

2025 Report on the

Minnesota Commercial Driver Workforce Study

February 2025

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March 18, 2025

The Honorable Scott Dibble, Chair
Senate Transportation Committee
3107 Minnesota Senate Building
Saint Paul, Minnesota 55155

The Honorable Jon Koznick, Co-Chair
House Transportation Finance & Policy Committee
2nd Floor Centennial Office Building
Saint Paul, Minnesota 55155

The Honorable John Jasinski, Ranking Minority Member
Senate Transportation Finance & Policy Committee
2227 Minnesota Senate Building
Saint Paul, Minnesota 55155

The Honorable Erin Koegel, Co-Chair
House Transportation Finance & Policy Committee
5th Floor Centennial Office Building
Saint Paul, Minnesota 55155

Re: 2025 Minnesota Commercial Driver Workforce Study

Dear Legislators,

As directed by [Minnesota Laws 2024 Chapter 127, Article 3, Sec. 130](#), the Minnesota Departments of Transportation and Public Safety conducted a joint study on the current state of Minnesota's commercial driver workforce.

Commercial drivers play an important role in our state and in our country; they support Minnesotans and our economy by connecting people to jobs, healthcare, education, and helping facilitate the movement of goods and freight. To support this industry, the Commercial Driver Workforce Study Group has developed eight recommendations for the Legislature to consider. This report details the study group's process and how these recommendations emerged.

Please let us know if you have questions. You can also contact Laura Roads, at laura.roads@state.mn.us, or 651-366-3647 or you may contact Megan Gallagher, at megan.gallagher@state.mn.us, or 651 201-7188.

Sincerely,



Nancy Daubenberger, P.E.
Commissioner of Transportation



Bob Jacobson
Commissioner of Public Safety

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The cost of preparing this report is about \$13,700.

Legislative Request

This report is issued to comply with [Laws of Minnesota 2024, Chapter 127, Article 3, Section 130.](#)

Sec. 130. COMMERCIAL DRIVER WORKFORCE STUDY.

- (a) The commissioners of public safety and transportation must jointly conduct a study to address commercial driver shortages in transportation and transit sectors and propose recommendations to address the challenges posed by driver shortages and the attrition rate of commercial vehicle drivers in Minnesota. The study must comprehensively examine challenges in test access, workforce development, driver compensation and retention, training and certification offered by postsecondary institutions, and how each of those challenges may be addressed by the legislature or other state regulatory action.
- (b) In conducting the study, the commissioners must consult with stakeholders involved in the training, certification, licensing, development, and education of commercial drivers, including but not limited to representatives from trucking companies, freight and logistics companies, transit and bus operators, labor unions representing commercial motor vehicle drivers, public and private commercial driver's license testing providers and behind-the-wheel instructors, or any other entity that may assist the commissioners in conducting the study. Stakeholders must assist the commissioners to identify key issues or policies that warrant further examination, address or clarify competing claims across industries, provide analysis on the reasons behind an operator shortage in Minnesota, and identify ways to increase driver access, participation, and retention in commercial driving operations.
- (c) The commissioners must also consult with the commissioners of labor and industry, commerce, and employment and economic development; Metro Transit; the Center for Transportation Studies at the University of Minnesota; and the Board of Trustees of the State Colleges and Universities of Minnesota in conducting the study and developing the report to the legislature.
- (d) The commissioners must convene an initial meeting with stakeholders and representatives from the agencies specified in paragraph (c) by July 15, 2024, to prepare for the study, identify areas of examination, and establish a solicitation process for public comment on the report. The public notification process required under this paragraph must attempt to solicit participation from the public on commercial driver shortage and workforce issues and include those comments in the report required under paragraph (f). The commissioners must convene at least six meetings before publication of the report.
- (e) The commissioner of transportation is responsible for providing meeting space and administrative services for meetings with stakeholders in developing the report required under this section. Public members of the working group serve without compensation or payment of expenses. The commissioner of transportation must host the public notification, participation, and comment requirements under paragraph (d) on its website and use the information in preparing the study.
- (f) By February 15, 2025, the commissioners must submit the results of the study, stakeholder and public comments, and recommended legislative changes to the chairs and ranking minority members of the legislative committees with jurisdiction over transportation policy and finance.

Executive Summary

In Minnesota, having access to a safe and efficient transportation system, as well as having a robust network of qualified commercial drivers helps supports a healthy economy and quality of life by connecting people to jobs, healthcare, education, and providing for the movement goods and freight. During the COVID-19 pandemic, the importance of commercial drivers became especially clear as truck and bus drivers were among those designated as “essential workers.” We saw how heavily we rely on a smoothly operating supply chain for the transportation of items we use on a daily basis and the emergency supplies and equipment used during the pandemic.

On May 24, 2024, [Laws of Minnesota 2024, chapter 127, article 3, section 130](#) was signed into law, directing the Commissioners of Transportation and Public Safety to conduct a joint study to assess commercial driver shortages in the transportation and transit sectors, and propose recommendations to address the challenges posed by driver shortages and the attrition rate of commercial vehicle drivers in Minnesota.

The Minnesota Department of Transportation (MnDOT) and Minnesota Department of Public Safety (DPS) collaborated to convene a study group to respond to this legislative request. The Commercial Driver Workforce Study Group (“study group”) was composed of representatives from MnDOT, DPS, the Minnesota Departments of Commerce, Labor and Industry, and Employment and Economic Development, Metro Transit, the Center for Transportation Studies at the University of Minnesota, the State Colleges of Minnesota, and many industry stakeholders.

The question of whether there is a shortage of commercial drivers is not new; it is one that has been the subject of considerable research and discussion, and the answer is highly nuanced. Based on the data and information collected during the course of this study, it is also a question that does not seem like it can be answered with a simple “yes” or “no.” Factors including class of commercial license and type of transportation further complicate the ability to reach a clear or simple answer to this perennial question. Entities including the American Trucking Association (ATA)¹ and the American Transportation Research Institute (ATRI) have been studying and reporting on the commercial driver shortage for over 20 years and have consistently concluded that there is a shortage. However, there are also sources such as the Owner-Operator Independent Drivers Association (OOIDA) that have pushed back, going so far as to say, “It’s not a shortage; it’s a turnover crisis.” In recent publications, OOIDA has cited a 2019 study published by the U.S. Bureau of Labor Statistics (BLS) which examined the driver shortage from an economics perspective. One of the conclusions reached by the authors of “Is the U.S. labor market for truck drivers broken?” is that “The occupation of truck driving is often portrayed by the industry and in the popular press as beset by high levels of turnover and persistent ‘labor shortages.’ ... While we do use ATA data to identify one segment of the trucking labor market (long-distance truckload motor freight) that has experienced high and persistent turnover rates for decades, the overall picture is consistent with a market in

¹ Over the last six years, ATA has provided estimates regarding the truck driver shortage, and those numbers have varied between 60,000 drivers in 2023, and 80,000 in 2019 and 2021. “Driver Shortage Update 2021” American Trucking Association, October 25, 2021. https://www.trucking.org/sites/default/files/2021-10/ATA%20Driver%20Shortage%20Report%202021%20Executive%20Summary.FINAL_.pdf

which labor supply responds to increasing labor demands over time, and a deeper look does not find evidence of a secular shortage.”²

Minnesota has certainly seen challenges surrounding the need for commercial drivers, and a prime example is with bus drivers for both Metro Transit and school districts. This has been evidenced by both of these entities cutting or limiting rides and consolidating routes. Though there has been some bounce-back, the concern of recruiting and retaining quality employees remains at the forefront.³ Human Resource representatives from both the Metropolitan Council and MnDOT elaborated on these issues and some initiatives to assist in these areas are discussed in later sections.

Given the myriad of voices and opinions on the potential existence of a driver shortage, this report does not reach a conclusion about whether or not there is a shortage of commercial drivers in Minnesota. However, the study group did encounter the issues of driver turnover and retention repeatedly throughout the entire study. It seemed that regardless of what topics the group was discussing, including during evaluation of the recommendations, turnover and retention served as critical considerations to help anchor and sometimes reframe the group’s direction. For instance, is there a correlation between an increased availability of Commercial Driver’s License (CDL) test appointments and decreased driver turnover, or would it just mean that more individuals have the capacity to get their CDL?

There are some conclusions the study group was able to make that help put into perspective the importance of studying the commercial driver workforce in our state. Data from both Minnesota and at the national level show that the commercial driver workforce skews older than other industries, and that potentially underrepresented groups include younger drivers, female drivers, and racially and/or ethnically diverse drivers. According to the Minnesota Department of Employment and Economic Development, approximately 30% of individuals working in truck transportation in 2022 were in the 55–65+ age range. Nationally, data from 2023 shows that over 80% of CDL holders identified as male, and over 70% of CDL holders’ reported race was white. This data is significant because it shows that there is a wave of retirements on the horizon, and that efforts will need to be made by the industry, our state legislature, and potentially Congress, to help find and support pathways into commercial driving for new drivers and those in the underrepresented groups.

In recent years, other states have conducted similar studies to provide recommendations for their legislatures and industry leaders to make positive impacts on the commercial trucking industry. Two such examples from Michigan and Georgia, are summarized here to illustrate the methods taken to research issues within this industry and to potentially draw upon some of the recommendations made in each.

² Stephen V. Burks and Kristen Monaco, “Is the U.S. labor market for truck drivers broken?,” *Monthly Labor Review*, U.S. Bureau of Labor Statistics, March 2019, <https://doi.org/10.21916/mlr.2019.5>

³ See, e.g., A. Lonetree, “School bus routes bounce back, but drivers are still in demand across Minnesota,” Aug. 31, 2023 (<https://www.startribune.com/school-bus-drivers-shortages-raises-bonuses/600301275>); T. Harlow, “Metro Transit brings back scuttled routes and increases frequency on others as driver shortage eases,” Dec. 9, 2024 (<https://www.startribune.com/metro-transit-brings-back-scuttled-routes-and-increases-frequency-on-others-as-driver-shortage-eases/601192773>).

- Michigan’s goal in conducting its study was to develop solutions to reduce turnover across trucking companies. The research team interviewed drivers within the trucking industry and the recommendations from the report focused on retention policies within the industry itself. Some of these recommendations included: job climate surveys and leadership engagement, apprenticeship programs to attract younger drivers, and prioritization of Employee Assistance Programs.⁴
- Georgia’s goal in conducting its study was to research the conditions, needs, issues, and problems related to driver shortages and recommend legislative action. The committee held stakeholder meetings on varying topics focused on these goals. Some of the recommendations from this report included: supporting veterans in obtaining CDL licensing and workforce training, better educating younger people about opportunities, increasing efficiency in administering tests (including third-party testing), expanding public truck parking, and funding for training and tuition assistance.⁵

Throughout the course of the study, MnDOT and DPS sought to collect as much feedback from stakeholders and members of the public as possible. Tools including Mentimeter, GovDelivery, a public-facing study webpage, and a commercial driver survey were used for public engagement purposes. The study meetings were organized by an overarching topic, or topics, which were addressed by stakeholders and subject matter experts. Using the data and information gathered and discussed at the meetings, the study group ultimately compiled the following recommendations, which will be explained in more detail in the body of this report.

Recommendations:

- Additional funding for more CDL test examiners.
- Increase access to CDL test appointments and locations.
- Evaluate the effectiveness of expanding third-party CDL testing.
- Find ways to improve the access, affordability, and feasibility of CDL training.
- Examine the shortage of training providers and options for improvement.
- Miscellaneous testing-related modifications (i.e. charging for CDL road tests, increasing no-show fee, standardizing practices tests).
- Improvements and increased access to truck parking and rest area facilities.
- Support outreach programs and efforts to improve the trucking industry’s image and create career pathways for new drivers.

⁴ S. Bhandari, O. Abudayyeh, A. Al-Bayati, & Z. Asher, “Commercial Motor Vehicle Driver Shortage/Retention Research and Solutions,” Oct. 2022 (https://www.michigan.gov/msp/-/media/Project/Websites/msp/ohsp/1_Fall_2022_Teen/CMV-Driver-Shortage-and-Retention-Research-and-Solutions-Report.pdf?rev=59c57054e5124ba1beb1a2502b01fc26).

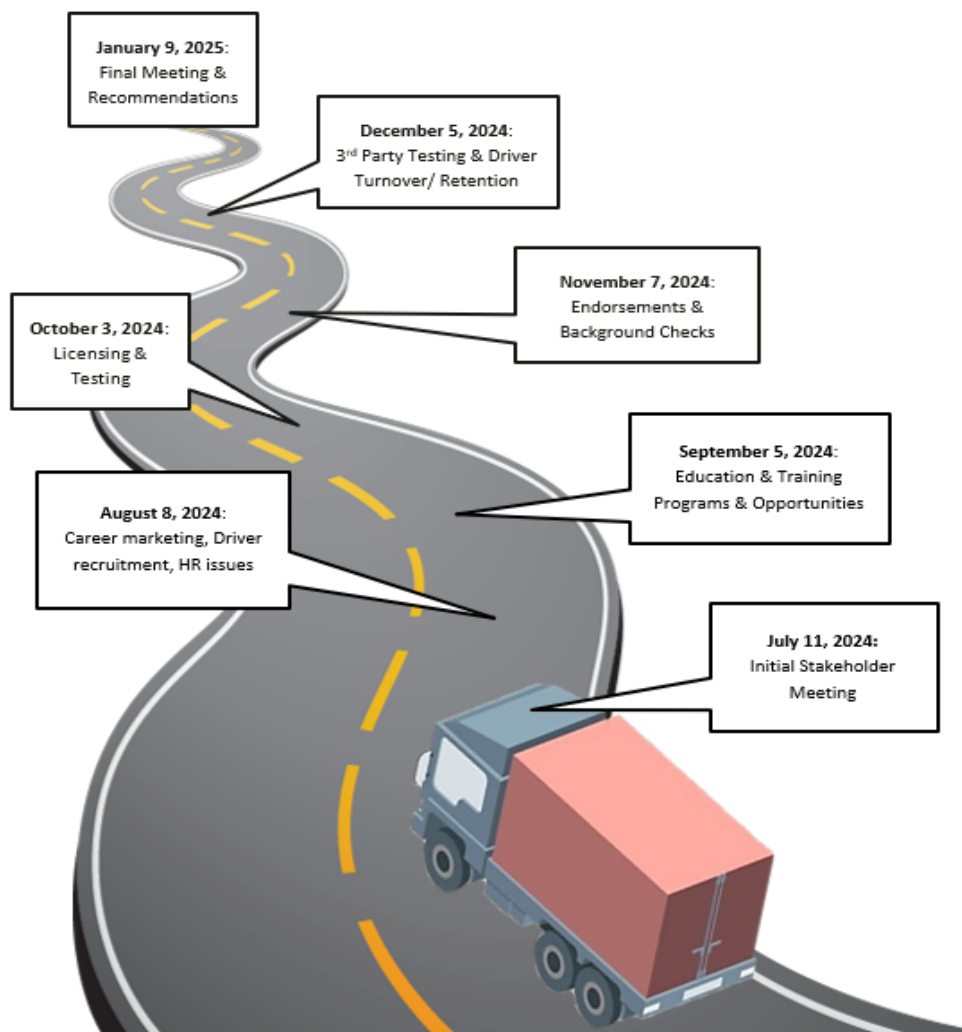
⁵ “Final Report of the Senate Study Committee on Truck Driver Shortages,” 2023 (<https://www.senate.ga.gov/committees/Documents/TruckDriverShortagesFinalReport2023.pdf>).

Stakeholder Outreach & Study Organization: July 11, 2024

Meeting Summary

During the initial stakeholder meeting, the study group and meeting attendees began to explore whether there is a driver shortage in Minnesota and, if so, some of the reasons causing it. Using a Mentimeter survey, the study group received responses including aging workforce, lifestyle demands, compensation, training timeline and testing delays, regulations (specifically those pertaining to drug and alcohol use and testing), and lack of funding/support for those going through education and training programs. The study group used this meeting to gather information about the most pressing issues from the perspectives of a commercial driver, human resources department, and industry associations. Meeting attendees were also asked what they think are the most important issues for the Legislature to look at with respect to the CDL workforce. Responses included: expansion of third-party testing; funding for additional DVS examiners; increased funding/support for students in training, including cost of living expenses; and reviewing antiquated rules and regulations.

Figure 1: Roadmap of Study Group Meetings



Career Marketing, Driver Recruitment & Retention, and Issues in Human Resources: August 8, 2024

Meeting Summary

The study group and meeting participants discussed issues surrounding driver recruitment and retention, and some ways to enhance both recruitment efforts and the driver experience to address retention. Using a Mentimeter survey, participants were asked to provide some ideas on how to enhance driver recruitment; the study group received responses including promoting safety, tuition assistance, apprenticeships, and targeting specific groups. Participants were also asked what aspects improve or increase driver retention; responses included pay and benefits, work-life balance, honesty about expectations of the job, and safety. When asked whether there are any actions the Legislature can take to improve issues surrounding workforce development, human resources, etc., the study group received responses of providing cost of living grants, apprenticeship development with community colleges, approval of third-party testing, and equitable workforce opportunities.

Several state agencies presented information to the meeting participants:

- Luke Greiner from DEED presented data and trends of Minnesota's labor market. Greiner told meeting participants that the vast majority of CDL drivers (41.7%) are employed in truck transportation, with the second largest group being merchant wholesalers of non-durable goods (7.8%).
- Madolyn Martini from DLI presented on the Dual-Training Pipeline Program, which supports employers to develop their own employment-based, dual-training programs with the goal of addressing current and future workforce needs in key industries, including transportation.
- Cindy Gross from MnDOT and Cassandra Tabor from Met Council jointly presented as a Human Resources Panel to discuss hiring needs and challenges facing these agencies from an HR perspective including a tight labor market, need for skill development, need to attract younger workers. Tabor also discussed Met Council's certified bus apprenticeship program, which is discussed further below.
- Andrew Andrusko and Lydia Anthony from MnDOT discussed State Freight Plan updates and highlighted the need for truck drivers as a key issue.

Additional Research and Information Gathered

Around the country, there are state-led initiatives to create funding sources for grants and apprenticeships. As discussed further in the recommendation section below, these are programs that the Legislature could consider adopting in Minnesota to attract new groups of people to the commercial trucking industry.

Figure 2: Metro Transit Hiring Requirements



As an example of industry-led initiatives taking place in Minnesota, Metro Transit has taken steps to address issues of recruitment and retention. The Bus Operator Apprenticeship Program, one of the few programs of its kind nationally, allows newly hired bus operators to earn a journeyworker certificate. The program combines instructor-led workshops, on-the-job training, and mentorships with more experienced bus operators.

This two-year program has proven to help with retention and provides a strong support network for new and/or young operators. Other recruitment and retention initiatives taken by Metro Transit are listed in Figure 2.

Mentimeter and Driver Survey Responses

Figure 3: Driver Survey Results, Top

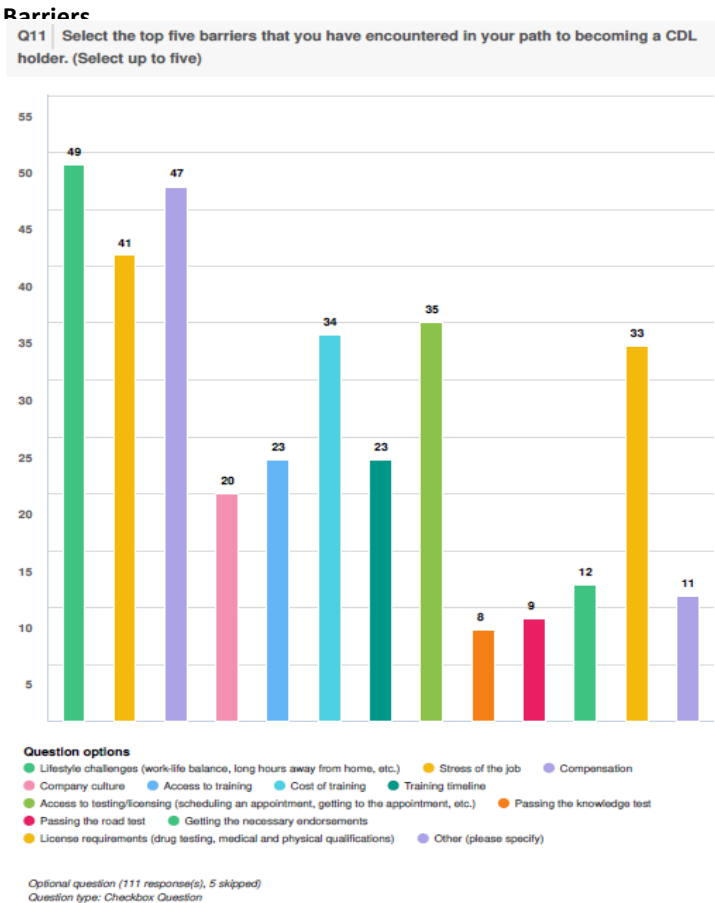


Figure 3 is a graph of results from the commercial driver survey that was conducted, and it shows that the top three barriers for CDL holders include lifestyle challenges (i.e. work-life balance), compensation, and stress of the job.

In preparing recommendations, the study group was cognizant of the fact that there are some issues, such as lifestyle challenges and job stress, that cannot directly be addressed through legislation. However, as discussed more in Section 6, there are improvements that could be made to allow for life on the road as a commercial driver to be more comfortable.

Recommendations in this Category

Support Outreach Programs and Efforts to Improve the Trucking Industry's Image and Create Career Pathways for New Drivers

Meeting participants ranked this recommendation overall as in the top for effectiveness and with a high sense of urgency. There were, however, differing views on what level of involvement the Legislature should take in this area. One Mentimeter participant wrote “In the case of trucking, this should be industry driven, not government driven.” While recruitment opportunities and image changes may be viewed as efforts best addressed by the trucking companies and industry as a whole, there are some initiatives that the Legislature may consider assisting with in this area.

One Mentimeter participant noted that “[e]fforts need to be made to reach people who don’t know a lot about the industry.” More efforts could be taken to increase the availability of training programs to draw in drivers from underrepresented groups, including women and minority groups. According to the Federal Motor Carrier Safety Administration (FMCSA), women make up only 16.4% of CDL holders, and individuals who identify as Asian, Multiracial, and Hispanic/Latino are also underrepresented in the CDL holder group.⁶ Other states have implemented programs to assist in bringing in underrepresented groups to the commercial trucking industry. In Vermont, Commercial Driver Training Funding has a primary objective of increasing training opportunities for minority groups, women, and other underrepresented populations in highway construction and transportation. To meet this objective, funds are available to participants to use towards the cost of CDL classes through state-approved training schools.⁷ The Minnesota Legislature could consider funding sources to incentivize underrepresented groups to enter the commercial trucking industry.

Another legislative action could be creating ways to engage younger people interested in entering the trucking industry through apprenticeship programs. For example, in 2022, the Governor of Maine announced funding awards to organizations to support the expansion of apprenticeship and pre-apprenticeship opportunities in a range of industries, including commercial trucking. The organizations receiving the funds partner with Maine’s Department of Labor’s Registered Apprenticeship Program to expand or develop new apprenticeship and pre-apprenticeship programs to strengthen the workforce and “train more workers for meaningful, good-paying careers.”

⁶ “Demographics of the CMV Workforce,” Presentation to WOTAB, Aug. 14, 2023, pp. 13–16, (<https://www.fmcsa.dot.gov/sites/fmcsa.dot.gov/files/2023-08/Demographics%20of%20CMV%20Workforce%20WOTAB%208.14.23.pdf>).

⁷ “Funding for Commercial Driver Training,” last accessed Jan. 8, 2025 (<https://vtrans.vermont.gov/civil-rights/employment/edhc/cdl>).

The programs also benefit employers by creating tools to recruit and retain workers.⁸ Minnesota does have some apprenticeship programs, as mentioned above through Metro Transit and in Section 3 through the Teamsters, but additional programs like these could be established.

Creating paths of entry for the underrepresented groups and younger people entering the workforce may help alleviate the concerns raised by stakeholders, like the impending retirement of many drivers. The Legislature has the opportunity to establish new programs or funding streams to create programs to assist in this area.

Find Ways to Improve the Access, Affordability, and Feasibility of CDL Training

As shown in Figure 3, cost of training is in the top five barriers that drivers have encountered in their path to becoming a CDL holder. In the driver survey, many drivers responded with concerns about the cost of training, and that it is not affordable for new drivers. Others indicated that new drivers may not know where to find resources to help them pay for training. Some of the programs discussed in the first recommendation in this section may alleviate some of these concerns for drivers interested in a career in commercial trucking, but the Legislature could consider additional grants or funds to make training more feasible for applicants.

In Figure 6, below, 21.3% of drivers cited cost of living grants during training as a measure that would be most beneficial for someone in training to ease the process of becoming a commercial driver. While there are established grants and scholarships to assist with the cost of CDL training itself,⁹ individuals still need to pay for their basic necessities while in training. Creating funding sources that will help cover these needs, such as childcare, meal vouchers, or stipends for missing work during training, could go a long way in helping a new driver focus their time and attention on learning the necessary skills to be a commercial driver in Minnesota.

Another important aspect of this is to ensure students are made aware of the funds that may be available. If the Legislature does opt to increase funding to assist with tuition and/or the cost of living while attending training, this could be coupled with marketing efforts through the schools and employers to get the funds to the students who need it.

⁸ “Governor Mills Announces \$12.3 Million To More Than Double Apprenticeships for Maine People & Strengthen Maine’s Workforce,” June 3, 2022 (<https://www.maine.gov/governor/mills/news/governor-mills-announces-123-million-more-double-apprenticeships-maine-people-strengthen>)

⁹ For example, students may apply for Workforce Innovation and Opportunity Act (WIOA) grants through the federal Department of Labor (<https://www.dol.gov/agencies/eta/wioa>), and scholarships available at the state level, including through Minnesota State Transportation Center of Excellence (<https://www.minntran.org/students/scholarships/>).

Education and Training Programs and Available Opportunities: September 5, 2024

Meeting Summary

This meeting focused on issues surrounding CDL training programs, opportunities, and barriers. Two panels of experts presented on these subjects as they relate to their organization's work.

The panelists in round one were Brett Olinger from the Hmong American Partnership, Adrien Carretero from MnDOT Tribal Affairs, and Adrienne Bond from MnDOT's Office of Civil Rights. During this panel, the panelists and meeting participants discussed:

- The Hmong American Partnership (HAP)'s Academy OIC that provides training for Class B CDLs, which was started to provide specific career training for high-skill, high-wage, in-demand careers. It is a tuition free program for students who qualify. Their biggest challenge has been hiring qualified instructors.
- Tribal affairs workforce training programs that have been taking place to train commercial drivers throughout the state, which include both Class A and Class B training programs. There were additional discussions on employment after graduation from these programs. Their biggest challenge has been that cost of training is very high.
- Overview of workforce and small business development initiatives taking place throughout Minnesota through MnDOT's Office of Civil Rights. One of the challenges has been instructor shortages, which has resulted in the postponement or cancelling of trainings. This issue is especially felt in Greater Minnesota.

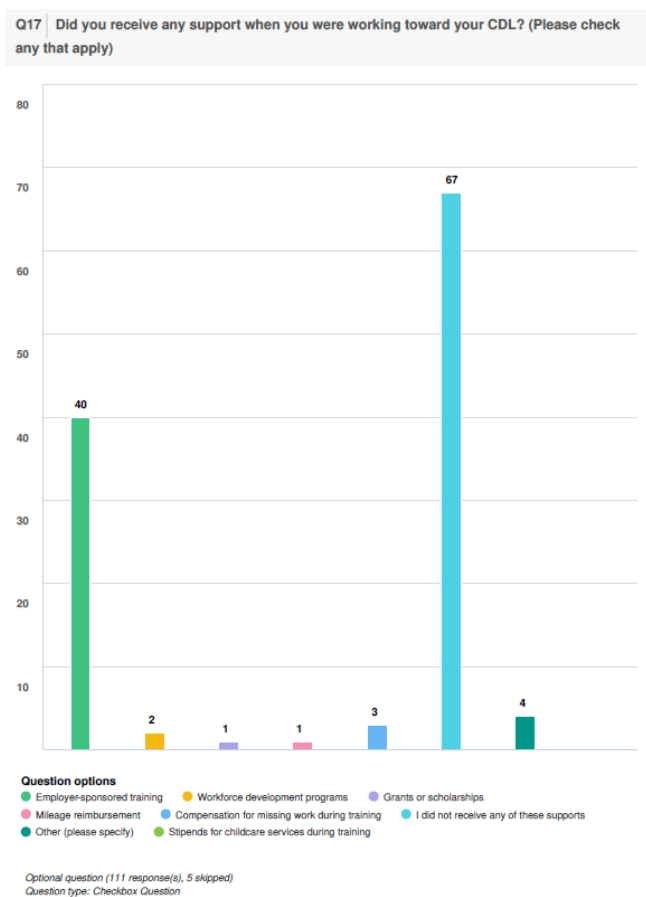
The panelists in round two were Carl Borleis from Minnesota State Transportation Center of Excellence, Lindsey Trent from Next Generation in Trucking, and Mahad Mohamed from Kings Trucking School. During this panel, the panelists and meeting participants discussed:

- The importance of funding for the Center of Excellence's 13 CDL programs throughout the state of Minnesota, not just for the programs themselves, but also for wrap-around services. Some of the examples included transportation to the training site and childcare, which can be barriers for people while in the training.
- The partnerships Next Generation in Trucking has made with high schools and community colleges are to help build pathways for young prospective drivers. They build a foundation so that when they graduate, they are ready to enter the industry or go to community college and receive the behind-the-wheel training.
- The steps Kings Trucking School has taken to find students, including partnership with U.S. Office of Probation, and the issues surrounding availability of testing facilities when students are ready to test were discussed.

Mentimeter and Driver Survey Responses

Figure 4 is a graph of results from the commercial driver survey that was conducted, showing that the majority of responders did not receive any support while working to obtain their CDL.

Figure 4: Driver Survey Results



Currently in Minnesota, there are some apprenticeship programs being offered through labor organizations. The Minnesota Teamsters offers an apprenticeship program to train individuals to operate construction equipment, including, for example, dump trucks, cement trucks, and road repair equipment. The program has been in existence since 1990 and includes a combination of classroom training and on-the-job training through employment in the trucking industry.¹⁰

During the stakeholder meeting, the Hmong American Partnership (HAP) discussed its goal of implementing an apprenticeship program when discussing their Academy but cited the need to get “up and started” with their Academy before putting funds into an apprenticeship program. Additional funding could assist organizations like HAP to create opportunities, like the program established within the Teamsters, for new and younger Minnesotans to enter the trucking industry. This could also assist by marketing the benefits of a career in trucking, particularly for younger individuals or those who may be interested in starting a new career.

Recommendation in this Category

In addition to the recommendation below, the recommendations provided in Section 2 closely align here, as well. Whether it is to support low-cost training programs, workforce development and apprenticeship programs, financial assistance (i.e. grants, scholarships, or low-interest loans), or to provide wrap-around services/funding for students during CDL training, the Legislature has the opportunity to support established programs and provide funding for new programs.

¹⁰ “Minnesota Teamster Apprenticeship,” last accessed Feb. 6, 2025 (<https://mnteamsterapprenticeship.com/>)

Examine Shortage of Training Providers and Options for Improvement

As the study group learned more about education and training programs, and available opportunities, a significant obstacle was brought to light by the panel members responsible for organizing and overseeing CDL education and training programs: a shortage of qualified instructors.

The HAP Academy noted that in trying to prepare for their first cohort of students to go through Class B CDL training, which began on September 9, 2024, it took several attempts to find a qualified instructor. They even tried to recruit and hire instructors through a collaboration with St. Paul College which was unsuccessful. MnDOT's Office of Civil Rights and Tribal Affairs shared similar challenges, indicating that it can be especially difficult in Greater Minnesota. The Minnesota State Transportation Center of Excellence has struggled to find instructors for their program as well, "What the state is able to pay instructors doesn't match what they are able to make in the industry; industry wages have increased and gotten more competitive. The payment structure for instructors is dictated by rates set in union contracts; since most instructors don't have PhDs, it puts them on the lower end of the wage spectrum, and they'd be taking a pay cut of thousands or even tens of thousands of dollars."

Aside from challenges reported by these subject matter experts, there is not much data about the shortage of CDL instructors in Minnesota. And as such, the recommendation is that further study is needed to better understand this issue, and whether the solution to having a more robust network of instructors is tied solely to compensation.

Licensing and Testing: October 3, 2024

Meeting Summary

This meeting was broken into two parts – the first part was led by DVS and covered licensing and testing; the second part was a Mentimeter survey and follow-up discussion. The Mentimeter survey prompted participants to comment on current processes for CDL testing, ideas to improve CDL test scheduling and accessibility, challenges facing the industry relating to CDL compensation and ideas to improve compensation, and what the State can do to help with workforce development.

CDL Licensing & Testing

Brad Hickerson, a DVS Exam Specialist, presented to the participants on the path to obtain a CDL in Minnesota. The following topics were discussed: obtaining a commercial learner’s permit, preparing for a CDL skills test, components of the CDL skills exam, scheduling CDL knowledge and skills exams, and a brief overview of third-party testing. There was a request for a more detailed presentation on third-party testing, which was scheduled to be covered at the December stakeholder meeting and is discussed further in Section 6. Some questions and comments on this presentation included: online practice tests for CDL test, scheduling issues with the 30-day online calendar, and no-show rates.

Table 1: Number of CDL Holders in Minnesota, 2019-2024

Year	2019	2020	2021	2022	2023	2024
Number of CDL Holders in Minnesota	205,016	215,610	218,309	220,432	220,305	221,387

Table 1 shows data from the Department of Public Safety’s Office of Driver and Vehicle Services on the number of CDL holders in Minnesota over the past six years.

There are three main steps that must be successfully completed to obtain a CDL:

- Knowledge Testing
- Entry-Level Driver Training
- Skills Testing

Knowledge testing

To apply for a commercial learner's permit (CLP), an individual must pass all the applicable knowledge tests for the class and endorsements the individual is seeking.

Table 2: CDL Knowledge Test Requirements per License Class

CLP Class	Knowledge Tests					
	General Knowledge	Air Brake	Combination	Passenger	School Bus	Tanker
B	X	X*				X**
B w/ Pass	X	X*		X		
B w/P & SB	X	X*		X	X	
A	X	X*	X			X**

* Air brake knowledge test is only required if the CMV used for the road test is equipped with air brakes or an air over hydraulic brake system.

** Tanker knowledge test is only required if the CMV used for the road test is a tank vehicle.

Table 3: DVS Data on CDL Knowledge Test Pass/Fail Rates

2023 YTD	Pass Total	Fail Total	Total	Pass Percent	Fail Percent
General Knowledge	7,542	9,697	17,239	44%	56%
Passenger	2,338	2,777	5,115	46%	54%
School Bus	4,334	2,204	6,538	66%	34%
Air Brakes	6,988	7,235	14,223	49%	51%
Combination	4,899	4,934	9,833	50%	50%
Double/Triples	691	832	1,523	45%	55%
Tanker	2,332	1,005	3,337	70%	30%
Hazmat	2,935	1,510	4,445	66%	34%
Total CDL Knowledge	32,059	30,194	62,253	51%	49%

2024 YTD	Pass Total	Fail Total	Total	Pass Percent	Fail Percent
General Knowledge	6,480	8,115	14,595	44%	56%
Passenger	2,358	2,870	5,228	45%	55%
School Bus	4,088	2,784	6,872	59%	41%
Air Brakes	6,184	5,754	11,938	52%	48%
Combination	4,802	4,433	9,235	52%	48%
Double/Triples	638	717	1,355	47%	53%
Tanker	2,392	987	3,379	71%	29%
Hazmat	2,560	1,239	3,799	67%	33%
Total CDL Knowledge	29,502	26,899	56,401	52%	48%

Entry-level driver training

Effective February 7, 2022, certain individuals are subject to the federally mandated entry-level driving training (ELDT) and must enroll in an approved program. This applies to any individual applying to obtain a Class A or Class B CDL for the first time, anyone seeking to upgrade an existing Class B CDL to a Class A CDL, or anyone obtaining a school bus, passenger, or hazardous materials endorsement for the first time.

Skills testing

Upon successful completion of the ELDT program, which includes theory and behind-the-wheel training, a driver must successfully pass a skills test examination, which is broken up into three parts: vehicle inspection, basic control skills, and road test.

Table 4: DVS Data on CDL Skills Test Pass/Fail Rates

2023 YTD	Pass Total	Fail Total	Total	Pass Percent	Fail Percent
State Examiners	5,827	1,745	7,572	77%	23%
MN 3rd Party	2,310	363	2,673	86%	14%
Out of State	2,616	0	2,616	100%	0%
Total CDL Skills	10,753	2,108	12,861	84%	16%

2024 YTD	Pass Total	Fail Total	Total	Pass Percent	Fail Percent
State Examiners	8,986	1,948	10,934	82%	18%
MN 3rd Party	3,468	337	3,805	91%	9%
Out of State	5,232	559	5,791	90%	10%
Total CDL Skills	17,686	2,844	20,530	86%	14%

Additional Research and Information Gathered

When considering recommendations within this topic, it is important to keep in mind the current legal authority. This section discusses the current legal authority regarding the regulation and testing of commercial drivers in Minnesota. This section is based on a review of Minnesota's 2024 state statutes and the cross-referenced Code of Federal Regulations (CFR).

- Permit/License Mandatory Wait Times: pursuant to 49 CFR 383.25, applicants who obtain their commercial learners permit (CLP) after passing the knowledge test must wait 14 days after initial issuance of the CLP before taking the CDL skills test.
- Age Requirement: Minn. Stat. sec. 221.0314 subd. 4 requires drivers engaged in intrastate transportation to be at least 18 years of age. 49 CFR 391.11 requires drivers engaged in interstate transportation to be at least 21 years of age.

- **Third-Party Testing:** 49 CFR 383.75 allows for third-party testing of knowledge and skills tests. Currently, Minnesota allows for third-party testing in limited scenarios. Third-party testing is discussed in further detail in Section 6 below.
- **Driver Qualifications and Medical/Physical Requirements:** 49 CFR Part 391 provides the minimum standards for a person who drives a commercial motor vehicle. This includes the requirement to be able to safely operate the vehicle, successfully complete the road test, and meet the physical qualifications for drivers. With limited exceptions, these regulations are incorporated by reference in Minn. Stat. sec. 221.0314, subd. 2.
- **Hours of Service:** With some exceptions, Minn. Stat. sec. 221.0314, subd. 9 incorporates 49 CFR 395 regarding hours of service requirements for commercial drivers.
- **Training Facility Requirements:** Dimensions for programs offering training on a driving range are found in rule – Minn. Admin. Rule Ch. 7411.0355 subp. 7. For class A or B vehicle instruction, programs must provide a driving range of at least 90,000 square feet. If more than two class A vehicles are to be used at the same time, an additional 45,000 square feet of driving range must be provided for each additional class A vehicle.
- **Test Scheduling:** Minn. Stat. sec. 171.13, subd. 8 prohibits the commissioner of public safety from scheduling or reserving recurring time with a public, private, or commercial driver education program for purposes of administering skills or road tests to a class D or commercial driver’s license applicant.
- **Licensing:** Per Minn. Stat. sec. 171.161, programs and policies related to licensure of commercial drivers and the operation of commercial motor vehicles in Minnesota shall conform with 49 CFR 383.

Mentimeter and Driver Survey Responses

Many responses received from stakeholders and drivers in this general category related to federal requirements, which are not the focus of this report. There were, however, some proposals and comments that the study group received that are relevant for legislative consideration.

“Increase the wage to attract applicants to examiner positions.” – Anonymous, Mentimeter

“Need additional exam locations to house the examiners.” – Anonymous, Mentimeter

Drivers also noted test-related concerns, including the access to tests, the delay in scheduling (one driver noted a six week wait), and the desire to have a priority desk for commercial licensing to cut down on some of the wait time at DVS.

Recommendations in this Category

Additional Funding for More CDL Test Examiners

From the outset of this study, at the first stakeholder meeting, participants raised the issue of testing delays as being a contributing factor to the CDL shortage in Minnesota. It should come as no surprise following that perspective that meeting participants ranked this recommendation the highest amongst the eight presented for consideration. It was voted as a highly effective way to impact commercial drivers in Minnesota and was ranked with a high sense of urgency (the 2025–2026 biennium). There are initiatives the Legislature could take to address the number of test examiners within the state. This may address some of the concerns of drivers, including wait times that impact productivity and the ability to start driving a commercial vehicle.

Recent legislation has authorized DVS to hire 30 more driver license examiners with the intent of increasing the capacity of class D road tests. This may indirectly increase the number of CDL appointments, as other examiners are freed up to conduct the three parts of a commercial road test. However, specific funding to increase the number of examiners dedicated exclusively for CDL examinations will have a more direct impact on this recommendation.

To grasp the impact additional examiners may have, it is important to consider the number of tests a single examiner can perform each day. Due to the length of time for commercial tests, one examiner can perform three complete road tests in a day, inclusive of the three required subparts discussed in Section 4 above. It would be nearly impossible to ascertain whether the examiner would only be performing partial tests in a day (i.e. for a permit holder who does not successfully complete all three subparts of the test during his or her appointment). In those scenarios, appointments must be scheduled on a case-by-case basis, so they are not included in this example. Assuming three appointments per day, each new examiner would add 15 road tests per week. The cost estimate is \$91,428 for the first year, and \$90,711 annually for the second year and beyond, per examiner.

Increase Access to CDL Test Appointments and Locations

Like the funding for test examiners, meeting participants ranked this recommendation among the top for priority and effectiveness. This recommendation differs slightly, as it focuses more on access, rather than just the availability of examiners available, though the study group recognizes that these two recommendations may go hand-in-hand.

One proposal from the stakeholder group was to send examiners to CDL training sites to administer skills tests. This could help to eliminate both the need for additional testing locations and of drivers having to travel significant distances to complete their testing. In November 2024, New Jersey received a grant from FMCSA to purchase new state motor vehicle mobile units to bring to rural areas and conduct CDL tests. The goal with this initiative is to reach individuals seeking to become professional truck and bus drivers and make CDL testing more

accessible.¹¹ Minnesota could consider implementing a “mobile testing” team to increase access to appointments and locations, particularly for those drivers in rural parts of the state.

Another way the Legislature can act in regard to this recommendation is to provide funding for additional DVS personnel to expand hours at testing locations. Mentimeter responses included a proposal to have testing time available outside of normal business hours or days. By expanding the hours to include evenings and/or weekends, drivers could come in for their appointment without the stress of needing to take time off from work.

Miscellaneous Testing-Related Recommendations

There were several proposals that generally fell under the testing umbrella. Meeting participants ranked this recommendation the lowest amongst the eight presented at the final stakeholder meeting, but there are some ideas worth including in this report for legislative consideration. Those include charging for CDL road tests, increasing the no-show fee, and creating standardized practice tests.

Within each of these recommendations is the potential for additional revenue. Some stakeholders offered a system by which the money earned from these measures could be used to offset costs of programs and implementations found within the other recommendations of this study.

Charging for CDL Road Tests: Currently, DVS does not charge individuals for their CDL road tests. Imposing a fee was offered as a recommendation to assist in offsetting the cost of examiners and facilities for these tests. Other possible outcomes included a potential to reduce the rate of no-shows for road tests because it will “create more skin in the game” for drivers who do not arrive for their scheduled test appointments. In support of this recommendation, proponents used the example of third-party testers in Wisconsin charging \$50 for each section of the road test (vehicle inspection, skills test, and road test). There are a couple different ways the fees could be applied:

Using numbers from calendar year 2024, in which DVS conducted a total of 36,104 segments of the test, the following is a breakdown of potential revenue if Minnesota were to adopt fees for each segment:

- \$20 per segment = \$722,080
- \$50 per segment = \$1,805,200

Again, using the numbers from calendar year 2024, in which DVS conducted 12,880 road tests, the following is a breakdown of potential revenue if Minnesota were to adopt fees for the road test segment only:

- \$20 road test only = \$257,600
- \$50 road test only = \$644,000

¹¹ Noël Fletcher, “New Jersey Gets \$2M FMCSA Grant to Start Mobile CDL Testing,” Nov. 4, 2024 (<https://www.ttnews.com/articles/new-jersey-fmcsa-cdl-test>).

Increasing the No-Show Fee: Currently, pursuant to Minnesota Statute section 171.13, subd. 7(c), individuals who fail to appear or fail to cancel their road test at least 24 hours before the appointment time are subject to a \$20 “no-show fee.” DVS data shows that for FY24, the no-show rate for CDL road test appointments was 34%, which impacts the agency’s ability to administer this portion of the CDL testing program in an efficient manner. Increasing the fee could incentivize drivers to appear for their tests, or to cancel with enough time to allow the stations to open that appointment slot for another tester. Assuming the no-show rate remains the same, potential revenue would be as follows:

- \$50 no-show fee = \$24,200
- \$100 no-show fee = \$48,400

Standardizing Practice Tests: DVS provides practice tests for Class D knowledge tests, but not for commercial drivers sitting for their knowledge test. This recommendation is to develop practice tests based on FMCSA knowledge test questions to better prepare applicants for their CLP, reducing time and frustration, and gaining more confident and safe permit holders. Although the actual test questions are federally regulated and may not be shared before the exam, other states have successfully paraphrased the questions, allowing applicants to get a feel for the content and delivery of the tests before going into a station.

One issue raised during the study was specifically regarding the hazardous materials endorsement testing requirements. The participant who raised this issue voiced frustration with the breadth of information on this test, including information that may not directly relate to the materials the driver is hauling. The participant stated that drivers are leaving because it has become difficult to re-learn the rules for this test. This is rooted in federal law, so there are no recommended changes to the testing itself; however, having practice tests available prior to going in for the test could help to alleviate these concerns. Drivers would be able to familiarize themselves with the material and content of the test, which would hopefully lead to lower failure rates that cause delays in getting out on the road.

Endorsements, Background Checks, and License Renewals: November 7, 2024

Meeting Summary

The main topic of this meeting was endorsements and background checks. The study group then reviewed some public comments submitted through the study website and invited guest speakers to respond to some of the topics discussed in these comments. DPS then briefly presented on drug-impaired driving and how it relates to commercial driving.

Tom Butler from DVS presented first on endorsements and restrictions for a CDL. Butler went through the different endorsements and restrictions, with their corresponding letters, and what tests are required for each of the endorsements. There was discussion surrounding the requirements for hazmat endorsement and some participants offered feedback on experiences in obtaining this endorsement and legislative proposals already in motion regarding changes to testing requirements.

The study website received several comments from commercial drivers, which were discussed with the meeting participants. Some of the comments and questions posed on the website included: wages not keeping up with cost of living, concerns with work-life balances, lack of coordination between shippers, receivers, and trucking companies impacting the drivers, general attitude toward commercial drivers, issues related to CDL examiners, and drug regulations (specifically marijuana). These comments were read to the meeting participants and then the comments were opened up to the group for discussion. One stakeholder requested the study group revisit the topic of third-party testing in adjoining states, which was put on the schedule to be discussed at the December meeting.

Craig Flynn from DPS then presented information and statistics about drug-impaired driving and how it impacts commercial driving in Minnesota. Some statistics that were shared included: drug-impaired driving among commercial operators, and across the board, has steadily increased from 2016 to 2023, the data shows a strong link between drug impairment and crash severity, and that NHTSA has recorded approximately 4,500 fatal crashes involving trucks annually and drug impairment is a factor in a growing number of these crashes. Flynn also discussed some of the drug testing and prevention initiatives which includes an increase in random drug testing requirements to 50% of commercial drivers annually since 2020 and an emphasis on education for drivers to recognize the risks of impairment.

Additional Research and Information Gathered

In January 2022, FMCSA granted a waiver for “Certain Pre-trip Vehicle Inspection Skills Test Requirements for Certain School Bus Drivers,” which is informally known as the “under-the-hood” waiver. This waiver was extended in October 2022 and again in November 2024 for two years. This permits, but does not require, states to waive the engine compartment component of the pre-trip vehicle inspection skills test, as required in 49 CFR 383.113(a)(1)(i). This is only applicable to drivers seeking the school bus (S) and passenger (P) endorsements for intrastate operation of school buses only. This was implemented in response to a request from the National School Transportation Association to address the ongoing shortage of school bus drivers.

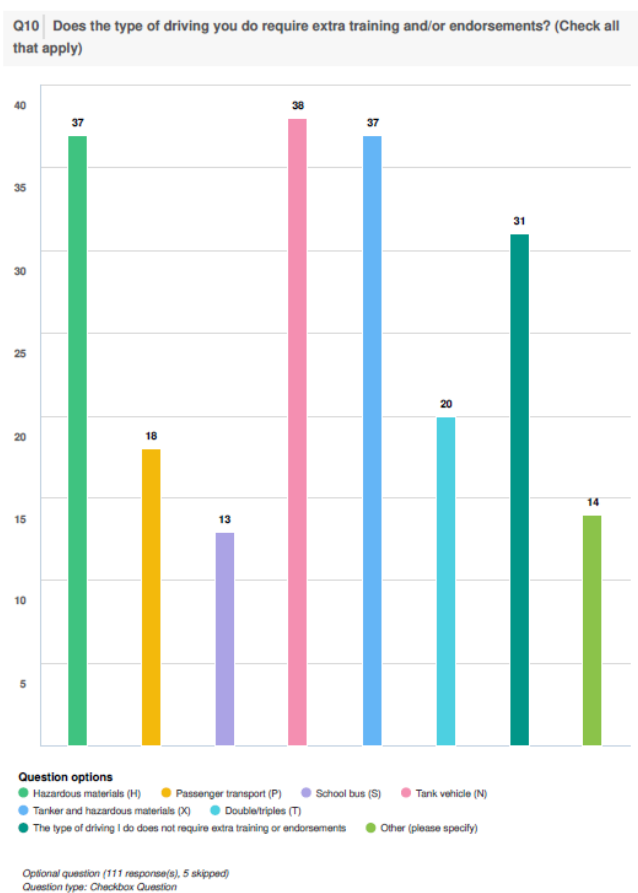
This waiver was raised in comments in the driver survey, for example:

There needs to be a Minnesota only school bus driver endorsement-school bus drivers are not over the road truckers and should not fall under their umbrella-also Minnesota needs to adopt the FMCSA Under the Hood Waiver to attract more school bus drivers to help with the driver shortage.

While this is not necessarily a recommendation that this report seeks to make, it is worth mentioning in this section that discusses the various endorsements and restrictions for CDL holders in Minnesota.

Mentimeter and Driver Survey Responses

Figure 5: Driver Survey Results, Endorsements



Recommendation in this Category

There were no recommendations from this study group that directly relate to this topic covered at the November stakeholder meeting. There were, however, a number of conversations and ideas raised from this meeting that have been included within the other recommendations in this report.

Third-Party Testing, Causes of Driver Shortage, and Driver Turnover & Retention: December 5, 2024

Meeting Summary

This meeting began with an overview of third-party testing laws in Minnesota and neighboring states by Tom Butler from DVS. Presently, Minnesota permits third-party testing in limited capacities: companies may test employees, subject to DVS approval, such as school bus companies. Minnesota also permits a CLP holder to test in another state that allows that. The presentation provided data from a survey of the pros and cons regarding other states' third-party testing. Some of the things going well included reduced wait times, greater availability of tests, and greater access for rural drivers. Some of the biggest concerns included fraud, distance, and safety concerns.

Laura Roads from MnDOT then discussed some of the previous legislative proposals in Minnesota regarding third-party CDL testing. In 2022, a bill was heard in committee to increase the use of third-party testing, but did not pass. Some of the concerns from the Senate were that there is not really a shortage in the trucking industry, so third-party testing will not address the issue of job conditions, pay, etc., but will rather just result in more individuals with CDLs.

Dan Murray from American Transportation Research Institute (ATRI) presented to the meeting participants on driver shortages. In his presentation, Murray used graphics and charts to illustrate the problem facing the trucking industry. The top four shortage issues included: aging workforce, industry image, generational changes/expectations, and legalization of THC. Murray emphasized that there is no question that there is a functional shortage due to retiring baby boomers, the age of entry for drivers set at 21 years old, and low percentage of women in the industry. Each year ATRI conducts a survey of drivers and motor carriers and publishes a list of the critical issues in the trucking industry.¹²

Table 5: ATRI's 2024 Critical Issues in Trucking

Rank	Truck Drivers	Motor Carriers
1	Truck Parking	Economy
2	Driver Compensation	Lawsuit Abuse Reform
3	Economy	Driver Shortage
4	Detention/Delay at Customer Facilities	Insurance Cost/Availability
5	Speed Limiters	Driver Retention
6	Broker Issues	CSA
7	ELD Mandate	Truck Parking
8	Fuel Prices	Battery Electric Vehicles
9	Autonomous Trucks	Driver Distraction
10	Driver Training Standards	Diesel Technician Shortage

(Source: ATRI)

¹² "Critical Issues in the Trucking Industry – 2024." American Transportation Research Institute, October 2024. <https://truckingresearch.org/wp-content/uploads/2024/10/ATRI-Top-Industry-Issues-2024.pdf>

George McMahon from the Teamsters Local 120 discussed the Teamsters’ apprenticeship program and retention efforts. Some of the barriers discussed included: difficulties in getting insurance for 18-year-old drivers, challenges for women in the workforce, long hours and distances due to deregulation, and the perceived harassment from more senior drivers in the industry.

Kyle Kottke from Kottke Trucking discussed issues from the perspective of a trucking company owner. Kottke opined that retention is an issue that is probably outside of the scope of this study and would be best addressed by the companies. When asked what the Legislature could do to help, his response included: truck parking, restrooms, and ensuring that there are enough drivers in the “funnel” that companies can draw from to fill their staffing needs without too much overreach.

Laura Roads and Sam Richie from MnDOT then provided the participants with some data and articles by researchers reaching the opposite conclusion – that there is no actual driver shortage.¹³ These articles stress that there are a significant number of drivers, but driver retention is the root of the problem. This presentation prompted conversations about the shortage of quality drivers and lack of understanding prior to entering the industry that leads to turnover, but that Minnesota is still losing workers which impacts the trucking industry.

Additional Research and Information Gathered

Third-party CDL examination is allowed in limited capacity in Minnesota. Upon successful application and vetting of staff and facilities, certain companies are allowed to test their own employees for a CDL. Testing entities under Minnesota Administrative Rules 7410.6000-7410.6540 primarily include school bus companies who perform CDL road test for Class B school bus drivers, and over-the-road commodities transportation companies who test their drivers. Additionally, a school bus company that has received authorization to test their own drivers may also test other school bus companies’ employees through a bilateral agreement in accordance with DVS and Minnesota Administrative Rules 7410.6460. Federal law also allows any holder of a commercial permit to test in another state, subject to that state’s testing guidelines.

There are a number of our neighboring states that already permit third-party skills testing, some even use third-party testing exclusively. For an overview of the Midwest states that have adopted third-party testing, and their corresponding statute and administrative rule sections, please refer to Table 6 on the following page.

¹³ See, for example: Alana Semuels, “The Truck Driver Shortage Doesn’t Exist. Saying There Is One Makes Conditions Worse for Drivers,” Nov. 12, 2021 (<https://time.com/6116853/truck-driver-shortage-supply-chain/>); Owner-Operator Independent Drivers Association Press Release “Truck driver shortage narrative exposed as myth,” Nov. 26, 2024 (<https://www.oida.com/2024/truck-driver-shortage-narrative-exposed-as-myth/>); Alana Semuels, “The Trucking Bubble Has Burst,” Sept. 13, 2023 (<https://time.com/6313178/trucking-bubble-has-burst/>).

Table 6: Midwest Third-Party Testing

State	Statute/Rule	Effective Date	Specific Requirements?	3 rd Party Only?
WI	Wis. Stat. § 343.02; Admin Code, Ch. Trans 115	01/01/1991	- Instructor must have 2 years' experience for class of vehicle in skills test	Yes
SD	SDCL 32-12A-48(6); Admin Rule Ch. 61:25:04	11/16/1989	- Testers must enter test scores into AAMVA's Commercial Skills Test Information Management System	Yes
ND	ND Cent. Code sec. 39-06.2-07; Admin. Code Ch. 37-13	04/01/2016	- Instructor must be licensed for 3 years for class of vehicle instruction	No
IA	IA Code sec. 321.187; IAC 761 Ch.607	06/15/2016	- Minimum of 50% of knowledge and skills test in a given calendar year must be of Iowa applicants - New law in 2023 expanded who can be third-party testers (promoted by IA DOT)	No
NE	Neb. Rev. Stat. 60-4,157 & 60-4,158 ; 247 NE Admin Rules & Regs Ch. 8	05/22/1989	- Examiner must provide Department with 2 days advance notice of a skills test	No
MI	MCL Sec. 257.312f	01/01/1990		Yes
IL	625 ILCS 5/6-508; IL Admin Code sec. 1030.60	07/01/2014	- Allows third-party entity to administer skills test to employees or members (more limited in scope than other states)	No

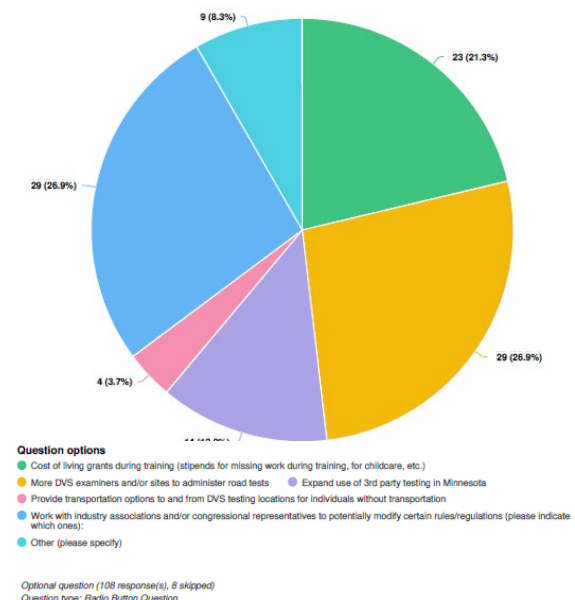
Mentimeter and Driver Survey Responses

This broad category of meeting topics included a number of responses via the Mentimeter and the driver survey, both as it relates to entering the commercial trucking industry and potential reasons that drivers may leave.

Commercial drivers were asked what measures could be taken to ease the process of someone becoming a commercial driver. Figure 6 breaks down the percentage of responses. For those that elaborated in the free response question after selecting “potentially modify certain rules/regulations,” many referenced federal regulations that are not addressed in these recommendations; however, some state-level changes included: wait times for testing, as well as the length of classroom training.

Figure 6: Driver Survey results, Easing of Process

Q15 Which of the following would be most beneficial for you or for someone in training to ease the process of becoming a commercial driver?



“Reduce the classroom training burden – it is now so high/heavy that we don’t expect to get any new drivers.”

– Anonymous, Driver Survey

Regarding retention and turnover, when drivers were asked what may cause them to stop being a commercial driver, responses included regulations, unprofessional commercial and passenger drivers, health concerns, aging and retirement, and a desire to move to a career/position with better pay and work-life balance.

Conversely, when asked what they enjoy about being a commercial driver (i.e. why they would stay in this industry), driver responses included travel/the ability to see new things each day, independence, meeting customers and developing relationships, and compensation.

Specifically, the topic of third-party testing prompted many responses from Mentimeter questions and follow up discussions. Some drivers cited it as a measure that would be beneficial to ease the process of becoming a commercial driver and addressed it in their open survey responses. To summarize the quotes and viewpoints, these have been sorted into two categories: proponents and opponents of third-party testing.

Proponents

“I recommend transitioning into a third party testing state to minimize barriers of entry for employers, future CDL holders who are trying to schedule a road test and for current CDL drivers that are wanting to upgrade or enhance their license.” – Anonymous, Driver Survey

“Connecting the exam to the training is a better experience for learners and reduces the barrier to entry.” – Anonymous, Mentimeter

“Other states have successfully addressed the fraud issue. Implement their best practices.” – Anonymous, Mentimeter

“More States are doing 3rd party than not. Time for change.” – Anonymous, Mentimeter

Opponents

“If a robust infrastructure is not in place to prevent Fraud, this will be a very serious problem. Safety should not be compromised!!!” – Anonymous, Mentimeter

“Test integrity should be maintained. Driver safety is the top priority. 3rd party opens up to shifting interests away from safety.” – Anonymous, Mentimeter

“The concerns with the structure of schools testing their own students is that it does not allow for an impartial analysis of the student.” – Anonymous, Mentimeter

“Testing should remain state operated. Government advocates for the people to ensure the programs to not cut corners, exploit loopholes and keep an active presence for students to call for help.” – Anonymous, Mentimeter

Recommendations in this Category

Evaluate Effectiveness of Third-Party CDL Testing

Meeting participants ranked this as a mid-range recommendation amongst those presented at the final meeting. As noted above, there are certainly differing views on what sort of impact the expansion of third-party testing in Minnesota could have on commercial driving – proponents indicating that it will assist in testing delays and getting more drivers on the road, with opponents indicating that this would only result in more drivers but not necessarily impact the shortage within the industry. Based upon feedback elicited during the study, it appears there is interest among CDL driving schools in testing their own students, or in allowing other third-party private businesses to perform commercial road tests. These schools cite difficulties in finding test availability and coordinating open test slots with available vehicles that students must use for a road test. The prevailing thought among third-party advocates is that more tests would be available, reducing wait time and allowing drivers to be licensed and working in a timelier manner. In a broader sense, it may attract more individuals to the trucking industry if the impression of delays in testing ceases to be a barrier to obtaining a license.

There are no federal prohibitions in allowing third-party testers; in fact, third-party testing is authorized on the federal level per 49 CFR 383.75. However, it is up to state legislatures to determine the scope and extent of the entities allowed to conduct commercial driving tests. Despite the differing views, this report does include this as a recommendation for the Legislature’s consideration given the discussions throughout the study meetings.

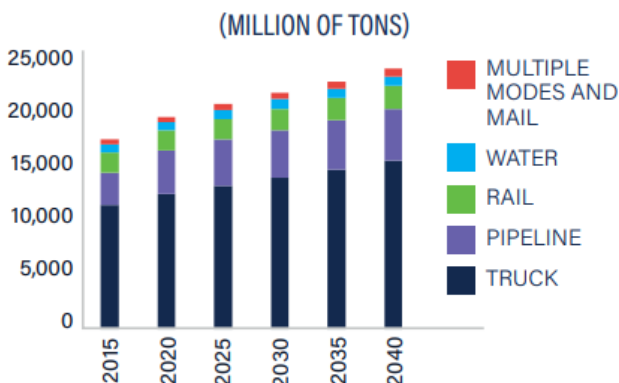
Pilot Program: Minnesota could consider evaluating the effectiveness of third-party testing through a pilot program based upon a model from another state with widespread use of third-party testers. One example the Legislature could look to for guidance is Wisconsin. Wisconsin has permitted third-party skills testing since January 1, 1991, and it is now the only method of CDL testing in the state. Pursuant to Wisconsin Statute sec. 343.02, the Wisconsin Department of Transportation created rules to regulate the third-party skills testing, which are found in WI Admin. Code, Ch. Trans 115. Under these administrative rules, “third party testers” are the agencies, departments, or private employers authorized to administer testing programs for CDL applicants, and “third party examiners” are persons employed by a third-party tester who hold valid examiner identification certificates. The rules detail robust requirements, for both testers and examiners, to ensure compliance and prevent fraud. This includes a prohibition against the same individual conducting the training and testing of the same applicant, allowing FMCSA or the Department to conduct announced or unannounced examinations or audits, and many notification requirements to be made to the Department.

If Minnesota were to consider expanding its current practice of third-party testing, there are many other examples to look to in developing the regulations in the Midwest alone (see Figure 10 above). The federal regulations, found in 49 CFR 383.75, provide further guidance and minimum requirements for third-party testing.

Improvements and Increased Access to Truck Parking and Rest Area Facilities

Meeting participants ranked this as a high and highly effective recommendation. Trucks are involved in the movement of most goods, even those that travel on other modes for part of the journey. Trucks carry nearly 72% of all domestic freight by weight and 73% by value.¹⁴ According to the U.S. Department of Transportation, there were approximately 3.51 million truck drivers in 2023, and nearly 60% of these professionals were responsible for driving heavy/tractor-trailer trucks.¹⁵ And yet, for over a decade, the issue of truck parking has been a national concern.

Figure 7: Historical and Forecast Total Freight Tonnage



In 2012, the Moving Ahead for Progress in the 21st Century Act (MAP-21) was signed into law, and included a provision called “Jason’s Law” which, in part, required the U.S. Department of Transportation to inventory existing truck parking locations and identify related industry trends and challenges. As indicated in Table 5 (ATRI’s 2024 Critical Issues in Trucking), truck parking was the top concern identified by truck drivers, which corresponds with USDOT data showing that 98 percent of drivers regularly experience problems finding safe parking. Without adequate and up-to-date information about availability of truck parking, and with a parking shortage generally, drivers are often forced to make a decision that has the ability to negatively impact their personal safety, and/or put them out of compliance with applicable regulations, such as the federal Hours of Service requirements.

In 2019, MnDOT completed the Minnesota Statewide Truck Parking Study (MnDOT truck parking study), which was designed to support the policy and investment goals of the Minnesota Statewide Freight System and Investment Plan. The MnDOT truck parking study was data-driven and included considerable stakeholder outreach. Among the nine recommendations were the following: MnDOT should consider new ways to fund truck parking internally and actively seek external opportunities such as federal discretionary grant programs; the Minnesota freight and safety communities should actively seek policy changes to support truck parking improvements; and MnDOT and the private sector should strategically build new truck parking capacity.¹⁶

Since completion of the MnDOT truck parking study, MnDOT has used funding from the National Highway Freight Program, the Rest Area Program, and other allocated funding to increase truck parking by six percent statewide. Additionally, MnDOT has continued to maintain and emphasize the importance of truck parking

¹⁴ U.S. Department of Transportation, *National Freight Strategic Plan*, 2020. https://www.transportation.gov/sites/dot.gov/files/2020-09/NFSP_fullplan_508_0.pdf

¹⁵ U.S. Department of Transportation, Bureau of Transportation Statistics, *Freight Facts and Figures*.

¹⁶ Minnesota Statewide Truck Parking Study, October 2019. <https://www.dot.state.mn.us/ofrw/freight/PDF/truckparking/final-report.pdf>

through partnership with more than half a dozen other states on a Truck Parking Information Management System (TPIMS), which is intended to provide live information to truck drivers. MnDOT is responding to the statewide truck parking shortage by continuing to engage truck drivers, trucking companies and shippers through ongoing conversations including a new update to the Statewide Truck Parking Study to kick off in 2025.

In 2024, the Minnesota Legislature appropriated funding for additional truck parking capacity at MnDOT Rest Areas as well as potential partner sites. [Laws of Minnesota 2024, chapter 127, article 1, section 2](#) authorized \$7,750,000 in fiscal year 2025 for land acquisition, predesign, design and construction of expanded truck parking at Big Spunk in Avon and Enfield Rest Areas and for the rehabilitation or replacement of truck parking information management system equipment at Department of Transportation-owned parking rest area locations. And \$4,800,000 in 2025 for predesign, design, engineering, environmental analysis and remediation, acquisition of land or permanent easements and construction of one or more truck parking safety projects for the trunk highway system in the Department of Transportation metropolitan district.

In addition to continuing to fund and support infrastructure improvements and increased capacity for truck parking, the Legislature could also consider passing legislation that mirrors the “Trucker Bathroom Access Act,” a bipartisan bill introduced to Congress in 2023.¹⁷ This bill expands access to restroom facilities for certain commercial truck drivers by requiring retailers, warehouses, and other establishments to give commercial truck drivers access to existing restroom facilities when they are loading or delivering cargo, or waiting to load or transport cargo. Rep. Chrissy Houlahan, D-Pa., one of the co-sponsors of the bill stated, “Our economy depends on truck drivers, but we face perpetual challenges with recruitment and retention. One unique and unnecessary challenge these drivers face is lack of restroom access at delivery points while on the road. This is especially difficult for female drivers, which are a growing demographic of truckers...”

“The data shows this is a high issue for drivers and is critical to retaining them in the industry. Recent investments by MnDOT are appreciated, but not nearly enough.”
– Anonymous, Mentimeter

“It takes so long to get new parking infrastructure in place that it has to be an every biennium thing.”
– Anonymous, Mentimeter

¹⁷ H.R. 3869—118th Congress (2023-2024): Trucker Bathroom Access Act, H.R. 3689, 118th Cong. (2023), <https://www.congress.gov/bill/118th-congress/house-bill/3869>

Final Stakeholder Meeting and Review of Draft Recommendations: January 9, 2025

Meeting Summary

During the final stakeholder meeting, the study group reviewed data received through the Commercial Driver Survey and used Mentimeter to evaluate the recommendations developed by MnDOT and DPS.

Commercial Driver Survey Data

The legislative request guiding the work of the study group seemed clear in its intent to gather as much public and stakeholder feedback as possible. During the stakeholder meetings, it became apparent to the study group that an important voice was missing from the monthly meetings: Minnesota's commercial drivers. As a way to reach these individuals for their feedback regarding our state's commercial driver workforce, a brief survey was developed and distributed through multiple GovDelivery sources/distribution lists and was posted on the study's public webpage. The survey had 20 questions and was geared toward collecting both demographic data about Minnesota's commercial drivers, as well as providing an opportunity for drivers to submit narrative responses about their experiences, challenges, and suggestions. 116 responses were received, and data from the survey responses can be found throughout the body of this report, as well as in Appendix A.

Evaluation of Draft Recommendations

In preparing for the final stakeholder meeting, the study group drafted a list of eight recommendations that had been discussed throughout the study. This draft considered the presentations made at the monthly meetings, conversations with stakeholders during meetings, feedback received via the study website and/or email, the driver survey, and research into practices already taking place within Minnesota and in neighboring states. These eight recommendations were then emailed to stakeholders to allow for time to review prior to the final meeting, with invitation for comments by email for those unable to attend.

At the final stakeholder meeting, each recommendation was presented to the participants. After the list was presented, attendees were asked to complete a Mentimeter and vote on the following questions with corresponding response options for each of the draft recommendations:

- 1) "How effective is this recommendation with respect to impacting MN's CDL workforce?"
 - "Highly effective"
 - "Somewhat effective"
 - "Not effective"
- 2) "What timeframe/sense of urgency should the Legislature give this recommendation?"
 - "2025–2026 Biennium"
 - "2027–2028 Biennium"
 - "2029–2030 Biennium"

3) “How do you rank this recommendation?”

- “Low”
- “Medium”
- “High”

4) “Do you have comments or questions about this recommendation?”

A chart with the voting percentages and open-ended responses is included in Appendix B of this report.

Recommendations:

- Additional funding for more CDL test examiners.
- Increase access to CDL test appointments and locations.
- Evaluate the effectiveness of expanding third-party CDL testing.
- Find ways to improve the access, affordability, and feasibility of CDL training.
- Examine shortage of training providers and options for improvement.
- Miscellaneous testing-related modifications (i.e. charging for CDL road tests, increasing no-show fee, standardizing practices tests).
- Improvements and increased access to truck parking and rest area facilities.
- Support outreach programs and efforts to improve the trucking industry’s image and create career pathways for new drivers.

Conclusion

In Minnesota, the transportation and warehousing industry accounts for over 37% of our state's gross domestic product (GDP). This includes over 5,500 companies providing a range of services such as, courier and expedited delivery, trucking companies, passenger transportation, and industrial storage. Given the significance to our economy, and the general importance surrounding the safe and efficient transportation of freight and people, it makes sense why the Legislature tasked this group with looking at Minnesota's commercial driver workforce. Throughout the course of this process the study group tried to remain vigilant of which issues could potentially be addressed through state legislative action, which would require a Congressional change, and those that will require industry-led solutions.

While this report does not conclusively determine whether there's a commercial driver shortage in Minnesota, the study group was able to conclude that there are challenges facing the industry, including a retiring workforce, an underrepresentation from certain groups of drivers, turnover and retention, and some barriers with respect to training/education and license testing. The data, collection of stakeholder feedback, and recommendations included in this report reflect the good faith efforts of the Commercial Driver Workforce study group. The time spent engaging with partner agencies, subject matter experts, and those most closely impacted, paved the way for creation of recommendations that can hopefully serve as a roadmap for our Legislature to further support an industry that is essential to a healthy and thriving Minnesota.

Appendix A: Driver Survey Charts

Commercial Driver Survey

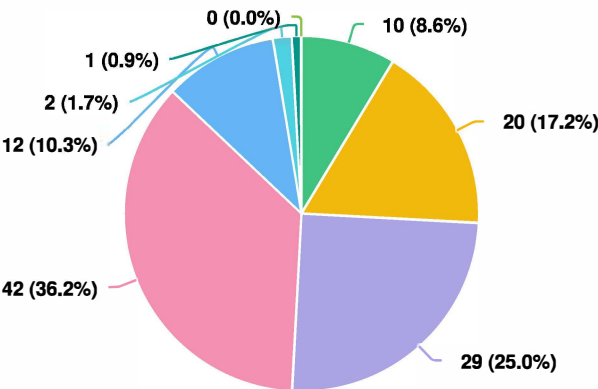
SURVEY RESPONSE REPORT

26 January 2022 - 07 January 2025

PROJECT NAME:

Commercial Driver Workforce Study

Q1 What is your age?

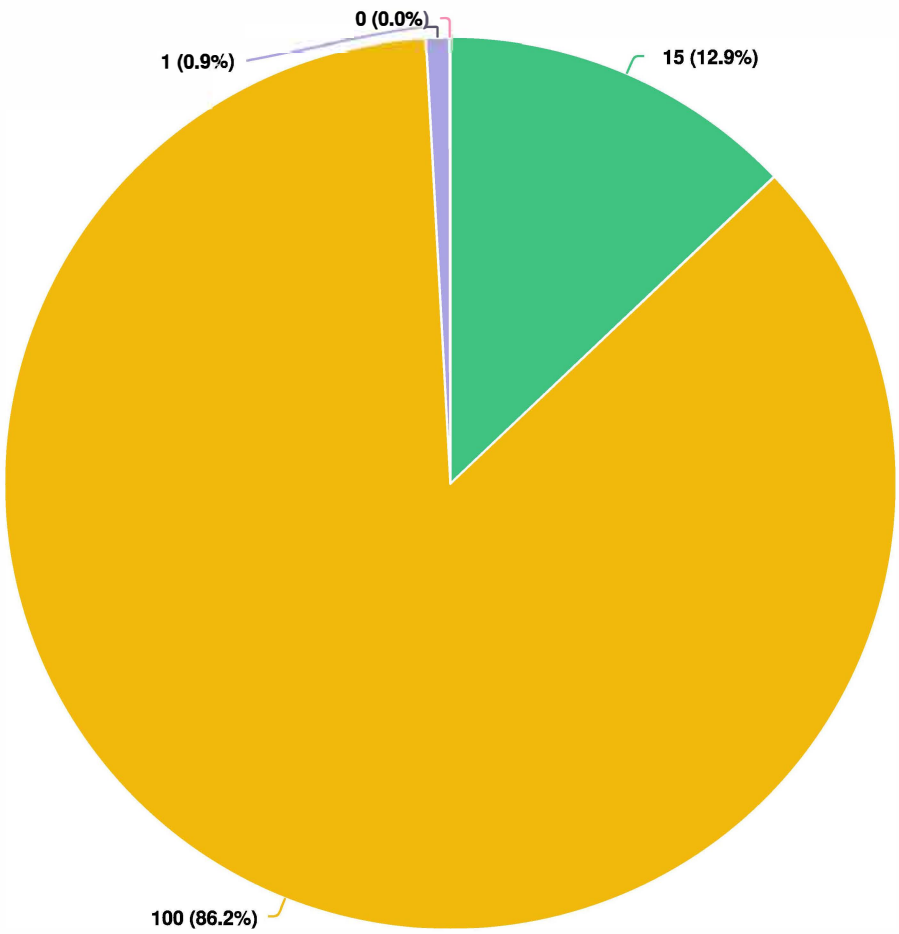


Question options

25-34 35-44 45-54 55-64 65-74 75+ Prefer to not answer 18-24

Optional question (116 response(s), 0 skipped)
Question type: Radio Button Question

Q2 What is your gender?

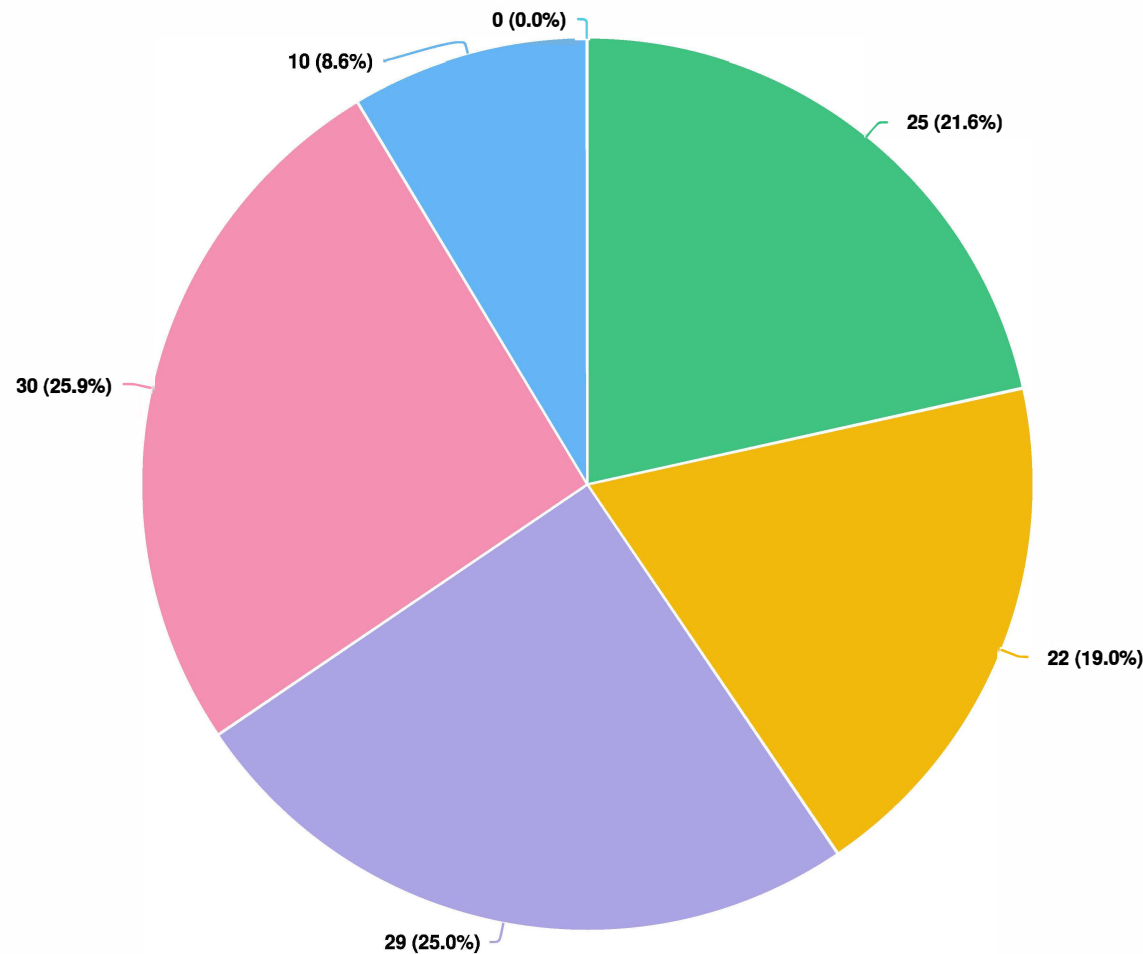


Question options

Female Male Prefer to not answer Other (please specify)

Optional question (116 response(s), 0 skipped)
Question type: Radio Button Question

Q3 What is the last grade or level of education you completed?

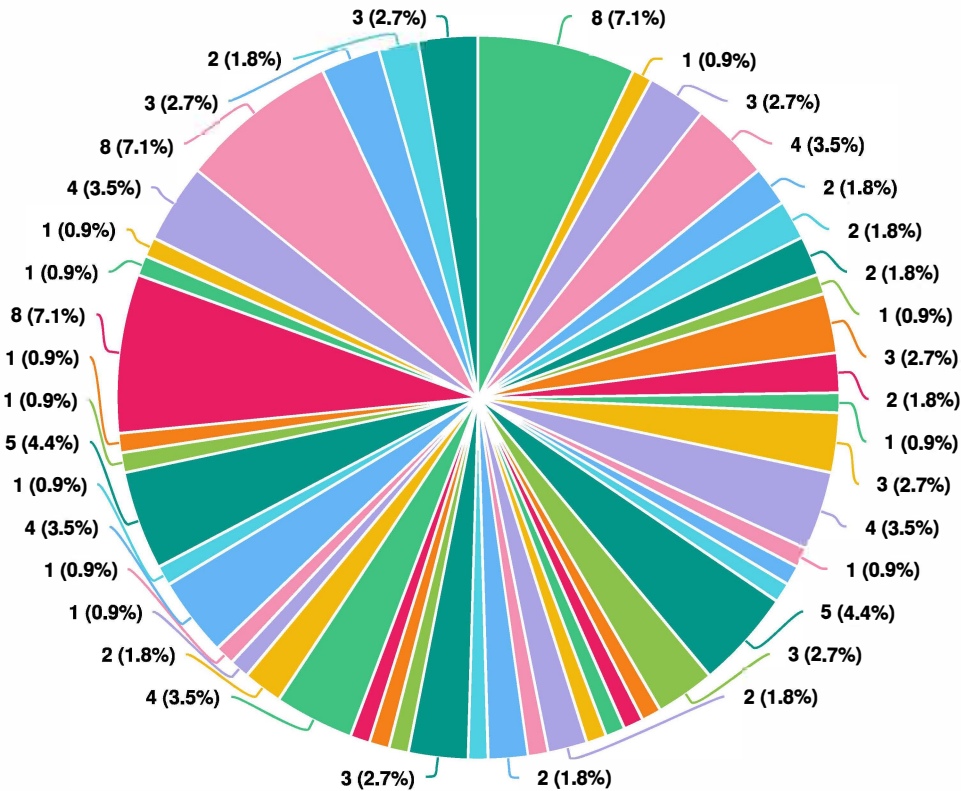


Question options

- ☐ High school or less ☐ Technical or vocational school ☐ Some college ☐ College graduate
☐ Post-graduate work or advanced degree ☐ Prefer to not answer

Optional question (116 response(s), 0 skipped)
Question type: Radio Button Question

Q4 In which county to you reside?

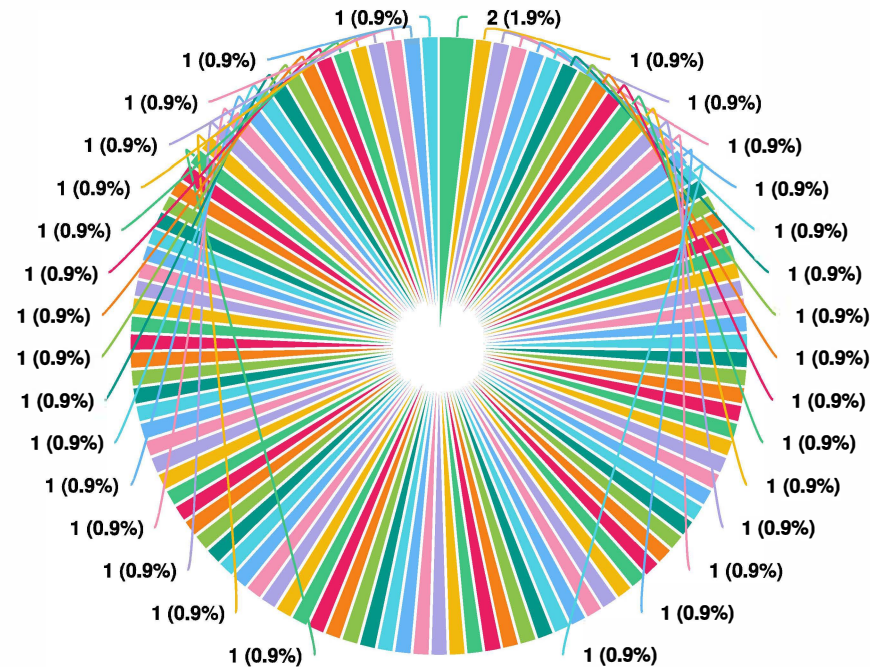


Question options

- Anoka
- Becker
- Benton
- Blue Earth
- Brown
- Carlton
- Carver Metro
- Cass
- Chisago Metro
- Clay
- Cottonwood
- Crow Wing
- Dakota Metro
- Douglas
- Fillmore
- Freeborn
- Goodhue
- Hennepin Metro
- Hubbard
- Itasca
- Kanabec
- Kandiyohi
- Koochiching
- Lyon
- Meeker
- McLeod
- Olmstead
- Pipestone
- Polk
- Pope
- Ramsey Metro
- Redwood
- Roseau
- Scott Metro
- Sherburne
- Sibley
- Stearns
- Steele
- Stevens
- St. Louis
- Traverse
- Wadena
- Watonowan
- Washington
- Wright
- Prefer not to answer
- Not applicable, I do not live in Minnesota (please specify)
- Aitkin
- Big Stone
- Chippewa
- Clearwater
- Cook
- Dodge
- Fairbault
- Grant
- Houston
- Isanti
- Jackson
- Kittson
- Lac qui Parle
- Lake
- Lake of the Woods
- Le Sueur
- Lincoln
- Mahnomen
- Marshall
- Martin
- Mille Lacs
- Morrison
- Mower
- Murray
- Nicollet
- Nobles
- Norman
- Otter Tail
- Pennington
- Pine
- Red Lake
- Renville
- Rice
- Rock
- Swift
- Todd
- Wabasha
- Waseca
- Wilkin
- Winona
- Yellow Medicine

Optional question (113 response(s), 3 skipped)

Question type: Dropdown Question

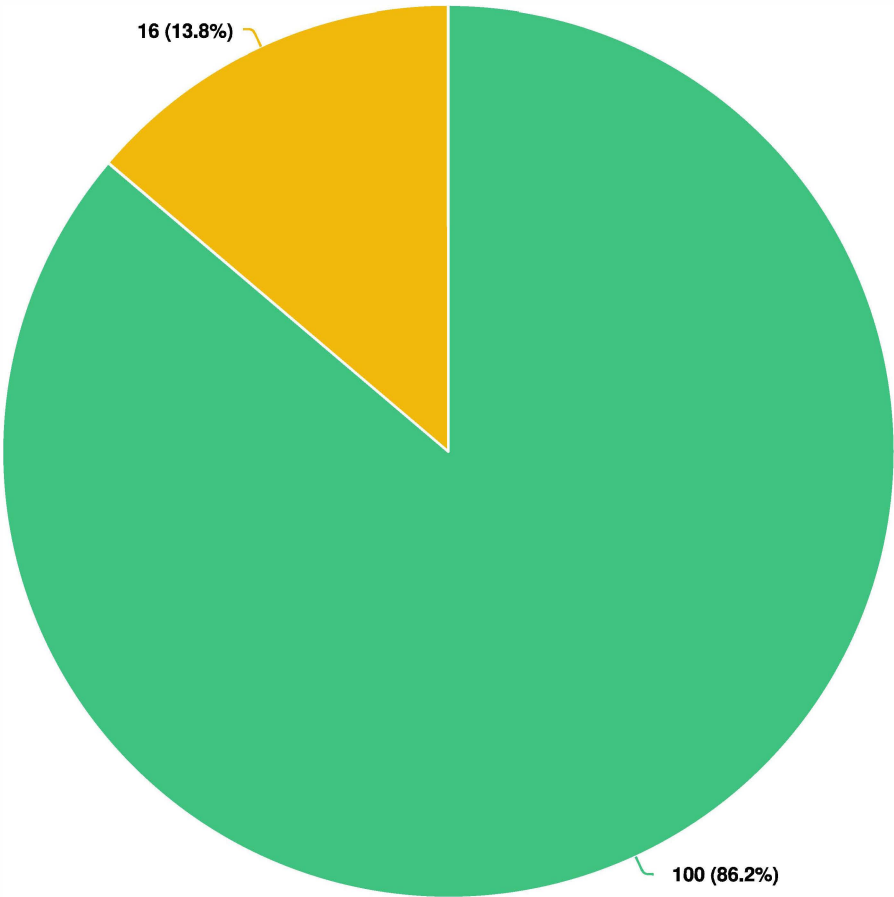
Q5 When did you get your CDL (Commercial Driver's License)?**Question options**

● Slice	● 2011-08-08	● 2011-11-01	● 2003-05-12	● 2016-08-01	● 2002-07-01	● 1999-05-05
● 1971-03-04	● 1997-04-11	● 1981-05-30	● 1999-03-02	● 2001-03-21	● 2006-05-20	● 1995-10-02
● 2022-05-31	● 2024-06-01	● 1998-06-10	● 1992-05-01	● 2004-06-18	● 1990-09-10	● 2019-01-07
● 1983-06-01	● 1980-06-11	● 1982-12-31	● 2019-05-07	● 1995-01-05	● 1976-08-15	● 1999-12-08
● 2004-12-20	● 2014-07-16	● 1978-06-15	● 1993-04-27	● 1983-12-31	● 1994-12-19	● 2000-06-01
● 1998-01-21	● 1996-06-10	● 1974-06-24	● 1977-06-22	● 2005-07-01	● 1979-09-24	● 2009-12-01
● 1991-05-16	● 1978-08-15	● 2023-09-29	● 1993-04-01	● 1990-06-01	● 2017-04-01	● 2013-04-08
● 1987-09-28	● 1996-08-01	● 1979-01-19	● 1997-07-17	● 2004-03-23	● 2011-05-04	● 1977-09-01
● 1996-06-01	● 2008-12-01	● 2014-03-05	● 2012-12-01	● 2000-03-02	● 2003-06-17	● 1971-05-13
● 1978-12-07	● 1987-01-01	● 2020-12-31	● 1983-09-20	● 1993-12-30	● 1998-09-26	● 2008-07-14
● 2012-05-31	● 1996-07-31	● 2007-07-12	● 1984-12-12	● 2020-01-27	● 1987-06-30	● 2009-07-08
● 1991-03-11	● 1984-01-16	● 1996-05-07	● 1990-05-03	● 1984-07-01	● 2009-10-01	● 1988-08-05
● 2007-07-02	● 1980-06-05	● 2005-02-01	● 2024-07-18	● 2000-12-14	● 2012-07-20	● 2015-01-01
● 1985-01-03	● 1994-06-01	● 2001-05-02	● 1985-06-05	● 1982-04-20	● 2012-12-03	● 2004-11-05
● 1979-09-05	● 2014-03-01	● 2006-01-02	● 2005-06-30	● 1987-09-06	● 1986-05-01	● 2019-10-30
● 2012-09-01						

Optional question (105 response(s), 11 skipped)

Question type: Date Question

Q6 Is a CDL required for your job/the type of commercial driving that you do?

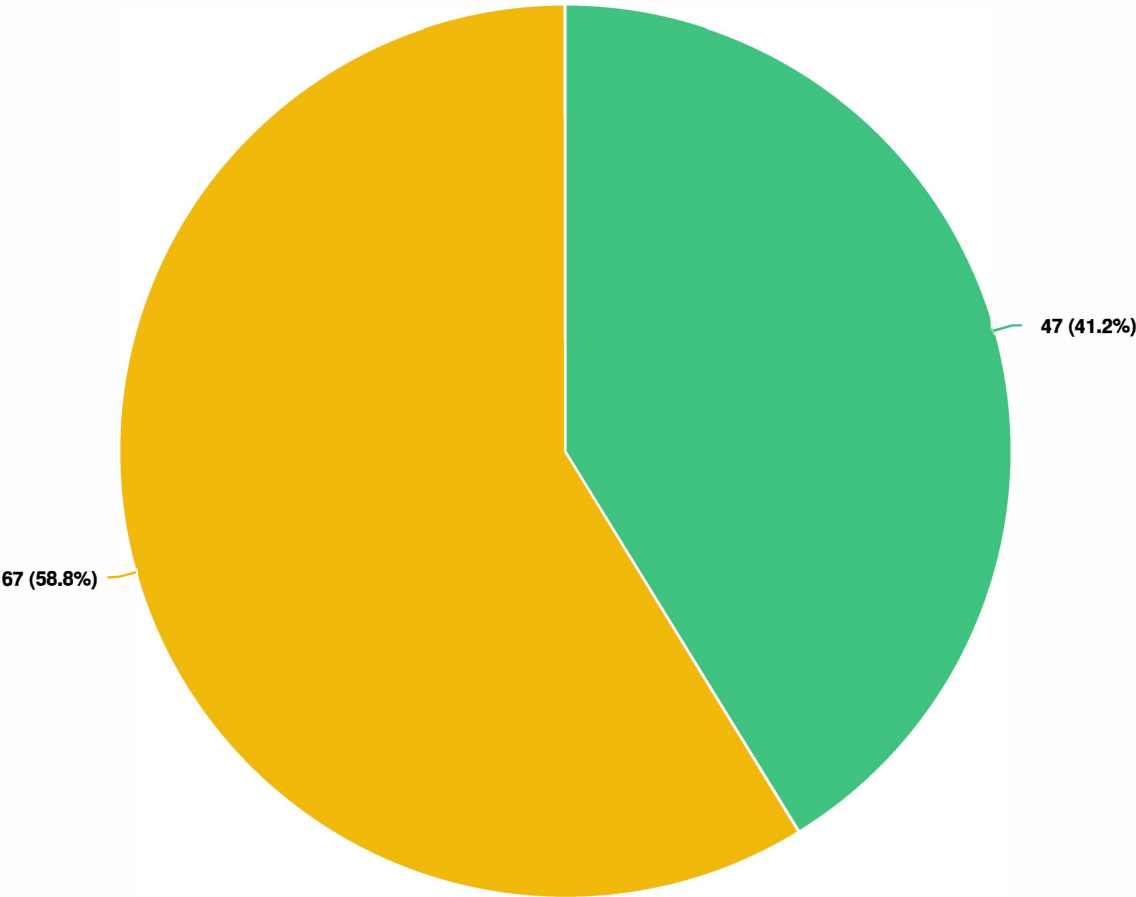


Question options

- ☒ Yes, a CDL is required ☐ No, a CDL is not required, but I have maintained it for other reasons (please explain)

Optional question (116 response(s), 0 skipped)
Question type: Radio Button Question

Q7 Is driving a commercial vehicle your first career?

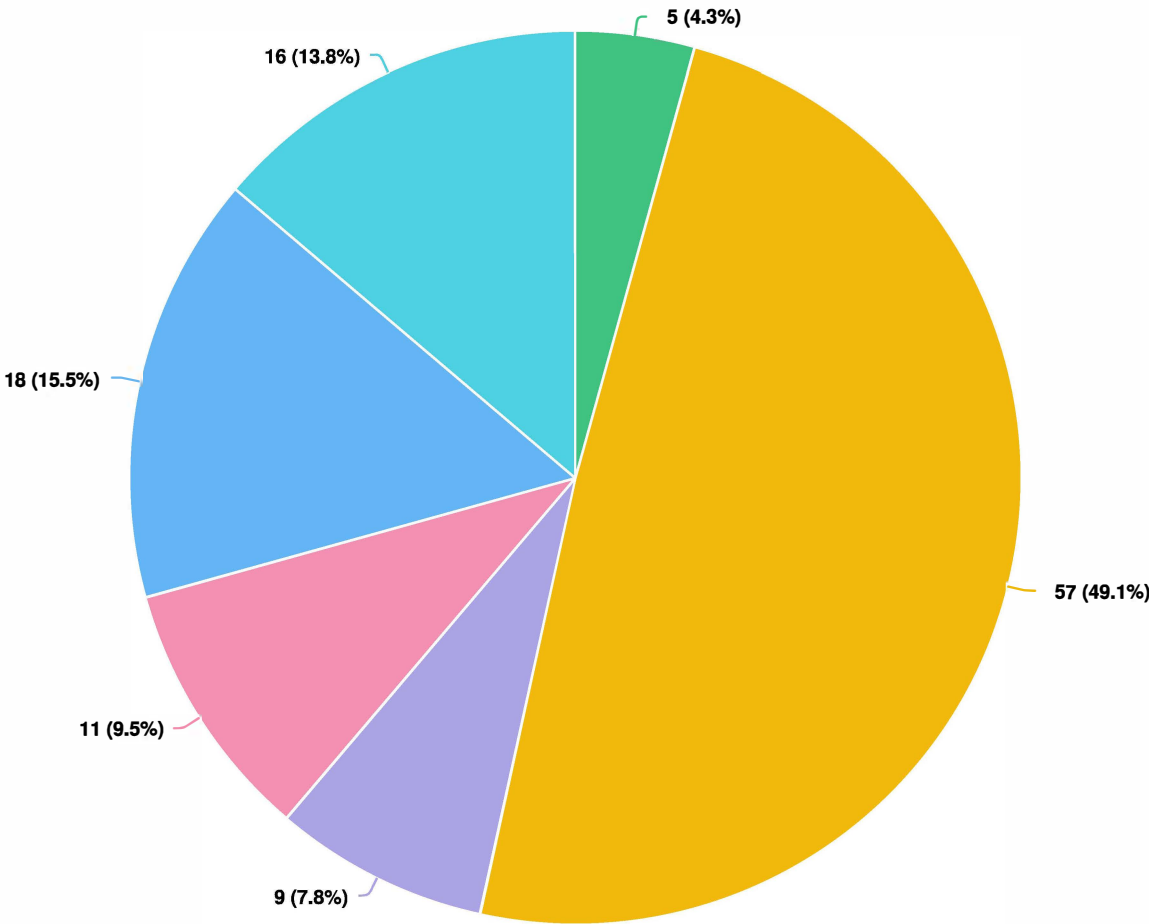


Question options

- Driving a truck/commercial vehicle is my first career.
- I had another career before driving a truck/commercial vehicle (please explain)

Optional question (114 response(s), 2 skipped)
Question type: Radio Button Question

Q8 Which best describes the type of commercial driving you do?

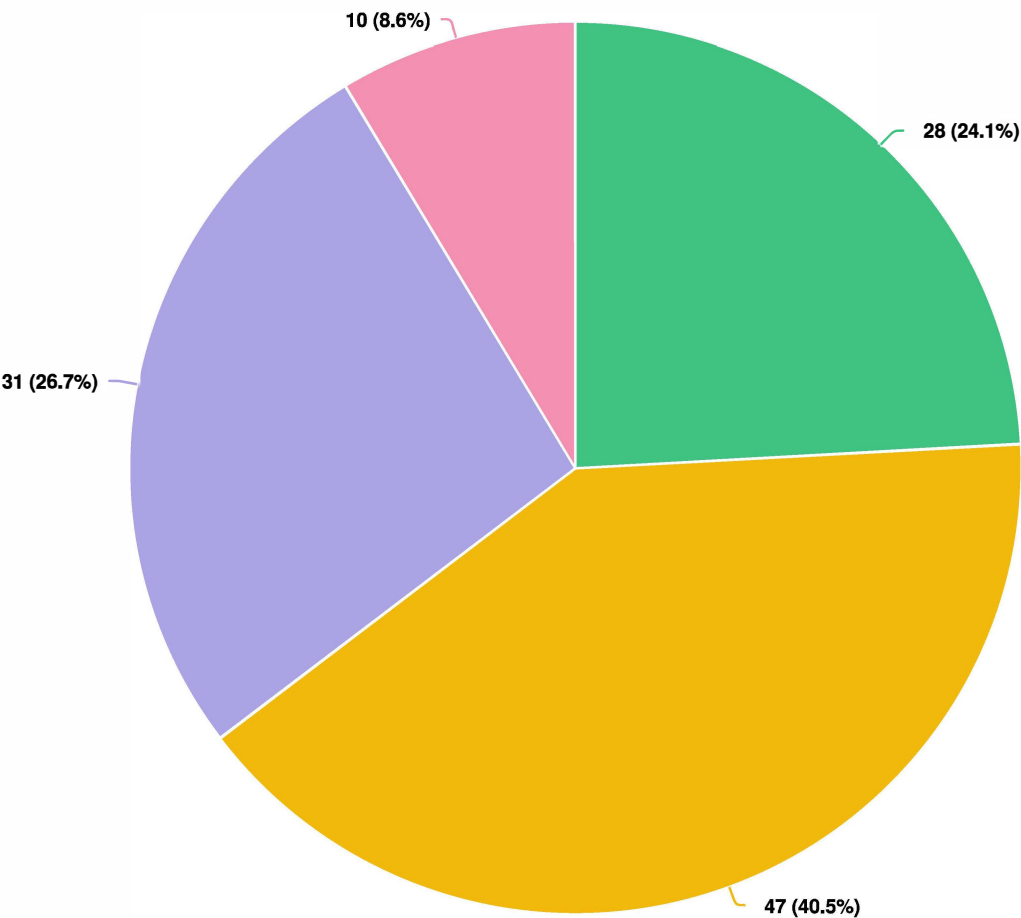


Question options

- Long-haul/over-the-road trucking (load distance more than 250 miles)
- Short-haul/regional trucking (load distance between 100 – 250 miles)
- Transit/passenger transportation
- I am not currently using my CDL
- Relatively even split between short and long-haul
- Other (please specify)

Optional question (116 response(s), 0 skipped)
Question type: Radio Button Question

Q9 What size company do you work for?

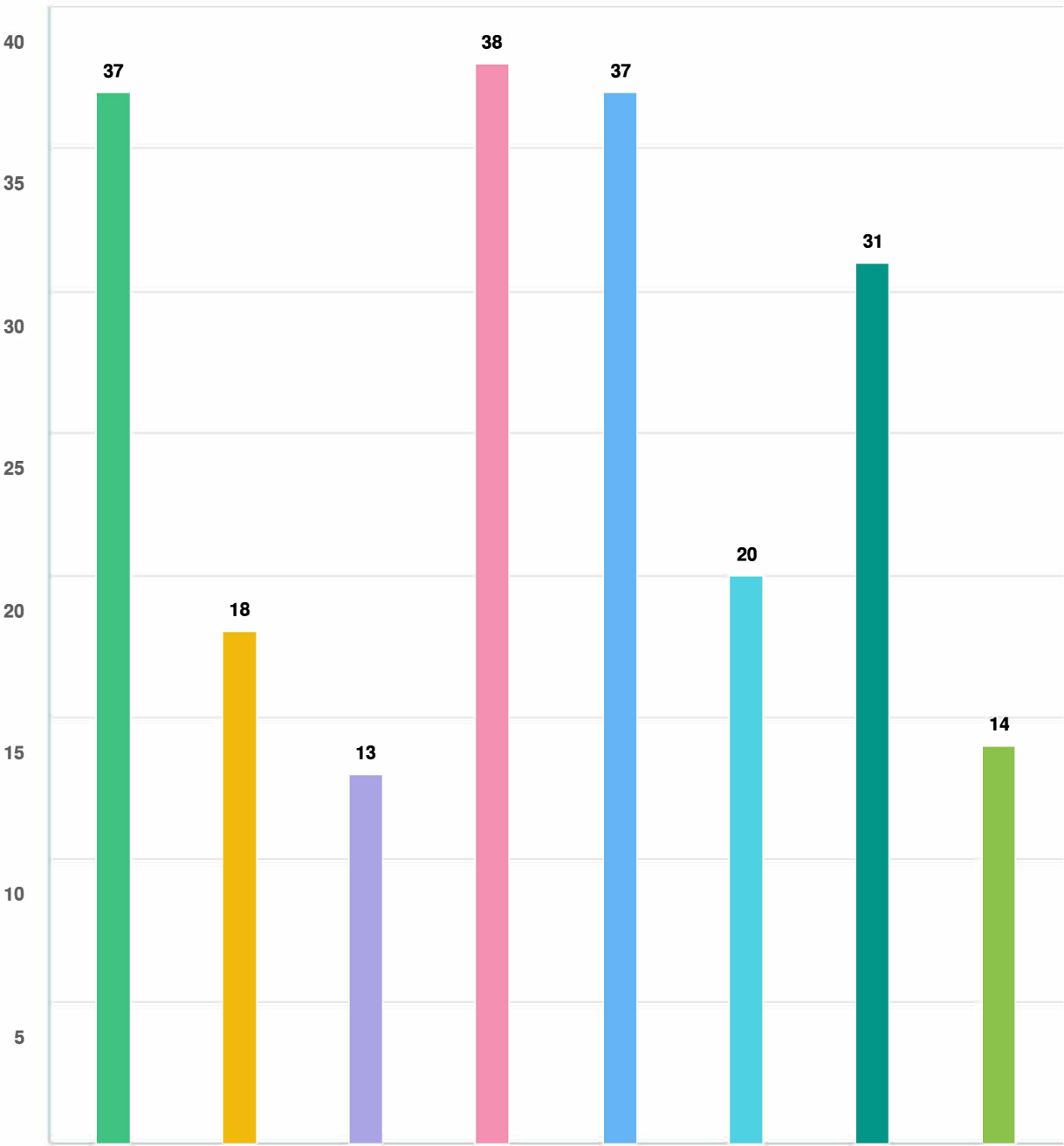


Question options

- Small company (1-10 power units/vehicles)
- Mid-sized company (11-100 power units/vehicles)
- Large company (100+ power units/vehicles)
- I am an owner-operator

Optional question (116 response(s), 0 skipped)
Question type: Radio Button Question

Q10 Does the type of driving you do require extra training and/or endorsements? (Check all that apply)

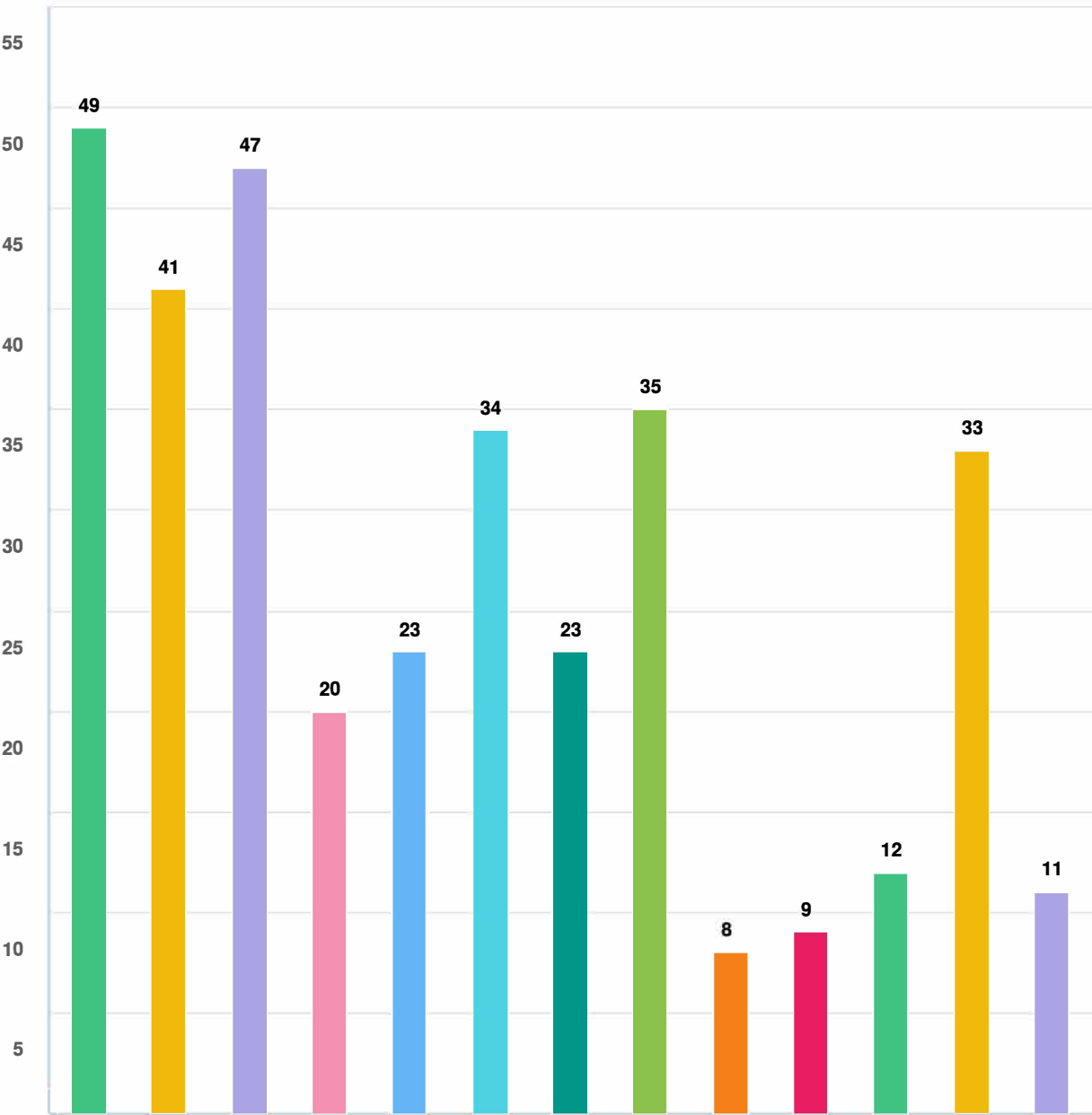


Question options

- Hazardous materials (H)
- Passenger transport (P)
- School bus (S)
- Tank vehicle (N)
- Tanker and hazardous materials (X)
- Double/triples (T)
- The type of driving I do does not require extra training or endorsements
- Other (please specify)

Optional question (111 response(s), 5 skipped)
Question type: Checkbox Question

Q11 Select the top five barriers that you have encountered in your path to becoming a CDL holder. (Select up to five)

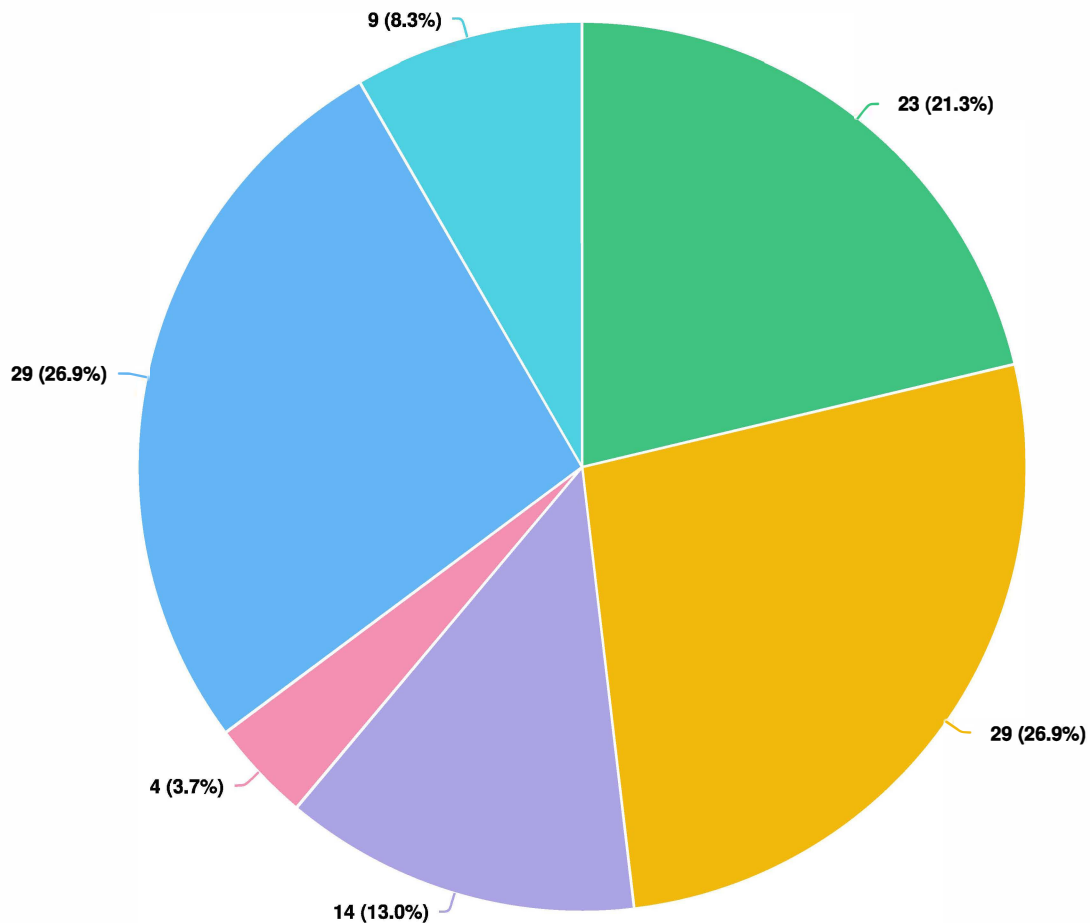


Question options

- Lifestyle challenges (work-life balance, long hours away from home, etc.)
- Stress of the job
- Compensation
- Company culture
- Access to training
- Cost of training
- Training timeline
- Access to testing/licensing (scheduling an appointment, getting to the appointment, etc.)
- Passing the knowledge test
- Passing the road test
- Getting the necessary endorsements
- License requirements (drug testing, medical and physical qualifications)
- Other (please specify)

Optional question (111 response(s), 5 skipped)
Question type: Checkbox Question

Q15 Which of the following would be most beneficial for you or for someone in training to ease the process of becoming a commercial driver?

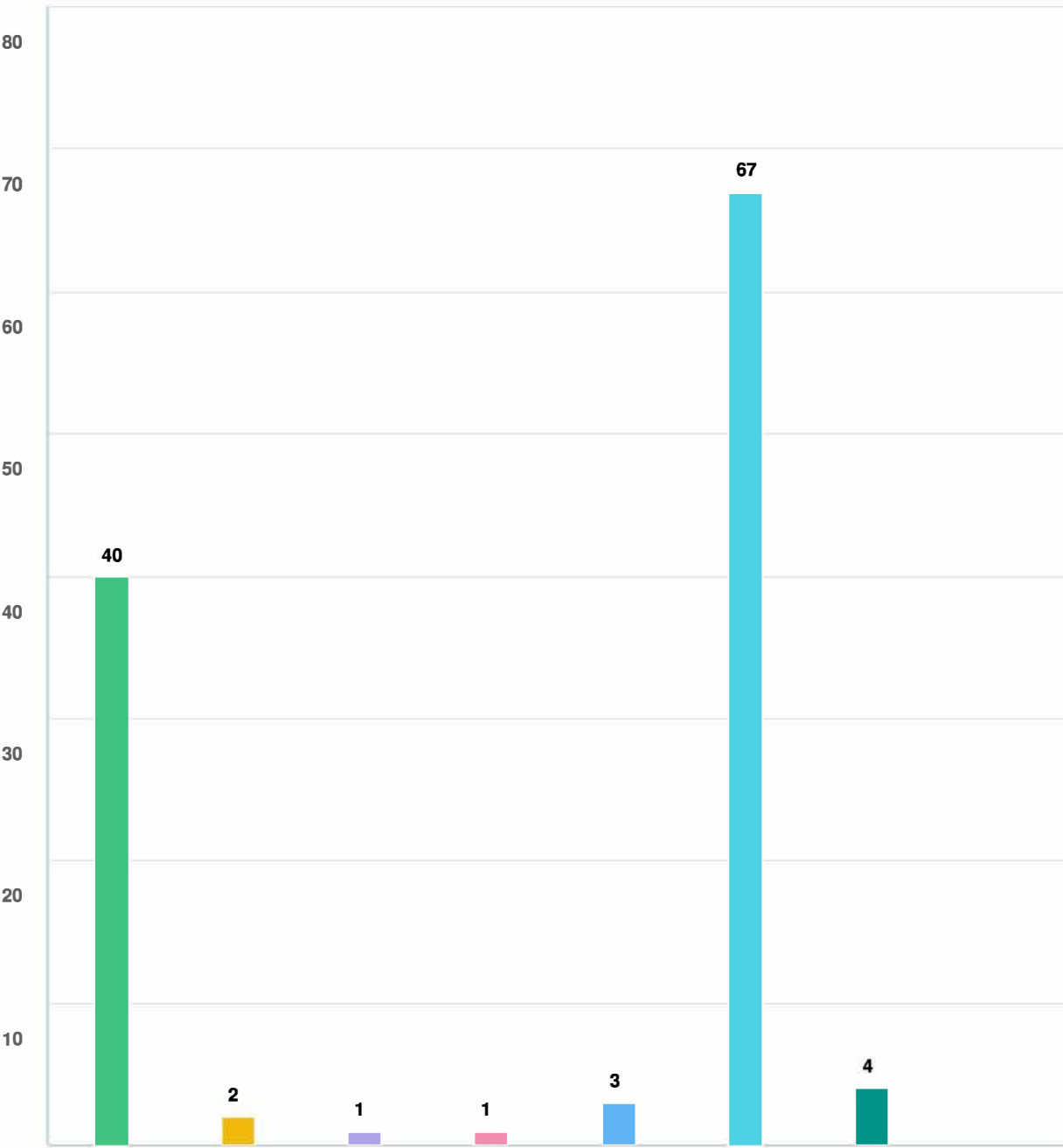


Question options

- Cost of living grants during training (stipends for missing work during training, for childcare, etc.)
- More DVS examiners and/or sites to administer road tests
- Expand use of 3rd party testing in Minnesota
- Provide transportation options to and from DVS testing locations for individuals without transportation
- Work with industry associations and/or congressional representatives to potentially modify certain rules/regulations (please indicate which ones):
- Other (please specify)

Optional question (108 response(s), 8 skipped)
Question type: Radio Button Question

Q17 Did you receive any support when you were working toward your CDL? (Please check any that apply)



Question options

- Employer-sponsored training
- Workforce development programs
- Grants or scholarships
- Mileage reimbursement
- Compensation for missing work during training
- I did not receive any of these supports
- Other (please specify)
- Stipends for childcare services during training

Optional question (111 response(s), 5 skipped)
Question type: Checkbox Question

Appendix B: Mentimeter

Recommendation	Effectiveness (rounded to the nearest percentage)	Sense of Urgency (rounded to the nearest percentage)	Rank (rounded to the nearest percentage)	Mentimeter open answers
Additional funding for more CDL test examiners	Highly: 79% Somewhat: 21% Not: 0%	25-26 Biennium: 75% 27-28 Biennium: 25% 29-30 Biennium: 0%	High: 79% Medium: 16% Low: 5%	<p>“Increase the wage to attract applicants to examiner positions.”</p> <p>“Need additional exam locations to house the examiners.”</p> <p>“Want to see any new examiner positions placed in the areas with greatest need to address capacity.”</p> <p>“Although important, the root cause of the driver shortage must be addressed to solve problems in the longer term.”</p>
Increase access to CDL test appointments and locations	Highly: 68% Somewhat: 32% Not: 0%	25-26 Biennium: 65% 27-28 Biennium: 35% 29-30 Biennium: 0%	High: 65% Medium: 29% Low: 6%	<p>“Locations need long term staffing.”</p> <p>“Testing locations could include sending examiners to places where CDL training takes place.”</p> <p>“Having time available outside of normal business hours or days.”</p> <p>“Expanding third party testing would also achieve this.”</p>
Continue to explore expansion of third-party CDL testing	Highly: 53% Somewhat: 41% Not: 6%	25-26 Biennium: 50% 27-28 Biennium: 39% 29-30 Biennium: 11%	High: 47% Medium: 12% Low: 41%	<p>“Connecting the exam to the training is a better experience for learners and reduces the barrier to entry.”</p> <p>“...change statute to allow private school testing AND expand who testers can examine.”</p> <p>“If a robust infrastructure is not in place to prevent Fraud, this will be a very serious problem. Safety should not be compromised!!!”</p> <p>“Test integrity should be maintained. Driver safety is the top priority. 3rd party opens up to shifting interests away from safety.”</p>
Find ways to improve access to/affordability/feasibility of CDL training	Highly: 29% Somewhat: 71% Not: 0%	25-26 Biennium: 21% 27-28 Biennium: 79% 29-30 Biennium: 0%	High: 27% Medium: 60% Low: 13%	<p>“No interest/low-interest loans or a designated, needs-based grant program to help with cost of training.”</p> <p>“Basic living stipend (lodging, food) needs to be a component to be effective.”</p> <p>“Concerned that a higher quantity of training reduces the quality.”</p> <p>“Employer based refunds of schooling.”</p>

Recommendation	Effectiveness (rounded to the nearest percentage)	Sense of Urgency (rounded to the nearest percentage)	Rank (rounded to the nearest percentage)	Mentimeter open answers
Examine shortage of training providers and options for improvement	Highly: 64% Somewhat: 29% Not: 7%	25-26 Biennium: 65% 27-28 Biennium: 35% 29-30 Biennium: 0%	High: 40% Medium: 60% Low: 0%	<p>“Higher wages for instructors. Most are a drop in pay to become a trainer.”</p> <p>“This could be married with making training more affordable, increased investment in training should also improve experience of trainers.”</p> <p>“Input of current trainers should be prioritized.”</p> <p>“Trainers need an incentive to stay on longer.”</p>
Misc. testing-related recommendations (i.e. charging for CDL road tests, increasing no-show fee, standardizing practice tests)	Highly: 12% Somewhat: 76% Not: 12%	25-26 Biennium: 23.5% 27-28 Biennium: 53% 29-30 Biennium: 23.5%	High: 0% Medium: 60% Low: 40%	<p>“Raising fees would help deter people from holding appointments and not showing up. Maybe a portion of the fees could be channeled into funding other portions of these recommendations?”</p> <p>“Not invaluable but a drop in the bucket.”</p> <p>“Increasing fees could add another barrier to obtaining a CDL.”</p> <p>“Not addressing the long term problem.”</p>
Improvements and increased access to truck parking and rest area facilities	Highly: 60% Somewhat: 27% Not: 13%	25-26 Biennium: 33% 27-28 Biennium: 50% 29-30 Biennium: 17%	High: 54% Medium: 38% Low: 8%	<p>“They are needed, absolutely. It just does not strike me as urgent.”</p> <p>“The data shows this is a high issue for drivers and is critical to retaining them in the industry.”</p> <p>“Its all about retention. Stop the bleed.”</p>
Support outreach program/efforts to improve the trucking industry’s image and recruitment opportunities	Highly: 67% Somewhat: 28% Not: 5%	25-26 Biennium: 53% 27-28 Biennium: 27% 29-30 Biennium: 20%	High: 64% Medium: 29% Low: 7%	<p>“In the case of trucking, this should be industry driven, not government driven.”</p> <p>“Efforts need to be made to reach people who don’t know a lot about the industry...”</p> <p>“Hopefully efforts to improve the industry’s image would help with retention of drivers.”</p>