U.S. Customs and Border Protection
Securing America's Borders
CBP.gov

Customs-Trade Partnership Against Terrorism

C-TPAT

2010 Partner Survey

Report of Results: Member Survey and Cost-Benefit Survey 2010

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Table of Contents

List of figures

List of tables

I. Acknowledgements

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U.S. Customs and Border Protection

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Diana Lieber, CBP Project Officer, served as the point of contact throughout the project. She assisted in the development of the protocol and the revision of the survey instrument. As the liaison between CSR and CBP, Diana was responsible for receiving updates on the project and assisted in the development of the presentation for the training seminar.

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Mr. Skinner, Mr. Doherty and Ms. Lieber authored the Executive Summary of this report.

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Victor Kan, President, developed the subcontract agreement that facilitated CSR's vendor relationship with CBP. Mr. Kan also continued to manage the contract throughout the project, arranging for contract modifications and no-cost extensions when required.

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Thomas Guterbock, Director, served as Co-Principal Investigator for the project and provided theoretical, technical and professional guidance throughout the project.

Jim Ellis, Director of Research, served as Co-Principal Investigator and Project Coordinator. He provided theoretical and technical guidance for the project. In addition, Jim was the principal designer of the project, managed the project, participated in writing the final report, and was the principal contact with CBP and ViaTech.

Deborah Rexrode, Staff Research Analyst, edited and formatted the web questionnaire, supervised the mailings to respondents, and managed all email contact with respondents throughout the project. She also coordinated the WebEx focus groups to pretest the revised survey instrument.

John Lee Holmes, Survey Operations Manager, managed the programming of the web questionnaire and the web-hosting services during data collection. He also coordinated the translation of the survey into Spanish and French.

Pete Furia, Project Manager, assisted in the data analysis portion of the project and assisted in writing the report.

Jaesook Lee, Research Analyst, assisted in preparing the tables and graphs for the training seminar presentation and the final report. Yuanda Chen and Kien Le shared the programming responsibilities for the web questionnaire. Kathy Coker, Debby Kermer and David Shreve assisted in proofreading and formatting the final report.

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The CSR staff is particularly grateful to the respondents of C-TPAT certified companies who gave their time to offer candid opinions in response to the survey questions.

The Center for Survey Research, a unit of the Weldon Cooper Center for Public Service at the University of Virginia, is responsible for any errors in this report. Inquiries may be directed to: Center for Survey Research, University of Virginia, P.O. Box 400767, Charlottesville, VA 22904-4767. The Center can be reached by telephone at 1-434-243-5222, by e-mail to surveys@virginia.edu, or through the World Wide Web at www.virginia.edu/surveys.

II. Executive Summary

Overview of Surveyed Companies

- At the time of the survey, C-TPAT had 8,166 business partners. For the purpose of the study, these C-TPAT business partners were grouped into Importers (3,822); Carriers (2,270), including U.S/Canada Highway Carriers, U.S/Mexico Highway Carriers, Rail Carriers, Sea Carriers, and Air Carriers; Service Providers (1,400), including U.S. Marine Port Authority and Terminal Operators, U.S. Air Freight Consolidators, Ocean Transportation Intermediaries or Non-Vessel Operating Common Carriers (NVOCC), and Licensed U.S. Customs Brokers; and, finally, Foreign Manufacturers (674).
- Of the 8,166 companies participating in C-TPAT, a total of 3,901 businesses, nearly half (47.8%), responded to the 2010 survey. This represents a substantial improvement over the 29.4 percent response rate obtained for the 2007 survey
- The response distribution by business type is fairly close to that of the 2010 C-TPAT business partner population. Specifically, 39.2 percent of respondents to the 2010 survey are importers, 29.5 percent are carriers, 19.5 percent are service providers, and 11.8 percent are foreign manufacturers. The larger absolute numbers of responses from Service Providers and Foreign Manufacturers in the 2010 Survey are particularly welcome, in that they substantially increase CBP's confidence in the statistical inferences that can be drawn about these types of businesses.
- Respondents who completed the survey were asked to indicate their company's annual revenue. For nearly three-quarters (74.9) of the responding companies, the annual revenue reported was less than 100 million dollars. For nearly half (44.1%) of the responding companies, the annual revenue reported was less than 10 million dollars.

Tangible Benefits for all Businesses

- Overall, the greatest C-TPAT impacts on business have included improvements in the field of workforce security, decreased time to release cargo by CBP, reduced time in CBP inspection lines, and increased predictability in moving goods. Importers identified an additional impact related to a decrease in disruptions to the supply chain. For the majority of non-Importers, C-TPAT had a limited impact on their number of customers and sales revenues. For Highway Carriers, the major C-TPAT impact has been the decrease of their wait times at the borders.

Intangible Benefits of the C-TPAT Program

- Of all the potential intangible benefits, "increases security awareness" and "enhances security in supply chain" had the highest mean ratings (3.76 and 3.75 respectively on a 4 point scale). In each of these cases, roughly three quarters of all businesses considered them to be very important benefits.
- Other intangible benefits from the C-TPAT program included "demonstrating corporate citizenship" and, "improving risk management procedures and systems". For Importers, the most important potential benefits included "assignment of a C-TPAT Supply Chain Security Specialist to help your company validate and enhance security throughout your supply chain" and "self-policing and self-monitoring of security activities through the Importer Self-Assessment program."

Highway Carriers

- A majority of Highway Carriers reported receiving a "large" or "moderate" benefit from the FAST program, but almost sixteen percent said they did not know whether they benefited from this program or not.
- Highway Carriers were asked how often they received front-of-the-line privileges. Two-thirds of the respondents said they did not know whether they received this benefit or not, and another fifth said they received it "hardly ever" or less than half the time."

Costs to Implement the C-TPAT Program

- Across all businesses, "improving or implementing physical security costs (doors, windows, electronic access, cameras, fences, gates, lighting, etc.) received the most mentions of all the potential C-TPAT implementation costs. For Importers, additional important costs were associated with "developing a new supplier security evaluation survey process" and "educating foreign suppliers, manufacturers, or vendors about security requirements."

- Of all the maintenance cost items, "maintaining the physical security" and "maintaining cargo security" were the most frequently mentioned by all the businesses. These two items were mentioned respectively by 67.0 percent and 61.7 percent of all businesses. Next on the list of maintenance cost items is "maintaining in-house education, training, and awareness" which is mentioned by 56.9 percent of businesses.
- The 2007 survey included questions asking for detailed information about expenditures and dollar values. In the 2010 survey, these questions were deferred to a more detailed survey conducted with a small sub-sample of C-TPAT members as part of the effort to streamline the primary survey instrument. The results of the more in-depth survey will be made available later in 2010.

Revalidation

- The vast majority (90.7) of respondents that had participated in a revalidation judged it to be either "exactly what I expected" (32.2%) or "close to what I expected" (58.5%). Only 2.0 percent of respondents judged it to be "not at all what I expected".
- Satisfaction with the recommendations received from C-TPAT during the revalidation procedure were favorable as well with 54.7 percent of respondents "very satisfied" with these recommendations, 38.7 percent "somewhat satisfied" and only 1.3 percent "very unsatisfied."

Risk Management

- Overall, more than one-half (52.2%) of all businesses reported that they had a formal system in place for assessing and managing supply risk before joining C-TPAT and nearly half (47.8%) of businesses did not report having one in place.
- Of the businesses that had a formal system in place for assessing and managing supply risk, 87.6 percent agreed (59.9%) or somewhat agreed (27.7%) that their businesses' ability to assess and manage supply risk has been strengthened as a result of joining C-TPAT.
- Overall, the 2010 survey showed both a higher proportion of companies reporting pre-C-TPAT risk management and contingency planning systems and a higher level of satisfaction with improvements in those systems attributed to C-TPAT membership.

Use of High-Security Seals

- Relatively new members of C-TPAT (those certified within the last three years) were also asked whether they used high-security seals (ISO 17712) prior to the implementation of C-TPAT security criteria. They were split quite evenly in terms of usage of high-security seals (ISO 17712) with slightly more than half (51.4%) using them prior to C-TPAT and the remainder (48.6%) not using them prior to C-TPAT.

Global Harmonization

- This section of the report analyses respondent perceptions of how C-TPAT coordinates with security programs in other parts of the world (an issue not addressed in the 2007 survey). A total of 38.6% of the sample have offices in other parts of the world.
- Among these companies with offices in other parts of the world, more than two-thirds (67.9%) are aware of other security programs operating in those foreign countries. Only 8.6 percent of these companies considered a lack of mutual recognition or harmonization to be a "serious problem," while an additional 33.9 percent considered it "somewhat of a problem."
- Satisfaction with the progress C-TPAT is making in strengthening harmonization and establishing mutual recognition between the security programs of different countries was good overall, with 84.1 percent of those companies for which global harmonization is a pertinent issue rating those efforts as either, "good," "very good" or "excellent."

Benefits versus Costs

- In addition to being asked to separately indicate which of several specific costs and benefits were associated with their participation in C-TPAT, businesses were asked to make an overall cost-benefit assessment of their experience with C-TPAT.

The question was: How would you describe your company's overall experience with C-TPAT thus far? Overall, 42.1 percent of businesses reported that the benefits of participation in C-TPAT outweighed the costs, approximately a 10 percentage point improvement over the 2007 survey. Exactly one quarter of businesses reported that the benefits and costs of participation in C-TPAT were about the same, 14.9 percent reported that the costs of participation outweighed the benefits and 18.0 percent reported that it was too early to tell.

- Encouragingly, but perhaps not surprisingly, businesses that had been certified longer were systematically more likely to report that the benefits of participation outweighed the costs. Perceptions of net benefits increased in a linear fashion with years in C-TPAT, ranging from 30.2 percent among companies certified less than 1 year to 47.7 percent among companies certified more than 5 years. (Note that a propensity to perceive benefits from C-TPAT may be a cause as well as an effect of early certification with C-TPAT.)
- Perhaps more surprising, and in any case also very encouraging, is that larger companies are systematically more likely to perceive greater net benefits from C-TPAT membership. And this comes despite often reporting lower *absolute* levels of satisfaction with various aspects of the C-TPAT partnership. Specifically, the perception that "the benefits outweigh the costs" increased in a linear fashion with company size, ranging from 36.5 percent for companies with less than $10 million in annual revenues to 55.7 percent of companies with more than $10 billion in annual revenues.

Suspension

- Among those companies aware of C-TPAT's suspension procedures and willing and able to offer an opinion about the fairness of those procedures, the vast majority of respondents rated the procedures as either "very fair" (46.7%) or "somewhat fair" (48.9%) with only 4.4 percent rating them "not fair at all."

Communication with C-TPAT

- Approximately four-fifths (79.2%) of respondents have been in contact with their Supply Chain Security Specialists (SCSS) in the last 12 months.
- Among those businesses having contacted their SCSS in the past 12 months, nearly four out of five (77.4%) stated they had gotten what they needed "all of the time," with most of the remainder (18.9%) reporting that they had gotten what they needed "most of the time."
- In addition, over 95 percent of businesses that have contacted their SCSS with questions indicated that their SCSS responded in a timely fashion "all of the time" (75.8%) or "most of the time" (20.4%)
- Finally, overall levels of trust for the SCSS were extremely high with 87.0 percent of respondents saying they trusted their SCSS "very much."

Factors that May Lead to Leaving the Program

- When asked: "Has your company ever considered leaving the C-TPAT program?" 9 out of 10 (90.7%) of businesses said that they had never considered leaving the C-TPAT program and 7.0 percent said that they had. The remainder of the businesses (2.3%) said they did not know. On this question, businesses showed no significant differences by size or by length of C-TPAT certification period, but Carriers (8.5%) and Service Providers (8.0%) were more likely to have considered leaving than were Manufacturers (4.3%) and Importers (6.5%).

Overall Experience

- Overall, 42.1 percent of businesses reported that the benefits of participation in C-TPAT outweighed the costs, approximately a 10 percentage point improvement over the 2007 survey. Exactly one quarter of businesses reported that the benefits and costs of participation in C-TPAT were about the same.
- Encouragingly, but perhaps not surprisingly, businesses that had been certified longer were systematically more likely to report that the benefits of participation outweighed the costs.
- Slightly more than thirteen percent (13.2%) of the businesses did not know about the procedures for assessing and managing supply chain logistics their companies had put in

place prior to joining C-TPAT, and a similar percentage (15.9%) did not know about the formal supply chain continuity and contingency plans that were in place prior to joining C-TPAT. More than eight in ten of the respondents who said they had prior procedures in place agreed that those procedures had been strengthened as a result of joining C-TPAT.

III. Introduction

About the Report

The report is divided into three major sections: Introduction, Survey Development, and Survey Results. The Introduction provides an overview of the complete survey process starting with contract development and works through the completion of the first two phases of the project.

The Survey Development section presents a description of the three focus groups, two which were conducted by telephone and WebEx and a description of the questionnaire development process.

The Survey Results section presents a summary of the survey findings and is divided into the following areas:

- Overview of Surveyed Companies
- Characteristics of Employees who Completed the C-TPAT Partner Survey
- Importers
- Carriers
- Service Providers
- Foreign Manufacturers
- Costs to Implement the C-TPAT Program
- Costs to Maintain the C-TPAT Program
- Tangible Benefits of the C-TPAT Program
- Inspection Experience of Highway Carriers
- Intangible Benefits of the C-TPAT program
- Risk Management
- Revalidation
- Suspension
- Global Harmonization
- Communication with C-TPAT
- Overall Experience

Survey Overview

U.S. Customs and Border Protection, Department of Homeland Security asked the Center for Survey Research at the University of Virginia to conduct a cost-benefit survey of C-TPAT partners. ViaTech Systems, Inc. issued a purchase order establishing the Center for Survey Research as a subcontractor to conduct the requested surveys. A subcontract agreement was completed in July 2009.

For this project, there are three surveys with three samples:

1) A full census of the C-TPAT membership for the first survey to assess overall satisfaction with the C-TPAT program. This was called the Member Survey.
2) A sample of 2,000-3,000 C-TPAT members for the second survey which would include more details regarding implementation and benefits
3) A sample of 200-300 C-TPAT members for the final cost analysis survey (not included in this report)

Each phase of the project will include a pilot to refine the questionnaire before launching production. CSR also proposed a focus group period to ensure that questionnaire development is substantially refined prior to the pilot. After the first focus group, CSR and CBP determined the need for additional input which resulted in two additional webinars for further input.

The goals of the 2010 survey were:

1) Assess participant satisfaction with:
    a. C-TPAT web portal
    b. Relationship with SCSS
    c. Other sources of help
    d. Annual conferences
    e. Global harmonization of programs
2) Gauge participant experience with benefits and costs
3) Address issues specific to highway carriers
4) Obtain overall assessments of whether benefits outweigh the costs
5) Determine participants' willingness to continue in the C-TPAT program

The following Table III-1 shows the timeline for the project. The survey development process is further described in the next chapter.

Table III-1: Project timeline

Phase of Survey	*Date*
Contract signed	July 2009
Development of questionnaire matrix	September 2009
Initial focus group	September 30, 2009
Two webinar focus groups	October 23, 2009
Web-based pilot study	Nov – Dec 2009
Pilot debriefing interviews	January 6, 2010
Web-based production study	January to March 2010
Preliminary results in Anaheim, CA	March 18, 2010
Final data analysis	March-April 2010
Report of findings	May 2010

IV. Survey Development

Questionnaire Development

The questionnaire was based on the 2007 survey. Since the survey is being conducted in three separate phases, each phase is designed to reach a targeted portion of the C-TPAT membership. The first survey is targeted to the entire membership and has been simplified and streamlined to address overall satisfaction with the costs and benefits of the C-TPAT program. All the questions from the 2007 survey that require special dollar amounts are reserved for the third phase of the survey. The survey is designed with multiple skip patterns to ensure that the questions asked were appropriate for the responding business. The skip patterns accommodated the following CBP categories of enrollment:

- U.S. Importers of Record
- U.S./Canada Highway Carriers
- U.S./Mexico Highway Carriers
- Mexican Long Haul Carriers
- Rail Carriers
- Sea Carriers
- Air Carriers
- U.S. Marine Port Authority/Terminal Operators
- U.S. Air Freight Consolidators, Ocean Transportation Intermediaries and Non-Vessel Operating Common Carriers (NVOCC)
- Licensed U.S. Customs Brokers
- Third Party Logistics Providers
- Foreign Manufacturers

CSR prepared a matrix with the questions that were included in the 2007 survey and a recommendation regarding which questions should be included on each of the three surveys for the 2010 study. CBP reviewed the matrix and, once agreement was reached on the questions for the first two surveys, CSR compiled a draft of the questionnaire.

The census questionnaire consisted of a maximum of 116 questions depending on business type and length of membership. The cost/benefit questionnaire consisted of a maximum of 176 questions depending on business type and length of membership. The topics covered in the questionnaire included respondent/company classification, overall experience, evaluation of portal website, global issues, membership issues, suspension process, conferences, risk management, tangible and intangible benefits, inspection experience, implementation and implementation costs, measurable benefits, maintenance costs, and final comments.

While the paper questionnaire is lengthy by most standards, the Internet version is much more flexible. The on-line program provides a number of skip patterns to ensure that respondents are presented only with questions that are relevant to their business and to answers on previous questions. Additional questions were included that were specific to highway carrier concerns.

The questionnaire was then programmed and debugged for Internet distribution and readied for a pilot study.

Focus Group

On September 30, 2009, CSR conducted a focus group of five C-TPAT members. A draft of the longer version of the survey was reviewed and discussed. Participants were representatives of manufacturers, importers, licensed customs brokers, and a Canadian trucking association. The focus group revealed concern for the length of the survey as well as the need for additional questions regarding the C-TPAT portal website and the concerns of highway carriers. Participants were relieved to see that cost questions had been eliminated from this phase of the project.

Webinars

Since participation in the September focus group was small and significant concerns were raised about the questionnaire, a new version of the survey instrument was developed in collaboration with CBP. This version of the questionnaire was reviewed and discussed in two telephone webinars on October 23, 2009. The first group consisted of seven representatives of smaller companies who are importers, consolidators, and licensed customs brokers. The second group consisted of four representatives of highway carriers. Feedback and input from these two groups were helpful in finalizing the questionnaires for the pilot study.

Pilot Study

On November 19, 2009, a pilot study of the C-TPAT Cost-Benefit Survey was launched to test the web-based questionnaire. Due to some technical issues in sending out the announcement emails, the pilot remained in the field until January 5, 2010.

Sample Selection for the Pilot Study

The population of C-TPAT participants was divided into four categories: 1) Importers, 2) Manufacturers, 3) Carriers, and 4) Others for the purpose of selecting a stratified random sample of sixty partners to participate in the pilot study. The number from each group that participated in the pilot is indicated Table IV-1:

Table IV-1: Pilot sample distribution

Category	Pop	Pop %	Pilot responses	Resp %
Importers	4,325	45%	58	39%
Carriers	2,583	27%	44	29%
Manufacturers	927	10%	20	13%
Others	1,656	18%	29	19%
Total	9,491	100%	151	100%

Pilot Study Process

The survey methods for the C-TPAT pilot study were based on a modified version of the "Tailored Design Method" of web survey administration[1], a set of related techniques that has been shown to optimize cooperation, response rates, and accuracy in web surveys without compromising confidentiality. Table IV-2 indicates the steps involved:

Table IV-2: Pilot timeline

Task	Date Completed
Advance letters to Pilot sample	11/20/06
Announcement email to Pilot sample	12/1/06
Thank you/reminder email to Pilot sample	12/8/06
Second reminder email to non-respondents	12/14/06
Close-out email	12/20/06
Close-out of the web	1/8/07

Initial Frequencies

The initial frequencies from the pilot data indicate that respondents represented all the business type categories: Importers, Highway Carriers, Sea Carriers, Air Carriers, Freight Consolidators, Licensed Customs Brokers, and Foreign Manufacturers. The frequencies indicated that the survey was functioning well and was ready for production.

Response Rate

A total of 174 questionnaires were completed however 23 did not indicate their business type and were not included in the frequencies. A total of 240 companies were selected for each of the short and long versions of the questionnaire. The total response rate was 32%.Twenty-nine of the 151 C-TPAT partners chosen for the pilot study were randomly selected for the post-survey debriefing interviews.

Debriefing Interview Summary

Among the 29 C-TPAT participants in the pilot study sample who were interviewed for this debriefing initiative:

- All of the respondents had completed the survey
- Four had forwarded the email or advance letter to someone else
- Two respondents indicated that the advance letter could be clearer or more convincing
- Three respondents indicated that the announcement email could be clearer or more convincing
- Three indicated that the questions were difficult to answer

To the extent practicable, information gleaned from the pilot study was incorporated in the production version of the survey.

[1] See Don A. Dillman, *Mail and Internet Surveys: The Tailored Design Method* (New York: John Wiley and Sons, 2000).

V. Survey Results

Overview of Surveyed Companies

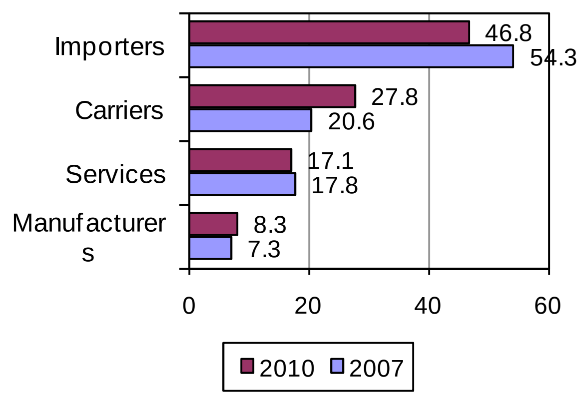
C-TPAT's categories of enrollment include:

- U.S. Importers of Record
- U.S./Canada Highway Carriers
- U.S./Mexico Highway Carriers
- Mexican Long Haul Carriers
- Rail Carriers
- Sea Carriers
- Air Carriers
- U.S. Marine Port Authority/Terminal Operators
- U.S. Air Freight Consolidators, Ocean Transportation Intermediaries and Non-Vessel Operating Common Carriers (NVOCC)
- Licensed U.S. Customs Brokers
- Third Party Logistics Providers
- Foreign Manufacturers

At the time of the survey, C-TPAT had 8,166 business partners. For the purpose of the study, these C-TPAT business partners were grouped into Importers (3,822); Carriers (2,270), including U.S/Canada Highway Carriers, U.S/Mexico Highway Carriers, Rail Carriers, Sea Carriers, and Air Carriers; Service Providers (1,400), including U.S. Marine Port Authority and Terminal Operators, U.S. Air freight Consolidators, Ocean Transportation Intermediaries or Non-Vessel Operating Common Carriers (NVOCC), and Licensed U.S. Customs Brokers; and, finally, Foreign Manufacturers (674).

Figure V-1 indicates how the population of companies participating in the C-TPAT program has changed since 2007. Specifically, Importers make up considerably less of the C-TPAT partner population than they did in 2007 and the other types of companies make up a slightly larger proportion of the population.

Figure V-1: C-TPAT business participants, 2010



Of the 8,166 companies participating in C-TPAT, a total of 3,901 businesses, nearly half (47.8%), responded to the 2010 survey. This represents a substantial improvement over the 29.4 percent response rate obtained for the 2007 survey

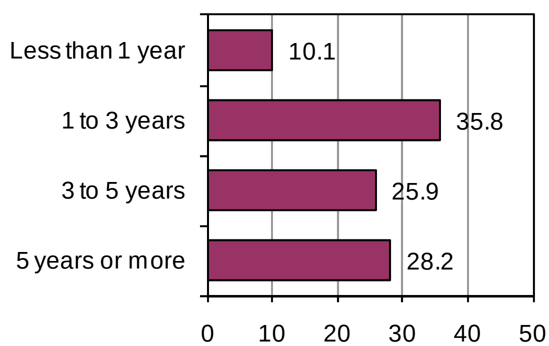
As indicated in Table V-1 the response distribution by business type is fairly close to that of the 2010 C-TPAT business partner population. Specifically, 39.2 percent of respondents to the 2010 survey are importers, 29.5 percent are carriers, 19.5 percent are service providers, and 11.8 percent are foreign manufacturers. The larger absolute numbers of responses from Service Providers and Foreign Manufacturers in the 2010 Survey are particularly welcome, in that they substantially increase our confidence in the statistical inferences that we can draw about these types of businesses.

Table V-1: C-TPAT business participants and respondents to the 2010 survey

	Population				Survey Participants			
	2007		2010		2007		2010	
Business Types	**n**	**%**	**n**	**%**	**n**	**%**	**n**	**%**
Importers	3,209	53.8	3,822	46.8	953	54.3	1,530	39.2
Carriers	1,360	22.8	2,270	27.8	362	20.6	1,151	29.5
Services	1,098	18.4	1,400	17.1	313	17.8	761	19.5
Manufacturers	298	5.0	674	8.3	128	7.3	459	11.8
Total	5,965	100	8,166	100	1,756	100	3901	100

Figure V-2 shows the approximate length of time that participating companies in the 2010 survey have been C-TPAT certified. Since the 2007 survey, the average length of time certified among responding companies has increased from approximately 2 years to approximately 3 years. (While many of the same companies responded to both the 2007 and the 2010 surveys, average time certified is also impacted by companies that joined the program after 2007.)

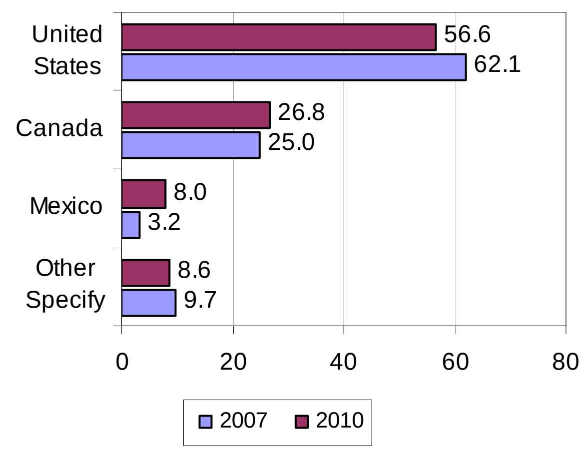
Figure V-2: Length of time certified by C-TPAT



Among the surveyed companies for which respondents knew whether the company was privately or publicly-owned, 83.2 percent of respondents reported private ownership and the other 16.8 percent reported public ownership. (About two percent of the respondents could not indicate whether their businesses were privately or publicly owned.)

Over half (56.6%) of the companies that participated in the C-TPAT survey indicated that their company's headquarters are located in the United States. The remaining companies reported that their headquarters are located in Canada (26.8%), in Mexico (8.0%), or in other countries (8.6%) (see Figure V-3). This represents a substantially more international sample of companies than was obtained for the 2007 survey.

Figure V-3: Location of company's headquarters



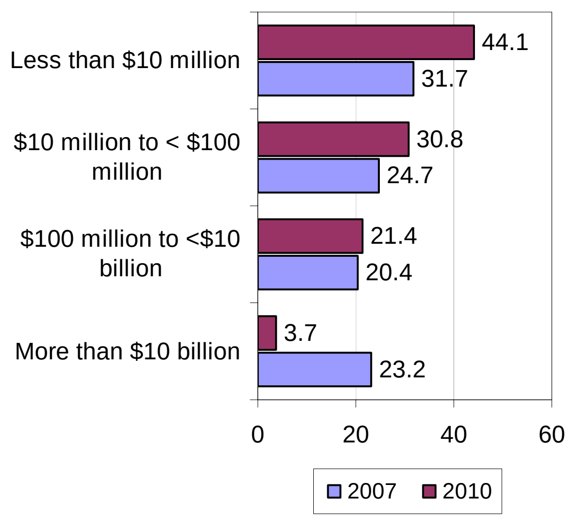
In order to ensure the representativeness of results, the 2010 C-TPAT survey instrument was translated from English and offered in Spanish and French. Bilingual e-mails with links to both the English and Spanish versions were sent to C-TPAT business partners operating in Mexico. Bilingual e-mails with links to both the English and French versions were sent to C-TPAT business partners operating in the province of Quebec, Canada. The rest of the C-TPAT partners received English e-mails with links to the English version, but they were told they could request a Spanish or French version if they wished. While the majority of the companies (82.7%) completed the survey in English, 363 C-TPAT business partners (9.3%) completed the Spanish version of the questionnaire and eight percent completed the French version. (See Table V-2.)

Table V-2: Language of survey administration

Languages	n	%
English	3235	82.7
Spanish:	363	9.3
French	311	8.0
Total	3911	100.0

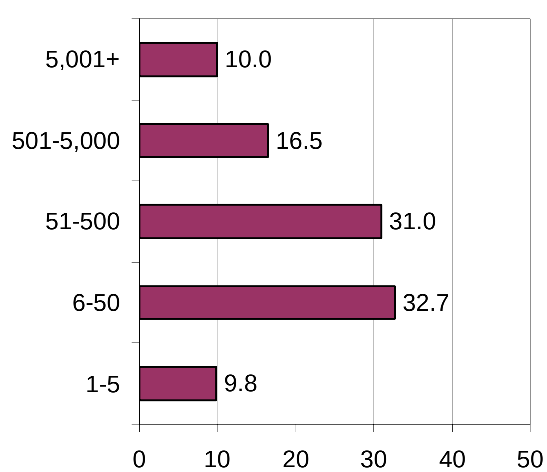
Respondents who completed the survey were also asked to indicate their company's annual revenue. In contrast to the 2007 survey, all figures were requested in USD. For nearly three-quarters (74.9%) of responding companies, the annual revenue reported was less than 100 million dollars. For nearly half (44.1%) of responding companies, the annual revenue reported was less than 10 million dollars. For ease of interpretation, Figure V-4 groups companies' annual revenues into four categories: less than $10 million; $10 million to less than $100 million; $100 million to less than $10 billion; and $10 billion or more. See Figure V-4.

Figure V-4: Company's annual revenue



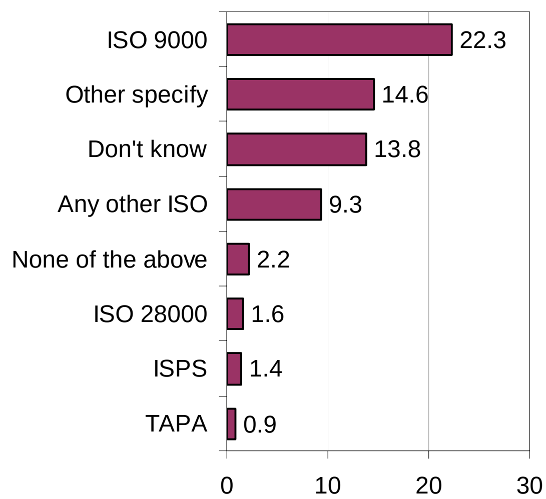
Similarly to revenues, the 2010 survey shows companies with fewer employees making up an increased proportion of the survey sample. See Figure V-5.

Figure V-5: Company's employees



With regard to standards certifications, 22.3 percent of the companies indicated that they were certified in ISO 9000, 1.6 percent in ISO 28000, 1.4 percent in ISPS, 0.9 percent in TAPA, 9.3 percent in other ISO certifications and 12.9 percent in other non-ISO certifications. For 13.8 percent of companies, respondents who completed the survey were not able to say whether their businesses were certified in these standards (see Figure V-6).

Figure V-6: Company's certification in other standards



In a multiple response format, survey respondents were asked to select all business systems that their company has in place. On average, respondents in 2010 who had at least one system in place had an average of 2.7 systems put in place, as compared to 3.0 systems for respondents in 2007. (Slightly lower figures for 2010 may be attributable to the smaller size of companies responding to the 2010 survey.) Of all the systems in place, a "formal security and pilferage control system" was the most often cited by the 2010 respondents (56.7%) followed by "business continuity planning" (51.9%), a "formal risk management system" (46.4%), and "centralized procurement" (43.5%). Approximately one-quarter of the surveyed respondents indicated that none of the listed systems (12.0%) were in place at their companies or that they did not know which systems were in place (13.3%). See Table V-3 for a complete list of the systems put in place by the surveyed companies.

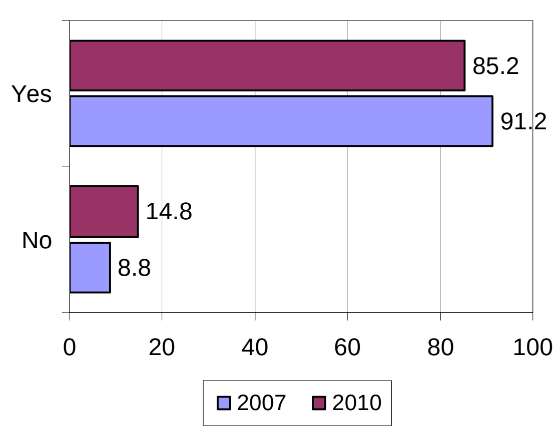
Table V-3: Business systems put in place

	2007		2010	
	n	%	n	%
Formal security and pilferage control system	733	43.6	825	56.7
Business Continuity Planning	566	33.7	755	51.9
Formal risk management system	594	35.4	676	46.4
Centralized procurement	619	36.8	633	43.5
Other	1156	68.8	165	11.4
Enterprise Resource Planning (ERP)	445	26.5	--	--
Manufacturing Resource Planning (MRP II)	404	24.0	--	--
None of the above	307	18.3	165	12.0
Not sure/Don't know	277	16.5	194	13.3
Total	3,945		3,248	

Characteristics of Employees who Completed the C-TPAT Partner Survey

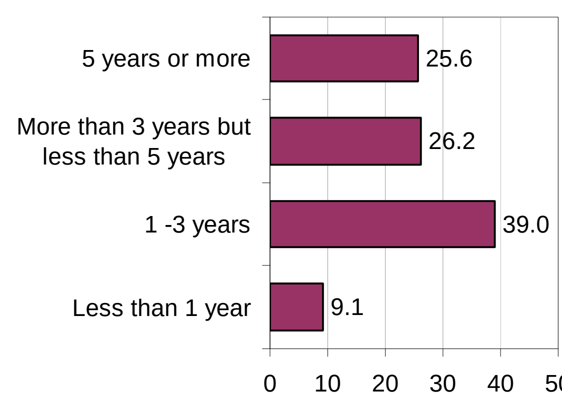
The majority (85.2%) of those who completed the C-TPAT survey questionnaire identified themselves as the primary C-TPAT contact for their companies (see Figure V-7). The remaining 14.8 percent of the employees who were not their business's primary C-TPAT contact indicated that they were familiar with the costs and benefits of their companies' participation in the C-TPAT program. Those who were not the primary contact and self-reported as not knowledgeable were not allowed to continue with the survey by the web program. Consequently, all of the employees who completed the survey were knowledgeable about the C-TPAT program.

Figure V-7: Are you primary C-TPAT contact for your company?



In addition, more than half (51.9%) of the employees who completed the survey reported that they have been personally involved with their company's C-TPAT program for a period of three years or more, while 39 percent of respondents said they have been personally involved in their company's C-TPAT program for one to three years and 9.1 percent reported having been involved for less than one year. Figure V-8 displays employees' responses on this question.

Figure V-8: Employee's personal involvement in company's C-TPAT program



Employees with many different job categories completed the C-TPAT survey. The survey was most frequently completed by Logistics Managers (12.6 %), Presidents (11.2%) and Vice Presidents (10.8%). Table V-4 presents a description of the job categories of those who completed the survey.

Table V-4: Job categories of employees who completed the C-TPAT survey

	n	%
Logistics Manager/Coordinator	491	12.6
President	438	11.2
Vice President	420	10.8
Compliance Manager	370	9.5
Owner/Partner	358	9.2
Other Specify	323	8.3
Other Manager	273	7.0
General Manager	251	6.4
Operations Manager	229	5.9
Director	225	5.8
Safety Manager	143	3.7
Director of Security	109	2.8
CFO	105	2.7
CEO	99	2.5
COO	69	1.8
Total	3901	100

Importers

Overall, 1,530 companies classified as Importers completed the survey, representing 39.2 percent of the sample. (Importers make up 46.8% of the 2010 C-TPAT partner population.) For the vast majority of these Importers (95.2%), respondents completed the English version of the questionnaire. Forty-five Importers (2.9%) completed the French version of the questionnaire and twenty-nine Importers (1.9%) completed the Spanish version.

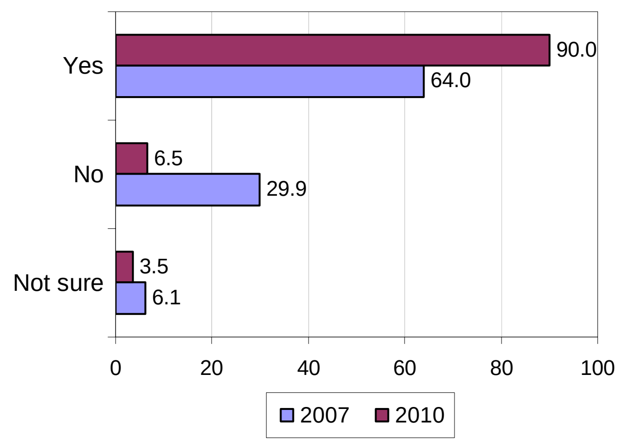
Nearly three-quarters (73.6%) of Importers are privately owned companies while 26.4 percent are publicly owned. 72.7 percent of the Importers reported that their headquarters are located in the United States while 14.3 percent have their headquarters in Canada. The remainder of the Importers reported that their headquarters are located in other countries (12.1%) or in Mexico (0.9%). These figures were comparable to those from the 2007 survey.

Importers tend to have higher annual revenues than did companies in the overall sample. For example, only 3.7 percent of all companies responding to the survey have revenues over $10 billion while 6.4 percent of importers have revenues this large. Similarly, 44.1 percent of all companies responding to the survey have annual revenues under $10 million while only 22.3 percent of importers have revenues under $10 million. (Importers also tended to have higher revenues in the 2007 survey.)

Importers' Validation

Ninety percent of Importers reported that they have received C-TPAT validation, 6.5 percent reported that they had not and 3.5 percent were not sure about the status of their validation. As indicated in Figure V-9, these figures represent a higher rate of validation compared to the 2007 survey:

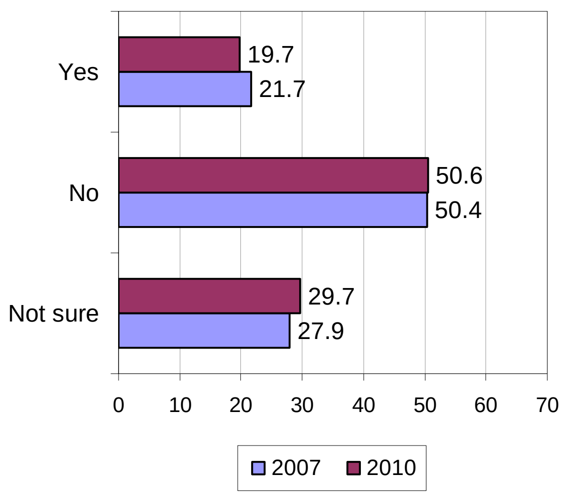
Figure V-9: C-TPAT Validation



On average, C-TPAT-validated Importers received their validation 2.3 years ago.

Of the Importers with C-TPAT validation, 19.7 percent had received C-TPAT Tier Three status for exceeding minimum standards while 50.6 percent had not and 29.7 percent of Importers indicated that they were not sure. As indicated in Figure V-10, these figures are not significantly different from those in the 2007 survey.

Figure V-10: C-TPAT Tier Three Status



Nature of Goods Imported

In a multiple-response question format that allows the selection of more than one item, employees who completed the survey were asked to indicate the types of goods their companies import. Foods, beverages, and agricultural products (15.1%) followed by apparel and accessories (14.5%) and electronic equipment and components (11.1%) were imported the most often. (These three products were also the most commonly imported in the 2007 study.)

See Table V-5 for a complete list of imported goods.

Table V-5: Type of goods imported

	n	%
Other1 (specify)	424	27.7
Foods/beverages/agricultural products	231	15.1
Apparel/accessories	222	14.5
Electronic equipment/ components	170	11.1
Chemicals	124	8.1
Automobiles/auto parts	123	8.0
Home furnishings/ housewares	122	8.0
Textiles/linens	119	7.8
General merchandise	117	7.6
Heavy machinery and spare parts	87	5.7
Building materials/hardware	82	5.4
Consumer electronics/ appliances	74	4.8
Paper and paper products	74	4.8
Toys/games	71	4.6
Metals/mining materials	57	3.7
Steel, coils and wire	56	3.7
Other2 (specify)	57	3.7
Computer hardware/ software	53	3.5
Sporting goods/equipment	49	3.2
Logs, lumbering supplies and wood products	31	2.0
Petroleum or petroleum products	28	1.8
Aircraft equipment	18	1.2
Other3 (specify)	13	.8
Boating and dock supplies	10	.7
None of the above	9	.6

In a multiple-response format, Importers were asked: “What are the primary points of origin for your company’s imports?” Table V-6 presents the list of primary points of origin for the companies’ imported goods and materials. More than three-fifths (60.8%) of Importers reported China as a primary point of origin for their imported goods, followed by Mexico (21.9%), Canada and the European Union (each at 20.2%), and Taiwan (19.2 %). These figures were substantially similar to those from the 2007 survey.

Table V-6: Imported goods primary points of origin

	%
China	60.8
Other 1 (Specify)	28.6
Mexico	21.9
Canada	20.2
European Union	20.2
Taiwan	19.2
India	17.4
Hong Kong	14.8
Japan	14.6
United States	13.7
Thailand	12.3
Vietnam	10.9
Other 2 (Specify)	10.5
United Kingdom	9.7
Korea	8.8
Brazil	8.3
Malaysia	8.0
Philippines	4.6
Pakistan	3.6
Turkey	3.5
Other 3 (Specify)	3.3
Switzerland	3.1
Chile	2.9
Argentina	2.7
Australia	2.4
Israel	2.3
Columbia	1.3
Ireland	1.3

Screening Customers for Security Risks

Exactly half of the Importers (50.0%) reported working with non-C-TPAT certified foreign suppliers, manufacturers, or other vendors, 49.1 percent said that they did not work with non-certified suppliers, manufacturers, or vendors, and 0.9 percent did not know whether they worked with non-certified suppliers, manufacturers, or vendors.

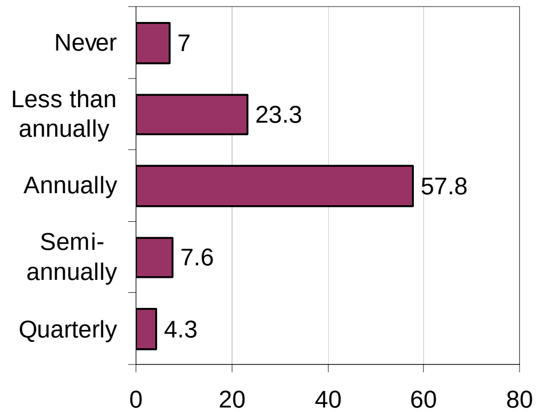
Importers that did work with non-C-TPAT certified foreign suppliers, manufacturers, or other vendors reported using several methods to screen these companies (see Table V-7). Of all the screening methods, "visiting the foreign suppliers, manufacturers, or vendors for security evaluation" was reported as the most-used method by Importers. This method, which was mentioned by nearly two-thirds (65.5%) of Importers, is followed by "use formal security survey process" (50.4%) and "review certifications" (43.9%). The 2007 survey also found these three screening methods to be the most widely-used. Only 1.1 percent of Importers indicated that they "did not screen" at all, down from the reported 2.4 percent of Importers in 2007.

Table V-7: Importers' screening methods for Non-C-TPAT certified foreign suppliers, manufacturers, or vendors

	%
Visit foreign suppliers, manufacturers, or vendors	65.5
Use formal security survey process	50.4
Review certifications	43.9
Assess transit time from foreign supplier to shipping point	38.3
Assess transit time from shipping point	33.7
Use third-party verifications	26.1
Use independent buying agents to vet factories	19.7
Other specify	6.8
Don't know	3.4
None of the above	2.7
Do not screen	1.1

In addition to the screening methods, Importers were asked about how often they reviewed security status and standards. Figure V-11 presents how often Importers review foreign suppliers, manufacturers, or vendors for adherence to C-TPAT standards.

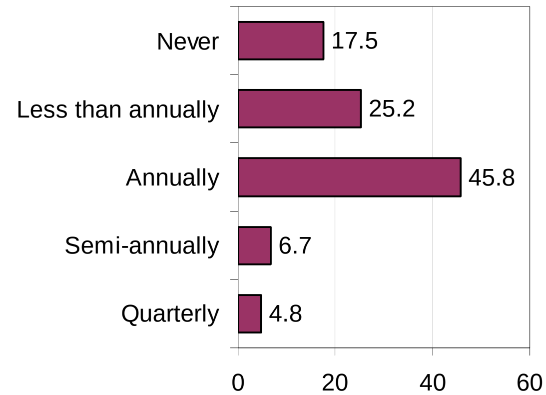
Figure V-11: Review of foreign suppliers for C-TPAT standards



Nearly six in ten Importers reported conducting these reviews annually (57.8%), with just over an additional one-in-ten conducting these reviews semi-annually (7.6%), or quarterly (4.35%). The remaining three in ten reported conducting these reviews less than annually (23.3%) or never (7.0%). Less than three percent of importers (2.8%) indicated that they did not know whether they conducted these reviews.

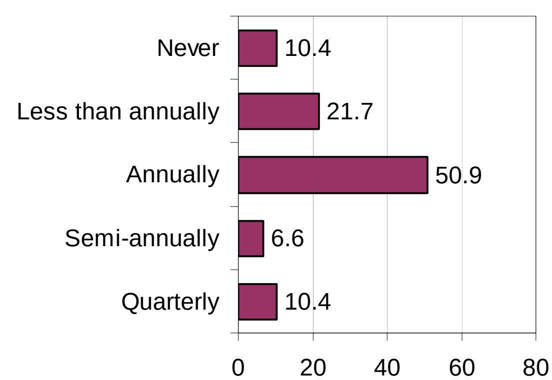
Figure V-12 presents responses to a similar question about the frequency of Importer reviews of non-C-TPAT service providers. Nearly six in ten importers (57.1%) indicated that they conduct these reviews annually (45.8%), semi-annually (6.7%) or quarterly (4.8%). Approximately one quarter (25.2%) of Importers conducted these reviews less than annually, and 7.5 percent had never conducted them. Less than three percent of importers (2.8%) indicated that they did not know whether these reviews have been conducted.

Figure V-12: Review of Non-C-TPAT service providers for adherence to C-TPAT standards



As shown in Figure V-13, over two-thirds (67.9 %) of Importers reported that they review C-TPAT-certified service providers' certification status at least annually, and less than one third (32.1%) said they conducted these reviews less than annually (21.7%) or never (10.4%). 1.9 percent of Importers said they did not know the frequency of these reviews.

Figure V-13: Review of C-TPAT certified Service Providers' certification status



Finally, importers were asked in a multiple-response format about how, beyond screening and auditing, they assessed risk more generally. Table V-8 indicates the many different risk factors they consulted, the most frequently considered of which were "countries of origin" (77.5%), "modes of transportation" (56.1%) and "whether or not foreign suppliers, manufacturers or vendors load the containers" (52.4%).

Table V-8: Importers' additional risk assessment procedures

	%
Countries of origin	77.5
Modes of transportation	56.1
Whether or not foreign suppliers, manufacturers, or vendors load the containers	52.4
Transit routes	43.2
Commodity being shipped	43.2
Transit times	40.2
Volume of shipments	34.6
Value of shipments	33.6
Type of shipment	31.1
Frequency of shipments	29.7
Frequency of sharing containers with other importers	21.6
None	5.4
None of the above	3.9
Other (specify)	3.2

Carriers

Overall, 1,151 companies classified as Carriers completed the survey (29.5% of the respondents overall). These Carriers include U.S/Canada Highway Carriers, U.S/Mexico Highway Carriers, Rail Carriers, Sea Carriers, and Air Carriers, which represent nearly thirty percent of the C-TPAT partner population (27.8%). Fewer than seven in ten Carriers (69.2%), completed the English version of the questionnaire. One hundred seventy-seven Carriers (15.4% of all Carriers) completed the Spanish version of the survey instrument and exactly 177 Carriers completed the French version of the survey as well.

Screening Businesses for Security Risks

Carriers use several methods to screen suppliers, manufacturers and vendors that are not C-TPAT certified. Table V-9 lists all the methods used by Carriers. Of these methods, "business references" and "financial soundness" are the most used. These two methods were mentioned respectively by 53.7 percent and 46.6 percent of Carriers. Next on the list of most used screening methods are "security procedures used" (46.3%) and "security evaluation results" (42.0 %).

Table V-9: Carriers' screening methods for Non-C-TPAT certified foreign suppliers, manufacturers, or vendors

	%
Business references	53.7
Financial soundness	46.6
Security procedures used	46.3
Security evaluation results	42.0
Type of commodity	38.2
Ability to meet contractual security requirements	31.1
Modes of transport	25.8
Ability to identify and correct security deficiencies	25.4
None of the above	23.3
Routing	23.0
Commodity volume	16.6
Commodity value	15.5
Don't know	2.8
Do not screen	2.5
Other (specify)	1.8

Carriers use several methods to screen service providers that are non-C-TPAT certified. These screening methods are similar to those used to screen non-C-TPAT certified suppliers, manufacturers and vendors, including "business references" (44.9%), "security procedures" (39.6%) and "security evaluation results" (36.4%). The full list of screening methods for service providers that are not C-TPAT certified is presented in Table V-10.

Table V-10: Carriers screening methods for Non-C-TPAT certified Service Providers

	%
Business references	44.9
Security procedures used	39.6
Security evaluation results	36.4
Financial soundness	36.0
None of the above	33.9
Ability to meet contractual security requirements	30.7
Ability to identify and correct security deficiencies	24.0
Modes of transport	18.4
Routing	15.9
Don't know	3.2
Do not screen	2.1
Other (specify)	1.8

As with Importers, Carriers were asked about how, beyond screening and auditing, they assessed risk more generally. Table V-11 below indicates the many different risk factors they consulted, the most frequently considered of which were "commodity being shipped" (59.3%), "countries of origin" (51.7%) and "transit routes" (48.8%).

Table V-11: Carriers' additional risk assessment procedures

	%
Commodity being shipped	59.3
Countries of origin	51.7
Transit routes	48.8
Type of shipment	46.7
Modes of transportation	39.5
Transit times	39.0
Value of shipments	34.3
Whether or not foreign suppliers, manufacturers, or vendors load the containers	32.9
Frequency of shipments	30.0
Volume of shipments	28.1
Frequency of sharing containers with other importers	12.9
None	9.5
None of the above	8.8
Other (specify)	1.9

Highway Carriers

Based on feedback from the Highway Carrier industry before and during the development of the 2010 survey, several questions specific to Highway Carriers were added to the 2010 questionnaire. (Highway carriers made up ninety-three percent of the 2010 sample of Carriers.) This section reviews responses to these additional questions.

Highway Carrier businesses were first asked, in a multiple response format, about the different types of cargo carriers they use. As indicated in Table V-12, while a variety of types were used, "full truck load" (83. 6%) was by far the most common response.

Table V-12: Types of cargo carriers

	%
Full truck load	83.6
Less than truck load (LTL)	43.6
Flatbed	33.7
Refrigerated	30.0
Hazardous materials	21.5
Tank	8.8
Agriculture	8.4
Other1 (specify)	7.0
Drayage	6.9
Automobile	4.9
Isolated tank	1.6
None of the above	0.7
Other2 (specify)	0.6

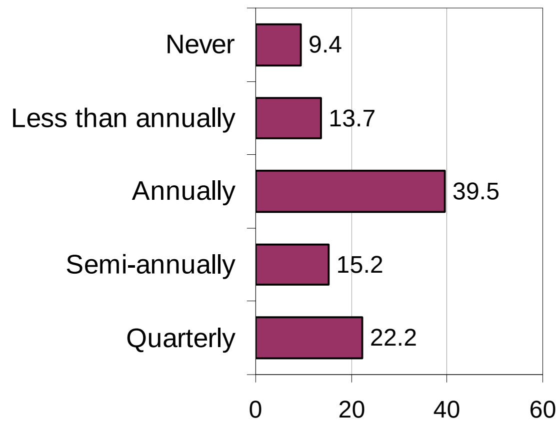
Highway carriers were next asked a multiple response question about the primary points of origin from which they transport their cargos. Aside from the United States, Nearly three-quarters (73.2%) of the Highway Carriers said that they transport cargos originating in Canada. Next on the list of primary points of origin is Mexico, which was mentioned by over a quarter (29.1%) of all Highway Carriers. China and the European Union were mentioned respectively by 4.3 percent and 2.3 percent of all the Highway Carriers. Table V-13 presents the full list of primary points of origin from which Highway Carriers transport cargos.

Table V-13: Primary points of origin from which Highway Carriers transport their cargos

	%
United States	84.8
Canada	73.2
Mexico	29.1
China	4.3
European Union	2.3
Japan	2.2
United Kingdom	1.8
Korea	1.0
Other1 (specify)	1.0
Australia	0.8
Brazil	0.8
Hong Kong	0.8
Taiwan	0.8
Chile	0.6
India	0.6
None of the above	0.5
New Zealand	0.3
Other2 (specify)	0.3
Ireland	0.2
Thailand	0.2
Argentina	0.1
Israel	0.1
Malaysia	0.1
Switzerland	0.1
Turkey	0.1
Other3 (specify)	0.1

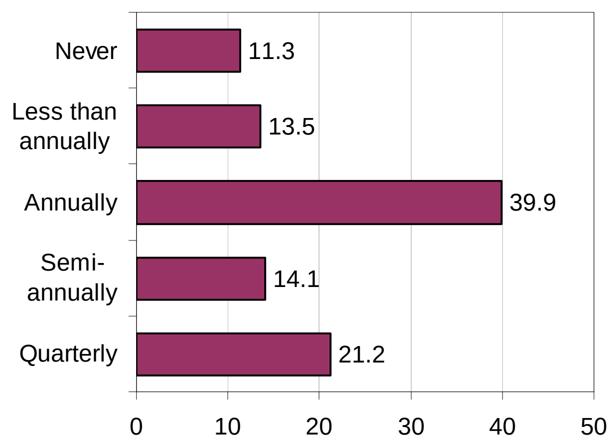
As in the case of Importers, Highway Carriers were asked how often they review customers' (i.e., suppliers, manufacturers and vendors) security status and standards (see Figure V-14.) The most frequently chosen response option was "annually" (39.5%), followed by "quarterly" (22.2%), "semi-annually" (15.2%), "less than annually" (13.7%) and "never" (9.4%).

Figure V-14: Review of C-TPAT certified suppliers, manufacturers and vendors' certification status



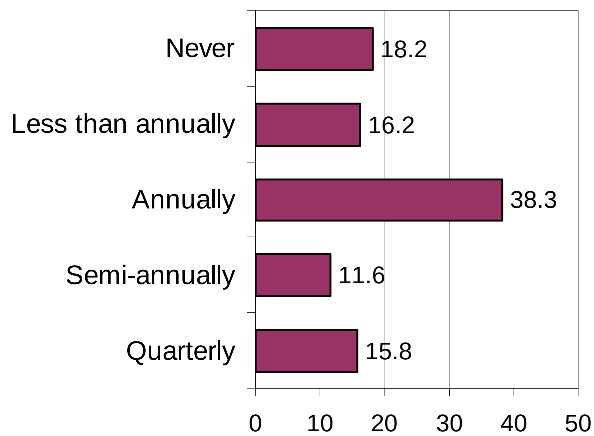
The data on how frequently Highway Carriers reviewed C-TPAT certified *service providers* was similar. See Figure V-15 for a detailed presentation of the responses for this question.

Figure V-15: Review of C-TPAT certified service providers' certification status



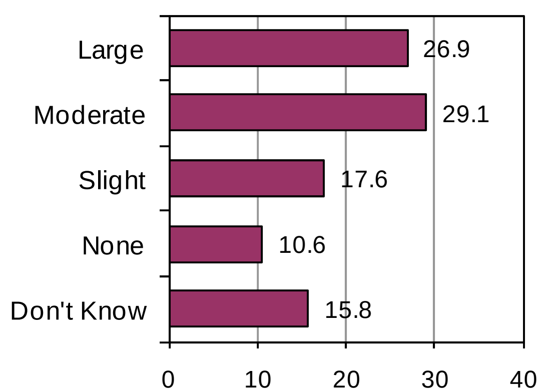
As for reviewing *non C-TPAT* service providers for adherence to C-TPAT standards, these reviews are mostly done annually (see Figure V-16). However, 16.2 percent of Highway Carriers mentioned that they reviewed C-TPAT certification status less than annually and 18.2 percent indicated that they never reviewed their customers' C-TPAT certification status.

Figure V-16: Review of non-C-TPAT certified service providers' certification status



Highway Carriers were next asked a series of questions about their experiences in the FAST program. In terms of overall costs and benefits, over a quarter of Highway Carriers (26.9%) considered their benefits from the FAST program to be large, and an additional three in ten Highway Carriers (29.1%) considered their benefits to be moderate. (See Figure V-17.) Just over a quarter perceived only a slight benefit (17.6%) or no benefit (10.6%) and the remainder (15.8%) were unable to assess the level of benefit that they had received.

Figure V-17: Benefits of FAST program



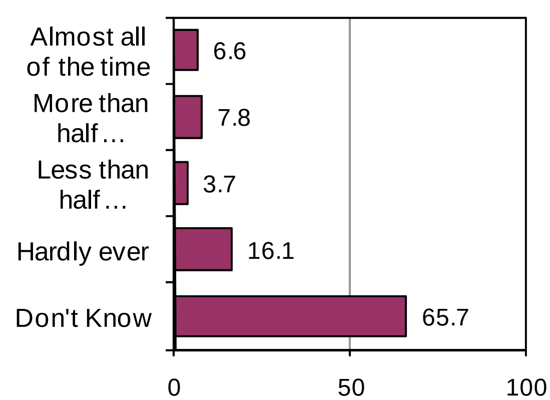
Highway Carriers who perceived only a slight benefit or no benefit from the FAST program were next asked, in a multiple response format, to specify any and all of the reasons that had prevented them from receiving greater benefits (see Table V-14.) The most-commonly cited constraint on benefits was "limitation to the facilities at point(s) of entry" (20.5%), followed by "drivers who are not FAST certified" (15.9%) and "less than truckload shipments" (14.1%). Just over one-fifth of respondents (20.2%) also specified "other" constraints.

Table V-14: Constraints on benefiting from the FAST program

	%
Limitation to the facilities at point(s) of entry.	20.5
Drivers who are not FAST certified	15.9
Less than truckload (LTL) shipments	14.1
Poor management by the points of entry	11.4
Problems with FAST documentation for drivers who are FAST certified	6.8
Other (specify)	20.2

Highway Carriers were next asked about how often their company or shipment receives "front of the line" privileges. As indicated in Figure V-18, this question proved particularly difficult for respondents to answer, with nearly two-thirds (65.7%) responding that they did not know. A little less than one-sixth of respondents (16.1%) felt that they "hardly ever" received "front of the line privileges, with a little more than one-sixth of respondents dispersed across the other three response categories.

Figure V-18: Frequency of receiving "front of the line" privileges



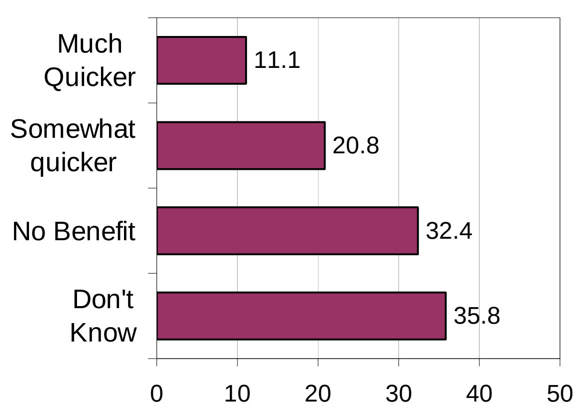
Respondents who reported receiving "front of the line" privileges less than half of the time were next asked about the factors that prevented them from receiving such privileges (see Table V-15.) Two constraints on receiving privileges were cited more commonly than others: “limitations to the facilities at point(s) of entry” (15.0%) and “poor management by the point(s) of entry” (14.6%).

Table V-15: Constraints on receiving "front of the line" privileges

	%
Limitation to the facilities at point(s) of entry.	15.0
Poor management by the points of entry	14.6
Problems with manifests or other documentation	5.6
Less than truckload (LTL) shipments	4.7
Other (specify)	7.0

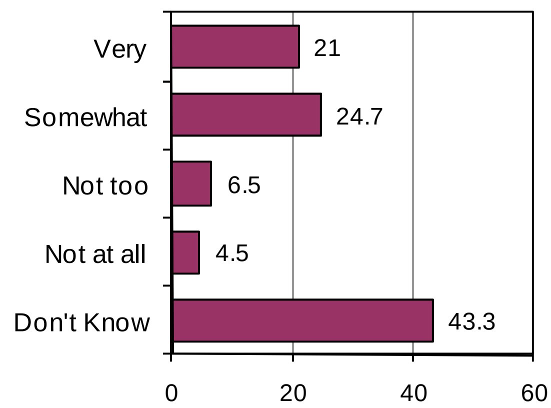
Highway carriers were next asked how much faster their companies’ inspections were as a result of joining C-TPAT. As is shown in Figure V-19, about one-third of respondents (35.8%) were unable to estimate this, and nearly another one-third (32.4 %) reported no benefit in terms of faster inspections. The remaining one-third reported either “much quicker” (11.1%) or “somewhat quicker” (20.8 %) inspections.

Figure V-19: Inspection speed benefits as a result of joining C-TPAT



Finally, Highway Carriers were asked about the consistency of their treatment as C-TPAT participants across ports of entry. As indicated in Figure V-20, over four in ten respondents (43.3%) were unable to assess the consistency of their company’s treatment across ports. However, respondents were much more likely to report that their treatment was either “very consistent” (21.0%) or “somewhat consistent” (24.7%) than “not too consistent” (6.5%) or “not at all consistent” (4.5%).

Figure V-20: Consistency of treatment from C-TPAT



Service Providers

Overall, 761 companies classified as Service Providers completed the survey (19.5% of all respondents). This represents an improvement in sample size over the 2007 survey, in which the survey was completed by 313 Service Providers (17.1% of all respondents). Service Providers include U.S. Marine Port Authority and Terminal Operators, U.S. Air freight Consolidators, Ocean Transportation Intermediaries or Non-Vessel Operating Common Carriers (NVOCC), and Licensed U.S. Customs Brokers. Only five Service Providers (0.7%) completed the Spanish version of the survey instrument and no Service Providers completed the French version. The rest (99.3%) completed the English version.

Screening Businesses for Security Risks

Service Providers use several methods to screen suppliers, manufacturers and vendors that are not C-TPAT certified. Table V-16 lists all the methods used by Service Providers. Of these methods, “business references” and “financial soundness” are the most used. These two methods were mentioned respectively by 57.1 percent and 50.5 percent of Service Providers. Next on the list of most used screening methods are “type of commodity” (43.4%) and “modes of transport” (38.2 %).

Table V-16: Service Providers' screening methods for Non-C-TPAT certified foreign suppliers, manufacturers, or vendors

	%
Business references	57.1
Financial soundness	50.5
Type of commodity	43.4
Modes of transport	38.2
Security procedures used	36.8
Security evaluation results	33.5
Ability to meet contractual security requirements	29.7
Routing	28.3
Ability to identify and correct security deficiencies	28.3
Commodity volume	25.5
Commodity value	23.1
None of the above	20.3
Other (specify)	6.1
Do not screen	2.4
Don't know	1.9

Service Providers use several methods to screen other service providers that are non-C-TPAT certified. These screening methods are similar to those used to screen non-C-TPAT certified suppliers, manufacturers and vendors, including “business references” (54.7%), “financial soundness” (42.9%) and “security procedures used” (37.7 %). The full list of screening methods for service providers that are not C-TPAT certified is presented in Table V-17.

Table V-17: Service Providers' screening methods for other Non-C-TPAT certified Service Providers

	%
Business references	54.7
Financial soundness	42.9
Security procedures used	37.7
Security evaluation results	34.0
Ability to meet contractual security requirements	33.5
Modes of transport	32.5
Ability to identify and correct security deficiencies	26.9
None of the above	23.6
Routing	22.6
Other (specify)	6.6
Do not screen	2.4
Don't know	1.4

As with other business types, Service Providers were asked about how, beyond screening and auditing, they assessed risk more generally. Table V-18 indicates the many different risk factors they consulted, the most frequently considered of which were “countries of origin” (75.0%), “commodity being shipped” (70.4%) and “modes of transportation” (51.4 %).

Table V-18: Service Providers' additional risk assessment procedures

	%
Countries of origin	75.0
Commodity being shipped	70.4
Modes of transportation	51.4
Whether or not foreign suppliers, manufacturers, or vendors load the containers	49.6
Type of shipment	49.6
Transit routes	43.2
Value of shipments	31.4
Frequency of shipments	30.7
Volume of shipments	29.3
Frequency of sharing containers with other importers	25.0
Transit times	22.9
None	6.1
None of the above	5.7
Other (specify)	2.5

Foreign Manufacturers

Overall 459 companies classified as Foreign Manufacturers completed the survey (11.8% of all respondents). This represents a substantial improvement in the size of the manufacturer sample over the 2007 survey, in which 128 companies responded (7.3% of all respondents). Fewer than half of the Foreign Manufacturers (47.6%) completed the English version of the questionnaire. Nearly one third (32.8%) completed the Spanish version of the instrument and the remainder (19.3%) completed the French version.

Screening Businesses for Security Risks

Foreign Manufacturers use several methods to screen suppliers, manufacturers and vendors that are not C-TPAT certified. Table V-19 lists all the methods used by Foreign Manufacturers. Of these methods, “business references” and “financial soundness” are the most used. These two methods were mentioned respectively by 41.6 percent and 36.0 percent of Foreign Manufacturers. Next on the list of most used screening methods are “security procedures used” (32.8%) and “security evaluation results” (29.6 %).

Table V-19: Foreign Manufacturers' screening methods for Non-C-TPAT certified foreign suppliers, manufacturers, or vendors

	%
Business references	41.6
Financial soundness	36.0
Security procedures used	32.8
None of the above	32.8
Security evaluation results	29.6
Modes of transport	28.8
Type of commodity	28.0
Ability to identify and correct security deficiencies	23.2
Ability to meet contractual security requirements	22.4
Commodity volume	18.4
Commodity value	18.4
Routing	15.2
Do not screen	6.4
Other (specify)	4.0
Don't know	.8

Foreign Manufacturers use several methods to screen service providers that are non-C-TPAT certified. These screening methods are similar to those used to screen non-C-TPAT certified suppliers, manufacturers and vendors, including “business references” (28.8%), “security evaluation results” (24.0%), and “security procedures” (20.8%). The full list of screening methods for service providers that are not C-TPAT certified is presented in Table V-20

Table V-20: Foreign Manufacturers' screening methods for Non-C-TPAT certified Service Providers

	%
None of the above	56.8
Business references	28.8
Financial soundness	24.8
Security evaluation results	24.0
Security procedures used	20.8
Ability to identify and correct security deficiencies	18.4
Modes of transport	17.6
Ability to meet contractual security requirements	15.2
Routing	6.4
Other (specify)	1.6
Do not screen	1.6
Don't know	1.6

As with other business types, Foreign Manufacturers were asked about how, beyond screening and auditing, they assessed risk more generally. Table V-21 indicates the many different risk factors they consulted, the most frequently considered of which were “countries of origin” (69.4%), modes of transportation (63.4%) and “transit routes” (47.5%).

Table V-21: Foreign Manufacturers' additional risk assessment procedures

	%
Countries of origin	69.4
Modes of transportation	63.4
Transit routes	47.5
Transit times	46.4
Commodity being shipped	45.9
Whether or not foreign suppliers, manufacturers, or vendors load the containers	40.4
Type of shipment	37.7
Frequency of shipments	32.8
Volume of shipments	30.6
Value of shipments	25.7
Frequency of sharing containers with other importers	19.7
None	6.0
Other (specify)	2.2
None of the above	1.6

Costs to Implement the C-TPAT Program

This section of the report covers responses about whether participants experienced various benefits and/or costs of membership in the C-TPAT program. Companies were also asked in a multiple response format to list all related U.S. Customs and Border Protection programs or initiatives they had implemented before joining C-TPAT. The 2007 survey included questions asking for detailed information about expenditures and dollar values. In the 2010 survey, these questions were deferred to a more detailed survey conducted with a small subsample of C-TPAT members as part of the effort to streamline the primary survey instrument.

Slightly more than thirteen percent (13.2%) of the businesses did not know about the procedures for assessing and managing supply risk that their companies had put in place prior to joining C-TPAT, and a similar percentage (15.9%) did not know about the formal supply continuity and contingency plans that were in place prior to joining C-TPAT. More than eight in ten of the respondents who said they had prior procedures in place agreed that those procedures had been strengthened as a result of joining C-TPAT.

Related U.S. Border Customs and Border Protection Programs or Initiatives before C-TPAT

Relatively new members of C-TPAT (those certified within the last three years) were asked what programs related to C-TPAT they had joined prior to joining C-TPAT. The Partners in Protection (PIP) program was most frequently mentioned by the businesses, followed by Business Anti-Smuggling Coalition (BASC) and the Importers Self-Assessment program (ISA).

Respondents in different business categories cited different programs. For example, 10.3 percent of importers indicated that they implemented the Importer Self-Assessment (ISA) program and 4.4 percent implemented the Pre-Import Review Program (PIP). A slightly larger percentage 7.7 of Carriers implemented the Carrier Initiative Program (CIP) and 12.6 percent of Highway Carriers reported that, prior to joining C-TPAT, their businesses had implemented the Line Release Program (LRP) (see Table V-22).

Table V-22: U.S. Customs and Border Protection programs or initiatives implemented before C-TPAT

	Imp. (%)	Carr. (%)	Svcs. (%)	Manu. (%)	Total (%)
BASC	3.3	7.0	4.7	13.9	6.3
ACSI	.2	1.3	.6	.4	.6
PIP	4.4	25.6	4.7	8.6	11.7
PIRP	2.1	1.4	4.1	1.1	2.1
ISA	10.3	1.3	7.4	5.6	6.3
CIP	.2	7.7	5.9	1.5	3.8
LRP	3.8	12.6		3.0	5.7
Other	4.4	4.5	5.9	4.9	4.8
Don't know	51.3	33.2	49.1	49.2	44.9
None of the above	25.9	21.6	29.0	18.0	24.0

Relatively new members of C-TPAT (those certified within the last three years) were also asked whether they used high-security seals (ISO 17712) prior to the implementation of C-TPAT security criteria. Six percent of businesses felt that the use of high-security seals did not pertain to their business and another 3.4 percent of businesses did not know whether their companies used high security seals prior to implementation of C-TPAT. The remaining companies were split quite evenly in terms of usage of high-security seals (ISO 17712) prior to implementation of C-TPAT security criteria, with slightly more than half (51.4%) using them prior to C-TPAT and the remainder (48.6%) not using them prior to C-TPAT.

Importers and Service Providers were more likely to say that they had used high-security seals (ISO 17712) prior to implementation of C-TPAT security criteria (62.4% and 57.2%, respectively) than were Carriers and Manufacturers (40.9% and 42.2%, respectively). Service Providers were more likely to say that the use of the high-security seals does not apply to them (36.4% said so) as compared to Carriers (14.1%), Importers (8.2%) and Manufacturers (6.3%). See Table V-23.

Table V-23: Use of high-security seals (ISO 17712) prior to implementation of C-TPAT security criteria, by business type

Business Type	Percent using high-security seals
Importers	62.4
Services	57.2
Manufacturers	42.2
Carriers	40.9
Total	51.3

The use of high-security seals (ISO 17712) prior to implementation of C-TPAT security criteria was also a function of business size. Businesses with annual revenues of $100 million to less than $10 billion were more likely to use high-security seals (64.6 percent) than were businesses with revenues of $10 million to less than $100 million (50.4 percent) and those with revenues less than $10 million (47.7 percent). Although businesses with annual revenues of more than $10 billion were least likely to say they have used high-security seals (44.4 percent), there were only a handful of businesses in that category, not enough to produce reliable percentages. See Table V-24.

Table V-24: Use of high-security seals (ISO 17712) prior to implementation of C-TPAT security criteria, by business size

Business Size	Percent using high-security seals
Up to $10 million	47.7
$10 million to $100 million	50.4
$100 million to $10 billion	64.6
$10 billion or more	44.4
Total	51.4

Relatively new members of C-TPAT (those certified within the last three years) were also asked to report the proportion of C-TPAT program criteria they had implemented at their companies before joining C-TPAT as a result of their participation in previous Customs and Border Protection programs or due to their company's risk management processes. 37.9 percent of the businesses had implemented most of the C-TPAT program criteria and one-quarter (25.5%) had implemented half of the program before joining C-TPAT. Overall, 11.9 percent of businesses had implemented all or nearly all of the C-TPAT program criteria while 5.7 percent had implemented none of the program (see Table V-25).

Table V-25: Proportion of C-TPAT program criteria that had already been implemented before joining C-TPAT

	Implemented (%)
All or nearly all of the C-TPAT program criteria	11.9
Most of the C-TPAT program criteria	37.9
Half of the C-TPAT program criteria	25.5
Less than half of the C-TPAT program criteria	19.0
None of the C-TPAT program criteria	5.7

Because of their participation in previous Customs Border Protection programs or due to their company's risk management processes, half of the businesses (49.7%) had implemented most or nearly all the C-TPAT program criteria. It is thus not surprising that more than half (67.2%) of the businesses found that it was very easy (12.9%) or somewhat easy (54.3%) to implement the C-TPAT program criteria for their companies.

Slightly less than one-third (30.0%) found the implementation somewhat difficult and very few (2.8%) found it very difficult (see Table V-26). The results of the survey also indicated that the ease of implementing the C-TPAT program criteria was found across all business types. Overall, 66.7 percent of Importers, 78.2 percent of Carriers, 68.6 percent Service Providers, and 64.2 percent of Manufacturers found that it was somewhat or very easy to implement the C-TPAT program criteria.

Table V-26: Ease of implementation of the C-TPAT program

	Imp. (%)	Carr. (%)	Svcs. (%)	Manu. (%)	Total (%)
Very easy	9.9	17.5	12.1	11.2	12.9
Some-what easy	56.8	50.7	56.5	53.0	54.3
Some-what difficult	30.1	28.3	29.4	33.7	30.0
Very difficult	3.1	3.5	1.9	2.0	2.8

In addition, 1,059 out of 1,475 businesses (71.8%) reported that they performed tests to verify the integrity of their supply chain procedures and 28.2 percent reported they had not. For 203 out of 3,909 businesses (5.2%), employees indicated they did not know if their businesses had performed tests to verify their supply chain procedures.

Of those businesses that conducted tests to verify the integrity of their supply chain procedures, nearly two-thirds (57.6%) found that security adjustments to their security programs were needed. For the remainder of the businesses (42.4%), no adjustments to their security programs were needed.

Implementation Costs for all Businesses

Relatively new members of C-TPAT (those certified within the last three years) who were also selected at random to fill out the Cost-Benefit Survey (the "long form") were given a list of potential C-TPAT implementation costs and asked whether they have incurred such costs or not. Importers were given a longer list than were other business types.

Of the potential C-TPAT implementation costs presented to all business types, "improving or implementing physical security costs (doors, windows, electronic access, cameras, fences, gates, lighting, etc.)" received the most mentions (71.1%). Next on the list of potential costs with most mentions include "Improving cargo security" costs which were mentioned by 59.0 percent of all businesses. The costs associated with "salaries and expenses of personnel hired/contracted specifically to implement and/or manage C-TPAT program" received the lowest mentions with 51.3 percent of all businesses indicating that they have incurred such costs (see Table V-27). Improving identification system was mentioned by 58.1 percent of businesses.

Table V-27: Potential implementation costs for all businesses

	Cost incurred (%)
Improving physical security	71.1
Improving cargo security	59.0
Improving identification system	58.1
Improving personnel security	57.2
Improving in-house awareness	56.7
Improving personnel screening	55.3
Salaries and expenses of personnel	51.3

Implementation Costs for Importers

In addition to the list of potential cost items that were asked of all businesses, Importers were asked about five additional potential cost items relevant to their sector. More than half (59.3%) of Importers reported that they have incurred costs related to "updating existing foreign supplier, manufacturer, or vendor security evaluation survey process" Next on the list of implementation costs incurred by Importers were "educating foreign suppliers, manufacturers, or vendors about security requirements" and "developing a new supplier security evaluation survey process." "Testing the integrity of supply chain security" was the last potential implementation cost (mentioned by 42.0 percent of Importers). The results also indicated significant differences among importers in regard to "developing a new supplier, manufacturer, or vendor security evaluation survey process" and the number of years they have been C-TPAT certified.

Table V-28: Potential implementation costs for importers

	Cost incurred (%)
Updating existing foreign supplier, manufacturer, or vendor security evaluation survey process	59.3
Educating foreign suppliers, manufacturers, or vendors about security requirements	56.5
Developing a foreign supplier, manufacturer, or vendor security evaluation survey process where none existed	56.0
Getting foreign suppliers, manufacturers, or vendors to complete your company's security evaluation survey process	47.0
Testing the integrity of supply chain security	42.0

Summary

Across all businesses, "improving or implementing physical security costs (doors, windows, electronic access, cameras, fences, gates, lighting, etc.) received the most mentions of all the potential C-TPAT implementation costs. For Importers, additional important costs were associated with "developing a new supplier security evaluation survey process" and "educating foreign suppliers, manufacturers, or vendors about security requirements."

Costs to Maintain the C-TPAT Program

Costs to Maintain the C-TPAT Program for all Businesses

Other than the potential C-TPAT implementation costs that they may have incurred, businesses that were selected for the Cost-Benefit Survey (the "long form") were asked to indicate what categories of ongoing expenditures they experienced to maintain the C-TPAT program. Table V-29 presents the percentage of businesses which have incurred such maintenance costs.

Table V-29: Annual maintenance costs of ongoing expenditures to maintain the C-TPAT program

	Cost incurred (%)
Maintaining Physical Security	67.0
Maintaining Cargo Security	61.9
Maintaining in-house Education/Training/Awareness	56.9
Maintaining Identification System	54.9
Maintaining Personnel Screening Procedures	52.8
Maintaining Personnel Security Procedures	50.4
Maintaining IT Systems/Database Development	49.3
Salaries and expenses of personnel	47.2
Maintaining use of Security Personnel	35.7

Of all the maintenance cost items, "maintaining the physical security" and "maintaining cargo security" were the most frequently mentioned by all the businesses. These two items were mentioned respectively by 67.0 percent and 61.7 percent of all businesses. Next on the list of maintenance cost items is "maintaining in-house education, training, and awareness" which is mentioned by 56.9 percent of businesses.

Summary

In addition to the potential implementation costs, businesses also rated the costs to maintain the C-TPAT program. Of these maintenance costs, "maintaining the physical security" and "maintaining in-house education, training, and awareness" received the most mentions.

Tangible Benefits of the C-TPAT Program

Relatively new members of C-TPAT (those certified within the last three years) who were also selected at random to fill out the Cost-Benefit Survey (the "long form") were asked to rate how some potential factors were impacted as a result of their participation in C-TPAT. For each type of potential factor, businesses could indicate whether, as a result of their C-TPAT participation, the factor has increased, stayed the same, or decreased. They were also given the option to say that they did not know or that the factor did not apply to their business.

Tangible Benefits for all Businesses

For all businesses (except Customs Brokers, who were not asked these questions in 2010), the major impact of their C-TPAT participation has been in the area of workforce security, time to release cargo by CBP, time in CBP inspection lines, and predictability in moving goods. These results closely parallel those in 2007. Four in ten businesses (39.9%) said that the security of their workforce has increased because of their participation in C-TPAT. While half (50.4%) of all businesses said the time to release cargo by CBP has stayed the same, almost one-third of businesses (29.8%) reported that, because of their participation in C-TPAT, that time has been decreased. A slightly lower percentage of businesses (28.9%) said that their participation in C-TPAT has decreased the time in CBP inspection lines. As a result of their participation in C-TPAT, businesses have also seen a positive impact on their ability to predict moving goods. Nearly one-quarter (23.5%) of all businesses indicated that C-TPAT has increased the predictability in moving goods (see Table V-30).

Table V-30: Impact of C-TPAT participation (all businesses)

	Increased		**Stayed the Same**		**Decreased**		**Unknown**		**Does not apply**		**Number Responding**	
	2007	**2010**	**2007**	**2010**	**2007**	**2010**	**2007**	**2010**	**2007**	**2010**	**2007**	**2010**
	(%)		**(%)**		**(%)**		**(%)**		**(%)**		**n**	
Security for workforce	34.8	39.9	43.6	39.6	1.4	1.8	11.2	11.7	9.0	7.0	1,478	3,323
Time/cost getting cargo released	11.6	10.2	50.4	42.0	26.4	29.8	8.9	13.7	2.7	4.3	1,487	3,334
Time in CBP inspection lines	7.8	7.1	43.7	35.9	24.8	28.9	16.1	20.6	7.6	7.5	1,481	3,331
Predictability of moving goods	24.4	23.5	51.2	46.1	6.8	5.9	10.5	16.0	7.1	8.5	1,482	3,309
Cargo theft and pilferage	4.7	2.7	49.5	42.8	15.6	19.4	14.8	18.5	15.4	16.7	1,477	3,317
Opportunities for cost avoidance	16.8	15.6	49.7	47.5	6.2	6.3	19.7	22.6	7.6	8.0	1,473	3,295
Penalties	3.0	2.5	47.8	41.4	13.8	15.2	16.4	21.3	19.0	19.5	1,481	3,319
Asset utilization	10.7	9.5	53.0	51.2	3.0	3.1	17.8	22.3	15.5	13.9	1,476	3,282
Insurance rates	2.8	2.9	61.2	59.2	5.4	5.2	17.9	22.1	12.7	10.6	1,476	3,325

While the response about impacts of C-TPAT membership showed no significant differences with respect to the number of years the respondents have been C-TPAT certified, they did vary by business type. Manufactures (39.1%), Importers (31.2%), and Carriers (29.7%) were more likely to say that their participation in C-TPAT has decreased the time to release cargo by CBP than were Service Providers (12.5%). Manufacturers (39.1%), Carriers (30.8%) and Importers (28.8%) were also more likely to say that their C-TPAT participation has decreased the time in CBP inspection lines than were Service Providers (10.8%).

Even though all business have reported that C-TPAT has increased the security of their workforce, the percentage of businesses indicating an increase was significantly higher among Manufacturers (49.5%) and Carriers (43.2%), while the rate somewhat among Importers (36.3%) and Service Providers (33.1%).

In addition, businesses with smaller annual revenues were more likely to report increases in wait times and cargo release times as a result of being a C-TPAT member, while larger business reports decreases in those areas. Larger businesses were also more likely to report that the predictability in moving goods and services across borders had increased, while smaller businesses were somewhat more likely to report no difference or decreased predictability.

Tangible Benefits for Importers

In addition, Importers were asked how their participation in C-TPAT has impacted their number of CBP inspections, disruptions to the supply chain, lead time, supply chain visibility, ability to predict lead time, and ability to monitor and track orders within the supply chain.

Overall, more one third (33.8%) of Importers reported that their participation in C-TPAT has decreased their number of U.S. Customs and Border Protection (CBP) inspections. In addition, nearly one-third of Importers (29.5%) said that their participation in C-TPAT has increased their supply chain visibility and about one in seven (14.5%) indicated that their participation in C-TPAT has increased their ability to predict lead time. Participation in C-TPAT has also increased Importers' ability to track orders (18.0%). However, for the majority of Importers (59.9%), the ability to track orders has stayed the same even after they joined C-TPAT. Nearly one-quarter of Importers (24.7%) reported that their participation in C-TPAT has decreased the disruptions in their supply chain (see Table V-31).

Importers that have been C-TPAT certified for a period of three to five years or more than five years were more likely to say that their number of inspections have decreased because of the C-TPAT participation (35.3% and 42.8%, respectively) than were those Importers that have been C-TPAT certified for a period of one to three years or less than one year (27.6% and 20.2%, respectively). Companies with more years in C-TPAT certification status also were more likely to report that disruptions to their supply chain decreased as a result of participation in C-TPAT. A similar but smaller effect was seen regarding increased ability to track orders within the supply chain. For the remainder of the factors, Importers showed no significant linear differences with respect to the length of time they have been C-TPAT certified.

Table V-31: Impact as a result of C-TPAT participation (Importers)

	Increased		Stayed the Same		Decreased		Unknown		Does not Apply		Number Responding	
	2007	2010	2007	2010	2007	2010	2007	2010	2007	2010	2007	2010
	(%)		(%)		(%)		(%)		(%)		n	
Number of CBP inspections	6.6	11.9	44.1	35.5	35.4	33.8	12.9	16.0	1.0	2.9	814	1,467
Disruptions in supply chain	4.5	5.7	51.8	46.2	28.9	24.7	10.0	16.5	4.9	6.9	803	1,433
Lead time	8.1	6.6	60.0	54.0	18.6	16.0	11.0	15.9	2.3	7.4	812	1,445
Supply chain visibility	29.4	29.5	56.4	50.9	0.7	0.8	8.9	12.8	4.6	6.0	809	1,443
Ability to predict lead time	24.3	14.5	56.8	54.9	4.2	3.9	11.9	18.7	2.8	8.0	810	1,444
Ability to track orders	22.2	18.0	60.9	59.9	2.2	1.3	8.6	13.0	6.1	7.8	805	1,446

With regard to size, larger businesses (annual revenues of $10 billion or more) were more likely to experience a decrease in the number of CBP inspections (43.9% reported this) than were smaller businesses (ranging from 40.3% to 22.3%). Decrease in lead time was also a function of business size. The percentage of businesses reporting a decrease in lead time was significantly higher for businesses with annual revenues of more than $10 billion (23.2%) than for businesses with smaller annual revenues (ranging from 17.9% to 10.9%). The ability to predict lead time followed the same pattern, increasing more for businesses with annual revenues of more than $10 billion (19.5%) than for businesses with smaller annual revenues (ranging from 16.9% to 11.0%). But there was no significant difference in the ability monitor and to track orders within the supply chain by company revenues.

Tangible Benefits for Non-Importers

Non-Importers were also asked how their participation in C-TPAT has impacted their number of customers and their sales revenues. While more than sixty percent of non-Importers said that their number of customers has stayed the same, about twenty percent reported that their participation in C-TPAT increased their number of customers. A somewhat smaller percentage of non-Importers (14.6%) also indicated their participation in C-TPAT increased their sales revenues (see Table V-32).

The impact of C-TPAT participation on non-Importers' sales revenue varied by the number of years the business has been C-TPAT certified. Non-Importers with a certification period of less than one year were more likely to report that their C-TPAT participation has increased their revenues (22.5%) as compared to those non-Importers with a certification period of three to five years (12.1%) or five years or more (15.4%).

In addition, the impact of C-TPAT participation on the number of customers varied by business type. The percentage of businesses that reported an increase in their number of customers was significantly higher with Carriers (23.4%) and Service Providers (21.0%) than with Manufacturers (13.7%), but Manufacturers were more likely to say this measure did not apply to them (14.8% said so compared to 5.5% of Carriers and 3.4% of Services). Similarly, Carriers were more likely to report increases in their sales revenues (16.2%) than were Services (13.8%) and Manufacturers (11.4%), with Manufacturers again most likely to say this measure did not apply to them.

With respect to business size, businesses with annual revenues of less than $10 million were more likely to experience an increase in the number of customers (22.0%) than were businesses with annual revenues of $10 million to $100 million (20.9%), $100 million to $10 billion (18.9%) and $10 billion or more (14.3%).

Table V-32: Impact as a result of C-TPAT participation (Non-importers)

	Increased	Stayed the Same	Decreased	Unknown	Does not Apply	Number Responding
	(%)	(%)	(%)	(%)	(%)	n
Number of customers	20.7	61.9	2.3	7.9	7.3	1,896
Sales revenue	14.6	60.3	5.3	10.4	9.3	1,894
Wait times at the border	7.3	36.9	35.2	10.1	10.5	1,895
Time and cost to release cargo	9.2	42.3	28.7	13.6	6.3	1,887
Time in secondary cargo inspection lines	7.5	38.0	29.1	17.2	8.3	1,889
Predictability in moving goods and services across borders	22.9	45.4	6.3	16.0	9.4	1,871
Significant opportunities for cost avoidance	15.6	47.8	6.5	20.9	9.2	1,868
Cargo theft and pilferage	2.7	41.1	21.7	16.1	18.4	1,877
Asset utilization	11.1	51.2	3.7	20.2	13.8	1,862
Security for workforce	42.8	37.6	2.4	10.2	6.9	1,885
Penalties	3.2	41.1	16.2	19.0	20.5	1,885
Insurance rates	4.0	61.5	5.6	18.6	10.3	1,886

Tangible Benefits for Highway Carriers

Feedback received during the survey design and development process indicated the need to address several issues separately for Highway Carriers. This grouping includes U.S/Canada Highway Carriers, U.S/Mexico Highway Carriers and Mexican Long Haul Carriers. As illustrated in Table V-33, nearly forty percent of Highway Carriers reported that their participation in C-TPAT has decreased their wait times at the borders while a little more than forty percent said those wait times have stayed the same. A marginal percentage of Highway Carriers did not rate the impact of C-TPAT on wait times or indicated the factor does not apply to their businesses.

Table V-33: Impact as a result of C-TPAT participation (Highway Carriers only)

	Increased	Stayed the Same	Decreased	Unknown	Does not Apply	Number Responding
	(%)	(%)	(%)	(%)	(%)	n
Number of customers	23.5	62.2	3.3	5.6	5.4	1,010
Sales revenue	16.2	62.0	7.1	7.5	7.1	1,008
Wait times at the border	9.4	43.0	38.9	6.6	2.0	1,009
Time and cost to release cargo	10.5	45.2	30.5	8.8	5.0	1,002
Time in secondary cargo inspection lines	8.7	43.3	32.3	12.1	3.6	1,007
Predictability in moving goods and services across borders	24.3	51.8	6.7	14.0	3.2	1,007
Significant opportunities for cost avoidance	15.9	50.9	7.3	18.7	7.3	990
Cargo theft and pilferage	2.4	43.6	22.7	13.8	17.4	998
Asset utilization	11.9	56.0	4.0	16.6	11.6	986
Security for workforce	43.3	40.8	2.4	8.1	5.4	1,002
Penalties	3.8	46.4	17.1	15.0	17.8	1,002
Insurance rates	5.0	69.1	4.8	13.1	8.0	1,004

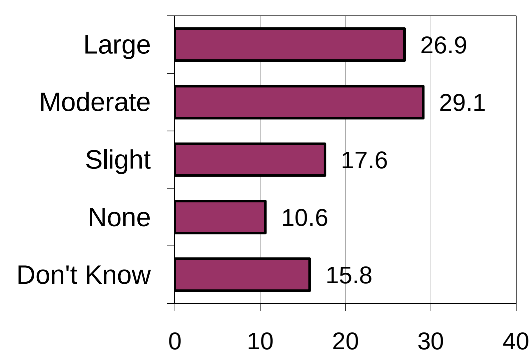
Inspection Experiences of Highway Carriers

Highway Carriers were also asked several questions that were new for the 2010 survey. The questions covered various aspects of their inspection experiences. The questions were added in response to feedback received during the design and development process.

FAST Program Benefits

A majority of Highway Carriers reported receiving a "large" or "moderate" benefit from the FAST program, but almost sixteen percent said they did not know whether they benefited from this program or not (see Figure V-21).

Figure V-21: FAST program benefits

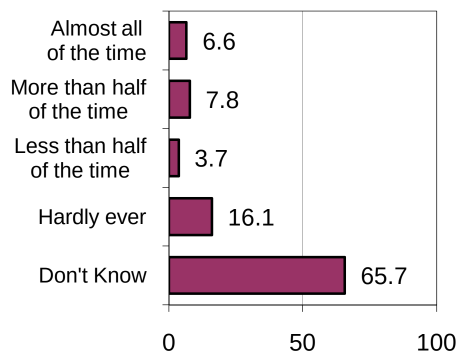


Those who reported only a slight benefit or no benefit were asked to choose from a list of the factors which prevented them from receiving a greater benefit. Respondents could check more than one factor. About forty percent did not check any response, twenty percent indicated that the problem was limitations to the facilities at the points of entry, sixteen percent indicated it was drivers who were not FAST-certified, fourteen percent indicated less-than-truckload (LTL) shipments, eleven percent indicated poor management by the points of entry, seven percent indicated problems with FAST documentation for drivers who are FAST-certified, and twenty percent indicated some other answer not in the checklist.

Front-of-the-line Privileges

Highway Carriers were also asked how often they received front-of-the-line privileges. As shown in Figure V-22, two-thirds of respondents said they did not know whether they received this benefit or not, and another fifth said they received it "hardly ever" or "less than half the time."

Figure V-22: Front-of-the-line privileges



Those who reported receiving the front-of-the-line privilege less than half the time or hardly ever were asked to choose from a list of the factors which prevented them from receiving the privilege more often. Respondents could check more than one factor. About sixty percent did not check any response, fourteen percent indicated that the problem was limitations of the facilities at the points of entry, thirteen percent indicated it was poor management by the points of entry, five percent indicated problems with manifests or other documentation, four percent indicated less-than-truckload (LTL) shipments, and six percent indicated some other answer not in the checklist.

Those who reported physical layout or management problems were asked to elaborate on the particular problems that they perceived. Those responses are bound separately as part of Appendix C.

Overall Comments about Inspections

Highway Carriers were also asked how much faster their inspections are as a result of participation in C-TPAT, and how consistent their treatment is across different ports of entry. Figure V-23 shows that the majority of Highway Carriers do not have the necessary information to gauge the impact of C-TPAT membership on the speed of their inspections, or perceive no benefit.

Figure V-23: Impact of C-TPAT on speed of inspections

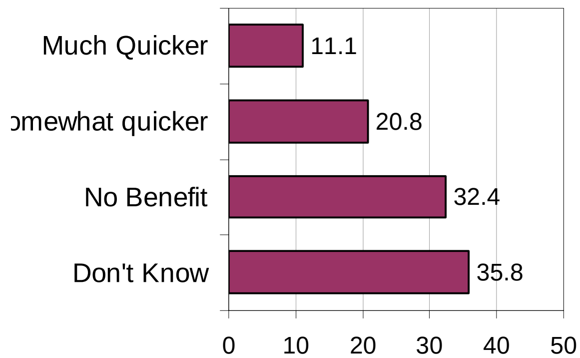
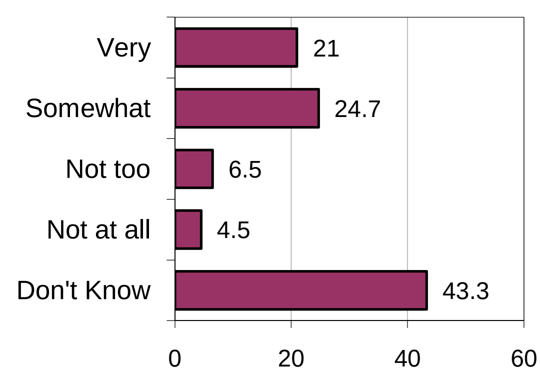


Figure V-24 shows that the plurality of Highway Carriers do not have the necessary information to judge the consistency of their treatment across multiple ports of entry (or they may not work with multiple ports of entry – there was no answer choice for that situation on the questionnaire). Of those willing to make a substantive judgment, most indicated that they were treated "very" or "somewhat" consistently.

Figure V-24: Consistency of treatment across ports of entry



Those who reported inconsistencies were asked to elaborate on the particular problems that they perceived. Those responses are bound separately as part of Appendix C.

Finally, Highway Carriers were asked for their top three suggestions for how to speed up the inspection process for their company.

Table V-34: Suggestions for speeding up the inspections process

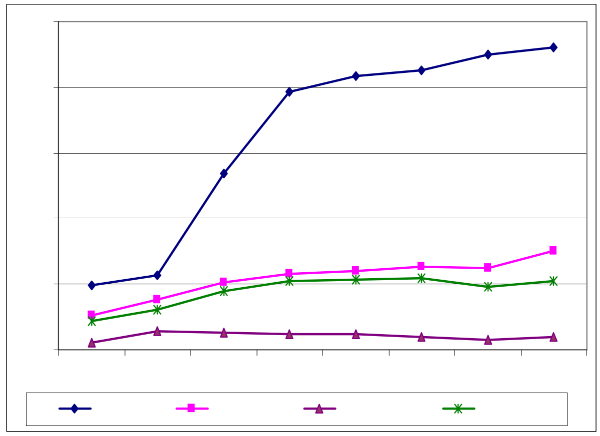
	Percent of cases
If certified, some type of preferential treatment; some measurable benefits; something for the effort	24.7
Additional FAST lanes; front-of-line; additional facilities/inspectors; more X-ray machines	18.5
Better communication with all involved	16.5
Fewer delays in general	13.1
No suggestions; no problems; everything is fine	6.9
Fewer inspections	5.0
Cannot answer; doesn't affect/involve me; not an importer	3.8
Procedural consistency at all points of entry	3.6
Other	18.0

Percentages add to more than 100 because respondents could name up to three ideas. "Other" responses can be seen in Appendix C, which is bound separately.

Examination Rates

To provide some context for the survey results, examination rates have been provided by U.S. Customs and Border Protection for fiscal 2002 through 2009. These data show a seven-year increase in examination rates for all modes, albeit with most of the increases. The examination rates for rail increased from 19.7% in 2002 to 92.0% in 2009. Truck traffic experienced an increase from 10.5% to 30.0% during the same period. Examination rates for vessel traffic increased from 2.3% to 4.9% in 2006 and then declined to 4.0% in 2009. All modes combined had an increase in examination rates from 8.7% in 2002 to a peak of 21.6% in 2006, thereafter fluctuating around the 20% mark and re-reaching 21.0 percent in 2009. See Figure V-25 for a graphical presentation of examination rates.

Figure V-25: Examination rates FY 2002-2009



CBP likewise provided preliminary data on examination rates as a function of C-TPAT status. In 2009, for example, non-C-TPAT certified trucks were 4.32 times more likely to be inspected than C-TPAT certified trucks, and non-C-TPAT certified sea containers were 4.75 times more likely to be inspected than C-TPAT certified sea containers. (Further reductions in inspection rates accrued to companies achieving Tier Two and Tier Three C-TPAT Status.) Though preliminary, these figures speak directly to C-TPAT business partner questions about benefits of the program.

Benefits that Businesses Would Like to See Added to the C-TPAT Program

In an open-ended question format, businesses were asked to describe the additional benefits they would to see added to the C-TPAT program. These responses were coded in a multiple mention format. Table V-35 presents the tabulated results. Of the proposed additional benefits, "actual benefits, recognition, and differentiation from non-C-TPAT members" was mentioned most frequently, followed closely by "improved communication." Businesses would also like to see, "fewer delays/quicker moving shipments through customs/borders," "fewer exams, inspections, fines or penalties if C-TPAT certified," and "lower costs or lower taxes if C-TPAT certified." Other wishes were mentioned less frequently.

Table V-35: Additional benefits businesses would like to see added to the C-TPAT program

	Percent of cases (n=762)
Actual benefits/recognition/ differentiation from non C-TPAT members	19.2
Improved communication	19.0
Fewer delays/quicker moving shipments through customs/borders	17.0
Fewer exams, inspections, fines or penalties if C-TPAT certified	12.7
Lower costs or lower taxes if C-TPAT certified	10.8
More training, awareness, conferences and education about the C-TPAT program	7.4
Comments about security related issues; security of company/employees has improved	3.2
No additional benefits – but currently do not see any apparent or preferential treatment as C-TPAT members	1.9
No additional benefits – the program is currently fine	0.3
No additional benefits – it is too early to tell	0.1
Other	8.5

Percentages may add to more than 100 because respondents could name up to three ideas. "Other" responses can be seen in Appendix C, which is bound separately.

Summary

Overall, the major C-TPAT impact on business has been improvements in the field of workforce security, decreased wait times at borders and related issues such as time to release cargo by CBP and time in CBP inspection lines, and increased predictability in moving goods. Importers identified an additional impact related to decrease in disruptions to the supply chain. For the majority of non-Importers, C-TPAT had a limited impact on their number of customers and sales revenues. For Highway Carriers, the major C-TPAT impact has been the decrease of their wait times at the borders. Non-Importers and Highway Carriers also identified decreased theft and pilferage as an impact of C-TPAT membership.

However, there are C-TPAT participants who do not see significant benefits of membership, and among Highway Carriers there is a lack of information available to be able to assess some of the benefits of membership.

Intangible Benefits of the C-TPAT Program

This section of the report presents the intangible benefits of the C-TPAT program. Businesses were given a list of potential intangible benefits of participating in C-TPAT and were asked to rate the relative importance or unimportance of each of the benefits to their company. Most of these benefits were asked of all businesses, while two additional benefits were asked of Importers only.

The potential benefits were rated on a 4 point scale where 4 means "extremely important" and 1 "extremely unimportant." Rather than rating the items, respondents could indicate that the item was not a potential benefit or did not apply to their situation.

Potential Benefits for all Businesses

Of all the potential benefits, "increases security awareness" and "enhances security in supply chain" had the highest mean ratings (3.76 and 3.75, respectively). Businesses considered these items to be the most important intangible benefits for participating in C-TPAT. In each of these cases, roughly three quarters of all businesses considered them to be very important benefits.

Next on the list of most important intangible benefits are "improves risk management procedures and systems" and "partnering with CBP," both with mean ratings of 3.67. The least important intangible benefits are "promotes patriotism" (3.28) and "facilitates globalization" (3.37). However, about three quarters of all business rated these two benefits as very important or somewhat important (see Table V-36).

Table V-36: Potential benefits for all businesses

Potential Benefits	Extremely important 4 (%)	Somewhat important 3 (%)	Somewhat unimportant 2 (%)	Extremely unimportant 1 (%)	Mean	Not a potential benefit (%)	Does not apply (%)	Number Responding n
Partnering with CBP	67.4	27.4	1.6	0.4	3.67	2.0	1.1	3,319
To know your customer	60.9	24.5	2.8	0.7	3.64	5.6	5.5	3,308
Protects company's brand image	62.3	26.0	2.7	0.5	3.64	4.7	3.8	3,311
Makes company more competitive	55.0	26.2	4.8	1.0	3.55	8.2	4.8	3,308
Enhances marketing opportunities	50.3	29.1	6.3	1.1	3.48	8.1	5.1	3,295
Protects your industry	61.3	27.9	3.2	0.9	3.60	3.8	2.9	3,306
Facilitates globalization	42.5	33.7	8.1	1.2	3.37	6.6	7.8	3,295
Promotes patriotism	39.4	30.5	10.6	2.7	3.28	8.6	8.1	3,280
Demonstrates good corporate citizenship	59.8	32.2	3.1	0.7	3.58	2.5	1.7	3,290
Enhances security in supply chain	74.9	21.9	0.9	0.2	3.75	1.1	1.0	3,306
Increases security awareness	76.0	21.7	0.6	0.3	3.76	0.9	0.5	3,309
Improves risk management procedures and systems	67.3	27.8	1.9	0.3	3.67	1.5	1.2	3,297
Enhances standards within the industry	56.7	32.5	4.3	0.7	3.54	3.4	2.4	3,288
Access to C-TPAT members' status through SVI	49.7	36.1	7.4	0.9	3.43	3.6	2.4	3,297
Sound security practices	63.9	30.4	2.4	0.4	3.63	1.6	1.3	3,294

With respect to C-TPAT certification, businesses which have been certified for a period of five years or more were somewhat more likely to give a higher mean rating (3.71) to the potential benefit "partnering with Customs and Border Protection" than were those businesses with shorter certification periods of three to five years (3.69), one to three years (3.64) and less than one year (3.65). Businesses with less than one year in C-TPAT certification status were more likely to give a higher mean rating to the benefit "enhances your company's marketing opportunities" (3.60) than were companies with longer certification periods (3.47 in all other categories). For the rest of the potential benefits, businesses indicated no meaningful and significant differences with respect to the number of years they have been C-TPAT certified.

The ratings of potential benefits also varied by business type. For example, the potential benefit "to know your customer" was less important to Manufacturers (mean rating 3.55) than to

Importers (mean rating 3.63), Carriers (3.67) and Services (3.67). Ratings of the benefit "protects or builds company's brand image" were significantly lower with Importers (3.59) than with Carriers (3.69), Services (3.67) and Manufacturers (3.65). Importers also tended to give lower ratings for "makes your company more competitive," "promotes patriotism" and "access to other C-TPAT members' status through SVI," "protects your industry" and "enhances standards within your industry." Importers gave higher ratings for "demonstrates good corporate citizenship."

In terms of business size, smaller companies (those with less than $10 million in revenues) gave higher ratings to "makes your company more competitive," "enhances your company's marketing opportunities," "protects your industry," "enhances standards within your industry," and "access to other C-TPAT members' status through SVI."

Potential Benefits for Importers

There were two potential intangible benefits that were asked only of Importers. On the same scale used with all businesses, Importers rated the relative importance of "assignment of a C-TPAT supply chain security specialist to help your company validate and enhance security throughout your supply chain" and "self-policing and self-monitoring of security activities through the Importer Self-Assessment program." These two potential benefits were respectively rated at 3.49 and 3.52 with more than eighty-five percent of Importers rating them as very important or somewhat important. On these two potential benefits, Importers showed no significant differences with respect to size or number of years that they have been C-TPAT certified.

Summary

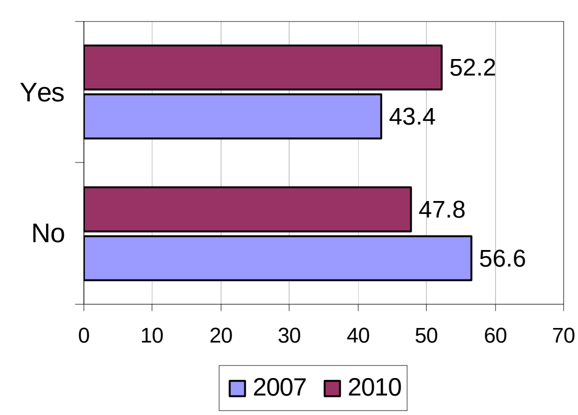
Businesses gave high ratings to potential intangible benefits from the C-TPAT program. These benefits included "increases security awareness," "enhances security in supply chain," "improves risk management procedures and systems," and "partnering with CBP." The least important intangible benefits are "promotes patriotism" (3.28) and "facilitates globalization" (3.37). However, about three quarters of all business rated these two benefits as very important or somewhat important.

Risk Management

Since risk management principles are the basis for C-TPAT to enroll compliant low-risk companies which are directly responsible for importing, transporting, and coordinating commercial import cargo into the United States, survey participants were asked about their company's ability to assess and manage supply chain risk.

Overall, more than one-half (52.2%) of all businesses reported that they had a formal system in place for assessing and managing supply risk before joining C-TPAT and nearly half (47.8%) of businesses did not report having one in place (see Figure V-26). Businesses showed no significant differences by type or by the length of period they have been C-TPAT certified. However, larger businesses were more likely to say that they had a formal system in place before joining C-TPAT. The percentage of businesses reporting that they had a formal system in place was significantly higher for businesses with annual revenues of $10 billion or more (65.7%) and $100 million to less than $10 billion (54.5%) than for businesses with annual revenues of $10 million to less than $100 million (49.1%) and less than $10 million (47.4%). As indicated in Figure V-26, the percentage of business reporting pre-C-TPAT risk management systems increased substantially from 2007 to 2010.

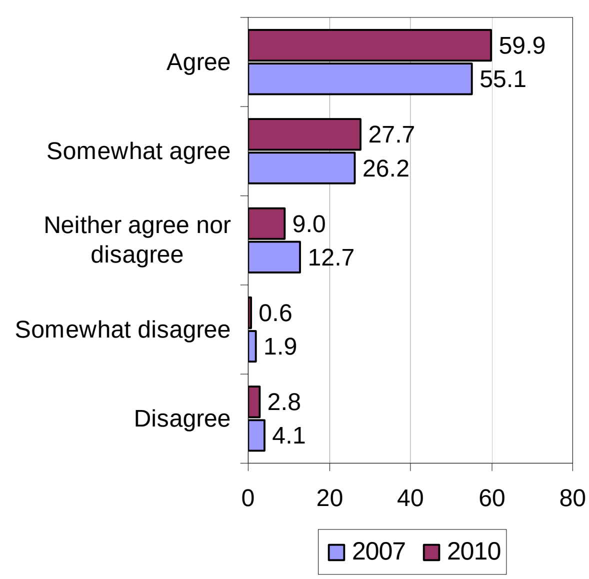
Figure V-26: Company had a formal system in place for assessing and managing supply risk before joining C-TPAT



Of the businesses that had a formal system in place for assessing and managing supply risk, 87.6 percent agreed (59.9%) or somewhat agreed (27.7%) that their businesses' ability to assess and manage supply risk has been strengthened as a result of joining C-TPAT (see Figure V-27.)

Foreign Manufacturers (80.5%) were more likely to say their companies' ability to assess and manage supply risk has strengthened as a result of joining C-TPAT than were Carriers (62.6%), Importers (54.9%) or Service Providers (51.2%). On this item, businesses showed no statistically significant differences with respect to either size or duration of time since C-TPAT certification.

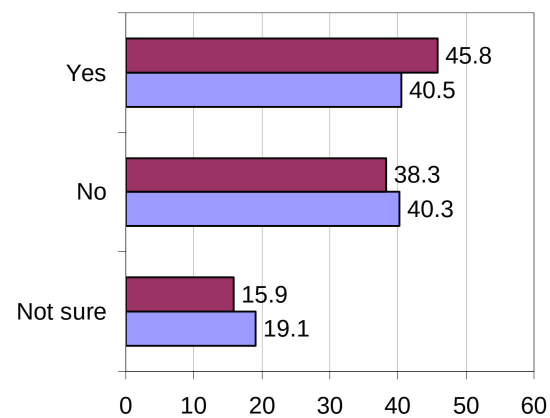
Figure V-27: Company's ability to assess and manage supply risk strengthened as a result of joining C-TPAT



Businesses were also asked if their companies had formal supply continuity and contingency plans in place before joining C-TPAT (see Figure V-28.) Businesses were almost evenly split in their responses, with nearly half (45.8%) saying that their companies had formal supply continuity and contingency plans before joining C-TPAT, a similar percentage (38.3%) saying they did not, and the remainder (15.9%) saying that they were not sure. Relative to 2007, this represents an increase in the proportion of businesses with pre-C-TPAT contingency procedures in place (see Figure V-28).

By business type, Manufacturers (61.8%) and Importers (61.0%) were more likely to say that they had such plans than were Carriers (49.0%) and Service Providers (45.5%). With respect to size, larger businesses were more likely to say that they had supply continuity and contingency plans in place before joining C-TPAT. The percentage of businesses reporting that they had such plans was significantly higher for Businesses with annual revenues of $10 billion or more (80.0%) and $100 million to less than $10 billion (67.1%) than for businesses with annual revenues of $10 million to less than $100 million (51.9%) and less than $10 million (43.9%). On this item, businesses did not vary significantly with respect to how long their companies have been C-TPAT certified.

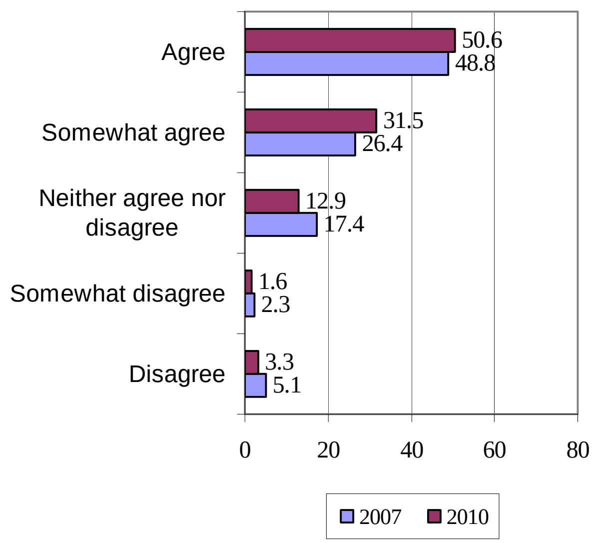
Figure V-28: Company had formal supply continuity and contingency plans before joining C-TPAT



Businesses that indicated that they had formal supply continuity and contingency plans in place before joining C-TPAT were asked a follow-up question to evaluate whether or not their plans had been strengthened as a result of joining C-TPAT. Overall, more than four out of five businesses that had formal plans either agree (50.6%) or somewhat agree (31.5%) that, as a result of joining C-TPAT, their supply continuity and contingency plans had been strengthened. Fewer than one in ten businesses disagree (3.3%) or somewhat disagree (1.6%) with the statement (see Figure V-29). These figures represent a considerable improvement in perceptions of C-TPAT's value to contingency planning over the findings from the 2007 study.

Whereas the 2007 study found no significant differences with respect to business type, size, or C-TPAT certification period in perceptions of C-TPAT's strengthening contingency plans, the 2010 study finds a statistically significant relationship with respect to business type and a borderline statistically significant relationship with respect to company size. Foreign Manufacturers (67.7%) were the most likely to "agree" that joining C-TPAT had led to improvements, followed by Carriers (56.2%). Importers (44.7%) were considerably less likely to agree, and Service Providers (41.0%) were the least likely to agree. In terms of business size, 56.8 percent of companies with revenues of less than $10 million agreed that C-TPAT had strengthened contingency plans, in comparison to 49.1 percent of companies with revenues between $10 million and $100 million, 42.4 percent of companies with revenues between $100 million and $10 billion, and 35.7 percent of companies with revenues over $10 billion.

Figure V-29: Company's supply continuity and contingency plans strengthened as a result of joining C-TPAT



Summary

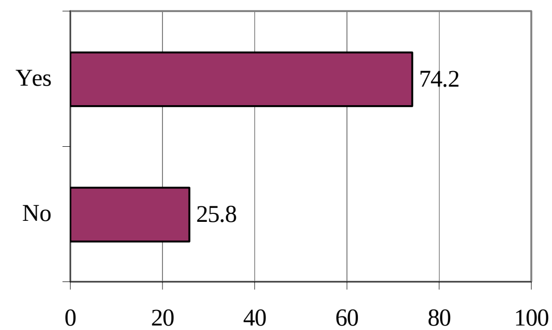
Overall, the 2010 survey showed both a higher proportion of companies reporting pre-C-TPAT risk management and contingency planning systems and a higher level of satisfaction with improvements in those systems attributed to C-TPAT membership.

Revalidation

This section of the report deals with respondent perceptions of how C-TPAT handles issues of revalidation (an issue not addressed in the 2007 survey).

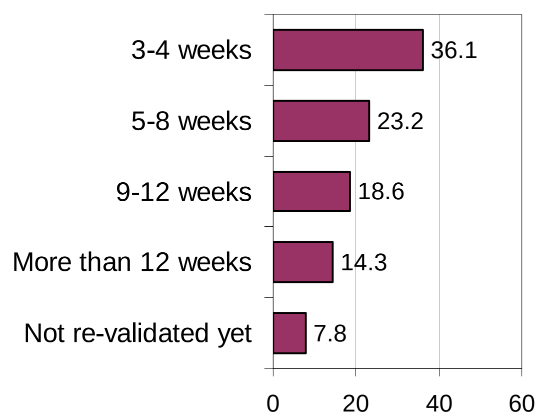
Nearly three-quarters (74.2%) of businesses had been involved in a re-validation procedure subsequent to their initial validation (see Figure V-30).

Figure V-30: Company's involvement in revalidation



For most businesses, revalidation took either 3-4 weeks (36.1%) or 5-8 weeks (23.2%). Revalidation took longer than 8 weeks for approximately 32.9 percent of businesses, and another 7.8 percent of businesses had not yet completed the revalidation procedure.

Figure V-31: How long did it take you to become re-validated?



Length of time for revalidation varied significantly by business type, with Importers (46.9%) being the only business type for which fewer than half completed the process in eight weeks or less. By comparison, 68.9 percent of Carriers, 67.9 percent of Service Providers, and 61.5 percent of Foreign Manufacturers completed the process in eight weeks or less.

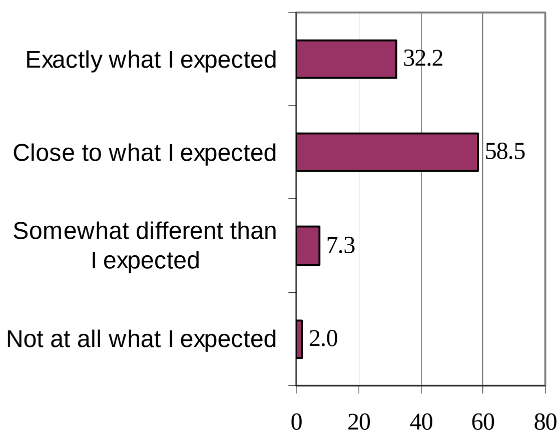
Company size was likewise significantly associated with length of time for revalidation, with the proportion of companies completing the process in eight weeks or less increasing monotonically from just 37.5 percent of companies with revenues over $10 billion to 70.3

percent of companies with revenues under $10 million.

After controlling for company size, multiple regression analysis indicated no independent effect of length of time in C-TPAT on length of revalidation procedures.

The vast majority (90.7%) of respondents that had participated in a revalidation judged it to be either "exactly what I expected" (32.2%) or "close to what I expected" (58.5%). Only two percent of respondents judged it to be "not at all what I expected" (see Figure V-32). Fulfillment of expectations about the revalidation procedure was unrelated to business type, company size, or length of time in the C-TPAT program.

Figure V-32: Expectation and reality of revalidation procedure



Satisfaction with the recommendations received from C-TPAT during the revalidation procedure were more favorable still, with 54.7 percent of respondents "very satisfied" with these recommendations, 38.7 percent "somewhat satisfied" and only 1.3 percent "very unsatisfied." See

Figure V-34. Satisfaction with the recommendations received during the revalidation procedure is unrelated to business type, company size, or length of time in the C-TPAT program.

Figure V-33 indicates that perceptions of the perceived burden of the revalidation procedure were similarly favorable, with the vast majority of respondents (80.2%) characterizing the process as either "easy to get through" (26.9%) or "somewhat easy to get through" (53.3%). Only two percent of respondents characterized it as "very difficult to get through." Respondent perceptions about the burden of the revalidation procedure are unrelated to business type, company size, or length of time in the C-TPAT program.

Satisfaction with the recommendations received from C-TPAT during the revalidation procedure were more favorable still, with 54.7 percent of respondents "very satisfied" with these recommendations, 38.7 percent "somewhat satisfied" and only 1.3 percent "very unsatisfied." See

Figure V-34. Satisfaction with the recommendations received during the revalidation procedure is unrelated to business type, company size, or length of time in the C-TPAT program.

Figure V-33: Perceived burden of revalidation procedure

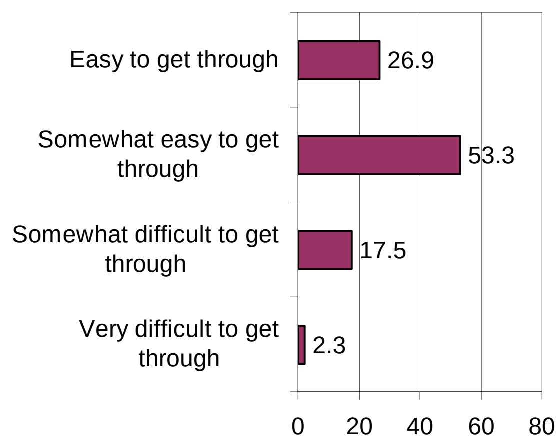
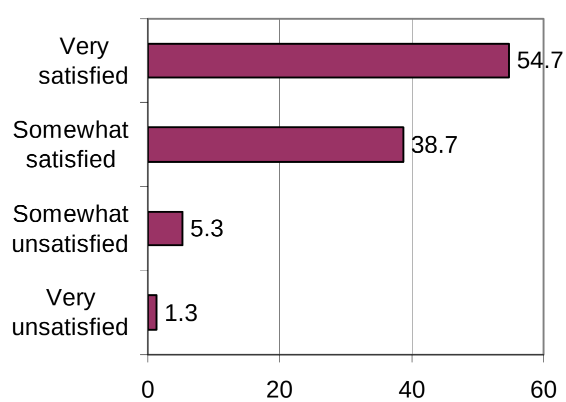


Figure V-34: Satisfaction with revalidation report from C-TPAT

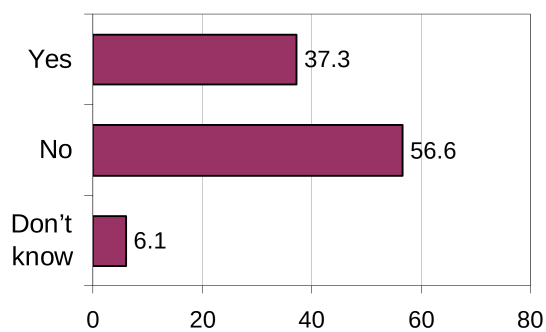


Suspension

This section of the report deals with respondent perceptions of how C-TPAT handles issues of suspension (an issue not addressed in the 2007 survey).

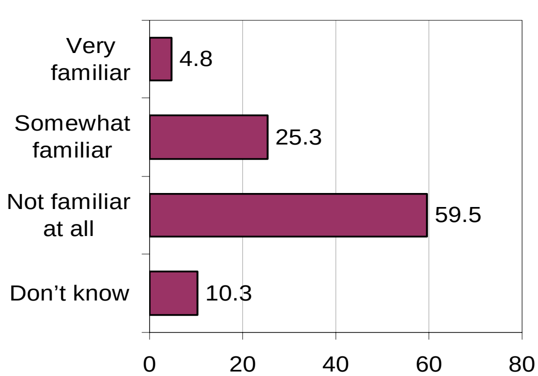
Fewer than two-fifths of companies (37.3%) were aware of the process involved when a company receives a suspension for failure to comply with C-TPAT procedures. Nearly three-fifths (56.6%) were unaware and 6.1 percent did not know (see Figure V-35).

Figure V-35: Awareness of C-TPAT suspension procedures



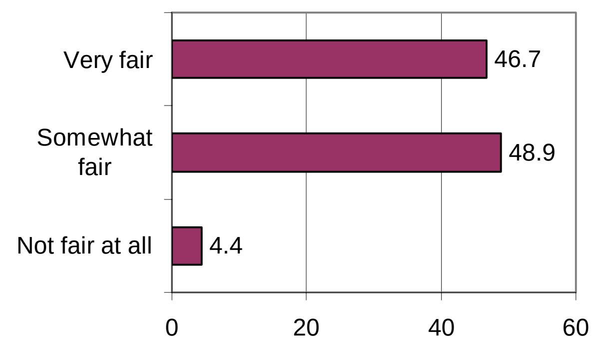
As indicated in Figure V-36, familiarity with procedures for being reinstated after having been suspended from C-TPAT followed a similar pattern, with only about one-third of respondents either "very familiar" (4.8%) or "somewhat familiar" (25.3%) with these procedures. More than two-thirds of respondents were either "not familiar at all" (59.5%) or responded that they did not know (10.3%).

Figure V-36: Awareness of C-TPAT reinstatement procedures



Among those companies aware of C-TPAT's suspension procedures and willing and able to offer an opinion about the fairness of those procedures, the vast majority of respondents rated the procedures as either "very fair" (46.7%) or "somewhat fair" (48.9%) with only 4.4 percent rating them "not fair at all." See Figure V-37.

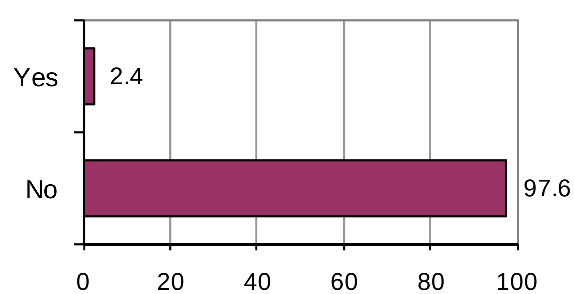
Figure V-37: Perceived fairness of suspension procedures



Perceived fairness of suspension procedures was unrelated to company size or to length of time in C-TPAT, but there was a statistically significant tendency for Foreign Manufacturers (100%) to rate the procedures as at least "somewhat fair," in comparison to 96.8% percent of Importers, 95.2 percent of Carriers and 93.2 percent of Service Providers.

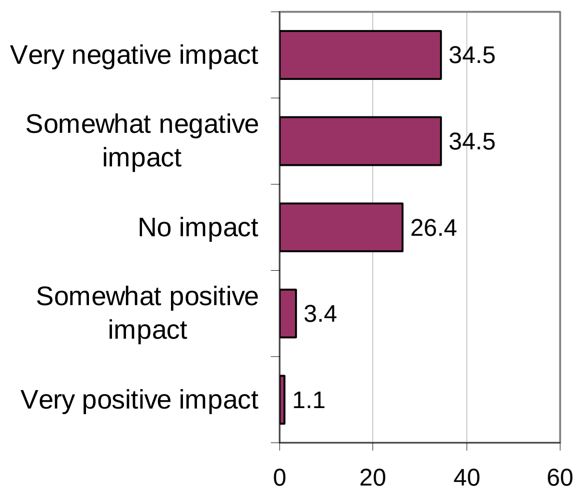
Relatively low levels of familiarity with C-TPAT's suspension procedures are likely related to only a tiny minority of responding companies (89 companies or 2.3% of the respondents) ever being subjected to C-TPAT suspension (see Figure V-38).

Figure V-38: Direct company experience with suspension



Among these 89 suspended companies, 69.0 percent felt that the suspension had had either a "very negative" or "somewhat negative" impact on their operations, whereas 30.9 percent did not (see Figure V-39).

Figure V-39: Impact of suspension on operations



About four-fifths (80.2%) of these 89 companies felt that the reasons for their suspension were communicated clearly (Figure V-40) and over half had been reinstated in either fewer than three months (29.4%) or within 3-6 months (27.1%) (see Figure V-41).

Figure V-40: Were reasons for suspension communicated clearly?

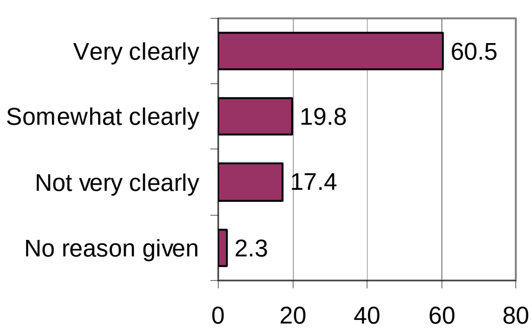
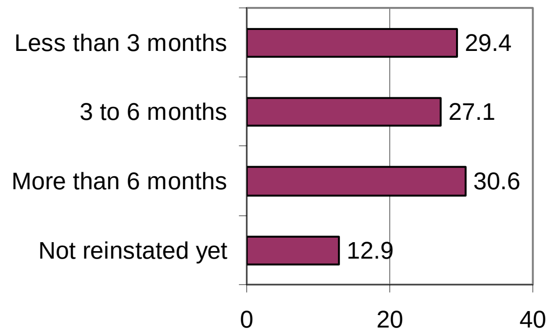


Figure V-41: Time before reinstatement after suspension

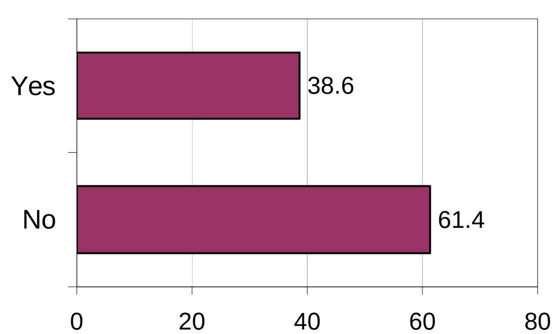


Results such as these, based on questions asked of a relatively small number of suspended companies, would not be expected to show statistically significant patterns by business type, company size, or time in C-TPAT.

Global Harmonization

This section of the report analyzes respondent perceptions of how C-TPAT coordinates with security programs in other parts of the world (an issue not addressed in the 2007 survey). A total of 1484 companies surveyed (38.6% of the sample) have offices in other parts of the world (see Figure V-42).

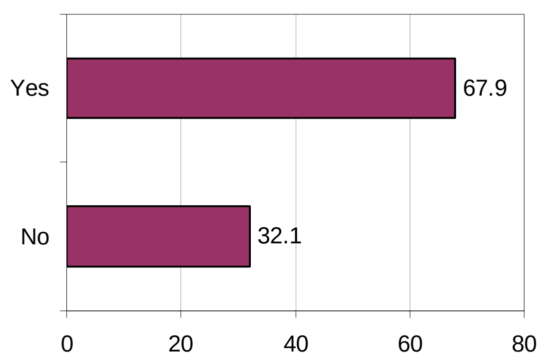
Figure V-42: Does your company have offices in other parts of the world?



Importers (56.7%) and Foreign Manufacturers (52.7%) were significantly more likely to have offices in other parts of the world than were Service Providers (29.7%) or Carriers (13.6%). Having offices in other parts of the world was also strongly associated with annual revenues, with the percentage of companies having international offices increasing in a linear fashion from 13.6 percent among companies with less than $10 million in annual revenue to 96.7 percent for companies with more than $10 billion in annual revenue.

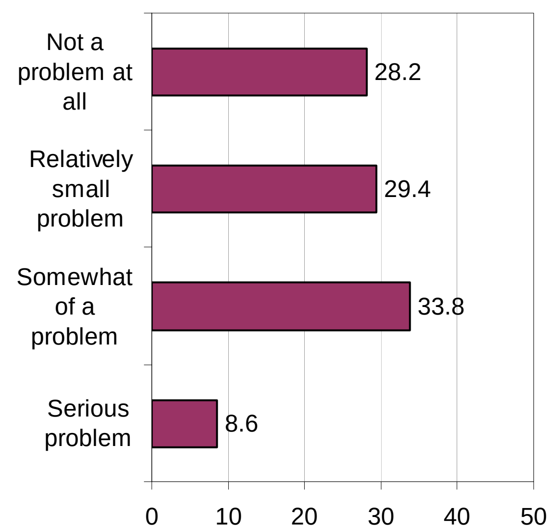
Among those companies with offices in other parts of the world, more than two-thirds (67.9%) are aware of other security programs operating in those foreign countries (see Figure V-43). Service Providers (79.5%) are particularly likely to be aware of these programs, whereas Foreign Manufacturers (49.5%) are least likely to be aware of them. There is also a slight tendency for firms with higher revenues to be more aware other security programs.

Figure V-43: Awareness of other security programs in those countries?



Among these companies with international offices and aware of other security programs, only 8.6 percent considered a lack of mutual recognition or harmonization among these programs to be a "serious problem," while an additional 33.8 percent of considered it "somewhat of a problem."

Figure V-44: Perceptions of problems with harmonization



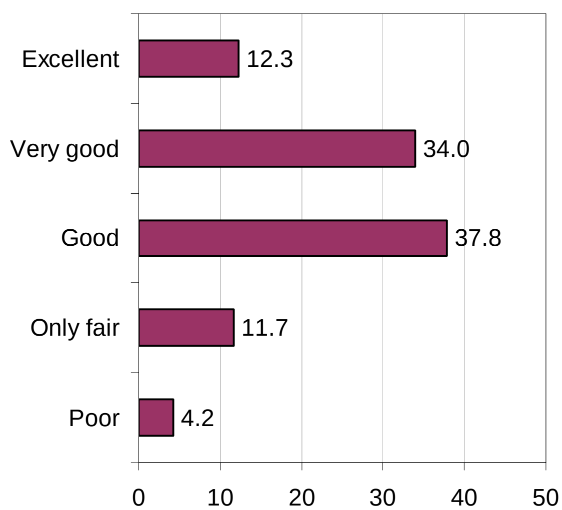
Perceptions of problems with global harmonization are significantly related to company size. For example, nearly one-fifth (19.3%) of businesses with over $10 billion in revenue consider a lack of harmonization a "serious problem," as compared to only 6.3 percent of companies with less than $10 million in revenue (see Table V-37). Perceptions of problems with harmonization are less strongly associated with length of time in the C-TPAT program (with companies newer to the program, which also tend to be smaller companies, somewhat less likely to report harmonization problems). Perceptions of problems with harmonization are not significantly associated with business type.

Table V-37: Perceptions of problems with harmonization by company size

	Less than $10 million		$10 million to $100 million		$100 million to $10 billion		$10 billion or more	
	n	%	n	%	n	%	n	%
Serious problem	8	6.3	8	4.2	26	7.7	17	19.3
Somewhat of a problem	44	34.4	49	25.5	124	36.9	41	46.6
Relatively small problem	34	26.6	63	32.8	111	33.0	20	22.7
Not a problem at all	42	32.8	72	37.5	75	22.3	10	11.4
Total	128	100	192	100	336	100	88	100

Satisfaction with the progress C-TPAT is making in strengthening harmonization and establishing mutual recognition between the security programs of different countries was good overall, with 84.1 percent of those companies for which global harmonization is a pertinent issue rating those efforts as either, "good," "very good" or "excellent." See Figure V-45.

Figure V-45: Satisfaction with C-TPAT Harmonization Efforts



Satisfaction with C-TPAT's harmonization efforts was inversely associated with company size, with over half of companies with revenues under $10 million rating these efforts as "very good" (36.3%) or "excellent" (15.2%) and only about one fifth of companies with revenues over $10 billion giving similar ratings. See Table V-38.

Multiple regression analysis confirms that satisfaction with these harmonization efforts was also independently related to length of time in the C-TPAT program, with 60.8 percent of companies with less than one year in C-TPAT rating these efforts as "good," "very good" or "excellent" as opposed to 38.9 percent of companies with 5 years or more in C-TPAT (see Table V-39). Satisfaction with harmonization efforts was less strongly associated with business type, though Foreign Manufacturers (61.8%) and Carriers (56%) were more likely to rate these efforts as "good" or better than were Importers (38.1%) or Service Providers (34.3%).

Table V-38: Satisfaction with C-TPAT harmonization efforts by company size

	Less than $10 million		$10 million to $100 million		$100 million to $10 billion		$10 billion or more	
	N	%	n	%	n	%	n	%
Excellent	164	15.2	79	10.9	43	8.1	7	7.0
Very good	392	36.3	267	36.8	139	26.1	15	15.0
Good	365	33.8	284	39.2	228	42.9	43	43.0
Only fair	116	10.7	70	9.7	91	17.1	27	27.0
Poor	43	4.0	25	3.4	31	5.8	8	8.0
Total	1080	100	725	100	532	100	100	100

Table V-39: Satisfaction with C-TPAT harmonization efforts by time in program

	Less than 1 Year		1-3 Years		3-5 Years		More than 5 Years	
	n	%	n	%	n	%	n	%
Excellent	58	21.5	121	12.6	73	10	89	11
Very good	106	39.3	343	35.7	268	36.7	226	27.9
Good	81	30.0	366	38.1	283	38.7	317	39.1
Only fair	17	6.3	93	9.7	81	11.1	134	16.5
Poor	8	3.0	38	4.0	26	3.6	44	5.4
Total	270	100	961	100	731	100	810	100

Communication with C-TPAT

Communication with C-TPAT was an area of particular focus in the 2010 survey. Businesses were asked to give a more extensive evaluation of C-TPAT's responsiveness to their questions and concerns than in the 2007 survey, and, for the first time, businesses were asked to evaluate the C-TPAT web portal.[2]

The Supply Chain Security Training Specialist

As shown in Figure V-46, approximately four-fifths (79.2%) of respondents have been in contact with their Supply Chain Security Specialist (SCSS) in the last 12 months. Larger companies were slightly more likely to have been in contact with their SCCS than were smaller companies. For example, whereas 89.5 percent of companies with over $10 billion in annual revenues had contacted their SCSS in the past twelve months, 75.3 percent of companies with less than $10 million in annual revenue had done so. Contact with the SCCS was not systematically related to either time in the program or type of company.

Figure V-46: Have you been in contact with your Supply Chain Security Specialist (SCSS) in the past 12 months?

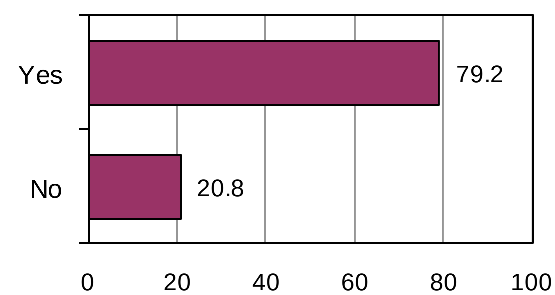
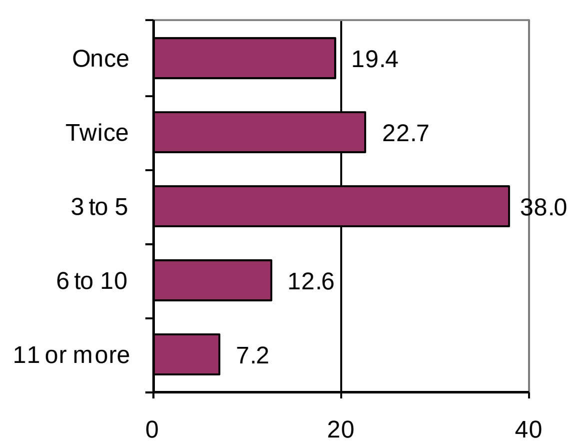


Figure V-47 indicates the frequency with which businesses contacted their SCSS in the past 12 months (a question asked only of businesses that said they contacted their SCSS at least once).

Figure V-47: How often did you contact your Supply Chain Security Specialist (SCSS) in the last 12 months? (Among those contacting at least once)

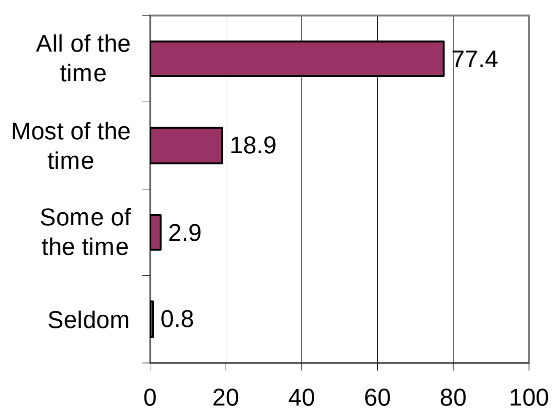


[2] As a result, direct comparisons with the 2007 survey are often inappropriate and are thus omitted from this section of the report.

Larger companies were generally more likely to have had more frequent contact with their SCSS than smaller companies. Frequency of contact with the SCSS was not related to length of time in C-TPAT or business type.

Among those businesses having contacted their SCSS in the past 12 months, nearly four out of five (77.4%) stated that they had gotten what they needed "all of the time," with most of the remainder (18.9%) reporting that they had gotten what they needed "most of the time." See Figure V-48.

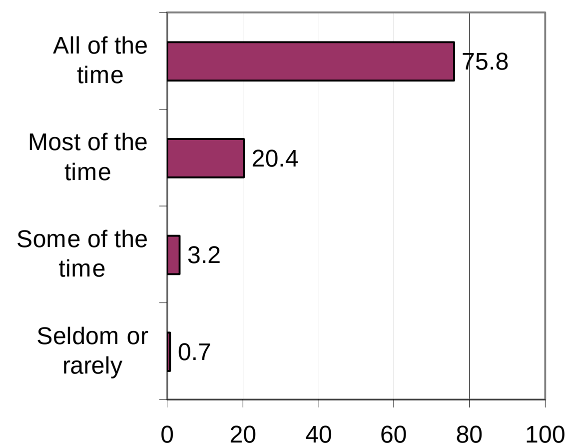
Figure V-48: How often did you get what you needed from your Supply Chain Security Specialist (SCSS)?



Perceptions of needs being met by the SCSS were uncorrelated with time in C-TPAT or business type; though, here again, smaller businesses expressed slightly more satisfaction with their SCSS than did larger businesses. Perceptions of needs being met "all of the time" ranged from 72.9 percent for businesses with over $10 billion in revenue to 80.6 percent for businesses with less than $10 million in revenue.

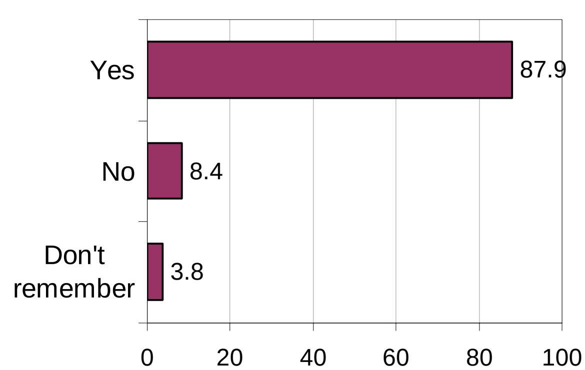
In addition, over 95 percent of businesses that have contacted their SCSS with questions indicated that their SCSS responded in a timely fashion "all of the time" (75.8%) or "most of the time" (20.4%). Fewer than 4 percent of businesses reported receiving timely responses only "some of the time" (3.2%) or less often. See Figure V-49. Foreign manufacturers (80.7%) were the most likely to report always receiving a timely response to queries, followed by Carriers (79.9%), Service Providers (75.3%), and Importers (71.7%). Companies with less than $10 million in revenues (81.1%) were most likely to report always receiving a timely response, as compared to 76.2 percent of companies with revenues between $10 and $100 million, 69.7 percent of companies with revenues between $100 million and $10 billion, and 68.5 percent of companies with revenues of $10 billion or more. Perceived timeliness of SCSS response was not significantly associated with time in C-TPAT.

Figure V-49: SCSS responses were timely



As indicated in Figure V-50, nearly nine out of ten (87.9%) of respondents had the opportunity to talk to the same person each time they had contact with their SCSS. Only a little over eight percent did not have this opportunity and a little under four percent did not remember.

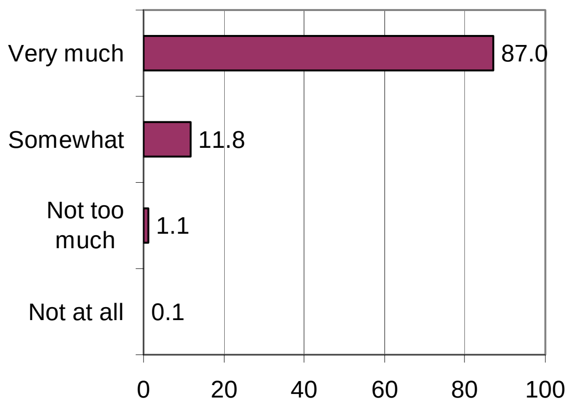
Figure V-50: Did you have the opportunity to talk with the same person each time you had contact with your SCSS?



The opportunity to contact the same SCSS was not related to either business type, time in C-TPAT or company size.

Finally, overall levels of trust for the SCCS were extremely high, with 87.0 percent of respondents saying they trusted their SCSS "very much" and another 11.1 percent of respondents saying they trusted their SCSS at least "somewhat."

Figure V-51: How much do you trust your Supply Chain Security Specialist (SCSS)?



Trust of the Supply Chain Security Specialist was consistent across all businesses regardless of their type, size, or the number of years they had been C-TPAT certified.

Respondents were next asked about any and all sources other than their SCSS that they could turn to for assistance. As indicated in Table V-40, nearly three-quarters of respondents (73.1 %) felt that they could turn to the C-TPAT website / web portal (attitudes about the website are explored in depth in the following section). Approximately one third of respondents reported that they could turn to "other CBP sources" (35.4 %) and/or "internal company resources" (32.6 %).

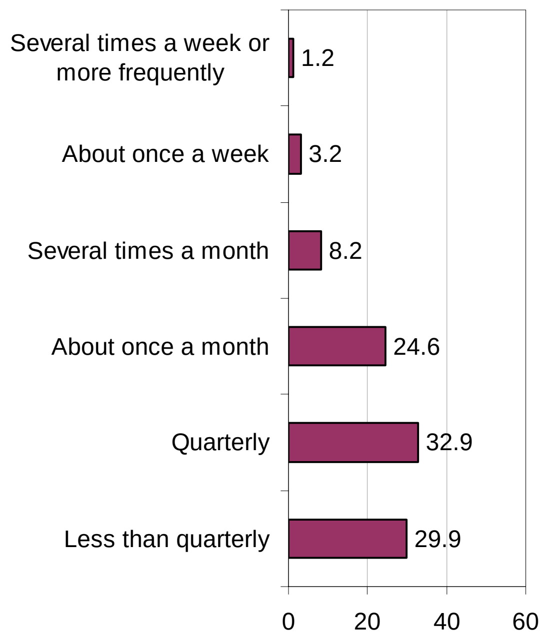
Table V-40: What sources other than your SCSS can you turn to for assistance?

Source	%
C-TPAT website	73.1
Other CBP sources	35.4
Internal company resources	32.6
Other C-TPAT sources	28.5
Consultants / contractors hired by my company	25.9
Law enforcement sources	23.8
Other industry sources	9.6
Other U.S. Federal Government sources	9.4
Non-U.S. Government sources	8.4
None – only contact SCSS	6.5
Other	3.6

Evaluation of C-TPAT Portal Website

The 2010 Survey represents the first time that C-TPAT businesses were asked to evaluate the C-TPAT web portal. Respondents were first asked how often they visited the web portal. As shown in Figure V-52, less than one-third (29.9%) of respondents visited the portal less than quarterly and more than two thirds (70.1%) of respondents visited the portal at least once a month.

Figure V-52: Frequency of visits to the C-TPAT web portal



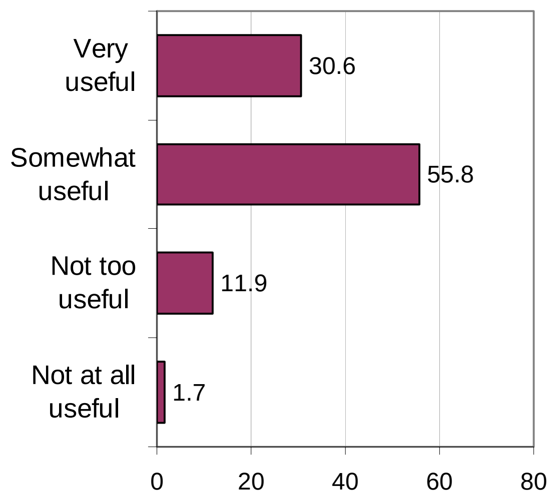
Visiting the C-TPAT portal is significantly associated with company size, business type and length of time in C-TPAT. The relationship of company size to web portal visits is straightforward, with large companies visiting the website more frequently than small companies. In terms of business types, Service Providers were the most frequent visitors, with nearly four out of five (76.9%) visiting at least quarterly, followed by Carriers (72.0%), Importers (69.0%) and Foreign Manufacturers (57.5%). As indicated in Table V-41, the relationship of time in C-TPAT to web portal usage is complex, but regression analysis indicates that, once we control for the tendency of larger companies to have been in C-TPAT longer, length of time in C-TPAT has a modestly negative effect on usage of the C-TPAT website – those companies in C-TPAT longer tend to use the web portal less frequently.

Table V-41: Frequency of visits to the C-TPAT web portal by time since C-TPAT certification

	Less than 1 year		1 -3 years		Between 3 and 5 years		5 years or more		Total	
	n	%	n	%	n	%	n	%	n	%
Less than quarterly	86	22.7	447	33.1	320	32.4	281	26.3	1134	29.9
Quarterly	114	30.1	434	32.1	321	32.5	376	35.2	1245	32.9
About once a month	110	29	304	22.5	241	24.4	275	25.7	930	24.6
Several times a month	38	10	120	8.9	65	6.6	89	8.3	312	8.2
About once a week	23	6.1	34	2.5	33	3.3	31	2.9	121	3.2
Several times a week or more frequently	8	1	13	0.9	9	1.5	16	1.2	46	0
Total	379	100	1352	100	989	100	1068	100	3788	100

Respondents were next asked to rate the usefulness of the C-TPAT web portal. As indicated in Figure V-53, less than one-third (30.6%) of respondents rated the portal "very useful," slightly over half (55.8%) rated it "somewhat useful," and the remaining respondents rated it either "not too useful" (11.9%) or "not at all useful" (1.7%).

Figure V-53: Usefulness of C-TPAT Website



Perceived usefulness of the portal varied significantly with business type and time in C-TPAT. Specifically, as indicated in Table V-42, Manufacturers (38.7%) and Carriers (34.3%) were considerably more likely than were Service Providers (29.6%) and Importers (25.6%) to perceive the portal as useful. As indicated in Table V-43, companies that have been members of C-TPAT for less than one year (44. 6%) stood out from all other companies in their tendency to perceive the C-TPAT web portal as "very useful." (The effect of company size on perceptions of the web portal disappeared after controlling for time in C-TPAT.)

Table V-42: Usefulness of the C-TPAT web portal by business type

	Importers		Carriers		Services		Manufacturers		Total	
	n	**%**	**n**	**%**	**n**	**%**	**n**	**%**	**n**	**%**
Very useful	356	25.6	363	34.3	210	29.6	163	38.7	1092	30.5
Somewhat useful	833	59.9	557	52.7	387	54.5	220	52.3	1997	55.8
Not too useful	176	12.7	125	11.8	92	13	34	8.1	427	11.9
Not at all useful	25	1.8	12	1.1	21	3	4	1	62	1.7
Total	1390	100	1057	100	710	100	421	100	3578	100

Table V-43: Usefulness of the C-TPAT web portal by time since certification

	Less than 1 year		1 -3 years		More than 3 years but less than 5 years		5 years or more		Total	
	n	**%**	**n**	**%**	**n**	**%**	**N**	**%**	**n**	**%**
Very useful	157	44.6	370	29.4	292	31	275	26.8	1094	30.6
Somewhat useful	162	46	717	57	510	54.1	607	59.1	1996	55.8
Not too useful	26	7.4	150	11.9	119	12.6	132	12.9	427	11.9
Not at all useful	7	2	20	1.6	22	2.3	13	1.3	62	1.7
Total	352	100	1257	100	943	100	1027	100	3579	100

Finally, respondents were asked to use a 1 to 10 scale to rate the appropriateness of the amount of information on the web portal and the ease of accessing that information.

Using a 1 to 10 scale on which 1 represents “far too little information” and 10 represents “all the information you need,” on average, respondents rated the amount of information on the website a 7.39. All subgroups were easily within one standard deviation (1.76) of the mean response.

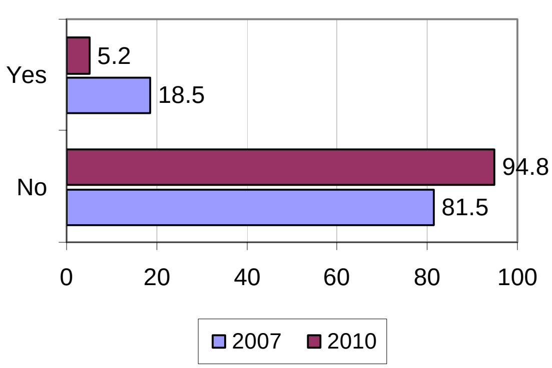
Using a 1 to 10 scale on which 1 represents “very difficult” and 10 represents “very easy,” on average, respondents rated the ease of accessing information on the website a 7.10. All subgroups were easily within one standard deviation (1.99) of the mean response.

Contact with C-TPAT

Only about five percent (5.2%) of businesses that had contacted C-TPAT with questions or concerns reported that they had experienced difficulties in obtaining responses to these questions and concerns.

This represents a sizable improvement over the 2007 survey, in which nearly twenty percent (18.5%) of businesses said that they had experienced difficulties. See Figure V-54.

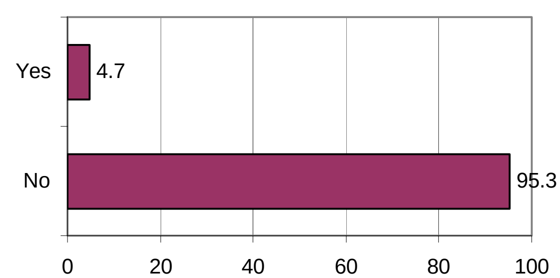
Figure V-54: Contact with C-TPAT and difficulties in obtaining responses to questions or concerns



The likelihood of experiencing difficulties was positively associated with company size, with the percentage of firms experiencing difficulties increasing from 3.9 percent for companies with revenues under $10 million to 10.8 percent for companies with revenues over $10 billion. The likelihood of experiencing difficulties was not significantly associated with time in C-TPAT or business type.

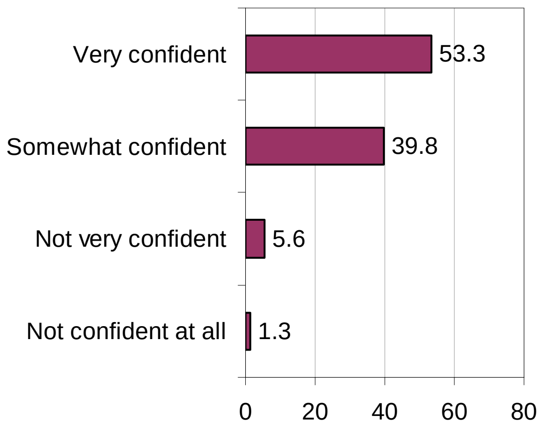
Based on feedback during the development of the 2007 survey, a new question was added to the 2010 survey asking whether businesses had ever received inconsistent guidance or information about C-TPAT from different sources. Consistent with the improved satisfaction reported in the previous question, fewer than five percent (4.7%) of businesses reported receiving inconsistent guidance (see Figure V-55). Larger companies were somewhat more likely to report problems than were smaller companies, with 12.7 percent of companies with revenues over $10 billion reporting problems as opposed to 4.0 percent of companies with under $10 million in revenues. Service providers (7.0%) were slightly more likely to report having received inconsistent guidance than carriers (5.3%), Importers (3.7%) or Foreign Manufacturers (3.0%). Reports of inconsistent guidance were not significantly related to time since C-TPAT certification.

Figure V-55: Inconsistent Guidance or Information about C-TPAT from Different Sources



Finally, respondents were asked how confident they are that CBP will be fair when a breach of security is supported. Slightly over half (53.3 %) reported that they are “very confident” and the vast majority of the remaining respondents (39.8 %) reported that they were “somewhat confident.” Fewer than one in fourteen reported either that they were “not very confident” (5.6 %) or “not at all confident” (1.3 %) that CBP will be fair.

Figure V-56: How confident are you that CBP will be fair when a breach of security is reported?

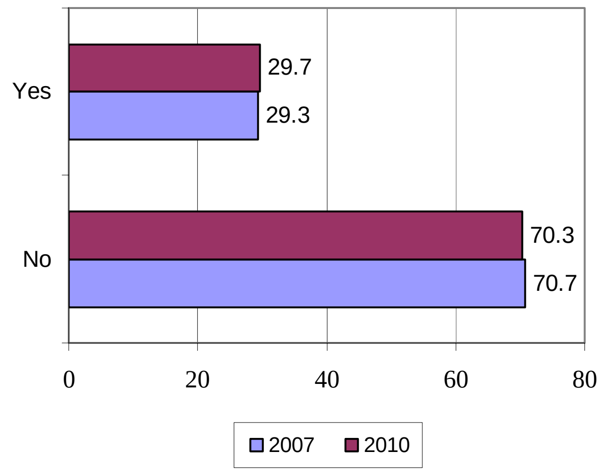


Foreign Manufacturers (58.9 %) were the most likely to report being "very confident" in CBP's fairness, followed by Carriers (54.3%) and Importers (53.1%). Service Providers (48.7%) were the least likely to report being "very confident" in CBP's fairness, though only about eight percent of service providers reported being either "not very confident" (6.5%) or "not at all confident" (1.8%). Confidence in CBP's fairness was not significantly related to either time in C-TPAT or company size in a linear fashion.

C-TPAT Security Training Conference

Somewhat less than one-third (29.7%) of all businesses have ever participated in the C-TPAT Supply Chain Security Training conferences. About seven out of ten (70.3%) indicated they have never participated in any Supply Chain Security conferences. As indicated in Figure V-57 these figures are almost identical to those reported in the 2007 survey.

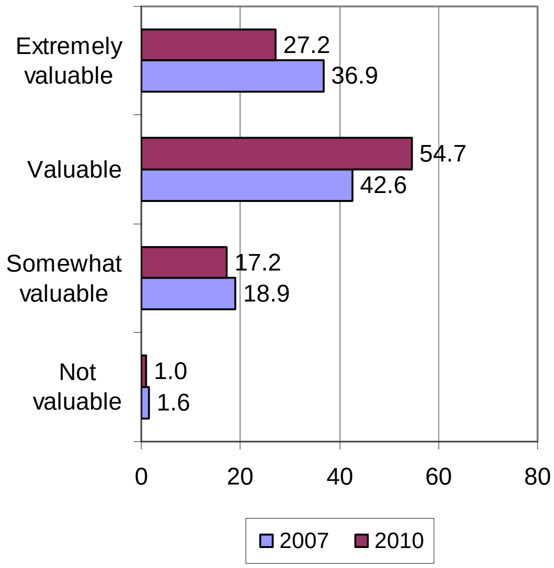
Figure V-57: Have you ever participated in C-TPAT Supply Chain Security Training conferences?



The percentage of businesses participating in a conference was significantly higher with Importers (32.3%) than with Service Providers (30.4%), Manufacturers (27.4%) or Carriers (26.9%). These subgroup attendance figures differ considerably from those reported in 2007, in which Manufacturers (42.9%) had been the most frequent attendees and Service Providers (26.3%) the least frequent. Just as in the 2007 study, businesses which have been C-TPAT certified longer and the larger businesses were more likely to have participated in a C-TPAT Supply Chain Security Training conference

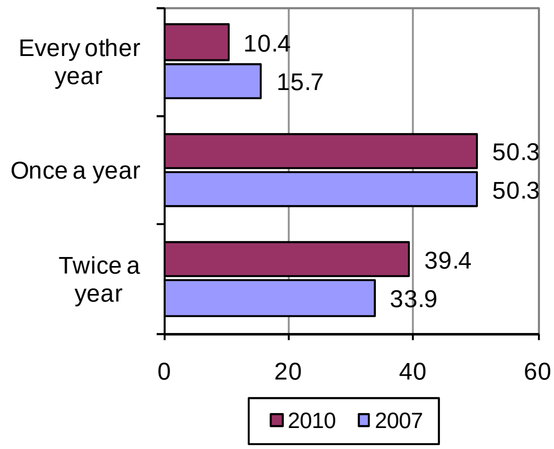
When asked to rate the value of the C-TPAT Supply Chain Security Training conferences, 99.0 percent of respondents at companies having attended conferences said that the conferences were at least somewhat valuable; 27.2 percent of the participants rated the conferences as extremely valuable, 17.2 percent rated them as somewhat valuable and 54.7 percent rated them as valuable. These figures were broadly comparable to those found on the 2007 survey, with the main difference being that a considerably higher proportion of respondents selected the "valuable" response in 2010 (see Figure V-58). There were no significant differences in rating the value of the C-TPAT Supply Chain Security Training conferences by business type.

Figure V-58: Value of the C-TPAT Supply Chain Security Training conferences



As indicated in Figure V-59, approximately half (48.4%) of the businesses would like to have the C-TPAT Supply Chain Security conferences presented once each year. Slightly more than one third of respondents (37.9%) would like to have conferences twice a year and 10.0 percent would like to have conferences every other year. (These figures indicate a slightly increased preference for more frequent conferences in comparison to 2007.)

Figure V-59: How often would you like to see the C-TPAT Supply Chain Security Training Conferences presented?



As indicated in Table V-44, large companies remained somewhat more enthusiastic about having conferences at least once a year in comparison to small companies. Whereas, for example, 12.8 percent of companies with revenues under $10 million a year would be willing to have conferences just every other year, only 5.7 percent of companies with revenues over $10 billion would be willing to have conferences this infrequently. However, the relationship between company size and preferences for frequent conferences is less straightforward than it was in 2007. In 2010, for example, the smallest companies are actually more likely than are the largest companies to prefer having conferences more than once a year.

Table V-44: Preferred frequency of conferences by company size

	Twice a Year (%)		Once a Year (%)		Every Other Year (%)	
Business Size	**2007**	**2010**	**2007**	**2010**	**2007**	**2010**
Less than $10 million	29.8	38.7	49.6	48.5	20.6	12.8
Less than $10 million	32.8	36.4	52.1	52.9	15.1	10.8
Less than $10 million	36.9	42.0	51.5	50.6	11.6	7.4
Less than $10 million	33.4	32.1	51.0	62.3	12.9	5.7

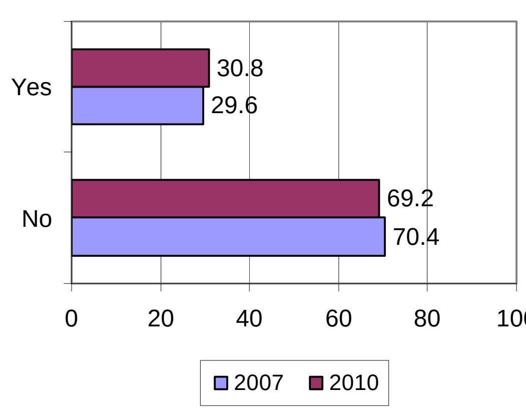
Overall Experience

In the last section of the survey, businesses were given the opportunity to describe their overall experiences with C-TPAT and to identify any factors that may lead to leaving the program.

Ongoing Justification

When asked whether or not their businesses were required to produce ongoing justification for participating in C-TPAT, about three in ten (30.8%) of companies responded in the affirmative and seven out of ten businesses (69.2%) reported that their companies were not required to produce ongoing justification (see Figure V-60). Requirements to produce ongoing justification in C-TPAT increased significantly with company size. With respect to business type, Carriers (32.9%) and Importers (32.2%) were slightly more likely to require ongoing justification than were Service Providers (28.3%), and Manufacturers (25.0%). Reporting having to justify membership in C-TPAT was not significantly associated with time since certification.

Figure V-60: Company is required to produce ongoing justification for participating in C-TPAT



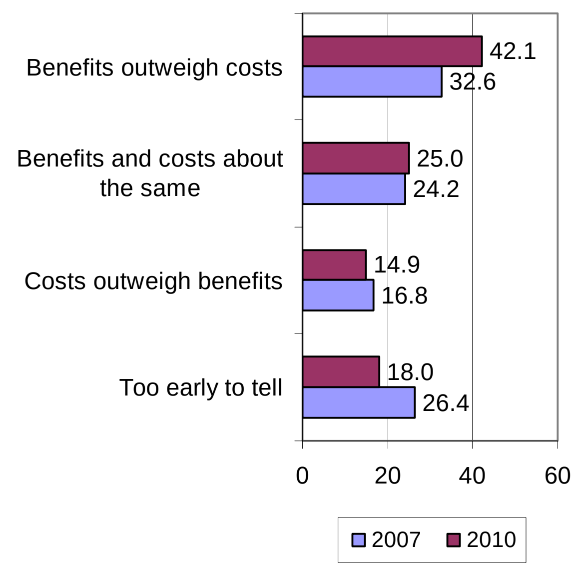
Benefits versus Costs

In addition to being asked to separately indicate which of several specific costs and benefits were associated with their participation in C-TPAT, businesses were asked to make an overall cost-benefit assessment of their experience with C-TPAT. The question was:

> How would you describe your company's overall experience with C-TPAT thus far?

Overall, 42.1 percent of businesses reported that the benefits of participation in C-TPAT outweighed the costs, approximately a 10 percentage point improvement over the 2007 survey. Exactly one quarter of businesses reported that the benefits and costs of participation in C-TPAT were about the same, 14.9 percent reported that the costs of participation outweighed the benefits and 18.0 percent reported that it was too early to tell (see Figure V-61).

Figure V-61: Company's overall experience with C-TPAT thus far



Companies' overall cost-benefit rating varied significantly by business size, business type and by the number of years that the business has been C-TPAT certified.

Manufacturers (52.7%) and Importers (44.4%) were more likely to report that the benefits outweigh the costs than were Carriers (37.9%) and Service Providers (37.0%). Between 2007 and 2010, Carriers (up 12.6 percentage points) showed a greater increase in their tendency to report a positive overall experience than did Service Providers (up 7.8 points).

Encouragingly, but perhaps not surprisingly, businesses that had been certified longer were systematically more likely to report that the benefits of participation outweighed the costs. Perceptions of net benefits increased in a linear fashion with years in C-TPAT, ranging from 30.2 percent among companies certified less than 1 year to 47.7 percent among companies certified more than 5 years. (Note that a propensity to perceive benefits from C-TPAT may be a cause as well as an effect of early certification with C-TPAT.)

Perhaps more surprising, and in any case also very encouraging, is that larger companies are systematically more likely to perceive greater net benefits from C-TPAT membership. And this comes despite often reporting lower *absolute* levels of satisfaction with various aspects of the C-TPAT partnership. Specifically, the perception that "the benefits outweigh the costs" increased in a linear fashion with company size, ranging from 36.5 percent for companies with less than $10 million in annual revenues to 55.7 percent of companies with more than $10 billion in annual revenues. See Table V-45.

Table V-45: How would you describe your company's overall experience with C-TPAT thus far?

	Less than $10 million		$10 million to $100 million		$100 million to $10 billion		$10 billion or more		Total	
	n	%	n	%	n	%	n	%	n	%
The benefits outweigh the costs	480	36.5	402	44.0	298	45.8	64	55.7	1244	41.6
The benefits and the costs are about the same	313	23.8	229	25.1	185	28.5	24	20.9	751	25.1
The costs outweigh the benefits	249	18.9	117	12.8	75	11.5	14	12.2	455	15.2
It's too early to tell	272	20.7	165	18.1	92	14.2	13	11.3	542	18.1
Total	1314	100	913	100	650	100	115	100	2992	100

Areas of Weakness

When asked whether they would like to comment on a specific weakness of the C-TPAT program, less than one in seven respondents (13.1%) answered affirmatively. These respondents were then asked to describe the greatest areas of weakness in an open-ended question format, as shown in Table V-46:

Table V-46: What are the biggest weaknesses of the C-TPAT program?

	Weakness mentioned (%)
There are no actual benefits or the benefits are hard to measure	17.7
Clarity issues: Some part of the program or process is unclear	15.5
Problems/incompatibilities with foreign nations	15.3
There is a lack of training, information, awareness and/or education	13.7
Communication is lacking or difficult to achieve	12.6
Lack of participation; program should be mandatory	11.5
Costs (financial and time) of implementing C-TPAT are high	10.0
Respondent makes a suggestion to improve program	9.7
Comments/problems about security related issues	6.2
Validation/certification is too long or have not yet received confirmation of validation/certification	6.0
Other	14.4

As in 2007, the most frequently-specified weakness was "there are no actual benefits or the benefits are hard to measure." Encouragingly, however, whereas 28.8 percent of respondents providing a response specified this weakness in 2007, only 17.7 percent did so in 2010.

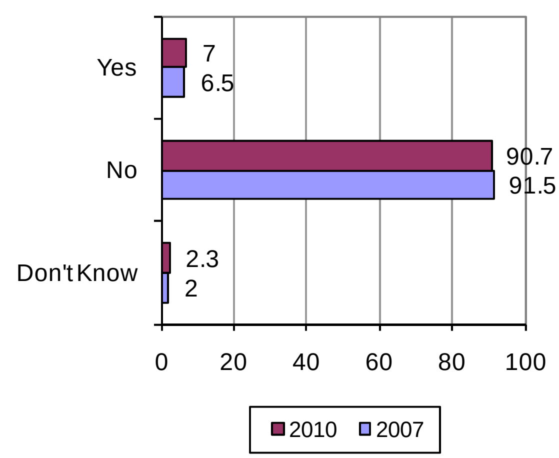
Factors that May Lead to Leaving the Program

Businesses were also asked if they have ever considered leaving the C-TPAT program. Those businesses which responded to the affirmative were asked to identify the list of factors that may have led to such a decision. The initial question was:

Has your company ever considered leaving the C-TPAT program?

Overall, 9 out of 10 (90.7%) of businesses said that they had never considered leaving the C-TPAT program and 7.0 percent said that they had. The remainder of the businesses (2.3%) said they did not know (see Figure V-62). On this question, businesses showed no significant differences by size or by length of C-TPAT certification period, but Carriers (8.5%) and Service Providers (8.0%) were more likely to have considered leaving than were Manufacturers (4.3%) and Importers (6.5%).

Figure V-62: Has your company ever considered leaving the C-TPAT program?



Among the factors that may have led to considering leaving the C-TPAT program, two very general factors – "lack of benefits" and "increase in requirements, costs, and workload" – were each mentioned by nearly half of businesses that had considered leaving the program (see Table V-47). Two more specific issues cited by a substantial minority of businesses that had considered leaving included a "lack of foreign suppliers willing to participate" (19.3%) and "Third Party Issues/Costs" (16.1%). It bears mention, however, that these specific issues were cited by fewer than two percent of *all* respondents to the survey (the vast majority of whom were not asked this follow-up question because they had not considered leaving C-TPAT).

Table V-47: Factors that led to considering leaving C-TPAT program

	n	%
Lack of benefits	193	47.8
Increase in requirements/costs/ workload	191	47.3
Lack of foreign suppliers willing to participate	78	19.3
Third-party issues/costs	65	16.1
Lack of harmonization among programs	48	11.9
Increase in liability	47	11.6
Competing program(s) in a key source country or within federal government	10	2.5
Major security breach	2	.5
Other	53	13.1
None of the above	193	34.4
Total	826	204.5

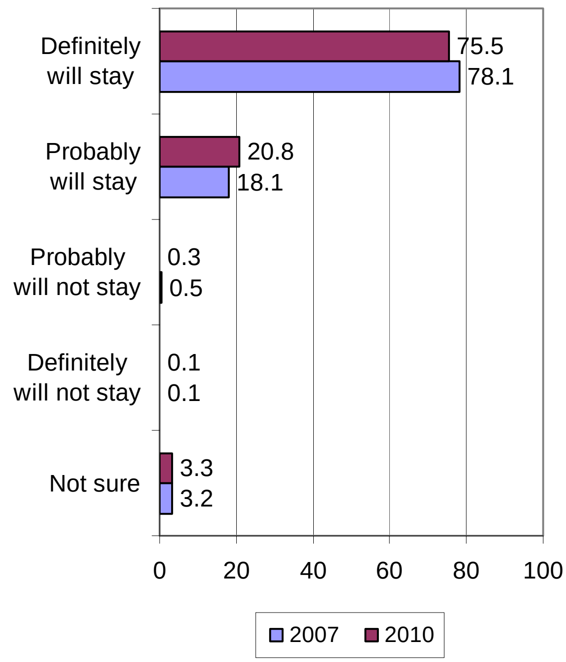
Continuation in the Program

Finally, businesses were also asked about the likelihood of them staying in the C-TPAT program. The question was:

> What is the likelihood of your company staying in the program?

The vast majority of businesses (96.3%) indicated they would definitely (75.5%) or probably (20.8%) stay in the program. A marginal percentage (0.4%) of businesses reported that they would definitely (0.1%) or probably (0.3%) leave the program (see Figure V-63). Analysis of the results also showed that plans to stay in the program did not vary significantly by business type, size, or by the period of time the company has been C-TPAT certified.

Figure V-63: Likelihood of company staying in the program



Appendix A:
Questionnaires

"Short Form" Questionnaire

C-TPAT COST/BENEFIT SURVEY

INTRODUCTION

At the request of U.S. Customs Border and Protection, the Center for Survey Research at the University of Virginia is conducting a survey of all current C-TPAT partners.

The purpose of the survey is for CBP to better understand how its C-TPAT partners view their membership and to ask for ideas for improvement. This is the second time this survey has been conducted by CBP and CSR. It has been streamlined for 2010. Your participation is important to help us accurately represent the range of opinions found across a wide variety of C-TPAT participants.

Your individual responses will be held confidential by CSR and will be anonymous to CBP. Your name, the name of your company, your contact information and other potentially identifying information will not be associated with your responses in any way. The survey responses will be reported in aggregate with other participants in the survey.

We hope that you will take the time to complete the questionnaire. Your input will not only be appreciated, but will be an important contribution to improving the effectiveness of the C-TPAT program.

If you experience any difficulty with the survey or have any questions about the survey, please contact one of the following CSR employees: Jim Ellis at jmellis@virginia.edu or Deborah Rexrode at dlr3r@virginia.edu. You may also contact Diana Lieber, Program Manager, C-TPAT, Office of Field Operations, CBP at diana.lieber@dhs.gov.

Thank you for participating in this survey!

QUALIFYING QUESTIONS

{CERT}

Is your company C-TPAT Certified?

1 Yes
2 No [TERMINATE]
3 Not sure [TERMINATE]

{PRIMCON}

IF CERT=1

Are you the primary C-TPAT contact for your company?

1 Yes
2 No

{FAMILIAR}

IF PRIMCON=2

Are you familiar with the costs and benefits of your company's participation in the C-TPAT program?

1 Yes
2 No (If you answer "No" you will end the survey) [TERMINATE]

<u>RESPONDENT/COMPANY CLASSIFICATION</u>

{BUSTYPE}

We know that some companies have multiple C-TPAT memberships that are listed under more than one classification. Please select the classification which best describes your company OR the unit(s) that you are reporting about in this survey.

1 U.S. Importer of Record
2 U.S./Canada Highway Carrier
3 U.S./Mexico Highway Carrier
4 Mexican Long Haul Carrier
5 Rail Carrier
6 Sea Carrier
7 Air Carrier
8 U.S. Marine Port Authority/Terminal Operator
9 U.S. Air Freight Consolidator, Ocean Transportation Intermediary, or Non-Vessel Operating Common Carrier (NVOCC)
10 Licensed U.S. Customs Broker
11 Third Party Logistics Provider
12 Foreign Manufacturer

{CERTIFY}

Approximately how long has your company been C-TPAT Certified?

1 Less than 1 year
2 1 -3 years
3 More than 3 years but less than 5 years
4 5 years or more

{CTPVAL}

Has your company received C-TPAT Validation?

1 Yes
2 No
3 Not sure

{CTVALTIM}

IF CTPVAL=1

Approximately how long has it been since your company received its initial C-TPAT Validation?

1 Less than 1 year
2 1 -3 years
3 More than 3 years but less than 5 years
4 5 years or more

{CTPT3}

IF CTPVAL=1 AND BUSTYPE=1

Has your company received C-TPAT Tier Three status for exceeding minimum standards?

1 Yes
2 No
3 Not sure

{PERSINV}

How long have you <u>personally</u> been involved in your company's C-TPAT program?

1 Less than 1 year
2 1 -3 years

3 More than 3 years but less than 5 years
4 5 years or more

{JOBCAT}

Which of the following best describes your job category?

1 Safety Manager
2 Compliance Manager
3 Logistics Manager/Coordinator
4 Director of Security
5 Operations Manager
6 CEO
7 CFO
8 COO
9 General Manager
10 President
11 Owner/Partner
12 Vice President
13 Director
14 Other Manager
15 Other (Specify)______________________________

{OWNTYPE}

What is your company's ownership type?

1 Publicly traded
2 Privately owned
3 Don't know

{HQLOC}

In what country is your company's headquarters located?

1 United States
2 Canada
3 Mexico
4 Other (Specify) ______________________________________

{EMPLOYEES}

What is the total number of employees in your company, including all locations?

1 1-5
2 6-50
3 51-100
4 101-500
5 501-1000
6 1001-5000
7 More than 5000
8 Don't know

{REVENUE}

Your company's approximate annual revenue:

1 Less than $1 million
2 $1 million to $9,999,999
3 $10 million to $99,999,999
4 $100 million to $999,999,999

5 $1 billion to $9,999,999,999
6 $10 billion or more
7 Don't know

{OTHCERT}

Is your company certified by any recognized organizations or associations? (CHECK ALL THAT APPLY)

- ☐ 1 ISO 28000
- ☐ 2 ISO 9000
- ☐ 3 TAPA
- ☐ 4 ISPS
- ☐ 5 Any other ISO certification
- ☐ 6 Other ___________________________________
- ☐ 7 None
- ☐ 8 Don't know

{IMPGOODS}

IF BUSTYPE=1

What are the major types of goods your company imports? [CHECK ALL THAT APPLY]

- ☐ 1 Aircraft equipment
- ☐ 2 Apparel/accessories
- ☐ 3 Automobiles/auto parts
- ☐ 4 Boating and dock supplies
- ☐ 5 Building materials/hardware
- ☐ 6 Chemicals
- ☐ 7 Computer hardware/software
- ☐ 8 Consumer electronics/appliances
- ☐ 9 Electronic equipment/components
- ☐ 10 Foods/beverages/agricultural products
- ☐ 11 General merchandise
- ☐ 12 Heavy machinery and spare parts
- ☐ 13 Home furnishings/housewares
- ☐ 14 Logs, lumbering supplies and wood products
- ☐ 15 Metals/mining materials
- ☐ 16 Paper and paper products
- ☐ 17 Petroleum or petroleum products
- ☐ 18 Sporting goods/equipment
- ☐ 19 Steel, coils and wire
- ☐ 20 Textiles/linens
- ☐ 21 Toys/games
- ☐ 22 Other1 (specify) ____
- ☐ 23 Other2 (specify) ____
- ☐ 24 Other3 (specify) ____

{CARGOT}

IF BUSTYPE=2, 3, OR 4

What types of cargo carriers does your company use? (CHECK ALL THAT APPLY)

- ☐ 1 Less than truck load (LTL)
- ☐ 2 Full truck load
- ☐ 3 Refrigerated
- ☐ 4 Tank
- ☐ 5 Isolated tank
- ☐ 6 Flatbed
- ☐ 7 Hazardous materials
- ☐ 8 Agriculture
- ☐ 9 Automobile
- ☐ 10 Drayage
- ☐ 11 Other1 (specify) ______________________________
- ☐ 12 Other2 (specify) ______________________________
- ☐ 13 Other3 (specify) ______________________________

{IMPORIG}

IF BUSTYPE=1

What are the five main countries from which your company imports?

SAME RESPONSES AS CARGFROM

IF BUSTYPE=2, 3, OR 4 {CARGFROM}

What are the five main countries from which your company transports cargo?

- ☐ 1 Argentina
- ☐ 2 Australia
- ☐ 3 Brazil
- ☐ 4 Canada
- ☐ 5 Chile
- ☐ 6 China
- ☐ 7 Columbia
- ☐ 8 European Union
- ☐ 9 Hong Kong
- ☐ 10 India
- ☐ 11 Ireland
- ☐ 12 Israel
- ☐ 13 Japan
- ☐ 14 Korea
- ☐ 15 Malaysia
- ☐ 16 Mexico
- ☐ 17 New Zealand
- ☐ 18 Pakistan
- ☐ 19 Philippines
- ☐ 20 Switzerland
- ☐ 21 Taiwan
- ☐ 22 Thailand
- ☐ 23 Turkey
- ☐ 24 United Kingdom
- ☐ 25 United States
- ☐ 26 Venezuela
- ☐ 27 Vietnam
- ☐ 28 Other1 (specify) ____________
- ☐ 29 Other2 (specify) ____________
- ☐ 30 Other3 (specify) ____________

OVERALL EXPERIENCE

{CTEXP}

How would you describe your company's overall experience with C-TPAT thus far?

1 The benefits outweigh the costs.
2 The benefits and the costs are about the same.
3 The costs outweigh the benefits.
4 It's too early to tell.
5 Don't know/unable to rate

{CONTACT}

Have you had contact with your Supply Chain Security Specialist (SCSS) in the last 12 months?

1 Yes
2 No
3 Don't know

{NUMTIME}

IF CONTACT=1

In the last 12 months, how many times have you been in contact with your Supply Chain Security Specialist (SCSS)?

1 1 time
2 2 times
3 3-5 times
4 6-10 times
5 11 or more times
6 Don't know/unable to rate

{QUICKANS}

IF CONTACT=1

How often did you receive timely answers to your questions?

1 All of the time
2 Most of the time
3 Some of the time
4 Seldom or rarely
5 Don't know/unable to rate

{SCSSKNOW}

IF CONTACT=1

In the times you have contacted your Supply Chain Security Specialist (SCSS), how often did you get what you needed?

1 All of the time
2 Most of the time
3 Some of the time
4 Seldom or rarely
5 Don't know/unable to rate

{TRUST}

IF CONTACT=1

How much do you trust your SCSS?

1 Very much
2 Somewhat
3 Not too much
4 Not at all
5 Don’t know/Unable to rate

{SAMEPRSN}

IF NUMTIME>1

In the past 12 months, did you have the opportunity to talk with the same person each time you had contact with your Supply Chain Security Specialist?

1 Yes
2 No
3 Don’t remember
4 Unable to answer

{OTHRSRCS}

When you are having issues with security, what sources or contacts other than your SCSS can you turn to for assistance? (CHECK ALL THAT APPLY)

1 C-TPAT web site/portal
2 Other C-TPAT sources
3 Other CBP sources
4 Other U.S. federal government sources
5 Non-U.S. government sources
6 Law enforcement sources
7 Internal company resources
8 Consultants/contractors/experts hired by my company
9 Other industry sources
10 None – only contact SCSS
11 Other (specify) ____

{CONFDENT}

How confident are you that CBP will be fair when a breach of security is reported?

1 Very confident
2 Somewhat confident
3 Not very confident
4 Not confident at all
5 Don’t know
6 Unable to answer

{CALLHARD}

When you have contacted C-TPAT Program Personnel, have you experienced difficulty in obtaining responses to your questions or concerns?

1 Yes
2 No
3 Have not contacted C-TPAT Program Personnel
4 Unable to answer

{CALLPROB}

IF CALLHARD=1

What was the nature of the difficulty you experienced?

____

{CONFLICT}

In the past year, have you ever received inconsistent guidance or information about C-TPAT issues from different sources?

1 Yes
2 No
3 Don’t know/not sure
4 Unable to answer

{INFOWH}

IF CONFLICT=1

What information did you get that was inconsistent?

____

{INFOWHO}

IF CONFLICT=1

What were the sources of inconsistent information you received?

____

EVALUATION OF PORTAL WEBSITE

{WEBOFTN}

How often do you visit the C-TPAT web page portal?

1 Less than quarterly
2 Quarterly
3 About once a month
4 Several times a month
5 About once a week
6 Several times a week or more frequently
7 Don’t know

{WEBUSE}

How useful is the C-TPAT web page portal to you?

1 Very useful
2 Somewhat useful
3 Not too useful
4 Not at all useful
5 Unable to rate

{RATEINFO}

On a scale of 1 to 10, where 1 is "far too little information" and 10 is "all the information you could possibly need," how would you rate the amount of information on the C-TPAT web page portal?

1	2	3	4	5	6	7	8	9	10	Unable
Far too little information						All the information you need				to rate

{EASYINFO}

On a scale of 1 to 10, where 1 is "very difficult" and 10 is "very easy," how easy is it for you to locate the information you need on the portal?

1	2	3	4	5	6	7	8	9	10	Unable
Very difficult								Very easy		to rate

{OTHRWEB}

Are there any changes or additional features that you would like to see on the web page portal?

____

{VALIDTN}

IF CTVALTIM>2

Since your validation, have you been involved in a re-validation?

1 Yes
2 No
3 Don't know

{HOWLONG}

IF VALIDTN=1

How long did it take you to become re-validated?

1 3-4 weeks
2 5-8 weeks
3 9-12 weeks
4 More than 12 weeks
5 Not re-validated yet
6 Don't know

{EXPECT}

IF VALIDTN=1 and HOWLONG≠5

Did the re-validation proceed as you expected?

1 Exactly what I expected
2 Close to what I expected
3 Somewhat different than I expected
4 Not at all what I expected
5 Don't know/didn't know what to expect

{EXPERNC}

IF VALIDTN=1 and HOWLONG≠5

How would you describe the re-validation?

1 Easy to get through
2 Somewhat easy to get through
3 Somewhat difficult to get through
4 Very difficult to get through
5 Don't know

{REPORTS}

IF VALIDTN=1 and HOWLONG≠5

How satisfied were you with the recommendations you received from C-TPAT?

1 Very satisfied
2 Somewhat satisfied
3 Somewhat unsatisfied
4 Very unsatisfied
5 Don't know

{WHYNOT}

IF REPORTS>2 and HOWLONG≠5

Why were you not satisfied with the recommendations you received from C-TPAT?

____

GLOBAL ISSUES

The next few questions are about global trade issues.

{OTHROFFC}

Do you have offices in other parts of the world?

1 Yes
2 No
3 Don't know

{WRLDPROG}

IF OTHROFFC=1

Are you aware of other security programs in those parts of the world?

1 Yes
2 No
3 Don't know

{HARMONY}

IFWRLDPROG=1

How much of a problem for your business is a lack of mutual recognition or harmonization among these programs?

1 Serious problem
2 Somewhat of a problem
3 Relatively small problem
4 Not a problem at all
5 Don't know

{PROGRES}

How would you rate the progress C-TPAT is making in strengthening harmonization and establishing mutual recognition between the security programs of different countries?

1 Excellent
2 Very good
3 Good
4 Only fair
5 Poor
6 Don't know

MEMBERSHIP ISSUES

{STILLCT}

Are you required to produce ongoing justification to your company for participating in C-TPAT?

1 Yes
2 No
3 Don't know

{LEAVECT}

Has your company ever considered leaving the C-TPAT program?

1 Yes
2 No
3 Don't know

{L4}

IF LEAVECT=1

What are some of the factors that led to that consideration? (CHECK ALL THAT APPLY.)

☐ 1 Competing program(s) in a key source country or within federal government
☐ 2 Lack of harmonization among programs
(e.g., if you have to apply for validation in each country you deal with)
☐ 3 Increase in requirements / costs / workload
☐ 4 Increase in liability
☐ 5 Major security breach
☐ 6 Third-party issues / costs
☐ 7 Lack of foreign suppliers willing to participate
☐ 8 Lack of benefits
☐ 9 Other (specify)____

{STAY}

What is the likelihood of your company staying in the program?

1 Definitely will stay in the program
2 Probably will stay in the program
3 Not sure
4 Probably will not stay in the program
5 Definitely will not stay in the program

C-TPAT SUSPENSION PROCESS

The next few questions are about your impressions of the process when a company is suspended from C-TPAT.

{AWRESUSP}

Are you aware of the process involved when a company receives a suspension for failure to comply with C-TPAT requirements?

1 Yes
2 No
3 Don't know

{FAIRSUSP}

IF AWRESUSP=1

How fair do you believe the C-TPAT suspension, removal and appeal process is?

1 Very fair
2 Somewhat fair
3 Not fair at all
4 Don't know/Unable to rate

{REINSTAT}

How familiar are you with the process for being reinstated once you have been suspended from C-TPAT?

1 Very familiar
2 Somewhat familiar
3 Not familiar at all
4 Don't know

{SUSPEND}

Has your company ever been suspended for failure to comply with C-TPAT requirements?

1 Yes
2 No
3 Don't know

{SUSPEXP}

IF SUSPEND=1

What kind of impact did your suspension have on your company's operations?

1 Very negative impact
2 Somewhat negative impact
3 No impact
4 Somewhat positive impact
5 Very positive impact
6 Don't know

{RESNSUSP}

IF SUSPEND=1

How clearly were the reasons for your suspension communicated?

1 Very clearly
2 Somewhat clearly
3 Not very clearly
4 No reason given
5 Don't know

{TIMEREIN}

IF SUSPEND=1

How long did it take to get reinstated?

1 Less than 3 months
2 3-6 months
3 More than 6 months
4 Not reinstated yet
5 Don't know

CONFERENCES

The following questions are about your participation in C-TPAT conferences.

{CONFATTN}

Have you ever participated in the C-TPAT Supply Chain Security Training Conferences?

1 Yes
2 No

{WHYNOT2}

IF CONFATTN=2

Why haven't you attended a C-TPAT Supply Chain Security Training Conference?

____

{CONFRATE}

IF CONFATTN=1

How would you rate the value of the C-TPAT Supply Chain Security Training Conferences?

1 Extremely valuable
2 Valuable
3 Somewhat valuable
4 Not valuable
5 Don't know/Decline to rate

{CONFOFT}

How often would you like to see the C-TPAT Supply Chain Security Training Conferences presented?

1 Twice a year
2 Once a year
3 Every other year
4 Other (specify)____
5 Don't know/No opinion

TANGIBLE BENEFITS

The next series of questions is about potential benefits experienced as a result of C-TPAT participation. In your company, how have the following factors been impacted as a result of participation in C-TPAT?

{TANGBEN1}

IF BUSTYPE=1

POTENTIAL FACTORS	**IMPACT AS A RESULT OF C-TPAT PARTICIPATION**				***DOES NOT APPLY***
	Increased	**Stayed the same**	**Decreased**	**Unknown**	
Number of inspections	**1**	**2**	**3**	**4**	*5*
Lead time	**1**	**2**	**3**	**4**	*5*
Ability to predict lead time	**1**	**2**	**3**	**4**	*5*
Ability to monitor and track orders within the supply chain	**1**	**2**	**3**	**4**	*5*
Supply chain visibility	**1**	**2**	**3**	**4**	*5*
Disruptions to the supply chain	**1**	**2**	**3**	**4**	*5*
Time and cost of getting cargo processed and released by U. S. Customs and Border Protection (CBP)	**1**	**2**	**3**	**4**	*5*
Time in U. S. Customs and Border Protection (CBP) secondary cargo inspection lines	**1**	**2**	**3**	**4**	*5*
Predictability in moving goods and services across borders	**1**	**2**	**3**	**4**	*5*
Significant opportunities for cost avoidance	**1**	**2**	**3**	**4**	*5*
Cargo theft and pilferage	**1**	**2**	**3**	**4**	*5*
Asset utilization	**1**	**2**	**3**	**4**	*5*
Security for workforce	**1**	**2**	**3**	**4**	*5*
Penalties	**1**	**2**	**3**	**4**	*5*
Insurance rates	**1**	**2**	**3**	**4**	*5*
EU-AUO	**1**	**2**	**3**	**4**	*5*

{TANGBEN2}

IF BUSTYPE=2 thru 9 and 11 or 12

POTENTIAL FACTORS	**IMPACT AS A RESULT OF C-TPAT PARTICIPATION**				***DOES NOT APPLY***
	Increased	**Stayed the same**	**Decreased**	**Unknown**	
Number of customers	**1**	**2**	**3**	**4**	*5*
Sales revenue	**1**	**2**	**3**	**4**	*5*
Wait times at the border	**1**	**2**	**3**	**4**	*5*
Time and cost of getting cargo processed and released by U. S. Customs and Border Protection (CBP)	**1**	**2**	**3**	**4**	*5*
Time in U. S. Customs and Border Protection (CBP) secondary cargo inspection lines	**1**	**2**	**3**	**4**	*5*
Predictability in moving goods and services across borders	**1**	**2**	**3**	**4**	*5*
Significant opportunities for cost avoidance	**1**	**2**	**3**	**4**	*5*
Cargo theft and pilferage	**1**	**2**	**3**	**4**	*5*
Asset utilization	**1**	**2**	**3**	**4**	*5*
Security for workforce	**1**	**2**	**3**	**4**	*5*
Penalties	**1**	**2**	**3**	**4**	*5*
Insurance rates	**1**	**2**	**3**	**4**	*5*

INTANGIBLE BENEFITS

For each potential benefit of participating in C-TPAT listed below, please indicate the relative importance or unimportance of the benefit to your company.

{INTANBEN1}

IF BUSTYPE=1

POTENTIAL BENEFIT	**IMPORTANCE RATING**				***NOT A POTENTIAL BENEFIT***	***DOES NOT APPLY***
	Extremely important	**Somewhat important**	**Somewhat unimportant**	**Extremely unimportant**		
Partnering with Customs Border and Protection	**6**	**5**	**4**	**3**	**2**	**1**
To know your customer	**6**	**5**	**4**	**3**	**2**	**1**
Protects or builds company's brand image	**6**	**5**	**4**	**3**	**2**	**1**
Makes your company more competitive	**6**	**5**	**4**	**3**	**2**	**1**
Enhances your company's marketing opportunities	**6**	**5**	**4**	**3**	**2**	**1**
Protects your industry	**6**	**5**	**4**	**3**	**2**	**1**
Facilitates globalization	**6**	**5**	**4**	**3**	**2**	**1**
Promotes patriotism	**6**	**5**	**4**	**3**	**2**	**1**
Demonstrates good corporate citizenship	**6**	**5**	**4**	**3**	**2**	**1**
Enhances security in supply chain	**6**	**5**	**4**	**3**	**2**	**1**
Increases security awareness	**6**	**5**	**4**	**3**	**2**	**1**
Improves risk management procedures and systems	**6**	**5**	**4**	**3**	**2**	**1**
Enhances standards within your industry	**6**	**5**	**4**	**3**	**2**	**1**
Assignment of a C-TPAT Supply Chain Security Specialist to help your company validate and enhance security throughout your supply chain	**6**	**5**	**4**	**3**	**2**	**1**
Self-policing and self-monitoring of security activities through the Importer Self-Assessment program	**6**	**5**	**4**	**3**	**2**	**1**
Access to other C-TPAT members' status through the Status Verification Interface (SVI)	**6**	**5**	**4**	**3**	**2**	**1**
The incorporation of sound security practices and procedures into existing logistical management methods and processes	**6**	**5**	**4**	**3**	**2**	**1**

{INTANBEN2}

IF BUSTYPE=2 thru 9 and 11 or 12

POTENTIAL BENEFIT	**IMPORTANCE RATING**				***NOT A POTENTIAL BENEFIT***	***DOES NOT APPLY***
	Extremely important	**Somewhat important**	**Somewhat unimportant**	**Extremely unimportant**		
Partnering with Customs Border and Protection	**6**	**5**	**4**	**3**	**2**	**1**
To know your customer	**6**	**5**	**4**	**3**	**2**	**1**
Protects or builds company's brand image	**6**	**5**	**4**	**3**	**2**	**1**
Makes your company more competitive	**6**	**5**	**4**	**3**	**2**	**1**
Enhances your company's marketing opportunities	**6**	**5**	**4**	**3**	**2**	**1**
Protects your industry	**6**	**5**	**4**	**3**	**2**	**1**
Facilitates globalization	**6**	**5**	**4**	**3**	**2**	**1**
Promotes patriotism	**6**	**5**	**4**	**3**	**2**	**1**
Demonstrates good corporate citizenship	**6**	**5**	**4**	**3**	**2**	**1**
Enhances security in supply chain	**6**	**5**	**4**	**3**	**2**	**1**
Increases security awareness	**6**	**5**	**4**	**3**	**2**	**1**
Improves risk management procedures and systems	**6**	**5**	**4**	**3**	**2**	**1**
Enhances standards within your industry	**6**	**5**	**4**	**3**	**2**	**1**
Access to other C-TPAT members' status through the Status Verification Interface (SVI)	**6**	**5**	**4**	**3**	**2**	**1**
The incorporation of sound security practices and procedures into existing logistical management methods and processes	**6**	**5**	**4**	**3**	**2**	**1**

{OTHBEN}

What other factors have been impacted in your company as a result of participation in C-TPAT?

____

INSPECTION EXPERIENCE (THIS SECTION FOR BUSTYPE=2, 3, OR 4 ONLY)

{FASTBNFT}

How much benefit does your company receive from the FAST program?

1 Large benefit
2 Moderate benefit
3 Slight benefit
4 No benefit
5 Don’t know/Cannot tell/No way to estimate the benefit

{FASTYNOT}

IF FASTBNFT=3 or 4

What factors prevent your company from receiving a greater benefit from the FAST program? (CHECK ALL THAT APPLY)

- ☐ 1 Limitations to the facilities at point(s) of entry
- ☐ 2 Poor management by the point(s) of entry
- ☐ 3 Less-than-truckload (LTL) shipments
- ☐ 4 Drivers who are not FAST-certified
- ☐ 5 Problems with FAST documentation for drivers who are FAST-certified
- ☐ 6 Other (specify)____

{FRNTLINE}

When you are selected for an inspection, how often does your company or shipment receive “front of the line” privileges?

1 Almost all of the time
2 More than half of the time
3 Less than half of the time
4 Hardly ever
5 Don’t know/Cannot tell/No way to estimate

{FRNTYNOT}

IF FRNTLINE=3 or 4

What factors prevent your company from receiving “front of the line” privileges more often? (CHECK ALL THAT APPLY)

1 Limitations to the facilities at point(s) of entry
2 Poor management by the point(s) of entry
3 Less-than-truckload (LTL) shipments
4 Problems with manifests or other documentation
5 Other (specify)

{PROBLEMS}

IF FRNTYNOT=1

What particular facility/physical layout problems at the point of entry limit your ability to receive “front of the line inspection” benefits?

____

{MNGEMENT}

IF FRNTYNOT=2

What management problems affect your ability to receive “front of the line inspection” benefits?

{LINEBNFT}

How much faster are your company's inspections as a result of your participation in C-TPAT?

1 Much quicker
2 Somewhat quicker
3 Have not seen any benefit
4 Don't know

{CONSIST}

How consistent is your treatment as a C-TPAT participant across ports of entry?

1 Very consistent
2 Somewhat consistent
3 Not too consistent
4 Not consistent at all
5 Don't know

{NOTCON}

IF CONSIST>2

What inconsistencies do you experience?

____

{IMPROVE}

What are the top three suggestions you would make for improvements to speed up the process of inspections for your company's shipments?

____

IMPLEMENTATION *(IF CERTIFY=1 OR 2)*

The next series of questions is about the implementation process that took place when your company joined C-TPAT and the related costs and benefits. {PROGRAMS}

What related U.S. Customs and Border Protection programs or initiatives, if any, had your company implemented before C-TPAT? (CHECK ALL THAT APPLY)

- ☐ 1 Business Anti-Smuggling Coalition (BASC)
- ☐ 2 America's Counter-Smuggling Initiative (ACSI)
- ☐ 3 Partners in Protection (PIP)
- ☐ 4 Pre-Import Review Program (PIRP)
- ☐ 5 Importer Self-Assessment (ISA) Program
- ☐ 6 Carrier Initiative Program (CIP) ***[IF BUSTYPE=2, 3, OR 4]***
- ☐ 7 Line Release Program ***[IF BUSTYPE=2, 3, OR 4]***
- ☐ 9 Other (specify): ____
- ☐ 10 Don't know

{HSSEALS}

Did your company use high-security seals (ISO 17712) prior to implementation of C-TPAT security criteria?

1 Yes
2 No
3 Does not apply
4 Don't know

{PRECTIMP}

Approximately what proportion of C-TPAT program criteria had already been implemented at your company before it joined C-TPAT, due to your participation in previous CBP programs or due to your company's risk management processes?

1 All or nearly all of the C-TPAT program criteria
2 Most of the C-TPAT program criteria
3 Half of the C-TPAT program criteria
4 Less than half of the C-TPAT program criteria
5 None of the C-TPAT program criteria
6 Don't know

{EASYHARD}

How easy or difficult was the implementation of C-TPAT program criteria for your company?

1 Very easy
2 Somewhat easy
3 Somewhat difficult
4 Very difficult
5 Don't know

{PERFTEST}

Has your company performed tests to verify the integrity of your supply chain procedures?

1 Yes
2 No
3 Don't know

IF PERFTEST=1 {TESTRES}

What was the result of the tests performed to verify the security of your company's supply chain?

1 Adjustments to our security programs were needed
2 No adjustments to our security programs were needed
3 Don't know

FINAL COMMENTS

You are near the end of the survey, but we want to allow you a chance for some final comments.

{GREATBEN}

What are the greatest benefits your company receives as a result of C-TPAT participation?

____

____

{ADDBEN}

Are there any additional benefits your company would like to see added to the C-TPAT program?

1 Yes
2 No

{WHATBEN}

If ADDBEN=1

What additional benefits would you like to see added to the C-TPAT Program?

____

____

{WEAKNESS}

Are there any weaknesses to the C-TPAT Program that you would like to comment on?

1 Yes
2 No

{WHATWEAK}

IF WEAKNESS=1

What are the biggest weaknesses of the C-TPAT program?

____

____

Thank you for participating in the C-TPAT Cost-Benefit survey. Your responses will assist us in measuring the costs and benefits and any return on investment for C-TPAT participants.

To further explore some of the findings of this survey, the Center for Survey Research (CSR) is planning to conduct follow-up telephone interviews with a small number of C-TPAT participants who have completed this survey.

Would you be willing to be contacted about participation in a follow-up telephone interview?

1 Yes, it's okay to contact me
2 No, thanks

"Long Form" Questionnaire
Shaded content is unique to the long form
Unshaded content is found in both the short and long forms

C-TPAT COST/BENEFIT SURVEY

INTRODUCTION

At the request of U.S. Customs Border and Protection, the Center for Survey Research at the University of Virginia is conducting a survey of all current C-TPAT partners.

The purpose of the survey is for CBP to better understand how its C-TPAT partners view their membership and to ask for ideas for improvement. This is the second time this survey has been conducted by CBP and CSR. It has been streamlined for 2010. Your participation is important to help us accurately represent the range of opinions found across a wide variety of C-TPAT participants.

Your individual responses will be held confidential by CSR and will be anonymous to CBP. Your name, the name of your company, your contact information and other potentially identifying information will not be associated with your responses in any way. The survey responses will be reported in aggregate with other participants in the survey.

We hope that you will take the time to complete the questionnaire. Your input will not only be appreciated, but will be an important contribution to improving the effectiveness of the C-TPAT program.

If you experience any difficulty with the survey or have any questions about the survey, please contact one of the following CSR employees: Jim Ellis at jmellis@virginia.edu or Deborah Rexrode at dlr3r@virginia.edu. You may also contact Diana Lieber, Program Manager, C-TPAT, Office of Field Operations, CBP at diana.lieber@dhs.gov.

Thank you for participating in this survey!

QUALIFYING QUESTIONS

{CERT}

Is your company C-TPAT Certified?

1 Yes
2 No [TERMINATE]
3 Not sure [TERMINATE]

{PRIMCON}

IF CERT=1

Are you the primary C-TPAT contact for your company?

1 Yes
2 No

{FAMILIAR}

IF PRIMCON=2

Are you familiar with the costs and benefits of your company's participation in the C-TPAT program?

1 Yes
2 No (If you answer "No" you will end the survey) [TERMINATE]

RESPONDENT/COMPANY CLASSIFICATION

{BUSTYPE}

We know that some companies have multiple C-TPAT memberships that are listed under more than one classification. Please select the classification which best describes your company OR the unit(s) that you are reporting about in this survey.

1 U.S. Importer of Record
2 U.S./Canada Highway Carrier
3 U.S./Mexico Highway Carrier
4 Mexican Long Haul Carrier
5 Rail Carrier
6 Sea Carrier
7 Air Carrier
8 U.S. Marine Port Authority/Terminal Operator
9 U.S. Air Freight Consolidator, Ocean Transportation Intermediary, or Non-Vessel Operating Common Carrier (NVOCC)
10 Licensed U.S. Customs Broker
11 Third Party Logistics Provider
12 Foreign Manufacturer

{CERTIFY}

Approximately how long has your company been C-TPAT Certified?

1 Less than 1 year
2 1 -3 years
3 More than 3 years but less than 5 years
4 5 years or more

{CTPVAL}

Has your company received C-TPAT Validation?

1 Yes
2 No
3 Not sure

{CTVALTIM}

IF CTPVAL=1

Approximately how long has it been since your company received its initial C-TPAT Validation?

1 Less than 1 year
2 1 -3 years
3 More than 3 years but less than 5 years
4 5 years or more

{CTPT3}

IF CTPVAL=1 AND BUSTYPE=1

Has your company received C-TPAT Tier Three status for exceeding minimum standards?

1 Yes
2 No
3 Not sure

{PERSINV}

How long have you personally been involved in your company's C-TPAT program?

1 Less than 1 year
2 1 -3 years

3 More than 3 years but less than 5 years
4 5 years or more

{JOBCAT}

Which of the following best describes your job category?

1 Safety Manager
2 Compliance Manager
3 Logistics Manager/Coordinator
4 Director of Security
5 Operations Manager
6 CEO
7 CFO
8 COO
9 General Manager
10 President
11 Owner/Partner
12 Vice President
13 Director
14 Other Manager
15 Other (Specify)______________________________

{OWNTYPE}

What is your company's ownership type?

1 Publicly traded
2 Privately owned
3 Don't know

{HQLOC}

In what country is your company's headquarters located?

1 United States
2 Canada
3 Mexico
4 Other (Specify) ______________________________________

{EMPLOYEES}

What is the total number of employees in your company, including all locations?

1 1-5
2 6-50
3 51-100
4 101-500
5 501-1000
6 1001-5000
7 More than 5000
8 Don't know

{REVENUE}

Your company's approximate annual revenue:

1 Less than $1 million
2 $1 million to $9,999,999
3 $10 million to $99,999,999
4 $100 million to $999,999,999

5 $1 billion to $9,999,999,999
6 $10 billion or more
7 Don't know

{OTHCERT}

Is your company certified by any recognized organizations or associations? (CHECK ALL THAT APPLY)

- ☐ 1 ISO 28000
- ☐ 2 ISO 9000
- ☐ 3 TAPA
- ☐ 4 ISPS
- ☐ 5 Any other ISO certification
- ☐ 6 Other ________________________________
- ☐ 7 None
- ☐ 8 Don't know

{SYSTEMS}

IF SAMPTYPE=2 (COST/BENEFIT)

Does your company have any of the following procedures in place? (CHECK ALL THAT APPLY)

- ☐ 1 Business Continuity Planning
- ☐ 2 Formal risk management system
- ☐ 3 Formal security and pilferage control system
- ☐ 4 Centralized procurement
- ☐ 8 None of the above
- ☐ 9 Not sure/Don't know

{IMPGOODS}

IF BUSTYPE=1

What are the major types of goods your company imports? [CHECK ALL THAT APPLY]

- ☐ 1 Aircraft equipment
- ☐ 2 Apparel/accessories
- ☐ 3 Automobiles/auto parts
- ☐ 4 Boating and dock supplies
- ☐ 5 Building materials/hardware
- ☐ 6 Chemicals
- ☐ 7 Computer hardware/software
- ☐ 8 Consumer electronics/appliances
- ☐ 9 Electronic equipment/components
- ☐ 10 Foods/beverages/agricultural products
- ☐ 11 General merchandise
- ☐ 12 Heavy machinery and spare parts
- ☐ 13 Home furnishings/housewares
- ☐ 14 Logs, lumbering supplies and wood products
- ☐ 15 Metals/mining materials
- ☐ 16 Paper and paper products
- ☐ 17 Petroleum or petroleum products
- ☐ 18 Sporting goods/equipment
- ☐ 19 Steel, coils and wire
- ☐ 20 Textiles/linens
- ☐ 21 Toys/games
- ☐ 22 Other1 (specify) ____________________________________

- ☐ 23 Other2 (specify) ______________________
- ☐ 24 Other3 (specify) ______________________

{CARGOT}

IF BUSTYPE=2, 3, OR 4

What types of cargo carriers does your company use? (CHECK ALL THAT APPLY)

- ☐ 1 Less than truck load (LTL)
- ☐ 2 Full truck load
- ☐ 3 Refrigerated
- ☐ 4 Tank
- ☐ 5 Isolated tank
- ☐ 6 Flatbed
- ☐ 7 Hazardous materials
- ☐ 8 Agriculture
- ☐ 9 Automobile
- ☐ 10 Drayage
- ☐ 11 Other1 (specify) ______________________
- ☐ 12 Other2 (specify) ______________________
- ☐ 13 Other3 (specify) ______________________

{IMPORIG}

IF BUSTYPE=1

What are the five main countries from which your company imports?

SAME RESPONSES AS CARGFROM

IF BUSTYPE=2, 3, OR 4 {CARGFROM}

What are the five main countries from which your company transports cargo?

- ☐ 1 Argentina
- ☐ 2 Australia
- ☐ 3 Brazil
- ☐ 4 Canada
- ☐ 5 Chile
- ☐ 6 China
- ☐ 7 Columbia
- ☐ 8 European Union
- ☐ 9 Hong Kong
- ☐ 10 India
- ☐ 11 Ireland
- ☐ 12 Israel
- ☐ 13 Japan
- ☐ 14 Korea
- ☐ 15 Malaysia
- ☐ 16 Mexico
- ☐ 17 New Zealand
- ☐ 18 Pakistan
- ☐ 19 Philippines
- ☐ 20 Switzerland
- ☐ 21 Taiwan
- ☐ 22 Thailand
- ☐ 23 Turkey
- ☐ 24 United Kingdom
- ☐ 25 United States
- ☐ 26 Venezuela
- ☐ 27 Vietnam
- ☐ 28 Other1 (specify) ____________
- ☐ 29 Other2 (specify) ____________
- ☐ 30 Other3 (specify) ____________

OVERALL EXPERIENCE

{CTEXP}

How would you describe your company's overall experience with C-TPAT thus far?

1 The benefits outweigh the costs.
2 The benefits and the costs are about the same.
3 The costs outweigh the benefits.
4 It's too early to tell.
5 Don't know/unable to rate

{CONTACT}

Have you had contact with your Supply Chain Security Specialist (SCSS) in the last 12 months?

1 Yes
2 No
3 Don't know

{NUMTIME}

IF CONTACT=1

In the last 12 months, how many times have you been in contact with your Supply Chain Security Specialist (SCSS)?

1 1 time
2 2 times
3 3-5 times
4 6-10 times
5 11 or more times
6 Don't know/unable to rate

{QUICKANS}

IF CONTACT=1

How often did you receive timely answers to your questions?

1 All of the time
2 Most of the time
3 Some of the time
4 Seldom or rarely
5 Don't know/unable to rate

{SCSSKNOW}

IF CONTACT=1

In the times you have contacted your Supply Chain Security Specialist (SCSS), how often did you get what you needed?

1 All of the time
2 Most of the time
3 Some of the time
4 Seldom or rarely
5 Don't know/unable to rate

{TRUST}

IF CONTACT=1

How much do you trust your SCSS?

1 Very much
2 Somewhat
3 Not too much
4 Not at all
5 Don’t know/Unable to rate

{SAMEPRSN}

IF NUMTIME>1

In the past 12 months, did you have the opportunity to talk with the same person each time you had contact with your Supply Chain Security Specialist?

1 Yes
2 No
3 Don’t remember
4 Unable to answer

{OTHRSRCS}

When you are having issues with security, what sources or contacts other than your SCSS can you turn to for assistance? (CHECK ALL THAT APPLY)

1 C-TPAT web site/portal
2 Other C-TPAT sources
3 Other CBP sources
4 Other U.S. federal government sources
5 Non-U.S. government sources
6 Law enforcement sources
7 Internal company resources
8 Consultants/contractors/experts hired by my company
9 Other industry sources
10 None – only contact SCSS
11 Other (specify) ____

{CONFDENT}

How confident are you that CBP will be fair when a breach of security is reported?

1 Very confident
2 Somewhat confident
3 Not very confident
4 Not confident at all
5 Don’t know
6 Unable to answer

{CALLHARD}

When you have contacted C-TPAT Program Personnel, have you experienced difficulty in obtaining responses to your questions or concerns?

1 Yes
2 No
3 Have not contacted C-TPAT Program Personnel
4 Unable to answer

{CALLPROB}

IF CALLHARD=1

What was the nature of the difficulty you experienced?

____

{CONFLICT}

In the past year, have you ever received inconsistent guidance or information about C-TPAT issues from different sources?

1 Yes
2 No
3 Don't know/not sure
4 Unable to answer

{INFOWH}

IF CONFLICT=1

What information did you get that was inconsistent?

____

{INFOWHO}

IF CONFLICT=1

What were the sources of inconsistent information you received?

____

EVALUATION OF PORTAL WEBSITE

{WEBOFTN}

How often do you visit the C-TPAT web page portal?

1 Less than quarterly
2 Quarterly
3 About once a month
4 Several times a month
5 About once a week
6 Several times a week or more frequently
7 Don't know

{WEBUSE}

How useful is the C-TPAT web page portal to you?

1 Very useful
2 Somewhat useful
3 Not too useful
4 Not at all useful
5 Unable to rate

{RATEINFO}

On a scale of 1 to 10, where 1 is "far too little information" and 10 is "all the information you could possibly need," how would you rate the amount of information on the C-TPAT web page portal?

1	2	3	4	5	6	7	8	9	10	Unable
Far too little information						All the information you need				to rate

{EASYINFO}

On a scale of 1 to 10, where 1 is "very difficult" and 10 is "very easy," how easy is it for you to locate the information you need on the portal?

1	2	3	4	5	6	7	8	9	10	Unable
Very difficult								Very easy		to rate

{OTHRWEB}

Are there any changes or additional features that you would like to see on the web page portal?

____

{VALIDTN}

IF CTVALTIM>2

Since your validation, have you been involved in a re-validation?

1 Yes
2 No
3 Don't know

{HOWLONG}

IF VALIDTN=1

How long did it take you to become re-validated?

1 3-4 weeks
2 5-8 weeks
3 9-12 weeks
4 More than 12 weeks
5 Not re-validated yet
6 Don't know

{EXPECT}

IF VALIDTN=1 and HOWLONG≠5

Did the re-validation proceed as you expected?

1 Exactly what I expected
2 Close to what I expected
3 Somewhat different than I expected
4 Not at all what I expected
5 Don't know/didn't know what to expect

{EXPERNC}

IF VALIDTN=1 and HOWLONG≠5

How would you describe the re-validation?

1 Easy to get through
2 Somewhat easy to get through
3 Somewhat difficult to get through
4 Very difficult to get through
5 Don’t know

{REPORTS}

IF VALIDTN=1 and HOWLONG≠5

How satisfied were you with the recommendations you received from C-TPAT?

1 Very satisfied
2 Somewhat satisfied
3 Somewhat unsatisfied
4 Very unsatisfied
5 Don’t know

{WHYNOT}

IF REPORTS>2 and HOWLONG≠5

Why were you not satisfied with the recommendations you received from C-TPAT?

GLOBAL ISSUES

The next few questions are about global trade issues.

{OTHROFFC}

Do you have offices in other parts of the world?

1 Yes
2 No
3 Don’t know

{WRLDPROG}

IF OTHROFFC=1

Are you aware of other security programs in those parts of the world?

1 Yes
2 No
3 Don’t know

{HARMONY}

IFWRLDPROG=1

How much of a problem for your business is a lack of mutual recognition or harmonization among these programs?

1 Serious problem
2 Somewhat of a problem
3 Relatively small problem
4 Not a problem at all
5 Don’t know

{PROGRES}

How would you rate the progress C-TPAT is making in strengthening harmonization and establishing mutual recognition between the security programs of different countries?

1 Excellent
2 Very good
3 Good
4 Only fair
5 Poor
6 Don't know

MEMBERSHIP ISSUES

{STILLCT}

Are you required to produce ongoing justification to your company for participating in C-TPAT?

1 Yes
2 No
3 Don't know

{LEAVECT}

Has your company ever considered leaving the C-TPAT program?

1 Yes
2 No
3 Don't know

{L4}

IF LEAVECT=1

What are some of the factors that led to that consideration? (CHECK ALL THAT APPLY.)

☐ 1 Competing program(s) in a key source country or within federal government
☐ 2 Lack of harmonization among programs
(e.g., if you have to apply for validation in each country you deal with)
☐ 3 Increase in requirements / costs / workload
☐ 4 Increase in liability
☐ 5 Major security breach
☐ 6 Third-party issues / costs
☐ 7 Lack of foreign suppliers willing to participate
☐ 8 Lack of benefits
☐ 9 Other (specify)____

{STAY}

What is the likelihood of your company staying in the program?

1 Definitely will stay in the program
2 Probably will stay in the program
3 Not sure
4 Probably will not stay in the program
5 Definitely will not stay in the program

C-TPAT SUSPENSION PROCESS

The next few questions are about your impressions of the process when a company is suspended from C-TPAT.

{AWRESUSP}

Are you aware of the process involved when a company receives a suspension for failure to comply with C-TPAT requirements?

1 Yes
2 No
3 Don't know

{FAIRSUSP}

IF AWRESUSP=1

How fair do you believe the C-TPAT suspension, removal and appeal process is?

1 Very fair
2 Somewhat fair
3 Not fair at all
4 Don't know/Unable to rate

{REINSTAT}

How familiar are you with the process for being reinstated once you have been suspended from C-TPAT?

1 Very familiar
2 Somewhat familiar
3 Not familiar at all
4 Don't know

{SUSPEND}

Has your company ever been suspended for failure to comply with C-TPAT requirements?

1 Yes
2 No
3 Don't know

{SUSPEXP}

IF SUSPEND=1

What kind of impact did your suspension have on your company's operations?

1 Very negative impact
2 Somewhat negative impact
3 No impact
4 Somewhat positive impact
5 Very positive impact
6 Don't know

{RESNSUSP}

IF SUSPEND=1

How clearly were the reasons for your suspension communicated?

1 Very clearly
2 Somewhat clearly
3 Not very clearly
4 No reason given
5 Don't know

{TIMEREIN}

IF SUSPEND=1

How long did it take to get reinstated?

1 Less than 3 months
2 3-6 months
3 More than 6 months
4 Not reinstated yet
5 Don't know

CONFERENCES

The following questions are about your participation in C-TPAT conferences.

{CONFATTN}

Have you ever participated in the C-TPAT Supply Chain Security Training Conferences?

1 Yes
2 No

{WHYNOT2}

IF CONFATTN=2

Why haven't you attended a C-TPAT Supply Chain Security Training Conference?

____

{CONFRATE}

IF CONFATTN=1

How would you rate the value of the C-TPAT Supply Chain Security Training Conferences?

1 Extremely valuable
2 Valuable
3 Somewhat valuable
4 Not valuable
5 Don't know/Decline to rate

{CONFOFT}

How often would you like to see the C-TPAT Supply Chain Security Training Conferences presented?

1 Twice a year
2 Once a year
3 Every other year
4 Other (specify)____
5 Don't know/No opinion

RISK MANAGEMENT (THIS SECTION IF SAMPTYPE=2 FOR COST/BENEFIT)

{RISKSYST}

Did your company have a formal procedure in place for assessing and managing supply risk before joining C-TPAT?

1 Yes
2 No
3 Not sure

{TESTGOOD}

IF RISKSYST=1

Do you agree or disagree that your company's ability to assess and manage supply risk has been strengthened as a result of joining C-TPAT?

1 Agree
2 Somewhat agree
3 Neither agree nor disagree
4 Somewhat disagree
5 Disagree
6 Don't know/Unable to rate

{CONTPLAN}

Did your company have formal supply continuity and contingency plans in place before joining C-TPAT?

1 Yes
2 No
3 Not sure

{PLANGOOD}

IF CONTPLAN=1

Do you agree or disagree that your company's supply continuity and contingency plans have been strengthened as a result of joining C-TPAT?

1 Agree
2 Somewhat agree
3 Neither agree nor disagree
4 Somewhat disagree
5 Disagree
6 Don't know/Unable to rate

{NOTCERT1A}

IF BUSTYPE=1

Does your company work with foreign suppliers, manufacturers, or vendors that are not C-TPAT compliant?

1 Yes
2 No
3 Don't know

{NOTCERT1B}

IF BUSTYPE>1

Does your company work with foreign suppliers, manufacturers, or vendors that are not C-TPAT compliant?

1 Yes
2 No
3 Don't know

{HOWSCRN1}

IF NOTCERT1A=1

How does your company screen foreign suppliers, manufacturers, or vendors that are not C-TPAT compliant? (CHECK ALL THAT APPLY)

- ☐ 1 Assess transit time from foreign supplier, manufacturer, or vendor to shipping point
- ☐ 2 Assess transit time from shipping point
- ☐ 3 Review certifications
- ☐ 4 Use formal security survey process
- ☐ 5 Use independent buying agents to vet factories
- ☐ 6 Use third-party verifications
- ☐ 7 Visit foreign suppliers, manufacturers, or vendors for security evaluation
- ☐ 8 Other (specify)____
- ☐ 9 Do not screen
- ☐ 10 Don't know

{HOWSCRN2}

IF NOTCERT1B=1

How does your company screen customers that are not C-TPAT compliant?
(CHECK ALL THAT APPLY)

- ☐ 1 Security evaluation results
- ☐ 2 Security procedures used
- ☐ 3 Modes of transport
- ☐ 4 Routing
- ☐ 5 Financial soundness
- ☐ 6 Ability to meet contractual security requirements
- ☐ 7 Ability to identify and correct security deficiencies
- ☐ 8 Business references
- ☐ 9 Commodity volume
- ☐ 10 Commodity value
- ☐ 11 Type of commodity
- ☐ 12 Other (specify)____
- ☐ 13 Do not screen
- ☐ 14 Don't know

{NOTCERT2}

IF BUSTYPE>1

Does your company work with service providers that are not C-TPAT compliant?

1 Yes
2 No
8 Don't know

{SPCERTH}

IF NOTCERT2=1

How does your company screen service providers that are not C-TPAT compliant?
(CHECK ALL THAT APPLY)

- ☐ 1 Security evaluation results
- ☐ 2 Security procedures used
- ☐ 3 Modes of transport
- ☐ 4 Routing
- ☐ 5 Financial soundness
- ☐ 6 Ability to meet contractual security requirements
- ☐ 7 Ability to identify and correct security deficiencies
- ☐ 8 Business references
- ☐ 9 Other (specify)____
- ☐ 10 Do not screen
- ☐ 11 Don't know

{B15, B16, B17}

IF BUSTYPE=1

How often does your company … ?	**Quarterly**	**Semi-annually**	**Annually**	**Less than annually**	**Never**	**Don't know**
Audit foreign suppliers, manufacturers, or vendors for adherence to C-TPAT standards	**1**	**2**	**3**	**4**	**5**	***6***
Audit non-C-TPAT service providers for adherence to C-TPAT standards	**1**	**2**	**3**	**4**	**5**	***6***
Audit C-TPAT Certified service providers' certification status	**1**	**2**	**3**	**4**	**5**	***6***

{C15, C16, C17}

IF BUSTYPE=2, 3, OR 4

How often does your company … ?	**Quarterly**	**Semi-annually**	**Annually**	**Less than annually**	**Never**	**Don't know**
Audit C-TPAT Certified customers' certification status	**1**	**2**	**3**	**4**	**5**	***6***
Audit non-C-TPAT service providers for adherence to C-TPAT standards	**1**	**2**	**3**	**4**	**5**	***6***
Audit C-TPAT Certified service providers' certification status	**1**	**2**	**3**	**4**	**5**	***6***

{D15, D16, D17}

IF BUSTYPE=9, 10, OR 11

How often does your company … ?	**Quarterly**	**Semi-annually**	**Annually**	**Less than annually**	**Never**	**Don't know**
Audit C-TPAT Certified customers' certification status	**1**	**2**	**3**	**4**	**5**	***6***
Audit non-C-TPAT service providers for adherence to C-TPAT standards	**1**	**2**	**3**	**4**	**5**	***6***
Audit C-TPAT Certified service providers' certification status	**1**	**2**	**3**	**4**	**5**	***6***

{RISKFACT}

Beyond the screening of foreign suppliers, manufacturers, vendors, and service providers, what other factors does your company consider in assessing the level of risk throughout your supply chain?

(CHECK ALL THAT APPLY)

- ☐ 1 Countries of origin
- ☐ 2 Transit times
- ☐ 3 Transit routes
- ☐ 4 Modes of transportation
- ☐ 5 Whether or not foreign suppliers, manufacturers, or vendors load the containers
- ☐ 6 Frequency of sharing containers with other importers
- ☐ 7 Volume of shipments
- ☐ 8 Value of shipments
- ☐ 9 Commodity being shipped
- ☐ 10 Type of shipment
- ☐ 11 Frequency of shipments
- ☐ 12 Other (specify)____
- ☐ 13 None

TANGIBLE BENEFITS

The next series of questions is about potential benefits experienced as a result of C-TPAT participation. In your company, how have the following factors been impacted as a result of participation in C-TPAT?

{TANGBEN1}

IF BUSTYPE=1

POTENTIAL FACTORS	IMPACT AS A RESULT OF C-TPAT PARTICIPATION				*DOES NOT APPLY*
	Increased	Stayed the same	Decreased	Unknown	
Number of inspections	1	2	3	4	*5*
Lead time	1	2	3	4	*5*
Ability to predict lead time	1	2	3	4	*5*
Ability to monitor and track orders within the supply chain	1	2	3	4	*5*
Supply chain visibility	1	2	3	4	*5*
Disruptions to the supply chain	1	2	3	4	*5*
Time and cost of getting cargo processed and released by U. S. Customs and Border Protection (CBP)	1	2	3	4	*5*
Time in U. S. Customs and Border Protection (CBP) secondary cargo inspection lines	1	2	3	4	*5*
Predictability in moving goods and services across borders	1	2	3	4	*5*
Significant opportunities for cost avoidance	1	2	3	4	*5*
Cargo theft and pilferage	1	2	3	4	*5*
Asset utilization	1	2	3	4	*5*
Security for workforce	1	2	3	4	*5*
Penalties	1	2	3	4	*5*
Insurance rates	1	2	3	4	*5*
EU-AUO	1	2	3	4	*5*

{TANGBEN2}

IF BUSTYPE=2 thru 9 and 11 or 12

POTENTIAL FACTORS	**IMPACT AS A RESULT OF C-TPAT PARTICIPATION**				***DOES NOT APPLY***
	Increased	**Stayed the same**	**Decreased**	**Unknown**	
Number of customers	**1**	**2**	**3**	**4**	*5*
Sales revenue	**1**	**2**	**3**	**4**	*5*
Wait times at the border	**1**	**2**	**3**	**4**	*5*
Time and cost of getting cargo processed and released by U. S. Customs and Border Protection (CBP)	**1**	**2**	**3**	**4**	*5*
Time in U. S. Customs and Border Protection (CBP) secondary cargo inspection lines	**1**	**2**	**3**	**4**	*5*
Predictability in moving goods and services across borders	**1**	**2**	**3**	**4**	*5*
Significant opportunities for cost avoidance	**1**	**2**	**3**	**4**	*5*
Cargo theft and pilferage	**1**	**2**	**3**	**4**	*5*
Asset utilization	**1**	**2**	**3**	**4**	*5*
Security for workforce	**1**	**2**	**3**	**4**	*5*
Penalties	**1**	**2**	**3**	**4**	*5*
Insurance rates	**1**	**2**	**3**	**4**	*5*

INTANGIBLE BENEFITS

For each potential benefit of participating in C-TPAT listed below, please indicate the relative importance or unimportance of the benefit to your company.

{INTANBEN1}

IF BUSTYPE=1

POTENTIAL BENEFIT	IMPORTANCE RATING				*NOT A POTENTIAL BENEFIT*	*DOES NOT APPLY*
	Extremely important	**Somewhat important**	**Somewhat unimportant**	**Extremely unimportant**		
Partnering with Customs Border and Protection	**6**	**5**	**4**	**3**	**2**	**1**
To know your customer	**6**	**5**	**4**	**3**	**2**	**1**
Protects or builds company's brand image	**6**	**5**	**4**	**3**	**2**	**1**
Makes your company more competitive	**6**	**5**	**4**	**3**	**2**	**1**
Enhances your company's marketing opportunities	**6**	**5**	**4**	**3**	**2**	**1**
Protects your industry	**6**	**5**	**4**	**3**	**2**	**1**
Facilitates globalization	**6**	**5**	**4**	**3**	**2**	**1**
Promotes patriotism	**6**	**5**	**4**	**3**	**2**	**1**
Demonstrates good corporate citizenship	**6**	**5**	**4**	**3**	**2**	**1**
Enhances security in supply chain	**6**	**5**	**4**	**3**	**2**	**1**
Increases security awareness	**6**	**5**	**4**	**3**	**2**	**1**
Improves risk management procedures and systems	**6**	**5**	**4**	**3**	**2**	**1**
Enhances standards within your industry	**6**	**5**	**4**	**3**	**2**	**1**
Assignment of a C-TPAT Supply Chain Security Specialist to help your company validate and enhance security throughout your supply chain	**6**	**5**	**4**	**3**	**2**	**1**
Self-policing and self-monitoring of security activities through the Importer Self-Assessment program	**6**	**5**	**4**	**3**	**2**	**1**
Access to other C-TPAT members' status through the Status Verification Interface (SVI)	**6**	**5**	**4**	**3**	**2**	**1**
The incorporation of sound security practices and procedures into existing logistical management methods and processes	**6**	**5**	**4**	**3**	**2**	**1**

{INTANBEN2}

IF BUSTYPE=2 thru 9 and 11 or 12

POTENTIAL BENEFIT	**IMPORTANCE RATING**				***NOT A POTENTIAL BENEFIT***	***DOES NOT APPLY***
	Extremely important	**Somewhat important**	**Somewhat unimportant**	**Extremely unimportant**		
Partnering with Customs Border and Protection	**6**	**5**	**4**	**3**	**2**	**1**
To know your customer	**6**	**5**	**4**	**3**	**2**	**1**
Protects or builds company's brand image	**6**	**5**	**4**	**3**	**2**	**1**
Makes your company more competitive	**6**	**5**	**4**	**3**	**2**	**1**
Enhances your company's marketing opportunities	**6**	**5**	**4**	**3**	**2**	**1**
Protects your industry	**6**	**5**	**4**	**3**	**2**	**1**
Facilitates globalization	**6**	**5**	**4**	**3**	**2**	**1**
Promotes patriotism	**6**	**5**	**4**	**3**	**2**	**1**
Demonstrates good corporate citizenship	**6**	**5**	**4**	**3**	**2**	**1**
Enhances security in supply chain	**6**	**5**	**4**	**3**	**2**	**1**
Increases security awareness	**6**	**5**	**4**	**3**	**2**	**1**
Improves risk management procedures and systems	**6**	**5**	**4**	**3**	**2**	**1**
Enhances standards within your industry	**6**	**5**	**4**	**3**	**2**	**1**
Access to other C-TPAT members' status through the Status Verification Interface (SVI)	**6**	**5**	**4**	**3**	**2**	**1**
The incorporation of sound security practices and procedures into existing logistical management methods and processes	**6**	**5**	**4**	**3**	**2**	**1**

{OTHBEN}

What other factors have been impacted in your company as a result of participation in C-TPAT?

____

INSPECTION EXPERIENCE (THIS SECTION FOR BUSTYPE=2, 3, OR 4 ONLY)

{FASTBNFT}

How much benefit does your company receive from the FAST program?

1 Large benefit
2 Moderate benefit
3 Slight benefit
4 No benefit
5 Don't know/Cannot tell/No way to estimate the benefit

{FASTYNOT}

IF FASTBNFT=3 or 4

What factors prevent your company from receiving a greater benefit from the FAST program? (CHECK ALL THAT APPLY)

- ☐ 1 Limitations to the facilities at point(s) of entry
- ☐ 2 Poor management by the point(s) of entry
- ☐ 3 Less-than-truckload (LTL) shipments
- ☐ 4 Drivers who are not FAST-certified
- ☐ 5 Problems with FAST documentation for drivers who are FAST-certified
- ☐ 6 Other (specify)____

{FRNTLINE}

When you are selected for an inspection, how often does your company or shipment receive "front of the line" privileges?

1 Almost all of the time
2 More than half of the time
3 Less than half of the time
4 Hardly ever
5 Don't know/Cannot tell/No way to estimate

{FRNTYNOT}

IF FRNTLINE=3 or 4

What factors prevent your company from receiving "front of the line" privileges more often? (CHECK ALL THAT APPLY)

1 Limitations to the facilities at point(s) of entry
2 Poor management by the point(s) of entry
3 Less-than-truckload (LTL) shipments
4 Problems with manifests or other documentation
5 Other (specify)

{PROBLEMS}

IF FRNTYNOT=1

What particular facility/physical layout problems at the point of entry limit your ability to receive "front of the line inspection" benefits?

____

{MNGEMENT}

IF FRNTYNOT=2

What management problems affect your ability to receive "front of the line inspection" benefits?

{LINEBNFT}

How much faster are your company's inspections as a result of your participation in C-TPAT?

1 Much quicker
2 Somewhat quicker
3 Have not seen any benefit
4 Don't know

{CONSIST}

How consistent is your treatment as a C-TPAT participant across ports of entry?

1 Very consistent
2 Somewhat consistent
3 Not too consistent
4 Not consistent at all
5 Don't know

{NOTCON}

IF CONSIST>2

What inconsistencies do you experience?

____

{IMPROVE}

What are the top three suggestions you would make for improvements to speed up the process of inspections for your company's shipments?

____

IMPLEMENTATION *(IF CERTIFY=1 OR 2)*

The next series of questions is about the implementation process that took place when your company joined C-TPAT and the related costs and benefits. {PROGRAMS}

What related U.S. Customs and Border Protection programs or initiatives, if any, had your company implemented before C-TPAT? (CHECK ALL THAT APPLY)

- ☐ 1 Business Anti-Smuggling Coalition (BASC)
- ☐ 2 America's Counter-Smuggling Initiative (ACSI)
- ☐ 3 Partners in Protection (PIP)
- ☐ 4 Pre-Import Review Program (PIRP)
- ☐ 5 Importer Self-Assessment (ISA) Program
- ☐ 6 Carrier Initiative Program (CIP) ***[IF BUSTYPE=2, 3, OR 4]***
- ☐ 7 Line Release Program ***[IF BUSTYPE=2, 3, OR 4]***
- ☐ 9 Other (specify): ______________________________
- ☐ 10 Don't know

{HSSEALS}

Did your company use high-security seals (ISO 17712) prior to implementation of C-TPAT security criteria?

1 Yes
2 No
3 Does not apply
4 Don't know

{PRECTIMP}

Approximately what proportion of C-TPAT program criteria had already been implemented at your company before it joined C-TPAT, due to your participation in previous CBP programs or due to your company's risk management processes?

1 All or nearly all of the C-TPAT program criteria
2 Most of the C-TPAT program criteria
3 Half of the C-TPAT program criteria
4 Less than half of the C-TPAT program criteria
5 None of the C-TPAT program criteria
6 Don't know

{EASYHARD}

How easy or difficult was the implementation of C-TPAT program criteria for your company?

1 Very easy
2 Somewhat easy
3 Somewhat difficult
4 Very difficult
5 Don't know

{PERFTEST}

Has your company performed tests to verify the integrity of your supply chain procedures?

1 Yes
2 No
3 Don't know

IF PERFTEST=1 {TESTRES}

What was the result of the tests performed to verify the security of your company's supply chain?

1 Adjustments to our security programs were needed
2 No adjustments to our security programs were needed
3 Don't know

IMPLEMENTATION COSTS

(THIS SECTION IF CERTIFY=1 OR 2; SAMPTYPE=2 FOR COST/BENEFIT)

For each potential C-TPAT implementation cost listed below, indicate whether or not this cost was incurred.

{IMPCOST1}

IF BUSTYPE=1

POTENTIAL IMPLEMENTATION COSTS	**Cost incurred**	**Cost NOT incurred**	**Don't know**
Educating foreign suppliers, manufacturers, or vendors about security requirements	**1**	**2**	**3**
Updating **existing** foreign supplier, manufacturer, or vendor security evaluation survey process	**1**	**2**	**3**
Developing a foreign supplier, manufacturer, or vendor security evaluation survey process where none existed	**1**	**2**	**3**
Getting foreign suppliers, manufacturers, or vendors to complete your company's security evaluation survey process	**1**	**2**	**3**
Testing the integrity of supply chain security	**1**	**2**	**3**
Salaries and expenses of personnel hired/contracted specifically to implement and/or manage C-TPAT program	**1**	**2**	**3**
Improving or implementing Personnel Security Procedures	**1**	**2**	**3**
Improving or implementing Personnel Screening Procedures	**1**	**2**	**3**
Improving or implementing Identification System	**1**	**2**	**3**
Improving or implementing in-house Education/Training/Awareness	**1**	**2**	**3**
Improving or implementing Physical Security (Doors, Windows, Electronic Access, Cameras, Fences, Gates, Lighting, etc.)	**1**	**2**	**3**
Improving or implementing Cargo Security (Seals, Locks, Bars, Global Positioning Satellite (GPS) Tracking, etc.)	**1**	**2**	**3**
Improving or implementing use of Security Personnel	**1**	**2**	**3**
Improving or implementing IT Systems/Database Development	**1**	**2**	**3**

{IMPCOST2}

IF BUSTYPE>1

POTENTIAL IMPLEMENTATION COSTS	**Cost incurred**	**Cost NOT incurred**	**Don't know**
Salaries and expenses of personnel hired/contracted specifically to implement and/or manage C-TPAT program	**1**	**2**	**3**
Improving or implementing Personnel Security Procedures	**1**	**2**	**3**
Improving or implementing Personnel Screening Procedures	**1**	**2**	**3**
Improving or implementing Identification System	**1**	**2**	**3**
Improving or implementing in-house Education/Training/Awareness	**1**	**2**	**3**
Improving or implementing Physical Security (Doors, Windows, Electronic Access, Cameras, Fences, Gates, Lighting, etc.)	**1**	**2**	**3**
Improving or implementing Cargo Security (Seals, Locks, Bars, Global Positioning Satellite (GPS) Tracking, etc.)	**1**	**2**	**3**
Improving or implementing use of Security Personnel	**1**	**2**	**3**
Improving or implementing IT Systems/Database Development	**1**	**2**	**3**

{OTHRCOST}

What other C-TPAT implementation costs were incurred by your company?

MEASURABLE BENEFITS

(THIS SECTION IF CERTIFY=1 OR 2; IF SAMPTYPE=2 FOR COST/BENEFIT)

What type of benefits, if any, did your company obtain for the following implementations?

{SAVINGS1}

IF BUSTYPE=1

INCURRED C-TPAT IMPLEMENTATION COSTS	**Time savings**	**Cost savings**	**No benefit obtained**	**Don't know**
Educating foreign suppliers, manufacturers, or vendors about security requirements	1	2	3	4
Updating **existing** foreign supplier, manufacturer, or vendor security evaluation survey process	1	2	3	4
Developing a foreign supplier, manufacturer, or vendor security evaluation survey process where none existed	1	2	3	4
Getting foreign suppliers, manufacturers, or vendors to complete your company's security evaluation survey process	1	2	3	4
Testing the integrity of supply chain security	1	2	3	4
Salaries and expenses of personnel hired/contracted specifically to implement and/or manage C-TPAT program	1	2	3	4
Improving or implementing Personnel Security Procedures	1	2	3	4
Improving or implementing Personnel Screening Procedures	1	2	3	4
Improving or implementing Identification System	1	2	3	4
Improving or implementing in-house Education/Training/Awareness	1	2	3	4
Improving or implementing Physical Security (Doors, Windows, Electronic Access, Cameras, Fences, Gates, Lighting, etc.	1	2	3	4
Improving or implementing Cargo Security (Seals, Locks, Bars, Global Positioning Satellite (GPS) Tracking, etc.)	1	2	3	4
Improving or implementing use of Security Personnel	1	2	3	4
Improving or implementing IT Systems/Database Development	1	2	3	4

{SAVINGS2}

IF BUSTYPE>1

INCURRED C-TPAT IMPLEMENTATION COSTS	**Time savings**	**Cost savings**	**No benefit obtained**	**Don’t know**
Salaries and expenses of personnel hired/contracted specifically to implement and/or manage C-TPAT program	**1**	**2**	**3**	**4**
Improving or implementing Personnel Security Procedures	**1**	**2**	**3**	**4**
Improving or implementing Personnel Screening Procedures	**1**	**2**	**3**	**4**
Improving or implementing Identification System	**1**	**2**	**3**	**4**
Improving or implementing in-house Education/Training/Awareness	**1**	**2**	**3**	**4**
Improving or implementing Physical Security (Doors, Windows, Electronic Access, Cameras, Fences, Gates, Lighting, etc.	**1**	**2**	**3**	**4**
Improving or implementing Cargo Security (Seals, Locks, Bars, Global Positioning Satellite (GPS) Tracking, etc.)	**1**	**2**	**3**	**4**
Improving or implementing use of Security Personnel	**1**	**2**	**3**	**4**
Improving or implementing IT Systems/Database Development	**1**	**2**	**3**	**4**

<u>MAINTENANCE COSTS</u> (THIS SECTION IF SAMPTYPE=2 FOR COST/BENEFIT)

The next series of questions is about ongoing expenditures to maintain the C-TPAT program.

For each potential C-TPAT program maintenance cost listed below, indicate whether or not this cost is being incurred.

{MAINTNCE}

MAINTENANCE COSTS	**Cost incurred**	**Cost NOT incurred**	**Don't know**
Salaries and expenses of personnel hired/contracted specifically to implement and/or manage C-TPAT program	**1**	**2**	**3**
Maintaining Personnel Security Procedures	**1**	**2**	**3**
Maintaining Personnel Screening Procedures	**1**	**2**	**3**
Maintaining Identification System	**1**	**2**	**3**
Maintaining in-house Education/Training/Awareness	**1**	**2**	**3**
Maintaining Physical Security (Doors, Windows, Electronic Access, Cameras, Fences, Gates, Lighting, etc.)	**1**	**2**	**3**
Maintaining Cargo Security (Seals, Locks, Bars, Global Positioning Satellite (GPS) Tracking, etc.)	**1**	**2**	**3**
Maintaining use of Security Personnel	**1**	**2**	**3**
Maintaining IT Systems/Database Development	**1**	**2**	**3**

{OTHRMAIN}

What other C-TPAT maintenance costs were incurred by your company?

____

FINAL COMMENTS

You are near the end of the survey, but we want to allow you a chance for some final comments.

{GREATBEN}

What are the greatest benefits your company receives as a result of C-TPAT participation?

____

____

{ADDBEN}

Are there any additional benefits your company would like to see added to the C-TPAT program?

1 Yes
2 No

{WHATBEN}

If ADDBEN=1

What additional benefits would you like to see added to the C-TPAT Program?

____

____

{WEAKNESS}

Are there any weaknesses to the C-TPAT Program that you would like to comment on?

1 Yes
2 No

{WHATWEAK}

IF WEAKNESS=1

What are the biggest weaknesses of the C-TPAT program?

____

____

Thank you for participating in the C-TPAT Cost-Benefit survey. Your responses will assist us in measuring the costs and benefits and any return on investment for C-TPAT participants.

To further explore some of the findings of this survey, the Center for Survey Research (CSR) is planning to conduct follow-up telephone interviews with a small number of C-TPAT participants who have completed this survey.

Would you be willing to be contacted about participation in a follow-up telephone interview?

1 Yes, it’s okay to contact me
2 No, thanks

Appendix B:
Frequencies and Means

DEMOGRAPHICS

Business Type	2007		2010	
	Frequency	%	Frequency	%
U.S. Importer of Record	953	54.3	1,530	39.2
U.S./Canada Highway Carrier	267	15.2	800	20.5
U.S./Mexico Highway Carrier	50	2.8	192	4.9
Mexican Long Haul Carrier	n/a		70	1.8
Rail Carrier	2	.1	8	.2
Sea Carrier	30	1.7	54	1.4
Air Carrier	13	.7	28	.7
U.S. Marine Port Authority/Terminal Operator	9	.5	32	.8
U.S. Air Freight Consolidator, Ocean Transportation, or NVOCC	139	7.9	269	6.9
Licensed U.S. Customs Broker	165	9.4	387	9.9
Third Party Logistics Provider	n/a		73	1.9
Foreign Manufacturer	128	7.3	460	11.8
Total	1,756	100.0	3,903	100.0

Business Type (Four categories)	2007		2010	
	Frequency	%	Frequency	%
Importers	953	54.3	1,530	39.2
Carriers	362	20.6	1,152	29.5
Services	313	17.8	761	19.5
Manufacturers	128	7.3	460	11.8
Total	1,756	100.0	3,903	100.0

Time Certified	2010	
	Frequency	%
Less than 1 year	395	10.1
1 - 3 years	1,396	35.8
3 - 5 years	1,012	25.9
5 years or more	1,101	28.2
Total	3,904	100.0

* 2007 Time Certified data are not directly comparable.

Time Personally Involved in C-TPAT	2010	
	Frequency	%
Less than 1 year	355	9.1
1 - 3 years	1,521	39.0
3 - 5 years	1,021	26.2
5 years or more	1,000	25.7
Total	3,897	100.0

* 2007 Personal Involvement data are not directly comparable.

Job Category of Respondent	2010	
	Frequency	%
Safety Manager	143	3.7
Compliance Manager	370	9.5
Logistics Manager/Coordinator	491	12.6
Director of Security	109	2.8
Operations Manager	229	5.9
CEO	99	2.5
CFO	105	2.7
COO	69	1.8
General Manager	251	6.4
President	438	11.2
Owner/Partner	358	9.2
Vice President	420	10.8
Director	225	5.8
Other Manger	273	7.0
Other	323	8.3
Total	3,903	100.0

* 2007 Job Category data are not directly comparable.

Company Ownership Type	2007		2010	
	Frequency	%	Frequency	%
Publicly traded	419	24.0	642	16.5
Privately owned	1,294	74.0	3,172	81.3
Don’t know	35	2.0	87	2.2
Total	1,748	100.0	3,901	100.0

Country Headquarters	2007		2010	
	Frequency	%	Frequency	%
United States	1,084	62.1	2,209	56.6
Canada	437	25.0	1,044	26.8
Mexico	55	3.2	311	8.0
Other	169	9.7	337	8.6
Total	1,745	100.0	3,901	100.0

Company's Annual Revenue (in USD)	2007		2010	
	Frequency	%	Frequency	%
Less than $1 million	168	10.3	528	15.4
$1 million to $9,999,999	348	21.4	981	28.7
$10 million to $99,999,999	401	24.7	1,054	30.8
$100 million to $999,999,999	239	14.7	482	14.1
$1 billion to $9,999,999,999	92	5.7	249	7.3
$10 billion or more	377	23.2	125	3.7
Total	1,625	100.0	3,419	100.0

Certification Standards	Number of Responses		Percent of Cases
	Frequency	%	
ISO 28000	61	1.4	1.6
ISO 9000	872	20.1	22.8
TAPA	37	.9	1.0
ISPS	53	1.2	1.4
Any other ISO certification	363	8.4	9.5
Other	572	13.2	15.0
None	1,832	42.3	47.9
Don't know	540	12.5	14.1
Total	4,330	100.0	113.2

* 2007 Certification Standards data are not directly comparable.

Current Systems in Place	**Year**	Number of Responses		Percent of Cases
		Frequency	%	
Manufacturing Resource Planning (MRP II)	2007	404	10.2	24.0
	2010	n/a		
Enterprise Resource Planning (ERP)	2007	445	11.3	26.5
	2010	n/a		
Business Continuity Planning	2007	566	14.3	33.7
	2010	755	23.4	52.9
Formal risk management system	2007	594	15.1	35.4
	2010	676	20.9	47.3
Formal security and pilferage control system	2007	733	18.6	43.6
	2010	825	25.5	57.8
Centralized procurement	2007	619	15.7	36.8
	2010	633	19.6	44.3
None of the above	2007	307	7.8	18.3
	2010	147	4.6	10.3
Not sure/Don't know	2007	277	7.0	16.5
	2010	194	6.0	13.6
Total	2007	3,945	100.0	234.8
	2010	3,230	100.0	226.2

IMPORTERS

Level of Certification	Frequency	Percent
Certified	370	38.3
Validated	462	47.9
Tier Three	124	12.8
Total of all importers	953	100.0

Time Validated	2010	
	Frequency	%
Less than 1 year	156	11.8
1 - 3 years	676	51.3
3 - 5 years	321	24.4
5 years or more	164	12.5
Total	1,317	100.0

Types of Goods Imported	Year	Number of Responses		Percent of Cases
		Frequency	%	
Aircraft equipment*	2010	18	.7	1.2
Apparel/accessories	2007	147	11.1	16.4
	2010	222	9.2	14.6
Automobiles/auto parts	2007	91	6.9	10.2
	2010	123	5.1	8.1
Boating and dock supplies*	2010	10	0.4	0.7
Building materials/hardware	2007	48	3.6	5.4
	2010	82	3.4	5.4
Chemicals	2007	58	4.4	6.5
	2010	124	5.1	8.2
Computer hardware/software	2007	32	2.4	3.6
	2010	53	2.2	3.5
Consumer electronics/appliances	2007	60	4.5	6.7
	2010	74	3.1	4.9
Electronic equipment/components	2007	122	9.2	13.6
	2010	170	7.0	11.2
Foods/beverages/agricultural products	2007	139	10.5	15.5
	2010	231	9.6	15.2
General merchandise	2007	59	4.4	6.6
	2010	117	4.9	7.7
Heavy machinery	2007	40	3.0	4.5
	2010	87	3.6	5.7
Home furnishings/housewares	2007	71	5.3	7.9
	2010	122	5.1	8.0
Logs/lumbering supplies/wood products*	2010	31	1.3	2.0
Metals/mining materials	2007	35	2.6	3.9
	2010	57	2.4	3.7
Paper and paper products*	2010	74	3.1	4.9
Petroleum or petroleum products	2007	17	1.3	1.9
	2010	28	1.2	1.8
Sporting goods/equipment	2007	37	2.8	4.1
	2010	49	2.0	3.2
Steel, coils, and wire*	2010	56	2.3	3.7
Textiles/linens	2007	62	4.7	6.9
	2010	119	4.9	7.8
Toys/games	2007	60	4.5	6.7
	2010	71	2.9	4.7
Other	2007	250	18.8	28.0
	2010	494	20.5	32.5
Total	2007	1,328	100.0	148.5
	2010	2,412	100.0	158.6

* New items in 2010.

Primary Points of Origin	**Year**	Number of Responses		Percent of Cases
		Frequency	%	
Argentina	2007	41	1.3	4.6
	2010	42	0.8	2.8
Australia	2007	41	1.3	4.6
	2010	36	0.7	2.4
Brazil	2007	121	3.7	13.7
	2010	127	2.5	8.4
Canada	2007	287	8.8	32.5
	2010	309	6.1	20.4
Chile	2007	37	1.1	4.2
	2010	44	0.	2.9
China	2007	519	15.9	58.8
	2010	930	18.3	61.5
Colombia	2007	25	0.8	2.8
	2010	20	0.4	1.3
European Union	2007	272	8.3	30.8
	2010	309	6.1	20.4
Hong Kong	2007	239	7.3	27.1
	2010	227	4.5	15.0
India	2007	155	4.7	17.6
	2010	266	5.2	17.6
Ireland	2010	20	0.4	1.3
Israel	2007	51	1.6	5.8
	2010	35	0.7	2.3
Japan	2007	167	5.1	18.9
	2010	224	4.4	14.8
Korea	2010	135	2.7	8.9
Malaysia	2007	114	3.5	12.9
	2010	122	2.4	8.1
Mexico	2007	217	6.6	24.6
	2010	335	6.6	22.2
New Zealand	2007	16	0.5	1.8
	2010	16	0.3	1.1
Pakistan	2007	51	1.6	5.8
	2010	55	1.1	3.6
Philippines	2007	99	3.0	11.2
	2010	71	1.4	4.7
Switzerland	2010	48	0.9	3.2
Taiwan	2007	217	6.6	24.6
	2010	294	5.8	19.4
Thailand	2010	188	3.7	12.4

Turkey	2007	58	1.8	6.6
	2010	53	1.0	3.5
United Kingdom	2010	148	2.9	9.8
United States	2010	209	4.1	13.8
Venezuela	2007	17	0.5	1.9
	2010	5	0.1	0.3
Vietnam	2010	167	3.3	11.0
Other	2007	111	3.4	12.6
	2010	649	12.8	42.9
Total	2007	3,268	100.0	370.1
	2010	5,084	100.0	336.2

Method for Screening Non-C-TPAT Foreign Suppliers, Manufacturers, or Vendors	**Year**	Number of Responses		Percent of Cases
		Frequency	%	
Transit time to shipping point	2007	292	12.2	34.0
	2010	101	13.2	39.3
Transit time from shipping point	2007	275	11.5	32.1
	2010	89	11.7	34.6
Review certifications	2007	375	15.6	43.7
	2010	116	15.2	45.1
Use formal security survey process	2007	451	18.8	52.6
	2010	133	17.4	51.8
Use independent buying agents to vet factories	2007	124	5.2	14.5
	2010	52	6.8	20.2
Use third-party verifications	2007	176	7.3	20.5
	2010	69	9.0	26.8
Visit foreign suppliers, manufacturers, or vendors	2007	546	22.8	63.6
	2010	173	22.7	67.3
Other	2007	104	4.3	12.1
	2010	18	2.4	7.0
Do not screen	2007	21	0.9	2.4
	2010	3	0.4	1.2
Don’t know	2007	35	1.5	4.1
	2010	9	1.2	3.5
Total	2007	2,399	100.0	279.6
	2010	763	100.0	296.9

How often does your company…?	Year	Quarterly 4 (%)	Semi-annually 3 (%)	Annually 2 (%)	Less than annually 1 (%)	Never 0 (%)	Mean	Don't know (%)	Number Responding n
Review foreign suppliers, manufacturers, or vendors for adherence to C-TPAT standards	2007	6.5	11.9	62.6	13.6	5.4	2.00	4.2	810
	2010	4.3	7.6	57.8	23.3	7.0	1.79	1.5	486
Review non-C-TPAT service providers for adherence to C-TPAT standards	2007	5.7	11.9	55.8	14.1	12.5	1.84	8.2	758
	2010	4.8	6.7	45.8	25.2	17.5	1.56	2.8	417
Review C-TPAT Certified service providers' certification status	2007	9.5	10.4	56.6	15.5	8.0	1.98	5.9	798
	2010	10.4	6.6	50.9	21.7	10.4	1.85	1.9	470

Other Factors for Screening	**Year**	Number of Responses		Percent of Cases
		Frequency	%	
Countries of origin	2007	670	24.5	79.8
	2010	997	14.8	72.4
Transit times	2007	377	13.8	44.9
	2010	543	8.1	39.4
Transit routes	2007	396	14.5	47.1
	2010	660	9.8	47.9
Modes of transportation	2007	498	18.2	59.3
	2010	746	11.1	54.2
Whether or not foreign suppliers, manufacturers, or vendors load the containers	2007	473	17.3	56.3
	2010	651	9.7	47.3
Frequency of sharing containers with other importers	2007	196	7.2	23.3
	2010	284	4.2	20.6
Volume of shipments*	2010	453	6.7	32.9
Value of shipments*	2010	471	7.0	34.2
Commodity being shipped*	2010	776	11.5	56.4
Type of shipment*	2010	583	8.6	42.3
Frequency of shipments*	2010	442	6.6	32.1
Other	2007	59	2.2	7.0
	2010	37	0.5	2.7
None	2007	67	2.4	8.0
	2010	99	1.5	7.2
Total	2007	2,736	100.0	325.7
	2010	6,742	100.0	489.6

* New items in 2009

CARRIERS

Type of Carrier	Frequency	%
Less than truck load (LTL)	463	17.4
Full truck load	888	33.4
Refrigerated	319	12.0
Tank	93	3.5
Isolated tank	17	0.6
Flatbed	358	13.5
Hazardous materials	228	8.6
Agriculture	89	3.3
Automobile	52	2.0
Drayage	73	2.7
Other	80	3.0
Total	2,660	100.0

Primary Points of Origin	**Year**	Number of Responses		Percent of Cases
		Frequency	%	
Argentina	2007	15	1.8	4.5
	2010	1	0.0	0.1
Australia	2007	11	1.3	3.3
	2010	9	0.4	0.9
Brazil	2007	18	2.1	5.3
	2010	8	0.4	0.8
Canada	2007	264	31.5	78.3
	2010	777	35.6	73.5
Chile	2007	13	1.5	3.9
	2010	6	0.3	0.6
China	2007	36	4.3	10.7
	2010	46	2.1	4.4
European Union	2007	32	3.8	9.5
	2010	24	1.1	2.3
Hong Kong	2007	25	3.0	7.4
	2010	8	0.4	0.8
India	2007	21	2.5	6.2
	2010	6	0.3	0.6
Ireland	2010	2	0.1	0.2
Israel	2007	13	1.5	3.9
	2010	1	0.0	0.1
Japan	2007	29	3.5	8.6
	2010	23	1.1	2.2
Korea	2010	11	0.5	1.0
Malaysia	2007	19	2.3	5.6
	2010	1	0.0	0.1
Mexico	2007	81	9.7	24.0
	2010	309	14.2	29.2
New Zealand	2007	9	1.1	2.7
	2010	3	0.1	0.3
Switzerland	2010	1	0.0	0.1
Taiwan	2007	21	2.5	6.2
	2010	9	0.4	0.9
Thailand	2010	2	0.1	0.2
Turkey	2007	17	2.0	5.0
	2010	1	0.0	0.1
United Kingdom	2010	19	0.9	1.8
United States	2010	901	41.3	85.2
Other	2007	43	5.1	12.8
	2010	15	0.7	1.4
Total	2007	839	100.0	249.0
	2010	2,183	100.0	206.5

Method for Screening Non-C-TPAT Customers	**Year**	Number of Responses		Percent of Cases
		Frequency	%	
Security evaluation results	2007	99	9.0	30.3
	2010	119	11.3	54.8
Security procedures used	2007	142	13.0	43.4
	2010	131	12.5	60.4
Modes of transport	2007	77	7.0	23.5
	2010	73	6.9	33.6
Routing	2007	66	6.0	20.2
	2010	65	6.2	30.0
Financial soundness	2007	226	20.6	69.1
	2010	132	12.6	60.8
Ability to meet contractual security requirements	2007	113	10.3	34.6
	2010	88	8.4	40.6
Ability to identify and correct security deficiencies	2007	88	8.0	26.9
	2010	72	6.9	33.2
Business references	2007	234	21.4	71.6
	2010	152	14.5	70.0
Commodity volume	2010	47	4.5	21.7
Commodity value	2010	44	4.2	20.3
Type of commodity	2010	108	10.3	49.8
Other	2007	17	1.6	5.2
	2010	5	0.5	2.3
Do not screen	2007	17	1.6	5.2
	2010	7	0.7	3.2
Don’t know	2007	16	1.5	4.9
	2010	8	0.8	3.7
Total	2007	1,095	100.0	334.9
	2010	1,051	100.0	484.3

Method for Screening Non-C-TPAT Service Providers	**Year**	Number of Responses		Percent of Cases
		Frequency	%	
Security evaluation results	2007	96	9.3	30.4
	2010	103	14.4	55.1
Security procedures used	2007	135	13.1	42.7
	2010	112	15.6	59.9
Modes of transport	2007	65	6.3	20.6
	2010	52	7.3	27.8
Routing	2007	50	4.8	15.8
	2010	45	6.3	24.1
Financial soundness	2007	197	19.1	62.3
	2010	102	14.2	54.5
Ability to meet contractual security requirements	2007	127	12.3	40.2
	2010	87	12.2	46.5
Ability to identify and correct security deficiencies	2007	89	8.6	28.2
	2010	68	9.5	36.4
Business references	2007	219	21.2	69.3
	2010	127	17.7	67.9
Other	2007	20	1.9	6.3
	2010	5	0.7	2.7
Do not screen	2007	15	1.5	4.7
	2010	6	0.8	3.2
Don’t know	2007	19	1.8	6.0
	2010	9	1.3	4.8
Total	2007	1,032	100.0	326.6
	2010	716	100.0	382.9

How often does your company…?	Year	Quarterly 4 (%)	Semi-annually 3 (%)	Annually 2 (%)	Less than annually 1 (%)	Never 0 (%)	Mean	Don't know (%)	Number Responding n
Review C-TPAT Certified customers' certification status	2007	13.8	10.6	44.7	10.6	11.6	2.05	8.8	320
	2010	22.2	15.2	39.5	13.7	9.4	2.27	0.8	329
Review non-C-TPAT service providers for adherence to C-TPAT standards	2007	9.2	14.3	36.5	10.8	16.2	1.88	13.0	315
	2010	15.8	11.6	38.3	16.2	18.2	1.91	1.2	303
Review C-TPAT Certified service providers' certification status	2007	12.9	8.4	41.2	9.3	17.4	1.89	10.9	311
	2010	21.2	14.1	39.9	13.5	11.3	2.21	1.0	311

MANUFACTURERS

Method for Screening Non-C-TPAT Service Providers	Year	Number of Responses		Percent of Cases
		Frequency	%	
Security evaluation results	2007	45	11.8	38.1
	2010	30	14.9	55.6
Security procedures used	2007	61	16.0	51.7
	2010	26	12.9	48.1
Modes of transport	2007	30	7.9	25.4
	2010	22	10.9	40.7
Routing	2007	17	4.5	14.4
	2010	8	4.0	14.8
Financial soundness	2007	47	12.3	39.8
	2010	31	15.4	57.4
Ability to meet contractual security requirements	2007	52	13.6	44.1
	2010	19	9.5	35.2
Ability to identify and correct security deficiencies	2007	39	10.2	33.1
	2010	23	11.4	42.6
Business references	2007	60	15.7	50.8
	2010	36	17.9	66.7
Other	2007	20	5.2	16.9
	2010	2	1.0	3.7
Do not screen	2007	5	1.3	4.2
	2010	2	1.0	3.7
Don’t know	2007	6	1.6	5.1
	2010	2	1.0	3.7
Total	2007	382	100.0	323.7
	2010	201	100.0	372.2

BROKER/PORT AUTHORITY
TERMINAL OPERATOR
CONSOLIDATORS/INTERMEDIARY/NVOCC

Method for Screening Non-C-TPAT Customers	**Year**	Number of Responses		Percent of Cases
		Frequency	%	
Security evaluation results	2007	98	9.1	33.1
	2010	25	11.9	64.1
Security procedures used	2007	116	10.8	39.2
	2010	28	13.3	71.8
Modes of transport	2007	100	9.3	33.8
	2010	13	6.2	33.3
Routing	2007	77	7.2	26
	2010	13	6.2	33.3
Financial soundness	2007	223	20.7	75.3
	2010	21	10.0	53.8
Ability to meet contractual security requirements	2007	96	8.9	32.4
	2010	19	9.0	48.7
Ability to identify and correct security deficiencies	2007	91	8.5	30.7
	2010	17	8.1	43.6
Business references	2007	230	21.4	77.7
	2010	32	15.2	82.1
Commodity volume	2010	10	4.8	25.6
Commodity value	2010	7	3.3	17.9
Type of commodity	2010	21	10.0	53.8
Other	2007	29	2.7	9.8
	2010	1	0.5	2.6
Do not screen	2007	11	1.0	3.7
	2010	2	1.0	5.1
Don’t know	2007	5	.5	1.7
	2010	1	0.5	2.6
Total	2007	1,076	100	363.5
	2010	210	100.0	538.5

Method for Screening Non-C-TPAT Service Providers	**Year**	Number of Responses		Percent of Cases
		Frequency	%	
Security evaluation results	2007	103	9	35.9
	2010	20	14.3	55.6
Security procedures used	2007	146	12.8	50.9
	2010	23	16.4	63.9
Modes of transport	2007	117	10.2	40.8
	2010	9	6.4	25.0
Routing	2007	80	7	27.9
	2010	9	6.4	25.0
Financial soundness	2007	193	6.9	67.2
	2010	14	10.0	38.9
Ability to meet contractual security requirements	2007	137	12	47.7
	2010	16	11.4	44.4
Ability to identify and correct security deficiencies	2007	117	10.2	40.8
	2010	16	11.4	44.4
Business references	2007	212	18.5	73.9
	2010	29	20.7	80.6
Other	2007	23	2.0	8.0
	2010	1	0.7	2.8
Do not screen	2007	12	1.0	4.2
	2010	2	1.4	5.6
Don’t know	2007	5	.4	1.7
	2010	1	0.7	2.8
Total	2007	1,145	100.0	399
	2010	140	100.0	388.9

IMPLEMENTATION

Previous U.S. Customs and Border Protection programs or initiatives	**Year**	Frequency	%	Percent of Cases
All Business Types:				
Business Anti-Smuggling Coalition (BASC)	2007	105	9.7	10.3
	2010	113	7.3	8.3
America's Counter-Smuggling Initiative (ACSI)	2007	18	1.7	1.8
	2010	11	0.7	0.8
Partners in Protection (PIP)	2007	277	25.6	27.1
	2010	209	13.5	15.4
Pre-Import Review Program (PIRP)	2010	38	2.5	2.8
Importer Self-Assessment (ISA) Program	2010	112	7.3	8.2
Carrier Initiative Program (CIP)	2010	68	4.4	5.0
Line Release Program	2010	102	6.6	7.5
Other	2007	119	11.0	11.6
	2010	86	5.6	6.3
Don't Know	2007	561	51.9	54.8
	2010	805	52.1	59.1
Total	2007	1,080	100.0	105.6
	2010	1,544	100.0	113.4

C-TPAT Criteria Already Implemented	2007		2010	
	Frequency	%	Frequency	%
All or nearly all of the C-TPAT criteria	170	10.6	184	11.0
Most of the C-TPAT criteria	637	39.7	587	35.0
Half of the C-TPAT criteria	391	24.4	396	23.6
Less than half of the C-TPAT criteria	267	16.6	295	17.6
None of the C-TPAT criteria	75	4.7	88	5.3
Don't know	65	4.0	125	7.5
Total	1,605	100.0	1,675	100.0

IMPLEMENTATION COSTS

Potential Implementation Costs for Importers	**Year**	No. of Responses	Percent Incurring Cost
Educating suppliers about security	2007	619	49.8
	2010	113	56.5
Updating existing supplier security evaluation survey process	2007	598	44.3
	2010	115	59.3
Developing a new supplier security evaluation survey process	2007	578	49.8
	2010	107	56.0
Getting suppliers to complete security evaluation survey process	2007	585	41.0
	2010	93	47.0
Testing the integrity of supply chain security	2007	531	41.8
	2010	76	42.0
Salaries and expenses of personnel	2010	114	57.3
Improving personnel security procedures	2010	110	54.5
Improving personnel screening procedures	2010	105	51.7
Improving identification system	2010	121	60.2
Improving in-house awareness	2010	122	59.8
Improving physical security	2010	154	75.1
Improving cargo security	2010	107	53.0
Improving use of security for personnel	2010	66	33.2
Improving IT systems and databases	2010	85	43.6

Potential Implementation Costs for All Business Types	**Year**	No. of Responses	Percent Incurring Cost
Salaries and expenses of personnel	2007	1349	45.2
	2010	190	48.5
Improving personnel security procedures	2007	1250	43.2
	2010	229	58.9
Improving personnel screening procedures	2007	1233	35.8
	2010	225	57.4
Improving identification system	2007	1246	41.7
	2010	219	57.0
Improving in-house awareness	2007	1213	52.3
	2010	216	55.2
Improving physical security	2007	1287	57.2
	2010	272	68.9
Improving cargo security	2007	1236	43.7
	2010	243	62.3
Improving use of security for personnel	2007	1248	19.7
	2010	109	28.4
Improving IT systems and databases	2007	1221	33.7
	2010	176	46.1

Implementation Costs Incurred by Importers	Year	No. of Responses	Time Savings	Cost Savings	No Benefit Obtained	Don't know
		n	%	%	%	%
Educating suppliers about security	2007	304	22.4	.7	38.8	n/a
	2010	207	21.7	7.7	44.4	26.1
Updating existing supplier security evaluation survey process	2007	255	22.0	.4	49.8	n/a
	2010	205	24.4	3.9	47.3	24.4
Developing a new supplier security evaluation survey process	2007	281	24.9	.4	47.3	n/a
	2010	204	25.5	4.4	47.1	23.0
Getting suppliers to complete security evaluation survey process	2007	234	21.8	-	48.3	n/a
	2010	205	26.8	4.9	46.3	22.0
Testing the integrity of supply chain security	2007	219	26.5	2.7	37.0	n/a
	2010	202	16.3	8.9	46.5	28.2
Salaries and expenses of personnel	2010	203	17.7	4.9	50.2	27.1
Improving personnel security procedures	2010	203	19.7	11.3	45.8	23.2
Improving personnel screening procedures	2010	202	17.3	11.4	47.0	24.3
Improving identification system	2010	203	21.2	9.9	47.3	21.7
Improving in-house awareness	2010	203	24.1	10.8	41.9	23.2
Improving physical security	2010	201	16.4	15.9	45.8	21.9
Improving cargo security	2010	200	16.0	11.5	50.0	22.5
Improving use of security for personnel	2010	203	13.3	9.4	51.7	25.6
Improving IT systems and databases	2010	203	16.7	7.4	52.2	23.6

Implementation Costs Incurred by All Business Types	**Year**	No. of Responses	Time Savings	Cost Savings	No Benefit Obtained	Don't know
		n	%	%	%	%
Salaries and expenses of personnel	2007	599	25.9	2.2	42.6	n/a
	2010	355	22.5	9.6	56.3	11.5
Improving personnel security procedures	2007	531	16.9	1.5	47.3	n/a
	2010	353	25.5	14.4	48.2	11.9
Improving personnel screening procedures	2007	426	21.4	2.6	43.7	n/a
	2010	352	24.4	13.6	49.7	12.2
Improving identification system	2007	503	22.3	2.0	46.3	n/a
	2010	350	24.6	12.0	50.0	13.4
Improving in-house awareness	2007	620	21.3	2.3	36.6	n/a
	2010	350	21.7	17.4	49.4	11.4
Improving physical security	2007	718	11.7	5.4	40.0	n/a
	2010	350	18.3	15.7	54.3	11.7
Improving cargo security	2007	529	17.2	3.8	40.6	n/a
	2010	349	20.3	14.6	51.6	13.5
Improving use of security for personnel	2007	238	17.2	4.6	40.3	n/a
	2010	350	18.3	9.4	56.3	16.0
Improving IT systems and databases	2007	403	26.8	2.2	38.5	n/a
	2010	347	22.8	14.4	49.6	13.3

ANNUAL MAINTENANCE COSTS

Potential Maintenance Costs	Year	No. of Responses	Percent Incurring Cost
Salaries and expenses of personnel	2007	1245	36.3
	2010	1247	49.9
Improving personnel security procedures	2007	1185	33.1
	2010	1242	53.2
Improving personnel screening procedures	2007	1180	33.1
	2010	1242	55.7
Improving identification system	2007	1155	35.8
	2010	1233	58.2
Improving in-house awareness	2007	1159	45.0
	2010	1229	60.4
Improving physical security	2007	1160	47.5
	2010	1248	70.4
Improving cargo security	2007	1132	41.4
	2010	1228	66.1
Improving use of security for personnel	2007	1167	22.4
	2010	1208	38.4
Improving IT systems and databases	2007	1130	34.4
	2010	1219	52.9

BENEFITS FROM C-TPAT PARTICIPATION

Potential Factors for All Business Types	Year	Increased	Stayed the Same	Decreased	Unknown	Does not apply	Number Responding
		(%)	(%)	(%)	(%)	(%)	n
Predictability of moving goods	2007	24.4	51.2	6.8	10.5	7.1	1,482
	2010	23.5	46.1	5.9	16.0	8.5	3,309
Opportunities for cost avoidance	2007	16.8	49.7	6.2	19.7	7.6	1,473
	2010	15.6	47.5	6.3	22.6	8.0	3,295
Asset utilization	2007	10.7	53.0	3.0	17.8	15.5	1,476
	2010	9.5	51.2	3.1	22.3	13.9	3,282
Security for workforce	2007	34.8	43.6	1.4	11.2	9.0	1,478
	2010	39.9	39.6	1.8	11.7	7.0	3,323

IMPORTANCE OF POTENTIAL BENEFITS

Potential Benefits for Importers	Year	Extremely important 4 (%)	Somewhat important 3 (%)	Somewhat unimportant 2 (%)	Extremely unimportant 1 (%)	Mean	Not a potential benefit (%)	Does not apply (%)	Number Responding n
Partnering with Customs Border and Protection	2010	69.3	26.9	1.5	0.3	3.69	1.4	0.6	1,448
To know your customer	2010	58.4	23.8	3.0	0.6	3.63	7.4	6.8	1,439
Protects company's brand image	2010	56.9	27.3	3.3	0.7	3.59	6.4	5.5	1,442
Makes company competitive	2010	48.6	28.4	5.6	1.0	3.49	9.9	6.5	1,436
Enhances marketing opportunities	2010	41.0	31.1	8.6	1.1	3.37	11.2	7.0	1,432
Protects your industry	2010	56.1	30.7	3.9	0.6	3.56	4.8	3.9	1,437
Facilitates globalization	2010	42.5	36.1	6.7	1.1	3.39	7.0	6.6	1,436
Promotes patriotism	2010	42.2	31.8	9.2	1.6	3.35	8.4	6.8	1,426
Demonstrates corporate citizenship	2010	62.0	31.4	1.7	0.5	3.62	2.7	1.7	1,431
Enhances security in supply chain	2010	75.5	21.6	0.6	0.2	3.76	1.0	1.0	1,438
Increases security awareness	2010	75.7	22.1	0.3	0.3	3.76	1.0	0.5	1,439
Improves risk management procedures and systems	2010	67.1	28.3	1.3	0.4	3.67	1.6	1.3	1,434
Enhances standards within the industry	2010	51.7	34.3	5.0	1.0	3.49	4.8	3.2	1,427
Assignment of a C-TPAT Supply Chain Security Specialist	2007	49.6	36.0	7.1	1.4	3.42	3.2	2.7	695
	2010	53.8	35.3	5.7	0.6	3.49	3.3	1.4	1,435
Self-policing and self-monitoring of security activities	2007	45.4	36.6	5.3	1.0	3.43	3.6	8.1	692
	2010	52.1	34.3	3.7	0.8	3.52	2.5	6.6	1,429
Access to C-TPAT members' status through SVI	2010	43.9	39.4	8.5	1.1	3.36	4.3	2.9	1,432
Sound security practices	2010	63.4	30.9	2.2	0.6	3.62	1.5	1.4	1,432

Potential Benefits for All Business Types	Year	Extremely important	Somewhat important	Somewhat unimportant	Extremely unimportant	Mean	Not a potential benefit	Does not apply	Number Responding
		4	3	2	1				
		(%)	(%)	(%)	(%)		(%)	(%)	n
Partnering with Customs Border and Protection	2010	66.0	27.8	1.7	0.5	3.66	2.6	1.4	1,872
To know your customer	2010	62.8	25.1	2.6	0.7	3.64	4.2	4.5	1,870
Protects company's brand image	2007	50.5	31.9	3.8	1.5	3.50	8.5	3.8	1,490
	2010	66.6	25.0	2.2	0.3	3.68	3.3	2.6	1,870
Makes company competitive	2007	45.9	29.6	6.0	1.9	3.43	12.3	4.4	1,493
	2010	59.9	24.6	4.2	1.0	3.60	6.8	3.6	1,872
Enhances marketing opportunities	2007	41.3	33.8	7.2	1.9	3.36	10.6	5.1	1,493
	2010	57.5	27.5	4.5	1.0	3.56	5.8	3.7	1,864
Protects your industry	2007	57.1	27.7	4.6	1.5	3.54	6.9	2.1	1,487
	2010	65.2	25.8	2.7	1.1	3.64	3.0	2.1	1,870
Facilitates globalization	2007	39.1	34.4	8.2	2.0	3.32	10.5	5.9	1,481
	2010	42.5	31.9	9.1	1.3	3.36	6.3	8.8	1,860
Promotes patriotism	2007	42.4	28.0	9.4	3.3	3.32	10.4	6.5	1,485
	2010	37.3	29.6	11.7	3.5	3.23	8.7	9.2	1,855
Demonstrates corporate citizenship	2007	60.3	29.3	3.8	1.3	3.57	3.5	1.9	1,488
	2010	58.1	32.8	4.1	0.9	3.54	2.3	1.8	1,860
Enhances security in supply chain	2007	69.5	23.5	2.3	0.9	3.68	2.7	1.0	1,490
	2010	74.4	22.0	1.1	0.2	3.75	1.2	1.0	1,869
Increases security awareness	2010	76.1	21.3	0.8	0.3	3.76	0.9	0.6	1,871
Improves risk management procedures and systems	2007	58.3	30.9	3.5	1.5	3.55	4.2	1.7	1,490
	2010	67.5	27.4	2.3	0.3	3.66	1.4	1.1	1,864
Enhances standards within the industry	2007	53.0	32.5	4.9	1.1	3.50	6.1	2.4	1,484
	2010	60.4	31.0	3.8	0.5	3.58	2.4	1.9	1,862
Access to C-TPAT members' status through SVI	2007	36.2	43.3	11.9	3.0	3.19	3.9	1.7	1,477
	2010	54.1	33.5	6.5	0.8	3.49	3.1	2.1	1,866
Sound security practices	2007	53.5	37.4	3.9	1.2	3.49	2.9	1.2	1,477
	2010	64.3	30.0	2.6	0.3	3.63	1.7	1.2	1,863

RISK MANAGEMENT

	Year	Agree	Somewhat agree	Neither agree nor disagree	Somewhat Disagree	Disagree	Mean	Number Responding
		5	4	3	2	1		
		(%)	(%)	(%)	(%)	(%)		n
Ability to assess and manage supply risk has been strengthened	2007	55.1	26.2	12.7	1.9	4.1	4.26	535
	2010	59.9	27.7	9.0	0.6	2.8	4.41	636
Supply continuity and contingency plans have been strengthened	2007	48.8	26.4	17.4	2.3	5.1	4.11	605
	2010	50.6	31.5	12.9	1.6	3.3	4.25	628

OVERALL EXPERIENCE

Overall Experience	2007		2010	
	Frequency	%	Frequency	%
Benefits outweigh the costs	489	32.6	1,421	42.1
Benefits and costs are the same	363	24.2	845	25.0
Costs outweigh the benefits	252	16.8	502	14.9
Too early to tell	397	26.4	608	18.0
Total	1,501	100.0	3,376	100.0

Factors that might lead to leaving the program	**Year**	Number of Responses		Percent of Cases
		Frequency	%	
Competing program in source country or federal government	2007	9	3.5	9.3
	2010	10	1.5	3.8
Lack of harmonization among programs	2007	34	13.2	35.1
	2010	48	7.0	18.1
Increase in requirements/costs/workload	2007	85	33.1	87.6
	2010	191	27.8	72.1
Increase in liability	2007	23	8.9	23.7
	2010	47	6.8	17.7
Major security breach	2007	2	.8	2.1
	2010	2	0.3	0.8
Third-party issues/costs	2007	37	14.4	38.1
	2010	65	9.5	24.5
Lack of foreign suppliers willing to participate	2007	39	15.2	40.2
	2010	78	11.4	29.4
Lack of benefits	2010	193	28.1	72.8
Other	2007	28	10.9	28.9
	2010	53	7.7	20.0
Total	2007	257	100.0	264.9
	2010	687	100.0	259.2

Likelihood of staying the program	2007		2010	
	Frequency	%	Frequency	%
Definitely will stay in the program	1176	78.1	2923	75.5
Probably will stay in the program	273	15.5	804	20.8
Not sure	48	3.2	127	3.3
Probably will not stay in the program	8	0.5	13	0.3
Definitely will not stay in the program	1	0.1	3	0.1
Total	1,781	100.0	3,870	100.0

RELATIONSHIP WITH SUPPLY CHAIN SECURITY SPECIALIST

Have you had contact with your SCSS last time?	Frequency	%
Yes	2,950	79.2
No	777	20.8

Contact SCSS	Frequency	%
1 time	554	19.4
2 times	649	22.7
3-5 times	1,086	38.0
6-10 times	361	12.6
11 or more times	206	7.2

How often did you get what you needed from Supply Chain Security Specialist (SCSS)	Frequency	Percent
All of the time	2190	77.4
Most of the time	535	18.9
Some of the time	82	2.9
Seldom or rarely	22	0.8

How much do you trust your SCSS?	Frequency	Percent
Very much	2,400	87.0
Somewhat	325	11.8
Not too much	30	1.1
Not at all	4	0.1

How confident are you that CBP will be fair when a breach of security is reported?	Frequency	Percent
Very confident	1,786	53.3
Somewhat confident	1,334	39.8
Not very confident	186	5.6
Not confident at all	45	1.3

Value of C-TPAT Supply Chain Security Training Conferences	2007		2010	
	Frequency	%	Frequency	%
Extremely valuable	164	37.2	309	27.2
Valuable	186	42.2	621	54.7
Somewhat valuable	84	19.0	195	17.2
Not valuable	7	1.6	11	1.0

EVALUATION OF PORTAL WEBSITE

How often do you visit the C-TPAT web page portal?	Frequency	%
Less than quarterly	1,135	29.9
Quarterly	1,248	32.9
About once a month	931	24.5
Several times a month	312	8.2
About once a week	121	3.2
Several times a week or more frequently	46	1.2

How useful is the C-TPAT web page to you?	Frequency	Percent
Very useful	1,096	30.6
Somewhat useful	1,999	55.8
Not too useful	427	11.9
Not at all useful	62	1.7

INSPECTION EXPERIENCE

How much benefit does your company receive from the FAST program?	2010	
	Frequency	%
Large benefit	269	31.9
Moderate benefit	291	34.6
Slight benefit	176	20.9
No benefit	106	12.6
Total	842	100.0

What factors prevent respondents from receiving a greater benefit from the FAST program?	Number of Responses		Percent of Cases
	Frequency	%	
Limitations to the facilities at point(s) of entry	90	23.0	34.5
Poor management by the point(s) of entry	50	12.8	19.2
Less-than-truckload (LTL) shipments	62	15.9	23.8
Drivers who are not FAST-certified	70	17.9	26.8
Problems with FAST documentation for drivers who are FAST-certified	30	7.7	11.5
Other	89	22.8	34.1
Total	391	100.0	149.8

How much faster are your company's inspections as a result of C-TPAT participation?	2010	
	Frequency	%
Much quicker	413	17.2
Somewhat quicker	775	32.3
Have not seen any benefit	1,211	50.5
Total	2,399	100.0

How consistent is your treatment as a C-TPAT participant across ports of entry?	2010	
	Frequency	%
Very consistent	783	37.0
Somewhat consistent	922	43.6
Not too consistent	242	11.4
Not consistent at all	169	8.0
Total	2,116	100.0