

Evaluation of the Truck Fleet Support Program

Final Evaluation Report

**Prepared for:
James R. Robinson
Director
Intelligent Transportation Systems Division
Virginia Department of Transportation**

**Report Submitted by:
Aaron Schroeder
Virginia Tech Transportation Institute
Gene Bergoffen
MaineWay Services, Under contract to VDOT
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Background and Purpose of Report

In September, 2002, the Truck Fleet Support Program Team presented an interim evaluation report of the Truck Fleet Support Program, initiated by the Virginia Department of Transportation (VDOT).

The Truck Fleet Support Program was launched as a Pilot Demonstration Intelligent Transportation Systems Project in May, 2002. The interim evaluation assessed the value of the Program to its users and to the Commonwealth of Virginia, as a basis for consideration of ways the program might be continued following completion of the Pilot effort in January, 2003. *This report incorporates the September, 2002 Report in full, and addresses only actions undertaken, and recommendations developed since the earlier report.*

Following presentation of the interim report, the Project Team asked users and potential users for input on potential technology enhancements, and their willingness to pay for continued use of the service. The Team also explored the feasibility of alternative business model options for continuation of the service.

This final report summarizes the results of further user input, and the recommendations of the Project Team for next steps relating to the Truck Fleet Support Program.

User Surveys, and General Results

In mid November, an Evaluation Form was sent to all *fleet participants* in the ongoing Truck Fleet Support Program. A copy of the form is included as Appendix A to this report.

Fleet Users were asked about availability of information communications technology, how information was shared with drivers, and for suggestions on other means to convey incident, weather and related information. Also, the users were polled on whether the service should be continued, and on their willingness to pay for future services.

Responses were received from all but two of the participating fleets. Here is a general summary of the feedback received. An Evaluation Summary is included as Appendix B to this report.

Technology Availability. As expected, the participating fleets all had access to e-mail, and all but one had internet access. Fax is an available option for all.

Dispatcher/Driver Communication. For those fleets that had wireless communication technology – satellite and cellular – this means was used to alert drivers regarding incident and weather information. A number used, or could use, cell phones. Many expressed interest in ultimately being able to have designated information go directly to drivers rather than through dispatchers, although the technology infrastructure to enable this is not currently available.

Interest in Continuing Service/Willingness to Pay. Virtually all participants expressed support for continuation of the program, even if current use was minimal to moderate. As set out in the interim evaluation report, participants expressed interest in wider geographic coverage beyond the I-81 corridor.

Only one of the current fleet participants indicated a specific level of willingness to pay....\$30 per month, and another indicated the fee might be negotiable. All others were not willing to pay for continued service. The limited geographic coverage, and lack of alternative routing were cited as the principal reasons that the value did not warrant a fee.

Truck Stop Operators. During the last quarter of 2002, the Project Staff offered the Truck Fleet Support Program service to interested truck stop operators along the corridor. A modified survey was used to gauge response of this group, and is included as Appendix C to this report.

Similar to comments that were received from the dispatchers, opinions regarding the Truck Fleet Support Program varied among truck/fuel stop operators. The comments of two truck/fuel stop operators participant are included in the evaluation summary. One operator found high value in the incident, and especially weather information, which was passed on to customers at the fuel desk and at other locations in the travel plaza. This operator also was willing to pay for the information, on a cost plus reasonable profit basis.

The second operator, while pleased to be involved in the evaluation, noted that he operated in a smaller market. As a result, his business is mainly reactive in regards to accidents along the corridor. Therefore, while he thought that the idea of the service was a good one, the alert service itself did not meet their specific needs.

Business Model Options

For convenience, the section on Business Model Options in the interim report is set out below –

*“At this relatively early stage of the pilot program, no targeted effort has been made to test future business models with the population of participants. The **subjective opinion** of the Project Team is that two factors could dampen possibilities of providing a “pay as you go” basis for the Truck Fleet Alert, in its current form –*

- *The limited geographic coverage of the program, limiting its key values to those fleets operating primarily in the I-81 corridor. The population of such fleets meeting the basic profile of “satisfied users” may not be deep enough to offer the program at an acceptable cost and still yield revenues equal to costs.*
- *The current technology limitations – the number of fleets with e-mail and internet access and capability for communication between dispatchers and drivers.*

The following business model options can be considered during the final months of the current pilot program.

Public Funding, in whole or in part. In essence full public funding is the model offered in the current phase of the program. Future public funding or “subsidy” could be justified to accomplish the public service, and potential congestion and accident reduction objectives of the program.

Another rationale for continued subsidy of the Truck Fleet Support Program would be recognition that Traveler Information Systems targeted directly at CVO are unique and limited throughout the United States at this juncture in the development of ATIS and 511 programs. If such programs grow and evolve, the value of any one geographical component will be enhanced by the value of a national system. Until that system comes into being, marketing to commercial vehicle operations will likely require high and unique values to provide economic worth.

Integration of e-mail or other alerts in 511 Services. This could take one of three forms --

- *Fully subsidized, ancillary service paid for by basic service. The rationale here is that the core traffic and road condition information is concurrently available to the general population, and requires no incremental investment. The CVO community would be identified as one that needs special attention and treatment to accomplish public objectives. Within the I-81 corridor, these would be based on the high CVO traffic, and the impact trucking has within the corridor. Accomplishment of these objectives would be a condition for use of public information by the private provider.*
- *Partially subsidized, or discounted fees, for CVO to accomplish the same objectives discussed above.*
- *No subsidy and full payment by interested fleet operations – Let the market dictate use.*

Sponsored Service. Trucking equipment and services providers could sponsor a portion or all of the costs uniquely related to provision of the Truck Fleet Support Program. These would be those elements such as the targeted web site and unique delivery channels for CVO operations. The sponsorship could be managed either by the Commonwealth, or by its sanctioned 511 or other ATIS service providers.”

If the opinions of the current participating fleets are a measure of the likely views of a broader fleet community, it appears that a fee for service is not currently a feasible option – at least in the short term. Should the geographical scope of the Truck Fleet Support Program be expanded, the value proposition for using fleets could change significantly, but this is not likely over the next several months.

Given this likelihood, the Project Team discussed the potential of integrating the program with current and planned 511 services with the current lead provider of these services --- Shentel. The company appeared to be open to covering a significant portion of the costs of the Truck Fleet Support program in the next stage of provision of 511 services, without cost to fleet users at the outset.

Should this model be adopted – integration of Truck Fleet Support alerts in the 511 service – the Team believes this could be accomplished for approximately \$25,000 per year. The components of this cost are as follows –

Dispatcher Time	\$8,600
Technical Support	\$5,500
Fleet Marketing and Liaison	\$6,200
Administration/Management	\$4,700

Recommendations and Conclusions

The Project Team continues in its belief that the Truck Fleet Support Program has yielded positive benefits to both the Commonwealth, and to the CVO community. The Program is unique to Virginia, and has added significantly to the knowledge base of Traveler Information Systems that have utility in the CVO industry.

The Team therefore recommends that VDOT –

- Immediately explore integration of the Truck Fleet Support Program in the 511 service offering of the state.
- Continue the program for a six month interim period while integration potentials are explored
- Expand the service to additional truck stop users
- Upon determination of the future service offering arrangements, consider implementation of the enhancements recommended in the interim evaluation report.

Appendix A

Truck Fleet Support Pilot Program Final Evaluation Form:

Technology Assessment Form

Technology Assessment Questionnaire – Truck Fleet Support Program Utility

Date: _____

Please complete this form and fax it back to us at (540) 231-1555 as soon as possible. We appreciate the time you spend on this to help us evaluate the technology needs associated with the Truck Fleet Support Program. If you have any questions about the questionnaire, please contact Tammy Trimble at (540) 231-1567 or e-mail ttrimble@vti.vt.edu.

Company Name: _____
Contact: _____
Phone Number: _____

Please respond to the following questions and statements.

Technology Availability

- | | Yes | No (please explain why not) |
|--|-------|-----------------------------|
| 1. During the workday, I have continuous access to e-mail. | _____ | _____ |
| 2. During the workday, I have access to faxes. | _____ | _____ |
| 3. During the workday, I have access to the World Wide Web. | _____ | _____ |
| 4. I access the Fleet Support Web Site for information per day: | | |
| _____ 1-2 Times _____ 3-5 Times _____ 6-10 Times _____ 10-19 Times _____ 20+ Times | | |

Dispatcher/Driver Interaction

5. How do you contact drivers regarding accidents, schedule changes, etc?

- | | Yes | No |
|------------------|-------|-------|
| • Via e-mail | _____ | _____ |
| • Via facsimiles | _____ | _____ |
| • Via pagers | _____ | _____ |
| • Via telephone | _____ | _____ |

6. Which of the above do you use most frequently and why?

7. How many times a day are you in contact with your drivers?

_____ 1-2 Times _____ 3-5 Times _____ 6-10 Times _____ 10-19 Times X 20+ Times

8. Access to which of the following items would increase the utility of the Truck Fleet Support Pilot Project for your company:

- | | Yes | No | Please elaborate how the implementation of marked technologies would be of benefit. |
|--------------------------|-------|-------|---|
| • Automated Alerts | _____ | _____ | _____ |
| • Pager Alerts | _____ | _____ | _____ |
| • Cell phone alerts | _____ | _____ | _____ |
| • Other (please explain) | _____ | _____ | _____ |

Willingness to Pay for Service Provided

The Truck Fleet Support Team is looking into ways to continue to provide the service to the trucking community. Among the options we are looking at is the inclusion of Truck Fleet Support in the “511” service offering that Virginia has initiated. While we are seeking to continue to provide the service at no charge to trucking users, we need to gauge the depth of interest in the program should some level of fee is necessary to continue the program. The following questions relate to the options we are considering.

- | | <u>Yes</u> | <u>No (please explain why not)</u> |
|--|------------|------------------------------------|
| 9. I would like to see the Truck Fleet Support Program and the Truck Fleet Alert Program continue. | _____ | _____ |
| 10. I would be willing to pay a subscription fees for the Truck Fleet Support Program should it be determined this would be essential to maintain the program. | _____ | _____ |
| 11. The maximum monthly amount that I (my company) would be willing to pay for the service is: | _____ | |
| 12. Access to which of the following items (by either dispatchers or drivers) would make you more willing to pay for the services provided by the Truck Fleet Support Project. | | |

- | | <u>Yes</u> | <u>No</u> | <u>Self or Driver – Please elaborate</u> |
|--------------------------|------------|-----------|--|
| • Automated Alerts | _____ | _____ | _____ |
| • Pager Alerts | _____ | _____ | _____ |
| • Cell phone alerts | _____ | _____ | _____ |
| • Other (please explain) | _____ | _____ | _____ |

Appendix B

Truck Fleet Support Pilot Program Final Evaluation Summary

Fleet Company Name:	Family Dollar	Overnite Transportation
<u>Technology Availability</u>		
1. During the workday, I have continuous access to e-mail.	Yes	Yes
2. During the workday, I have continuous access to faxes.	Yes	Yes
3. During the workday, I have access to the World Wide Web.	Yes	Yes
4. I access the Fleet Support Web Site for information per day: Number of times accessed:	Auto-email	N/A
<u>Dispatcher/Driver Interaction</u>		
5. How do you contact you drivers regarding accidents, schedule changes, etc.?		
Via E-mail	No	No
Via Facsimiles	No	No
Via Pagers	No	No
Via Telephone	Yes	Yes
6. Which of the above do you use most frequently and why?	Telephone	Telephone
7. How many times a day are you in contact with your drivers?	1-2; 20+ times	20+ times
8. Access to which of the following items would increase the utility of the Truck Support Pilot Project for your company?		
Automated Alerts	Yes	No
Pager Alerts	No	No
Cell Phone Alerts	No	No
Other (please explain)		No, the majority of our drivers are dispatched from Harrisburg, PA, Bristol, TN, Roanoke, VA, and other sites. We don't have contact with our drivers after they leave their origin until they reach destination. Drivers are too far from events to change plans at origin.
<u>Willingness to Pay for Service Provided</u>		
9. I would like to see the Truck Fleet Support Program and the Truck Fleet Alert Program continue.	Yes: No on board communications to drivers.	Not useful at this time
10. I would be willing to pay a subscription fee for the Truck Fleet Support Program should it be determined that this would be essential to maintain the program.	No. We have a very small fleet and our contracted carriers would benefit the most. Family Dollar would not benefit enough to justify cost.	No, see above
11. The maximum monthly amount that I (my company) would be willing to pay for the service is:	No; Same reason as above	No, see above
12. Access to which of the following items (by either dispatchers or drivers) would make you more willing to pay for the services provided by the Truck Fleet Support Project.		
Automated Alerts	No	No
Pager Alerts	No	No
Cell Phone Alerts	No	No
Other (please explain)	No	No

Fleet Company Name:	United Parcel Service (A)	United Parcel Service (B)
Technology Availability		
1. During the workday, I have continuous access to e-mail.	Yes	Yes, but use a separate email in dispatch for program
2. During the workday, I have continuous access to faxes.	Yes	Yes
3. During the workday, I have access to the World Wide Web.	Yes	Yes
4. I access the Fleet Support Web Site for information per day:		Yes. We use it in dispatch were drivers are sent out.
Number of times accessed:	1-2 times	20+ times
Dispatcher/Driver Interaction		
5. How do you contact you drivers regarding accidents, schedule changes, etc.?		
Via E-mail	No	No
Via Facsimiles	No	No
Via Pagers	No	No
Via Telephone	No	No
6. Which of the above do you use most frequently and why?		When drivers are dispatched. After that we have no contact unless they have a cell phone.
7. How many times a day are you in contact with your drivers?	1-2 times	None. 1-2 times
8. Access to which of the following items would increase the utility of the Truck Support Pilot Project for your company?		
Automated Alerts		Yes
Pager Alerts		No
Cell Phone Alerts		No
Other (please explain)		
Willingness to Pay for Service Provided		
9. I would like to see the Truck Fleet Support Program and the Truck Fleet Alert Program continue.	Yes	Yes
10. I would be willing to pay a subscription fee for the Truck Fleet Support Program should it be determined that this would be essential to maintain the program.	No. Unless the information is more specific to the degree of seriousness and delay updates.	No. Could not see a cost recovery because we can't change our dispatching very much. We must still dispatch and hope drivers get through.
11. The maximum monthly amount that I (my company) would be willing to pay for the service is:		
12. Access to which of the following items (by either dispatchers or drivers) would make you more willing to pay for the services provided by the Truck Fleet Support Project.		
Automated Alerts	Unable to determine	?
Pager Alerts	Unable to determine	?
Cell Phone Alerts	Unable to determine	?
Other (please explain)	Unable to determine	?

Fleet Company Name:	Con-way Southern Express (A)	Con-way Southern Express (B)
<u>Technology Availability</u>		
1. During the workday, I have continuous access to e-mail.	Yes	Yes
2. During the workday, I have continuous access to faxes.	Yes	Yes
3. During the workday, I have access to the World Wide Web.	Yes	Yes
4. I access the Fleet Support Web Site for information per day:		
Number of times accessed:	1-2 times	3-5 times
<u>Dispatcher/Driver Interaction</u>		
5. How do you contact you drivers regarding accidents, schedule changes, etc.?		
Via E-mail	No	No
Via Facsimiles	No	No
Via Pagers	No	No
Via Telephone	No	Yes
6. Which of the above do you use most frequently and why?	I do not contact drivers directly. I contact their dispatchers who in turn contact the drivers, either via radio (for city) or in person, before embarking on a linehaul trip.	Telephone – only means of communication.
7. How many times a day are you in contact with your drivers?	N/A	3-5 times
8. Access to which of the following items would increase the utility of the Truck Support Pilot Project for your company?		
Automated Alerts	Yes, allowing me to access dispatchers more quickly.	Yes, central dispatch would pass on the alerts to the field by telephone.
Pager Alerts		
Cell Phone Alerts		
Other (please explain)		
<u>Willingness to Pay for Service Provided</u>		
9. I would like to see the Truck Fleet Support Program and the Truck Fleet Alert Program continue.	Yes	Yes
10. I would be willing to pay a subscription fee for the Truck Fleet Support Program should it be determined that this would be essential to maintain the program.	Yes	Yes
1. The maximum monthly amount that I (my company) would be willing to pay or the service is:	Unknown	Negotiable
2. Access to which of the following items (by either dispatchers or drivers) would make you more willing to pay for the services provided by the Truck Fleet Support Project.		
Automated Alerts		Yes
Pager Alerts		
Cell Phone Alerts		
Other (please explain)		

Fleet Company Name:	Wal-Mart	Werner Enterprises
Technology Availability		General Comments:
1. During the workday, I have continuous access to e-mail.	Yes	This is a good program, but I would like to see information for I-95. I also find some of the alerts unnecessary, because I already have some of the information available to me via the Web. Thanks!
2. During the workday, I have continuous access to faxes.	Yes	
3. During the workday, I have access to the World Wide Web.	No	
4. I access the Fleet Support Web Site for information per day:		
Number of times accessed:	1-2 times	
Dispatcher/Driver Interaction		
5. How do you contact you drivers regarding accidents, schedule changes, etc.?		
Via E-mail		
Via Facsimiles		
Via Pagers		
Via Telephone	Yes	
6. Which of the above do you use most frequently and why?	Telephone	
7. How many times a day are you in contact with your drivers?	20+ times	
8. Access to which of the following items would increase the utility of the Truck Support Pilot Project for your company?		
Automated Alerts		
Pager Alerts		
Cell Phone Alerts		
Other (please explain)	It's fine the way that it is.	
Willingness to Pay for Service Provided		
9. I would like to see the Truck Fleet Support Program and the Truck Fleet Alert Program continue.	Yes	
10. I would be willing to pay a subscription fee for the Truck Fleet Support Program should it be determined that this would be essential to maintain the program.	No	
1. The maximum monthly amount that I (my company) would be willing to pay for the service is:	No	
2. Access to which of the following items (by either dispatchers or drivers) would make you more willing to pay for the services provided by the Truck Fleet Support Project.		
Automated Alerts		
Pager Alerts		
Cell Phone Alerts		
Other (please explain)		

Fleet Company Name:	McClellan Company	Additional Comments from McClellan Company:	
Technology Availability			
1. During the workday, I have continuous access to e-mail.	Yes	I have not been able to find a use for the information received. Some observations are: Unless there is a road blockage of a time period of more than a few hours we do not make changes in our truck routing. (I.e. advising a driver leaving here now to re-route himself for an accident that has just been reported in Roanoke VA. on I-81 would be non-productive since the accident will be cleared by the time he reaches the location). And usually, Accidents do not block movement, only slow traffic. Unless it is a significant delay, sending trucks "off-route" is not beneficial. We have a minimal number of routes traveling in that corridor of the state. The majority of our routes are directed up northbound I-95. We have just begun on-board computers and in the future we may be able to develop procedures to receive real time data about road conditions and then broadcast that information to the drivers. However at this time we do not have the staff to monitor reports and then transmit messages. A system that automatically sent alerts to the driver's OB computers could be a useful tool. Information about accidents are not as important as road conditions, i.e., ice, snow, blockages, etc. During periods of inclement weather, knowing road conditions in the study area are of great concern and getting accurate information to make decisions on whether to dispatch trucks and in what direction has in the past been very difficult. Your system may help if road conditions can be continuously updated.	
2. During the workday, I have continuous access to faxes.	Yes		
3. During the workday, I have access to the World Wide Web.	Yes		
4. I access the Fleet Support Web Site for information per day:			
Number of times accessed:			
Dispatcher/Driver Interaction			
5. How do you contact you drivers regarding accidents, schedule changes, etc.?			
Via E-mail	No		
Via Facsimiles	No		
Via Pagers	No		
Via Telephone	Yes		
6. Which of the above do you use most frequently and why?	Telephone		
7. How many times a day are you in contact with your drivers?	Phones are used in our customer locations. Low cost and efficient.		
8. Access to which of the following items would increase the utility of the Truck Support Pilot Project for your company?			
Automated Alerts	No		
Pager Alerts	No		
Cell Phone Alerts	No		
Other (please explain)	Alerts sent directly to our Tractor on-board computers.		
Willingness to Pay for Service Provided			
9. I would like to see the Truck Fleet Support Program and the Truck Fleet Alert Program continue.	No. We have not been able to find value in the information.		
10. I would be willing to pay a subscription fee for the Truck Fleet Support Program should it be determined that this would be essential to maintain the program.	No		
11. The maximum monthly amount that I (my company) would be willing to pay or the service is:	No		
12. Access to which of the following items (by either dispatchers or drivers) would make you more willing to pay for the services provided by the Truck Fleet Support Project.			
Automated Alerts			
Pager Alerts			
Cell Phone Alerts			
Other (please explain)	Direct communication to on board computers.		

Fleet Company Name:	Howell's Motor Freight, Inc.	Werner Enterprises
Technology Availability		General Comments:
1. During the workday, I have continuous access to e-mail.	Yes	E-mails regarding serious accidents are very useful as we alert our drivers to avoid those areas. Typically, on minor accidents it seems that by the time we get to send a message to our fleet we get an alert that says the accident has been cleared...not saying it's not good information just not quite as useful. Don't find the info on construction very useful.
2. During the workday, I have continuous access to faxes.	Yes	
3. During the workday, I have access to the World Wide Web.	Yes	
4. I access the Fleet Support Web Site for information per day:		
Number of times accessed:	3-5 times	
Dispatcher/Driver Interaction		
5. How do you contact you drivers regarding accidents, schedule changes, etc.?	Qualcomm	
Via E-mail		
Via Facsimiles		
Via Pagers		
Via Telephone		
6. Which of the above do you use most frequently and why?	Qualcomm	
7. How many times a day are you in contact with your drivers?	Varies, as necessary, 3-5 times	
8. Access to which of the following items would increase the utility of the Truck Support Pilot Project for your company?		
Automated Alerts		
Pager Alerts		
Cell Phone Alerts		
Other (please explain)		
Willingness to Pay for Service Provided		
9. I would like to see the Truck Fleet Support Program and the Truck Fleet Alert Program continue.	Yes	
10. I would be willing to pay a subscription fee for the Truck Fleet Support Program should it be determined that this would be essential to maintain the program.	Yes	
1. The maximum monthly amount that I (my company) would be willing to pay for the service is:	\$30.00	
2. Access to which of the following items (by either dispatchers or drivers) would make you more willing to pay for the services provided by the Truck Fleet Support Project.	Can't answer these as I do not understand how these "alert" would work.	
Automated Alerts		
Pager Alerts		
Cell Phone Alerts		
Other (please explain)		

Truck/ Fuel Stop Company Name:	Vesuvius Inc. DBA Lee Hi Travel Plaza	H.N. Funhouser (7-11)
Technology Availability		General Comments: I think your notification is good but it does not fit our purposes and we do not utilize it. We market in a small area and therefore really do not react to traffic problems except to deal with them. Yes -- For staff and customer communications Yes, monitor which would allow staff and driver to scroll information
1. During the workday, I have continuous access to e-mail.	Yes	
2. During the workday, I have access to faxes.	Yes	
3. During the workday, I have access to the World Wide Web.	Yes	
4. I access the Fleet Support Web Site for information per day:	Depends on weather and construction situations	
Number of times accessed:	6-10 minimum, 20+ times bad weather	
Dispatcher/Driver Interaction		
5. Did you share this information with your staff?	Yes	
6. Did you share this information with your customers?	Yes	
7. If you did either, which of the following modes of communication did you employ?		
In person		
Via E-mail		
Via Facsimiles	Yes -- For staff and customer communications	
Via Pagers		
Via Telephone		
Comments:	We want to do it by monitor at fuel desk and driver lounge	
Which of the above do you use most frequently and why?	In person is easiest and quickest at this point.	
8. Access to which of the following items would increase the utility of the Truck Support Pilot Project for your company?		
Automated Alerts		
Pager Alerts		
Cell Phone Alerts		
Other (please explain)		
Willingness to Pay for Service Provided		
9. I would be willing to pay subscription fees for the Truck Fleet Alerts.	Yes	
10. I would be willing to pay a subscription fee for the Truck Fleet Support Web site.	Yes	
11. The amount that I (my company) would be willing to pay for the service is:	Cost plus a reasonable profit %	
12. Access to which of the following items (by either yourself or your staff) would make you more willing to pay for the services provided by the Truck Fleet Support Project.		
Automated Alerts	Yes, self so information can be shared with staff.	
Pager Alerts		
Cell Phone Alerts		
Other (please explain)		

Appendix C

Truck Fleet Support Pilot Program Utility Evaluation Form
for Truck Stop Operators

- Cell phone alerts _____
- Other (please explain) _____

Willingness to Pay for Service Provided

- | | Yes | No (please explain why not) |
|--|-------|-----------------------------|
| 12. I would be willing to pay subscription fees for the Truck Fleet Alerts. | _____ | _____ |
| 13. I would be willing to pay subscription fees for the Truck Fleet Support Web Site. | _____ | _____ |
| 14. The amount that I (my company) would be willing to pay for the service is: | _____ | |
| 13. Access to which of the following items (by either yourself or your staff) would make you more willing to pay for the services provided by the Truck Fleet Support Project. | | |

	Yes	No	Self or Staff? – Please elaborate
• Automated Alerts	_____	_____	_____
• Pager Alerts	_____	_____	_____
• Cell phone alerts	_____	_____	_____
• Other (please explain)	_____	_____	_____