APPENDIX A

LETTER OF INTRODUCTION AND LETTER OF REQUEST FOR INFORMATION
September 25, 2002

Name
Position
Company
Address
City, State, Zip Code

Dear Mr./Ms.: 

The National Academies, through the Transportation Research Board (TRB), has recently initiated a Commercial Truck and Bus Safety Synthesis Program (CTBSSP). The program is sponsored by the Federal Motor Carrier Safety Administration (FMCSA) and governed by an oversight panel consisting of representatives from commercial truck and bus carriers; relevant industry associations such as the American Trucking Association, American Bus Association, Motor Freight Carriers Association, and the Owner-Operator Independent Drivers Association; organized labor; state agencies; and others.

The purpose of the CTBSSP is to prepare four synthesis studies annually that address concerns in the area of commercial truck and bus safety. A synthesis report is a relatively short document (40 to 60 pages) that summarizes existing practice in a specific technical area based typically on a literature search and a survey of relevant organizations (e.g., state departments of transportation [DOTs], enforcement agencies, commercial truck and bus carriers, or other organizations appropriate for the specific topic). The resulting reports will be widely distributed throughout the commercial truck and bus industry.

One of the first synthesis topics selected by the CTBSSP’s oversight panel is “Security Measures in the Commercial Trucking and Bus Industries.” The purpose of this synthesis report is to summarize security measures that have been implemented in the commercial trucking and bus industries, primarily (but not exclusively) as a result of the terrorist attacks of September 11, 2001. The findings of this project will provide an up-to-date state of the practice on security measures that can be shared with the commercial truck and bus industry to assist carriers that are evaluating their security systems and programs and will help identify relevant research and development activities needed to address the industry’s security concerns.

I am sending you this letter to ask for your participation in a survey that will begin shortly to collect security-related information for the synthesis report. Science Applications International Corporation (SAIC) has been selected by the oversight panel to conduct the survey and the analysis. SAIC assigned Mr. David M. Friedman and Ms. Carol Mitchell of SAIC to conduct the assignment and collect the needed information. They will be conducting brief telephone interviews with top safety/security personnel of selected commercial trucking and bus organizations to collect information on the following topics:
Key threats to the commercial trucking and bus industries.

Risk management techniques available to assess potential security threats.
Employee/driver hiring practices, including effective identification/verification techniques to enhance security.
How technology can or is being used to address security issues.

Type of security research and development being conducted for the commercial truck and bus industries.

Issues/problems associated with implementing or use of specific security measures.

Potential threats and current security procedures at commercial truck and bus driver training schools.

Current student identification/verification procedures at commercial truck and bus driver training schools.

The letter that follows is a request from SAIC for you to review the attached questionnaire to gain familiarity with the requested information. The questionnaire presents the formal questions that will be asked during the brief telephone interviews. However, if you prefer, you may email, fax, or return your responses by regular mail to Mr. Friedman at the specified address provided in the letter.

Due to the highly sensitive nature of this information, please note that your responses will be kept on a company confidential, need-to-know basis, accessed only by the two SAIC interviewers. The information obtained from individual companies will be consolidated into a report that will conceal the specific sources and will not divulge security-related activities of any single organization or a specific industry sub-group. The report will be reviewed by the CTBSSP oversight panel to ensure that sensitive security-related information is not compromised.

Your participation in this assessment would be greatly appreciated. Thank you for sharing your awareness, insight, use of technology, and procedures to better assist all commercial trucking and bus organizations in implementing positive security measures. Should you have any questions or need additional information on the CTBSSP, please feel free to contact me at 202/334-3089.

Sincerely,

Christopher W. Jenks
Manager, CTBSSP
Transportation Research Board

Enclosure
October 8, 2002

Name
Position
Company
Address
City, State, Zip Code

Dear Mr./Ms.:

Subject: Information Collection for the National Academies, Transportation Research Board, Commercial Truck and Bus Safety Synthesis Program.

Dear Mr./Ms.:

The Transportation Research Board (TRB) of the National Academies selected Science Applications International Corporation (SAIC) to conduct a synthesis project designed to compile information on security measures that have been implemented in the commercial trucking and bus industries, primarily (but not exclusively) as a result of the terrorist attacks of September 11, 2001 (hereafter referred to as 9/11). The findings of this project will provide an up-to-date state of the practice to help identify relevant research and development activities needed to address the industry's security concerns. The study is specifically designed to:

- Identify security measures implemented by the commercial trucking and bus industries to promote the safety of their employees, customers, the general public, and the safe and secure transport of their cargo (including hazardous materials).
- Describe their security measures in place prior to and after 9/11.
- Address other issues related to security measures.
- Identify areas for further research and development.

You will be contacted by me or my colleague, Carol Mitchell, by telephone, in the next 5-10 business days for a brief telephone interview regarding your responses to a set of specific questions (see the attached questionnaire) approved by TRB and an oversight panel consisting of industry representatives. If you prefer, you may email, fax, or return your responses by regular mail to my address listed below. Responses are requested for receipt no later than October 22, 2002 for report submission.
Page 2, Synthesis Program

SAIC understands the sensitive nature of these questions and will treat your responses in a confidential manner. Your responses will remain anonymous, and only the aggregated results will be compiled into a final report for submission to the Transportation Research Board.

Thank you for participating in this assignment, and I wish you much continued success in your business endeavors.

Sincerely,

David M. Friedman, Program Manager
SAIC
8301 Greensboro Drive, M/S E-5-8
McLean, VA 22102-3600
Phone: (703) 676-4559
Fax: (703) 676-7820
FriedmanD@saic.com

cc: Christopher W. Jenks, Manager, CTBSSP, Transportation Research Board.
Attach: Questionnaire to Identify Security Measures in the Commercial Trucking and Bus Industries

Other SAIC Contact:
Carol Mitchell, Analyst
SAIC
carol.mitchell@saic.com
Phone: (805) 594-1479
APPENDIX B
SURVEY QUESTIONNAIRES
COMMERCIAL TRUCKING INDUSTRY QUESTIONNAIRE

INSTRUCTIONS:

Please review the following questions. You will be contacted for a brief telephone interview. If desired, you may complete the questionnaire and e-mail, fax, or mail your responses to: Mr. David Friedman, SAIC, 8301 Greensboro Drive, M/S E-5-8, McLean, VA, 22102; Fax: (703) 676-7820. Please e-mail your request for an electronic version/send response to: Friedman@d.saic.com.

A. Respondent-Specific Identifiers:

Organization: ____________________________________________________________
Respondent’s Name: ______________________________________________________
Position: _______________________________________________________________
Address: _______________________________________________________________
Address: _______________________________________________________________
Phone Number: __________________________________________________________
Fax Number: ____________________________________________________________
E-Mail: _________________________________________________________________
Web Site: _______________________________________________________________

B. Information about your Company (You may omit information if it is on your web site):

Industry Group: (e.g. Tanker, HAZMAT, LTL,) _______________________________
Type of Services: (e.g. Contract, LTL, etc.) _________________________________
Type of Products: (e.g. general cargo, unknown cargo, hazardous material, military) __________
Size of Firm: (e.g. vehicles, employees, revenue, etc.) _________________________
Years in Business: _______________________________________________________
Other Descriptors: _______________________________________________________

Restriction of Information Use (Respondent Instructions):_____________________

C. Security Measures:

What do you perceive to be the key national security (terrorism-related security) threats to your commercial trucking operations, and why? ________________________________

What national security measures did your organization take in response following 9/11 regarding: employees, customers, public, cargo transport, hazardous material, other: _______________
  a. If None: Why? _______________________________________________________

What additional national (anti-terrorism) security measures are planned for this year? Over the next several years? ________________________________
  a. If None: Why? _______________________________________________________

What national security measures were in place prior to 9/11 to address what threat? __________
  a. If None: Why? ______________________________________________________
Have you revised your employee/driver hiring procedures and employee identification/verification techniques? ________________________________

What are they now? ________________________________
How will these be effective? ________________________________
What other steps would help? ________________________________

What process do you use to determine your risk exposure? ________________________________

What risk management techniques (probabilistic risk assessment tools, vulnerability assessments, cost/benefit models, etc.) are available to you to assess potential security threats? ________________

What technologies are you employing to address security issues? ________________________________
   a. If None, Why? ________________________________

What problems or issues did you experience with the implementation and/or use of specific national security measures or technologies? ________________________________

Can you summarize what other members of your industry are doing? ________________

What research is being done that would assist you in meeting your national security needs? ________________________________

What organizations do you and your industry rely on for the development of national (anti-terrorism) security measures (procedures, technology, training, etc.)? ________________

Do you use training schools? If yes, what security procedures are employed at commercial training schools for your industry (e.g., student identification/verification procedures), and do you consider these to be effective? ________________________________

Can you comment on what has been done in other countries to enhance the security of commercial truck safety? ________________________________

What national security measures were instituted by your shippers and consignees after 9/11, and how do these measures impact security and your operations? ________________________________

What assistance, research, development, training, technology, and other activities or services would help you in achieving the desired and necessary level of security? Who should provide these needs? ________________________________

**Additional Space for Your Answers (Please indicate the question you are answering):**

___________________________________________________________________________

___________________________________________________________________________

**Other Security-Related Comments/Information:**

___________________________________________________________________________

___________________________________________________________________________

___________________________________________________________________________

Thank you for your assistance!
COMMERCIAL BUS INDUSTRY QUESTIONNAIRE

INSTRUCTIONS:

Please review the following questions. You will be contacted for a brief telephone interview. If desired, you may complete the questionnaire and e-mail, fax, or mail your responses to: Mr. David Friedman, SAIC, 8301 Greensboro Drive, M/S E-5-8, McLean, VA, 22102; Fax: (703) 676-7820. Please e-mail your request for an electronic version/send response to: Friedmand@saic.com.

A. Respondent-Specific Identifiers:

Organization: ____________________________________________________________
Respondent’s Name: ______________________________________________________
Position: ________________________________________________________________
Address: __________________________________________________________________
Address: __________________________________________________________________
Phone Number: __________________________________________________________________
Fax Number: __________________________________________________________________
E-Mail: __________________________________________________________________
Web Site: __________________________________________________________________

B. Information about your Company (You may omit information if it is on your web site):

Industry Group: (e.g. Tours, Intercity, etc,) _______________________________________
Type of Services: (e.g. Contract, Scheduled, etc.) ________________________________
Size of Firm: (e.g. vehicles, employees, revenue, etc.) ______________________________
Years in Business: __________________________________________________________
Other Descriptors: ___________________________________________________________

Restriction of Information Use: (Respondent Instructions): _______________________________

C. Security Measures:

What do you perceive to be the key national security (terrorism-related security) threats to your commercial bus operations, and why? __________________________________________________________

What national security measures did your organization take in response following 9/11 regarding: employees, customers, public, procedures, other: ________________________________________________________________________________

   a. If None: Why? __________________________________________________________

What additional national (anti-terrorism) security measures are planned for this year and over the next several years? __________________________________________________________

   a. If None: Why? __________________________________________________________

What national security measures were in place prior to 9/11 to address what threat? __________

   a. If None: Why? __________________________________________________________
Have you revised your employee/driver hiring procedures and employee identification and verification techniques? ___________________________________________________________________________

What are they now? __________________________________________________________________________
How will these be effective? __________________________________________________________________________
What other steps would help? __________________________________________________________________________

What process do you use to determine your risk exposure? __________________________________________________________________________

What risk management techniques (probabilistic risk assessment tools, vulnerability assessments, cost/benefit models, etc.) are available to you to assess potential security threats? __________________________________________________________________________

What technologies are you employing to address security issues? __________________________________________________________________________

a. If none, why? __________________________________________________________________________

What problems or issues did you experience with the implementation and/or use of specific national security measures or technologies? __________________________________________________________________________

Can you summarize what other members of your industry are doing? __________________________________________________________________________

What research is being done that would assist you in meeting your national security needs? __________________________________________________________________________

What organizations do you and your industry rely on for the development of national (anti-terrorism) security measures (procedures, technology, training, etc.)? __________________________________________________________________________

Do you use training schools? If yes, what security procedures are employed at commercial training schools for your industry (e.g., student identification/verification procedures), and do you consider these to be effective? __________________________________________________________________________

Can you comment on what has been done in other countries to enhance the security of commercial bus safety? __________________________________________________________________________

What national security measures were instituted by your clients, after 9/11, and how do these measures impact security and your operations? __________________________________________________________________________

What assistance, research, development, training, technology, and other activities or services would help you in achieving the desired and necessary level of security? Who should provide these needs? __________________________________________________________________________

Additional Space for Your Answers (Please indicate the question you are answering):

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

Other Security-Related Comments/Information:

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

Thank you for your assistance!