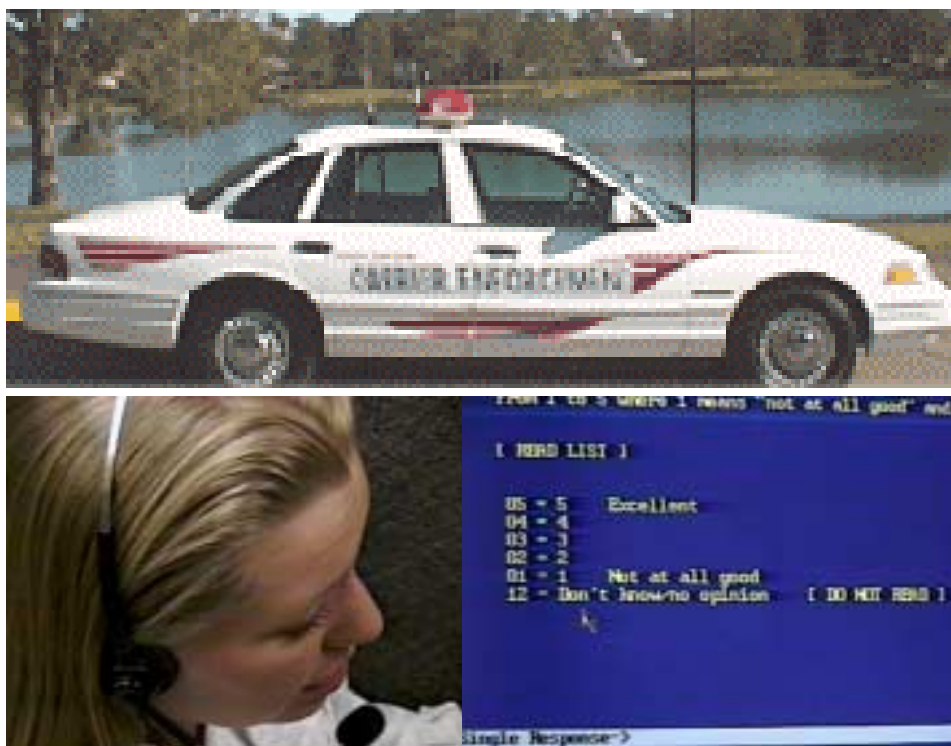


South Dakota
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SD Motor Carrier Services Customer Satisfaction Assessment

Study SD2003-03
Final Report

Prepared by
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DISCLAIMER

The contents of this report reflect the views of the authors who are responsible for the facts and accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of the South Dakota Department of Transportation, the State Transportation Commission, the South Dakota Highway Patrol, or the Federal Highway Administration. This report does not constitute a standard, specification, or regulation.

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EXECUTIVE SUMMARY

PURPOSE OF STUDY

During the 2003 session of the South Dakota State Legislature, motor carrier enforcement issues were the subject of considerable discussion. Some commercial carriers and certain elected officials characterized the Motor Carrier Services Unit of the South Dakota Highway Patrol as unprofessional and overzealous. Although their comments were reported by the news media, it is unclear how representative these comments are compared to a true random sample of truck operators across South Dakota.

The importance of this study cannot be overstated. The trucking industry is vitally important to South Dakota residents, because commodities and virtually all retail products are transported by truck. Likewise, proper enforcement of safety and weight regulations is essential to protecting the public's welfare and capital investment in the state highway system.

The desired outcome of this study is a clearer understanding of perceptions among both motor carriers and staff of the Motor Carrier Services Unit. With an accurate documentation of perceptions, one that is reliably gathered and mutually accepted, decision makers and interested industry groups have the basis for cooperative efforts to improve working relationships and address important concerns.

OBJECTIVES

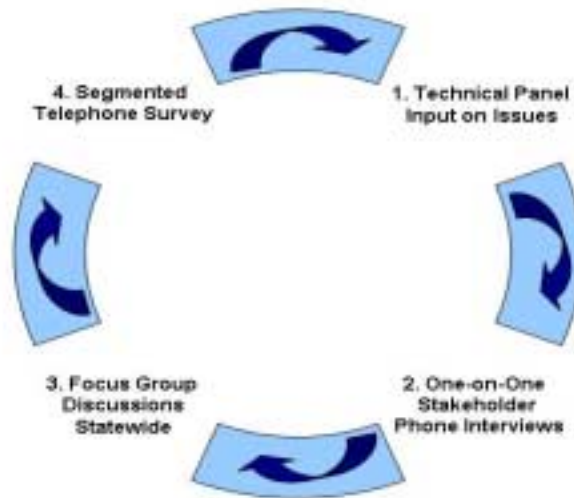
The objectives of this study were to:

- Assess perceptions regarding the importance of motor carrier enforcement services and satisfaction with their delivery within the trucking industry and the SD Highway Patrol's Motor Carrier Services unit;
- Identify underlying causes or factors that shape these perceptions; and
- Recommend solutions that will enable the trucking industry and Motor Carrier Services to improve working relationships while maintaining highway safety.

RESEARCH APPROACH

The process for this customer satisfaction assessment relied heavily on gathering input from a diverse cross-section of stakeholders representing the Department of Transportation, Motor Carrier Services, trucking and agricultural associations, business operators and independent drivers. At each and every step of the process shown in the diagram below, issues were identified, clarified and documented for use in the telephone survey—the final step in the formal assessment. At each successive step in the process, more and more perceptions were expressed and reviewed for use in developing lines of inquiry at the next step of the process.

Figure 1: Research Process



1. Members of the project's technical panel defined the research need, clarified the problem description as outlined in the request for proposal, and provided insight based on their personal perceptions. In addition to providing references to media articles on Motor Carrier Services enforcement activities, a starting list of interested parties available for phone interviews was given to the research team.
2. About ten phone interviews with diverse industry representatives helped to further define issues important to association, business, and operator groups. These first two steps provided the necessary insight for development of discussion guides used in focus groups—step 3.
3. A series of eight focus groups were held in a key city within each Motor Carrier zone of enforcement—Aberdeen (2), Pierre (2), Rapid City (2) and Sioux Falls (2). Two groups were conducted with each of the following interest groups: operators of trucks used in agriculture (2), operators of trucks used by businesses (2), independent carriers with trucks for hire (2), and Motor Carrier Services staff (2). Focus group discussions helped to outline the diverse issues and perceptions of all parties. The discussions provided the needed clarity for developing a survey instrument for use in the final stage of assessment—the telephone survey.

4. A telephone survey was conducted with a random sample of truck operators representing statewide agricultural operators, business operators and independent carriers—a total of 456 operators. In addition nearly all Motor Carrier Services staff (60) was interviewed by telephone.

SIGNIFICANT FINDINGS

PROVISION OF REGULATORY INFORMATION

1. No single information outlet is available for reaching a majority of operators in all trucking segments. How an operator stays informed of changes in South Dakota trucking rules and regulations varies considerably by truck operator segment.
 - Agricultural operators of trucks are best reached through mass media—particularly newspapers (48%).
 - Business (36%) and carrier (43%) operators are best reached through expert sources such as DOT letters, association newsletters and DOT meetings.
2. Word of mouth is a significant means of obtaining information for nearly one-third of both agricultural and carrier operators. This fact points to the potential for shaping operator perceptions of MCS—whether or not there is basis in fact.
3. Carriers and business operators are more likely to have made a request for regulatory or permit information. For the 4 in 10 operators that have made a request for information from MCS staff, less than half (45%) felt getting consistent information was easy.
 - Consistency varied significantly in Zone 4 compared to other zones. Only one-third of the operators in this zone that made requests stated it was easy to get consistent information.
4. For those operators (184) requesting information of MCS staff, the request was seen as being handled in a friendly and courteous manner by nearly 9 in 10 operators (88%).
5. Only a slight majority of operators (52%) stated that they were familiar with South Dakota and federal trucking rules and regulations. About 5% said they were extremely familiar. This varied widely by operator segment. Only 38% of agricultural operators felt they were familiar compared to 53% of business and 67% of carrier operators.
6. Familiarity with the state's regulatory handbook is not much better. 55% of operators were familiar with South Dakota's Motor Carrier Handbook. In addition many operators see the handbook as not very user friendly and easy to understand.
 - Carriers have the highest familiarity with the handbook, but are the most critical of its utility. This is the group that travels the most miles and for which the most regulations in the handbook apply. Only 44% of the carrier segment views the handbook favorably. The most mentioned need was for simplified language and improved layout.

UNIFORMITY OF REGULATION AND ENFORCEMENT ACTIVITY

1. A majority of operators (66%) feel truck inspections are fairly to very uniformly enforced across South Dakota. Attitudes vary by operator segment.

2. Three-quarters of all operators (74%) feel weight restrictions are fairly to very uniformly enforced across the state. Agricultural operators are less likely to view enforcement as uniform. 13% of agricultural operators stated they didn't know if enforcement was uniform. Nearly two-thirds of agricultural operators feel there is uniformity. This compares with 79% of carriers and 80% of business operators that felt restrictions and postings are uniformly enforced.

AMOUNT OF REGULATION AND LEVEL OF ENFORCEMENT

1. Responses to eight (8) attitudinal questions dealing with the number of South Dakota motor carrier regulations and South Dakota's strong emphasis on vehicle safety and weight restrictions were summarized and analyzed for consistency of response. A strong pattern exists. There are three roughly equal sized distinct attitudinal groups. Each group exhibits significantly different patterns of response throughout the survey. Each group reflects differences in attitudes toward the amount of regulation and the level of applied enforcement. Group attitudes on regulation and enforcement are characterized as:

- Too strict (120 operators),
- Neutral (122 operators) and
- Accepting (117 operators).

Note: 97 individuals did not respond to one or more of the eight questions upon which this grouping is based and are therefore not included in this analysis.

2. The strongest underlying factor that shapes perception of MCS is that of attitude toward number and severity of truck regulations in South Dakota. Although staff personal traits as exhibited during interactions were certainly also factors, they were not found to influence perceptions to the same extent as attitude toward regulation.
3. Attitudes concerning the number of regulations and levels of enforcement were correlated to nearly every major measure of MCS organization and staff performance.
4. Attitudes that regulations and enforcement are 'too strict' are statewide. The 'too strict' group is represented in relatively equal numbers across all enforcement zones: zone 1 (33%), zone 2 (35%), zone 3 (30%) and zone 4 (37%).
5. Operators with 'too strict' attitudes are significantly more likely to be carriers (43%) than they are business operators (26%). They are also significantly more likely to have been stopped by MCS in the past 3 to 4 years—73% of the 'too strict' group has been stopped. 48% of the 'neutral' group and 47% of 'accepting' group have been stopped.
6. These attitudinal groups are also strongly correlated to variations in operator opinions of how widely MCS staff traits of importance are demonstrated:
 - The 'too strict' group is significantly less likely to feel the majority of MCS staff exhibits desirable work traits—this holds true for 15 of 17 evaluated traits, whereas the 'accepting' group is significantly more likely to feel the majority of MCS staff is characterized by the desirable traits. The neutral group consistently rates staff somewhere in between the other groups—differing significantly from both and more often than not closer to the 'accepting' group.

- Operator position on regulation and enforcement also influences ratings of MCS performance on helping drivers operate safely, consistency in interpreting regulations, ease of getting consistent information and overall MCS Unit performance. Ratings are at opposite ends on the scale—lower if an operator views regulation/enforcement as ‘too strict’ and higher if attitudes on regulation/enforcement are more ‘accepting’.
- When asked if the majority of the current MCS staff possesses that trait they viewed as contributing to an ideal MCS representative, significant group differences are seen. The ‘too strict’ group is more likely to believe MCS has ‘few or none’ on staff exhibiting such a trait compared to the ‘accepting’ group (53% versus 30%, respectively). Looked at either way, both numbers are too high—nearly one-third to one-half of these operators find staff lacking in what they see as the most important character trait.

RECOGNITION OF REGULATORY AND ENFORCEMENT BENEFITS

1. Benefits resulting from a strong South Dakota regulatory and enforcement program are not strongly perceived. Half of the operators felt efforts have contributed to safer South Dakota highways. Only 37% viewed the efforts as saving taxpayers significant dollars. Fewer than one-quarter (24%) perceived the efforts as contributing to roads in South Dakota being in better shape than several neighboring states.

MOTOR CARRIER SERVICES STAFF TRAITS IMPORTANT TO OPERATORS

1. Ninety percent or better of both operators and enforcement staff rated the same 9 of 13 presented attributes as important to extremely important for an ‘ideal’ MCS staff person to possess.
2. Good judgment was the most important trait to operators in all three segments. The top five of 13 job characteristics ranked by all operators in order of importance were:
 - Demonstrating good judgment and common sense
 - Being lenient for honest mistakes
 - Treating operators with respect
 - Being knowledgeable and well trained
 - Interpreting regulations fairly.

All five of the above traits made the list of top five in each operator segment. “Good judgment and common sense” was number one on every segment’s ranking. Slight segment differences were observed—agricultural and carrier operators were the most similar in rankings.

3. Operators were asked whether a majority of the staff that they have had contact with exhibit that trait they found most important. 70% of operators felt that some (20%) or all (50%) MCS staff possessed the characteristic of most importance to them. Conversely, about 21% found staff lacking. 9% of operators had no opinion.

PERFORMANCE ASSESSMENT OF MOTOR CARRIER SERVICES

1. Depending upon the specific issue or operator segment in question, positive assessments are not held by truly large percentages of operators. MCS does not have a strong and sizable base of support. The

numbers of operators who have negative perceptions on most all measures of performance should be of major concern, and these operators reside across the state.

2. Based on the performance measure used, customer satisfaction ranges from 74% to 87%. Conversely, dissatisfaction is judged to be somewhere in the range of 13% to 26% of all operators depending on the topic. Both numbers can be higher when viewed in the context of a subgroup.
3. A majority of operators (63%) rate the overall job Motor Carrier Services does in performing its duties positively. Very few (8%) view performance as extremely good. This overall performance rating varies significantly by operator segment. 55% of carriers, 62% of agricultural operators and 71% of business operators rated overall performance 7 to 10 on a 10-point scale.
4. Business truck operators are generally more positive toward MCS enforcement efforts than are carriers or agricultural operators of trucks.
5. Operators who are the most accepting of the amount of and level of trucking regulation within South Dakota are consistently more positive toward MCS staff, programs and efforts. However the number of 'accepting' operators is not at the level one would hope for or expect.

CONTACT WITH MOTOR CARRIER SERVICES

1. The amount of personal contact for any reason with MCS staff over the past 3 year period varies considerably by operator segment:
 - Agricultural operators 35% (more likely occurred with a motor carrier enforcement officer)
 - Business operator 68%
 - Carrier operator 83% (more likely occurred at a Port of Entry)
 - 90% of operators who made contact (282) felt staff performed in a professional manner during their most recent contact. A similar proportion of operators (89%) who have received a violation in the past 3 to 4 years (109) state that the reason and cause for the violation was clearly explained to their satisfaction.
2. Not all operators of similar size trucks are being stopped and fined at an equal rate. When the ratio of persons stopped is compared to persons fined over the last 3 to 4 years for operators of large trucks (26 plus ton), a noticeably lower ratio of persons fined to persons stopped was found in the agricultural segment. This point is not lost among business and carrier operators. There is a clear perception on their part that regulations are not applied with equal fairness to agricultural operators.

APPROACHES TO IMPROVED RELATIONS

1. Common ground exists for several relationship building initiatives that were viewed positively by a majority of operators and MCS staff. The most widely supported initiatives included:
 - Both parties see a strong need to more widely distribute the South Dakota Motor Carrier Handbook—87% of operators and 88% of staff;
 - A majority of both think it's a good idea to hold safety programs throughout the state to assist less experienced drivers; and

- A majority of both see value in the idea of annual town hall meetings at various statewide locations for the purpose of bringing operators and staff together to share ideas, concerns and information.
2. Face-to-face initiatives were viewed with stronger interest by both parties than were other forms of interaction.

MCS STAFF INTEREST IN INTERNAL INITIATIVES

1. Nearly three-quarters of staff (73%) expressed strong interest in communications training and even stronger interest (90%) in development of more internal opportunities for career development and advancement.
2. More than two-thirds felt management should aggressively mount a communications program to define MCS' mission, organizational goals and accomplishments.

CONCLUSIONS

Conclusions of the study may be summarized:

1. MCS needs to rework the current South Dakota Motor Carrier Handbook. Emphasis should be on simplifying the language, improving graphics and illustrations, and organizing the information for more user-friendly reference. In addition, a distribution strategy needs to be identified for getting the handbook to more truck operators in all segments of statewide commerce—particularly agricultural users of trucks.
2. MCS should look to target educational outreach efforts to those trucking segments most unfamiliar with safety and weight restriction regulations. The focus should be on truck drivers in the agricultural sector, drivers who operate trucks on a part-time basis and operators new to the industry.
3. Since perceptions of MCS are not solely driven by interactions, but are also strongly influenced by attitudes related to amount of and level of regulation, MCS administrative initiatives alone will not likely do away with unfavorable perceptions. Legislative review and possible adjustments to regulatory standards may become necessary.
4. Truck operators don't readily accept arguments that a strong statewide focus on weight restrictions and safety inspections has resulted in safer highways, better road conditions than several neighboring states or significant dollar savings to taxpayers. Education attempts to date—such as the state's 1999 video on overweight titled *How Much is Too Much*—have not been overly successful in communicating the benefits of a strong regulatory policy.
5. Their limited formal communication skills training, given the sometimes confrontational nature of enforcing regulations, puts staff at a disadvantage. MCS needs to add a communication skills course to its formal training program for newly recruited staff. It should also consider requiring current staff to participate and complete any new communication skills training, i.e., conflict management, negotiation skills training.
6. MCS needs to assess possible staff training deficiencies that may be unique to Zone 4. Operators in this zone (80%) were significantly more likely to view knowledge and training as 'extremely

important' than were operators in other zones. At the same time, operators in Zone 4 were significantly less likely to view staff as exhibiting this trait than were operators in other zones. Obtaining consistent information in this zone needs to be looked at. Operators in this zone are significantly more likely to find it difficult to obtain consistent information than are operators in most other zones. This would be a good zone to first test new communication or information efforts.

7. MCS management needs to strongly link staff evaluation policies to customer service—stressing the importance of quality contacts from the perspective of the person stopped and/or inspected. Staff needs to believe that management places the same weight on quality of encounters as it does on frequency of encounters.
8. MCS should leverage and build on the recent change in terms from 'enforcement' to 'service' in its formal name. MCS needs to reposition itself and communicate a broader mission statement centered on service. Service needs to be defined for truck operators. Service should be aggressively marketed through program initiatives developed in partnership with the larger truck operator associations.
9. MCS needs to find ways to more visibly demonstrate a balanced interest and policy that stresses prevention, a willingness to help operators, and concern for safety in addition to regulatory enforcement. A strong communications effort will be needed to replace a deeply rooted perception that MCS is solely interested in generating revenue through finding operator or mechanical fault when contacts are made.
10. Both truck operators and MCS staff expressed significant interest in several relationship building initiatives assessed in the survey. MCS needs to review initiatives having the highest levels of interest and explore ways to work with the trucking industry to develop comparable offerings. Programs should focus on initiatives providing face-to-face opportunities for relationship building since these generated the broadest interest in both parties.

RECOMMENDATIONS

Based on the findings and conclusions of this study, the researchers recommend the following to the South Dakota Highway Patrol's Motor Carrier Services Unit:

1. MCS should communicate the benefits and savings of a strong, but not overly aggressive, program of truck safety and weight restriction enforcement. The message needs to be focused and repeated often. It further needs support grounded in SDDOT cost savings estimates and comparisons to other states with similarly strong programs of protecting their highway investment.
2. MCS and the SDDOT should review the number of regulations, exemptions and levels of fines enforced in South Dakota. The review should make comparisons to other states that also have strong enforcement policies dealing with overweight and truck safety. MCS should work with trucking industry representatives to review enforcement penalties in the context of what constitutes a reasonable deterrent. Where possible, exemptions need to reflect both the needs of special interest groups and the demands for equitable treatment of all truck operators. MCS and industry groups should look for common ground to make joint recommendations for legislative review on these issues.

3. MCS should develop a clear mission statement that communicates both internally and externally a balanced approach to safety, prevention and enforcement—one that is built around delivering quality service to all trucking user groups. The statement should be prominently displayed at all Ports of Entry. And it needs to be reinforced in both external and internal communications whenever appropriate and practical.
4. MCS management should seek outside assistance in developing staff training opportunities in communication skill development, i.e. conflict management and negotiation training. Training needs to focus on the attainment of customer satisfaction and improved service delivery.
5. MCS management should review existing staff performance evaluation policies. The review needs to put in place assessment standards and tools that will foster stronger customer oriented service. Management should examine how other public and private sector organizations recognize employees who consistently provide exceptional customer service. A formal staff recognition program for outstanding customer service should be developed and communicated both internally and externally.
6. MCS should develop and promote a high visibility safety and prevention program. The program needs to both serve to educate truck operators and communicate a MCS commitment to a stronger, more balanced, Mission. An example would be scheduling an unannounced prevention day that stresses operator safety. This would be a day where all enforcement activities result in warnings—warnings that are intended to educate operators and public alike.

A media kit should be prepared. The kit should highlight the types of prevention activities that staff focuses on this particular day and every day. Follow-up opportunities allow for recapping the types and numbers of violations that resulted in warnings. The communications goal of this cited example, or any similarly conceived program, would be to eliminate misperceptions.

The primary misconception is that MCS is solely focused on and interested in revenue generation by over aggressively searching for operator fault. Research indicates this perception is held across the state by significant numbers of operators.

7. MCS management should formally seek to establish and strengthen alliances with truck user associations. A strong beginning effort would establish an advisory panel of representatives from each operator segment and possibly include representation of the general public. Panel framework would encourage all parties to work together to identify solutions to common problems.

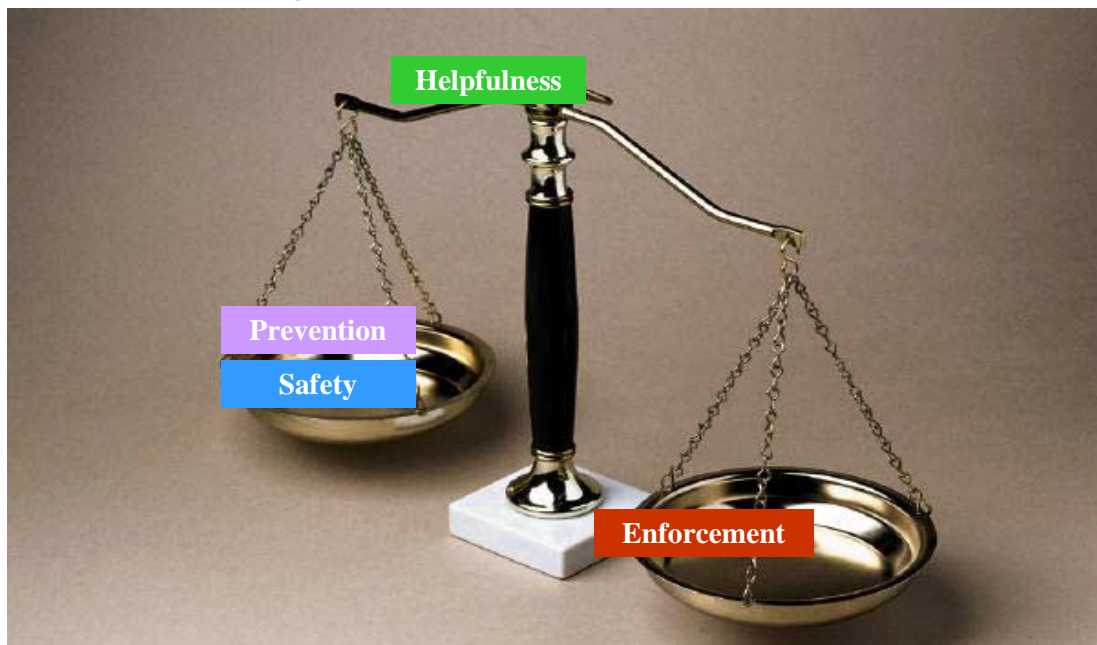
An advisory panel might focus on identifying desirable service offerings, best approaches to communications, and the most effective mechanisms for resolving common issues of importance. Initial collaboration could begin with the remake and broader distribution of the South Dakota Motor Carrier Handbook.

8. The new name change from *Motor Carrier Enforcement* to *Motor Carrier Services* presents an opportunity and a challenge. If it is to be taken seriously as signaling a shift in management focus, then the word ‘**Service**’ needs to be given definition. Given the fact the name change has already occurred, timing is critical. MCS should seek outside professional help in developing a statewide media communications plan.

The message should be for both external and internal consumption. The message needs to communicate a newly invigorated commitment to service delivery. Communication efforts should inform truck operators and the general public of existing services and new ones that are envisioned.

The message also needs to clearly define for the citizens of South Dakota the benefits that result from the state's strong enforcement policies. The plan needs to communicate a Motor Carrier Services strategy for balancing prevention, safety, and enforcement activities. The best strategy would be one that communicates an attitude of willingness to help no matter what the need—service with a helping hand!

Figure 2: Reposition and Communicate Balance



9. Motor Carrier Services should evaluate the format and content of its current web site. The review should reflect MCS repositioning efforts. The look and content needs to more clearly and forcefully communicate MCS' mission and define its service offerings. Consideration should be given to designing a link to an abbreviated edition of any newly developed Motor Carrier Handbook and also provide a user friendly means of ordering a hardcopy.
10. Motor Carrier Services should explore the feasibility of establishing an electronic bulletin board on its web site for operator comments and questions. This feature could allow MCS responses to be posted and consistently made available to all web site visitors. This would be one means of providing consistent information to all interested parties

PROBLEM DESCRIPTION

During the 2003 session of the South Dakota State Legislature, motor carrier enforcement issues were the subject of considerable discussion. Some commercial carriers and certain elected officials characterized the Motor Carrier Services Unit of the South Dakota Highway Patrol as unprofessional and overzealous. Although their comments were reported by the news media, it is unclear how representative these comments are compared to a validly drawn random sample of all truck operators across South Dakota.

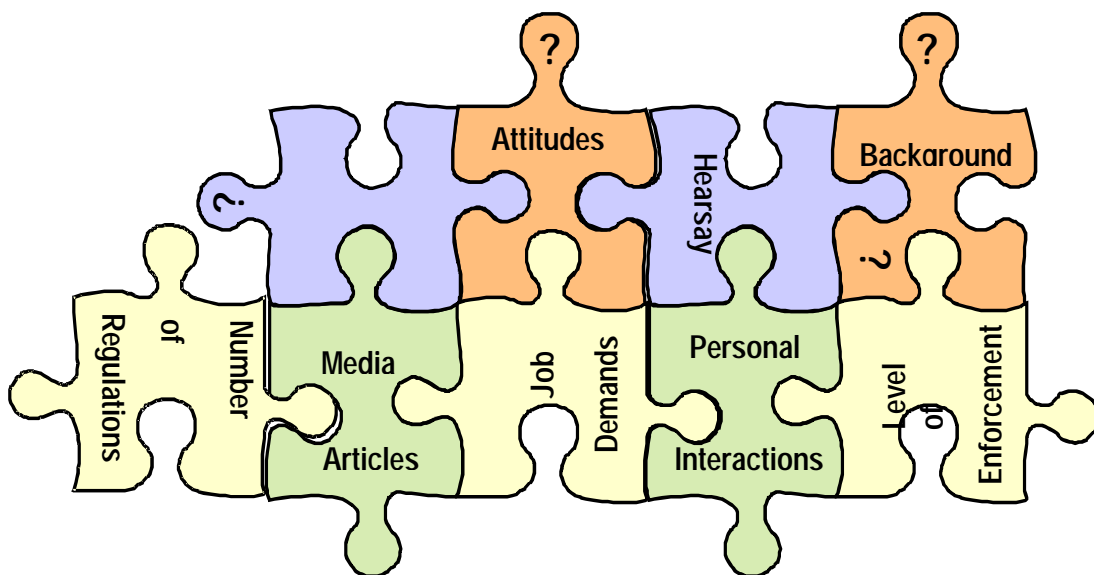
The importance of this study cannot be overstated. The trucking industry is vitally important to South Dakota residents, because commodities and virtually all retail products are transported by truck. Likewise, proper enforcement of safety and weight regulations is essential to protecting the public's welfare and capital investment in the state highway system.

The desired outcome of this study is a clearer understanding of perceptions among both truck operators and staff of the Motor Carrier Services Unit. With an accurate documentation of perceptions, one that is reliably gathered and mutually accepted, decision makers and interested industry groups have the basis for cooperative efforts to improve working relationships and address important concerns.

NATURE OF PERCEPTIONS

Motor Carrier Services interacts daily with hundreds of truck operators across South Dakota. These operators (customers of MCS) form perceptions of Motor Carrier Services based on numerous sources over time. One of the key challenges of this study was to identify as many of these underlying factors as possible and to develop a clearer understanding of how the factors collectively contribute to shape overall perceptions of both the organization and its employees. Both exploratory focus group discussions and quantitative telephone interviews were used for examining these factors. Perceptions of operators were explored for a wide range of issues and needs that relate to Motor Carrier Services' performance. Some of the factors believed to shape these perceptions that were investigated are summarized in Figure 3.

Figure 3: Factors Thought to Influence and Shape Perceptions of MCS



STUDY OBJECTIVES

The objectives of this study were to:

- Assess perceptions regarding the importance of motor carrier enforcement services and satisfaction with their delivery within the trucking industry and the SD Highway Patrol's Motor Carrier Services unit;
- Identify underlying causes or factors that shape these perceptions; and
- Recommend solutions that will enable the trucking industry and Motor Carrier Services to improve working relationships while maintaining highway safety.

This study seeks to determine which, if any, of the following factors may influence perceptions of Motor Carrier Services:

- The number and complexity of state and federal motor carrier regulations;
- A significant paperwork burden;
- South Dakota's strong emphasis on vehicle weight enforcement;
- Questions about enforcement uniformity throughout the state;
- Personal interactions between Motor Carrier Services staff and truck operators.

TASK DESCRIPTION

The phases that comprised the recommended research design and associated tasks required to accomplish related objectives follow:

TASK 1: MEET WITH TECHNICAL PANEL

This phase was intended to review project scope and establish a final work plan around which a research design was formalized. At this meeting panel members further clarified the problem description and provided personal insights. In addition to providing references to media articles on Motor Carrier Services enforcement activities, a starting list of representative stakeholders available for phone interviews was compiled.

TASK 2: ONE-ON-ONE INTERVIEWS

Nearly a dozen one-on-one interviews with stakeholders identified by technical panel members were completed. Completion of this task resulted in exposure to diverse perspectives from across various associations, business, and operator groups. The necessary insight for the development of focus group *Discussion Guides* was gained. MarketLine staff also gained a good understanding of how South Dakota trucking regulations are enforced and applied with varying user segments.

TASK 3: PREPARE TECHNICAL MEMORANDUM OF KEY ISSUES

Draft Discussion Guides were provided for review. Guides outlined exploratory issues for each of the two types of planned focus groups—those with trucking industry operators and those with enforcement staff.

TASK 4: CONDUCT FOCUS GROUPS

The purpose of the groups was to further identify issues of importance to each segment, highlight perceptions, probe for underlying factors that influence perceptions of MCS and identify MCS staff traits that were deemed important by operators and staff in carrying out enforcement duties. Sources of regulatory information were also identified.

A total of eight (8) focus groups were held. To provide balance for possible geographic differences and effectively reach key customer segments sessions were conducted in all four MCS zones of enforcement. Sessions were held in the cities of Aberdeen, Pierre, Rapid City and Sioux Falls. Two sessions were held in each location.

Potential group participants were screened during telephone recruitment to meet segment specific qualifications. The Technical Panel approved final screening criteria and segment definition.

The *Discussion Guide* (Appendix E) for the groups was drafted based on the input from Technical Panel and stakeholder phone interviews. A draft Discussion Guide was provided to the SDDOT Project Manager for Technical Panel review.

Twelve (12) participants were recruited for each group session with 8 to 10 individuals expected to show. Agricultural, business and carrier operator segments were given a \$40 gratuity for participation. Motor Carrier Services staff participated as part of their scheduled work duties.

Successful completion of this task ensured that the telephone survey accurately reflected the needs and issues specific to each of the MCS' key user segments and its staff who were to be interviewed.

Completion of this task also provided needed clarity of issues for constructing a comprehensive survey instrument for use in the final quantitative assessment stage—the telephone survey.

TASK 5: SUMMARIZE AND PRESENT FINDINGS OF INTERVIEWS AND FOCUS GROUPS

MarketLine Research Incorporated management staff traveled to Pierre to conduct a preliminary review of top line findings from all three avenues of data collection.

The purpose of this give-and-take working session provided an opportunity to examine qualitative research results gathered to that point, discuss early perceptions and the possibilities for further exploration in the telephone survey and gain panel insight into any further issues deemed worth exploring. The result of this session was an effective road map for development of the questionnaire to be used for the telephone survey of operators. The end product reflected the collective insight and thinking of all panel members.

TASK 6: CONDUCT STATEWIDE TELEPHONE SURVEY

MarketLine conducted 456 telephone interviews statewide. This number ensured balanced representation across the three truck operator segments of interest within each of the MCS' four enforcement zones (38 of each segment represented in each zone), namely:

- Farmers and ranchers (152) who use trucks in the course of their businesses
- Drivers for businesses (152) who operate their own trucks in the course of their business
- Carrier operators for hire (152), both interstate and intrastate independent drivers who live in South Dakota.

All three segments were qualified with a separate series of screening questions. If an operator did not qualify for one segment an attempt was made to qualify the individual for one of the two remaining segments. Quotas were set for 114 interviews per zone, equally distributed between the three segments. In addition 60 of 62 MCS staff members were interviewed using a questionnaire that closely paralleled that of the operator survey. Completion of this task resulted in 228 hours of actual telephone interview time.

TASK 7: DATA ANALYSIS AND SUMMARY OF RESULTS

MarketLine Research tabulated results of the study and generated six unique runs of data tables for examining the data question by question. Cross tabulations were run to help analyze results and clarify findings. Tests of statistical significance were run on appropriate variables. Completion of this task provided the necessary insight for preparation of a draft report for Technical Panel review and comment.

TASK 8: CLARIFICATION AND REVIEW OF KEY ISSUES

A comprehensive two and one-half hour presentation was prepared to facilitate an extensive discussion of findings with Motor Carrier Services staff in each enforcement zone. Presentations were held with MCS staff in each of the zones during the week of November 4th. During the same week discussions were held and presentations made to top SD Highway Patrol and Department of Public Safety officials. MarketLine also presented relevant findings and preliminary conclusions with the project's technical panel during this week. Completion of this task helped to clearly formulate report requirements and needs for added in-depth analysis.

TASK 9: ON BASIS OF FINDINGS RECOMMEND SOLUTIONS MCS CAN APPLY

A review of the data clearly indicated a number of areas where MCS management could build on existing program efforts and some areas where totally new initiatives would be required. In addition, recommendations for collaborative efforts by industry and the enforcement agency to provide input to the legislative process were also identified.

TASK 10: FINAL REPORT & EXECUTIVE SUMMARY PREPARATION

Based on extensive statistical analysis and lengthy review of all gathered information, a first draft of a report of findings was submitted to the Technical Panel on November 17th. The Technical Panel carefully reviewed the document and provided valuable comment and direction for processing the final document during a meeting with MarketLine on November 19th.

TASK 11: EXECUTIVE PRESENTATIONS TO RESEARCH REVIEW BOARD AND SDDOT EXECUTIVE TEAM

MarketLine Research developed and presented a PowerPoint presentation of key findings, conclusions and recommendations to the SDDOT Executive Team on November 18th. A more abbreviated top line version was presented for discussion with Research Review Board Members on November 19th.

FOCUS GROUP RESULTS

PURPOSE

The purpose of the eight focus groups conducted in the four enforcement zones was to identify issues of importance specific to each truck operator segment. The discussions were used to better understand unique needs, regulatory awareness and attitudes, MCS perceptions and types of contact with MCS unique and/or common to one or more of the operator customer segments. Two groups comprising MCS staff were used to gain perspectives from the enforcement side as to the nature of operator interactions.

A key focus was to assess similarities and differences in the manner in which user segments assign importance to MCS staff skill sets. In addition, each segment was examined for indications of underlying factors that might play a role in shaping MCS perceptions.

OBJECTIVES

The primary objectives of the focus groups were to:

- Determine whether all MCS staff traits discussed were seen as having importance and to identify which skill sets should be assessed in the telephone survey;
- Identify any segment specific issues that should be incorporated in the telephone survey;
- Understand how various operator groups obtain regulatory information;
- Probe for possible underlying factors that may shape perceptions of MCS.

TASK DESCRIPTIONS

The following tasks were completed to accomplish the focus groups:

- Develop Discussion Guides (Appendix E) for the groups based on input from sessions with SDDOT SDHP personnel, Technical Panel and one-on-one stakeholder telephone interviews.
- Recruit and screen participants from areas surrounding four discussion group sites.
- Manage all logistical preparations for focus groups at four sites.

Successful completion of the above tasks ensured that the telephone survey accurately reflected needs and issues specific to each of MCS' key operator segments—agricultural operators of trucks, business operators of trucks and carriers for hire.

METHODOLOGY

Focus group participants were recruited from zip codes within a forty-mile radius of each city's session. Sampling areas are shown in Figure 4 below.

Figure 4: Focus Group Sampling Range



Respondents were screened during telephone recruitment to meet segment specific qualifications to participate. Participants recruited for each user segment had to meet the following qualifications:

Agricultural Operators

- Currently engaged in farming, ranching or agriculture as principal occupation
- Personally operate a large truck to haul crops, livestock or other agriculture related materials on state or county roadways

Business Operators

- Work responsibilities include making decisions that affect the scheduling, routing or driving of vehicles used in conducting company's daily business
- Business requires the moving of equipment, materials, products or commodities by commercial vehicles such as vans, dump trucks, concrete mixers, or truck or tractor with one or more trailers

Carrier Operators

- Currently drives a commercial vehicle used to haul goods or freight from one location to another location
- 50% or more of long-hauls or over-the-road trips are done entirely within South Dakota

MarketLine Research recruited 93 individuals between August 4th and August 12th. Sixty-eight percent (63 individuals) participated in one of eight sessions conducted in the cities of Aberdeen, Pierre, Rapid City and Sioux Falls. Participation by market and segment is summarized in Table 1 below.

Table 1: Focus Group Participation—Market & Segment

Date	Market	Segment			
		Agricultural	Business Carrier	Motor Carrier Services	Total
August 18	Aberdeen	9	7		16
August 19	Pierre	9		11	20
August 20	Rapid City	7	6		13
August 21	Sioux Falls		4	10	14
Total		25	17	21	63

KEY FINDINGS

IDENTIFIED ISSUES FOR QUANTITATIVE ASSESSMENT

After review of focus group transcripts, issues consistently voiced across markets and segments were identified for further assessment in the quantitative phase of telephone interviewing. The major areas identified for examination in the telephone survey included:

- Operator regulatory information sources and needs;
- The South Dakota regulatory landscape and operator attitudes toward uniformity of enforcement, amount of regulation, degree of enforcement and perceived benefits, if any, resulting;
- Operator and MCS interaction variables;
- Evaluation of MCS practices and service;
- Most recent contact experience with MCS; and
- Levels of interest in possible approaches for improved interactions.

PERCEIVED ROLE OF MOTOR CARRIER SERVICES

Five service areas were consistently identified and discussed during the focus group sessions. The consensus view of MCS' role included the following perceptions:

- Necessary to keep roads safe and protect the roadway surfaces through enforcement of weight restrictions;
- Given credit for better state road conditions than several other states because of their efforts;
- Seen as state revenue creators and fine collectors;
- Seen as issuing permits and licensing; and
- Helping drivers operate legally.

REGULATORY PERCEPTIONS

Attitudes and perceptions surrounding regulation differed sharply between motor carrier operators and Motor Carrier Services staff. Similar comments were heard across markets.

Table 2: Contrasting Regulatory Points of View

Regulation from Operator Point of View	Regulation from MCS Point of View
<ul style="list-style-type: none">▪ Few feel confident they know the law	<ul style="list-style-type: none">▪ Most believe operator has responsibility to know regulations and find information
<ul style="list-style-type: none">▪ Regulations are somewhat complicated regarding roadworthiness and weight	<ul style="list-style-type: none">▪ Willing to answer questions
<ul style="list-style-type: none">▪ Regulations change frequently and are open to interpretation	<ul style="list-style-type: none">▪ Most feel that operators shop around until they get the answer they are looking for.
<ul style="list-style-type: none">▪ Most report learning the law when found out of compliance	<ul style="list-style-type: none">▪ Officers, more than operators, recognize they have flexibility in extent and severity of citations written
<ul style="list-style-type: none">▪ Most admit to pushing the law to the limit	<ul style="list-style-type: none">▪ General frustration exists as result of perceived lack of support and second guessing
<ul style="list-style-type: none">▪ Most feel different authorities offer differing opinions when it comes to what permits are needed	
<ul style="list-style-type: none">▪ Most regulatory exemptions are thought to be slanted to agricultural operator advantage	
<ul style="list-style-type: none">▪ Operators view officers as cut and dried or matter-of-fact in decisions on imposing fines	
<ul style="list-style-type: none">▪ Overall belief that being pulled over means getting a citation	

TOP-OF-MIND ISSUES WHEN MCS PERFORMANCE IS MENTIONED

A number of terms were consistently used by operators from all segments and markets to describe and express feelings both of a positive and negative nature when discussions turn to perceptions of how Motor Carrier Services carries out its duties. The most frequently cited terms appear in Figure 5. The most contentious perception is driven by attitudes relating to revenue. Most operators see MCS in a role of generating money through fines—what are felt by many to be expressively high fines. Participants expressed a strong sense that revenue focus is why, in their minds, vehicles are inspected until something is found wrong.

Figure 5: Frequently Mentioned Terms Used to Describe MCS



QUANTITATIVE SURVEY RESULTS

METHODOLOGY

QUANTITATIVE—TELEPHONE INTERVIEWS

Quantitative research consisted of a telephone survey. The survey used a randomly drawn representative sample of users from each key operator segment. A survey instrument was designed to assess five key areas of interest: regulatory information sources and familiarity, attitudes on South Dakotas' trucking regulatory environment, perceptions of the Motor Carrier Services organization and staff, operator contacts with MCS and approaches to improved relationship building.

A total of 456 truck operators living in South Dakota participated in the survey. In addition, 60 Motor Carrier staff members were interviewed and are reported as a separate segment. The reported data reflects some 228 plus hours of interviewing. Operator profiles for each of the three interviewed trucking segments are contained in Appendices A, B and C at the end of this report.

SAMPLE REPRESENTATION

Interviews were conducted at MarketLine Research using a computer-aided telephone interviewing (CATI) system. The three trucking operator segments were called during the period September 6th through October 22nd. The average length of an operator survey was just over 26 minutes.

Key operator segments surveyed were:

- Agricultural—operators with vehicle operated on county or state roadways for purpose of moving agricultural equipment, commodities or products;
- Business—company with operators who route, schedule or drive commercial vehicle of GWT 8,000 or more pounds used for shipping goods, freight or commodities or providing services;
- Carriers—operators of a registered commercial vehicle of 13 ton or more used to haul goods or freight from one location to another location.

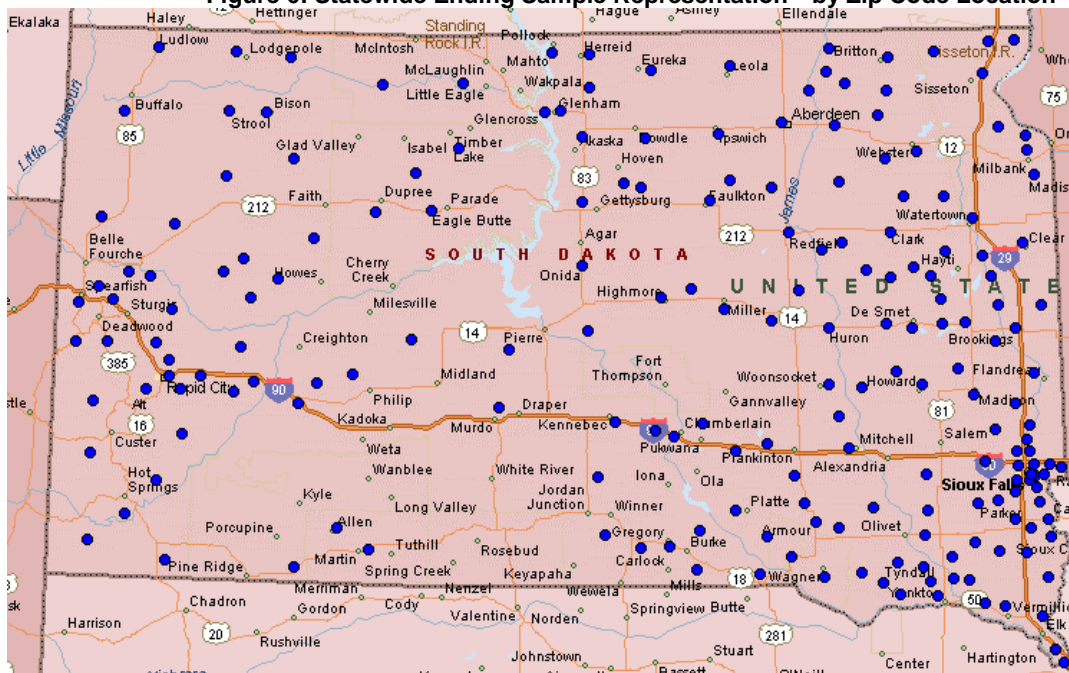
60 of 62 MCS staff were interviewed using a parallel similarly constructed survey. The average length of these surveys was just over 30 minutes. Completed interviews by segment and zone are listed in Table 3.

Table 3: Ending Sample Representation

Operator Segment	MCS Enforcement Zone				Segment Totals
	Zone 1	Zone 2	Zone 3	Zone 4	
Agricultural	38	38	38	38	152
Business	38	38	38	38	152
Carrier	38	38	38	38	152
Zone Total	114	114	114	114	456

The ending sample of 456 operators has a margin of error of $\pm 4.6\%$. When making comparisons between segments, the margin of error is $\pm 7.9\%$ for samples of 114 operators. The margin of error for segments within each zone (38 operators) is $\pm 15.9\%$ —making comparisons of segments on a zone basis impractical.

Figure 6: Statewide Ending Sample Representation—by Zip Code Location



- No one zip code area (blue dot) represents more than 3% of the Ending Sample.
- Interviewed truck operators live in 62 of South Dakota's sixty six counties

SOURCES OF CALLING SAMPLES

With the exception of the agricultural sample, all sample call records were obtained from South Dakota government agencies. Records for registered interstate and intrastate vehicles were obtained from the South Dakota Department of Revenue & Regulation, Division of Motor Vehicles. The manufacturing list used for sampling business operators was provided by the Governor's Office of Economic Development. Calling sample for contacting agricultural operators was purchased from Survey Sampling, Inc. Records without phone numbers were sent to a telephone matching service—match rates were roughly 70%.

Table 4: Calling Sample Summary

Beginning Sample Records						Ending Sample Available by Zone				Record Totals
Sampling Segment	File Source	Number Starting Records	Non-dup Records	Record with Tel #	Record w/o Tel # ¹	1	2	3	4	
Agricultural Operators	Survey Sampling	1537	0	1537	0	417	437	258	425	1537
	Com_intrastate ²	3950	1585	0	114	48	44	25	9	126
	Gross_wgt_non_com ³	29048	1601		1183	107	111	88	39	345
Segment Subtotal						572	592	371	473	2008
Business Operators	GOED_mfg2003	1032	1021	1021	1	209	395	169	247	1020
	Com_intrastate	3950	1585	0	709	270	556	228	319	1373
	Gross_wgt_non_com ⁴	29048	564		702	88	104	69	72	333
Segment Subtotal						567	1055	466	638	2726
Carrier Operators	lrp.acct (interstate) ⁵	1577	1519	832	613	334	304	198	221	1057
	Com_intrastate	3950	1585	0	677	57	119	36	62	274
	Gross_wgt_non_com ⁶	29048	40		40	1	4		1	6
						392	427	234	284	1337

¹ 67% is the historical match rate for comparable files from state registrations based on Customer Satisfaction TeleMatch results
² Original file with 33,056 records of which 3,950 were trucks of 13 ton or more
³ File clearly indicated farm or ranch in registration title
⁴ File clearly indicated a business location within the title registration
⁵ File included some out of South Dakota interstate carriers which were deleted along with duplicate records
⁶ File clearly indicated trucking, hauling or moving in registration title

TYPES OF TRUCKS OPERATED BY SAMPLED OPERATORS

The maximum gross weights of trucks driven most often by surveyed operators were compared with the most recently available U.S. Census data. The proportions in the ending sample closely mirror those reported in the Census.

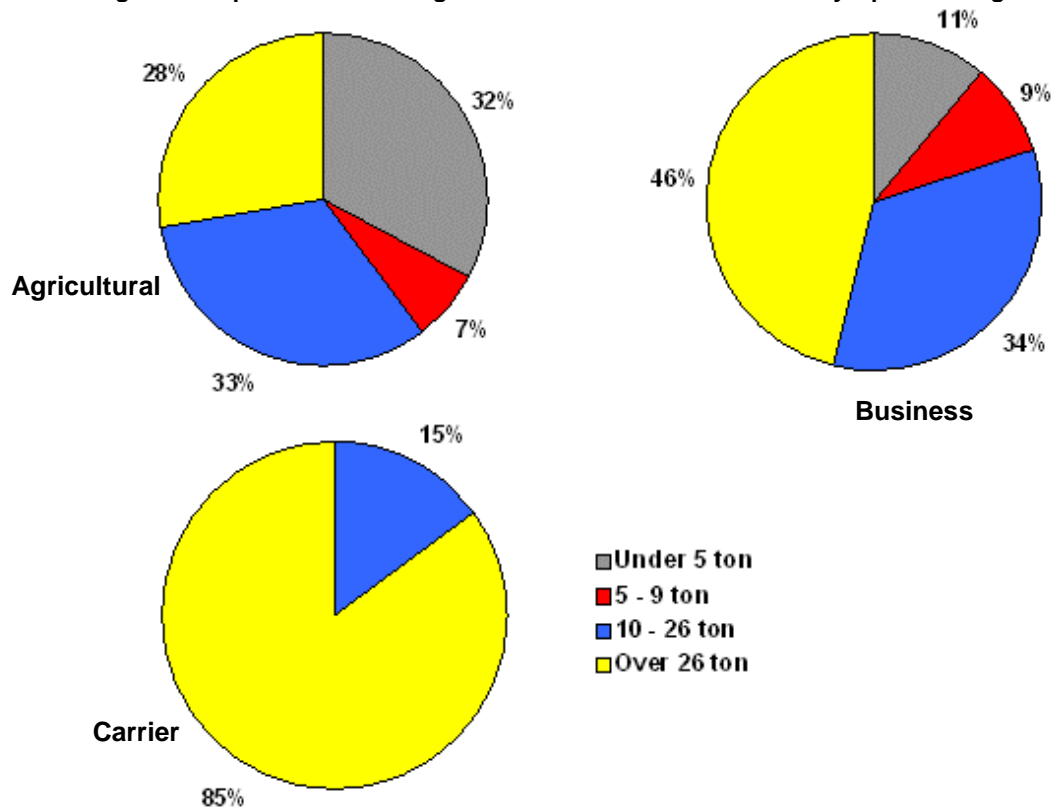
Table 5: Representative Truck Size of Sampled Operators

U.S. Census Data for South Dakota¹	Ending Sample of Truck Operators (n = 456)
14% of trucks are under 6 ton [light]	Total study sample 15% are under 6 ton [light]
18% of trucks are 6 to 9 tons [medium]	Total study sample 5% are 6 to 9 tons [medium] ²
21% of trucks are 10 to 26 ton [light-heavy]	Total study sample 27% are 10 to 26 tons [light-heavy]
47% of trucks are over 26 ton [heavy-heavy]	Total study sample 53% are over 26 ton [heavy-heavy]

¹ *Vehicle Inventory & Use Survey for South Dakota* by U.S. Census 1997

² Medium sized trucks are under represented likely due to sample stratification of equal segments for agriculture, business and carrier.

Figure 7: Reported Gross Weights of Trucks Driven Most Often by Operator Segment



DETAILED FINDINGS

PROVISION OF REGULATORY INFORMATION

Q14. OVERALL HOW FAMILIAR WOULD YOU SAY YOU ARE WITH FEDERAL AND STATE TRUCKING REGULATIONS. USE A 10-POINT SCALE, WHERE 10 IS VERY FAMILIAR DOWN TO 1 NOT AT ALL FAMILIAR.

A slight majority of operators (52%) said they were familiar with South Dakota and federal trucking rules and regulations. About 5% said they were very familiar (rated 10). This varied widely by operator segment as can be seen in Table 6. Only 38% of agricultural operators felt they were familiar compared to 53% of business and 67% of carrier operators.

Table 6: Federal and State Trucking Regulations—Familiarity

n = 456	Grouping							
% Rating	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Top (7-10)	52%	38%	53%	67%	53%	54%	54%	49%
Bottom (1-4)	14	24	12	5	11	17	10	18

■ Differs significantly from other operator segments

Significant numbers of operators are not adequately familiar with the state's trucking rules and regulations—many waiting to find out when stopped.

Q17. HAVE YOU EVER MADE A REQUEST FOR REGULATORY OR PERMIT INFORMATION FROM MOTOR CARRIER SERVICES STAFF?

40% of all operators had at some time or other made a request for regulatory or permit information from Motor Carrier Services staff. Carriers and business operators were more likely to have made a request.

Q17B. WHEN YOU NEEDED TO OBTAIN ENFORCEMENT INFORMATION FROM MOTOR CARRIER SERVICES HOW EASY WAS IT TO GET CONSISTENT INFORMATION FROM ALL MOTOR CARRIER SERVICES SOURCES? USE A 10-POINT SCALE, WHERE 10 IS EXTREMELY EASY DOWN TO 1 NOT AT ALL EASY.

Q17C. WAS YOUR REQUEST FOR INFORMATION HANDLED IN A FRIENDLY AND COURTEOUS MANNER?

Less than half (45%) felt getting consistent information from MCS staff was easy. Perceived consistency varied a lot between zones as can be seen in Table 7. Only a third of the operators who had made requests that live in Zone 4 stated it was easy to get consistent information.

Table 7: Perception—Ease of Obtaining Consistent MCS Information

n = 184	Grouping							
% Rating	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Top (7-10)	45%	30%	56%	43%	42%	52%	52%	33%
Bottom (1-4)	26	34	24	24	29	18	23	35

For those operators (184) requesting information of MCS staff, the request was seen as being handled in a friendly and courteous manner by nearly 9 in 10 operators (88%).

Q18. ARE YOU FAMILIAR WITH THE SOUTH DAKOTA MOTOR CARRIER HANDBOOK PREPARED BY THE SOUTH DAKOTA DEPARTMENT OF TRANSPORTATION?

Q18B. HOW WOULD YOU RATE THIS HANDBOOK ON BEING USER FRIENDLY AND EASY TO UNDERSTAND? USE A 10-POINT SCALE, WHERE 10 IS EXTREMELY USER FRIENDLY AND EASY DOWN TO 1 NOT AT ALL USER FRIENDLY AND EASY.

Figure 8: South Dakota Motor Carrier Handbook



55% of all operators were familiar with the South Dakota Motor Carrier Handbook. Familiarity varied by operator segment: agricultural 43% familiar, business 60% familiar and carriers 63% familiar. The important observation here is that sizable numbers of operators are not familiar with the state's most complete book on rules and regulations intended for operator use.

In addition many operators view the handbook as not very user friendly and easy to understand. Carriers have the highest familiarity with the handbook, but are most critical of its utility.

Table 8: Motor Carrier Handbook—Rating of User Friendliness and Ease of Understanding

n =251	Grouping							
% Rating	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Top (7-10)	54%	62%	59%	44%	56%	53%	56%	52%
Bottom (1-4)	10	9	7	14	13	5	7	16

■ Differs significantly from other operator segments

Q18C. HOW COULD IT BE MADE MORE USEFUL?

The most widely mentioned (operators and staff alike) need for improvement was for simplified language and improved layout.

Q19. WHEN COMPARING THE GREEN FEDERAL DOT BOOK TO THE SOUTH DAKOTA MOTOR CARRIER HANDBOOK WOULD YOU SAY THE SOUTH DAKOTA HANDBOOK IS MORE OR LESS USER FRIENDLY AND EASY TO UNDERSTAND, OR ARE THEY ABOUT THE SAME?

Two thirds of all operators felt the user friendliness and ease of understanding was about the same for the two references. Agricultural operators were more likely to not be able to distinguish between the two.

Table 9: Comparison of Motor Carrier Handbook to Federal DOT Book for Ease of Use

n =251	Grouping							
% Rating	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
More user friendly and easy to understand	21%	12%	25%	23%	26%	17%	23%	19%
About the same	64	65	65	62	61	65	61	67
Less user friendly and easy to understand	2	-	2	4	3	2	2	3
Don't know	13	23	8	11	10	17	14	10

Q15. HOW DO YOU USUALLY STAY INFORMED ABOUT CHANGES IN RULES AND REGULATIONS RELATING TO THE OPERATION OF TRUCKS ON SOUTH DAKOTA HIGHWAYS?

Operators mentioned a variety of ways they used to stay informed of rule and regulation changes. Preferences vary considerably by operator segment. The strongest preferences by segment are highlighted in Table 10 below. Mass media, specifically newsprint, is the best channel for reaching agricultural drivers. Business and carrier operators are more likely to rely on expert sources such as the DOT or industry associations. Word of mouth is a strong means of communication for all segments, notably for carriers and agricultural operators.

Table 10: Sources of Information on Changes in Rules & Regulations for Operating a Truck

n = 456 Information Source	All Response	Agricultural	Business	Carrier
All mentions of Mass Media	36%	55%	22%	30%
Newspaper	25%	48%	13%	13%
Television / news	6%	14%	1%	3%
Trucker publication	5%	2%	3%	11%
All mentions Expert Sources	34%	22%	36%	43%
DOT book / DOT letters / DOT meetings	14%	11%	13%	17%
South Dakota Retailer's Association	6%	1%	5%	11%
Highway Patrol	6%	7%	7%	3%
Insurance Company	5%	2%	3%	11%
Word of Mouth	28%	30%	22%	32%
Mailings / flyers / leaflets	14%	7%	18%	18%
When pulled over	4%	2%	5%	7%
Internet / web site	4%	3%	3%	5%
Others	8%	3%	15%	6%

Q16. WHICH FOLLOWING WAYS TO STAY INFORMED OF RULE CHANGES WOULD YOU PERSONALLY FIND MOST USEFUL?

Operators mentioned a variety of ways they would find useful for staying informed of rule and regulation changes. Top preferences in all segments were a mailer newsletter and an insert to accompany truck registration or renewal. The best-targeted means of reaching each particular operator segment is highlighted in gray in Table 11 below.

Table 11: Interest—Means of Staying Informed That Would Find Most Useful—Rule Changes

n = 456 Information Source	All Response	Agricultural	Business	Carrier
Mailed newsletter	91%	90%	90%	95%
Inserts accompanying truck registrations or renewals	75%	74%	78%	72%
A state motor carrier handbook	73%	59%	80%	81%
Telephone # for information	68%	61%	75%	68%
Articles in trucking or other association newsletters	52%	32%	52%	70%
Local seminars	45%	41%	51%	42%
E-mails to home / business	38%	34%	45%	36%
Internet web site	32%	20%	41%	36%
Informational booths at county and state fairs	29%	43%	20%	24%
Newsletter at truck stops and rest areas	29%	18%	22%	46%
¹ Multiple response possible—percentages exceed 100%				

USE OF THE INTERNET AS A SOURCE FOR REGULATORY INFORMATION

Q51. HAVE YOU EVER VISITED THE SOUTH DAKOTA MOTOR CARRIER WEB SITE?

Q52. DID YOU FIND WHAT YOU WERE LOOKING FOR?

Q53. HOW INTERESTED ARE YOU IN RECEIVING TRUCKING REGULATORY INFORMATION FROM THE MOTOR CARRIER SERVICES OVER THE INTERNET?

One in 5 operators (21%) said they have visited Motor Carrier Services web site. Of the 74 operators that visited the site, 81% said they found what they were looking for.

When all operators were asked if they would be interested in receiving truck regulatory information from MCS over the Internet, more than half (53%) said they'd be interested. The number saying that they would be 'very interested' (18%) is roughly equal to the proportion of operators currently visiting the site.

Table 12: Interest—Regulatory Information via MCS Web Site

n =456 % Rating	Grouping							
	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Top: somewhat/very	53%	46%	59%	53%	55%	52%	55%	48%
Bottom: not very/not at all	45	53	41	42	42	47	40	51

Q49. DO YOU HAVE ACCESS TO THE INTERNET AT WORK OR OVER THE ROAD?

Q50. DO YOU HAVE ACCESS TO THE INTERNET AT HOME?

Operator access at home is roughly equal for all operator segments. At work or over the road, business operators are significantly more likely to have access.

Table13: Operator Internet Access—at work and at home

n =456 % Rating	Grouping							
	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
At Work or over the road	52%	45%	67%	43%	48%	56%	58%	44%
At home	68	61	72	69	68	64	71	67

■ Differs significantly from other operator segments

UNIFORMITY OF REGULATION AND ENFORCEMENT ACTIVITY

Q20. HOW UNIFORM DO YOU FEEL THE ENFORCEMENT OF TRUCK INSPECTIONS IS ACROSS SOUTH DAKOTA?

A majority of operators (66%) feel truck inspections are fairly to very uniformly enforced across South Dakota. Attitudes vary by operator segment as can be seen in Table 14. Business operators are significantly more likely to perceive this uniformity than are other operators.

Table 14: Perception—Uniformity of Truck Inspections

n =456 % Rating	Grouping							
	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Top: fairly/very	66%	58%	78%	63%	74%	62%	72%	58%
Bottom: not very/not at all	22	22	15	28	17	26	18	25

■ Differs significantly from other operator segments

Q21. HOW UNIFORM DO YOU FEEL THE ENFORCEMENT OF WEIGHT RESTRICTIONS AND POSTINGS ARE ACROSS SOUTH DAKOTA?

Three-quarters of all operators (74%) feel weight restrictions are enforced fairly to very uniformly across South Dakota. Agricultural operators are less likely to view enforcement as uniform—as can be seen in Table 15 below. 13% of agricultural operators stated they didn't know if enforcement was uniform across the state.

Table 15: Perception—Uniformity of Weight Restriction Enforcement

n =456 % Rating	Grouping							
	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Top: fairly/very	74%	65%	80%	79%	77%	69%	80%	71%
Bottom: not very/not at all	18	23	15	16	15	22	15	19

Differs significantly from other operator segments

Q22. HOW MUCH OF A CONCERN TO YOU IS THE IMPACT OF OVERWEIGHT TRUCKS ON SOUTH DAKOTA HIGHWAYS? WOULD YOU SAY IT IS A MAJOR CONCERN, MINOR CONCERN OR NO CONCERN TO YOU?

Only half of all operators perceived overweight trucks to be a major concern. This fact should be a major concern to Motor Carrier Services and the DOT. The MCS customer base is either not adequately informed or convinced of why overweight trucks should be a major concern to everyone. Less than a majority of operators (44%) having the heaviest trucks—carriers—view overweight a major concern. Business operators were significantly more likely to view it as a major concern than were carriers.

Table 16: Attitude—Concern for Impact of Overweight Trucks

N =456 % Rating	Grouping							
	Total ¹	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Major concern	50%	49%	58%	44%	44%	48%	54%	55%
Minor concern	44	47	38	47	52	46	40	39
No concern	4	2	3	6	4	3	4	4

¹Note: 2% did not have an opinion.

Differs significantly from carrier segment

Q23. WOULD YOU SAY THE CURRENT ENFORCEMENT OF LAWS FOR OVERWEIGHT TRUCKS ON SOUTH DAKOTA HIGHWAYS ARE TOO STRICT, NOT STRICT ENOUGH OR ABOUT RIGHT?

37% of operators perceive the current enforcement of laws for overweight trucks on South Dakota highways as too strict. Attitudes vary significantly by operator segment and enforcement zone.

Table 17: Perception—Strictness of Overweight Enforcement

n =456 % Rating	Grouping							
	Total ¹	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Too strict	37%	41%	22%	47%	53%	37%	25%	33%
Not strict enough	6	4	6	9	4	6	2	12
About right	54	51	70	43	42	53	71	52

¹Note: 3% did not have an opinion.

Differs significantly from carrier segment

Differs significantly from other Zones

AMOUNT OF TRUCK REGULATION IN SOUTH DAKOTA

Q24A-P. AGREEMENT WITH THE STATEMENTS: I FEEL THE STATE OF SOUTH DAKOTA...

A. HAS MORE HIGHWAY RULES AND REGULATIONS THAN ARE NECESSARY FOR PROTECTING OUR INVESTMENT IN ROADS

C. HAS TOO MANY RULES AND REGULATIONS THAT MAKE IT DIFFICULT TO KNOW WHICH ONES APPLY TO MY SITUATION

J. HAS TOO MANY TRUCK REGULATIONS AND EXEMPTIONS THAT ARE OPEN TO INTERPRETATION

N. HAS TOO MANY RULES AND REGULATIONS THAT IT'S DIFFICULT TO KNOW WHEN THERE ARE CHANGES THAT AFFECT ME

The above four questions were used to collectively examine operator attitudes regarding the number of trucking regulations in South Dakota. Table 18 shows more operators agree than disagree that too many regulations lead to a series of problems. The amount of regulation is perceived to be more than what is necessary to protect roads. It is seen as making it difficult for operators to know which ones apply and to track rule changes. 46% of operators felt too many of these regulations are open to interpretation.

Table 18: Agreement Levels—Amount of Regulation

n = 456	Agree—a	Disagree—a	Agree—c	Disagree—c	Agree—j	Disagree—j	Agree—n	Disagree—n
Grouping								
Total	39%	23	50	21	46	18	52	20
Ag	33	21	58	16	42	15	55	18
Biz	39	28	43	27	41	22	47	21
Carrier	45	20	50	19	55	18	54	21
Zone 1	34	23	41	23	36	25	48	22
Zone 2	44	18	51	18	52	13	58	19
Zone 3	36	32	50	23	47	17	50	22
Zone 4	41	18	59	19	49	19	51	18
Agree represents ratings of 7 to 10 on a 10-point scale where 10 is Strongly Agree.								
Disagree represents ratings of 1 to 4 on the same 10-point scale where 1 is Strongly Disagree.								

SEVERITY OF TRUCK REGULATION ENFORCEMENT IN SOUTH DAKOTA

Q24A-P. AGREEMENT WITH THE STATEMENTS: I FEEL THE STATE OF SOUTH DAKOTA...

D. ENFORCES TRUCKING SAFETY MORE AGGRESSIVELY THAN DO NEIGHBORING STATES

F. ENFORCES WEIGHT RESTRICTIONS MORE AGGRESSIVELY THAN DO NEIGHBORING STATES

G. ENFORCES FEDERAL TRUCKING SAFETY REGULATIONS TOO STRICTLY

I. FOCUSES TOO MUCH ON GENERATING EXTRA REVENUE THROUGH FINES FOR TRUCK RELATED VIOLATIONS

M. HAS MADE OUR HIGHWAYS MORE SAFE BY STRICTLY ENFORCING FEDERAL TRUCKING SAFETY REGULATIONS

The above five questions were used to collectively examine operator attitudes regarding the severity of enforcement of trucking regulations in South Dakota. Table 19 shows generally far more operators agree than disagree that regulations are enforced aggressively—more so than neighboring states.

The biggest perception—correct or incorrect is that MCS is set up to generate revenue from inspections and resulting fines. Many truck operators expressed the feeling that MCS would just as soon catch you breaking the rules than address safety issues. 60% of all operators felt South Dakota focuses too much on generating revenue. Perceptions varied by operator segment as seen in Table 19. Aggressive enforcement brings out much stronger reaction from carriers. Carriers are significantly more likely to have agreed with all five statements than the other two operator segments.

Table 19: Agreement Levels—Regulatory Aggressiveness

n = 456										
Grouping	Agree—d	Disagree—d	Agree—f	Disagree—f	Agree—g	Disagree—g	Agree—i	Disagree—i	Agree—m	Disagree—m
Total	40%	14	54	11%	38	19	59	18	50	21
Ag	31	13	47	9	37	16	56	16	54	20
Biz	37	14	47	15	31	24	48	26	57	11
Carrier	53	15	68	9	45	18	72	11	41	30
Zone 1	47	15	62	5	40	18	60	17	53	22
Zone 2	42	12	57	11	40	18	61	16	57	13
Zone 3	38	13	45	18	33	23	50	26	55	17
Zone 4	34	14	53	10	39	18	65	12	37	31
Agree represents ratings of 7 to 10 on a 10-point scale where 10 is strongly agree.										
Disagree represents ratings of 1 to 4 on the same 10-point scale where 1 is Strongly disagree.										

■ Differs significantly from other segments

Q24A-P. AGREEMENT WITH THE STATEMENTS: I FEEL THE STATE OF SOUTH DAKOTA...

H. SHOULD UNIFORMLY ENFORCE WEIGHT RESTRICTIONS AND SAFETY REQUIREMENTS

K HAS A FAIR BALANCE OF EXEMPTIONS FOR ROADWAY OPERATION OF TRUCKS THAT MEETS THE NEEDS OF ALL USER GROUPS.

L PROVIDES UNFAIR OPERATING ADVANTAGES TO SPECIAL INTEREST GROUPS THROUGH EXEMPTIONS IN THE LAW

P. HAS DISCOURAGED OUT OF STATE TRUCK OPERATORS FROM TRAVELING THROUGH THE STATE BECAUSE OF OVERLY STRICT APPLICATION OF FEDERAL AND STATE TRUCKING REGULATIONS

The above four statements were used to assess attitudes stemming from both South Dakota regulatory exemptions and issues of fairness. In addition the last question examines perceptions of how levels of enforcement in South Dakota may have influenced truckers from other states.

Once again more operators were in agreement with the statements than were in disagreement—often times by a large margin.

Table 20: Agreement Levels—Issues Relating to Truck Regulatory Activity

n = 456								
Grouping	Agree—h	Disagree—h	Agree—k	Disagree—k	Agree—l	Disagree—l	Agree—p	Disagree—p
Total	67	7	37	19	34	27	41	28
Ag	66	9	36	16	18	30	34	25
Biz	70	6	44	18	42	22	38	34
Carrier	64	7	32	22	43	28	51	25
Zone 1	62	7	33	19	29	27	40	26
Zone 2	68	5	40	18	40	21	39	25
Zone 3	71	7	46	17	30	34	37	36
Zone 4	66	10	31	22	39	25	48	25
Agree represents ratings of 7 to 10 on a 10-point scale where 10 is strongly agree.								
Disagree represents ratings of 1 to 4 on the same 10-point scale where 1 is Strongly disagree.								

■ Differs significantly from one (q24k) or more (q24p) of the other segments

SIMILAR RESPONSES TO 8 REGULATORY QUESTIONS INFLUENCE MOST OTHER PERCEPTIONS OF MCS

Q24A-P. AGREEMENT WITH THE STATEMENTS: I FEEL THE STATE OF SOUTH DAKOTA...

- A. HAS MORE HIGHWAY RULES AND REGULATIONS THAN ARE NECESSARY FOR PROTECTING OUR INVESTMENT IN ROADS*
- C. HAS TOO MANY RULES AND REGULATIONS THAT MAKE IT DIFFICULT TO KNOW WHICH ONES APPLY TO MY SITUATION*
- J. HAS TOO MANY TRUCK REGULATIONS AND EXEMPTIONS THAT ARE OPEN TO INTERPRETATION*
- N. HAS TOO MANY RULES AND REGULATIONS THAT IT'S DIFFICULT TO KNOW WHEN THERE ARE CHANGES THAT AFFECT ME*
- D. ENFORCES TRUCKING SAFETY MORE AGGRESSIVELY THAN DO NEIGHBORING STATES*
- F. ENFORCES WEIGHT RESTRICTIONS MORE AGGRESSIVELY THAN DO NEIGHBORING STATES*
- G. ENFORCES FEDERAL TRUCKING SAFETY REGULATIONS TOO STRICTLY*
- M. HAS MADE OUR HIGHWAYS MORE SAFE BY STRICTLY ENFORCING FEDERAL TRUCKING SAFETY REGULATIONS*


The strongest underlying factor that shapes perception of MCS is that of attitude toward number and severity of truck regulations in South Dakota. Although staff personal traits as exhibited during interactions were certainly also factors, they were not found to influence perceptions to the same extent as regulatory attitude. A description of the analysis used to support this conclusion follows.

Responses to the above eight (8) attitudinal questions dealing with the number of South Dakota motor carrier regulations and South Dakota's strong emphasis on vehicle safety and weight restrictions were analyzed for consistency of response. A very strong pattern exists. There are three roughly equal sized distinct attitudinal groups. Each group exhibits significantly different patterns of response throughout the survey. Each group expresses similar attitudes toward the amount of regulation and the level of applied enforcement.

The ‘too strict’ group is represented in relatively equal numbers across all enforcement zones—33% in zone 1, 35% in zone 2, 30% in zone 3 and 37% in zone 4. Operators with ‘too strict’ attitudes are significantly more likely to be carriers (43%) than are business operators. They also have had more contact with MCS in the past three to four years. 73% of the ‘too strict’ group reports being stopped in the past 3 to 4 years. This compares with 48% of the ‘neutral’ group and 47% of the ‘accepting’ group.

Table 21: Perception—Attitudinal Groups Based on Amount & Level of Truck Regulation

n=359		Grouping						
Grouping	Number ¹	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Too strict (8 to 30 rating points)	120	30%	26%	43%	33%	35%	30%	37%
Neutral (31 to 44 rating points)	122	38%	30%	34%	33%	38%	28%	36%
Accepting (45 to 80 rating points)	117	32%	44%	23%	34%	27%	42%	27%
¹ Note: 97 individuals did not respond to one or more of the above eight questions upon which this grouping is based and are therefore not included in this analysis. Each of the 8 questions had a possible 10-points to indicate agreement. Collectively a total of 80 points possible.								

 Differs significantly from business segment

Attitudes concerning the number of regulations and levels of enforcement were correlated to nearly every major measure of MCS organization and staff performance.

These attitudinal groups are strongly correlated to variations in operator opinions of how widely MCS staff traits of importance are demonstrated:

- The ‘too strict’ group is significantly less likely to feel the majority of MCS staff exhibits desirable work traits—this holds true for 15 of 17 evaluated traits. Whereas the ‘accepting’ group is significantly more likely to feel the majority of MCS staff is characterized by the desirable traits. The neutral group consistently rates staff somewhere in between the other groups—differing significantly from both and more often than not closer to the ‘accepting’ group.
- Operator position on regulation and enforcement also influences ratings of MCS performance on helping drivers operate safely, consistency in interpreting regulations, ease of getting consistent information and overall MCS Unit performance. Ratings are at opposite ends on the scale—lower if an operator views regulation/enforcement as ‘too strict’ and higher if attitudes on regulation/enforcement are more ‘accepting’.
- When asked if the majority of the current MCS staff possesses that trait they viewed as contributing to an ideal MCS representative, significant group differences are seen. The ‘too strict’ group is more likely to believe MCS has ‘few or none’ on staff exhibiting such a trait compared to the ‘accepting’ group (53% versus 30%, respectively). Looked at either way, both numbers are too high—nearly a third to a half of these operators find staff lacking in what they see as the most important character trait.

RECOGNITION OF REGULATORY AND ENFORCEMENT BENEFITS

Q24A-P. AGREEMENT WITH THE STATEMENTS: I FEEL THE STATE OF SOUTH DAKOTA...

B. DOES A GOOD JOB OF KEEPING UNSAFE TRUCKS OFF STATE ROADWAYS

E. HAS SAVED TAXPAYERS SIGNIFICANT DOLLARS BY REGULATING OVERWEIGHT USE OF ITS ROADWAYS

O. HAS ROADS THAT ARE IN BETTER SHAPE THAN THOSE OF SEVERAL OTHER STATES LARGELY BECAUSE OF ENFORCEMENT OF WEIGHT RESTRICTIONS

The above three statements were used to assess operator perceptions of benefits that might be derived from a strong program of trucking regulation.

Benefits resulting from a strong South Dakota regulatory and enforcement program are not strongly perceived. Half of the operators felt efforts have contributed to safer South Dakota highways. Only 37% viewed the efforts as saving taxpayers significant dollars. Less than one quarter (24%) perceived the efforts as contributing to roads in South Dakota being in better shape than several neighboring states.

Table 22 shows that very few differences exist between operator segments or enforcement zones.

Q24A-P. AGREEMENT WITH THE STATEMENTS: I FEEL THE STATE OF SOUTH DAKOTA...

B. DOES A GOOD JOB OF KEEPING UNSAFE TRUCKS OFF STATE ROADWAYS

E. HAS SAVED TAXPAYERS SIGNIFICANT DOLLARS BY REGULATING OVERWEIGHT USE OF ITS ROADWAYS

O. HAS ROADS THAT ARE IN BETTER SHAPE THAN THOSE OF SEVERAL OTHER STATES LARGELY BECAUSE OF ENFORCEMENT OF WEIGHT RESTRICTIONS

One significant difference can be seen in the table below. Agricultural (40%) and business operators (43%) are significantly more likely to agree that South Dakota has saved taxpayers significant dollars by regulating overweight use of its trucks than are carriers (28%).

Table 22: Agreement Levels—Benefits of Regulation & Enforcement

n = 456						
Grouping	Agree—b	Disagree—b	Agree—e	Disagree—e	Agree—o	Disagree—o
Total	62	14	37	26	24	45
Ag	63	9	40	21	28	37
Biz	64	15	43	16	28	39
Carrier	59	20	28	40	17	59
Zone 1	62	14	39	25	29	41
Zone 2	65	13	37	23	28	45
Zone 3	68	9	40	30	25	44
Zone 4	52	21	33	26	15	50

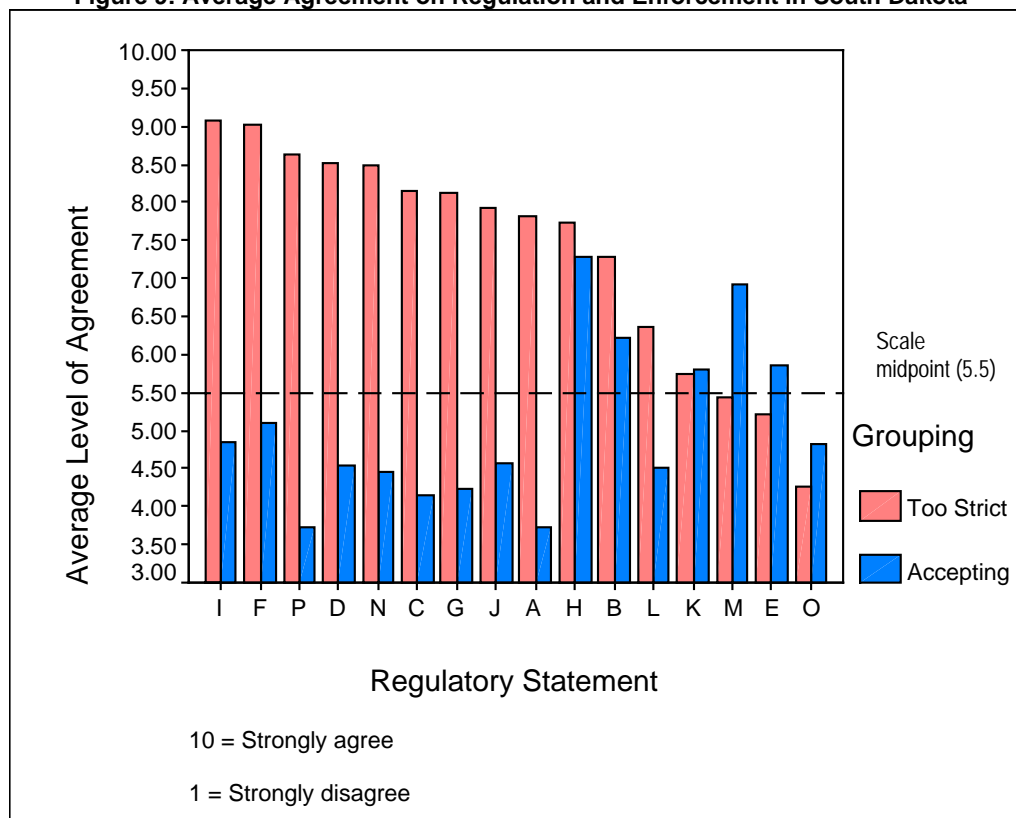
■ Differs significantly from other segments

GROUP COMPARISONS—PERCEPTIONS OF SOUTH DAKOTA TRUCKING REGULATION / ENFORCEMENT

A strong pattern of differences in perception of regulation and enforcement and its benefits is displayed in Figure 9. The average level of agreement for all statements is significantly higher for the ‘too strict’ group than it is for the ‘accepting’ group. Truck operators in the ‘too strict’ group (120) are significantly more likely to feel South Dakota has too many regulations enforced too aggressively for less perceived benefit than do operators in the ‘accepting’ group (117). As previously mentioned, agreement levels of operators in the ‘Neutral’ group (122) differ significantly from both groups and are generally somewhere between the two groups—trending towards the ‘accepting’ end of the scale.

The average agreement levels shown in Table 23 reflect agreement on a 10-point scale where 10 means ‘strongly agree’ down to 1 ‘strongly disagree’. 15 statements regarding South Dakota’s amount of regulation, severity of enforcement and promoted benefits of regulation are summarized in the chart.

Figure 9: Average Agreement on Regulation and Enforcement in South Dakota



AGREEMENT WITH THE STATEMENTS: I FEEL THE STATE OF SOUTH DAKOTA...

I. FOCUSES TOO MUCH ON GENERATING EXTRA REVENUE THROUGH FINES FOR TRUCK RELATED VIOLATIONS

F. ENFORCES WEIGHT RESTRICTIONS MORE AGGRESSIVELY THAN DO NEIGHBORING STATES

G. ENFORCES FEDERAL TRUCKING SAFETY REGULATIONS TOO STRICTLY

D. ENFORCES TRUCKING SAFETY MORE AGGRESSIVELY THAN DO NEIGHBORING STATES

N. HAS TOO MANY RULES AND REGULATIONS THAT IT'S DIFFICULT TO KNOW WHEN THERE ARE CHANGES THAT AFFECT ME

C. HAS TOO MANY RULES AND REGULATIONS THAT MAKE IT DIFFICULT TO KNOW WHICH ONES APPLY TO MY SITUATION

A. HAS MORE HIGHWAY RULES AND REGULATIONS THAN ARE NECESSARY FOR PROTECTING OUR INVESTMENT IN ROADS

J. HAS TOO MANY TRUCK REGULATIONS AND EXEMPTIONS THAT ARE OPEN TO INTERPRETATION

K. HAS A FAIR BALANCE OF EXEMPTIONS FOR ROADWAY OPERATION OF TRUCKS THAT MEETS THE NEEDS OF ALL USER GROUPS

H. SHOULD UNIFORMLY ENFORCE WEIGHT RESTRICTIONS AND SAFETY REQUIREMENTS

B. DOES A GOOD JOB OF KEEPING UNSAFE TRUCKS OFF STATE ROADWAYS

O. HAS ROADS THAT ARE IN BETTER SHAPE THAN THOSE OF SEVERAL OTHER STATES LARGELY BECAUSE OF ENFORCEMENT OF WEIGHT RESTRICTIONS

E. HAS SAVED TAXPAYERS SIGNIFICANT DOLLARS BY REGULATING OVERWEIGHT USE OF ITS ROADWAYS

P. HAS DISCOURAGED OUT OF STATE TRUCK OPERATORS FROM TRAVELING THROUGH THE STATE BECAUSE OF OVERLY STRICT APPLICATION OF FEDERAL AND STATE TRUCKING REGULATIONS

L. PROVIDES UNFAIR OPERATING ADVANTAGES TO SPECIAL INTEREST GROUPS THROUGH EXEMPTIONS IN THE LAW

There is no geographic concentration based on perception of regulation and enforcement. Operators in both groups, the 'too strict' and 'accepting', reside across the state. See Figure 10 & Figure 11.

Figure 10: Location by Zip Code of Operators Having 'Accepting' Attitude

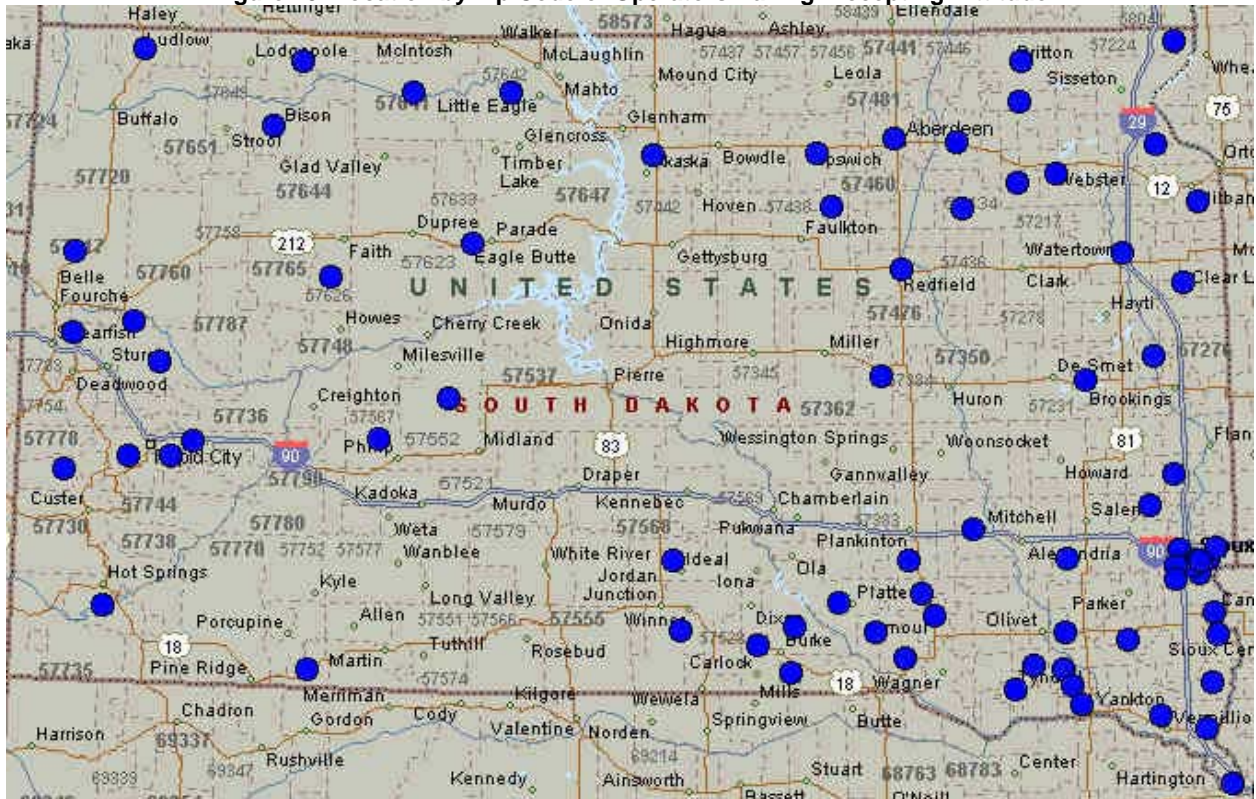
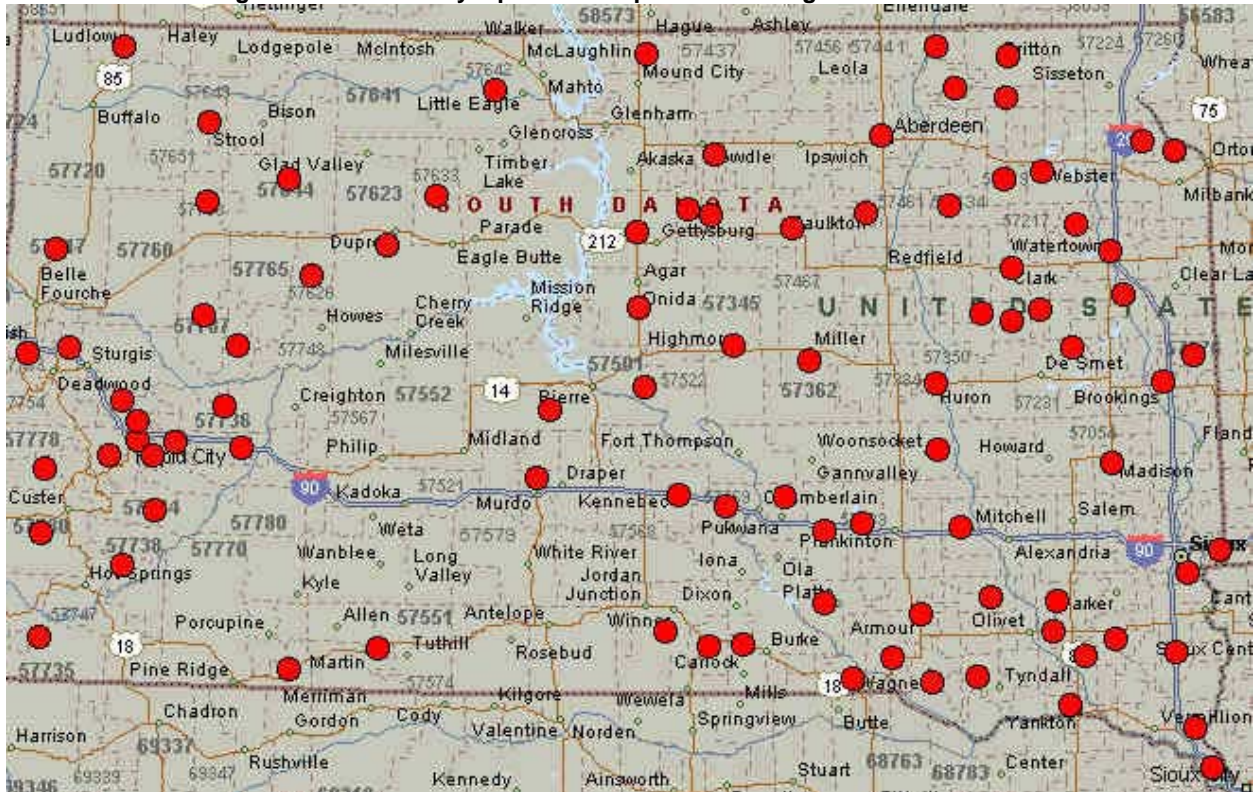


Figure 11: Location by Zip Code of Operators Having 'Too Strict' Attitude



MOTOR CARRIER SERVICES STAFF TRAITS IMPORTANT TO OPERATORS

Q25. THINK ABOUT OCCASIONS WHEN YOU MIGHT PERSONALLY HAVE CONTACT WITH MOTOR CARRIER SERVICES STAFF. SOME OF THESE CONTACTS MAY BE INFLUENCED BY PERSONAL CHARACTERISTICS. WITH THIS IN MIND, I'M GOING TO READ TO YOU A LIST OF CHARACTERISTICS THAT MAY OR MAY NOT BE IMPORTANT TO WHAT YOU SEE AS THE IDEAL MOTOR CARRIER SERVICES PERSON TO COME IN CONTACT WITH.

FOR EACH CHARACTERISTIC, PLEASE TELL ME HOW IMPORTANT IT IS TO YOU THAT THIS MOTOR CARRIER SERVICES STAFF PERSON POSSESS THE CHARACTERISTIC. USE A 10-POINT SCALE, WHERE 10 IS EXTREMELY IMPORTANT DOWN TO 1 NOT AT ALL IMPORTANT.

Ninety percent or better of both operators and enforcement staff rated the same 9 of 13 presented attributes as important to extremely important for an 'ideal' MCS staff person to possess.

Good judgment was the most important trait to operators in all three segments. The top five of 13 job characteristics ranked by all operators in order of importance were:

- Demonstrating good judgment and common sense
- Being lenient for honest mistakes
- Treating operators with respect
- Being knowledgeable and well trained
- Interpreting regulations fairly.

Most all traits mentioned were seen as highly important.

Table 23: Importance Ratings of Desirable MCS Staff Traits

Staff Trait	Average Rating 10-point Scale
e. Demonstrating good judgment and common sense	9.56
d. Being knowledgeable and well trained	9.37
m. Being polite and courteous	9.34
a. Treating you with respect	9.31
b. Interpreting regulations fairly	9.23
c. Willingness to listen	9.21
k. Possessing good communication skills	9.18
j. Demonstrating a professional attitude	9.16
f. Respectful of your time demands	9.14
l. Demonstrating a public service attitude	8.60
h. Being lenient for honest mistakes	8.39
g. Showing compassion	8.00
i. Having a sense of humor	7.84

□ Average rating differs significantly with the one preceding it (above).

Q26A. NOW I'M GOING TO READ ONLY THE PERSONAL CHARACTERISTICS YOU RATED MOST IMPORTANT AND ASK YOU TO PUT THEM IN ORDER OF IMPORTANCE. OF THESE CHARACTERISTICS, PLEASE TELL ME WHICH ONE IS...

-MOST IMPORTANT TO YOU

-OF THE REMAINING WHICH IS LEAST IMPORTANT

-OF THE REMAINING WHICH IS MOST IMPORTANT

-OF THE REMAINING WHICH IS LEAST IMPORTANT

[RECORD REMAINING CHARACTERISTIC].

The top ranked traits in order ranked for all operators were: exercise good judgment and common sense, are lenient when they see honest mistakes, treat operators in a respectful manner, are knowledgeable and well trained and try to interpret regulations fairly.

All five of the above traits made the list of top five in each operator segment as shown in Table 24. Good judgment and common sense was number one on every segment's ranking. Slight segment differences were observed—agricultural and carrier operators were the most similar in rankings.

Table 24: Ranking of Top 5 Traits by Operator Segment

Agricultural Operators	Business Operators	Carrier Operators
Good judgment	Good judgment	Good judgment
Lenient	Knowledgeable	Lenient
Treat with Respect	Lenient	Treat with Respect
Interpret Regulations Fairly	Treat with Respect	Knowledgeable
Knowledgeable	Interpret Regulations Fairly	Interpret Regulations Fairly

Motor Carrier Services staff was asked during their survey to list what they believed were the top 5 traits important from the perspective of the truckers with whom they have interactions. As can be seen in Table 25, staff correctly identified two of the 5 traits truckers said were most important to them. This points to an incomplete understanding by staff of what is of most importance to their customers.

Table 25: Staff / Operator Comparison Traits Perceived as Most Important

All Operators	Motor Carrier Services Staff
Good judgment	Treat with Respect
Lenient	Polite & Courteous
Treat with Respect	Professional Attitude
Interpret Regulations Fairly	Respectful of Time Demands
Knowledgeable	Good judgment

Q28. OF THE MOTOR CARRIER SERVICES PERSONNEL YOU HAVE HAD CONTACT WITH, HOW MANY EXHIBIT THIS PERSONAL CHARACTERISTIC [MOST IMPORTANT CHARACTERISTIC]?

Operators were asked whether a majority of the staff that they have had contact with exhibit that trait they found most important. 70% of operators felt that some (20%) or all (50%) MCS staff possessed the characteristic of most importance to them. Conversely, about 21% found staff lacking. 9% of operators had no opinion.

Agricultural operators were less likely to feel some or most of the staff they have contact with possesses the trait of greatest importance to them—which was demonstrating good judgment and common sense. 59% of agricultural drivers perceived some or most of MCS staff as having the most important trait compared to 78% of business and 75% of carrier operators.

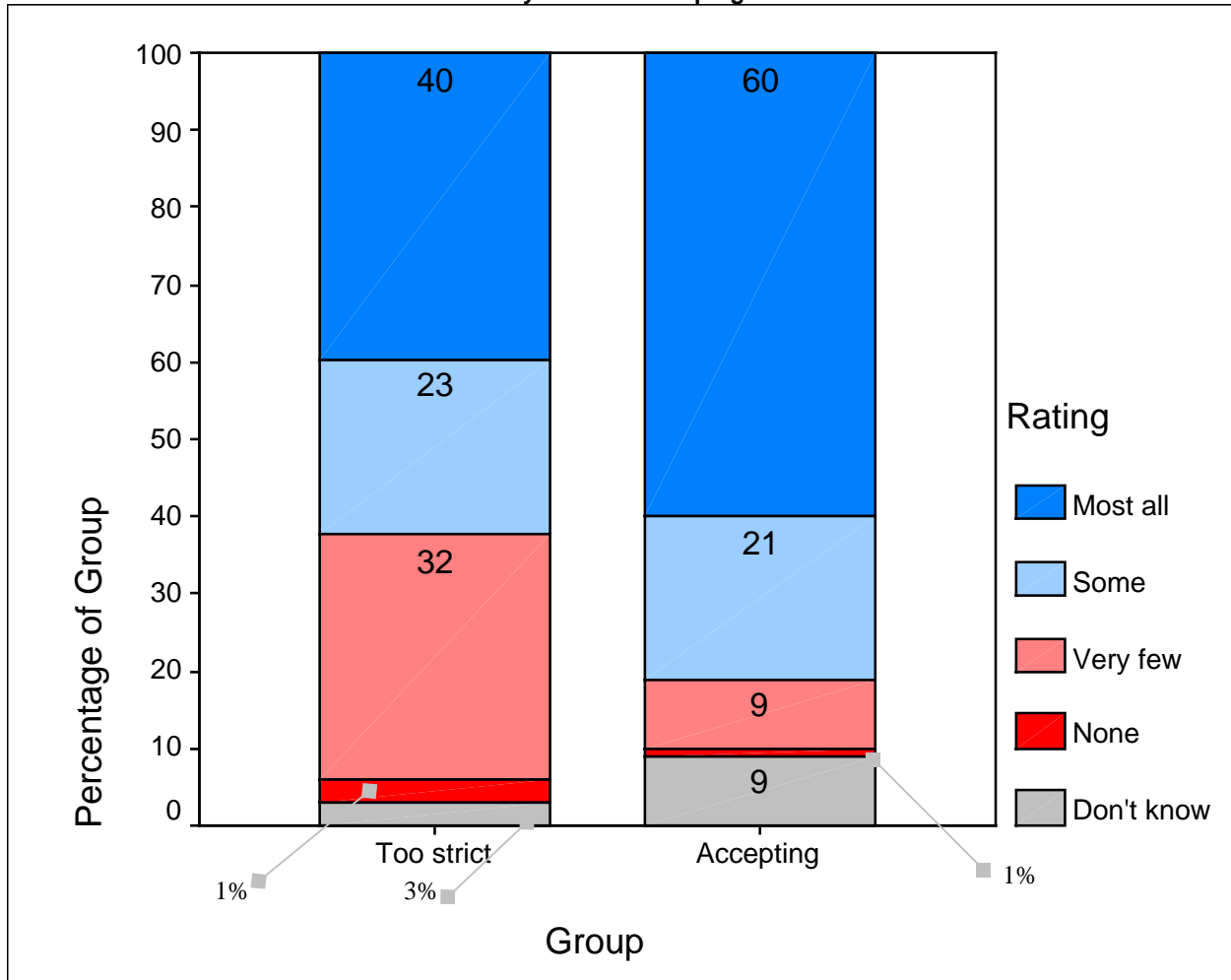
Table 26: Proportion of MCS Staff Perceived to Possess Desirable Trait

n =456	Grouping							
% Rating	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Some / Most all	71	59	78	75	71	69	72	70
Very few / None	20	21	16	24	19	20	20	22
Don't know	9	20	6	1	10	11	8	8

■ Differs significantly from other segments

Response to this question is strongly influenced by attitude on regulation and enforcement. The ‘accepting’ group is significantly more likely to feel that some or most MCS staff have the trait that is most important to them. Conversely the ‘too strict’ group is more likely to feel very few staff possess the trait of most importance. This comparison is shown in Figure 12.

**Figure 12: Proportion of MCS Staff Perceived to Possess Desirable Trait
By Attitude Grouping**



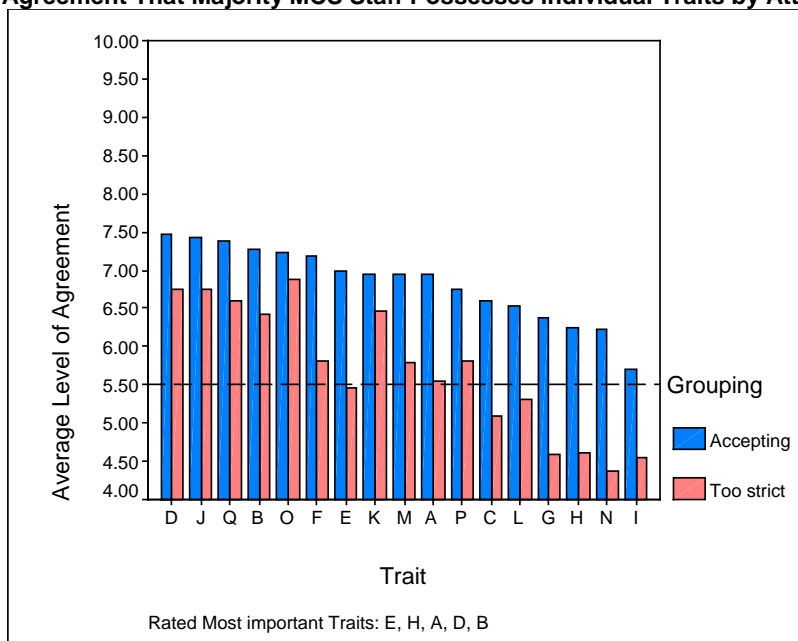
PERFORMANCE ASSESSMENT OF MOTOR CARRIER SERVICES

Depending upon the specific issue or operator segment in question, positive assessments are not held by truly large percentages of operators. MCS does not have a strong and sizable base of support. The numbers of operators who have negative perceptions on most all measures of performance should be of major concern. And these operators reside across the state.

Table 27: Agreement That Majority MCS Staff Possesses Individual Traits

Staff Trait	Average Rating 10-point Scale
j. Approach their duties with a professional attitude	7.29
d. Are knowledgeable and well trained	7.24
o. Take pride in the job they perform	7.18
q. Consider safety first when requiring a vehicle to stop	7.04
b. Try to interpret regulations fairly	7.00
k. Possess good communication skills	6.84
f. Strive to complete inspections in a timely manner	6.72
m. Are polite and courteous	6.60
a. Treat drivers in a respectful manner	6.40
e. Exercise good judgment and common sense	6.35
p. Work with drivers to help them operate their vehicles safely	6.33
l. Convey an attitude that they are there to serve the public	6.09
c. Show a willingness to listen	5.97
g. Show compassion for the need to operate a truck profitably	5.63
h. Are lenient when coming across honest mistakes	5.59
n. Are more ready to help an operator than find fault	5.25
i. Have a sense of humor	5.11

Perceptions of performance are strongly influenced by regulatory and enforcement attitudes as can be seen in Figure 13. Note the large differences in average ratings between the two groups on the traits that were ranked most important by all operators

Figure 13: Agreement That Majority MCS Staff Possesses Individual Traits by Attitude Group

Based on the performance measure used, customer satisfaction ranges from 74% to 87%. Conversely dissatisfaction is estimated to be in the range of 13% to 26% of all operators depending on the issue and how it is examined. Both numbers are at times higher when viewed in the context of a subgroup.

Q30. HOW WOULD YOU RATE THE JOB MOTOR CARRIER SERVICES DOES IN HELPING DRIVERS OF TRUCKS OPERATE SAFELY WITHIN THE LAW? USE A 10-POINT SCALE WHERE 10 IS AN EXTREMELY GOOD JOB DOWN TO 1 A VERY POOR JOB.

The business segment is significantly more likely to have a favorable opinion. Operators in Zone 4 are more likely to have a negative perception than those in Zones 1 and 3. Overall a sizeable number of operators did not give MCS strong ratings on this issue.

Table 28: Rating of MCS Assistance at Helping Rivers Operate Safely

n = 456	Grouping							
% Rating	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Top (7-10)	58	55	66	52	65	57	64	46
Bottom (1-4)	11	7	10	16	8	7	10	19

Differs significantly from other segments

Differs significantly from zones 1 and 3

Q31. HOW WOULD YOU RATE THE JOB MOTOR CARRIER SERVICES DOES IN KEEPING UNSAFE TRUCKS FROM OPERATING ON SOUTH DAKOTA ROADWAYS? USE A 10-POINT SCALE WHERE 10 IS AN EXTREMELY GOOD JOB DOWN TO 1 A VERY POOR JOB.

Again ratings are significantly more likely to be higher among the business operators. Overall two-thirds of operators feel the MCS does a good job keeping unsafe trucks off South Dakota roadways.

Table 29: Rating of MCS Safety Efforts

n = 456	Grouping							
% Rating	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Top (7-10)	67	71	72	57	68	64	74	61
Bottom (1-4)	9	2	7	17	11	6	6	12

Differs significantly from other segments

Q32. HOW WOULD YOU RATE THE JOB MOTOR CARRIER SERVICES DOES IN CONSISTENTLY APPLYING AND REASONABLY INTERPRETING ROADWAY REGULATIONS DURING TRUCK STOPS? USE A 10-POINT SCALE WHERE 10 IS AN EXTREMELY GOOD JOB DOWN TO 1 A VERY POOR JOB.

Only 56% of all operators rate MCS as doing a good job in providing consistent information. Operators in Zone 4 are less likely to feel MCS does a good job in delivering consistent information.

Table 30: Rating of MCS Interpretation of Regulations

n = 456	Grouping							
% Rating	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Top (7-10)	56	54	63	53	59	56	63	47
Bottom (1-4)	8	7	7	9	7	6	4	13

Differs significantly from zone 3

Q33. OVERALL HOW WOULD YOU RATE THE JOB MOTOR CARRIER SERVICES DOES IN PERFORMING ITS DUTIES? USE A 10-POINT SCALE WHERE 10 IS AN EXTREMELY GOOD JOB TO 1 IS A VERY POOR JOB.

A majority of operators (63%) rate the overall job Motor Carrier Services does in performing its duties positively. Very few (8%) view performance as extremely good. This overall performance rating varies significantly by operator segment. 55% of carriers, 62% of agricultural operators and 71% of business operators rated overall performance 7 to 10 on a 10-point scale.

Business truck operators are generally more positive toward MCS enforcement efforts than are carriers or agricultural operators of trucks.

Operators who are the most accepting (rating 7-10) of the amount of and level of trucking regulation within South Dakota are consistently more positive toward MCS staff, programs and efforts. However the number of ‘accepting’ operators is not at the level one would hope for or expect.

Table 31: Overall MCS Performance Rating

% Rating	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4	Accept	Strict
Top (7-10)	63	62	71	55	67	60	71	53	70	48
Bottom (1-4)	10	11	5	15	10	7	6	18	5	20

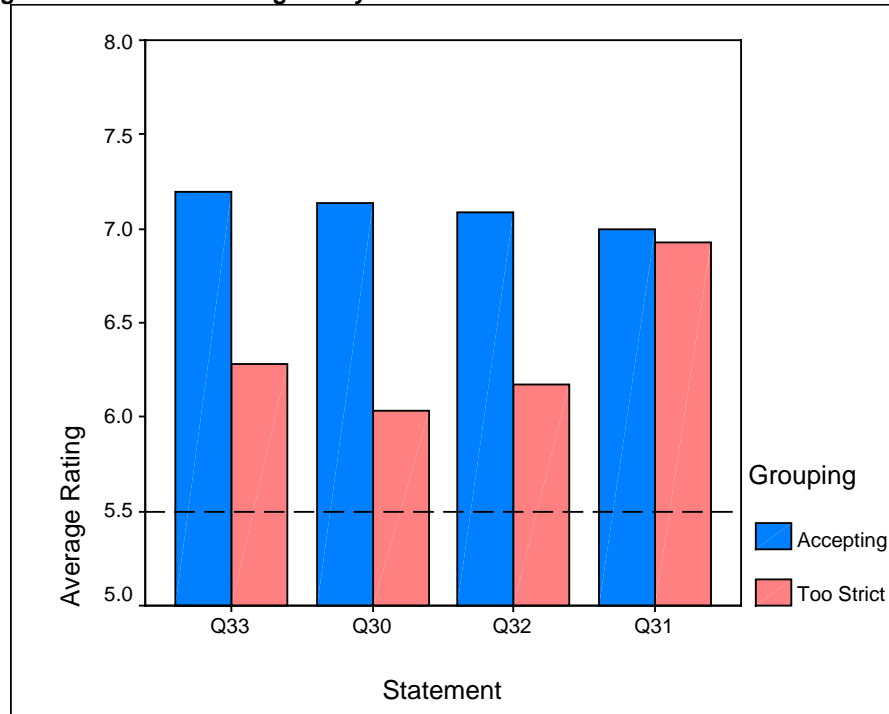
Differs significantly from other segments

Differs significantly from zones 1 and 3

Groups differ significantly

Regulatory and enforcement attitude had a strong influence on overall performance rating (q33), help operating safely (q30), and consistent application and reasonable interpretation of regulations (q32) as can be seen in Figure 14. Ratings for keeping unsafe trucks off the road (q31) were about equal for the two groups.

Figure 14: Influence of Regulatory & Enforcement Attitudes on Performance Ratings



Q34a. Do you think the Motor Carrier Services staff is evaluated on the number of citations issued?

ASKED OF MCS STAFF.

Q37B. WOULD YOU SAY TRUCK OPERATORS THINK ENFORCEMENT STAFF IS EVALUATED ON THE NUMBER OF CITATIONS ISSUED?

Q37C. WHAT STANDARDS WOULD YOU SAY YOUR PERFORMANCE IS CURRENTLY MEASURED ON?

Nearly half (48%) of all operators believe MCS staff is evaluated on citation activity. Carriers (59%) are significantly more likely to believe MCS staff is evaluated on number of citations issued than are business operators (41%).

Table 32: Perception that MCS Evaluated on Citation Activity

n = 456 % Rating	Grouping							
	Total	Ag	Biz	Carrier	Zone 1	Zone 2	Zone 3	Zone 4
Yes)	48%	44%	41%	59%	46%	50%	53%	44%
Don't know	11%	15%	10%	7%	7%	10%	11%	16%

73% of MCS staff said they thought operators think staff performance is based on level of citation activity. When asked what they thought their performance was based on, 72% explained assessment in terms of numbers or quota of citations, warnings, stops, contacts etc. 25% of staff perceived that they were judged on qualities and personal characteristics related to job performance

CONTACT WITH MOTOR CARRIER SERVICES

Q34. HAVE YOU PERSONALLY HAD CONTACT FOR ANY REASON WITH MOTOR CARRIER SERVICES STAFF IN THE LAST YEARS?

Q35. WAS THE MOST RECENT CONTACT FOR PERMIT / PAPERWORK INSPECTION, VEHICLE WEIGHING, VEHICLE INSPECTION, REQUEST FOR INFORMATION, OR OTHER?

Q36A. WAS THE MOST RECENT CONTACT AT A PORT OF ENTRY, WITH A MOBILE CREW OR WITH A CARRIER ENFORCEMENT OFFICER?

Q37. DID THE CONTACT RESULT IN VIOLATION OF TRUCKING REGULATIONS, WARNING BEING ISSUED, A FINE, AN OUT OF SERVICE DETERMINATION, OTHER, OR NO WARNING OR CITATION?

The amount of personal contact for any reason with MCS staff over the past 3 year period varies considerably by operator segment. Carriers have had significantly more contact than any other operator segment. Staff working in ports of entry reported having 130 personal contacts with operators in an average week. Those working in the field reported having 51 personal contacts in an average week.

Table 33: Contact with Motor Carrier Services—Past 3 Years

n = 456	Total	Ag	Biz	Carrier
Had personal contact	62%	35%	68%	83%

■ Differs significantly from other segments

Carriers (68%) are significantly more likely to have had contact for permit / paperwork inspection than were business operators (52%). Only 14 agricultural operators had contact for permits and paperwork—making statistical comparisons with other segments unfeasible.

Table 34: Most Recent Contact Past 3 Years—Reasons

n = 282 Reasons for Contact ¹	Total	Ag	Biz	Carrier
Permit / paperwork inspection	54%	26%	52%	68%
Vehicle weighing	54	59	47	57
Vehicle inspection	45	36	49	46
Request for information	38	28	47	35
Other	5	9	3	5

¹ Note: Multiple responses were possible.

■ Differs significantly from business segment

From a staff perspective, the following distribution of weekly activity was provided—summarized in Table 35.

Table 35: Staff Report of Weekly Activity Distribution

n = 60 Percent of Typical Weekly Activity	Total	Port	Field
Permit / paperwork inspections	32%	32%	31%
Vehicle weighing	20%	24%	15%
Vehicle inspections	20%	17%	25%
Dealing with requests for information	14%	15%	11%
Other	14%	12%	18%

Carriers (47%) are more likely to have contact at a Port of Entry than are business operators (31%). This coincides with remarks heard in focus groups and comments made in the course of the survey that MCS is perceived by some carriers to be more lenient toward business operators—companies with good reputations. Business operators (39%) were significantly more likely to have had contact with a Carrier Enforcement Officer than were carriers (26%).

Table 36: Most Recent Contact Past 3 Years—Type Contact

n = 282 Type of Contact Location	Total	Ag	Biz	Carrier
At a Port of Entry	37%	23%	31%	47%
With a Mobile Crew	30	36	30	27
With a Carrier Enforcement Officer	34	42	39	26

■ Differs significantly from business or carrier segment

22% of the operators that reported being stopped in the past 3 to 4 years stated they received a violation or a fine as a result. There are no differences between segments or between zones.

Table 37: Most Recent Contact Past 3 Years—Outcome

n = 282 Result of Contact ¹	Total	Ag	Biz	Carrier
Violation of trucking regulations	22%	19%	24%	21%
Warning issued	18	26	18	14
A fine	22	23	19	25
An out of service determination	4	2	8	2
No warning or citation	61	57	59	65

¹ Note: Multiple responses were possible.

Staff was asked a similar question. They were asked what percentage of their daily interactions with operators typically resulted in the outcomes similar to those listed in Table 35. Their response is summarized in Table 38.

Table 38: Staff Reported Results of Operator Interactions in Typical Week

n = 60 Outcome of Interaction	Total	Port	Field¹
Warning being issued	49%	41%	60%
A citation and fine being issued	15%	11%	20%
An out of service determination	8%	6%	11%
Other	28%	42%	9%
*Field includes mobile scales, motor carrier enforcement officer and zone supervisor.			

Q36. THINKING OF THE MOST RECENT CONTACT, DID MOTOR CARRIER SERVICES STAFF HANDLE THE SITUATION IN A PROFESSIONAL MANNER?

Q37C. WAS THE REASON AND CAUSE FOR VIOLATION CLEARLY EXPLAINED TO YOUR SATISFACTION?

90% of operators who made contact (282) felt staff performed in a professional manner during their most recent contact. A similar proportion of operators (89%) who have received a violation in the past 3 to 4 years (109) state that the reason and cause for the violation was clearly explained to their satisfaction.

M36A. IN YOUR JUDGMENT WHAT CONTRIBUTES TO AND CONSTITUTES A PROFESSIONAL ENCOUNTER WITH A TRUCK OPERATOR?

M36B. IN YOUR OPINION, WHAT FACTORS MOST FREQUENTLY CONTRIBUTE TO CONTENTIOUS INTERACTIONS WITH OPERATORS?

The above questions were asked of MCS staff. Two general factors were used to describe positive encounters—attitude (87%) and knowledge (63%). Negative encounters were seen as a result of one or both parties in the interaction—Operator / trucker (73%) or officer (38%). Responses are summarized in Table 39. Many of the attitude factors mentioned were ones that had been judged by operators as having high importance. More than one-third of the staff (38%) saw the possibility that staff behavior could contribute to a contentious encounter.

Table 39: Staff Judgments of Factors Contributing to Good and Bad Interactions

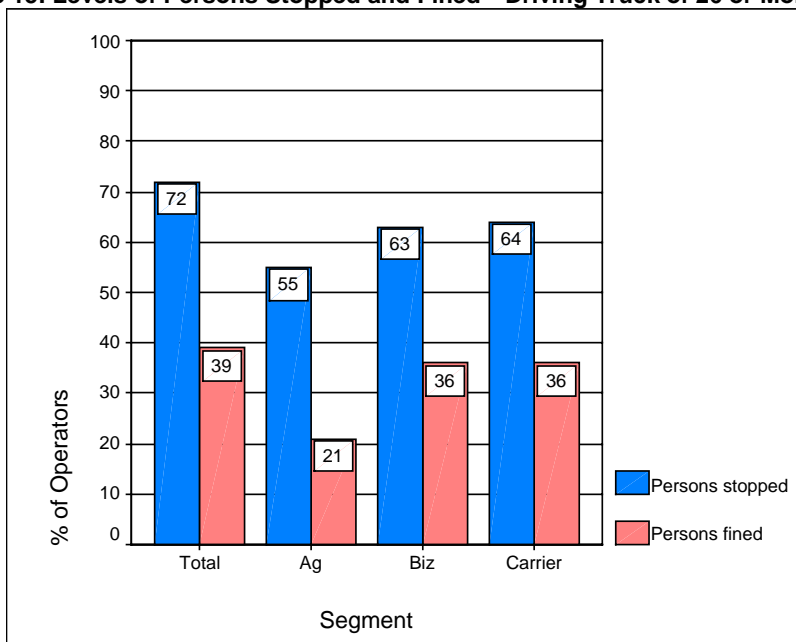
Factors Contributing—Professional Encounter	% of Staff	Factors Contributing—Contentious Encounter	% of Staff
Mentions Relating to Attitude	87%	Mentions Relating to Operators / Trucker Factor	73%
-treat with respect	32%	-bad attitude to start with	18%
-courtesy / politeness	28%	-anger when being checked or given citation	18%
-initial greeting important	28%	-hostility / having to defend themselves	17%
-timely manner / complete transaction quickly	17%	-driver anti-law enforcement	12%
-talk as equal	17%	-know it all / not cooperating	12%
-drivers able to say thank you even with citation	12%	Mentions Relating to Officer	38%
-treat drivers as you would be treated	12%	-unprofessional attitude / not courteous	15%
Mentions Relating to Knowledge / Communication	63%	-lack of tolerance / not trying to understand	12%
-helps to understand program	25%	-arguing / short tempered	12%
-explain reason for violation	22%	-small percentage with bad attitude	8%
Able answer questions / provide information	17%		
Knowing what you're talking about	13%		

Q53A. IN THE PAST 3 TO 4 YEARS, HAVE YOU BEEN STOPPED BY MOTOR CARRIER SERVICES IN SOUTH DAKOTA?

Q53B. IN THE PAST 3 TO 4 YEARS, HAVE YOU BEEN GIVEN A CITATION OR FINE FROM MOTOR CARRIER SERVICES IN SOUTH DAKOTA?

Not all operators of similar size trucks are being stopped and fined at an equal rate. When the ratio of persons stopped is compared to persons fined over the last 3 to 4 years for operators of large trucks (26 plus ton), a noticeably lower ratio of persons fined to persons stopped was found in the agricultural segment—see Figure 15.

Figure 15: Levels of Persons Stopped and Fined—Driving Truck of 26 or More Tons



If all equal sized truck operator segments were being treated equally, one should see similar ratios of persons stopped to persons fined. This is not the case as seen in Table 40. Agricultural operators, for whatever reasons, do not appear to be receiving equally aggressive enforcement compared to business and carrier segments.

This point is not lost among business and carrier operators. There is a clear perception on their part that regulations are not applied with equal fairness to agricultural operators.

Table 40: Number of Fines Compared to Number of Stops—Operators of 26+ Ton Trucks

Ratio	Total	Ag	Biz	Carrier
Persons fined/persons stopped	.54	.39	.57	.56

APPROACHES TO IMPROVED RELATIONS

Q. MOTOR CARRIER SERVICES SHOULD...

38.—CONSIDER PAST DRIVING PERFORMANCE IN DECIDING WHETHER TO ISSUE WARNINGS OR CITATIONS

39.—SHOULD EXPAND OPPORTUNITIES TO AUTOMATE THE PERMIT APPLICATION PROCESS.

40.—STRIVE TO PUT THE SOUTH DAKOTA MOTOR CARRIER HANDBOOK IN THE HANDS OF MORE TRUCK OPERATORS

41.—CONSIDER SIMPLIFYING ITS CURRENT MOTOR CARRIER HANDBOOK

42.—DISTRIBUTE CUSTOMER SATISFACTION RESPONSE CARDS FOR EVALUATING SERVICES AFTER EACH AND EVERY CONTACT WITH TRUCK OPERATORS

43.—HOLD SAFETY PROGRAMS THROUGHOUT THE STATE TO ASSIST LESS EXPERIENCED DRIVERS OR THOSE NEW TO OPERATING A TRUCK

44.—ANNUALLY PROVIDE A FORUM SIMILAR TO A TOWN HALL MEETING AT VARIOUS LOCATIONS AROUND THE STATE FOR MOTOR CARRIER STAFF AND OPERATORS TO SHARE INFORMATION, IDEAS AND CONCERNS

44B.—VISIT NEW CARRIERS IN THEIR FIRST 18 MONTHS OF OPERATION TO EXPLAIN RULES AND REGULATIONS AS THEY APPLY TO THEIR VEHICLES

Common ground exists for several relationship building initiatives that were viewed positively by a majority of operators and MCS staff. The most widely supported initiatives included:

- Both parties see a strong need to more widely distribute the South Dakota Motor Carrier Handbook—87% of operators and 88% of staff;
- A majority of both think its a good idea to hold safety programs throughout the state to assist less experienced drivers; and
- A majority of both see value in the idea of annual town hall meetings at various statewide locations for the purpose of bringing operators and staff together to share ideas, concerns and information.

Face-to-face initiatives were viewed with stronger interest by both parties than were other forms of interaction.

SIGNIFICANT FINDINGS

PROVISION OF REGULATORY INFORMATION

1. No single information outlet is available for reaching a majority of operators in all trucking segments. How an operator stays informed of changes in South Dakota trucking rules and regulations varies considerably by truck operator segment.
 - Agricultural operators of trucks are best reached through mass media—particularly newspapers (48%).
 - Business (36%) and carrier (43%) operators are best reached through expert sources such as DOT letters, association newsletters and DOT meetings.
2. Word of mouth is a significant means of obtaining information for nearly one-third of both agricultural and carrier operators. This fact points to the potential for shaping operator perceptions of MCS—whether or not there is basis in fact.
3. Carriers and business operators are more likely to have made a request for regulatory or permit information. For the 4 in 10 operators that have made a request for information from MCS staff, less than half (45%) felt getting consistent information was easy.
 - Consistency varied significantly in Zone 4 compared to other zones. Only one-third of the operators in this zone that made requests stated it was easy to get consistent information.
4. For those operators (184) requesting information of MCS staff, the request was seen as being handled in a friendly and courteous manner by nearly 9 in 10 operators (88%).
5. Only a slight majority of operators (52%) stated that they were familiar with South Dakota and federal trucking rules and regulations. About 5% said they were extremely familiar. This varied widely by operator segment. Only 38% of agricultural operators felt they were familiar compared to 53% of business and 67% of carrier operators.
6. Familiarity with the state's regulatory handbook is not much better. 55% of operators were familiar with South Dakota's Motor Carrier Handbook. In addition many operators see the handbook as not very user friendly and easy to understand.
 - Carriers have the highest familiarity with the handbook, but are the most critical of its utility. This is the group that travels the most miles and for which the most regulations in the handbook apply. Only 44% of the carrier segment views the handbook favorably. The most mentioned need was for simplified language and improved layout.

UNIFORMITY OF REGULATION AND ENFORCEMENT ACTIVITY

1. A majority of operators (66%) feel truck inspections are fairly to very uniformly enforced across South Dakota. Attitudes vary by operator segment.

2. Three-quarters of all operators (74%) feel weight restrictions are fairly to very uniformly enforced across the state. Agricultural operators are less likely to view enforcement as uniform. 13% of agricultural operators stated they didn't know if enforcement was uniform. Nearly two-thirds of agricultural operators feel there is uniformity. This compares with 79% of carriers and 80% of business operators that felt restrictions and postings are uniformly enforced.

AMOUNT OF REGULATION AND LEVEL OF ENFORCEMENT

1. Responses to eight (8) attitudinal questions dealing with the number of South Dakota motor carrier regulations and South Dakota's strong emphasis on vehicle safety and weight restrictions were summarized and analyzed for consistency of response. A strong pattern exists. There are three roughly equal sized distinct attitudinal groups. Each group exhibits significantly different patterns of response throughout the survey. Each group reflects differences in attitudes toward the amount of regulation and the level of applied enforcement. Group attitudes on regulation and enforcement are characterized as:

- Too strict (120 operators),
- Neutral (122 operators) and
- Accepting (117 operators).

Note: 97 individuals did not respond to one or more of the eight questions upon which this grouping is based and are therefore not included in this analysis.

2. The strongest underlying factor that shapes perception of MCS is that of attitude toward number and severity of truck regulations in South Dakota. Although staff personal traits as exhibited during interactions were certainly also factors, they were not found to influence perceptions to the same extent as attitude toward regulation.
3. Attitudes concerning the number of regulations and levels of enforcement were correlated to nearly every major measure of MCS organization and staff performance.
4. Attitudes that regulations and enforcement are 'too strict' are statewide. The 'too strict' group is represented in relatively equal numbers across all enforcement zones: zone 1 (33%), zone 2 (35%), zone 3 (30%) and zone 4 (37%).
5. Operators with 'too strict' attitudes are significantly more likely to be carriers (43%) than they are business operators (26%). They are also significantly more likely to have been stopped by MCS in the past 3 to 4 years—73% of the 'too strict' group has been stopped. 48% of the 'neutral' group and 47% of 'accepting' group have been stopped.
6. These attitudinal groups are also strongly correlated to variations in operator opinions of how widely MCS staff traits of importance are demonstrated:
 - The 'too strict' group is significantly less likely to feel the majority of MCS staff exhibits desirable work traits—this holds true for 15 of 17 evaluated traits; whereas the 'accepting' group is significantly more likely to feel the majority of MCS staff is characterized by the desirable traits. The neutral group consistently rates staff somewhere in between the other groups—differing significantly from both and more often than not closer to the 'accepting' group.

- Operator position on regulation and enforcement also influences ratings of MCS performance on helping drivers operate safely, consistency in interpreting regulations, ease of getting consistent information and overall MCS Unit performance. Ratings are at opposite ends on the scale—lower if an operator views regulation/enforcement as ‘too strict’ and higher if attitudes on regulation/enforcement are more ‘accepting’.
- When asked if the majority of the current MCS staff possesses that trait they viewed as contributing to an ideal MCS representative, significant group differences are seen. The ‘too strict’ group is more likely to believe MCS has ‘few or none’ on staff exhibiting such a trait compared to the ‘accepting’ group (53% versus 30%, respectively). Looked at either way, both numbers are too high—nearly one-third to one-half of these operators find staff lacking in what they see as the most important character trait.

RECOGNITION OF REGULATORY AND ENFORCEMENT BENEFITS

1. Benefits resulting from a strong South Dakota regulatory and enforcement program are not strongly perceived. Half of the operators felt efforts have contributed to safer South Dakota highways. Only 37% viewed the efforts as saving taxpayers significant dollars. Fewer than one-quarter (24%) perceived the efforts as contributing to roads in South Dakota being in better shape than several neighboring states.

MOTOR CARRIER SERVICES STAFF TRAITS IMPORTANT TO OPERATORS

1. Ninety percent or better of both operators and enforcement staff rated the same 9 of 13 presented attributes as important to extremely important for an ‘ideal’ MCS staff person to possess.
2. Good judgment was the most important trait to operators in all three segments. The top five of 13 job characteristics ranked by all operators in order of importance were:
 - Demonstrating good judgment and common sense
 - Being lenient for honest mistakes
 - Treating operators with respect
 - Being knowledgeable and well trained
 - Interpreting regulations fairly.

All five of the above traits made the list of top five in each operator segment. “Good judgment and common sense” was number one on every segments ranking. Slight segment differences were observed—agricultural and carrier operators were the most similar in rankings.

3. Operators were asked whether a majority of the staff that they have had contact with exhibit that trait they found most important. 70% of operators felt that some (20%) or all (50%) MCS staff possessed the characteristic of most importance to them. Conversely, about 21% found staff lacking. 9% of operators had no opinion.

PERFORMANCE ASSESSMENT OF MOTOR CARRIER SERVICES

1. Depending upon the specific issue or operator segment in question, positive assessments are not held by truly large percentages of operators. MCS does not have a strong and sizable base of support. The numbers of operators who have negative perceptions on most all measures of performance should be of major concern. And these operators reside across the state.
2. Based on the performance measure used, customer satisfaction ranges from 74% to 87%. Conversely, dissatisfaction is judged to be somewhere in the range of 13% to 26% of all operators depending on the topic. Both numbers can be higher when viewed in the context of a subgroup.
3. A majority of operators (63%) rate the overall job Motor Carrier Services does in performing its duties positively. Very few (8%) view performance as extremely good. This overall performance rating varies significantly by operator segment. 55% of carriers, 62% of agricultural operators and 71% of business operators rated overall performance 7 to 10 on a 10-point scale.
4. Business truck operators are generally more positive toward MCS enforcement efforts than are carriers or agricultural operators of trucks.
5. Operators who are the most accepting of the amount of and level of trucking regulation within South Dakota are consistently more positive toward MCS staff, programs and efforts. However the number of 'accepting' operators is not at the level one would hope for or expect.

CONTACT WITH MOTOR CARRIER SERVICES

1. The amount of personal contact for any reason with MCS staff over the past 3 year period varies considerably by operator segment:
 - Agricultural operators 35% (more likely occurred with a motor carrier enforcement officer)
 - Business operator 68%
 - Carrier operator 83% (more likely occurred at a Port of Entry)
 - 90% of operators who made contact (282) felt staff performed in a professional manner during their most recent contact. A similar proportion of operators (89%) who have received a violation in the past 3 to 4 years (109) state that the reason and cause for the violation was clearly explained to their satisfaction.
2. Not all operators of similar size trucks are being stopped and fined at an equal rate. When the ratio of persons stopped is compared to persons fined over the last 3 to 4 years for operators of large trucks (26 plus ton), a noticeably lower ratio of persons fined to persons stopped was found in the agricultural segment. This point is not lost among business and carrier operators. There is a clear perception on their part that regulations are not applied with equal fairness to agricultural operators.

APPROACHES TO IMPROVED RELATIONS

1. Common ground exists for several relationship building initiatives that were viewed positively by a majority of operators and MCS staff. The most widely supported initiatives included:
 - Both parties see a strong need to more widely distribute the South Dakota Motor Carrier Handbook—87% of operators and 88% of staff;
 - A majority of both think it's a good idea to hold safety programs throughout the state to assist less experienced drivers; and
 - A majority of both see value in the idea of annual town hall meetings at various statewide locations for the purpose of bringing operators and staff together to share ideas, concerns and information.
2. Face-to-face initiatives were viewed with stronger interest by both parties than were other forms of interaction.

MCS STAFF INTEREST IN INTERNAL INITIATIVES

1. Nearly three-quarters of staff (73%) expressed strong interest in communications training and even stronger interest (90%) in development of more internal opportunities for career development and advancement.
2. More than two-thirds felt management should aggressively mount a communications program to define MCS' mission, organizational goals and accomplishments.

CONCLUSIONS

Conclusions of the study may be summarized:

1. MCS needs to rework the current South Dakota Motor Carrier Handbook. Emphasis should be on simplifying the language, improving graphics and illustrations, and organizing the information for more user friendly reference. In addition, a distribution strategy needs to be identified for getting the handbook to more truck operators in all segments of statewide commerce—particularly agricultural users of trucks.
2. MCS should look to target educational outreach efforts to those trucking segments most unfamiliar with safety and weight restriction regulations. The focus should be on truck drivers in the agricultural sector, drivers who operate trucks on a part-time basis and operators new to the industry.
3. Since perceptions of MCS are not solely driven by interactions, but are also strongly influenced by attitudes related to amount of and level of regulation, MCS administrative initiatives alone will not likely do away with unfavorable perceptions. Legislative review and possible adjustments to regulatory standards may become necessary.
4. Truck operators don't readily accept arguments that a strong statewide focus on weight restrictions and safety inspections has resulted in safer highways, better road conditions than several neighboring states or significant dollar savings to taxpayers. Education attempts to date—such as the state's 1999 video on overweight titled *How Much is Too Much*—have not been overly successful in communicating the benefits of a strong regulatory policy.
5. Their limited formal communication skills training, given the sometimes confrontational nature of enforcing regulations, puts staff at a disadvantage. MCS needs to add a communication skills course to its formal training program for newly recruited staff. It should also consider requiring current staff to participate and complete any new communication skills training, i.e., conflict management, negotiation skills training.
6. MCS needs to assess possible staff training deficiencies that may be unique to Zone 4. Operators in this zone (80%) were significantly more likely to view knowledge and training as 'extremely important' than were operators in other zones. At the same time, operators in Zone 4 were significantly less likely to view staff as exhibiting this trait than were operators in other zones. Obtaining consistent information in this zone needs to be looked at. Operators in this zone are significantly more likely to find it difficult to obtain consistent information than are operators in most other zones. This would be a good zone to first test new communication or information efforts.
7. MCS management needs to strongly link staff evaluation policies to customer service—stressing the importance of quality contacts from the perspective of the person stopped and/or inspected. Staff needs to believe that management places the same weight on quality of encounters as it does on frequency of encounters.
8. MCS should leverage and build on the recent change in terms from 'enforcement' to 'service' in its formal name. MCS needs to reposition itself and communicate a broader mission statement centered on service. Service needs to be defined for truck operators. Service should be aggressively marketed through program initiatives developed in partnership with the larger truck operator associations.

9. MCS needs to find ways to more visibly demonstrate a balanced interest and policy that stresses prevention, a willingness to help operators, and concern for safety in addition to regulatory enforcement. A strong communications effort will be needed to replace a deeply rooted perception that MCS is solely interested in generating revenue through finding operator or mechanical fault when contacts are made.
10. Both truck operators and MCS staff expressed significant interest in several relationship building initiatives assessed in the survey. MCS needs to review initiatives having the highest levels of interest and explore ways to work with the trucking industry to develop comparable offerings. Programs should focus on initiatives providing face-to-face opportunities for relationship building since these generated the broadest interest in both parties.

RECOMMENDATIONS

Based on the findings and conclusions of this study, the researchers recommend the following to the South Dakota Highway Patrol's Motor Carrier Services Unit:

1. MCS should communicate the benefits and savings of a strong, but not overly aggressive, program of truck safety and weight restriction enforcement. The message needs to be focused and repeated often. It further needs support grounded in SDDOT cost savings estimates and comparisons to other states with similarly strong programs of protecting their highway investment.
2. MCS and the SDDOT should review the number of regulations, exemptions and levels of fines enforced in South Dakota. The review should make comparisons to other states that also have strong enforcement policies dealing with overweight and truck safety. MCS should work with trucking industry representatives to review enforcement penalties in the context of what constitutes a reasonable deterrent. Where possible, exemptions need to reflect both the needs of special interest groups and the demands for equitable treatment of all truck operators. MCS and industry groups should look for common ground to make joint recommendations for legislative review on these issues.
3. MCS should develop a clear mission statement that communicates both internally and externally a balanced approach to safety, prevention and enforcement—one that is built around delivering quality service to all trucking user groups. The statement should be prominently displayed at all Ports of Entry. And it needs to be reinforced in both external and internal communications whenever appropriate and practical.
4. MCS management should seek outside assistance in developing staff training opportunities in communication skill development, i.e. conflict management and negotiation training. Training needs to focus on the attainment of customer satisfaction and improved service delivery.
5. MCS management should review existing staff performance evaluation policies. The review needs to put in place assessment standards and tools that will foster stronger customer oriented service. Management should examine how other public and private sector organizations recognize employees who consistently provide exceptional customer service. A formal staff recognition program for outstanding customer service should be developed and communicated both internally and externally.
6. MCS should develop and promote a high visibility safety and prevention program. The program needs to both serve to educate truck operators and communicate a MCS commitment to a stronger, more balanced, Mission. An example would be scheduling an unannounced prevention day that stresses operator safety. This would be a day where all enforcement activities result in warnings—, warnings that are intended to educate operators and public alike.

A media kit should be prepared. The kit should highlight the types of prevention activities that staff focuses on this particular day and every day. Follow-up opportunities allow for recapping the types and numbers of violations that resulted in warnings. The communications goal of this cited example, or any similarly conceived program, would be to eliminate misperceptions. The primary misconception is that MCS is solely focused on and interested in revenue generation by over

aggressively searching for operator fault. Research indicates this perception is held across the state by significant numbers of operators.

7. MCS management should formally seek to establish and strengthen alliances with truck user associations. A strong beginning effort would establish an advisory panel of representatives from each operator segment and possibly include representation of the general public. Panel framework would encourage all parties to work together to identify solutions to common problems.

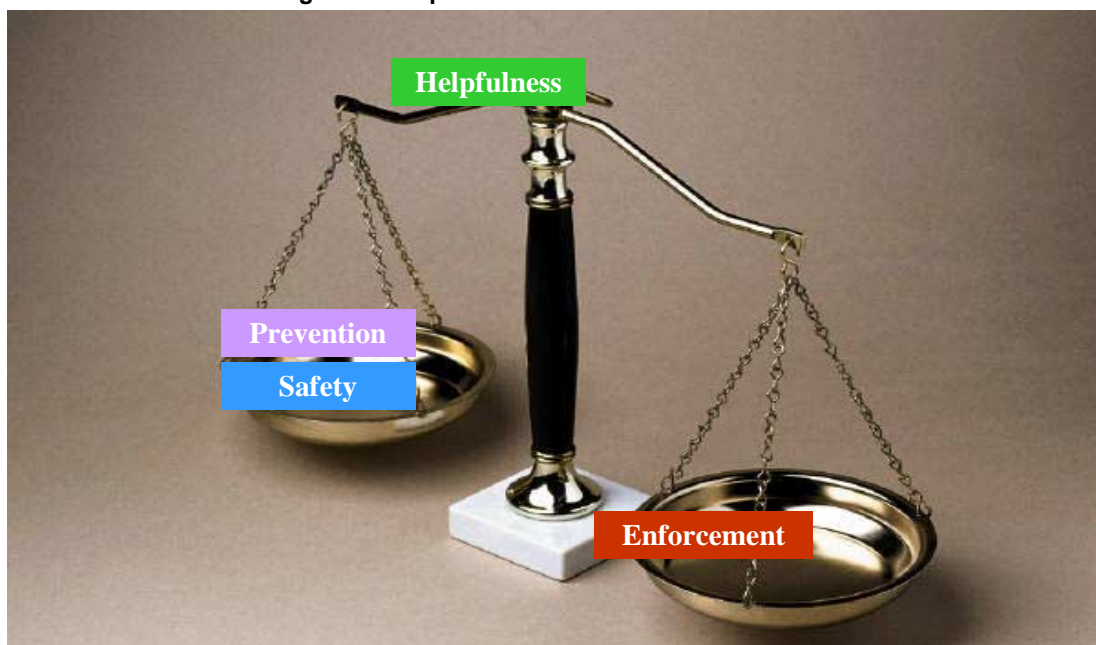
An advisory panel might focus on identifying desirable service offerings, best approaches to communications, and the most effective mechanisms for resolving common issues of importance. Initial collaboration could begin with the remake and broader distribution of the South Dakota Motor Carrier Handbook.

8. The new name change from *Motor Carrier Enforcement* to *Motor Carrier Services* presents an opportunity and a challenge. If it is to be taken seriously as signaling a shift in management focus, then the word ‘**Service**’ needs to be given definition. Given the fact the name change has already occurred, timing is critical. MCS should seek outside professional help in developing a state-wide media communications plan.

The message should be for both external and internal consumption. The message needs to communicate a newly invigorated commitment to service delivery. Communication efforts should inform truck operators and the general public of existing services and new ones that are envisioned.

The message also needs to clearly define for the citizens of South Dakota the benefits that result from the state’s strong enforcement policies. The plan needs to communicate a Motor Carrier Services strategy for balancing prevention, safety, and enforcement activities. The best strategy would be one that communicates an attitude of willingness to help no matter what the need—service with a helping hand!

Figure 16: Reposition and Communicate Balance



10. Motor Carrier Services should evaluate the format and content of its current web site. The review should reflect MCS repositioning efforts. The look and content needs to more clearly and forcefully communicate MCS' mission and define its service offerings. Consideration should be given to designing a link to an abbreviated edition of any newly developed Motor Carrier Handbook and also provide a user friendly means of ordering a hardcopy.
11. Motor Carrier Services should explore the feasibility of establishing an electronic bulletin board on its web site for operator comments and questions. This feature could allow MCS responses to be posted and consistently made available to all web site visitors. This would be one means of providing consistent information to all interested parties.

APPENDIX A—AGRICULTURAL OPERATOR PROFILE

Table 41: Agriculture Related Driving Characteristics—Agricultural Operators

Characteristic	Choices	Response
Type of commercial vehicle driven most often	Pickup or van	32%
	Single unit truck	31%
	Truck or tractor with 1 trailer	31%
	Truck or tractor with more than 1 trailer	3%
	Agricultural tractor or implements	3%
Maximum gross weight—truck driven most often	Under 5 ton	32%
	5 ton to 9 ton	7%
	10 ton to 26 ton	33%
	Over 26 ton	28%
Miles driving a truck in a typical week on South Dakota roads	Less than 100	27%
	100 to 199 miles	23%
	200 or more	50%
Type of agricultural operation	Primarily dairy	1%
	Primarily livestock or poultry	23%
	Primarily crops	29%
	Balance of dairy, livestock and crops	14%
	Balance of dairy or livestock or crops	33%
Average number of acres farmed or ranched		3565
Number years operating farm or ranch	Less than 1 year	
	One to five years	1%
	Five to ten years	5%
	Ten to fifteen years	9%
	Fifteen to twenty years	8%
	More than twenty years	77%
Currently hold a commercial drivers license	Yes	34%
Have completed a formal training program for operating a commercial truck	Yes	13%

Table 42: Demographics—Agricultural Operators

Characteristic	Choices	Response
Age group	53 or older	45%
	44 to 53	33%
	43 or younger	21%
	refused	1%

APPENDIX B—BUSINESS OPERATOR PROFILE

Table 43: Driving Characteristics—Business Operators

Characteristic	Choices	Response
Type of commercial vehicle driven most often	Pickup or van	16%
	Single unit truck	40%
	Truck or tractor with 1 trailer	38%
	Truck or tractor with more than 1 trailer	3%
	Other	3%
Maximum gross weight—truck driven most often	Under 5 ton	11%
	5 ton to 9 ton	9%
	10 ton to 26 ton	34%
	Over 26 ton	46%
Types of roads typically driven for business purposes (multiple responses possible)	City streets or roads	66%
	County or township roads	86%
	State highways or freeways	96%
Miles driving a truck in a typical week on South Dakota roads	Less than 500	60%
	500 to 1999 miles	33%
	2000 or more	7%
Number of days a week typically drive a truck	One	10%
	Two	12%
	Three	7%
	Four	9%
	Five	33%
	Six	20%
	Seven	9%
Average number of years driving a truck		8.5 years
Currently hold a commercial drivers license	Yes	78%
Have completed a formal training program for operating a commercial truck	Yes	30%

Table 44: Demographics—Business Operators

Characteristic	Choices	Response
Age group	53 or older	28%
	44 to 53	35%
	43 or younger	37%
	refused	

APPENDIX C—CARRIER OPERATOR PROFILE

Table 45: Driving Characteristics—Carriers

Characteristic	Choices	Response
Type of commercial vehicle driven most often	Pickup or van	3%
	Single unit truck	10%
	Truck or tractor with 1 trailer	77%
	Truck or tractor with more than 1 trailer	9%
	Other	1%
Maximum gross weight—truck driven most often	Under 5 ton	
	5 ton to 9 ton	
	10 ton to 26 ton	15%
	Over 26 ton	85%
Types of roads typically driven for business purposes (multiple responses possible)	City streets or roads	36%
	County or township roads	63%
	State highways or freeways	99%
Miles driving a truck in a typical week on South Dakota roads	Less than 500	31%
	500 to 1999 miles	45%
	2000 or more	24%
Number of days a week typically drive a truck	One	5%
	Two	3%
	Three	5%
	Four	11%
	Five	49%
	Six	20%
	Seven	7%
Average number of years driving a truck		8.9 years
Currently hold a commercial drivers license	Yes	97%
Have completed a formal training program for operating a commercial truck	Yes	22%
Classify the commercial vehicle they drive as	For hire	84%
	Not for hire	16%

Table 46: Demographics—Carriers

Characteristic	Choices	Response
Age group	53 or older	28%
	44 to 53	35%
	43 or younger	37%

APPENDIX D—MOTOR CARRIER SERVICES STAFF PROFILE

Table 47: Staff Profile

Characteristic	Choices	Response
Work location	Port of Entry	58%
	Mobile Crew	20%
	Carrier Enforcement Office	15%
	Zone Supervisor	7%
Length of service with Motor Carrier	Under 10 years	52%
	10 or more	48%
Zone worked Note: Due to rounding does not add to 100%	Zone 1	30%
	Zone 2	23%
	Zone 3	23%
	Zone 4	23%
Gender	Female	13%
	Male	87%
Education—last grade of school completed	Grade school or less	-
	Some High School	-
	High School Graduate	25%
	Some college or technical school	42%
	Technical school graduate	8%
	College graduate	22%
	Post Graduate	3%
Currently hold a commercial drivers license	Yes	32%
Have completed a formal training program for operating a commercial truck	Yes	17

APPENDIX E—QUALITATIVE RESEARCH DISCUSSION GUIDE

Table 48: Quantitative Research Discussion Guide

Operator Version	
I. Introduction	[5-10 min.]
A. Purpose of research/sponsored by SDDOT/ground rules/procedures B. Respondent introductions/name/occupation/# years as resident of SD C. Type of truck driven and roads driven on most often	
II. Familiarity with SDDOT/sources of awareness	[15-20 min.]
A. Where and how do they learn about laws governing the use of commercial and non-commercial trucks in South Dakota? Do they use the Internet to find information? <ol style="list-style-type: none"> What is most important to learn to successfully operate a truck in South Dakota?[LIST RESPONSES ON FLIP CHART] How familiar are they with the laws of the State of South Dakota governing commercial and non-commercial trucking? Discuss # of rules, regulations complexity of system. Leads to low familiarity? How aware are they of exceptions for operating trucks on South Dakota roadways that do not come under the definition of "motor carrier" or "commercial vehicles" when used within the state? Can they list some? [LIST RESPONSES ON FLIP CHART] Do these exceptions seem reasonable to them? Why or why not? B. Weight and load restrictions in South Dakota <ol style="list-style-type: none"> What are some of the restrictions and regulations that you as a truck operator must remain informed of and comply with? Are any of these regulations confusing? Which ones? What makes them confusing? How could they be made clearer? Are there gray areas in the interpretation/enforcement of these laws? Probe attitudes in this area. C. Search for Information on rules and regulations <ol style="list-style-type: none"> What sources do they use? What are they usually looking for? Have they ever gone to the Motor Carrier Enforcement web site? If so, what were they looking for? What was their reaction to what they saw? 	
III. Awareness & Knowledge of MCS Responsibilities	[5-10 min.]
A. What in their view is the role of Motor Carrier Services? List the responsibilities of South Dakota's Motor Carrier Services Unit. <ol style="list-style-type: none"> What do they think are the Units main responsibilities? Under what department in state government or jurisdiction do they see the Motor Carrier Unit belonging? 	
IV. Truck Inspections and Enforcement Stops	[20-25 min.]
A. How truck inspections and regulations are enforced. [HAND OUT A COPY OF WORKSHEET #1 TO EACH PARTICIPANT] <ol style="list-style-type: none"> On flip chart tally items seen as most important in terms of stops and inspections. <ul style="list-style-type: none"> Probe as to why they are seen as being most important Explore any differences in opinion among group Explore how often each factor on the worksheet has been an issue for participants (frequency of happening) <ul style="list-style-type: none"> How has it been an issue—probe for limited examples Any other comments? 	
V. Personal Interactions with Enforcement Officers	[25-30 min.]
A. UNAIDED. Have them list three characteristics that they feel every enforcement officer should possess in order to professionally perform his or her duties. Again based on how they personally feel a Motor Carrier Services Officer should conduct themselves in the course of performing their work. [LIST RESPONSES ON FLIP CHART] <ol style="list-style-type: none"> Probe the meaning and range of interpretation for each listed item? Have group identify what they see as the key attribute that fosters positive interaction during the course of a stop or inspection. Discuss why they see it as contributing the most to creating a positive encounter. 	

<p>B. AIDED. [PASS OUT HANDOUT #2 TO EACH PARTICIPANT]</p> <p>Read the list and clarify any items if necessary. Have participants independently check the five most important characteristics that can foster good relations between operator and inspector. Ask each for their top five and record on the flip chart.</p> <p>1. For each characteristic probe why it was seen as important or not important.</p>	
<p>C. Review each characteristic on the worksheet and determine the group's perception of how well each characteristic currently describes the typical South Dakota MCS officer.</p> <p>1. Discuss what group sees inspectors doing well—probe why.</p> <p>2. Discuss what group sees inspectors doing poorly—probe why—how to make better.</p>	
VI.	<p>Topical Issues</p> <p>[5-10 min.]</p>
A.	How often are they stopped in South Dakota for paperwork or vehicle inspection by authorities other than the MCS officers? What are some of the groups making these stops? How does the knowledge and professionalism of these inspectors compare with MCS?
B.	Do MCS inspectors balance their emphasis or efforts on safety and regulation? What do they see as the MCS' role in providing road safety? In their opinion what could inspectors additionally do to maximize road safety that they are not currently doing?
C.	How does South Dakota's level of safety, load weights and other trucking regulations compare with neighboring states? Is South Dakota about the same, less aggressive or more aggressive? What are opinions based on?
VII.	<p>Overall Satisfaction with SDHP Enforcement Efforts</p> <p>[5-10 min.]</p>
A.	What determines how satisfied or dissatisfied they are with overall enforcement efforts? Is there ONE area of MCS performance that most influences how you evaluate the job they are doing? Which area?
B.	How would you rate the MCS' overall performance? [USE 5-POINT SCALE]
VIII.	<p>Wrap-up/final comments/suggestions</p> <p>[5 min.]</p>
A.	What if any changes would you like to see in the way the Motor Carrier Services provides services unique to their use of the state's roadways?
B.	Prior experience with MCS (show of hands) In the last 3 or 4 years
1.	How many have been stopped by MCS in South Dakota?
2.	How many have been fined or given a citation by MCS in South Dakota?
C.	Any additional comments or suggestions?

APPENDIX F—FOCUS GROUP HANDOUTS

Figure 17: Focus Group Handout 1

Handout 1

Place a 'X' in front of the three statements that you feel are most important to how truck inspections and regulations are enforced on state roadways and at Ports of Entry in South Dakota.

____ Stops and inspections are completed in a timely manner

____ Issues and violations are clearly explained

____ Inspections are done in a respectful and professional manner

____ Inspections are carried out by experienced persons knowledgeable in the operation of the inspected equipment

____ Stops are consistent from location to location, time to time, and officer to officer

____ Fair allowance for overweight is consistently applied

____ Adequate information is provided for the reason of the stop and any resulting action

____ Drivers are routinely made aware of potential mechanical or safety problems

____ Violations are not given for minor mechanical 'wear & tear' conditions not having a significant bearing on safe vehicle operation

____ Unsafe vehicles are consistently cited and kept off the roadways

____ Other, please explain below

Figure 18: Focus Group Handout 2

Handout 2

Place a 'X' in front of the five statements that you feel are most important in how motor carrier enforcement officers perform their duties when inspecting vehicles on state roadways and at Ports of Entry in South Dakota. Enforcement officers...

- ☐ Treat vehicle operators with respect
- ☐ Conduct their inspections in a professional manner
- ☐ Are consistent in their interpretation of regulations
- ☐ Are knowledgeable and well trained
- ☐ Show a willingness to listen to a truck operator's explanation
- ☐ Exhibit sensitivity for uncontrollable circumstances that can occur when operating a truck
- ☐ Treat all truck operators the same
- ☐ Exercise good judgment when dealing with gray areas in interpreting truck regulations
- ☐ Show reasonableness when making judgments as to a vehicle's road worthiness
- ☐ Show sensitivity for the tight margins often associated with moving commodities and goods by truck
- ☐ Are helpful and responsive to requests – for example information needs or routing suggestions
- ☐ Do a good job keeping South Dakota roadways safe for all truck operators
- ☐ Are respectful of the fact that often time is money
- ☐ Are not overly zealous in trying to cite a person for everything possible
- ☐ Other, please explain below.

APPENDIX G—FINAL TELEPHONE SURVEY

Table 49: Survey Used with Operator Segments

Operator Version			
INTRODUCTION			
Hello, my name is [YOUR NAME] with MarketLine Research. We are talking to drivers of trucks on South Dakota roadways about motor carrier enforcement activities in the state. We are not selling anything—this is strictly a market research study sponsored by the South Dakota Department of Transportation's Office of Research. We would like to include your opinions. All your responses will remain confidential. [IF ASKED: DEPENDING UPON YOUR RESPONSES, INTERVIEW WILL LAST ABOUT 20 MINUTES].			
SAMPLE [QUOTA—114 interviews per Zone equally divided among three segments]			
Enter sample:	1	Zone 1	38 agricultural truck users from each Zone
	2	Zone 2	38 carrier operators from each Zone
	3	Zone 3	38 business operators from each Zone
	4	Zone 4	
SCREEN FOR QUALIFICATION			
1. We need to make sure we talk to a variety of people in this study. Are you at least 18 years of age?			
	<input type="checkbox"/> Yes <input type="checkbox"/> No [ASK TO SPEAK TO PERSON 18 OR OLDER, IF NONE, THANK AND TERMINATE]		
2. In what county do you live? [CHECK FROM LIST]			
3. How long have you been a resident of South Dakota?			
	<input type="checkbox"/> Less than 6 months [THANK AND TERMINATE,] <input type="checkbox"/> 6—12 months 20—25 years <input type="checkbox"/> 1—5 years 25—30 years <input type="checkbox"/> 5—10 years 30—35 years <input type="checkbox"/> 10—15 years 35—40 years <input type="checkbox"/> 15—20 years More than 40 years		
4. Do you or does anyone in your household or your immediate family work for: [IMMEDIATE FAMILY INCLUDES: PARENTS, CHILDREN AND UNCLES, AUNTS, BROTHERS, SISTERS OR GRANDPARENTS] [READ LIST]			
	<input type="checkbox"/> The South Dakota State DOT [THANK AND TERMINATE] <input type="checkbox"/> The South Dakota Highway Patrol [THANK AND TERMINATE] <input type="checkbox"/> A newspaper, radio or TV station, or [THANK AND TERMINATE] <input type="checkbox"/> A market research firm or public relations firm [THANK AND TERMINATE] <input type="checkbox"/> None [CONTINUE]		
Start of Carrier Operator Screen			
5. Do you currently drive a registered commercial vehicle used to haul goods or freight from one location to another location?			
	<input type="checkbox"/> Yes <input type="checkbox"/> No [ATTEMPT TO QUALIFY FOR BUSINESS OR AG, IF NONE TERMINATE]		
6. What type of commercial vehicle do you drive most often? [RECORD TYPE OF VEHICLE]			
	<input type="checkbox"/> Pickup or Van <input type="checkbox"/> Single Unit Truck <input type="checkbox"/> Truck or Tractor with 1 Trailer <input type="checkbox"/> Truck or Tractor with More than 1 Trailer <input type="checkbox"/> Other <i>Specify</i>		
6b. Other type of commercial vehicle. [RECORD VERBATIM]			

7.	Would you classify the commercial vehicle you drive as...? [READ LIST]
	<ul style="list-style-type: none"> ▪ for hire [CONTINUE] ▪ not for hire [SKIP TO Q5 Business Section] ▪ [DO NOT READ] Don't know [CONTINUE]
8.	What is the maximum gross weight of the [RESPONSE FROM Q6] you drive most often...? [RECORD IN CORRECT RANGE]
	<ul style="list-style-type: none"> ▪ Under 5 ton [light] ▪ 5 ton to 9 ton [medium] ▪ 10 ton to 26 ton [light-heavy] ▪ Over 26 ton [heavy-heavy] [COMMERCIAL DRIVERS SKIP TO Q9a]
Start of Business Truck Operator Screen	
5.	Does your company's business require the use of a truck, or van with a gross weight of 8,000 or more pounds for shipping goods, freight, commodities or providing services?
	<ul style="list-style-type: none"> ▪ Yes [CONTINUE] ▪ No [ATTEMPT TO QUALIFY FOR AG OR COMMERCIAL, IF NONE TERMINATE]
6.	Which type of vehicle does you or your company use most often for shipping or providing goods, freight, commodities or services? [RECORD TYPE OF VEHICLE]
	<ul style="list-style-type: none"> ▪ Pickup or Van ▪ Single Unit Truck ▪ Truck or Tractor with 1 Trailer ▪ Truck or Tractor with More than 1 Trailer ▪ Other <i>Specify</i>
6b.	Other type of vehicle used for business. [RECORD VERBATIM] [CLARIFY]
6c.	What is the maximum gross weight of the [RESPONSE FROM Q6]?
	<ul style="list-style-type: none"> ▪ Under 5 ton [light] ▪ 5 ton to 9 ton [medium] ▪ 10 ton to 26 ton [light-heavy] ▪ Over 26 ton [heavy-heavy]
7.	Do you personally drive a company truck or van or are you involved in making decisions that affect scheduling or routing of trucks in shipping and receiving area? [CHECK ONE]
	<ul style="list-style-type: none"> ▪ Personally drive a company truck [SKIP to Q9a.] ▪ Involved in scheduling or routing [CONTINUE] ▪ Neither [ATTEMPT FIND QUALIFIED PERSON, IF NOT TERMINATE]
7b.	For shipping goods or freight, do you use trucks owned by the company or do you use contract haulers? [SELECT ALL THAT APPLY]
	<ul style="list-style-type: none"> ▪ Use company owned trucks [CONTINUE] ▪ Use contract haulers [CONTINUE] ▪ Use both company and contract haulers [CONTINUE] ▪ Neither [TERMINATE]
8.	How often does your company ship or haul goods or freight? Would you say...? [READ LIST]
	<ul style="list-style-type: none"> ▪ Daily [SKIP to Q14.] ▪ Two or three times a week [SKIP to Q14.] ▪ Once a week [SKIP to Q14.] ▪ Two or three times a month [SKIP to Q14.] ▪ Once a month [SKIP to Q14.]

Start of Agricultural Truck User Screen	
5.	Are you currently engaged in farming or agriculture as your principle occupation? <ul style="list-style-type: none"> ▪ Yes [CONTINUE] ▪ No [ATTEMPT TO QUALIFY AS CARRIER OR BUSINESS, IF NONE TERMINATE]
6.	Do you have a vehicle that you or someone working for you operates on county or state roadways for the purpose of moving agricultural equipment, commodities or products? <ul style="list-style-type: none"> ▪ Yes [CONTINUE] ▪ No [TERMINATE]
6b.	What type of vehicle do you use most often in moving agricultural equipment, commodities or products? [RECORD TYPE OF VEHICLE] <ul style="list-style-type: none"> ▪ Pickup or Van ▪ Single Unit Truck ▪ Truck or Tractor with 1 Trailer ▪ Truck or Tractor with More than 1 Trailer ▪ Other <i>Specify</i>
6b1.	Other type of vehicle used for business. [RECORD VERBATIM] [CLARIFY]
6c.	What is the maximum gross weight of the [RESPONSE FROM Q6b.]? [RECORD IN CORRECT RANGE] <ul style="list-style-type: none"> ▪ Under 5 ton [light] ▪ 5 ton to 9 ton [medium] ▪ 10 ton to 26 ton [light-heavy] ▪ Over 26 ton [heavy-heavy]
7a.	What type of agricultural operation do you have? Is it...? [READ LIST AND SELECT ONE] <ul style="list-style-type: none"> ▪ Primarily dairy ▪ Primarily livestock or poultry ▪ Primarily crops ▪ A balance of dairy, livestock and crops, or ▪ A balance of dairy or livestock or crops
7b.	How many acres do you currently farm or ranch? [RECORD RESPONSE IN ACRES]
8.	Approximately how many miles on South Dakota roads do you drive your [RESPONSE FROM Q6b.] for farm or ranch related purposes in a typical week? [RECORD RESPONSE IN MILES]
[ASK CARRIERS OR BUSINESS OPERATORS ONLY THEN SKIP TO Q10]	
9a.	For how many years have you been driving a [RESPONSE FROM Q6 CARRIER OR BUSINESS SCREEN]? [DO NOT READ LIST, SELECT ONE ONLY] <ul style="list-style-type: none"> ▪ Less than 6 months ▪ Six months to less than one year ▪ One to two years ▪ Three to five years ▪ Six to ten years ▪ More than ten years
[ASK FARMERS OR RANCHERS ONLY THEN SKIP TO Q14.]	

<p>9b. For how many years have you been operating your farm or ranch? [SELECT APPROPRIATE RANGE]</p> <ul style="list-style-type: none"> ▪ Less than one year ▪ One to five years ▪ Five to ten years ▪ Ten to fifteen years ▪ Fifteen to twenty years ▪ More than twenty years 																						
PART I. DRIVING BEHAVIOR																						
10. How many days a week do you typically drive a commercial or non-commercial vehicle? [RECORD RESPONSE IN DAYS]																						
<p>11. Which of the following types of roads do you typically drive your [RESPONSE FROM Q6.] on? [READ LIST & CHECK ALL THAT APPLY]</p> <ul style="list-style-type: none"> ▪ City streets or roads ▪ County or township roads ▪ State highways or freeways [IF NONE SELECTED, THANK AND TERMINATE] 																						
12. Approximately how many miles do you drive a [RESPONSE FROM Q6.] in a typical week on South Dakota roads? [RECORD RESPONSE IN MILES]																						
<p>13. From which of the following types of locations have you picked up or delivered goods or freight during the past two years? [READ LIST, SELECT ALL THAT APPLY]</p> <ul style="list-style-type: none"> ▪ Location to transfer load to a railroad ▪ Location to transfer load to an airplane ▪ A regular warehouse or office building ▪ A farm ▪ A residence ▪ Other, specify 																						
13b. Other location. {RECORD VERBATIM} [CLARIFY]																						
PART II. REGULATORY INFORMATION NEEDS																						
<p>14. Overall how familiar would you say you are with federal and state trucking regulations. Use a 10-point scale where '10' is very familiar down to '1' not at all familiar. You may use any number from 1 to 10.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Not at all familiar</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">Extremely familiar</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> <td style="text-align: center;">10</td> <td style="text-align: center;">DK</td> </tr> </table>	Not at all familiar										Extremely familiar	1	2	3	4	5	6	7	8	9	10	DK
Not at all familiar										Extremely familiar												
1	2	3	4	5	6	7	8	9	10	DK												
15. How do you usually stay informed about changes in rules and regulations relating to the operation of trucks on South Dakota highways? [RECORD VERBATIM] [CLARIFY]																						
<p>16. Which of the following ways to stay informed of rule changes would you personally find most useful? [READ LIST]</p> <ul style="list-style-type: none"> ▪ E-mails to your home or business ▪ Newsletter mailed to you ▪ Newsletter available at truck stops and rest areas ▪ A state motor carrier handbook ▪ Articles in trucking or other association newsletters ▪ Inserts accompanying truck registrations or license renewals ▪ Internet web site ▪ Telephone number for information ▪ Informational booths at county and state fairs ▪ Local seminars, presentations ▪ Other, specify 																						
16b. Other way mentioned. [RECORD VERBATIM] [CLARIFY]																						

<p>17. Have you ever made a request for regulatory or permit information from Motor Carrier Services staff?</p> <ul style="list-style-type: none"> ▪ Yes [CONTINUE] ▪ No [SKIP to Q18.] ▪ Don't know [SKIP to Q18.] 				
<p>17b. When you needed to obtain enforcement information from Motor Carrier Services how easy was it to get consistent information from all Motor Carrier Services sources? Use a 10-point scale where '10' is extremely easy down to '1' not at all easy. You may use any number from 1 to 10.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: left;">Not at all easy</td> <td style="text-align: right;">Extremely Easy</td> </tr> <tr> <td style="text-align: center;">1 2 3 4 5 6 7 8 9 10 DK</td> <td></td> </tr> </table>	Not at all easy	Extremely Easy	1 2 3 4 5 6 7 8 9 10 DK	
Not at all easy	Extremely Easy			
1 2 3 4 5 6 7 8 9 10 DK				
<p>17c. Was your request for information handled in a friendly and courteous manner?</p> <ul style="list-style-type: none"> ▪ Yes [SKIP to Q18.] ▪ No [CONTINUE] ▪ Don't recall [SKIP to Q18.] 				
<p>17d. Please explain. [RECORD VERBATIM] [CLARIFY]</p>				
<p>18. Are you familiar with the South Dakota Motor Carrier Handbook prepared by the South Dakota Department of Transportation?</p> <ul style="list-style-type: none"> ▪ Yes [CONTINUE.] ▪ No [SKIP to Q20.] ▪ Don't know [SKIP to Q20.] 				
<p>18b. How would you rate this handbook on being user friendly and easy to understand? Use a 10-point scale where '10' is extremely user friendly and easy down to '1' not at all user friendly and easy. You may use any number from 1 to 10.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: left;">Not at all user friendly and easy</td> <td style="text-align: right;">Extremely user friendly and easy</td> </tr> <tr> <td style="text-align: center;">1 2 3 4 5 6 7 8 9 10 DK</td> <td></td> </tr> </table>	Not at all user friendly and easy	Extremely user friendly and easy	1 2 3 4 5 6 7 8 9 10 DK	
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1 2 3 4 5 6 7 8 9 10 DK				
<p>18c. How could it be made more useful? [RECORD VERBATIM] [CLARIFY]</p>				
<p>19. When comparing the Federal DOT book to the South Dakota Motor Carrier Handbook would you say the South Dakota handbook is more or less user friendly and easy to understand. Or are they about the same?</p> <ul style="list-style-type: none"> ▪ More ▪ About the same ▪ Less ▪ Don't know 				
<p>PART III. SOUTH DAKOTA'S ENFORCEMENT OF MOTOR CARRIER REGULATIONS</p>				
<p>Q. The next series of questions deal with South Dakota's enforcement of motor carrier regulations.</p>				
<p>20. How uniform do you feel the enforcement of truck inspections is across South Dakota? Would you say enforcement is...[READ LIST]</p> <ul style="list-style-type: none"> ▪ Very uniform ▪ Fairly uniform ▪ Not very uniform, or ▪ Not at all uniform ▪ Don't know [DO NOT READ] 				
<p>21. How uniform do you feel the enforcement of weight restrictions and postings are across South Dakota? Would you say enforcement is... [READ LIST]</p> <ul style="list-style-type: none"> ▪ Very uniform ▪ Fairly uniform ▪ Not very uniform, or ▪ Not at all uniform ▪ Don't know [DO NOT READ] 				

<p>22. How much of a concern to you is the impact of overweight trucks on South Dakota highways. Would you say it is a major concern, minor concern or no concern to you?</p> <ul style="list-style-type: none"> ▪ Major concern ▪ Minor concern ▪ No concern ▪ Don't know
<p>23. Would you say the current enforcement of laws for overweight trucks on South Dakota highways are too strict, not strict enough or about right?</p> <ul style="list-style-type: none"> ▪ Is too strict ▪ Not strict enough ▪ About right ▪ Don't know
<p>23b. Why do you say [Q23]? [RECORD VERBATIM] [CLARIFY]</p>
<p>Q. My next questions deal with how the State of South Dakota regulates trucks on its roadways. After I read each of the following statements, please tell me how strongly you agree or disagree with each statement. Use a 10-point scale where 10 is strongly agree down to '1' strongly disagree. You may use any number from 1 to 10.</p>
<p>24. I feel the State of South Dakota... [ROTATE ISSUES]</p> <ul style="list-style-type: none"> a. Has more highway rules and regulations than are necessary for protecting our investment in roads b. Does a good job of keeping unsafe trucks off state roadways c. Has too many rules and regulations that make it difficult to know which ones apply to my situation d. Enforces trucking safety more aggressively than do neighboring states e. Has saved taxpayers significant dollars by regulating overweight use of its roadways f. Enforces weight restrictions more aggressively than do neighboring states g. Enforces federal trucking safety regulations too strictly h. Should uniformly enforce weight restrictions and safety requirements i. Focuses too much on generating extra revenue through fines for truck related violations j. Has too many truck regulations and exemptions that are open to interpretation k. Has a fair balance of exemptions for roadway operation of trucks that meets the needs of all user groups l. Provides unfair operating advantages to special interest groups through exemptions in the law m. Has made our highways more safe by strictly enforcing federal trucking safety regulations n. Has too many rules and regulations that its difficult to know when there are changes that affect me o. Has roads that are in better shape than those of several other states largely because of enforcement of weight restrictions p. Has discouraged out of state truck operators from traveling through the state because of overly strict application of federal and state trucking regulations
<p>PART IV. TRUCK OPERATOR & MOTOR CARRIER STAFF INTERACTIONS</p>
<p>Q. Now I'd like you think about occasions when you might personally have contact with Motor Carrier Services staff. Some of these contacts may be influenced by personal characteristics. With this in mind, I'm going to read to you a list of characteristics that may or may not be important to what you see as the IDEAL Motor Carrier Services person to come in contact with.</p>

Important Characteristics

25. For each characteristic, please tell me how important it is to you that this Motor Carrier Services staff person possess the characteristic. Use a 10-point scale, where 10 is extremely important down to 1 not at all important. How important is

[READ FIRST CHARACTERISTIC]?

[ROTATE LIST OF CHARACTERISTICS]

How important is...

- a. Treating you with respect
- b. Interpreting regulations fairly
- c. Willingness to listen
- d. Being knowledgeable and well trained
- e. Demonstrating good judgment and common sense
- f. Respectful of your time demands
- g. Showing compassion
- h. Being lenient for honest mistakes
- i. Having a sense of humor
- j. Demonstrating a professional attitude
- k. Possessing good communication skills
- l. Demonstrating a public service attitude
- m. Being polite and courteous

Ranking of Characteristic Importance [TERMINATE IF RESPONDENT DOESN'T RATE AT LEAST FIVE]

FOR Q26., INCLUDE ONLY THE 5 CHARACTERISTICS RATED HIGHEST IN Q25.

26a. Now I'm going to read only the personal characteristics you rated most important and ask you to put them in order of importance. Of these characteristics, please tell me which one is MOST important to you. [READ LIST] Ranked 1

26b. Although you rated all as important, which of the remaining characteristics would you say is least important to you Ranked 5 26c. Which is MOST important? Ranked 2

26d. Of the remaining, which is least important? Ranked 4

26e. [DO NOT READ] RECORD REMAINING CHARACTERISTIC Ranked 3

27. You said \Q25a\ was the most important of all the personal characteristics. Why do you say this? [RECORD VERBATIM] [CLARIFY]

28. Of the Motor Carrier Services personnel you have had contact with, how many exhibit this personal characteristic? Would you say...

- Most all
- Some
- Very few, or
- None
- [DO NOT READ] Don't know

PART V. EVALUATION OF MCE PRACTICES & SERVICES

Q. My next questions deal with how, based on your personal experience, South Dakota's Motor Carrier Services staff currently interacts with drivers when enforcing South Dakota trucking regulations. After I read each of the following statements, please tell me how strongly you agree with each statement. Use a 10-point scale where 10 is strongly agree down to 1 strongly disagree. You may use any number from 1 to 10.

[ROTATE ISSUES]

29. *I believe the majority of the Motor Carrier Services staff...*

- a. Treat drivers of trucks in a respectful manner
- b. Try to interpret regulations fairly
- c. Show a willingness to listen
- d. Are knowledgeable and well trained
- e. Exercise good judgment and common sense
- f. Strive to complete inspections in a timely manner
- g. Show compassion for the need to operate a truck profitably
- h. Are lenient when coming across honest mistakes
- i. Have a sense of humor
- j. Approach their duties with a professional attitude
- k. Possess good communication skills
- l. Convey an attitude that they are there to serve the public
- m. Are polite and courteous
- n. Are more ready to help an operator than find fault
- o. Take pride in the job they perform
- p. Work with drivers to help them operate their vehicles safely
- q. Consider safety first when requiring a vehicle to stop

30. How would you rate the job Motor Carrier Services does in helping drivers of trucks operate safely within the law? Use a 10-point scale, where 10 is an extremely good job down to 1 a very poor job. You may use any number from 1 to 10.

Very poor job

Extremely good job

1 2 3 4 5 6 7 8 9 10 DK

31. How would you rate the job Motor Carrier Services does in keeping unsafe trucks from operating on South Dakota roadways? Use a 10-point scale, where 10 is an extremely good job down to 1 a very poor job. You may use any number from 1 to 10.

Very poor job

Extremely good job

1 2 3 4 5 6 7 8 9 10 DK

32. How would you rate the job Motor Carrier Services does in consistently applying and reasonably interpreting roadway regulations during truck stops? Use a 10-point scale, where 10 is an extremely good job down to 1 a very poor job. You may use any number from 1 to 10.

Very poor job

Extremely good job

1 2 3 4 5 6 7 8 9 10 DK

33. Overall how would you rate the job Motor Carrier Services does in performing its duties? Use a 10-point scale, where 10 is an extremely good job down to 1 a very poor job. You may use any number from 1 to 10.

Very poor job

Extremely good job

1 2 3 4 5 6 7 8 9 10 DK

PART VI. PAST CONTACT WITH MOTOR CARRIER SERVICES

34a. Do you think the Motor Carrier Services staff is evaluated on the number of citations issued?

- Yes
- No

34. Have you personally had contact for any reason with Motor Carrier Services staff in the last three years?

- Yes [CONTINUE]
- No [SKIP to Q38.]

<p>35. Was the most recent contact for... [READ LIST AND CHECK ALL THAT APPLY]</p> <ul style="list-style-type: none"> ▪ Permit/paperwork inspection ▪ Vehicle weighing ▪ Vehicle inspection ▪ Request for information, or ▪ Other, [SPECIFY] 															
<p>35b. Other contact. [RECORD VERBATIM] [CLARIFY]</p>															
<p>36a. Was the most recent contact ... [READ LIST]</p> <ul style="list-style-type: none"> ▪ At a Port of Entry ▪ With a Mobile Crew [IF NEED DEFINITION SAY A TWO MAN CREW WITH SCALES] ▪ With a Carrier Enforcement Officer 															
<p>36. Thinking of the most recent contact, did motor carrier staff handle the situation in a professional manner?</p> <ul style="list-style-type: none"> ▪ Yes [SKIP to Q37.] ▪ No [ASK Q36b.] 															
<p>36b. In your opinion, how was the contact unprofessional? [RECORD VERBATIM] [CLARIFY]</p>															
<p>36c. In your opinion, what could have been done to make the contact more professional? [RECORD VERBATIM] [CLARIFY]</p>															
<p>37. Did the contact result in a ... [READ LIST AND CHECK ALL THAT APPLY]</p> <ul style="list-style-type: none"> ▪ Violation of trucking regulations ▪ Warning being issued ▪ A fine ▪ An out of service determination ▪ Other, or [SPECIFY] ▪ No warning or citation [SKIP to Q38] 															
<p>37b. Other contact result. [RECORD VERBATIM] [CLARIFY]</p>															
<p>37c. Was the reason and cause for violation clearly explained to your satisfaction?</p> <ul style="list-style-type: none"> ▪ Yes [SKIP to Q38.] ▪ No [CONTINUE] 															
<p>37d. What information could have been provided to make it more understandable? [RECORD VERBATIM] [CLARIFY]</p>															
<p>PART VII. RATING OF POSSIBLE APPROACHES TO BETTER INTERACTIONS</p>															
<p>Q. The South Dakota Highway Patrol's Motor Carrier Services Unit is exploring additional ways of carrying out its duties—providing high quality services as it seeks to uphold laws governing truck use of the state's roadways. For this last section, I'm going to read you a short list of ideas and get your opinion of them. For each, tell me how good of an idea you think it would be for Motor Carrier Services to commit some of its budget and resources to the program.</p> <p>Use a 10-point scale where '10' means it is an excellent idea down to '1' a poor idea. You may use any number from 1 to 10.</p>															
<p>38. Motor Carrier Services should consider past driving performance in deciding whether to issue warnings or citations.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: right;">Poor idea</td> <td></td> <td style="text-align: right;">Excellent idea</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> </tr> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> </tr> <tr> <td style="text-align: center;">10</td> <td></td> <td style="text-align: right;">DK</td> </tr> </table>	Poor idea		Excellent idea	1	2	3	4	5	6	7	8	9	10		DK
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<p>39. Motor Carrier Services should expand opportunities to automate the permit application process.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: right;">Poor idea</td> <td></td> <td style="text-align: right;">Excellent idea</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> </tr> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> </tr> <tr> <td style="text-align: center;">10</td> <td></td> <td style="text-align: right;">DK</td> </tr> </table>	Poor idea		Excellent idea	1	2	3	4	5	6	7	8	9	10		DK
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<p>40. Motor Carrier Services should strive to put the South Dakota Motor Carrier Handbook in the hands of more truck operators.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: right;">Poor idea</td> <td></td> <td style="text-align: right;">Excellent idea</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> </tr> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> </tr> <tr> <td style="text-align: center;">10</td> <td></td> <td style="text-align: right;">DK</td> </tr> </table>	Poor idea		Excellent idea	1	2	3	4	5	6	7	8	9	10		DK
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<p>41. Motor Carrier Services should consider simplifying its Motor Carrier Handbook.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: right;">Poor idea</td> <td></td> <td style="text-align: right;">Excellent idea</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> </tr> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> </tr> <tr> <td style="text-align: center;">10</td> <td></td> <td style="text-align: right;">DK</td> </tr> </table>	Poor idea		Excellent idea	1	2	3	4	5	6	7	8	9	10		DK
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42. Motor Carrier Services should distribute customer satisfaction response cards for evaluating services are each and every contact with truck operators. <div style="display: flex; justify-content: space-between;"> Poor idea Excellent idea </div> <div style="display: flex; justify-content: space-between;"> 12345678910DK </div>											
43. Motor Carrier Services should hold safety programs throughout the state to assist less experienced drivers or those new to operating a truck. <div style="display: flex; justify-content: space-between;"> Poor idea Excellent idea </div> <div style="display: flex; justify-content: space-between;"> 12345678910DK </div>											
44. Motor Carrier Services should annually provide a forum similar to a town hall meeting at various locations around the state for Motor Carrier staff and operators to share information, ideas and concerns. <div style="display: flex; justify-content: space-between;"> Poor idea Excellent idea </div> <div style="display: flex; justify-content: space-between;"> 12345678910DK </div>											
44b. Motor Carrier Services should visit new carriers in their first 18 months of operation to explain rules and regulations as they apply to their vehicles. <div style="display: flex; justify-content: space-between;"> Poor idea Excellent idea </div> <div style="display: flex; justify-content: space-between;"> 12345678910DK </div>											
PART VIII. DEMOGRAPHICS											
Q. Finally I would like to ask you some questions for classification purposes. We collect this information to make sure we have gathered opinions from a variety of truck drivers.											
45. What year were you born? [RECORD YEAR, 4 DIGITS] <ul style="list-style-type: none"> ▪ Don't Know ▪ Refused 											
46. What was the last grade of school you completed? Was it.... [READ LIST] <ul style="list-style-type: none"> ▪ Grade school or less ▪ Some high school ▪ High school graduate ▪ Some college or technical school ▪ Technical school graduate ▪ College graduate, or ▪ Post graduate ▪ [DO NOT READ] Refused 											
47. Do you currently hold a commercial drivers license? <ul style="list-style-type: none"> ▪ Yes ▪ No ▪ Refused 											
48. Have you ever completed a formal training program for operating a commercial truck? IF CLAFICATION NEEDED: Such as a vocational or technical school or through a motor carrier company. <ul style="list-style-type: none"> ▪ Yes ▪ No ▪ Refused 											
49. Do you have access to the Internet at work or over the road? <ul style="list-style-type: none"> ▪ Yes ▪ No ▪ Refused 											
50. Do you have access to the Internet at home? <ul style="list-style-type: none"> ▪ Yes [CONTINUE] ▪ No ▪ Refused 											

<p>[ASK IF "yes" TO EITHER Q49 OR 50]</p> <p>51. Have you ever visited the South Dakota Motor Carrier Services web site?</p> <ul style="list-style-type: none"> ▪ Yes [CONTINUE] ▪ No [SKIP to Q52. ▪ Refused
<p>52. Did you find what you were looking for?</p> <ul style="list-style-type: none"> ▪ Yes ▪ No ▪ Refused
<p>53a. How interested are you in receiving trucking regulatory information from the Motor Carrier Services over the Internet? Would you say you are...? [READ LIST]</p> <ul style="list-style-type: none"> ▪ Very interested ▪ Somewhat interested ▪ Not very interested, or ▪ Not at all interested ▪ [DO NOT READ] Don't know
<p>53b. In the past 3 to 4 years, have you been given a citation or fine by Motor Carrier Services in South Dakota?</p>
<p>54. What is your home zip code?</p> <p>[RECORD 5 DIGITS]</p> <p>Refused</p>
<p>55. Thank you very much. That is all the questions I have.</p> <p>[RECORD GENDER]</p> <ul style="list-style-type: none"> ▪ Female ▪ Male
<p>56. Did respondent make any additional comments?</p> <ul style="list-style-type: none"> ▪ Yes [CONTINUE] ▪ No
<p>57. Additional comments.</p> <p>[RECORD COMMENTS]</p>
<p>58. [CLOSING FOR TERMINATION ON SCHREENING QUESTIONS]</p> <p>Thank you, we have already filled out quota for this group. Have a good day!</p>

Much of the survey is the same as the operator version. Only those questions unique to operators are shown in the table below.

Table 50: Survey Used with Motor Carrier Staff Segment

<p>INTRODUCTION</p> <p>Hello, my name is [YOUR NAME] with MarketLine Research. We are talking to Motor Carrier Services staff about motor carrier enforcement activities in the state. This is department wide sanctioned market research study being conducted under the guidance of the South Dakota Department of Transportation's Office of Research. We would like to include your candid opinions. All your responses will remain totally confidential. [IF ASKED: DEPENDING UPON YOUR RESPONSES, INTERVIEW WILL LAST ABOUT 20 MINUTES].</p> <p>[QUOTA—all 61 non-administrative staff of Motor Carrier Services]</p>																																	
PART 1. JOB BACKGROUND																																	
<p>9. In what Motor Carrier zone do you work?</p> <p>Zone 1</p> <p>Zone 2</p> <p>Zone 3</p> <p>Zone 4</p>																																	
<p>10. How long have you been with Motor Carrier Services?</p> <table border="0"> <tr> <td>Less than 6 months</td> <td>20—25 years</td> </tr> <tr> <td>6—12 months</td> <td>25—30 years</td> </tr> <tr> <td>1—5 years</td> <td>30—35 years</td> </tr> <tr> <td>10—15 years</td> <td>35—40 years</td> </tr> <tr> <td>15—20 years</td> <td>More than 40 years.</td> </tr> </table>											Less than 6 months	20—25 years	6—12 months	25—30 years	1—5 years	30—35 years	10—15 years	35—40 years	15—20 years	More than 40 years.													
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<p>11. Is your work location...?</p> <table border="0"> <tr> <td>A port of entry</td> <td>[weigh stations]</td> </tr> <tr> <td>Mobile crew</td> <td>[2 man crews with mobile scales]</td> </tr> <tr> <td>Carrier Enforcement officer</td> <td>[Officer patrolling roadways for violations]</td> </tr> <tr> <td>Zone supervisor</td> <td></td> </tr> </table>											A port of entry	[weigh stations]	Mobile crew	[2 man crews with mobile scales]	Carrier Enforcement officer	[Officer patrolling roadways for violations]	Zone supervisor																
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<p>14a. Overall how familiar would you say you are with federal and state trucking regulations. Use a 10-point scale where '10' is very familiar down to '1' not at all familiar. You may use any number from 1 to 10.</p> <table border="0"> <tr> <td colspan="9">Not at all familiar</td> <td colspan="2">Extremely familiar</td> </tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> <td colspan="2">DK</td> </tr> </table>											Not at all familiar									Extremely familiar		1	2	3	4	5	6	7	8	9	10	DK	
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<p>14b. On average, how familiar would you say part time truck operators are with federal and state trucking regulations. Use a 10-point scale where '10' is very familiar down to '1' not at all familiar. You may use any number from 1 to 10.</p> <table border="0"> <tr> <td colspan="9">Not at all familiar</td> <td colspan="2">Extremely familiar</td> </tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> <td colspan="2">DK</td> </tr> </table>											Not at all familiar									Extremely familiar		1	2	3	4	5	6	7	8	9	10	DK	
Not at all familiar									Extremely familiar																								
1	2	3	4	5	6	7	8	9	10	DK																							
<p>14c. On average, how familiar would you say operators of trucks used for agricultural purposes are with federal and state trucking regulations? Use a 10-point scale where '10' is very familiar down to '1' not at all familiar. You may use any number from 1 to 10.</p> <table border="0"> <tr> <td colspan="9">Not at all familiar</td> <td colspan="2">Extremely familiar</td> </tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> <td colspan="2">DK</td> </tr> </table>											Not at all familiar									Extremely familiar		1	2	3	4	5	6	7	8	9	10	DK	
Not at all familiar									Extremely familiar																								
1	2	3	4	5	6	7	8	9	10	DK																							
<p>15. How do you usually stay informed about changes in rules and regulations relating to the operation of trucks on South Dakota highways?</p> <p>[RECORD VERBATIM] [CLARIFY]</p>																																	

<p>17. Do you ever receive requests for regulatory or permit information from truck operators?</p> <ul style="list-style-type: none"> ▪ Yes [CONTINUE] ▪ No [SKIP to Q18.] ▪ Don't know [SKIP to Q18.] 																				
<p>17b. When operators make requests, how clearly are most operators able to communicate or convey what it is they are seeking? Use a 10-point scale where '10' is very clearly down to '1' not at all clearly. You may use any number from 1 to 10.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Not at all clearly</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">Very clearly</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> <td style="text-align: center;">10 DK</td> </tr> </table>	Not at all clearly									Very clearly	1	2	3	4	5	6	7	8	9	10 DK
Not at all clearly									Very clearly											
1	2	3	4	5	6	7	8	9	10 DK											
<p>17c. How often are you able to provide requested information?</p> <ul style="list-style-type: none"> ▪ For all requests [SKIP to Q18.] ▪ Most requests [CONTINUE] ▪ Limited requests [CONTINUE] 																				
<p>17d. For what requests are you not able to provide information?</p> <p>[RECORD VERBATIM] [CLARIFY]</p>																				
<p>18. Are you ever asked for copies of the South Dakota Motor Carrier Handbook?</p> <ul style="list-style-type: none"> ▪ Yes ▪ No 																				
<p>18b. How would you rate this handbook on being user friendly and easy to understand? Use a 10-point scale where '10' is extremely user friendly and easy down to '1' not at all user friendly and easy. You may use any number from 1 to 10.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Not at all user friendly and easy</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">Extremely user friendly and easy</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> <td style="text-align: center;">10 DK</td> </tr> </table>	Not at all user friendly and easy									Extremely user friendly and easy	1	2	3	4	5	6	7	8	9	10 DK
Not at all user friendly and easy									Extremely user friendly and easy											
1	2	3	4	5	6	7	8	9	10 DK											
<p>18c. [ASK IF RATE 1 THROUGH 6]</p> <p>How could it be made more useful? [RECORD VERBATIM] [CLARIFY]</p>																				
<p>19. When comparing the Federal Motor Carrier Regulations book to the South Dakota Motor Carrier Handbook would you say the South Dakota handbook is more or less user friendly and easy to understand. Or are they about the same?</p> <ul style="list-style-type: none"> ▪ More ▪ About the same ▪ Less 																				
<p>PART III. SOUTH DAKOTA'S ENFORCEMENT OF MOTOR CARRIER REGULATIONS</p> <p>Q. The next series of questions deal with South Dakota's enforcement of motor carrier regulations.</p>																				
<p>20. How uniform do you feel the enforcement of truck inspections is across South Dakota? Would you say enforcement is...[READ LIST]</p> <ul style="list-style-type: none"> ▪ Very uniform ▪ Fairly uniform ▪ Not very uniform, or ▪ Not at all uniform ▪ Don't know [DO NOT READ] 																				
<p>21. How uniform do you feel the enforcement of weight restrictions and postings are across South Dakota? Would you say enforcement is... [READ LIST]</p> <ul style="list-style-type: none"> ▪ Very uniform ▪ Fairly uniform ▪ Not very uniform, or ▪ Not at all uniform ▪ Don't know [DO NOT READ] 																				
<p>22. How much of a concern to you is the impact of overweight trucks on South Dakota highways. Would you say it is a major concern, minor concern or no concern to you?</p> <ul style="list-style-type: none"> ▪ Major concern ▪ Minor concern ▪ No concern ▪ Don't know 																				

23. Would you say the current enforcement of laws for overweight trucks on South Dakota highways are too strict, not strict enough or about right?

- Is too strict
- Not strict enough
- About right [SKIP TO Q24]
- Don't know SKIP TO Q24]

23b. Why do you say [Q23]? [RECORD VERBATIM] [CLARIFY]

Q. My next questions deal with how the State of South Dakota regulates trucks on its roadways. After I read each of the following statements, please tell me how strongly you agree or disagree with each statement. Use a 10-point scale where 10 is strongly agree down to '1' strongly disagree. You may use any number from 1 to 10.

I feel the State of South Dakota... [ROTATE ISSUES]

- a. Has more highway rules and regulations than are necessary for protecting our investment in roads
- b. Does a good job of keeping unsafe trucks off state roadways
- c. Has too many rules and regulations that make it difficult to know which ones apply to my situation
- d. Enforces trucking safety more aggressively than do neighboring states
- e. Has saved taxpayers significant dollars by regulating overweight use of its roadways
- f. Enforces weight restrictions more aggressively than do neighboring states
- g. Enforces federal trucking safety regulations too strictly
- h. Should uniformly enforce weight restrictions and safety requirements
- i. Focuses too much on generating extra revenue through fines for truck related violations
- j. Has too many truck regulations and exemptions that are open to interpretation
- k. Has a fair balance of exemptions for roadway operation of trucks that meets the needs of all user groups
- l. Provides unfair operating advantages to special interest groups through exemptions in the law
- m. Has made our highways more safe by strictly enforcing federal trucking safety regulations
- n. Has too many rules and regulations that its difficult to know when there are changes that affect me
- o. Has roads that are in better shape than those of several other states largely because of enforcement of weight restrictions
- p. Has discouraged out of state truck operators from traveling through the state because of overly strict application of federal and state trucking regulations

PART IV. TRUCK OPERATOR & MOTOR CARRIER STAFF INTERACTIONS

Q. Now I'd like you think about occasions when you might personally have contact with Motor Carrier Services staff. Some the process of enforcing trucking regulations involves interaction between enforcement personnel and vehicle operator, please consider the importance of the following characteristics from the PERSPECTIVE of the TRUCK OPERATOR.

Important Characteristics

For each characteristic I read, please tell me how important you believe the characteristic is to truck operators when you have contact with them. Use a 10-point scale, where 10 is extremely important down to 1 not at all important. You can use any number from 1 to 10. How important is [READ FIRST CHARACTERISTIC]?

[ROTATE LIST OF CHARACTERISTICS]

How important is...

- a. Treating operators with respect [...by the Motor Carrier Services employee]
- b. Interpreting regulations fairly
- c. Willingness to listen
- d. Being knowledgeable and well trained
- e. Demonstrating good judgment and common sense
- f. Respectful of time demands
- g. Showing compassion
- h. Being lenient for honest mistakes
- i. Having a sense of humor
- j. Demonstrating a professional attitude
- k. Possessing good communication skills
- l. Demonstrating a public service attitude
- m. Being polite and courteous

Ranking of Characteristic Importance	
FOR Q26., INCLUDE ONLY THE 5 PERSONAL CHARACTERISTICS RATED HIGHEST IN Q25.	
26a. Now I'm going to read only the personal characteristics you rated most important and ask you to put them in order of importance. Of these characteristics, please tell me which one is MOST important to TRUCK OPERATORS? [READ LIST]	Ranked 1
26b. Although you rated all as important, which of the remaining characteristics would you say is least important to operators? Which is MOST important?	Ranked 5 26c. Ranked 2
26d. Of the remaining, which is least important?	Ranked 4
26e. [DO NOT READ] RECORD REMAINING CHARACTERISTIC	Ranked 3
28. You said [Q25a] was the most important of all the characteristics to the operators. Why do you say this? [RECORD VERBATIM] [CLARIFY]	
29. Of the Motor Carrier Services personnel are personally acquainted with, how many, in your opinion, exhibit this characteristic? Would you say...	
<ul style="list-style-type: none"> ▪ Most all ▪ Some ▪ Very few, or ▪ None ▪ [DO NOT READ] Don't know 	
PART V. EVALUATION OF MCE PRACTICES & SERVICES	
<p>Q. For my next questions please take into consideration YOUR observations of fellow Motor Carrier Services staff. Based on your experience, I'd like you to consider how staff currently interacts with drivers when enforcing South Dakota trucking regulations. After I read each of the following statements, please tell me how strongly you agree with each statement. Use a 10-point scale where 10 is strongly agree down to 1 strongly disagree. You may use any number from 1 to 10.</p> <p>[ROTATE ISSUES]</p> <p>30. <i>I believe the majority of the Motor Carrier Services staff...</i></p> <ul style="list-style-type: none"> a. Treat drivers of trucks in a respectful manner b. Try to interpret regulations fairly c. Show a willingness to listen d. Are knowledgeable and well trained e. Exercise good judgment and common sense f. Strive to complete inspections in a timely manner g. Show compassion for the need to operate a truck profitably h. Are lenient when coming across honest mistakes i. Have a sense of humor j. Approach their duties with a professional attitude k. Possess good communication skills l. Convey an attitude that they are there to serve the public m. Are polite and courteous n. Are more ready to help an operator than find fault o. Take pride in the job they perform p. Work with drivers to help them operate their vehicles safely q. Consider safety first when requiring a vehicle to stop 	
<p>35. How would you rate the job Motor Carrier Services does in helping drivers of trucks operate safely within the law? Use a 10-point scale, where 10 is an extremely good job down to 1 a very poor job. You may use any number from 1 to 10.</p> <p>Very poor job Extremely good job</p> <p>1 2 3 4 5 6 7 8 9 10 DK</p>	
<p>36. How would you rate the job Motor Carrier Services does in keeping unsafe trucks from operating on South Dakota roadways? Use a 10-point scale, where 10 is an extremely good job down to 1 a very poor job. You may use any number from 1 to 10.</p> <p>Very poor job Extremely good job</p> <p>1 2 3 4 5 6 7 8 9 10 DK</p>	

37.	How would you rate the job Motor Carrier Services does in consistently applying and reasonably interpreting roadway regulations during truck stops? Use a 10-point scale, where 10 is an extremely good job down to 1 a very poor job. You may use any number from 1 to 10.
	<div>Very poor job</div> <div>Extremely good job</div> <div>1 2 3 4 5 6 7 8 9 10 DK</div>
38.	Overall how would you rate the job Motor Carrier Services does in performing its duties? Use a 10-point scale, where 10 is an extremely good job down to 1 a very poor job. You may use any number from 1 to 10.
	<div>Very poor job</div> <div>Extremely good job</div> <div>1 2 3 4 5 6 7 8 9 10 DK</div>
PART VI. PAST CONTACT WITH TRUCK OPERATORS	
39.	In an average week, how many personal contacts will you, yourself, have with an operator of a truck? [RECORD NUMBER, IF UNCERTAIN ASK FOR BEST GUESS FOR TYPICAL WEEK]
35.	What percent of your typical work week is spent dealing with... [READ LIST AND RECORD PERCENTAGES—THEY NEED TO ADD TO 100%]
	<ul style="list-style-type: none"> ▪ Permit/paperwork inspection ▪ Vehicle weighing ▪ Vehicle inspection ▪ Request for information, or ▪ Other, [SPECIFY]
35b.	Other TASK. [RECORD VERBATIM] [CLARIFY]
36.	In your judgment what contributes to and constitutes a professional encounter with a truck operator? [RECORD VERBATIM] [CLARIFY]
36b.	In your opinion, what factors most frequently contribute to contentious interactions with operators? [RECORD VERBATIM] [CLARIFY]
36c.	What can operators do to insure that stops and inspections are completed in the shortest time possible? [RECORD VERBATIM]
39.	What percentage of your daily interactions with truck operators typically result in a ... [RECORD PERCENTAGE IF UNSURE ASK FOR BEST GUESS]
	<ul style="list-style-type: none"> ▪ Warning being issued ▪ Citation and fine being issued ▪ An out of service determination
37b.	Would you say truck operators think enforcement staff is evaluated on the number of citations issued?
	<ul style="list-style-type: none"> ▪ Yes ▪ No ▪ Don't know
37c.	What standards would you say your performance is currently measured on? [RECORD VERBATIM] [CLARIFY]

PART VII. RATING OF POSSIBLE APPROACHES TO BETTER INTERACTIONS

Q. Finally, I'd like your assessment of initiatives Motor Carrier Services could undertake to uphold laws governing truck use of the state's roadways. For this last section, I'm going to read you a short list of ideas and get your opinion of them. For each, tell me how good of an idea you think it would be for Motor Carrier Services to commit some of its budget and resources to the program.

Use a 10-point scale where '10' means it is an excellent idea down to '1' a poor idea. You may use any number from 1 to 10.

40. Motor Carrier Services should consider past driving performance in deciding whether to issue warnings or citations.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

43. Motor Carrier Services should expand opportunities to automate the permit application process.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

44. Motor Carrier Services should strive to put the South Dakota Motor Carrier Handbook in the hands of more truck operators.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

45. Motor Carrier Services should consider simplifying its Motor Carrier Handbook.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

46. Motor Carrier Services should distribute customer satisfaction response cards for evaluating services are each and every contact with truck operators.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

43. Motor Carrier Services should hold safety programs throughout the state to assist less experienced drivers or those new to operating a truck.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

44. Motor Carrier Services should annually provide a forum similar to a town hall meeting at various locations around the state for Motor Carrier staff and operators to share information, ideas and concerns.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

44b. Motor Carrier Services should visit new carriers in their first 18 months of operation to explain rules and regulations as they apply to their vehicles.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

45. Motor Carrier Services should aggressively mount a proactive communications program to define its mission, organizational goals and accomplishments to its client contacts and general public.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

46. Motor Carrier Services should provide formal staff training for interpersonal communications skill development and conflict management.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

47. Motor Carrier Services should provide for more internal opportunities for career development and advancement.

Poor idea

Excellent idea

1 2 3 4 5 6 7 8 9 10 DK

PART VIII. DEMOGRAPHICS
Q. Finally I would like to ask you some questions for classification purposes.
48. What year were you born? [RECORD YEAR, 4 DIGITS] <ul style="list-style-type: none"> ▪ Don't Know ▪ Refused
49. What was the last grade of school you completed? Was it...? [READ LIST] <ul style="list-style-type: none"> ▪ Grade school or less ▪ Some high school ▪ High school graduate ▪ Some college or technical school ▪ Technical school graduate ▪ College graduate, or ▪ Post graduate ▪ [DO NOT READ] Refused
50. Do you currently hold a commercial drivers license? <ul style="list-style-type: none"> ▪ Yes ▪ No
51. Have you ever completed a formal training program for operating a commercial truck? IF CLAFIFICATION NEEDED: Such as a vocational or technical school or through a motor carrier company. <ul style="list-style-type: none"> ▪ Yes ▪ No
52. Thank you very much. That is all the questions I have. [RECORD GENDER] <ul style="list-style-type: none"> ▪ Female ▪ Male
53. Did respondent make any additional comments? <ul style="list-style-type: none"> ▪ Yes [CONTINUE] ▪ No
54. Additional comments. [RECORD COMMENTS]

APPENDIX G—CALLING DISPOSITION TABLE

Table 51: Calling Disposition Table—Last Call Result

Call Result	Operator Number	Operator Percent	MCS Staff Number	MCS Staff Percent
Total number of dials	8394	-	284	-
Wrong number	35	1%	0%	%
Fax / modem	15	0%	0%	%
Disconnected / not working	176	5%	0%	%
Phone location not qualified	436	13%	0%	%
Refused to begin	191	6%	0%	%
Terminate	112	3%	0%	%
Non-qualified records	401	12%	0%	1%
Call backs	560	16%	0%	%
Busy	22	1%	0%	%
Answering machine / voice mail	186	5%	0%	%
No answer	370	11%	0%	%
Completed interviews	463		60	
TOTAL RECORDS USED	3388	100%	60	100%