40 hours of MCSAP training, 80 hours of training regarding hazardous materials, and training concerning drugs.

Uniforms:

There are three types of uniforms involved in the motor carrier program. DOT has its own port of entry uniform and DPS has a regular highway patrol uniform as well as a specialty officer uniform for those persons dedicated to motor carrier safety work. The employee and employer felt the uniforms were important to the success of the performance of their duties.

Weight & Length Program

The employee's uniforms are furnished except for footwear. There is a $30 per month maintenance allowance. The color of the uniform is different than the color of motor carrier safety inspectors and the regular highway patrol uniforms.

Motor Carrier Safety Inspection Program

The employee's uniforms are furnished except for footwear. There is a $60 per month maintenance allowance. The regular highway patrol officers have one color of uniform and the motor carrier safety officers have another color of uniform.

Salary and Retirement in Comparison to Law Enforcement:

Refer to Appendix A, "Jurisdictional Salary Ranges and Comparisons" for more detailed salary information.

Weight & Length Program (DOT fixed location)

The employee's salary is lower than for law enforcement. Retirement benefits are set by the standard state employee retirement program.

Motor Carrier Safety Program (DPS and mobile location weight/length)

The specialty officers, dedicated to motor carrier safety only, are the standard state employee retirement program and the salary is $3,000 to $5,000 less per year than the regular highway patrol officers.

Program Effectiveness Measures:

The two effectiveness measures used are the annual reports to the Federal Government, under MCSAP, and the tracking of gathered statistics from year to year.

Union Affiliation:

There is no union affiliation in the programs.

General Information of Interest:

There are not many employee transfers between DPS and DOT. Those that do occur involve transfers from ports of entry to law enforcement. The highest turnover in DOT is at the isolated ports of entry.

Morale within the DOT program has been negatively impacted by too many changes in the last two years, too many new directors with too many changes in direction, the reduction of staffing, 5 years of no growth budget and changes in lines of reporting.

Concern was expressed regarding the existence of three different data bases for drivers licenses, vehicle titles and license plates which do not communicate with each other. Efforts are being made to combine the three data bases into one.

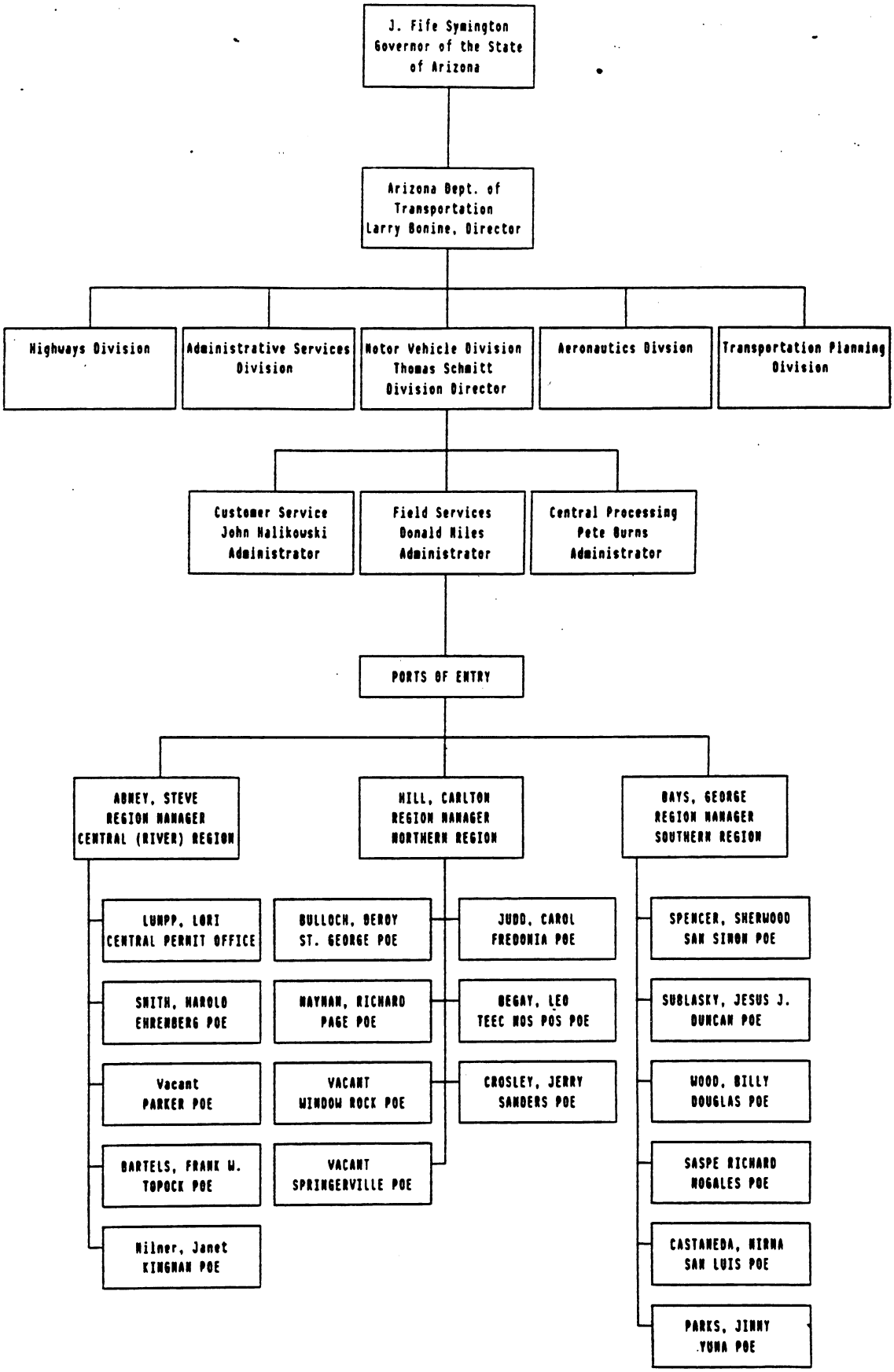
Discussion indicated a general preference for all motor carrier related programs to be placed under one agency.

Policy Concerning Response to Emergency Situations:

The general policy is that the port of entry operations come first. At remote locations the ports may be the only responder to an emergency and if at all possible the employees are to cooperate. Employees are encouraged to be involved in their communities. All employees are trained in CPR and hazardous materials every two years.

Mission Statement:

"The mission of the Arizona Motor Vehicle Division's Ports of Entry is to work cooperatively with the motor carrier industry and governmental entities, while applying specific regulatory prescriptions, with the overall purpose of promoting the best interests of the public and private sectors."


J. Fife Symington
Governor of the State
of Arizona
Arizona Dept. of
Transportation
Larry Bonine, Director
Highways Division
Administrative Services
Division
Motor Vehicle Division
Thomas Schmitt
Division Director
Aeronautics Divsion
Transportation Planning
Division
Customer Service
John Halikowski
Administrator
Field Services
Donald Niles
Administrator
Central Processing
Pete Burns
Administrator
PORTS OF ENTRY
ABNEY, STEVE
REGION MANAGER
CENTRAL (RIVER) REGION
HILL, CARLTON
REGION MANAGER
NORTHERN REGION
BAYS, GEORGE
REGION MANAGER
SOUTHERN REGION
LUNPP, LORI
CENTRAL PERMIT OFFICE
SMITH, HAROLD
EHRENBERG POE
Vacant
PARKER POE
BARTELS, FRANK W.
TOPOCK POE
Milner, Janet
KINGMAN POE
BULLOCH, DEROY
ST. GEORGE POE
MAYNAN, RICHARD
PAGE POE
VACANT
WINDOW ROCK POE
VACANT
SPRINGERVILLE POE
JUDD, CAROL
FREDONIA POE
BEGAY, LEO
TEEC NOS POS POE
CROSLEY, JERRY
SANDERS POE
SPENCER, SHERWOOD
SAN SIMON POE
SUBLASKY, JESUS J.
DUNCAN POE
WOOD, BILLY
DOUGLAS POE
SASPE RICHARD
NOGALES POE
CASTANEDA, MIRNA
SAN LUIS POE
PARKS, JIMMY
YUMA POE

5-18-94

STATE OF COLORADO
MOTOR CARRIER PROGRAM

Summary of On-Site Visit

Persons Interviewed:

- Phil Vasquez, Director; Ports of Entry Division; Department of Revenue; 516 Acoma St.; Denver, CO 80204; Tel 303/572-5690, Fax 572-5764.
- David Fugget, Supervisor III; Address same as above; Telephone and Fax same as above.
- Jerry Pierce, Regional Supervisor; Address same as above; Telephone and Fax same as above.
- Steve Melton, Port of Entry Officer 1; Address same as above; Telephone and Fax same as above.
- Vicki Spear, Port of Entry Officer 1; Address same as above; Telephone and Fax same as above.

Program Location:

Weight & Length Program - Fixed and Mobile

- Ports of Entry Division, Department of Revenue (DOR) (The Director of DOR answers to the Governor)

Motor Carrier Safety Inspection Program

- Colorado Highway Patrol, Department of Public Safety (DPS) (Lead agency, however DOR also performs safety inspections)

Program Philosophy:

Weights & Length Program - Fixed and Mobile

The program consists of civilian employees with its operation regulatory in nature.

Motor Carrier Safety Inspection Program

The DOR portion of the program has civilian employees with its operation regulatory in nature. The DPS portion of the program has trooper employees under a military structure with an operation that is enforcement in nature.

Program Staffing:

Weight & Length Program

Fixed - 101 employees
Mobile - 45 employees *

Motor Carrier Safety Inspection Program

DOR - 45 employees *
DPS - 10 employees

* These are the same employees, 7 of which are in the MCSAP program.

The average employee retention is five and one-half years. Turnover is lower than previous years.

Program's Current Organization:

In 1984 the Department of Revenue became the sole agency for the mobile weighing program. The port program has 10 vans that do weight/length checks and safety inspections. The highway patrol has 6 vans for doing random safety inspections only. The port and highway patrol programs exchange and cooperate in area assignments to increase coverage.

The port employees have the authority to take vehicles out-of-service but not to make actual arrests. They do have the ability to retain and restrain violators. The port employees do not carry weapons of any type, by statue. The program continually works on relations with law enforcement agencies and use is made of both formal and informal agreements to maintain these relations. The highway patrol has authority to take a suspected heavy vehicle to a weigh station and issue a ticket if applicable. In the past there had been problems between the port and highway patrol employees but now that has been resolved, for the most part.

The port employees are level 3 police officers and basically have all police powers except civil arrest authority. It was felt by management that the employees recognize themselves as enforcement and so do others. It was not the opinion that the recognition had any relationship to the carrying of weapons. Management is of the opinion that in the past the highway patrol felt superior to the port employees but now that the abilities of the port program have been demonstrated the issue has been resolved.

The port program has a career ladder that is based on an examination process. As an employee advances, the issue of dealing with other people, both in supervising and public relations roles, become more important. The port program has switched its emphasis from revenue collection to safety over the past 10 years.

The port program has been using Total Quality Management and thus uses teams for problem solving. Also in order to allow employees to learn automation and accept it, personal computers have been installed in the weigh stations.

Management felt that currently there is enough staffing to meet all the up coming safety inspection needs. The program is looking at using technology to save time and allow for better program performance. An effort has been made to be diverse in what the staff is doing and to show other agencies how the port

program can assist with the other agency's activities. It was felt that the diversity in duties keeps employee moral and the feeling of self worth positive. The program does not experience much turnover.

In interviewing the mobile field personal, it was found that the employees seem to like their jobs. There was some concern that they did not have the authority to pull over vehicles and, with proper training, to carry weapons. It was felt that a weapon is justified based on duties the port staff are asked to perform, for example, a license check may reveal a warrant for arrest. The field staff does have access to cellular telephones and law enforcement radios in the performance of their work.

An opinion was offered that the port employees may have a low priority with the highway patrol. The priority question concerned the highway patrol dispatch and management functions, not necessarily the actual troopers. Some staff believe that the program might be better under the highway patrol with full enforcement officer status.

There is considerable discussion among employees concerning enforcement/regulatory philosophy, but this concern was not a high priority of management. Reference was made to an article in "Truckers and Troopers" expressing the need to have law enforcement status. An employee stated that the highway patrol's higher salary, etc. was justified.

Generally it was the opinion that moral and pay was good. Concern was expressed that the fixed location and mobile officers were paid the same even though there is a difference in responsibilities and training that is required. The mobile persons are trained in safety matters.

In interviewing fixed location staff, the concern with weapons was less. It was the opinion that most customers are good to work with and the weapon would not make a difference. The fixed location staff can call the patrol for serious safety violations The sense was that employees were more secure when working at the ports of entry rather than at the road side operations..

Program Authority:

Weight & Length Program (DOR)

The program has authority to do both fixed and mobile weight/length checks and safety inspections; it has all police powers except civil arrest; can take vehicles out-of-service without arrest; collect revenues; issue permits; issue citations by statute; the employees do not carry weapons by statute.

Motor Carrier Safety Inspection Program (DPS and DOR)

The DPS program has authority to enforce all traffic laws; DPS and DOR conduct safety inspections and issue citations; DPS can make arrest; and the DPS employees carry weapons.

Educational and Training Requirements:

Weight & Length Program

The DOR & DPS employees are required to have a high school diploma or GED. The DOR employees receive on the job training along with a one year internship. During this period of time the Department evaluates an employee's judgment, their ability to communicate and their ability deal with people.

Motor Carrier Safety Inspection Program

The DOR & DPS employees are required to have a high school diploma or GED. The DOR & DPS employees receive four weeks of safety inspection training. In addition the DPS employees attend the law enforcement academy.

Uniforms:

Weight & Length Program (DOR)

Uniforms are paid for by the jurisdiction with the exception of footwear. The uniforms display both a patch and badge. The uniforms are very recognizable and consist of gray trousers (no stripe), dark shirt with a place for badge and name tag. The color of the badge is based on the officer's status. The uniform is directly provided by the jurisdiction.

Motor Carrier Safety Inspection Program (DOR only; DPS unknown)

Uniforms are paid for by the jurisdiction with the exception of footwear. The uniforms display both a patch and badge.

Both the employer and employee agreed that a uniform is important. The safety inspectors wear a coverall as a uniform.

Salary and Retirement in Comparison to Law Enforcement:

Refer to Appendix A, "Jurisdictional Salary Ranges and Comparisons" for more detailed salary information.

Weight & Length Program - Fixed and Mobile (DOT)

The salary is lower than law enforcement. The retirement is comparable.

Motor Carrier Safety Inspection Program (DOT only)

The salary is lower than law enforcement. The retirement is comparable.

The employees interviewed seem comfortable with the level of pay compared to law enforcement. There was some concern expressed about the fact that fixed and mobile employees were paid the same even though the mobile employees also conducted safety inspections and did not have the protection of the fixed facility.

Program Effectiveness Measures:

The program effectiveness is measured on the basis of the program's communication and helpfulness in preventing tickets; the reduction of the number of vehicles taken out-of-service; and an increase in the number of inspections conducted.

Union Affiliation:
There is no union affiliation.

General Information of Interest:

Because of the limited enforcement authority DOR depends on state and local law enforcement agencies to pursue violators and conduct arrests. The relationship appears to be good between the agencies for the most part.

The state is divided into an east and west region divided along I-25. The two regions are than split into nine separate districts.

The program has gravitated towards being more customer service oriented and increased its emphasis on utilizing as many technological advancements as possible. The program has established a joint port of entry program with New Mexico; is working closely with DOT on a port by-pass system; is using automatic vehicle identification; weighing in motion; automatic vehicle classification; and variable message sign technology. The results has been inter-agency cooperation and providing the most efficient customer service possible.

The program is working to establish a statewide local area computer network for communication that would link the port of entries and other agencies. In general the program has worked hard to challenge employees through divergence of duties and informing and assisting other agencies in achieving their duties.

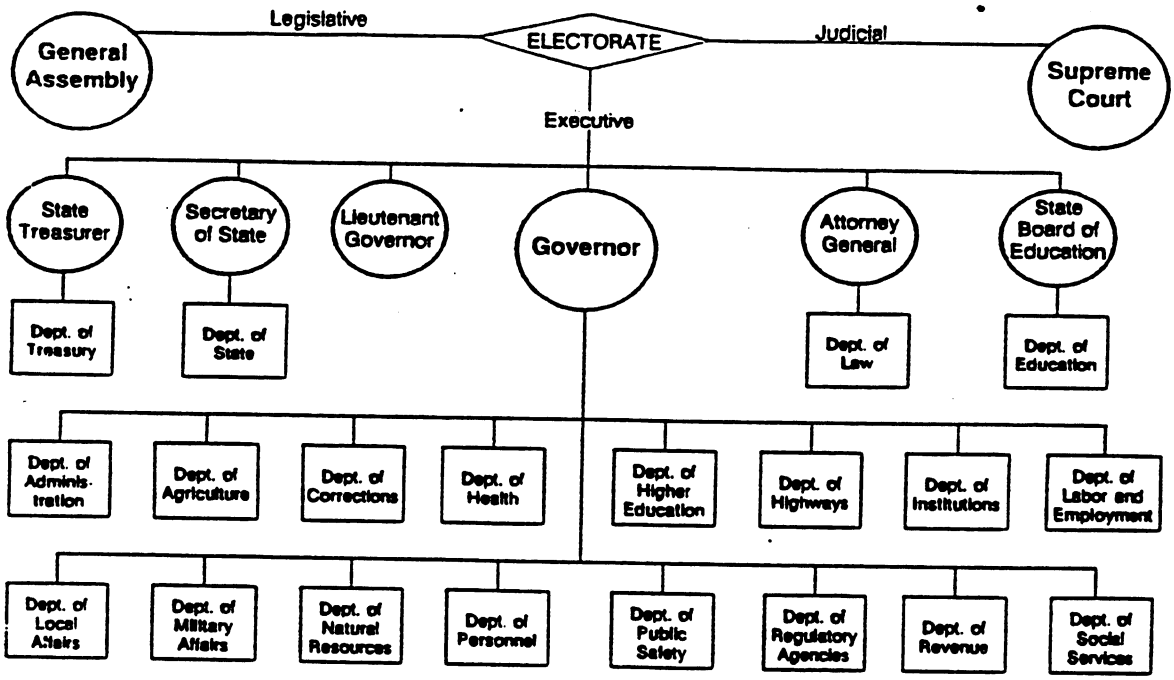
Policy Concerning Response to Emergency Situations:

The program's policy is that employees are not allowed to respond to a situation pertaining to their after hours commitments during their normal work hours.

Mission Statement:

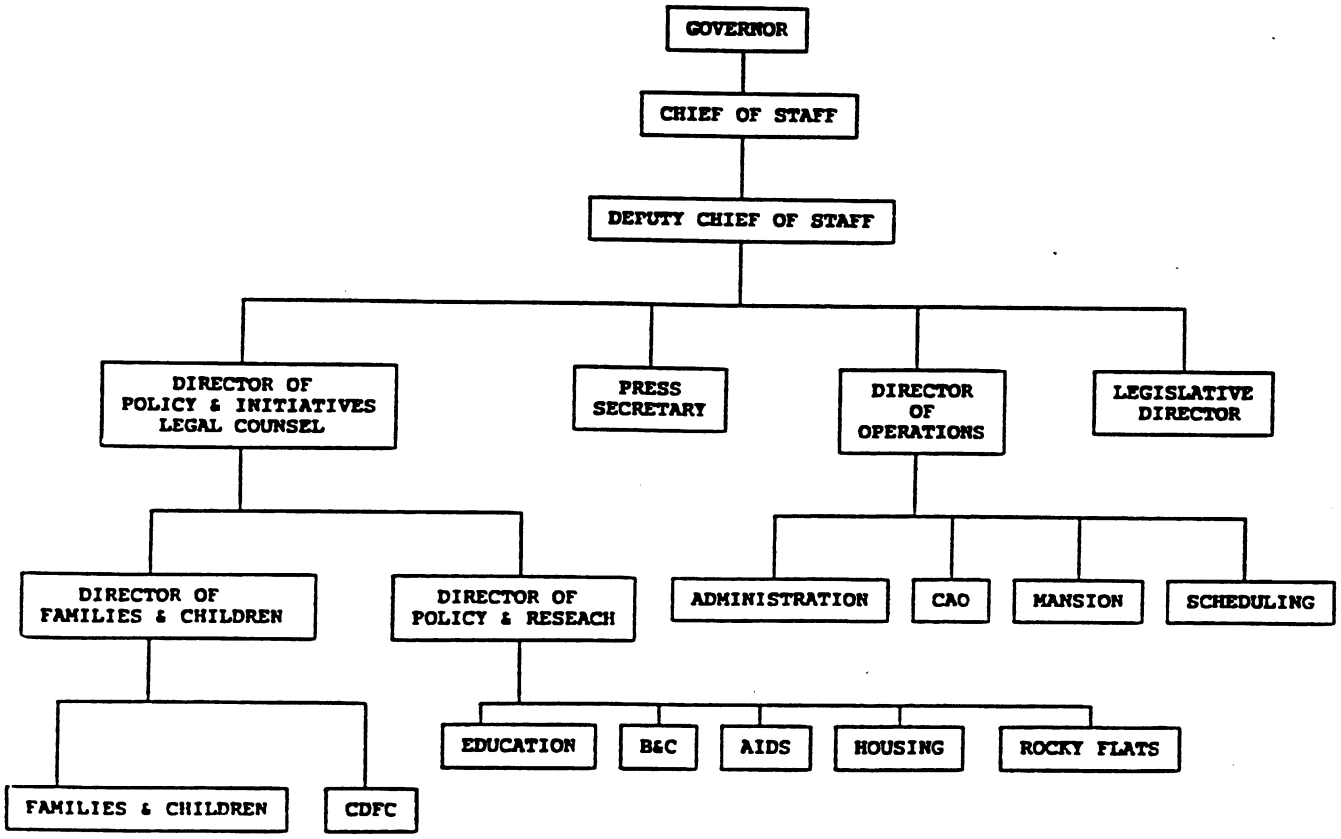
The mission of the Port of Entry Division is to facilitate enforcement of the laws of the State of Colorado concerning motor carriers and the owners of motor vehicles; to enhance compliance of motor vehicle safety and hazardous materials regulations; to equitably accomplish the collection of fees, licenses or taxes while continuing to emphasize efficient and effective service to their customers and maximize revenue return to the Department of Revenue.

STATE OF COLORADO
ORGANIZATION CHART

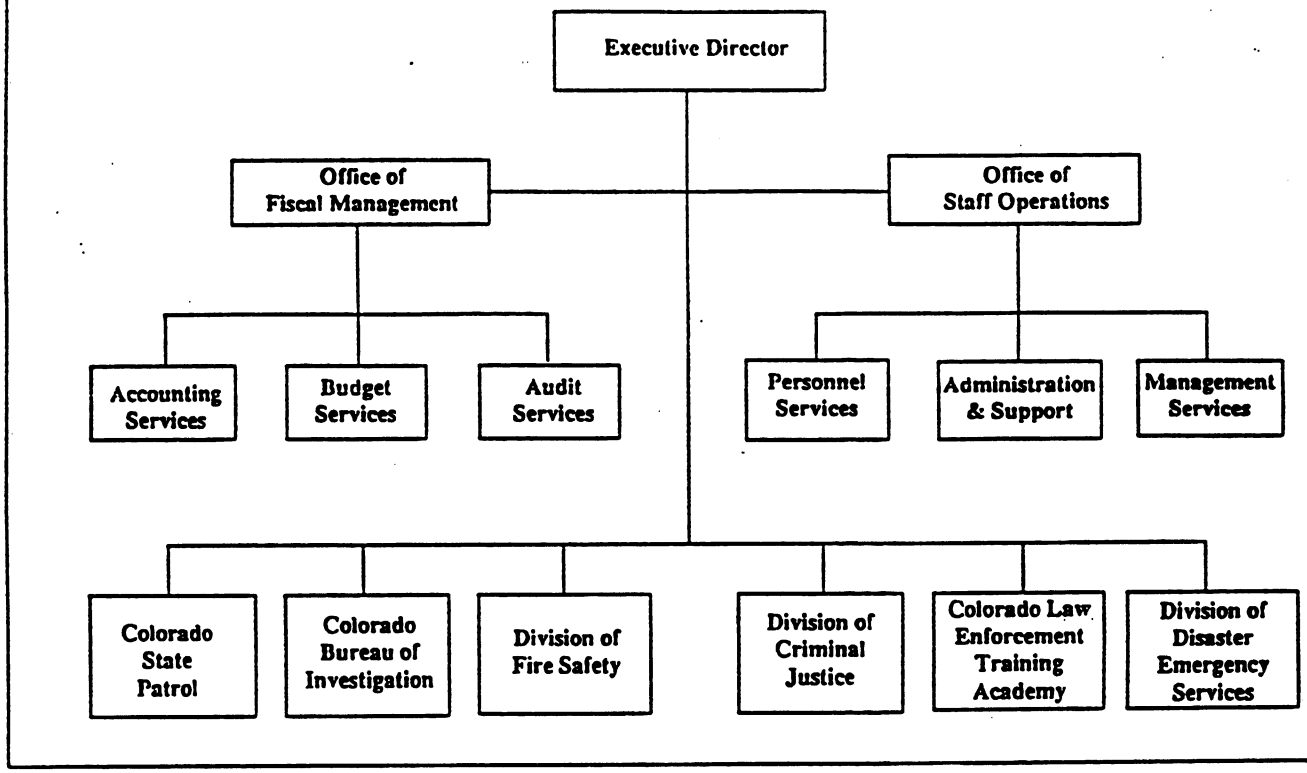


Circles on this chart identify elected positions

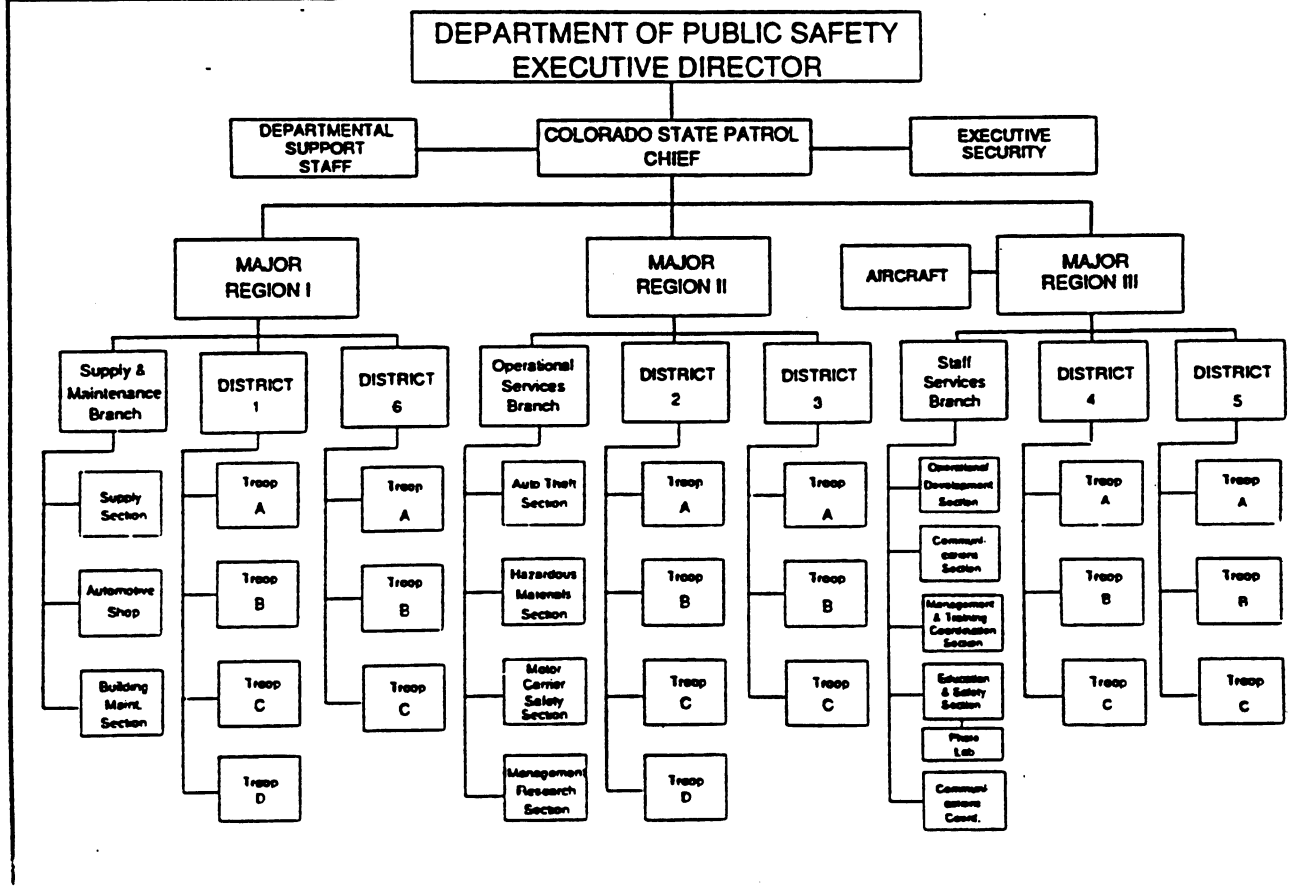
GOVERNOR'S OFFICE



STATE OF COLORADO
COLORADO DEPARTMENT OF PUBLIC SAFETY
ORGANIZATION CHART
OCTOBER 1990



DIVISION OF STATE PATROL
ORGANIZATION CHART
FEBRUARY 1991



SEPT 1990

COLORADO DEPARTMENT OF REVENUE

ADMINISTRATION AND SUPPORT SERVICES PROGRAM

OFFICE OF THE EXECUTIVE DIRECTOR

- EXECUTIVE DIRECTOR
  - Executive Assistant
  - Colorado Dealer Licensing Board
  - Internal Audit
  - Medical Advisory Board (Driver's License)
  - Lottery Commission
  - DEPUTY DIRECTOR
    - Office of Policy, Planning & Analysis
      - Policy Analysis & Financial Services
        - Office of Program Analysis
        - Acctng & Financial Services
      - Tax Analysis
    - Human Resources
    - Motor Vehicle Hearings
    - Tax Conferee

INFORMATION AND SUPPORT SERVICES

- DIVISION DIRECTOR
  - New Technology Analyst
  - Administrative Officer
  - Division Support Staff
  - Cash Processing
  - DP Application & Development
  - Information Center User Services
  - Computer Processing Support Services
  - Document Processing

TAX PROGRAM

TAXPAYER SERVICES

- DIVISION DIRECTOR
  - Public Information and Education
  - DEPUTY DIRECTOR
    - Income Tax Section
    - Business Tax Section
    - Estate Tax Section
    - Excise Tax Section
    - Tax Information Section
      - Telephone Unit
      - District Offices
        - Denver
        - Colo Spgs
        - Alamosa
        - Durango
        - Ft Collins
        - Greeley
        - Glenwd Spgs
        - Grand Jct
        - Pueblo

TAXATION AND COMPLIANCE

- DIVISION DIRECTOR
  - OIP Training
  - Collection Manager
    - Phone Collections
    - Seizure Sales
    - Collection Activities
    - CTPA
    - ATP
    - Short Checks
    - Garnish
    - Bankruptcy
    - Mail
    - Collection Agencies
  - Protest Manager
    - Phone Protests
    - Mail Protests
    - AARAP Coord
    - Refund Offests
  - Tax Compliance Manager
    - CTE
    - Asst Tax Compliance Manager
      - West District Office
      - East District Office
      - Denver Metro Team 1
      - Denver Metro Team 2
  - Chief Auditor
    - Field Audits
    - Tax Training
    - Mineral Audits
    - Audit Selection Tracking
    - Tax Policy Legislation Rules & Regs
  - Fair Share Office Audits

TRANSPORTATION PROGRAM

MOTOR VEHICLE

- DIVISION DIRECTOR
  - Administrative Technical Support
    - Building Services
  - Vehicle Services
    - Data Services
    - Hardware
    - Software
    - Programming
    - Vehicle Support
    - Titles
    - Registrations
    - Interstate Registrations
  - Motor Vehicle Compliance
    - AIR Program
    - Dealer Services
    - Dealer Investigations
    - Motor Vehicle Enforcement
  - Driver Services
    - Driver Control
      - Financial Responsibility
      - Data Capture
      - Computer Processing
    - Traffic Records
      - Driver History
      - Penalty Assessment
      - Microfilm
      - Accident Records
      - Communication Center
  - Driver License
    - Commercial Driver License

PORTS OF ENTRY

- DIVISION DIRECTOR
  - Region I
    - Ft Collins
    - Ft Morgan
    - Lamar
    - Limon
    - Platteville
  - Region II
    - Cortez
    - Dumont
    - Loma
    - Monument
    - Trinidad
    - Ft Garland
  - Mobile Section
    - Alamosa
    - Ft Morgan
    - Craig
    - Denver
    - Durango
    - Lamar
    - Limon
    - Loma
    - Monument
    - Ft Collins
  - Hazardous Materials Section
  - Motor Carrier Safety Inspection

LIQUOR ENFORCEMENT PROGRAM

LIQUOR

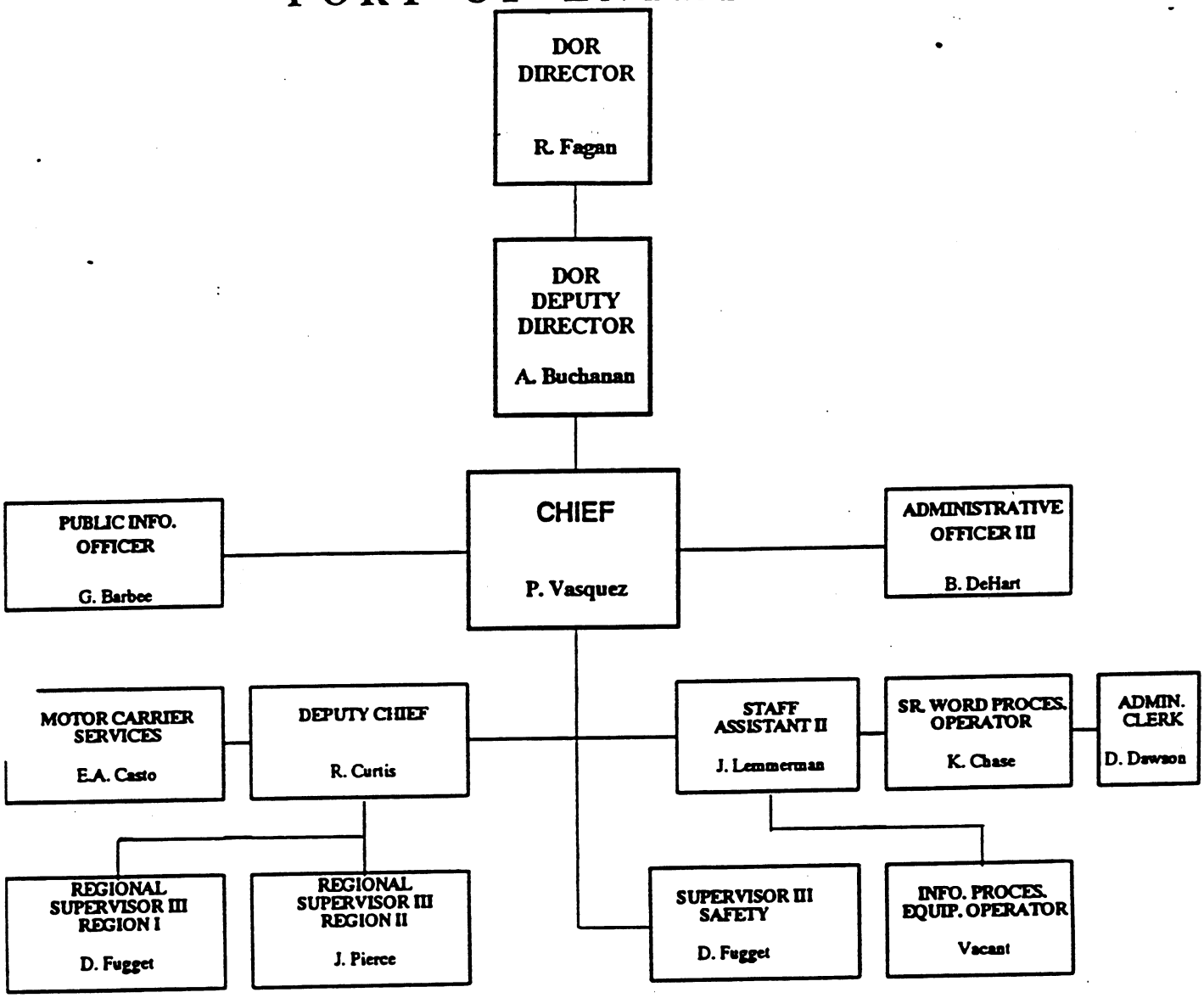
- DIVISION DIRECTOR
  - Licensing Section
  - Administration Section
  - Enforcement Section

LOTTERY PROGRAM

LOTTERY

- DIVISION DIRECTOR
  - Deputy Director
    - Data Processing
    - Controller
    - Operations
  - Communications
  - Security
  - Deputy Director
    - Marketing
    - Advertising
    - Sales
    - Statistics
  - Administration

PORT OF ENTRY DIVISION

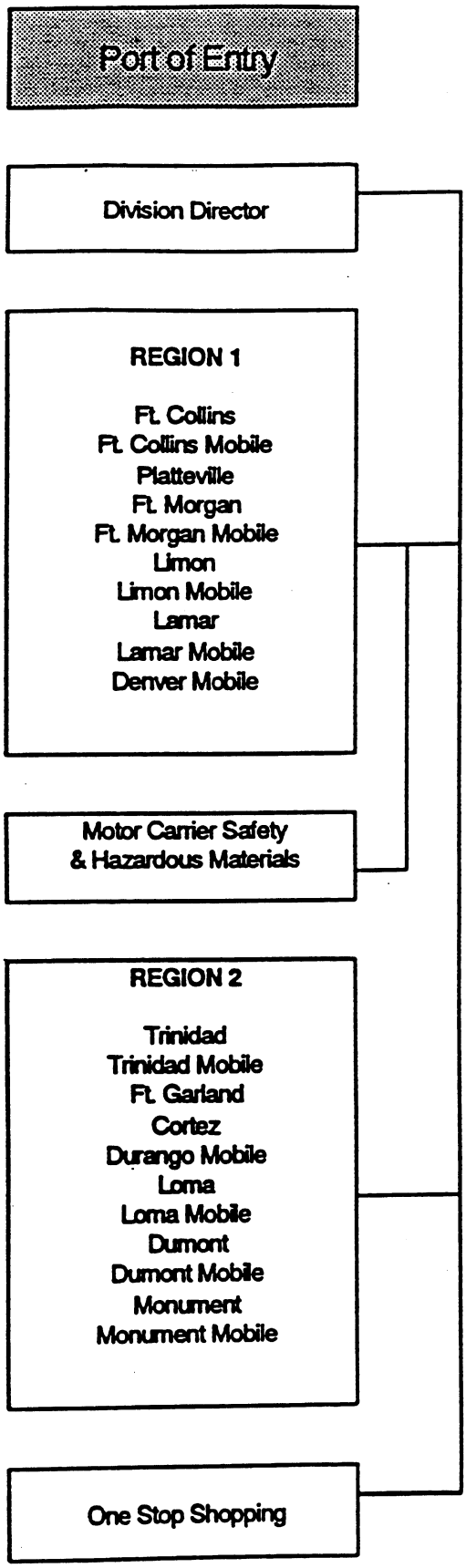


- District #1
  Ft. Collins
  Ft. Collins Mobile
  Platteville
- District #3
  Ft. Morgan
  Ft. Morgan Mobile
- District #4
  Limon
  Limon Mobile
- District #5
  Lamar
  Lamar Mobile

- District #6
  Trinidad
  Trinidad Mobile
  Ft. Garland
- District #8
  Cortez
  Durango Mobile
- District #9
  Loma
  Loma Mobile
- District #10
  Dumont
  Craig Mobile
- District #11
  Monument
  Monument Mobile

- Ft. Collins
- Limon
- Lamar
- Loma
- Monument

STATE OF COLORADO



STATE OF COLORADO

STATE OF IDAHO
MOTOR CARRIER PROGRAM

Summary of On-Site Visit

Persons Interviewed:

- Alan Frew, Ports of Entry Operations Officer; State of Idaho Transportation Department; PO Box 7129; Boise, ID 83707-1129; Tel 208/334-8694.
- John Sonnenberg, POE Area Supervisor; State of Idaho Transportation Department; 8150 Chinden Blvd; PO Box 8028; Boise, ID 83707-2028; Tel 208/334-8917, Fax 334-8917.
- Gus Gustafson, POE Inspector; State of Idaho Transportation Department; 8150 Chinden Blvd; PO Box 8028; Boise, ID 83707-2028; Tel 208/334-8917, Fax 334-8917.
- Saundra Deklotz, Manager; MCSAP; Idaho State Police; Department of Law Enforcement; PO Box 700; Meridian, ID 83680-0700; Tel 208/884-7220, Fax 884-7290.
- All Staff Members at the Boise Port of Entry East bound lane under the supervision of Greg LaChance.

Program Location:

Weight & Length Program - Fixed and Mobile

- Ports of Entry, Division of Highways, Idaho Transportation Department (IDT)

Motor Carrier Safety Inspection Program

- Motor Carrier Safety Assistance Program, State Police Division, Idaho Department of Law Enforcement (IDLF)

The director of IDT reports to the Transportation Board and the director of IDLF reports to the Governor.

Program Philosophy:

Weight & Length Program - Fixed and Mobile

The program has civilian employees and is regulatory in nature.

Motor Carrier Safety Inspection Program

The employees are troopers under a military type organization and the operation is enforcement in nature.

The Public Utility Commission (PUC) accesses the Federal regulations and has authority for everything concerning safety. They do carrier reviews and safety inspections with four persons.

Program Staffing:

Weight & Length Program - Fixed and Mobile (IDT)

There are 80 to 90 employees with limited peace officer status. The total number of positions available is 102. The staffing is 25% female.

Motor Carrier Safety Inspection Program

IDLF has 16 employees consisting of 15 officers and one level three officer. There are 7 officers financed by MCSAP. PUC has 4 employees.

The turnover for the past few years has been 6%.

Program's Current Organization:

IDT.

In 1982 the weight/length program was transferred to ITD from the Idaho State Police (ISP). In July of 1991 the supervision of the weight/length program was decentralized and given to the district engineers.

The ITD makes use of memorandums of understanding with law enforcement to assure an understanding of what each agency will be doing. Management interviewed was of the opinion that the program had fairly good relationships with law enforcement but there has been some disagreement with the upper level of the highway patrol over training. The employee interviewed also felt the relationship with law enforcement officers is good.

Management is of the opinion that law enforcement tends to consider the port of entry program as not very important and therefore the program is better off located under IDT. During an employee interview, it was noted that the district engineers are not concerned about the importance of the port program. It was further noted that moving under law enforcement would cause the program to become second class. There are no employee transfers from IDT to the highway patrol. The port staff, when under the patrol, were weapon carrying officers. The 1983 shift was made to IDT because of funding problems. Under the existing arrangement the staff has better equipment and their salary level was maintained but is lower than ISP.

Even though there are persons within the program desiring to have weapons, IDT management will never allow weapons since the employees are not considered law enforcement and their main purpose is to maintain highways. The department is considered to be a service agency and not a law enforcement agency. It was expressed that there should be a uniform nationwide policy on weapons. The employees do not have weapons of any kind. IDT is currently working on defining their philosophy.

IDT checks to see that motor fuel taxes are paid. Due to the state's funding problems, the collection program seems to be revenue oriented rather than safety oriented (The Department of Revenue actually collects the taxes.).

IDT management feels that there is some employee dissatisfaction but there is not much turnover. Some of the complaints are handled through union representatives.

In some areas of the state, fixed and mobile employees are rotated, but this is not the situation statewide.

MCSAP-IDLF

The MCSAP program is a separate bureau within the Idaho State Police (ISP). The employees are fully commissioned and trained officers and have MCSAP training and certification. The hours are flexible and the employees have good equipment. The unit uses suburban type vehicles. The program uses ITD locations to conduct both fixed and mobile inspections, however they are not involved in conducting weight/length checks. The fact that the program is located within ISP gives it authority over all regulations and statutes. The PUC has CVSC certified inspectors but does not obtain MCSAP funding. The ISP will use any certified inspector available to assist with the safety program.

There is animosity between the Port of Entry and MCSAP program. There are Legislative conflicts concerning where the program should be located. The pay scale favors the MCSAP officers over the port of entry employees. If the program assumed the current IDT mobile weight and length responsibilities, employees would likely be transformed to full officers (because of the situations encountered, i.e. drugs, impaired operators, criminals) and there is some question in regard to the number of IDT employees that would be willing and/or capable of making the transfer. The opinion was that to operate alone without protection was not good.

Program Authority:

Weight & Length Program (ITD)

The program has authority for issuing citations; ordering drivers to park vehicles; to pursue vehicles with red lights; to conduct walk-around safety inspections; to check and collect motor fuel tax (DOR has the enforcement responsibility); to issue licenses; to check driver safety requirements; to collect bonds; to conduct commodity disease checks; to conduct livestock paper inspections; and to conduct preventive safety inspections; they have no arrest authority (statutes do not prohibit or authorize arrests but policy does not permit arrests in reality); and do not carry weapons (by statute).

Motor Carrier Safety Inspection Program (ISP)

The program has full police power for all traffic and has authority: to conduct MCSAP inspections and issuance of CSVA seals; over all regulations and statutes; to make arrests; and to carry weapons.

Educational and Training Requirements:

Weight & Length Program

There are no employee educational requirements. The employee must be able to make decisions and must be able to work independently. On the job training covers inspection of brake adjustment and other vehicle related items, walk-around inspections, pursuit and stop procedures, working with abusive customers and courtroom procedures. There are also weight/length academy type classes as well as training modules.

Motor Carrier Safety Inspection Program

The employees complete full law enforcement academy and MCSAP training.

Uniforms:

Weight & Length Program

The jurisdiction provides reimbursement for the complete uniform except for the footwear. The uniform shirt is specified but the trousers can be of any type provided they are dark brown in color. The uniform consists of a tan shirt, a safety wind breaker which is brown but reversible to orange, a brown winter coat, baseball hat, dark brown coveralls for those in a roving capacity, patches, metal badge, name plates and service plate.

Management and employees seem to agree on the importance of the uniform.

Motor Carrier Safety Inspection Program

The jurisdiction provides the standard Idaho State Police uniform. Coveralls are used when conducting inspections.

Salary and Retirement in Comparison to Law Enforcement:

Refer to Appendix A, "Jurisdictional Salary Ranges and Comparisons" for more detailed salary information.

Weight & Length Program (ITD)

The employee's pay is lower than law enforcement and the retirement requires 5 years more of work, under the rule of 80. An employee interviewed indicated that they understood the justification in the difference of pay between themselves and law enforcement (This is not to say that they did not want to be equal to law enforcement.).

Motor Carrier Safety Inspection Program (ISP)

The employee's salary and retirement are the same as other law enforcement agencies.

Program Effectiveness Measures:

Weight & Length Program (ITD)

Effectiveness is measured by the program's compliance with the Federal certification requirements.

Motor Carrier Safety Inspection Program (ISP)

The effectiveness is measured by the annual Federal submittal.

Union Affiliation:

Weight & Length Program (ITD)

Approximately 50% belong to the union but it is not mandatory.

Motor Carrier Safety Inspection Program (ISP) - unknown

General Information of Interest:

ITD is developing a number of training modules for the port of entry employees. Management also indicated the desire to do MCSAP training.

During the interviews with both ITD managers and employees it was evident that the program has difficulty with the Legislature.

Policy Concerning Response to Emergency Situations:

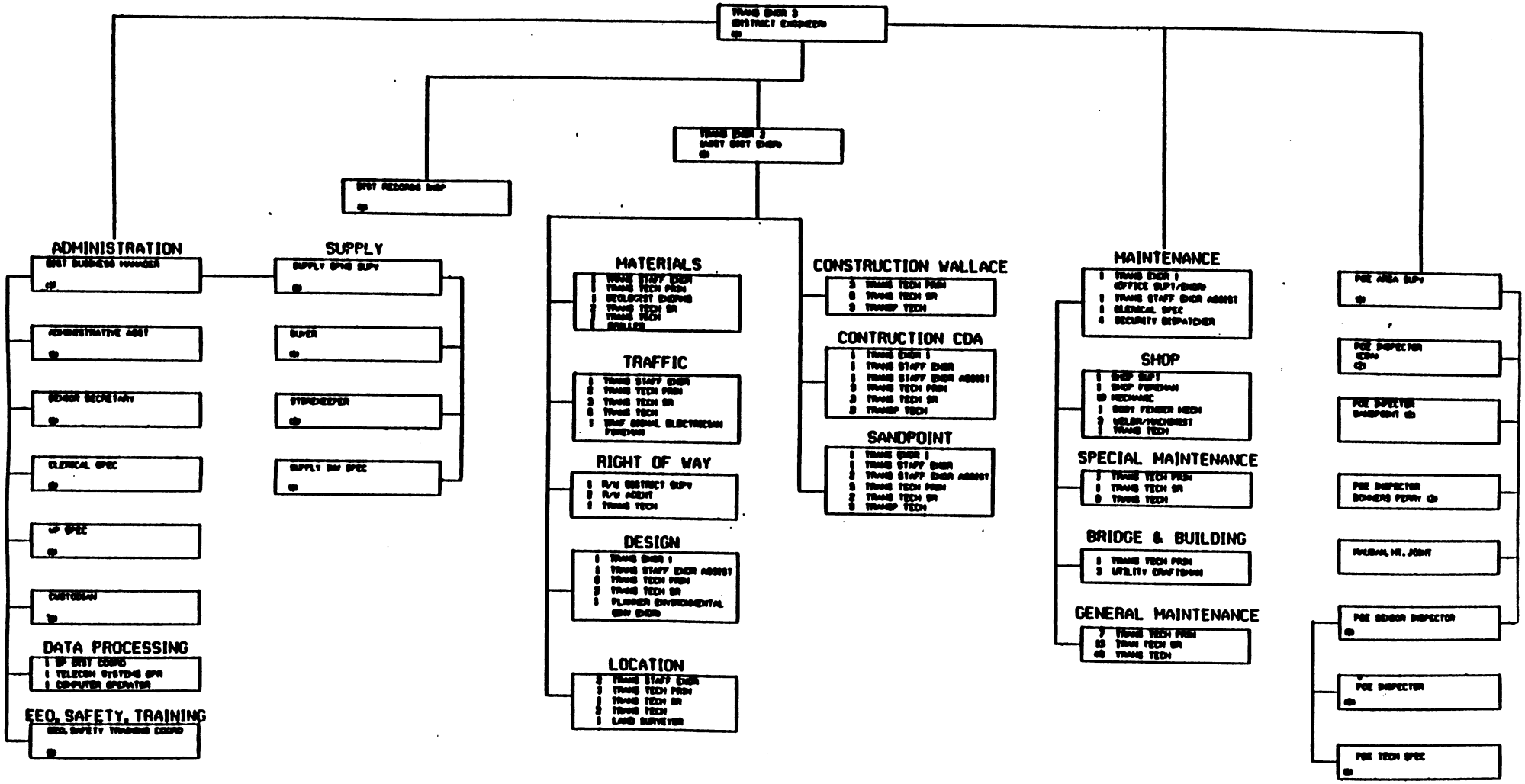
ITD does not have a written policy on volunteer service. The policy is handle on a district basis. Generally a port of entry is not closed unless there is an accident at the port.

Mission Statement:

To augment and help make more efficient and effective the enforcement of certain laws of the State of Idaho, the Idaho Transportation Department is authorized and directed to establish from time to time temporary or permanent ports of entry or checking stations upon any highways in the State of Idaho, at such places as the Idaho Transportation Department shall deem necessary and advisable.

IDAHO TRANSP(.ON DEPARTMENT
ORGANIZATION AND MANPOWER COMPLEMENT
DISTRICT 1

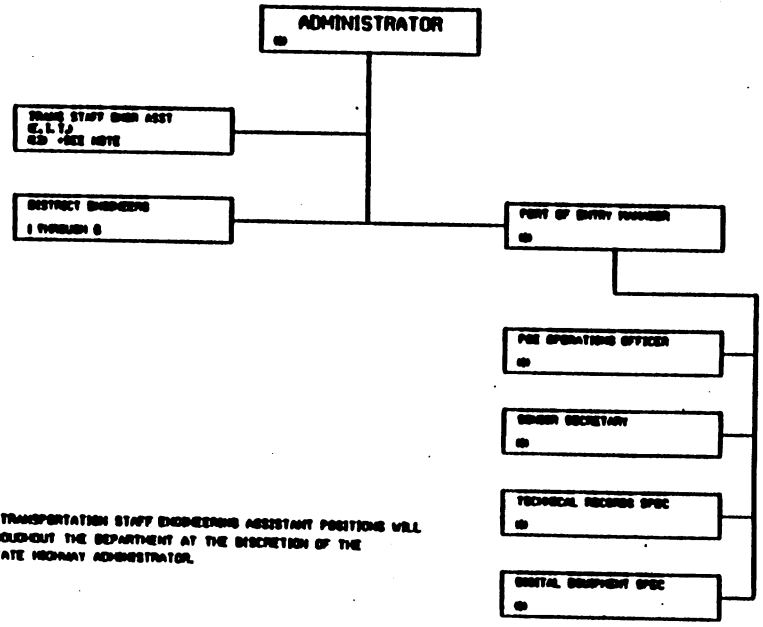
REVISED NOV 1993



APPROVED _____

REVISED NOV 1993

IDAHO TRANSPORTATION DEPARTMENT
ORGANIZATION AND MANPOWER COMPLEMENT
DIVISION OF HIGHWAYS

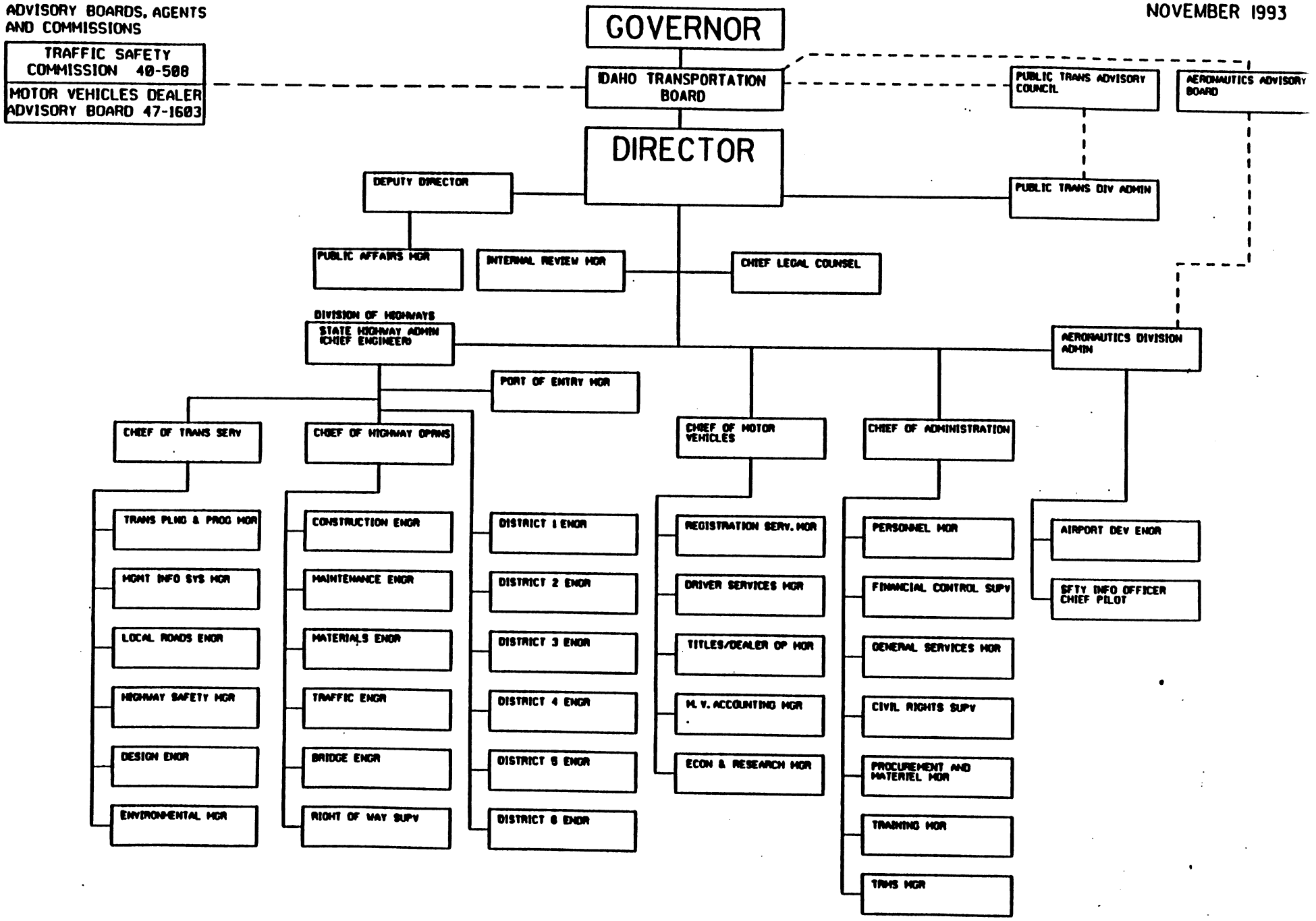


* THE AUTHORIZED TRANSPORTATION STAFF ENGINEERING ASSISTANT POSITIONS WILL BE ASSIGNED THROUGHOUT THE DEPARTMENT AT THE DISCRETION OF THE DIRECTOR AND STATE HIGHWAY ADMINISTRATOR.

APPROVED _____

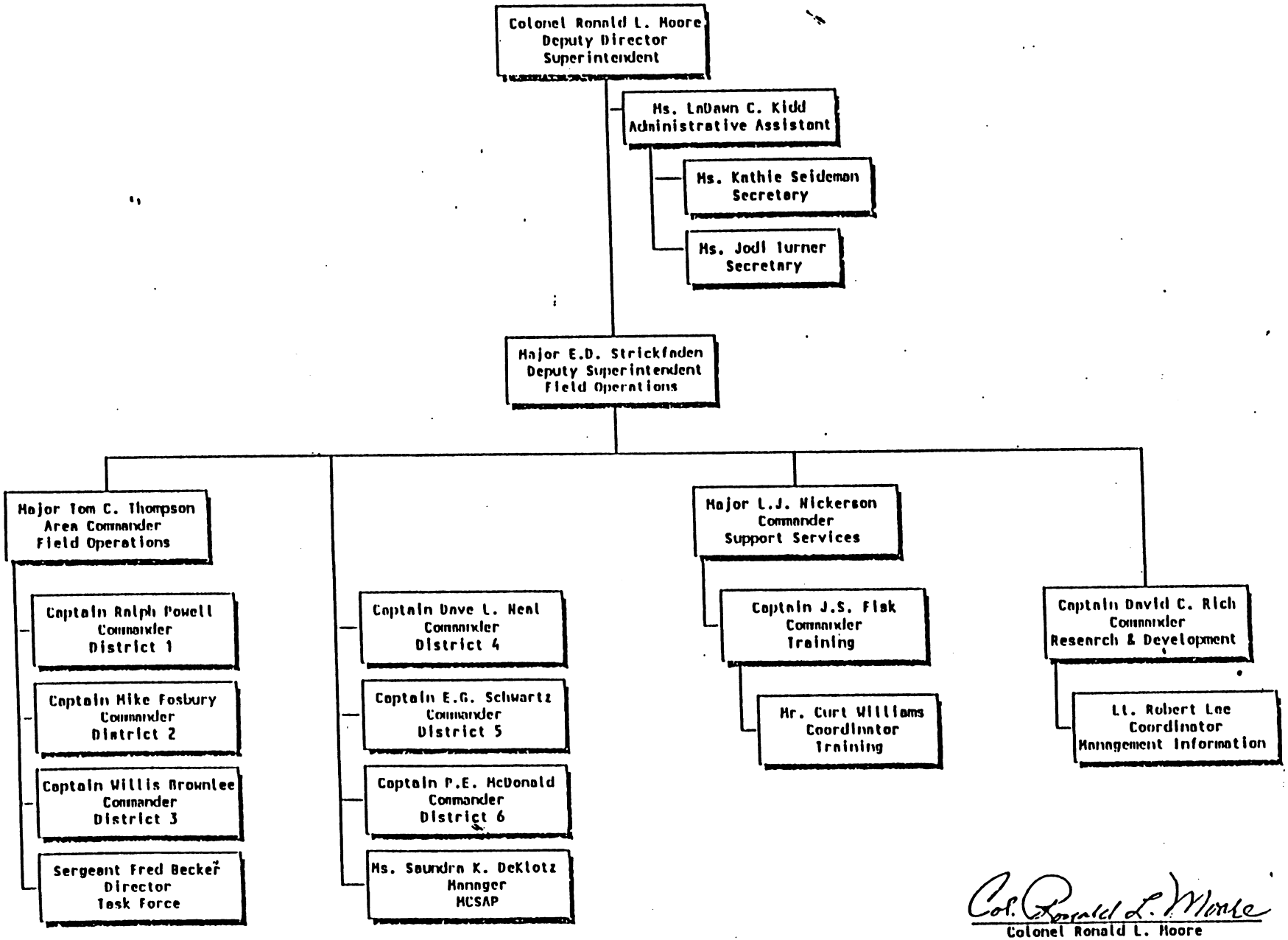
IDAHO TRANSP ATION DEPARTMENT

BASIC ORGANIZATION
NOVEMBER 1993



APPROVED _____

IDAHO DEPARTMENT OF LAW ENFORCEMENT
STATE POLICE DIVISION
ORGANIZATION & HUMAN RESOURCES



Col. Ronald L. Moore
Colonel Ronald L. Moore
April 1, 1994

STATE OF NEBRASKA
MOTOR CARRIER PROGRAM

Summary of On-Site Visit

Persons Interviewed:

- Ronald J. Krolikowski; Chief Officer; Nebraska State Patrol; Carrier Enforcement Division; State of Nebraska; 3920 N.W. 39th Street; Lincoln, Nebraska 68524; Tel 402/471-0105, Fax 471-3295.
- Doug Donscheski; MCSAP Coordinator; Same as above for address, telephone and fax.
- Jim Doggett; Field Supervisor; Same as above for address, telephone and fax.
- Gerald F. Krolikowski; Sergeant; Same as above for address, telephone and fax.

Program Location:

Weight & Length Program and Motor Carrier Safety Inspection Program

- Carrier Enforcement Division; Nebraska State Patrol.

Program Philosophy:

Weight & Length Program and Motor Carrier Safety Inspection Program

The program employees are organized in a military style with its operation enforcement in nature.

Program Staffing:

Weight & Length Program

Fixed - 56 employees
Mobile - 14 employees *

Motor Carrier Safety Inspection Program - 70 employees *

* The 14 employees are include in the 70 total. There are 5 female employees.

Public Service Commission - 5 to 6 employees (These employees have arrest powers but the Nebraska State Patrol does the enforcement.)

Program's Current Organization:

In 1985 the Carrier Safety Division was transferred from Nebraska State Roads to Nebraska State Patrol. Until 1986 there was no actual safety program. The Carrier Enforcement Division Officers have full police powers of a regular trooper but their emphasis is to be the motor carrier program. The program is financed by Nebraska State Roads fund.

The mobile program uses vans while the rest of the Officers have regular trooper vehicles. Not all of the program's vehicles are equipped for pursuits. Depending on an officer's place of residence in relation to a fixed facility, there is rotation between fixed and mobile officers.

Program Authority:

Weight & Length Program and Motor Carrier Safety Inspection Program

The officers have full police powers; carry weapons as of July 16, 1994; conduct portable and fixed weight/length checks; enforce all safety requirements; enforce fuel tax requirements; have arrest and citation authority; can enforce everything a regular trooper does but are to concentrate on the motor carrier program; enforce Public Service Commission requirements.

Educational and Training Requirements:

Weight & Length Program and Motor Carrier Safety Inspection Program

Employees are required to have a high school diploma; are given the same training as state patrol trooper, which is 16 weeks long, with the substitution of MCSAP training for accident investigation training (2 weeks of MCSAP and 1 week of hazardous materials). The Carrier Enforcement Officers have had the same training as the regular troopers since 1987. The regular troopers will be receiving 40 hours of training concerning driver log books.

Uniforms:

Weight & Length Program and Motor Carrier Safety Inspection Program

The Carrier Enforcement Officers (CEO) have always had uniforms. The regular troopers wear blue uniforms while the CEO's have tan shirts and army green trousers. The full uniform is furnished and purchased directly by the jurisdiction, without a maintenance allowance. The regular troopers do receive a $100 allowance which provides for uniform cleaning and telephone calls (The statutes only require that the uniform be distinctive and display a distinctive badge).

Salary and Retirement in Comparison to Law Enforcement:

Refer to Appendix A, "Jurisdictional Salary Ranges and Comparisons" for more detailed salary information.

Weight & Length Program and Motor Carrier Safety Inspection Program

The salary of the Carrier Enforcement Officers is approximately 15% less than the regular trooper. A review of salaries is being conducted by the state's personnel office. The retirement benefits of the CEO's is the same as other state employees. At age 55 and 20 years of service the regular troopers can retire at the rate of 3% of their salary per year worked (25 years = 75% of salary).

Program Effectiveness Measures:

Under the Federal requirements the jurisdiction performs a self evaluation. In addition the state auditors conduct reviews on a regular basis. The program does establish number specific goals to be accomplished each year.

Union Affiliation:

There is no mandatory union affiliation but the State Troopers Association of Nebraska exists if the officers wish to join.

General Information of Interest:

The state is divided into three districts with the headquarters located in Lincoln, Norfolk and North Platte.

Those that had been in the program for some time have always felt that the motor carrier program should be under the State Patrol. Previously the program had reported to maintenance programs and the two philosophies did not mesh well.

There is a good working relationship between the CEO's and the troopers. The opinion was that eventually both divisions of the State Patrol will be wearing the same uniform. The CEO's are accepted by law enforcement in general. As stated above, the Nebraska personnel agency is looking at the possibility of equalizing the pay of the CEO's and regular troopers.

The change allowing CEO's to carry weapons required that each person in the program take a 782 question law enforcement physiological examination and 132 hours of weapons training. The Carrier Enforcement Division pushed for the change, with the understanding that such an operation has to be located in some type of law enforcement organization. It was noted that out of 70 employees 6 failed the physiological examination and two persons have not qualified with a weapon. Before entering into the weapons program it was agreed that no jobs or pay would be lost because of the change. So if an officer fails the physiological or weapons testing, he/she continues in his/her regular employment without the use of a weapon. Should division employees achieve an increase in pay related to weapons status, the failing employee would also be denied that increase. The total cost of the conversion to weapons was $100,000.

Currently, turnover in the Carrier Enforcement Division is quite high. 8 CEO's switching to the regular patrol, or an 11% turnover. The main reason for the switch to the troopers is pay and retirement benefits. In general the change in the weapons status has improved moral.

The program has 11 Officers paid for by the MCSAP program, therefor all 70 Officers are required to spend 17% of their time on MCSAP related activities. In the past MCSAP provided two dogs to assist with drug investigations. Dog use is now focused on the regular Patrol (there are 17 dogs being used by the State Patrol).

The statement was made that dedicated funding is the most important factor impacting a motor carrier safety inspection program. If funding is not dedicated, it tends to be used for other programs.

Some municipalities perform weight and length checks.

Policy Concerning Responses to Emergency Situations:

There is no policy concerning response to emergency situations however all Officers are CPR trained and have full police officer status.

Mission Statement:

"Policy

Carrier Enforcement Division Officers shall:

A. Enforce all laws pertaining to motor carrier vehicles and permits as required by state statue.

B. Make arrests upon view and without warrant for violations of such laws pertaining to motor carrier vehicles and permits committed in an officer's presence.

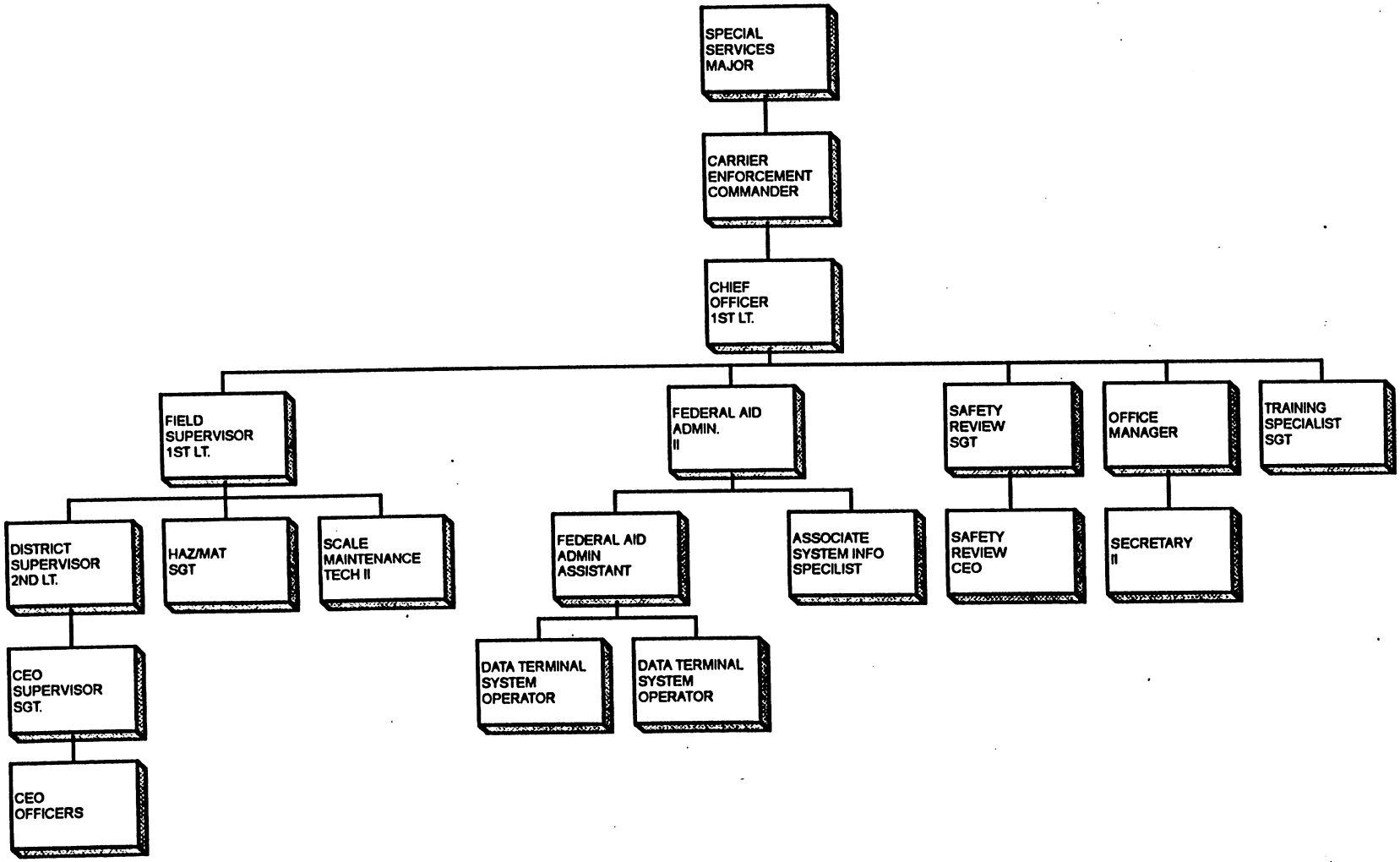
C. Inspect trucks for all safety violations of the vehicle and the drivers of such vehicles.

D. Collect moneys from permit stations and Carrier Enforcement Officers, pertaining to fuel and prorate fees.

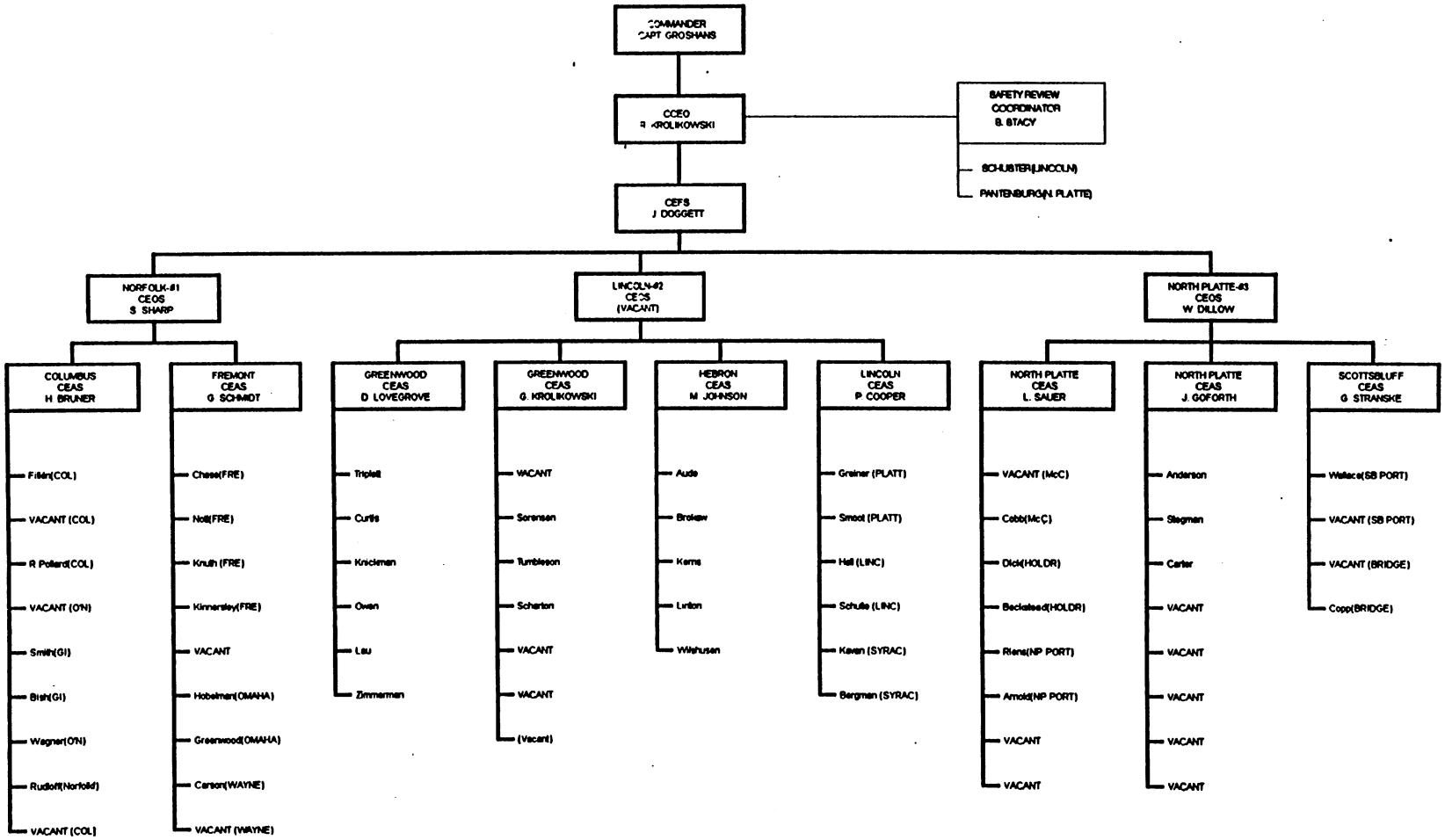
E. Assist other law enforcement agencies when reasonable requests are made."

NEBRASKA STATE PATROL

CARRIER ENFORCEMENT DIVISION



CARRIER ENFORCEMENT
FIELD OPERATIONS



11/92

STATE OF NORTH DAKOTA
MOTOR CARRIER PROGRAM

Summary of On-Site Visit

Persons Interviewed:

- Captain Pius Ternes; Highway Patrol; Judicial Wing State Capitol; 600 East Boulevard; Bismarck, ND 58505; Tel 701/224-2455.
- Sergeant Mark Bethke; Address same as above.
- Trooper Donald Polasky; Unit #212; North Dakota Highway Patrol; Motor Carrier Safety; 700 South 9th St.; Bismarck, ND 58540; Tel 701/224-2255.
- Sergeant Ken Halverson; Manager of Training (Training of fixed facility staff as well as walk around safety inspections); Address same as above.

Program Location:

Weight & Length Program - Fixed and Mobile and Motor Carrier Safety Inspection Program

- Motor Carrier Safety, Highway Patrol

The Highway Patrol Superintendent answers directly to the Governor.

Program Philosophy:

Weight & Length Program

- Fixed - The fixed portion of the program has civilian employees and its operation is regulatory in nature.
- Mobile - The mobile portion of the program is military in its personal structure and its operation is enforcement in nature.

Motor Carrier Safety Inspection Program

- The program is military in its personal structure and its operation is enforcement in nature.

Program Staffing:

Weight & Length Program

Fixed - 48-55 employees
Mobile - 4 employees *

Motor Carrier Safety Inspection Program - 13 * employees (use temporary employees to do under-the-truck inspections)

* These four employees are also included in the Motor Carrier Safety Inspection Program.

The current staff is 14% female. During the last 10 years the turnover has been 1%. In better economic times the turnover was higher.

Program's Current Organization:

In 1983 the motor carrier services program was moved from DOT to the Highway Patrol. This included the safety inspections and weight/length program. For the most part the move has been well accepted and has improved relations between functions. During the move all motor carrier troopers were given physiological tests resulting in two persons not being accepted. Four out of sixteen affected employees quit. The overall lesson learned from the move was to make sure that all levels of management buy into a proposed reorganization.

During April through October the emphasis is on trucking safety. There are 4 officers on safety and 4 officers on weight/length checks normally at the ports of entry. It was noted that the safety troopers and regular troopers don't associate much. There is some minor jealousy between the two since the safety troopers only work the day shift. The troopers can move freely between the regular patrol and the safety program. During the summer months five scale persons are assigned to assist with safety inspections. The safety troopers spend 100% of their time on vehicle safety, however they will perform other trooper services when a serious situation occurs. All safety troopers use four wheel drive vehicles. Only the MCSAP trained troopers do detailed inspections. The regular troopers only do walk-around inspections.

Under the former DOT arrangement, the emphasis was on revenue collection rather than safety. The fixed location scale staff are civilian employees of the Highway Patrol. Currently the fixed site employees and mobile employees get along fairly well, although under the change it is felt some authority was lost.

The break down of duties for a regular traffic trooper is 75% traffic and 25% motor carrier safety while the ratio is just the opposite for the motor carrier trooper. There are four MCSAP sponsored troopers who do 100% safety work.

The civilian employees do not carry weapons of any type and it seemed to be the opinion that to have weapons in the fixed scale houses could create a more hazardous situation.

Employee turn over in both parts of the program is minimal.

Program Authority:

Weight & Length Program

The program has authority to do weight/length checks only; no authority for safety inspections; no authority for citations only incident reports; no authority for arrests by statute; employees do not carry weapons by statute; do collect fees; do no portable weighing; do collect overload assessments.

Motor Carrier Safety Inspection Program

The program has authority to enforce all traffic laws except those pertaining to passenger cars and motor cycles; authority to conduct safety inspections; authority for citations; authority for arrests; carry weapons; to do portable weighing and length checks.

Educational and Training Requirements:

Weight & Length Program

Employees are required to have a high school diploma. On the job training is conducted as well as yearly in service training.

Motor Carrier Safety Inspection Program

The employees are required to have an associate degree. They receive 7 weeks of trooper training and 4 weeks of safety training.

Uniforms:

Weight & Length Program

The jurisdiction furnishes the uniform without a cleaning allowance. The only difference between the highway patrol uniform and the motor carrier services uniform is the badge. The uniform for summer consists of a baseball hat, short sleeve shirt, trousers and lightweight jacket. The uniform for winter is a fur cap, long sleeve shirt, trousers, tie and a car coat.

Motor Carrier Safety Inspection Program

The jurisdiction furnishes the uniform along with a cleaning allowance.

The employees and management agree that the uniform is important to the program.

Salary and Retirement in Comparison to Law Enforcement:

Refer to Appendix A, "Jurisdictional Salary Ranges and Comparisons" for more detailed salary information.

Weight & Length Program

The employee salary is lower and retirement benefits are not as good as law enforcement.

Motor Carrier Safety Inspection Program

The employee salary and retirement benefits are comparable to law enforcement.

Program Effectiveness Measures:

The program's effectiveness is measured by the numbers of fatalities, accidents, the vehicles and drivers taken-out of-service (less is better); the overall condition of vehicles; meeting the highway safety plan; and meeting the Governor's report goals.

Union Affiliation:

There is no union affiliation in either the weight/length or motor carrier safety inspection program.

General Information of Interest:

During the interviews an opinion was offered that if employees are pulling over vehicles they should be armed and have arrest authority. In addition the opinion was offered that it is better to have both the weight/length and motor carrier safety inspection programs under one organization. This type of arrangement allows for a more efficient use of staffing.

There are no other programs making use of the fixed location weigh stations.

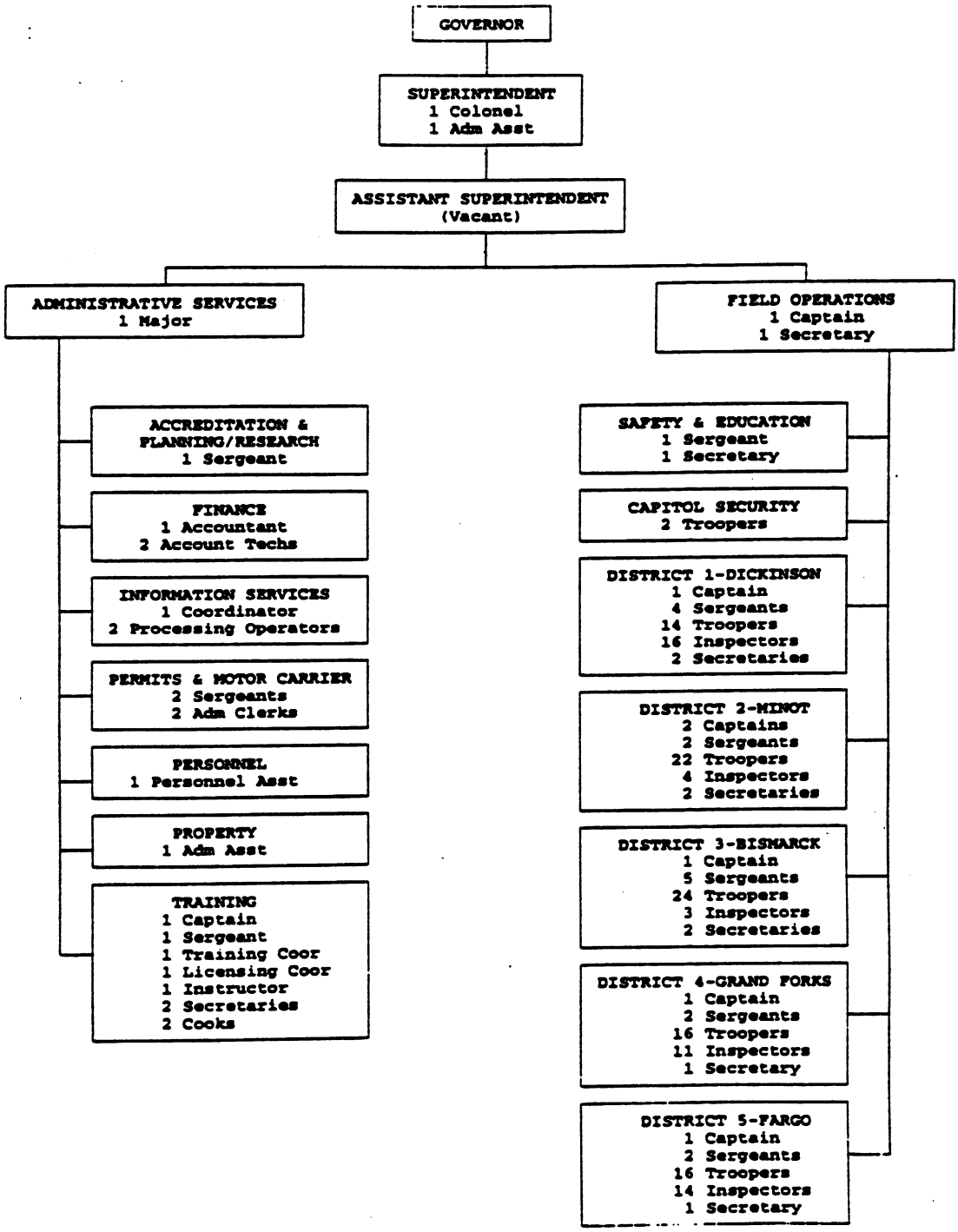
Policy Concerning Response to Emergency Situations:

There is no formal policy and to date there has been no problem. Employees schedule themselves so there are no conflicts. If there is a highway emergency the scale house can be closed and the employees can assist with the emergency situation.

Mission Statement:

Not provided.

3.20 NDHP Organizational Chart



STATE OF NORTH DAKOTA

STATE OF TEXAS
MOTOR CARRIER PROGRAM

Summary of On-Site Visit

Persons Interviewed:

- Major Lester Mills, Traffic Enforcement; Department of Public Safety; PO Box 4087; Austin, TX 78773; Tel 512/465-2116, Fax 465-2176.
- Sergeant Mauricio Cantu, License and Weight Services, Department of Public Safety; 9000 N IH 35; Austin, TX 78753; 512/873-3120.
- Corporal Steve Havelka, License and Weight Services, Department of Public Safety; 9000 N IH 35; Austin, TX 78753; 512/873-3120.
- Bert Lundell, Department of Highways & Public Transportation; Dewitt C. Greer Building, 11th and Brazos St.; Austin, TX 78701; Tel 512/465-1770.

Program Location:

Weight & Length Program - Fixed (basically none existent) and Mobile and Motor Carrier Safety Inspection Program

- Motor Carrier Bureau, Traffic Law Enforcement Division, Department of Public Safety (DPS)

The director answers to the Public Safety Commission appointed by the Governor.

Program Philosophy:

Weight & Length Program and Motor Carrier Safety Inspection Program

The program consists of a military type employee organization with the program operation being enforcement in nature.

The Department of Transportation sells over weight and length permits and sets the rules but all enforcement is done by DPS.

The Comptroller handles motor fuel taxes but does not do arrests or other types of enforcement.

Program Staffing:

Weight & Length Program Motor Carrier Safety Inspection Program

A fixed location program does not exist in the form of ports of entry or fixed weigh stations. There are some relatively permanent locations that are used for activities of all types.

There are 216 employees doing weight/length checks and safety inspections, with 35 of these being supervisors. Two of the employees are female.

Program's Current Organization:

DPS

The program has existed in its current form since at least 1920. The program enforces all traffic laws and statutes for other agencies such as the Rail Road Commission. It was interesting to note that the Alcohol Beverage Commission can weigh any liquid trucks at their fixed facility on the Mexico border. There are no civilian employees working in the motor carrier services program. The state weight/length requirements apply only to state roadways. The Comptroller's staff, who handle motor fuel tax, has no arrest or enforcement authority so they rely on DPS to do the enforcement.

The program has limited turnover and morale is good.

There are private state licensed inspection stations where annual vehicle inspections can be obtained. The persons involved in providing these services go through DPS training for competency. These private inspections do not replace the state inspections.

When conducting random safety inspections requiring under the vehicle work two officers are present. This is the only time that two troopers work together.

The two divisions of the patrol work well together but there is some jealousy by the regular patrol due to more favorable work hours available to the Motor Carrier Troopers.

There are no fixed scales. Portable weighing is done through the use of large vans.

DOT

The department adopts the administrative rules governing the weight/length program, with DPS doing the enforcement. DOT sells the required permits

Program Authority:

Weight & Length Program and Motor Carrier Safety Inspection Program

The program has authority to do mobile weight/length checks; issue licenses; issue citations; make arrests; carry weapons; DOT sets weight/length rules and issues permits; enforcement of the Comptroller's motor fuel tax requirements; enforce weight/length permits; enforce all traffic related laws as well as regulations for other agencies; enforce hazardous materials requirements.

Educational and Training Requirements:

Weight & Length Program and Motor Carrier Safety Inspection Program

The employees are required to have 60 hours of college; have no felony record; have two years of law enforcement or an honorable discharge from the military; have one year in the highway patrol. Officers are required to complete the law enforcement academy courses. Officers receive MCSAP training and self defense training.

Uniforms:

Weight & Length Program and Motor Carrier Safety Inspection Program

The jurisdiction provides the complete uniform and a cleaning allowance. With the exception of a different patch the motor carrier trooper's uniforms are identical to the regular trooper's uniform.

For work under vehicles the troopers wear coveralls. Troopers are required to wear their uniforms at all times.

Salary and Retirement in Comparison to Law Enforcement:

Weight & Length Program and Motor Carrier Safety Inspection Program

The salary and benefits are the same as other law enforcement with the exception of the larger cities which have higher salaries.

Program Effectiveness Measures:

The effectiveness of the program is determined by the number of drivers and vehicles taken out-of-service, the number of accidents, and the number of poorly maintained vehicles on the road. The less the number of these items the more successful the program.

Union Affiliation:

Unknown.

General Information of Interest:

DPS

During the interviews reference was made to the importance of being armed because of all the involvement with law enforcement activities, drug and alcohol problems, and the fact that current program changes are prompting more hostilities. There are less challenges when an officer is involved.

Educational and Training Requirements:

Weight & Length Program and Motor Carrier Safety Inspection Program

The employees are required to have 60 hours of college; have no felony record; have two years of law enforcement or an honorable discharge from the military; have one year in the highway patrol. Officers are required to complete the law enforcement academy courses. Officers receive MCSAP training and self defense training.

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The effectiveness of the program is determined by the number of drivers and vehicles taken out-of-service, the number of accidents, and the number of poorly maintained vehicles on the road. The less the number of these items the more successful the program.

Union Affiliation:

Unknown.

General Information of Interest:

DPS

During the interviews reference was made to the importance of being armed because of all the involvement with law enforcement activities, drug and alcohol problems, and the fact that current program changes are prompting more hostilities. There are less challenges when an officer is involved.

There are several counties that have programs for weight/length. Major cities over 100,000 in population are getting involved because of NAFTA and it is a revenue source.

DOT

The program makes use of centralized permitting with a toll free number, credit card payment including over the telephone processing. The process used results in the issuance of a routine permit in 10 minutes. The object is to keep vehicles moving to assist with air quality. The change centralized 202 remote offices. The program was modeled after Louisiana and saves 1.5 million miles per year. The office hours are from 6:00 AM to 6:00 PM during the week and 8 hours on Saturday. For off hours emergencies the supervisor has an emergency telephone. The program has 50 on line work stations which are handled by part time college students. The agency works with the students to match their school hours and to ensure their grades are maintained. By using customer ID numbers the processing saves approximately one-half of the key strokes that would normally be required.

Cities with 100,000 plus persons can enforce state permit requirements. Counties can enforce load zones on all roads. The state's data base is very accessible. Once DOT issues a permit others do the enforcement. DOT reimburses DPS for handling the enforcement.

DOT is working on interstate permits so that one permit can coyer the vehicles route through a number of states.

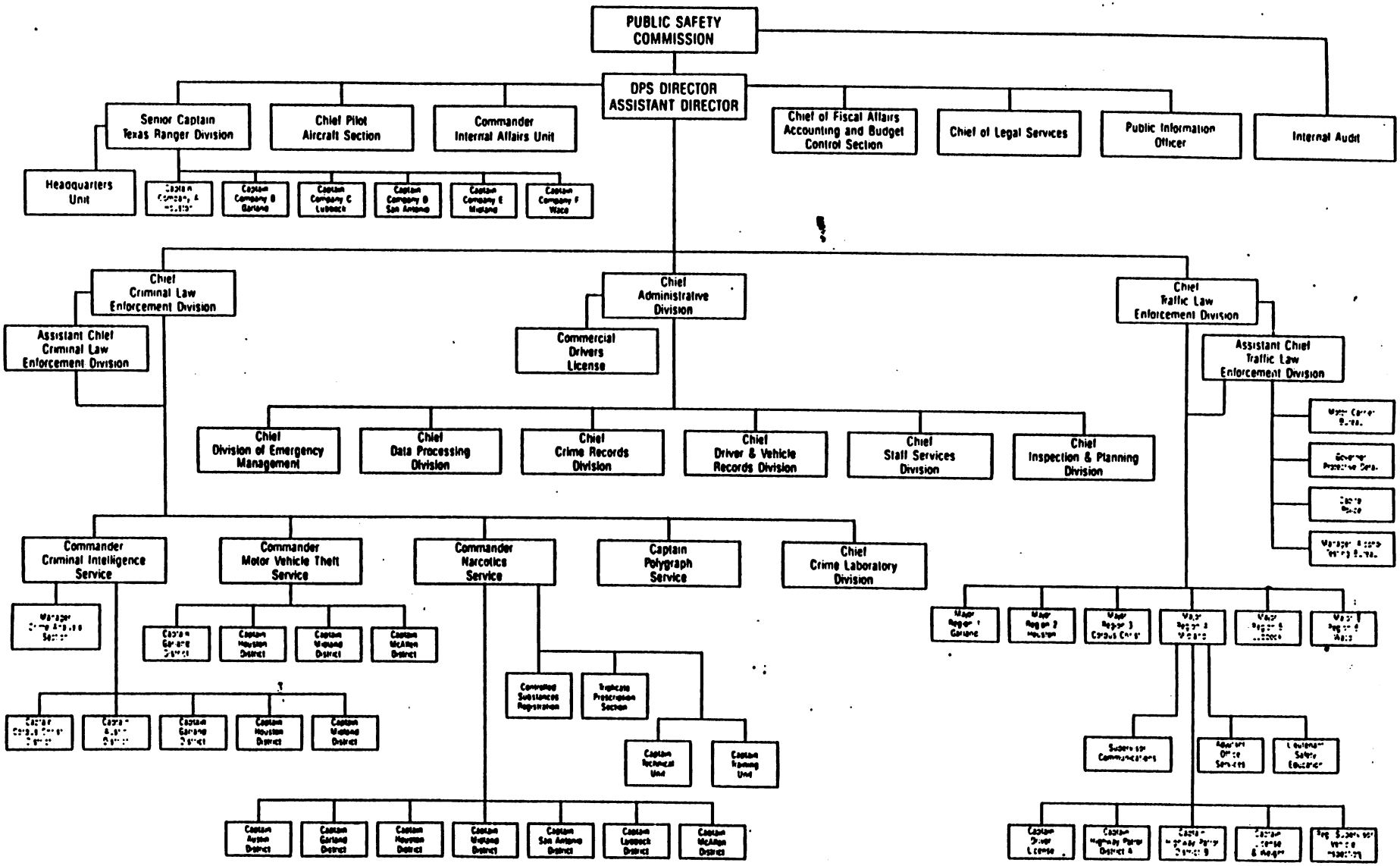
Policy Concerning Response to Emergency Situations:

Since the state does not have fixed weigh stations this is not an issue. In addition all of the programs employees are full authority troopers.

Mission Statement:

"The basic mission or responsibility of the Licensing and Weight Service is weighing and checking commercial vehicle traffic operating over the public highways of this state so that compliance with the statutory provisions of law regulating weight, registration, and the transportation of persons and property for hire can be obtained. It has joint responsibilities with the Highway Patrol Service for enforcing traffic laws on commercial vehicle traffic and against all vehicular traffic if the violation is dangerous in nature or if traffic conditions require additional assistance."

ORGANIZATIONAL STRUCTURE
TEXAS DEPARTMENT OF PUBLIC SAFETY



HO-49 (Rev. 5/93)

STATE OF WASHINGTON
MOTOR CARRIER PROGRAM

Summary of On-Site Visit

Persons Interviewed:

- Lieutenant Ralph DeWitt, Commercial Vehicle Enforcement Section; Washington State Patrol; 515 15th Ave; PO Box 42614; Olympia, WA 98504-2614; Tel 206/753-6554, Fax 586-8233.
- John Nicholas, Regional Coordinator, Commercial Vehicle Enforcement Section; Washington State Patrol; 515 15th Ave; PO Box 42614; Olympia, WA 98504-2614; Tel 206/753-6554, Fax 586-8233.
- Larry Bacon, Commercial Vehicle Officer 1; Address same as above.
- Bill Balcom, Commercial Vehicle Officer 1, Project; Address same as above.
- John Balcom, Permit Program Manager; Washington State Department of Transportation; Motor Carrier Services; 921 Lakeridge Way SW; PO Box 47367; Olympia, WA 98504-7367; Tel 206/664-9494, Scan 366-9494.

Program Location:

Weight & Length Program - Fixed and Mobile

- Commercial Vehicle Enforcement Section, State Patrol (CVES)

* DOT sets the standards for weight/length checks.

Motor Carrier Safety Inspection Program

- Commercial Vehicle Enforcement Section, State Patrol (CVES)

* The State Patrol has the lead and major role in all facets of the program. The State Patrol Chief reports directly to the Governor. The Washington Public Service Commission (WPSC) does port of entry audits, some safety inspections at fixed locations, insures proper rates, but does not do weight/length checks. The WPSC only addresses for hire trucks and does not address private trucks.

Program Philosophy:

Weight & Length Program

The fixed program is military in structure with its operation 50% regulatory and 50% enforcement in nature.

The mobile program is military in structure and its operation is enforcement in nature.

Motor Carrier Safety Inspection Program

The program is military in structure and its operation is enforcement in nature.

Program Staffing:

Weight & Length Program and Motor Carrier Safety Inspection Program - 160 employees *

Fixed - 96 employees *
Mobile - 64 employees *

* There are 22 MCSAP funded positions. The staffing is 25% female. In addition to the employees within CVES, WPSC has 60 employees. The program experiences approximately a 10% turnover.

Program's Current Organization:

State Patrol

The current program arrangement has existed since the 1940's, and a weigh masters program being added in 1962. The program is highly safety oriented. The Commercial Vehicle Officers (CVO) are special deputies and do not do regular traffic enforcement. The program does 60% of its work at fixed locations and 40% at mobile locations. Currently weighing-in-motion is being added to one station.

The CVO's are not armed. There are times that the arms issue arises, but the incidents are isolated. The CVO's have good backing from all levels of law enforcement. The officers are trained in hand to hand self defense, with the use of a flashlight. In addition ballistic vests are available if requested.

The CVO's operate out of mini-vans that are equipped with lights and sirens. There are a few who desire to be full officers but most are content with their positions. There are a few of the regular troopers who believe they are superior because of full academy training and full traffic law enforcement status. It appears that in the less populated areas the regular troopers and CVO's work closer. The fixed employees sometimes have difficulties with the mobile officers feeling superior. Fixed and mobile employees have the same training and require the same years of service to advance. At the 5 ports of entry fixed and mobile employees do not rotate but at the 45 interior weigh stations most they do rotate.

In addition to the motor carrier safety program the agency inspects all school buses. In the summer 100% of the buses are inspected; during the other months, 25% of the buses are inspected on a random basis. During the summer school bus inspections take 50% of the program's resources.

The WPSC only addresses for hire trucks and does not address private trucks.

DOT

DOT issues all permits for over-weight and -length and sets the requirements for regulating. Local governments can do their own enforcement. About 1/3 of all counties or 20 counties have programs. The ports of entry sell permits for DOT and handles enforcement.

Currently DOT is undergoing reorganization to provide for a more service oriented approach to their programs. There are 30 regional offices and 30 private agents issuing permits. In total there are 70 outlets issuing permits.

Program Authority:

Weight & Length Program

The program has authority to do fixed and mobile weight/length checks; issue permits; issue citations; make limited arrests for size, weight and length violations; employees do not carry weapons (by statute); DOT sets weight/length rules.

Motor Carrier Safety Inspection Program

The program has authority to do fixed and mobile safety inspections; issue citations; make arrests; by policy, it does not enforce other general traffic laws, only motor carrier requirements. Program officers do not carry weapons.

Washington Public Service Commission (WPSC)

The program has authority to check log books; sell permits and are getting a percentage of the income of those they issue. The staff is trained to do inspections but they don't do many.

Educational and Training Requirements:

Weight & Length Program and Motor Carrier Safety Inspection Program

The employees are required to have a high school diploma or GED. On the job training including 6 weeks MCSAP is provided.

Uniforms:

Weight & Length Program and Motor Carrier Safety Inspection Program

The jurisdiction furnishes the complete uniform including footwear. There is no cleaning allowance unless there are special soiling incidents such as might occur at an accident scene. The uniform is the same as the patrol. Both the employees and management agree on the importance of the uniform in obtaining attention of customers. Coveralls are used for conducting inspections. The uniform consists of all-season trousers, long-sleeved shirt, black bow tie, felt campaign hat or fur cap (commissioned), garrison cap or fur cap (non-commissioned), black socks, and regulation shoes.

Salary and Retirement in Comparison to Law Enforcement:

Refer to Appendix A, "Jurisdictional Salary Ranges and Comparisons" for more detailed salary information.

Weight & Length Program and Motor Carrier Safety Inspection Program

The salary compares to smaller and medium local government law enforcement entities but it is less than the State Patrol. The retirement is at 30 years rather than 25 years for the State Patrol. The CVO's interviewed felt the higher pay and better retirement is justified for the regular patrol, however they felt that the CVO's should be paid as well as many non-dangerous, private sector employees.

Program Effectiveness Measures:

The effectiveness is measured by annual reports to the Federal government, good relationships with the industry, reduced accident rates, and tracking of daily activities.

Union Affiliation:

Union affiliation is mandatory.

General Information of Interest:

State Patrol

Currently container shipping is causing some major problems.

In interviewing the employees it was apparent that they did not necessarily want a weapon but would like to have "pepper spray" for protection. The concern relates to working in the mobile units and at the remote weigh stations. They did agree that backing from law enforcement is good. It was expressed that the freeways are the most dangerous locations to work. It was expressed that weapons could increase hostility and would be cumbersome when working under vehicles during inspections. It was their opinion that there is a number of individuals within the motor carrier services program that would like to have weapons. It was stated that some of the regular patrol felt superior to the CVO's.

Other Comments:

Safety issues are gaining in importance. Currently the safety program may have better public relations than the regular patrol. Regular troopers really don't care to do inspections because of the requirement for specialized knowledge.

There are 8 districts which for the most part constitute 8 different jurisdictions.

The program has good relations with the motor carrier industry.

There could be an advantage to having the program under DOT from a funding standpoint.

Inspections take from 3/4 to 1 hour to do. It is required that 25% of the inspections be done during odd hours based on MCSAP requirements. The odd shifts are normally covered by two persons.

DOT

DOT stated that having enforcement under the Patrol was better than having it under DOT, based on the fact that it is better for a rule setting agency not to do the enforcement. It was expressed that fines and penalties are not as effective as requiring off-loading. The majority of the damage is done on secondary roads.

The State Patrol and The Washington Public Service Commission (WPSC) have an agreement that the patrol won't do terminal audits and WPSC won't do many inspections.

The general understanding is that safety is first with the patrol. The permit system assists with insuring safety.

During the interview the comment was made that two agencies doing the same thing is unnecessary. The state police should take over all enforcement matters. If limited authority is granted there is a tendency to stretch the authority and cost increases when there is no clear delineation.

Policy Concerning Response to Emergency Situations:

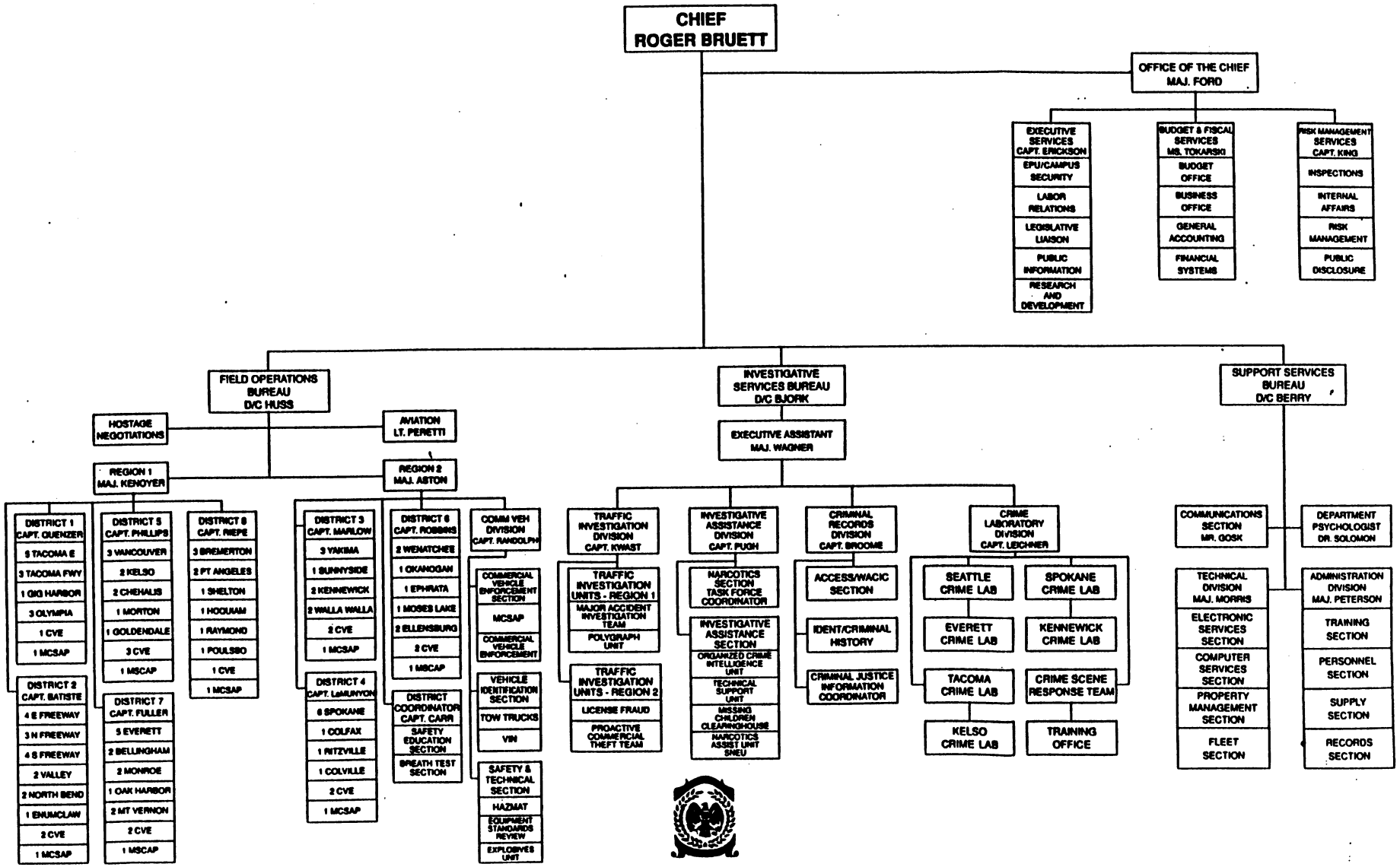
There is no formal policy but employees do respond to accidents that are close by.

Mission Statement:

"The Washington State Patrol shall serve the public by providing assistance, coordination, and the delivery of law enforcement and support services for the safety and protection of people and property."

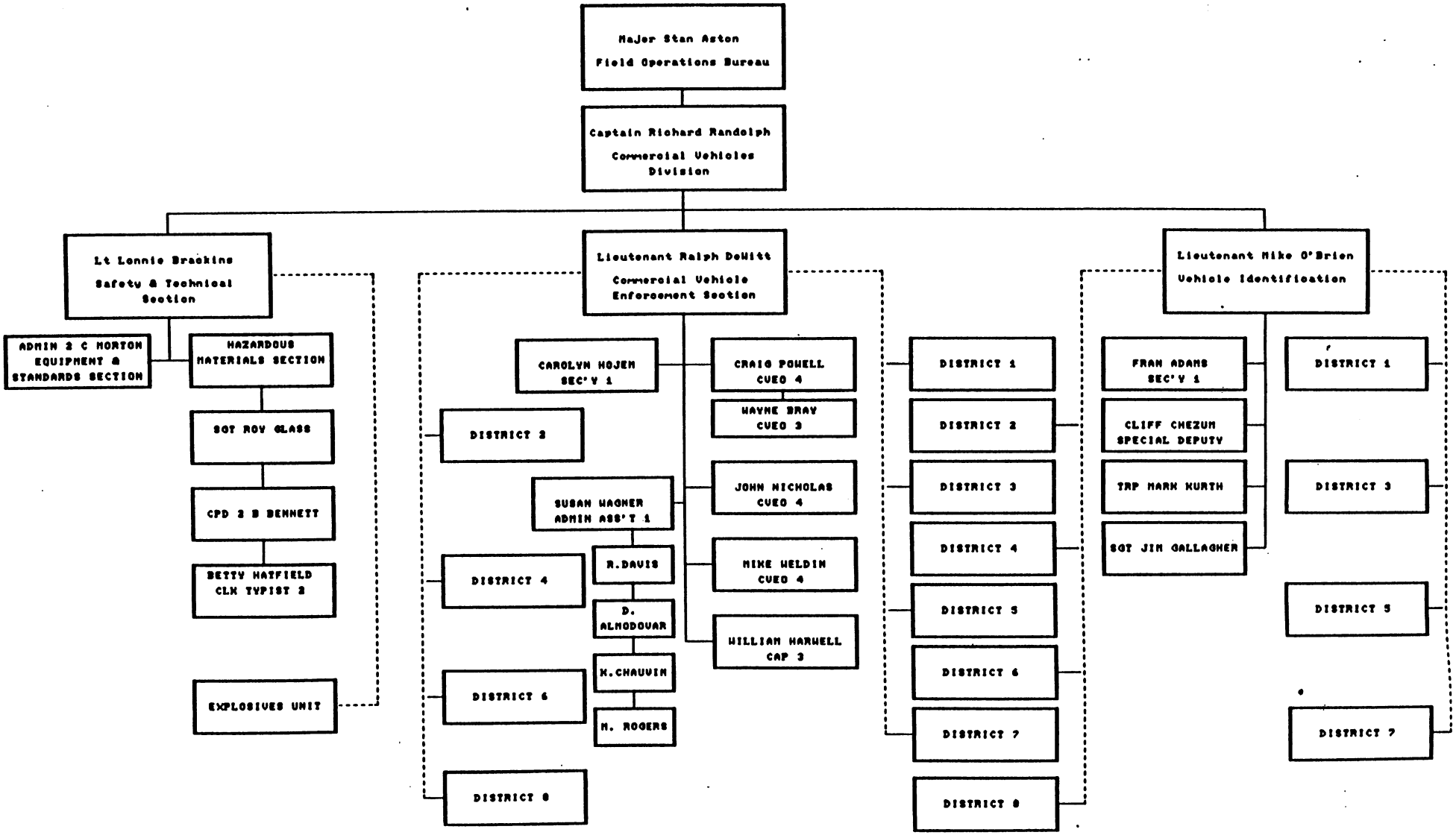
WASHINGTON STATE PATROL

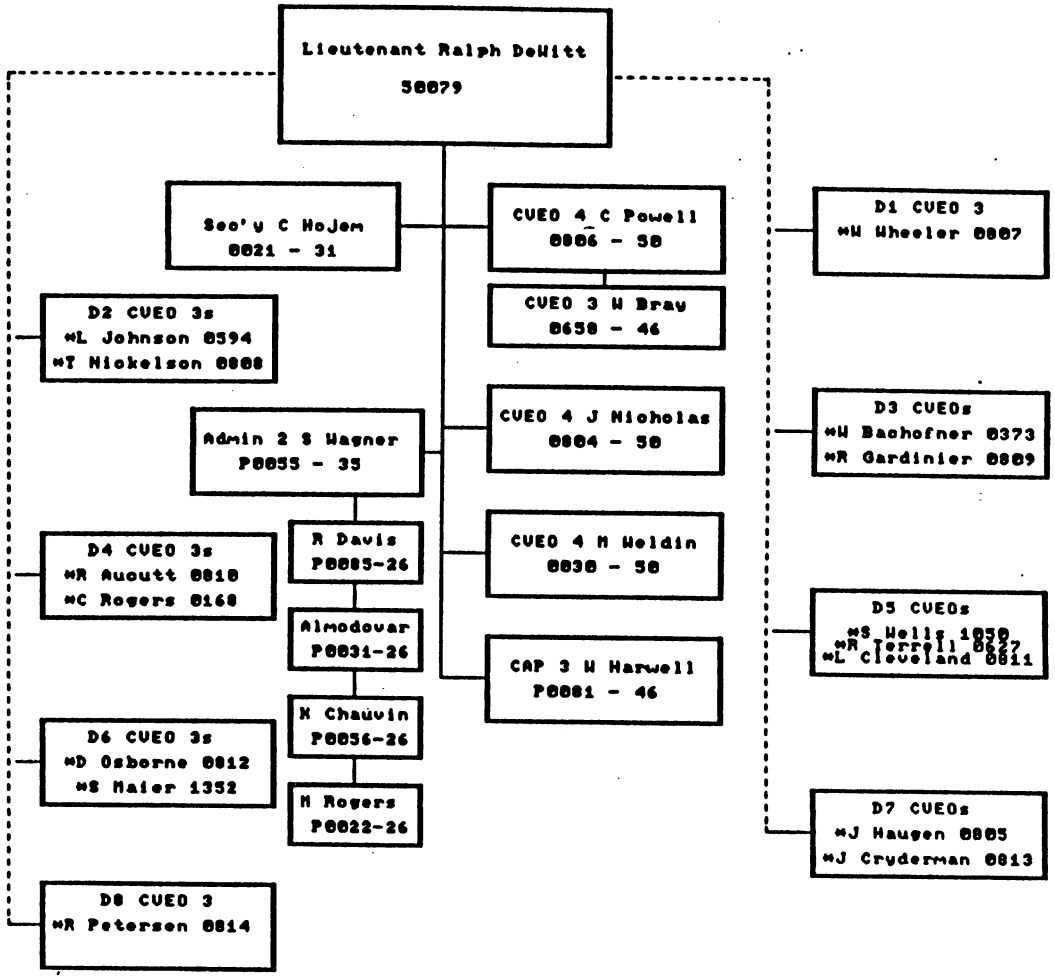
November 1993



3000-385-002 (10/93) Frame

An internationally accredited agency providing professional law enforcement services


Major Stan Aston
Field Operations Bureau
Captain Richard Randolph
Commercial Vehicles Division
Lt Lonnie Brackins
Safety & Technical Section
ADMIN 2 C MORTON
EQUIPMENT & STANDARDS SECTION
HAZARDOUS MATERIALS SECTION
SGT ROY GLASS
CPD 2 B BENNETT
BETTY HATFIELD
CLK TYPIST 2
EXPLOSIVES UNIT
Lieutenant Ralph DeWitt
Commercial Vehicle Enforcement Section
CAROLYN HOJEN
SEC'Y 1
CRAIG POWELL
CVEO 4
WAYNE BRAY
CVEO 3
JOHN NICHOLAS
CVEO 4
MIKE WELDIN
CVEO 4
WILLIAM HARWELL
CAP 3
SUSAN WAGNER
ADMIN ASS'T 1
R.DAVIS
D. ALMODOVAR
M.CHAUVIN
M. ROGERS
DISTRICT 2
DISTRICT 4
DISTRICT 6
DISTRICT 8
DISTRICT 1
DISTRICT 2
DISTRICT 3
DISTRICT 4
DISTRICT 5
DISTRICT 6
DISTRICT 7
DISTRICT 8
Lieutenant Mike O'Brien
Vehicle Identification
FRAN ADAMS
SEC'Y 1
CLIFF CHEZUM
SPECIAL DEPUTY
TRP MARK KURTH
SGT JIM GALLAGHER
DISTRICT 1
DISTRICT 3
DISTRICT 5
DISTRICT 7



*Salary Range
CVESPOS 05/17/94

STATE OF WYOMING
MOTOR CARRIER PROGRAM

Summary of On-Site Visit

Persons Interviewed:

- Major Brent Taylor, Wyoming Highway Patrol: Department of Transportation: PO Box 1708; Cheyenne, WY 82002-9019; Tel 303/777-4317.
- Richard Peterson, Assistant Supervisor; Port of Entry I25; Address same as above. (Interviewed at the Port)
- Graig Bunter, Supervisor; Port of Entry I80; Address same as above. (Interviewed at the Port)
- Sergeant Oyler, Supervisor; Motor Carrier Service Officers; Address same as above.
- Norm Finnell, Zone Supervisor of Ports of Entry; Address same as above.

Program Location:

Weight & Length Program and Motor Carrier Safety Inspection Program

- Motor Carrier Division, Wyoming Highway Patrol, Department of Transportation.

The head of the Highway Patrol reports directly to the director of DOT who answers to the Governor.

Program Philosophy:

Weight & Length Program

The fixed program has civilian employees with its operation regulatory in nature.
The mobile program is military in structure with its operation enforcement in nature.

Motor Carrier Safety Inspection Program

The program is military in structure with its operation enforcement in nature.

Program Staffing:

Weight & Length Program

Fixed - 98 employees
Mobile - 17 employees *

Motor Carrier Safety Inspection Program - 17 employees *

* These are the same employees.

The turnover is 3-4% and has been very stable for the last several years.

Program's Current Organization:

In 1990 the port of entry function and the motor carrier safety function were transferred to the Highway Patrol from the Department of Revenue (DOR). The change has been well accepted for the most part and has improved relations between functions. The transfer has changed the program emphasis from revenue collection to safety.

The regular patrol and motor carrier safety patrol work very closely. The same is true for the port of entry staff and the patrol. The seventeen motor carrier officers have the same authority as the regular patrol, but they do not take night calls.

Starting in September of 1994 the port of entry staff will begin to check medical cards, log books and driver's licenses, which are currently checked only by motor carrier services officers. The program is making use of automated licensing. When automation was installed the employees had input and thus its acceptance was better.

Overall the turnover is fairly low with the biggest cause being higher pay in desirable alternate employment. The moral is generally good. After the transfer there were a few employees fighting the change but that has subsided for the most part.

The port employees do not carry weapons of any type. Some employees feel that weapons are desirable. The port employees are backed by law enforcement but it did not appear that the backing was needed very often. There are 16 ports of entry.

The greatest concern now is to have enough staff and funding to cover the work load. There is going to be a study of the port of entry program, concentrating on those smaller ports that are not able to pay their own way. The study will be conducted by Legislative staff.

Program Authority:

Weight & Length Program (DOT)

The program has authority to do weight/length checks; may check medical cards, log books, drivers licenses; to collect fees and issue permits; have summons authority by statute; have no citation or arrest authority; have no authority to do portable weighing; carry no weapons by statute and policy (no prohibition or authority for arms); do no safety inspections.

Motor Carrier Safety Inspection Program (DOT)

The program specializes in motor carrier safety with full highway patrol authority except for civil writs; do safety inspections; do portable weighing; carry weapons; have citation and arrest authority.

Educational and Training Requirements:

Weight & Length Program (DOT)

The employees are required to have high school diplomas. On the job training is provided for two years. The employees receive 40 hours of special training at the law enforcement academy on summons and court appearances.

Motor Carrier Safety Program (DOT)

The employees are required to have high school diplomas. The employees receive 160 hours of training at the law enforcement academy.

Uniforms:

Weight & Length Program (DOT) and Motor Carrier Safety Inspection Program (DOT)

The jurisdiction furnishes everything except footwear and hat. The highway patrol wears a tan uniform with a shield like badge. The port of entry officers wear light blue shirts with darker blue trousers, no badge, a patch on each shoulder and a name tag. The uniforms for the port of entry employees are very similar to the uniforms that Montana port of entry employees wear. Employees and employer seem to agree on the importance of the uniform.

Salary and Retirement in Comparison to Law Enforcement:

Refer to Appendix A, "Jurisdictional Salary Ranges and Comparisons" for more detailed salary information.

Weight & Length Program

The salary is lower in comparison to law enforcement, however the retirement is better.

Motor Carrier Safety Inspection Program

The salary is about the middle of the scale for other law enforcement agencies, however the retirement is not as good as that of the port of entry civilian employees.

Program Effectiveness Measures:

The program effectiveness is measured by a reduction in the number of drivers and trucks taken out-of-service.

Union Affiliation:

There is no union affiliation.

General Information of Interest:

During the interviews it was pointed out that employees consider themselves related to enforcement rather than to other types of employees because of the authoritative nature of the relationship with the public. As a result port employees feel their salary should be more comparable with law enforcement. It was also pointed out that possibly 95% of the port employees would like to be highway patrol persons but only 65-75% of these individuals could qualify for the position. Based on their current weapons and authority status, port employees favored having a difference between their uniforms and the highway patrol uniforms.

The highway patrol staff spends some time working out of the ports of entry locations. If there are conflicts of interpretation on policy between patrol and ports employees, the port of entry supervisors can make suggestions to the highway patrol, but the patrol officer is independent of port authority.

The point was made that when conducting a reorganization, pay should be addressed as part of the process, prior to implementation. In addition it was pointed out that the port of entry staff should be trained in safety matters to assist with the career ladder. More career ladder steps seemed to be a concern that was impacting moral. There was concern that because port of entry positions were specialized it was hard to compare them with other operations in government. It was felt that the knowledge level is greater than other agencies but starting pay is less.

It was expressed that the merger of the port of entry and motor carrier safety programs has been good since now the two programs are discussing matters of mutual concern. Two thought processes have been merged causing standardization of policies.

There appeared to be concern that employees should have more training on dealing with hostile persons and handling special situations.

The point was made that problems with the Legislature stir up the employees and negatively impact the moral, i.e. cutbacks, salary freezes. The level of pay and job security seem to be major concerns.

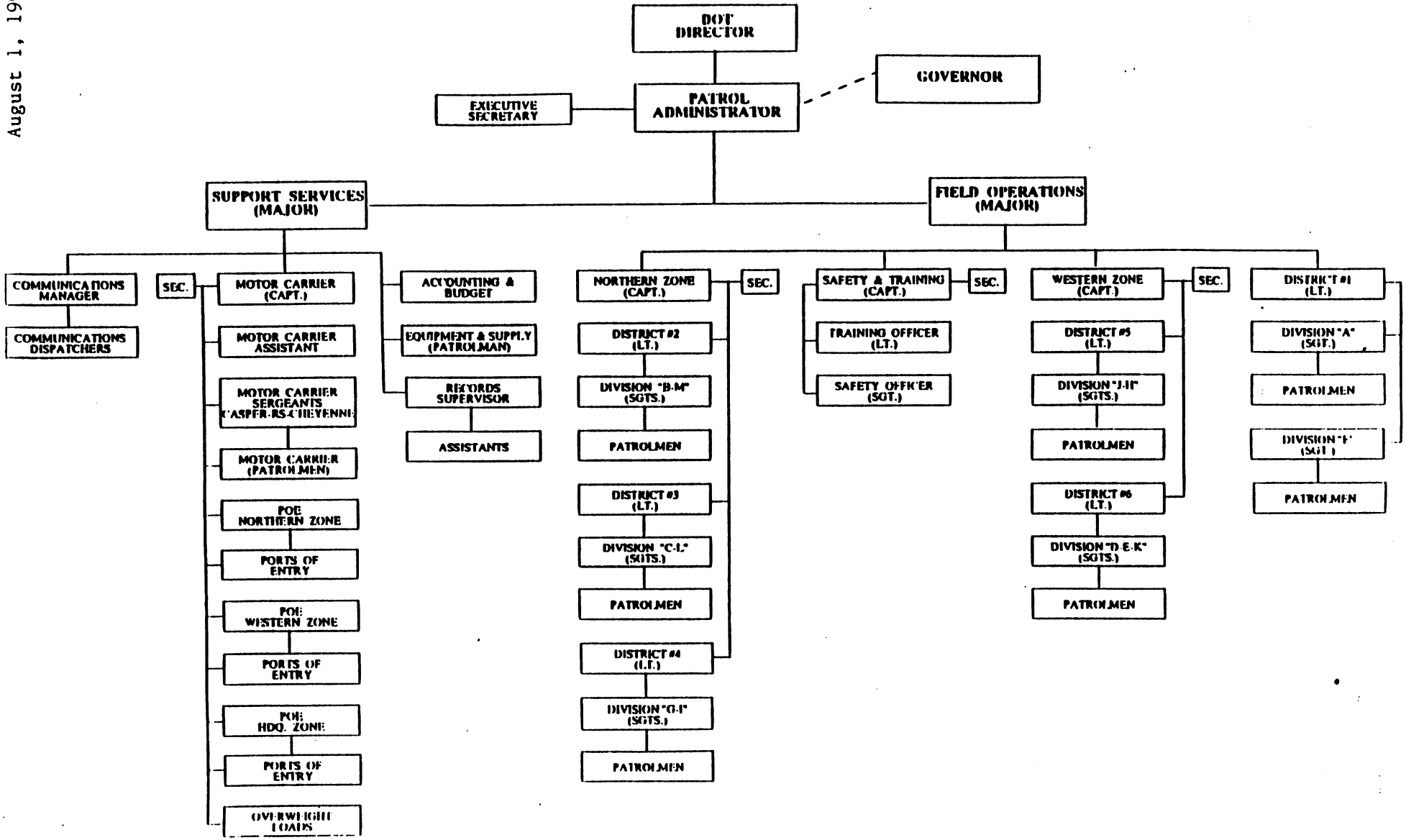
Policy Concerning Responses to Emergency Situations:

The general policy is that if the port of entry is covered an employee can leave but the person would be required to take vacation after one to one and one half hours of absence. The first duty is to the port of entry. The use of common sense is of course the rule. The agency backs its employees in being good citizens. The port of entry employees are expected to assist the general public within the ports parking lot when necessary. The training of the port of entry employees is not the same as that of the highway patrol.

Mission Statement:

"The mission of the Ports of Entry is to protect and preserve the highway infrastructure of the state of Wyoming, to preserve and enhance safety for all highway users and to collect fees, taxes, and other information as may be appropriate."

August 1, 1992



STATE OF WYOMING

IV. APPENDIX

Salary Surveys

- The first of the following salary surveys was compiled by the study team from sources identified in the survey results document.
- The second of the salary surveys was conducted by the Personnel Division of the Montana Department of Administration.

JURISDICTIONAL SALARY RANGES AND COMPARISONS

JURISDICTION	SALARY ANALYSIS[6]	
Alberta, Canada	**Motor Transport Officer I ***	**35,724**
	Motor Transport Officer II (field supervisor)	38,952
	Motor Transport Officer III (investigator)	38,876
	Motor Transport Officer IV (district manager)	42,516

* Fixed and mobile weight/length program and vehicle safety inspections.

Arizona[1]	Motor Vehicle Field Officer-In-Charge	18,555-27,393
	Motor Vehicle Regional Manager	25,182-38,111
	Motor Vehicle Field Officer	**17,775-25,573**
	City Police Officers[2]	**22,968-31,749**
	Sheriff's Deputy[3]	
	Population 1,000,000 or more	26,180
	500,000 - 999,999	22,950
	250,000 - 499,999	20,130
	100,000 - 249,999	19,530
	50,000 - 99,999	**18,300**
	25,000 - 49,999	16,950
	10,000 - 24,999	16,940
	Under 10,000	15,860
	Highway Patrol Trooper[4]	**23,340-35,424**
	Game Wardens[4]	**23,820-35,112**

Colorado[1]	Port of Entry Intern	22,656-30,348
	Port of Entry Officer I	**24,972-33,456**
	Port of Entry Officer II	28,908-38,724
	Port of Entry Officer III	31,860-42,684
	Port of Entry Officer IV	38,876-49,416
	Port of Entry Officer V	42,684-57,204
	Patrol Intern	22,044-29,532
	Trooper I	**25,512-34,188**
	Trooper II	28,128-37,692
	Trooper III	31,008-41,556
	Patrol Supervisor	36,876-49,416
	Patrol Administrator I	41,556-55,680
	Patrol Administrator II	48,108-64,452
	Wildlife Manager I	**24,300-32,556**
	Wildlife Manager II	27,528-36,876
	Wildlife Manager III	31,860-42,684
	Wildlife Manager IV	38,724-51,888
	Wildlife Manager V	44,820-60,060
	Police Intern	25,512-34,188
	Police Officer I	**28,128-37,692**
	Police Officer II	29,808-41,556
	Police Officer III	36,876-49,416
	Police Administrator I	41,556-55,680
	Police Administrator II	47,064-63,072
	Sheriff's Deputy[3]	
	Population 1,000,000 or more	26,180
	500,000 - 999,999	22,950
	250,000 - 499,999	20,130
	100,000 - 249,999	19,530
	50,000 - 99,999	**18,300**
	25,000 - 49,999	16,950
	10,000 - 24,999	16,940
	Under 10,000	15,860

Idaho[1]	Port-of-Entry Manager	42,994-57,637
	Port-of-Entry Inspector Trainee	16,182-21,694
	Port-of-Entry Inspector	**Information Requsted**
	Port-of-Entry Technical Specialist	16,598-22,235
	Corporal, Idaho State Police	**25,563-37,586**
	Sergeant, Hazmat Specialist	27,706-40,768
	Lieutenant, Idaho State Police	32,968-48,485
	Captain, Idaho State Police	38,314-56,347
	City Police Officers[2]	**22,968-31,749**
	Sheriff's Deputy[3]	
	Population 1,000,000 or more	26,180
	500,000 - 999,999	22,950
	250,000 - 499,999	20,130
	100,000 - 249,999	19,530
	50,000 - 99,999	18,300
	25,000 - 49,999	**16,950**
	10,000 - 24,999	16,940
	Under 10,000	15,860
	Game Wardens[4]	**23,820-35,112**
Nebraska[1]	**State Patrol Carrier Enforcement Officer**	**21,489-30,085**
	State Patrol Trooper I	**21,489-30,085**
	State Patrol Trooper II	24,834-34,768
	State Patrol Sergeant	28,699-40,179
	State Patrol Investigation Officer	24,834-34,768
	Game and Parks Conservation Officer I	**21,489-30,085**
	Game and Parks Conservation Officer II	24,834-34,768
	City Police Officers[2]	**23,193-31,130**
	Sheriff's Deputy[3]	
	Population 1,000,000 or more	26,180
	500,000 - 999,999	22,950
	250,000 - 499,999	20,130
	100,000 - 249,999	19,530
	50,000 - 99,999	18,300
	25,000 - 49,999	**16,950**
	10,000 - 24,999	16,940
	Under 10,000	15,860

North Dakota[1]	**Trooper**	**23,088-35,472**
	Sergeant	26,604-40,716
	Motor Carrier Inspector	**15,948-24,684**
	Motor Carrier Inspector Supervisor	18,228-28,224
	City Police Officers[2]	**23,193-31,130**
	Sheriff's Deputy[3]	
	Population 1,000,000 or more	26,180
	500,000 - 999,999	22,950
	250,000 - 499,999	20,130
	100,000 - 249,999	19,530
	50,000 - 99,999	18,300
	25,000 - 49,999	16,950
	10,000 - 24,999	**16,940**
	Under 10,000	15,860
	Game Wardens[4]	**23,820-35,112**

Texas[1]	Chief, Traffic Law Enforcement	61,267
	Assistant Chief, Law Enforcement	55,697
	Major, Traffic Law Enforcement	53,469
	Captain, Traffic Law Enforcement	44,558
	Lieutenant, Traffic Law Enforcement	40,659
	Sergeant, Traffic Law Enforcement	37,874
	Trooper IV, Traffic Law Enforcement	36,760
	Trooper III, Traffic Law Enforcement	34,532
	Trooper II, Traffic Law Enforcement	32,304
	Trooper I, Traffic Law Enforcement	**30,076**
	Corporal IV, Traffic Law Enforcement	37,397
	Corporal III, Traffic Law Enforcement	35,167
	Corporal II, Traffic Law Enforcement	32,945
	Corporal I, Traffic Law Enforcement	30,713
	Senior Captain, Texas Rangers	51,241
	Captain, Assistant Commander, Texas Rangers	47,900
	Captain, Texas Rangers	44,558
	Lieutenant, Texas Rangers	40,659
	Sergeant, Texas Rangers	37,874
	Trooper Trainee	20,649
	Probationary Trooper (1st 6 months)	23,794
	Probationary Trooper (2nd 6 months)	26,938
	City Police Officers[2]	**20,261-26,438**
	Sheriff's Deputy[3]	
	Population 1,000,000 or more	26,180
	500,000 - 999,999	22,950
	250,000 - 499,999	20,130
	100,000 - 249,999	19,530
	50,000 - 99,999	18,300
	25,000 - 49,999	**16,950**
	10,000 - 24,999	16,940
	Under 10,000	15,860
	Game Wardens[4]	**23,820-35,112**

Washington[1]	**Commercial Vehicle Enforcement Officer 1**	**22,380-28,260**
	Commercial Vehicle Enforcement Officer 2	24,564-31,152
	Commercial Vehicle Enforcement Officer 3	28,260-36,132
	Commercial Vehicle Enforcement Officer 4	31,152-39,864
	Wildlife Agent 1	**24,564-31,152**
	Wildlife Agent 2	26,328-33,516
	Wildlife Agent 3	28,944-37,044
	City Police Officers[2]	**33,219-41,545**
	Sheriff's Deputy[3]	
	Population 1,000,000 or more	26,180
	500,000 - 999,999	22,950
	250,000 - 499,999	20,130
	100,000 - 249,999	19,530
	50,000 - 99,999	18,300
	25,000 - 49,999	**16,950**
	10,000 - 24,999	16,940
	Under 10,000	15,860
	Highway Patrol Trooper[4]	**23,340-35,424**

Wyoming[1]	**Special Officer**	**16,944-26,952**
	Assistant Supervisor	17,844-28,452
	Recruit Patrol	18,828-30,108
	Patrol Officer II	20,236-33,576
	Patrol Sergeant	22,896-37,236
	Port of Entry Clerk	14,676-23,184
	Port of Entry Officer	Need to Obtain
	Port of Entry Special Officer	Need to Obtain
	Port of Entry Supervisor	21,768-35,340
	Average Police Department	**19,102-23,416**
	Average Sheriff Department	**20,313-23,683**
	Game Wardens[4]	**23,820-35,112**

1998 CENTRAL STATES SALARY SURVEY

STATE CODE CONVERSION LIST

By State

Arkansas	C	
Colorado	G	
Idaho	K	X
Iowa	B	
Kansas	M	
Louisiana	H	
Minnesota	P	
Missouri	A	
Montana	I	
Nebraska	O	
New Mexico	Q	
North Dakota	D	X
Oklahoma	N	
South Dakota	J	X
Texas	E	
Utah	R	
Wisconsin	L	
Wyoming	F	X

By Code

A	Missouri
B	Iowa
C	Arkansas
D	North Dakota
E	Texas
F	Wyoming
G	Colorado
H	Louisiana
I	Montana
J	South Dakota
K	Idaho
L	Wisconsin
M	Kansas
N	Oklahoma
O	Nebraska
P	Minnesota
Q	New Mexico
R	Utah

Suggestion: Use Mailing Abbrev. for states instead of code.

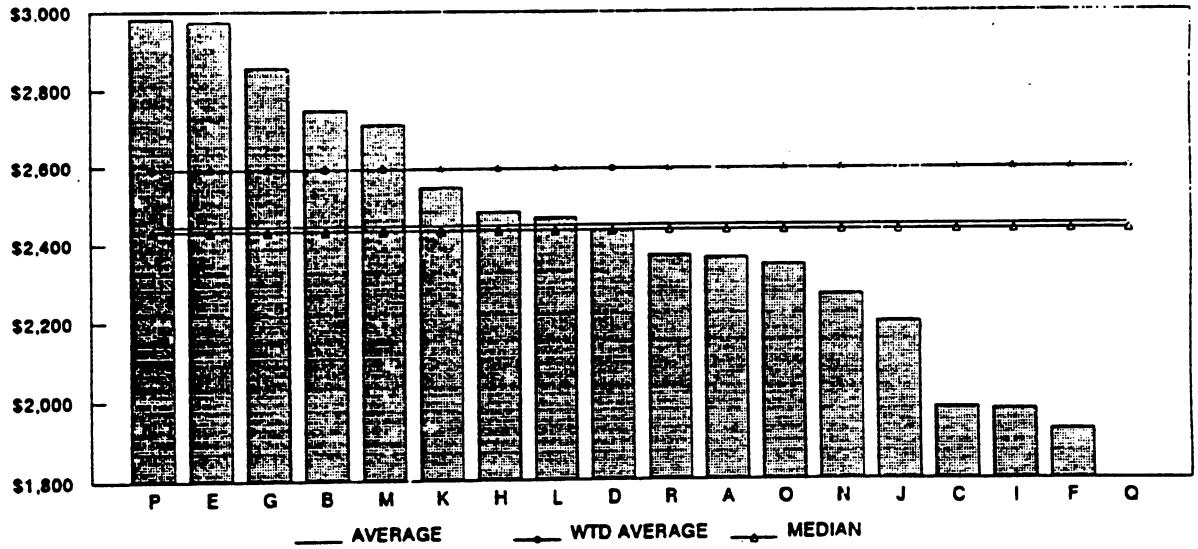
455 TROOPER (Highway Patrol)

REPRESENTATIVE MAJOR ACTIVITIES: Law enforcement work patrolling state and interstate highways to enforce laws, rules and regulations applying to movement of motor vehicles. Assignments may be to ground or air patrol. Work is supervised through spot checks and review of work reports.

MINIMUM QUALIFICATIONS: Graduation from high school. Must be at least 22 years of age at the time of appointment, and must be a citizen of the United States; must pass a physical examination as required by the Highway Patrol.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
State Patrol Trooper & Trooper I	208	2236	2713	3188	2982	P
Trooper II	905				2974	E
Trooper B	392	2344	2743	3141	2855	G
Trooper	327	2326	2598	2870	2747	B
Trooper I, II, Master Trooper	330	2042	2363	3326	2709	M
State Police Corporal	136	2093	2546	3096	2543	K
State Police Trooper	?	1722	2205	2687	2481	H
State Patrol Trooper 1–3	316	1674	2362	3050	2466	L
Highway Patrol Officer	89	1924	2440	2956	2434	D
Highway Patrol Trooper II (22)	191	1815	2255	2730	2368	R
Trooper	425	1989	2779	3605	2361	A
State Patrol Trooper II	238	2070	2483	2897	2343	O
Highway Patrol Officer	523	1935	2235	2535	2267	N
Highway Patrol Trooper	118	1769	2211	2653	2197	J
State Police Trooper	63	1588	2318	3049	1978	C
Highway Patrol Officer Gr 13	53	1860	2252	2644	1973	I
Highway Patrol Officer II	112	1728	2263	2798	1922	F
NCC						Q
AVERAGE		1,945	2,423	2,952	2,447	
WTD AVERAGE					2,591	
MEDIAN					2,434	

COMPARISON OF AVERAGE SALARIES

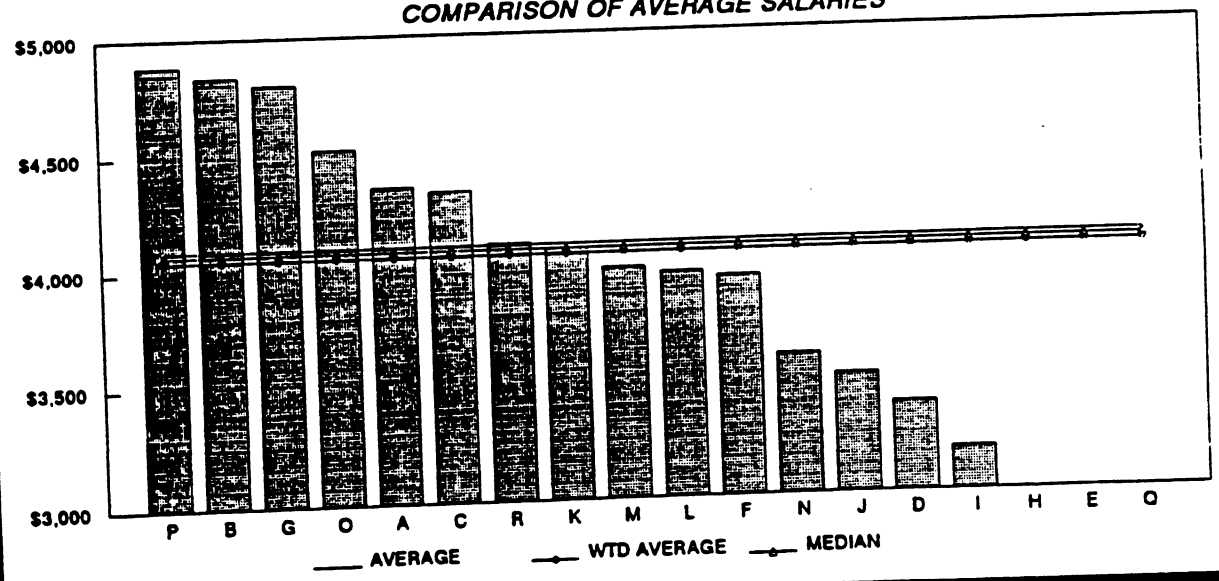


460 MAJOR (Highway Patrol)

Administrative and supervisory highway safety and law enforcement work in a region or as a staff major of services and headquarters. Directs a large field and small office staff assigned to patrol operations in a region. Under general supervision of assistant superintendent in headquarters performs staff services necessary to maintenance and operation of the patrol. Work requires high degree of individual accountability for results; allows considerable latitude for decisions, orders, actions or emergencies. Work reviewed by assistant superintendent or superintendent.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
State Patrol Major	5	3673	4291	4909	4886	P
Major	2	3824	4330	4836	4836	B
Patrol Captain	7	3818	4467	5116	4800	G
State Patrol Major	4	3304	3964	4625	4522	O
Major	5	3303	4179	5054	4354	A
State Police Major	3	2470	3603	4736	4331	C
Captain, Dept of Public Safety (30)	6	2805	3485	4214	4102	R
State Police Major	4	2808	3412	4149	4075	K
Highway Patrol Major	2	3326	3666	4678	3983	M
State Patrol Captain	7	3144	3903	4663	3957	L
Highway Patrol Major	2	2740	3678	4616	3933	F
Highway Patrol Major	3	3585	3585	3585	3585	N
Highway Patrol Major	4	2627	3284	3941	3498	J
Hwy Patrol Staff Officer	10	2558	3230	3901	3372	D
Highway Patrol Captain	5	2407	2935	3463	3176	I
State Police Major		2958	3787	4615		H
NCC						E
NCC						Q
AVERAGE		3,084	3,737	4,444	4,094	
WTD AVERAGE					4,048	
MEDIAN					4,075	

COMPARISON OF AVERAGE SALARIES



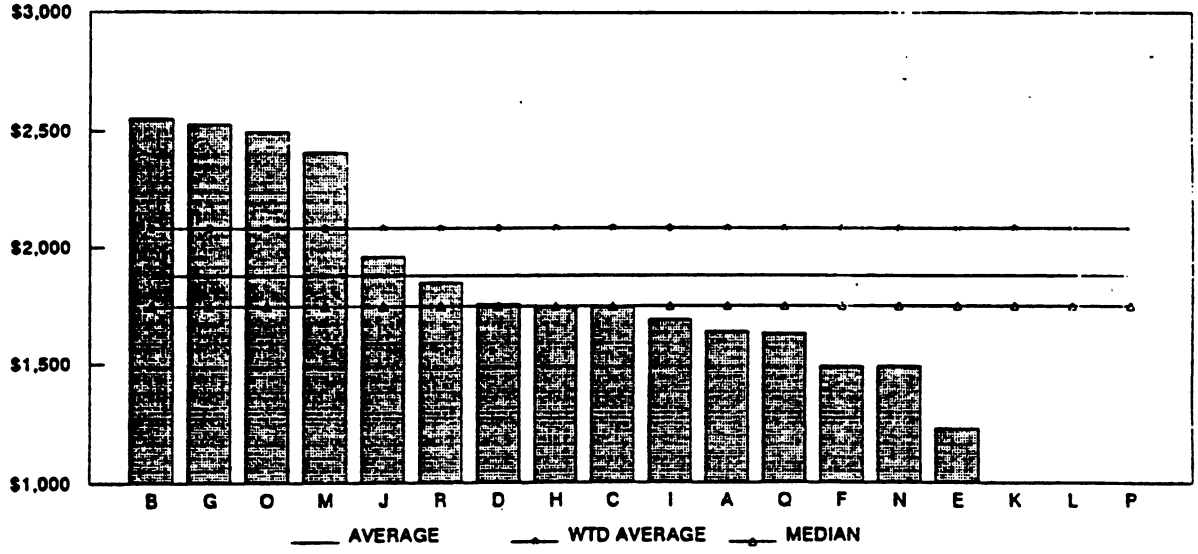
465 PARK RANGER I

REPRESENTATIVE MAJOR ACTIVITIES: This is professional law enforcement work in a state park or historic site that encompasses all aspects of law enforcement including the power of arrest and search and seizure. An employee in this class is responsible for providing law enforcement services and promoting security and safety in an assigned state park or historic site. Work includes issuing citations and warnings to visitors who violate state laws or park regulations, conducting investigations and providing first aid in cases of injury.

MINIMUM QUALIFICATIONS: Four years of experience in law enforcement with a federal, state, county, or city agency as a line officer with the power of arrest and completion of at least the 120-hour basic law enforcement course required by the Department of Public Safety or comparable training.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
Park Ranger 1	3	2077	2352	2628	2553	B
Park Ranger B	28	2185	2556	2927	2529	G
Game & Parks Conservation Off II	45	2070	2483	2897	2494	O
Conservation Officer	68	2042	2251	2874	2407	M
Park Ranger	3	1622	2028	2433	1958	J
Park Ranger II (21)	29	1719	2135	2586	1845	R
Park Ranger	6	1671	2125	2578	1752	D
Park Ranger Specialist	2	1504	1926	2347	1745	H
Park Ranger	12	1479	2171	2862	1743	C
Parks Patrol Off Gr 11	5	1575	1898	2220	1687	I
Park Ranger I	12	1574	1806	2077	1635	A
Park Ranger	42	1533	1846	2160	1628	Q
Park Ranger	5	1487	1929	2371	1487	F
Park Ranger I	18	1484	1694	1937	1485	N
Park Ranger I	1	1261	1377	1564	1223	E
NCC						K
NCC						L
NCC						P
AVERAGE		1,685	2,038	2,431	1,878	
WTD AVERAGE					2,080	
MEDIAN					1,745	

COMPARISON OF AVERAGE SALARIES



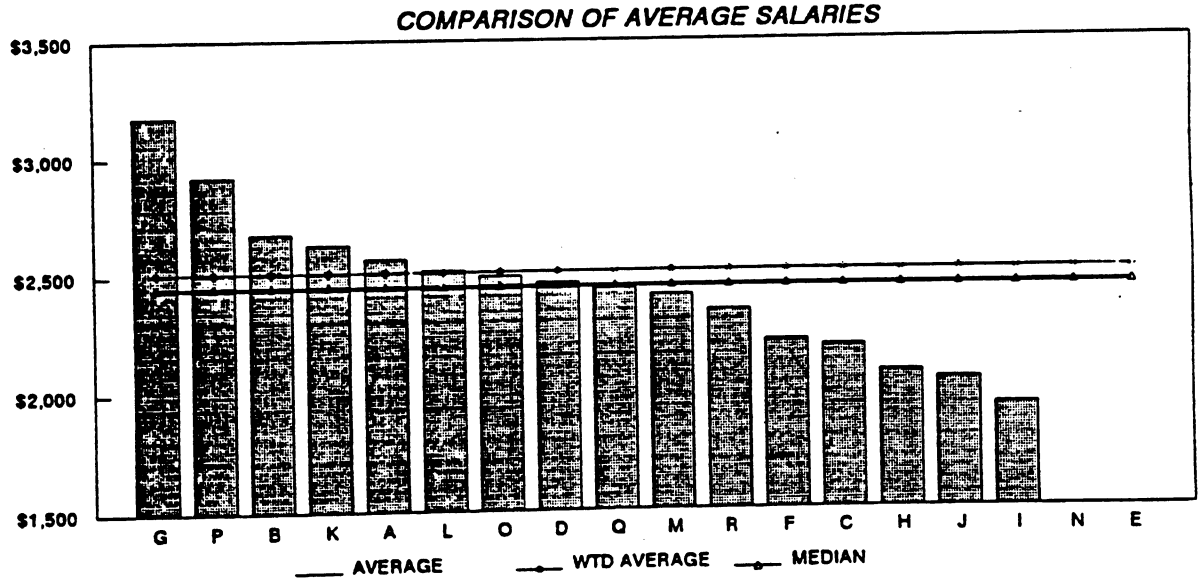
470 GAME WARDEN II

REPRESENTATIVE MAJOR ACTIVITIES: Patrols an assigned district checking for violations of game and fish and watercraft laws; issues citations, secures complaints, makes arrests and testifies in court; participates in the collection of wildlife and fish management data; sells licenses; gives information to the public; conducts research; writes reports.

MINIMUM QUALIFICATIONS: Completion of coursework at the baccalaureate level in game or wildlife management, biology, zoology or other closely related field plus one year of work experience in wildlife management.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
District Wildlife Manager C	115	2529	2959	3388	3177	G
N.R. Spec 2(Conservation Officer)	137	2147	2575	3003	2920	P
Conservation Officer	82	2230	2485	2739	2680	B
Senior Conservation Officer	58	2093	2546	3096	2633	K
Conservation Agent	150	1904	2401	2898	2568	A
Conservation Warden 3	116	2120	2585	3050	2520	L
Game & Parks Conservation Off II	45	2070	2483	2897	2494	O
Game Warden II	22	1924	2440	2956	2465	D
Wildlife Management Officer	34	2135	2510	3010	2433	Q
Conservation Officer	68	2042	2251	2874	2407	M
Conservation Officer II (23)	41	1916	2382	2881	2339	R
Game Warden	61	1885	2479	3073	2208	F
Wildlife Officer II	80	1694	2692	3690	2184	C
Wildlife Enforcement Senior Agent	87	1722	2205	2687	2074	H
Conservation Officer	57	1622	2028	2433	2042	J
Fish & Game Warden Gr 13	12	1860	2252	2644	1932	I
Game Ranger II	11	1852	2120	2430		N
NCC						E
AVERAGE		1,985	2,435	2,926	2,442	
WTD AVERAGE					2,512	
MEDIAN					2,449	

COMPARISON OF AVERAGE SALARIES



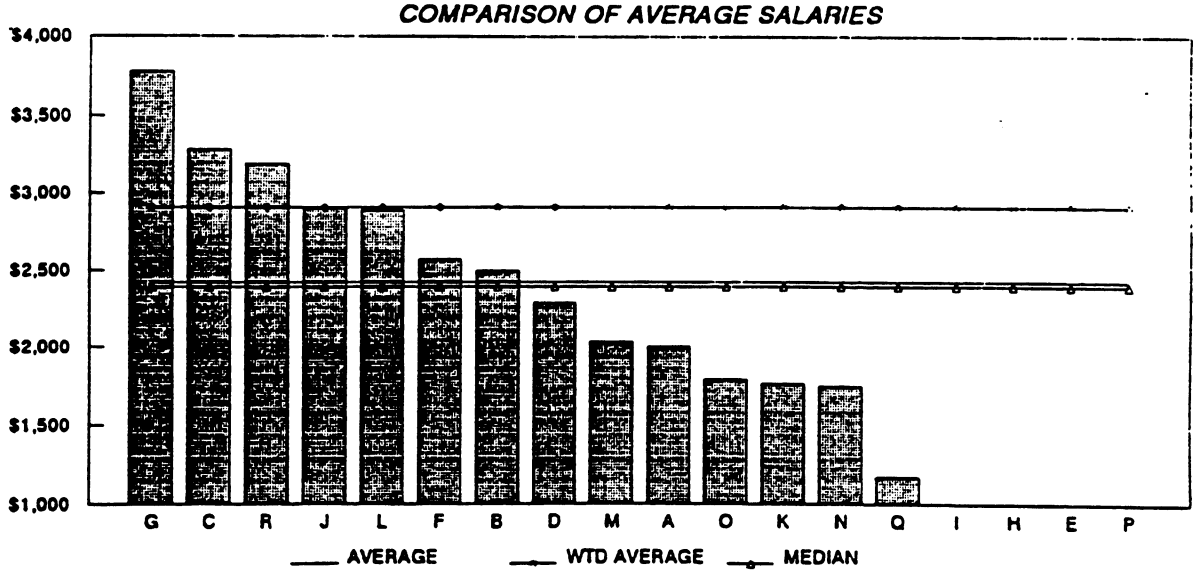
475 PATROL SERGEANT

REPRESENTATIVE MAJOR ACTIVITIES: Supervising security and law enforcement work protecting state property and maintaining security by implementing safety and protective measures under direct supervision, by: 1. Acting as chief of a small to moderate sized traffic and security operation. 2. Acting as shift supervisor in a medium sized operation. 3. Acting as supervisor of a section of a shift of a large security operation.

MINIMUM QUALIFICATIONS: Graduation from high school and experience in law enforcement or security work, including some supervisory experience.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
Patrol Sergeant	55	2991	3500	4009	3777	G
State Police Sergeant	63	1921	2805	3690	3284	C
Sergeant, Dept of Public Safety (26)	73	2255	2805	3391	3191	R
Highway Patrol Sergeant	21	2138	2672	3206	2896	J
Police Sergeant	19	2482	3047	3613	2890	L
Highway Patrol Sergeant	17	1908	2506	3103	2570	F
Capitol Security Sergeant	4	2281	2584	2888	2496	B
Supervisor of Police/Security	4	1751	2224	2697	2290	D
Safety and Security Chief	9	1764	1944	2480	2034	M
Capitol Police Sergeant	12	1700	1956	2256	2003	A
Security Chief	2	1491	1789	2088	1790	O
Security Officer,Supervisor	2	1489	1809	2198	1766	K
Police Supervisor I (DPS)	13	1656	1893	2168	1749	N
Security Officer I	25	1109	1336	1563	1172	Q
Police Sergeant Gr 12		1712	2068	2423		I
Police Sergeant–Capitol		1406	1800	2194		H
NCC						E
NCC						P
AVERAGE		1,878	2,296	2,748	2,422	
WTD AVERAGE					2,907	
MEDIAN					2,393	

COMPARISON OF AVERAGE SALARIES



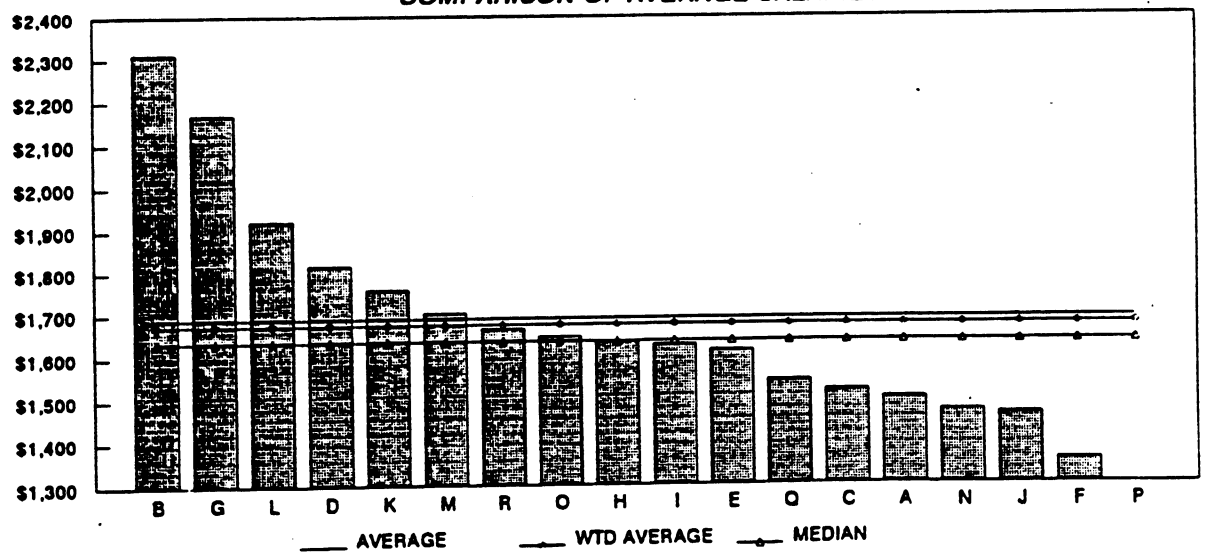
480 CORRECTIONS OFFICER II

REPRESENTATIVE MAJOR ACTIVITIES: Correctional work maintaining security in a correctional institution by supervising inmates. Work is reviewed through conferences and by results achieved.

MINIMUM QUALIFICATIONS: Candidates of this class must have reached their 21st birthdate at the time of appointment and be free of any felony conviction. Graduation from high school or equivalent; graduation from an approved basic corrections officer training program and six months of experience in correctional and/or detention work.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
Correctional Officer	999	1943	2182	2421	2312	B
Correctional Officer B	663	1888	2209	2529	2169	G
Officer 2	804	1674	2362	2373	1923	L
Correctional Officer II	98	1593	2028	2463	1817	D
Correctional Officer	339	1641	1994	2424	1758	K
Corrections Officer I	877	1600	1764	2251	1702	M
Correctional Officer II (20)	274	1629	2022	2448	1665	R
Corrections Officer	274	1549	1859	2169	1645	O
Corrections Sergeant	3446	1314	1682	2050	1634	H
Correctional Officer Gr 10	249	1452	1745	2038	1625	I
Correctional Officer II	1086	1516	1666	1898	1612	E
Corrections Officer I	833	1383	1666	1949	1541	Q
CORRECTION OFFICER I	1250	1402	2045	2688	1517	C
Corrections Officer I	2317	1406	1606	1843	1499	A
Correctional Officer I	895	1451	1656	1893	1470	N
Correctional Officer	238	1258	1572	1885	1462	J
Correctional Officer	204	1279	1652	2025	1355	F
NCC						P
AVERAGE		1,528	1,865	2,197	1,689	
WTD AVERAGE					1,674	
MEDIAN					1,634	

COMPARISON OF AVERAGE SALARIES



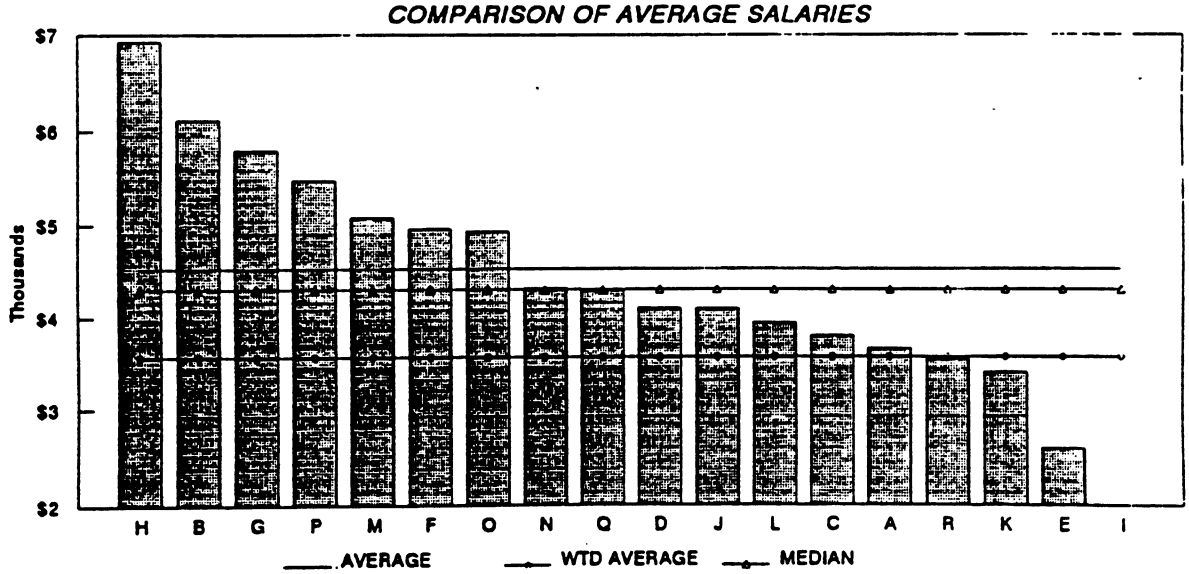
485 CORRECTIONS SUPERINTENDENT II (Level 2 of 2)

REPRESENTATIVE MAJOR ACTIVITIES: Directs the operation of a large correctional institution which is predominantly a maximum security facility, according to regulations and policies established by the secretary of corrections. Directs detention, care and rehabilitation of those incarcerated, institution fiscal management, personnel operation and maintenance of buildings and grounds. Work performed under general direction and reviewed for results achieved.

MINIMUM QUALIFICATIONS: Bachelor's degree with major coursework in corrections, penology, criminal administration, sociology, psychology, or a related field and five years experience in correctional work, including at least one year of administrative experience; or any equivalent combination of education, training and experience.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
Corrections Warden 4 (inmate pop of 4000+)	1	4440	5684	6927	6927	H
Institution Superintendent 2	9	4836	5473	6110	6110	B
Mgt Group Profile 13	8	4324	5059	5794	5794	G
CEO – Corrections Facility	6	5264	6125	6984	5475	P
Warden IV	4	4043	4455	5690	5076	M
Correctional Facility Admin. II	1	3860	5001	6321	4957	F
Corrections Warden III	1	3818	4581	5345	4934	O
Warden III	1	4026	4677	5327	4319	N
Corrections Administrator V	5	3829	4613	5397	4308	Q
Warden	1	3406	4287	5167	4100	D
Warden	1	4095	5120	6144	4095	J
Inst Superintendent I	9	2907	3595	4283	3933	L
Correction Warden II	6	2630	3838	5045	3790	C
Corrections Superintendent III	8	2908	3386	3950	3645	A
Corrections Administrator III (31)	5	2961	3680	4449	3536	R
Deputy Warden–Institution	5	2947	3582	4356	3390	K
Major of Correctional Officers	77	2549	2816	3212	2584	E
NCC						I
AVERAGE		3,697	4,469	5,324	4,528	
WTD AVERAGE					3,556	
MEDIAN					4,308	

COMPARISON OF AVERAGE SALARIES



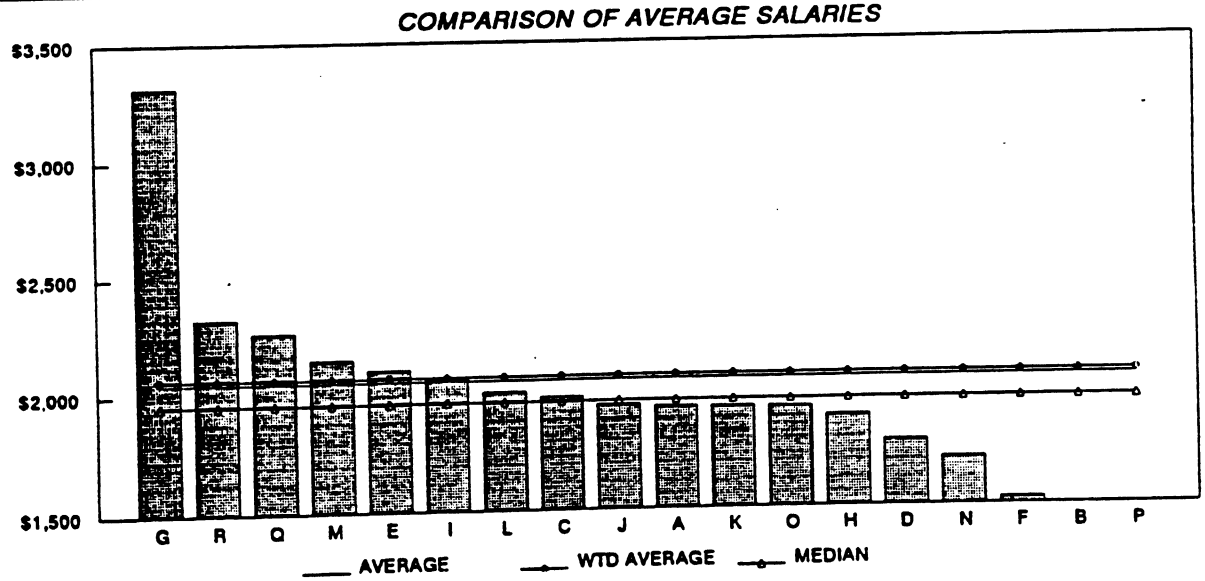
490 PAROLE OFFICER I

REPRESENTATIVE MAJOR ACTIVITIES: Professional field work communicating with and providing assistance to adult parolees and interstate compact clients. Includes assisting clients with personal, social, financial, family, employment, and/or psychological problems. Works with community service agencies and law enforcement authorities in establishing and coordinating community projects to enhance the rehabilitative process and reintegration of offenders into the community. Works under direction of higher level parole officer and/or supervisor. Evaluated for results achieved.

MINIMUM QUALIFICATIONS: Completion of 60 semester hours from an accredited four year college or university or from an accredited junior college with major coursework in corrections, counseling criminology, psychology, social work, sociology, or a closely related field and two years of experience in probation and/or parole work. Additional college credit with major coursework in one of the areas listed above may be substituted for the required experience at a rate of 30 semester hours for one year of experience.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
Community Corr Spec C	50	2713	3175	3636	3315	G
Probation & Parole Officer (24)	120	2022	2516	3043	2324	R
Probation Parole Officer	139	2135	2572	3010	2264	Q
Parole Officer I	71	1944	2144	2736	2146	M
Parole Officer I	861	2095	2312	2638	2099	E
Probation/Parole Off Gr 13	49	1860	2252	2644	2056	I
~~Social Worker I~~ Prob & Parole Agent I	62	1784 ~~1610~~	2139 ~~2195~~	2493 ~~2580~~	1820 ~~1998~~	L
Parole Officer	82	1588	2318	3049	1972	C
Parole Agent	20	1622	2028	2433	1936	J
Probation & Parole Officer I	513	1769	2036	2352	1926	A
Probation and Parole Officer	13	1899	2309	2808	1924	K
Corrections Parole Officer	5	1723	2068	2412	1921	O
Probation/Parole Agent 2	270	1609	2060	2511	1882	H
Parole & Prob Officer I	2	1671	2125	2578	1773	D
Probation Parole Officer	51	1694	1937	2218	1698	N
Parole Oficer I	8	1505	1956	2406	1525	F
NCC						B
NCC						P
AVERAGE		1,854	2,250	2,691	2,047	
WTD AVERAGE					2,063	
MEDIAN					1,954	

COMPARISON OF AVERAGE SALARIES



1993 CENTRAL STATES SALARY SURVEY

• Arkansas • Colorado • Idaho • Iowa • Kansas • Louisiana • Minnesota • Missouri • Montana • • Nebraska • New Mexico • North Dakota • Oklahoma • South Dakota • Texas • Utah • Wisconsin • Wyoming •

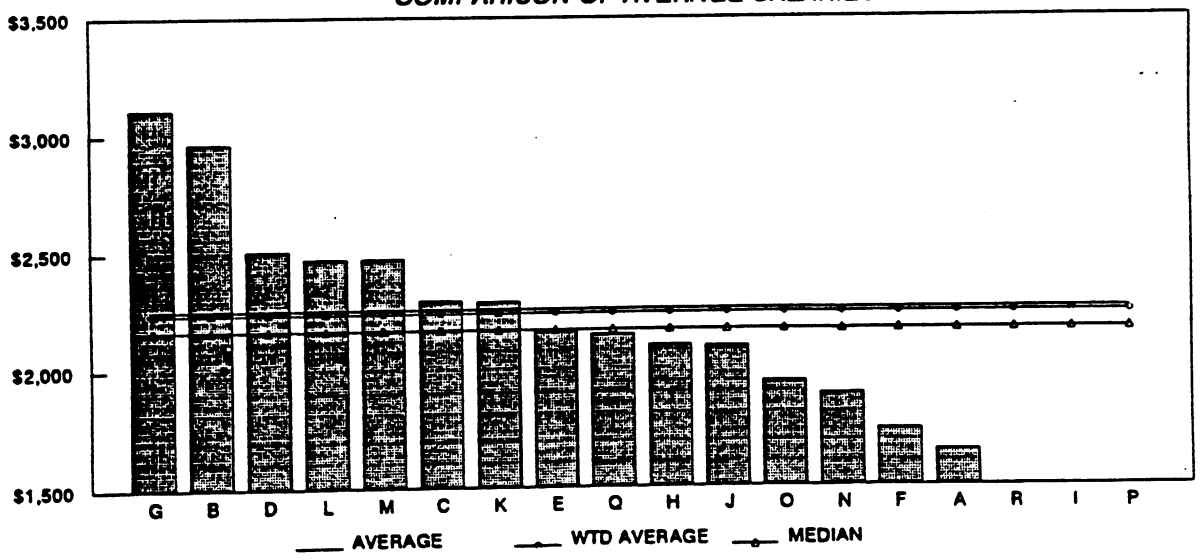
500 CORRECTIONS OFFICER SUPERVISOR I

REPRESENTATIVE MAJOR ACTIVITIES: Serves as the first line supervisor to lower level correctional officers by scheduling their work, assigning them to work posts or work details, providing on–the–job training and evaluating their work performance.

MINIMUM QUALIFICATIONS: Graduation from high school or G.E.D. equivalency; completion of the state's correctional officer training program and two years experience in correctional or detentional work.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
Correctional Specialist	300	2409	2818	3227	3110	G
Correctional Supervisor 1	61	2390	2706	3021	2964	B
Correctional Officer IV	5	2017	2555	3093	2508	D
Supervising Officer I	49	2120	2585	3050	2474	L
Corrections Specialist II	79	2251	2480	3167	2473	M
Correction Officer III	97	1802	2632	3462	2291	C
Correctional Sergeant	40	2093	2546	3096	2286	K
Sergeant of Correctional Officers	938	1961	2165	1469	2164	E
Corrections Officer II	90	1977	2382	2787	2142	Q
Corrections Lieutenant	310	1504	1926	2347	2095	H
Lieutenant	11	1790	2237	2684	2092	J
Corrections Sergeant	42	1790	2148	2506	1940	O
Correctional Officer III	130	1810	2072	2374	1888	N
Correctional Sergeant	21	1569	2039	2509	1737	F
Corrections Officer II	264	1516	1734	1995	1646	A
Correctional Officer III– Srgt (22)		1815	2255	2730		R
NCC						I
NCC						P
AVERAGE		1,926	2,330	2,720	2,254	
WTD AVERAGE					2,236	
MEDIAN					2,164	

COMPARISON OF AVERAGE SALARIES



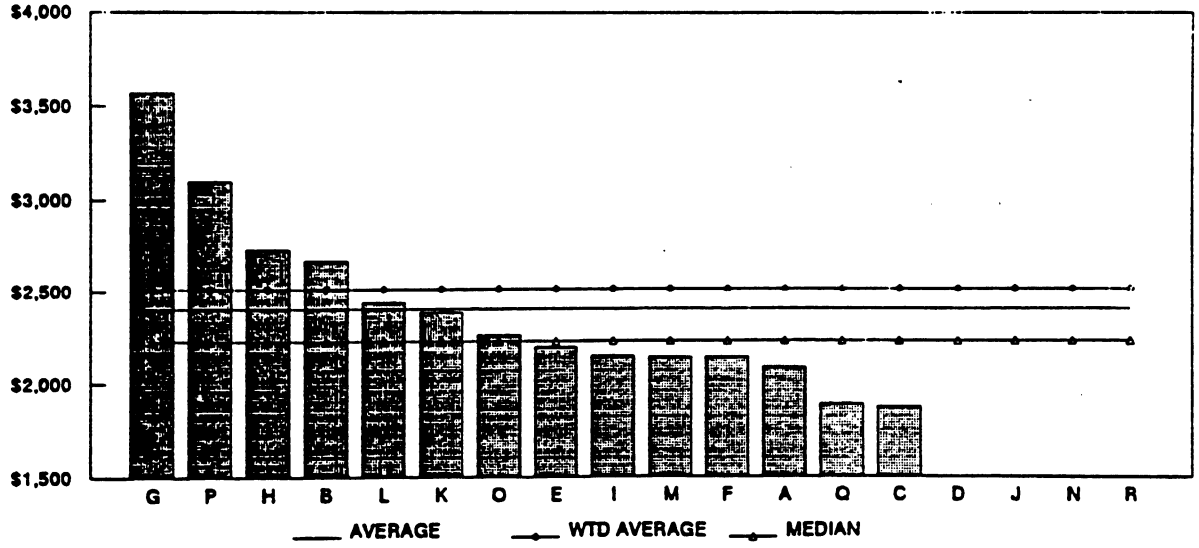
605 INVESTIGATOR II

REPRESENTATIVE MAJOR ACTIVITIES: This is responsible field investigative work for the purpose of investigating abuses of programs administered by the assigned department. An employee of this class conducts, in a designated geographic area, complex internal and external civil, criminal and administrative investigations relating to suspected fraud, forgery, theft, etc., in the various public assistance programs administered by the state or the monitoring and investigation of firms had individuals registered to conduct activities with controlled drugs. Work includes responsibility for analyzing and evaluating facts and evidence to support any administrative actions and/or prosecutions that may be necessary to negotiate for and secure repayment of any funds fraudulently obtained, or to stop controlled drug diversion.

MINIMUM QUALIFICATIONS: Graduation from an accredited four-year college or university with specialization in criminal justice, law enforcement, police science, criminology, business administration or closely related areas and three years of experience as a law enforcement officer or experience in military, insurance or licensing investigations, or comparable investigatory experience.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
Investigator I-B	77	3073	3596	4118	3569	G
Health Care Program Investigator	11	2526	2932	3336	3094	P
Fraud Investigator 2	13	1971	2524	3076	2732	H
Investigator 2	39	2192	2456	2720	2668	B
Regulation Compliance Invest 4	22	2120	2585	3050	2437	L
Welfare Fraud Investigator	7	2309	2808	3412	2382	K
Social Services Fraud Investigator	1	1852	2223	2593	2259	O
Investigator II	87	2095	2312	2638	2193	E
Investigator Gr 14	7	2025	2457	2889	2147	I
Special Investigator II	46	2042	2251	2871	2140	M
Staff Investigator	12	1797	2359	2740	2137	F
Investigator II	45	1843	2122	2455	2084	A
Investigator II	25	1618	1950	2281	1888	Q
Social Services Investigator II	13	1588	2139	2689	1871	C
Public Assistance Pgms Fraud Inv		1593	2028	2463		D
NCC						J
NCC						N
NCC						R
AVERAGE		2,043	2,449	2,889	2,400	
WTD AVERAGE					2,509	
MEDIAN					2,226	

COMPARISON OF AVERAGE SALARIES



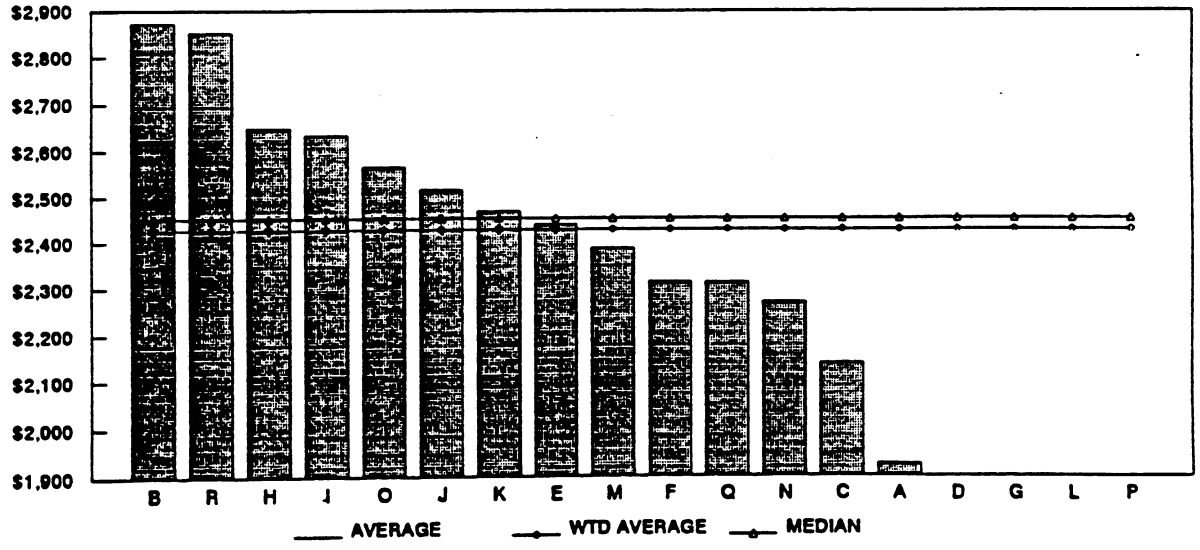
610 CHILD SUPPORT ENFORCEMENT SUPERVISOR I

REPRESENTATIVE MAJOR ACTIVITIES: This is professional supervisory work in the direction of a group of support investigators in the Division of Child Support Enforcement. An employee in this class supervises Child Support Enforcement Technicians in a district office or Central Office of the Division. Work includes responsibility for establishing goals and priorities, directing the maintenance of program records, conducting training for employees, coordinating case actions with prosecutors and circuit clerks and coordinating in-house enforcement of court orders. Work may involve supervision of a central registry, a cooperative locator unit, or comparable work in program operations in the Central Office.

MINIMUM QUALIFICATIONS: Graduation from an accredited four-year college or university with specialization in one or a combination of the following subjects: criminal justice, law enforcement, business or public administration, behavioral sciences, or related areas plus two years of employment in investigative or related technical or paraprofessional work in such areas as insurance claims, credit or other financial resource investigations, child support enforcement, or in comparable criminal or civil investigations.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
Child Support Recovery Supv	21	1905	2130	2356	2873	B
Mgr, Office of Recovery Services (25)	31	2135	2657	3212	2853	R
Support Enforcement Supervisor	30	1842	2358	2874	2647	H
Child Support Reg Supr Gr 16	6	2407	2935	3463	2633	I
Soc Svs Child Supp Enf Supv	4	2301	2762	3222	2563	O
Field Program Manager I	11	1982	2478	2974	2514	J
Principal Child Support Enforcement Officer	3	2198	2673	3250	2466	K
Child Support Officer IV	135	2236	2469	2816	2437	E
Child Enforcement Spec II	21	2144	2363	3016	2385	M
Child Support Program Supervisor	1	1980	2609	3238	2312	F
Child Support Enforcement Off. III	14	1977	2382	2787	2311	Q
Child Support Enf Rep Supv	15	2269	2602	2986	2269	N
OCSE SUPERVISOR	10	1694	2471	3247	2137	C
Child Support Enforcement Supv. I	51	1700	1956	2256	1925	A
Regional Child Support Prog Admin		2114	2678	3241		D
NCC						G
NCC						L
NCC						P
AVERAGE		2,059	2,502	2,996	2,452	
WTD AVERAGE					2,427	
MEDIAN					2,452	

COMPARISON OF AVERAGE SALARIES

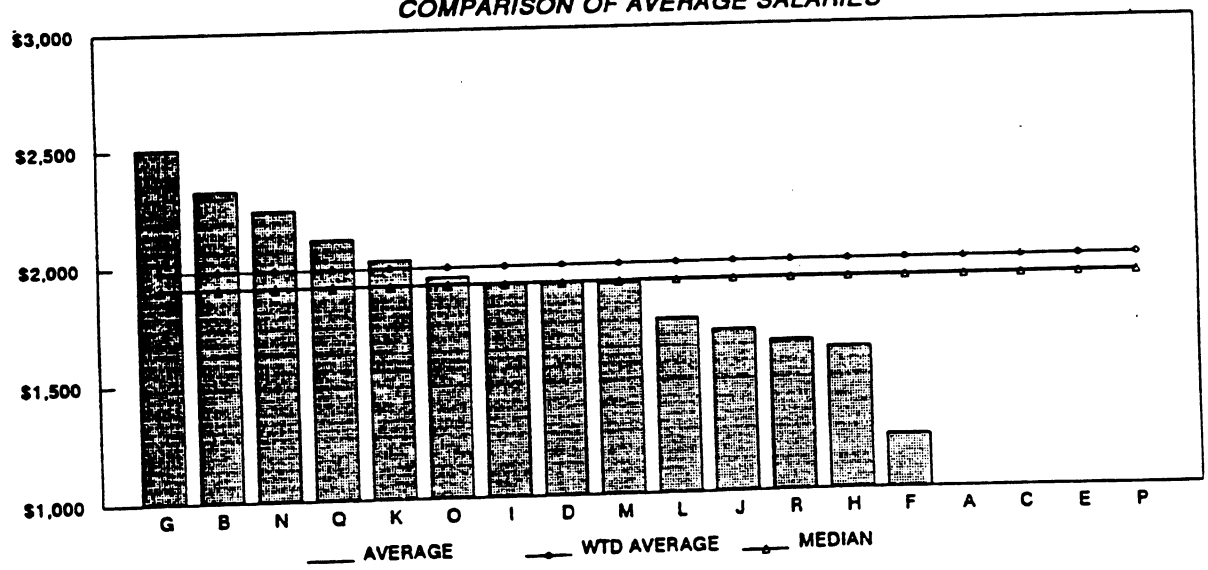


927 GVW COMPLIANCE OFFICER I

Under general supervision, performs technical law enforcement work in the enforcement of the laws, rules and regulations governing the registration, size and weight, safety and operating authority of commercial and farm vehicle traffic. Requires high school, one year of law enforcement and completion of Law Enforcement Academy basic course after three months of on-the-job training. Staffs a permanent or portable scale site; inspects vehicles; issues proper licenses and permits and collects fees; issues citations and serves warrants, can exercise powers of arrest. Higher levels in series are supervisory.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
Port of Entry Officer B	91	2025	2369	2713	2506	G
Motor Vehicle Officer 1	67	1943	2182	2421	2321	B
Motor Carrier Enforcement Officer	17	2026	2322	2664	2236	N
MTD Inspector	57	1713	2063	2414	2111	Q
Port-of-entry Inspector	68	1809	2198	2673	2018	K
State Patrol Carrier Enforcement Officer	59	1791	2149	2507	1936	O
GVW Compliance Officer Gr 12	80	1712	2068	2423	1907	I
Cmrcl Mtr Carrier Inspctr II	32	1329	1693	2057	1898	D
Motor Carrier Inspector II	25	1764	1944	2480	1894	M
State Patrol Inspector 1	28	1674	2362	2373	1736	L
Motor Carrier Inspector	59	1367	1709	2050	1684	J
Port of Entry Agent II (18)	47	1462	1815	2194	1634	R
Police Off 2--Weights and Standard	47	1228	1572	1916	1602	H
Port of Entry Officer	19	1223	1578	1932	1225	F
NCC						A
NCC						C
NCC						E
NCC						P
AVERAGE		1,648	2,002	2,344	1,908	
WTD AVERAGE					1,979	
MEDIAN					1,903	

COMPARISON OF AVERAGE SALARIES



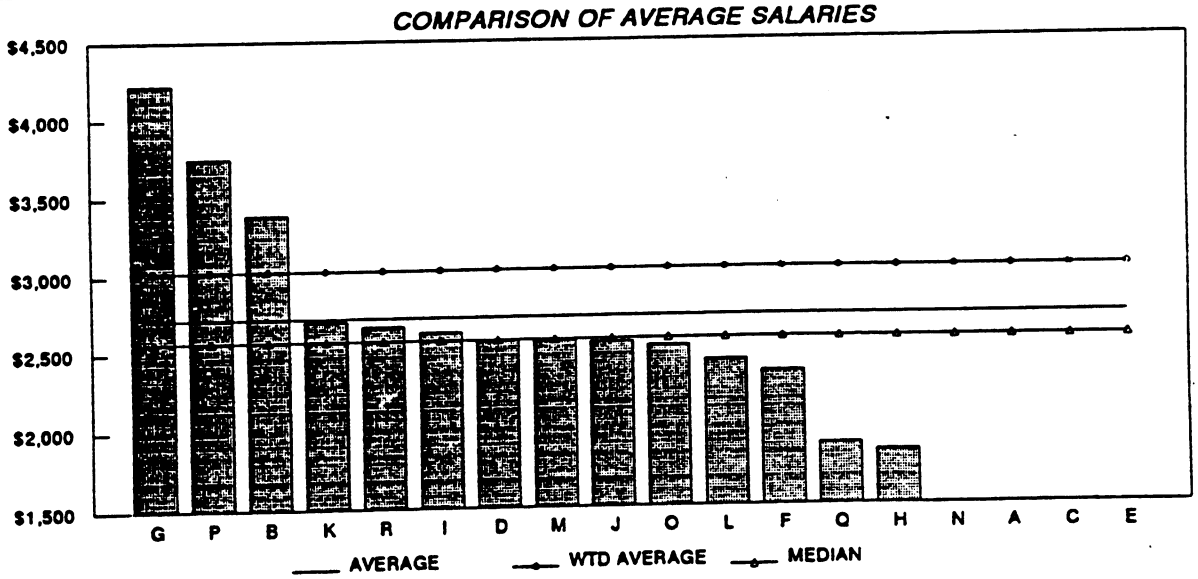
933 CRIMINAL INVESTIGATOR

Representative Major Activities: Investigates illegal activities and crimes; gathers and researches information; collects evidence; interviews witnesses and suspects, confers with and advises law enforcement agencies and prosecuting attorneys regarding investigative techniques, procedures and findings; testifies in court; writes investigation reports and recommendations; trains and supervises law enforcement volunteers in undercover and investigation operations.

Minimum Qualifications: Any combination of training and experience equivalent to a bachelor;'s degree in criminal justice, police science, sociology, psychology, business or public administration or other related field plus two years of work experience in law enforcement or criminal, financial or fraud investigation.

JOB TITLE	INC	MIN	MID	MAX	AVG	STATE CODE
Investigator II	32	3557	4162	4767	4219	G
Special Agent	66	3036	3478	3920	3744	P
Special Agent	88	2870	3254	3637	3385	B
Law Enforcement Special Agent Sr	53	2309	2808	3413	2697	K
Law Enforcement Agent I (24)	13	2022	2516	3043	2662	R
Criminal Investigator Gr 16	25	2936	3200	3464	2622	I
Criminal Investigator II	6	2217	2805	3393	2568	D
Enforcement Agent	4	2480	2736	3491	2561	M
DCI Agent II	7	2138	2672	3206	2545	J
State Patrol Investigation Officer	41	2070	2483	2897	2518	O
Special Agent 3	9	2352	2878	3403	2422	L
Criminal Investigator	15	1980	2609	3238	2347	F
Investigator II	25	1618	1950	2281	1888	Q
Police Investigator	10	1504	1926	2347	1840	H
Agent II (OSBI)		2120	2430	2789		N
NCC						A
NCC						C
NCC						E
AVERAGE		2,347	2,794	3,286	2,716	
WTD AVERAGE					3,026	
MEDIAN					2,565	

COMPARISON OF AVERAGE SALARIES



Comparative Study of Motor Carrier Services Programs

Appendix

STUDY OF ENFORCEMENT VS. REGULATORY ORGANIZATION CONDUCTED FOR

MONTANA DEPARTMENT OF TRANSPORTATION (MDT) MOTOR CARRIER SERVICES DIVISION (MCS)

ONSITE INTERVIEW QUESTIONS

Jurisdiction: _____

Person Interviewed: _____

Title: _____

Date: _____

The following questions concern both fixed and portable weighing programs. If there is a difference between the two programs, the questions will need to be answered for both types of devices.

1. Can the Motor Carrier Program Philosophy be identified as either regulatory or enforcement in nature?

If so, which and how?

2. Is the Program solely associated with the highway patrol, state police, etc.; or is it a separate program by itself?

If the Program is associated, what is the nature of the relationship and what scope of authority does each entity exercise?

If the Program is separate, what is the nature of the resulting relationship between the two entities and how is the authority issue dealt with?

3. Is the Program's structure military or civilian in style and what is the chain of command? Describe and explain.

4. What background and training requirements are Motor Carrier Programs employees required to meet, how are these requirements set, and who sets them?

Are the training requirements the same as the highway patrol, state police, etc.?

If the training requirements are not the same, how specifically do they differ?

5. Are Motor Carrier Program employees considered "equal to" the employees of the local police, county sheriff's officers, highway patrol officers or wildlife wardens?

Explain the "yes" or "no" answer.

How do the Motor Carrier employees themselves feel about the "equality" issue?

6. How do the salaries, minimum hiring requirements, retirement benefits and union affiliation of Motor Carrier Program employees compare with those of local police, county sheriff's officers, highway patrol officers and wildlife wardens?

Provide specific figures and comparison data for each research state.

7. What scope of authority is exercised by Motor Carrier Program employees?

Does "Scope" include full arrest authority or arrest authority for specific offenses only?

If scope of authority is limited, what level of cooperation exists between the Motor Carrier Program and other law enforcement entities, and how well does that relationship work? Provide detailed information.

8. What kind of uniforms (if any) do Motor Carrier Program employees wear while on duty? Describe in detail.

Why are uniforms important or unimportant in the opinion of the employees and the research state or province?

If employees do not wear uniforms, explain the reasons and the advantages/disadvantages associated with the no-uniform approach.

How does the state handle employee reimbursement for the cost of uniforms, or are the uniforms provided at no cost? Explain.

9. Do Motor Carrier Program employees carry firearms?

Explain why or why not.

If firearms are carried, what type and how often is the formal training required, and what happens if an employee fails the training?

10. Is the state or province Motor Carrier Program in compliance with all Federal regulations and are each states' and provinces' size and weight program by FHWA?

If not, in which specific area(s) is there a problem?

11. What is the current level of employee satisfaction within Motor Carrier Program?

Provide background, details, examples, reasons.

12. Has the state or province "philosophy", organizational structure, size, etc. changed in any significant way within the past three years?

If so, explain the change(s) and describe positive or negative affects.

13. What is the state or province official mission statement?

Provide as much information about what the mission statement means to those who work within the program and whether they feel the "mission" is being accomplished?

14. Clarify or obtain any additional information needed based on the review of the preliminary data received from the specific jurisdiction. .

15. Is there any need to solicit information from other sources such as jurisdictions not interviewed, associations or the US DOT.

STUDY OF ENFORCEMENT VS. REGULATORY ORGANIZATION CONDUCTED FOR

MONTANA DEPARTMENT OF TRANSPORTATION (MDT) MOTOR CARRIER SERVICES DIVISION (MCS)

LIST OF INFORMATION NEEDED FROM RESEARCH JURISDICTIONS

The following information is requested from each of the research jurisdictions for inclusion in the final report to the Montana Department of Transportation.

1. Organizational Chart for all entities and personnel involved in motor carrier services weighing or inspection programs.
2. Position descriptions for all positions within the program.
3. If available, statements of purpose, goals or objectives for all entities involved in the program.
4. A list of all "enforcement" and "regulatory" functions conducted under the jurisdiction's programs.
5. Any available reports or papers regarding similar situations concerning whether the jurisdiction's program should have a philosophy of enforcement or regulatory. If so how was it resolved.
6. Any additional information which might be of assistance.
7. Other jurisdictions and entities which should be contacted for information.
8. A comparison of salaries, minimum hiring requirements, retirements benefits and union affiliation of the jurisdiction's motor carrier program employees and the local police, county sheriff, highway patrol officers and wildlife wardens.