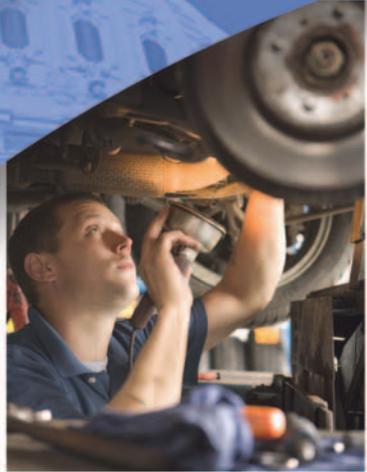


# TRUCK RENTING AND LEASING SECURITY AWARENESS AND SELF-ASSESSMENT GUIDE

*A Security Resource  
and Planning Tool*



Consolidated  
**SAFETY**  
Services, Inc.



Truck Renting And  
TRALA Leasing Association

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**Truck Renting and Leasing Association**  
675 North Washington Street, Suite 410  
Alexandria, Virginia 22314  
(703) 299-9120 • [www.trala.org](http://www.trala.org)



**Consolidated Safety Services, Inc.**  
10301 Democracy Lane, #300  
Fairfax, VA 22030  
(703) 691-4612 • [www.consolidatedsafety.com](http://www.consolidatedsafety.com)

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***Disclaimer:** The comments and self-assessment inquiries in this Guide are necessarily based on limited information and are not intended to be conclusive, complete or tailored to any one company's circumstances. TRALA members have not agreed to adhere to particular security policies or procedures and have not made adherence to any a condition of membership.*



## **Introduction**

The Truck Renting and Leasing Association engaged Consolidated Safety Services (CSS) to assist the industry in addressing security-related concerns. It was determined that the industry should be surveyed by CSS on a confidential basis to assess the nature and scope of existing and planned security measures. CSS also sought industry perspectives on a range of additional security measures and their effectiveness and practicality.

With the understanding prior to the survey that the operational profiles of truck renting and leasing companies differ widely, the creation of a Security Self-Assessment Guide was deemed the most useful and practical approach to assist the industry in immediately benefiting from the information. The data gained from the survey, together with the CSS analysis of the information, was combined with additional background information to create this resource and planning tool.

Telephone interviews were conducted with truck renting and leasing companies representing a wide cross-section of the industry. The voluntary survey explored topics including:

- The security environment that exists in the U.S. today;
- The relevance of the security environment to the respondent's business;
- Specific potential security threats today and going forward;



- Essential elements of the truck renting and leasing business model;
- Security actions in place or planned and practicality of various potential security measures;
- Government actions - expectations and concerns.

All companies' responses (each kept confidential from the others) were combined with publicly-available security intelligence and industry experience to shape the following Security Awareness and Self-Assessment Guide.

## **The Use of Trucks as Weapons of Terrorism**

The United States has been subject to three major terrorist attacks in recent years, with the first two attacks, in 1993 at the World Trade Center and the 1995 bombing of the Oklahoma City Federal Building, using rental trucks for the delivery of explosives. The simultaneous attacks on 9/11/01 involving the World Trade Center and Pentagon triggered a massive national response to protect against future occurrences of terrorism and to enable the U.S. to respond as quickly as possible should another attack occur. In all three incidents a vehicle possessing a large delivery capacity and access to infrastructure targets was critical to the attack.

Twenty-five percent of the attack-scenarios contemplated by the Department of Homeland Security (DHS) employ trucks and/or vans for delivery of explosive, nuclear, biological or chemical weapons of mass destruction.



Intelligence obtained from terrorist-suspect debriefings also suggests that a majority of known attack plans involve some use of cars, trucks, vans and/or buses. This is not surprising because vehicles are ideally suited to the delivery of bombs against soft, un-protected targets. Operator training is not technically or economically prohibitive and can be done far away from the attack site.

## **Challenges for Truck Renting and Leasing**

Expanding on the conditions discussed above, which apply to the entire trucking industry, truck renting and leasing industry companies face additional challenges resulting from the fundamental characteristics of their businesses, such as:

- Easy accessibility of vehicles;
- Transaction turn-around time;
- Limited availability of customer background information;
- Widespread distribution of assets;
- No pre-determined or enforceable route structure;
- Necessity for cash transactions.

Given these inherent challenges, steps are being taken by the industry to lower the probability that its assets will be used for the delivery of explosives or other weapons of mass destruction and to aid law enforcement response.



## **Deterrence - The First and Most Critical Step in Your Security Program**

It is unlikely that anyone could predict the precise nature of an attack involving the truck renting and leasing industry. Instead, industry members should focus on specific attributes of the threat and define/refine their instincts of response. These instincts—developed and honed with advance planning—will enable the company to take appropriate preventive, response and recovery steps consistent with the special circumstances of a particular incident.

The time and place to defeat a potential attack is before it starts. Mindful of this principle, it is valuable to consider both the perception and reality of deterrence. While implementation of security measures is best kept as a secret, the overall security preparedness of the industry is worth publicizing in institutional advertising material and on appropriate websites. Participants in the survey emphasized that constructive steps (e.g., visible coordination with local law enforcement agencies and active engagement with nationwide security associations) may dissuade a potential terrorist. A visible and demonstrative concern over security can be a significant deterrent in itself.



## **Understanding How Terrorists Operate**

Defensive actions that disrupt a terrorist's planning routine represent the best way to deter an attack and introduce uncertainty and the fear of failure. To take such defensive action, it is constructive to consider common denominators in terrorist work patterns.

### **Target Selection**

Terrorists, whether domestic or international, centrally organized or not, seek dramatic and widespread media coverage of their deeds in an effort to undermine confidence in the ability of the U.S. government to protect its citizens and institutions from injury or death. Terrorists attempt to create doubt and uncertainty in the minds of Americans in matters affecting their daily lives and habits, and also to introduce short and long-term economic damage to as wide a segment of the nation as possible. Therefore, terrorists select as their targets high profile, visible and widely used or respected structures, institutions, landmarks, events and individuals. Because of the importance of the entire supply chain to American life, the transportation system itself (or its components) is an attractive possible target.

### **Weapons Selection**

For the truck renting and leasing industry, the most likely threat is a large concentration of explosive material or a vehicle-borne nuclear, chemical or biological device (i.e.,



truck bomb) driven in obscurity toward an infrastructure target and detonated. The truck is most likely to be obtained legally to avoid prematurely alerting law enforcement authorities. In obtaining their weapons, sophisticated terrorists will enjoy adequate financial support and will have arranged financial credentials that survive first-order investigation (e.g., credit checks). Once obtained, the vehicle can be expected to operate within all laws and consistent with normal operating profiles (i.e., no traffic or parking tickets).

In the past, it was assumed that terrorists intended to escape after completing their mission, but this is no longer true, as international terrorists have vividly demonstrated. However, terrorists are certainly concerned with avoiding detection prior to attack, and they avoid actions that call attention to themselves during the planning phase of their operation. Return of a vehicle-turned-weapon after the attack is not a consideration for terrorists. Therefore, vehicle-return protocols may only provide limited threat deterrence, regardless of their formality or severity.

Terrorists avoid uncertain situations because they know they are unlikely to have a second chance. This preoccupation with success requires terrorists to extensively plan and rehearse their actions to determine likely reactions of, and consequences to, their targets. Planning involves extensive and repetitive surveillance of the target over an extended period of time and under a variety of day-to-day circumstances, followed by rehearsals to test devices and



equipment used in the actual attack. At this stage, even the smallest detail is important.

Final target and weapon selection is usually fluid, and terrorists can be easily dissuaded if small details in their plan prove unreliable. Because of this, frequent changes in work routine by renting and leasing companies can be an important and effective pre-emptive measure. Conversion of a leased or rented truck into a weapon requires some time (up to several weeks) and usually involves visible or structural “modifications” to the vehicle itself.

Surveyed industry representatives encouraged any policies or practices that allow the renting or leasing company (or its agents) frequent access to the vehicle (e.g., maintenance, safety inspections, fueling, etc.) during the lease or rental period. This practice provides good opportunities to observe any anomalies. Once observed, detected anomalies must be quickly and accurately reported to relevant authorities for this practice to have value.

## **Surveillance**

Generally, a leased or rented truck is not the ultimate target, but rather it is the “attacking vehicle” or weapon to be directed against a real target. Therefore, truck rental and leasing companies should pay as much attention as possible to destinations and declarations of intended usage. A potential terrorist will certainly conceal their true intent. While difficult, it may be possible to detect



inconsistencies and contradictions in the intended use. To do this, it is important to examine some actions which usually precede an attack.

Planning an attack against any institution, landmark, or fixed installation is generally time-independent and the potential terrorist (or criminal) is willing to take as long as necessary to carry out surveillance of the target. To bolster his/her own memory and to share observations with conspiratorial colleagues, the terrorist will often use photographic or other visual and/or audio recording devices, stopwatches, and event recorders (including handmade notes), but these will generally be commonplace items that do not elicit particular attention in and of themselves.

To assure completeness, terrorist surveillance is repetitive and goes on for an extended period of time. Since vigilance by the target can often detect signs of on-going surveillance, repeated visits to the same location can provide clues to a planned incident in time for it to be averted. Overheard conversations among suspicious individuals can also provide clues, along with unnatural or otherwise illogical questions or inquiries on the details of potential targets.

A planned attack against a time-critical target (e.g., political convention, sporting event, or other public gatherings) introduces a fixed boundary condition to terrorist planning and disruption or delay may destroy the plot. For this reason, acts against time-critical targets are probable for only a small minority of highly organized terrorists. However, they have been attempted (and thwarted), so it



is important to include these possibilities in counter-terrorism planning. Sensitivity to the occurrence of high-profile events must be part of effective counter-terrorism planning by everyone in the area surrounding the event, including truck renting and leasing companies.

## **Rehearsal**

After a considerable surveillance period (perhaps over months) the terrorist planner begins to rehearse his/her actions using actual equipment, tools, vehicles and other instruments needed to complete the objective. Rehearsal may occur in stages, with specific equipment added piece-by-piece in a non-incriminating fashion, so that detection of any single item does not destroy or reveal the entire plot. As rehearsals reach the final stage, they more closely resemble the complete intended action, and the probability of detection increases.

Rehearsal will be shorter in time than surveillance but may be more easily detectable because events will appear more out-of-the-ordinary to the vigilant observer. Necessary vehicle modifications will be made for rehearsals, and these may be detectable to truck renting and leasing firms providing they have timely access to the vehicle for inspection, maintenance, fueling or other purposes.

The rehearsal stage in a terrorist's planning offers a good opportunity to disrupt a planned attack because it provides a number of signs that something is wrong. This



allows appropriate authorities to be notified. Advance coordination with such authorities, including working with local law enforcement, is helpful to obtain a timely response, and in establishing credibility behind suspicious behavior reports.

### **Attack and Recovery**

Since the object of attack is destruction in a vivid, frightening, and dramatic manner, the attack will probably involve weapons, bombs, chemical or biological agents, nuclear devices or other instruments designed to destroy life and/or property, and to undermine confidence in the political and/or economic institutions of normal life. Loss of life is often a consequence, rather than the primary goal of a terrorist attack. In recognition of this fact, targets may include structures, supplies of food, water or electricity, and infrastructure. Because of their normal role in supply-chain commerce, trucks often have easier and more natural access to these facilities than other types of motor vehicles.

In the event of an incident and in response to a subpoena, all firms should be prepared to provide customer and vehicle data records to federal, state and local law enforcement to aid in the location, apprehension and prosecution of attackers. It is advisable for truck renting and leasing companies to maintain full and accurate records of rental and leasing agreements and contracts for a sufficient time (at least one year, and longer if



required by applicable record-retention laws or ongoing litigation) to correlate with the particulars of any incident.

Additional data may also be required to support post-attack investigations, the re-construction of events, and related personal injury/property damage liability litigation. Careful, complete and accurate records of events will ease the recovery phase for truck renting and leasing companies, even if they are not directly involved in the specific incident.

It is important to observe that terrorist attacks are most effective, at least psychologically, when they occur in groups. Therefore, increased vigilance is appropriate following any major new terrorist attacks anywhere in the world.

## **Security Self-Assessment Questions and Worksheet**

A detailed series of questions follows to assist truck renting and leasing companies in assessing and improving their own security preparedness. The questions are organized into six sections dealing with various areas of your business structure.

The questions provide “lines of self-inquiry” that flow from a systematic threat analysis. Specific answers to these questions and the process of determining the



the answers will provide a clearer picture of a company's preparedness to prevent, respond to, and recover from security incidents. However, the self-assessment process depends on your active participation in addressing those areas within your own operations that deserve attention as identified in the guide. The answers you give and the solutions you develop should be for your company's own internal use.

All of the security self-assessment questions and information provided in this guide are intended to augment a company's own security review process. Individual security plans will be most effective when tailored to the specific business operations of the company. In using the worksheet, each of the major security categories should be considered. Categories containing several questions that cannot be answered positively might warrant further attention. Follow up interviews are planned to assess the utilization and usefulness of the guide in contributing to the industry's overall level of security preparedness.

## **Security Self-Assessment Worksheet**

### **Management Structure**

1. Is senior management aware of terrorism threats and have they issued company-wide directives to promote anti-terrorism goals?



2. Are there written policies designed to reduce the threat of terrorism and improve the security of your operations?
3. Does the company have staff dedicated to security-related matters?
  - 3a. If so, does the security staff meet regularly with the senior management?
4. Does the company have varying operational plans that correspond with escalating degrees of heightened security situations?
  - 4a. If so, has the company ever practiced implementing these varying plans?
5. Does the company regularly meet with or contact law enforcement agencies and/or first responders?
6. Does the company perform security vulnerability audits of operations?
7. Has the company assessed potential threats against its people, facilities, vehicles and assets?
  - 7a. If so, have actions been taken to reduce these potential threats to improve security?
8. If the company has a website, can it be checked or analyzed for suspicious content or searches?



9. Does the company have an established process for conducting internal examinations of security policies and procedures and evaluating results?

### **Employee Information**

10. Does the company keep a complete up-to-date list of all employees?
11. Does the company maintain emergency contact information for all employees?
12. Are employees subject to background checks or identity verification?
13. Are employee clearances or credentials reviewed regularly?
14. Does the company require background checks for employees, vendors and contractors that have access to rented or leased vehicles?
15. Has the company identified positions that are considered security-sensitive?
  - 15a. If so, do employees in security-sensitive positions undergo more extensive background checks than other employees?
16. Does the company keep immigration papers on file for employees who are non-U.S. citizens?



17. Are employees required to regularly review company security policies and procedures?

### **Employee Training**

18. Do employees receive security awareness training?
19. Do employees receive training on the reporting of suspicious behavior or incidents?
20. Do employees receive training on a procedure to follow when denying an individual a vehicle?
21. Does the company provide any security awareness materials or training to its lease or rental customers?

### **Vehicle and Facility Security**

22. Does the company utilize any automated vehicle location technologies such as GPS?
23. Can vehicles be visually detected and identified from a distance or from above?
24. Are vehicles inspected by the company for modifications or changes in appearance after being returned?
25. Are vehicles inspected by the company for modifications or changes in appearance during the term of the lease or rental agreement?



26. Does the company have a written policy on securing vehicles within a company's facilities?
27. Are security procedures in place for all company facility locations?
28. Are vehicle parking facilities adequately fenced?
29. Are vehicle parking facilities adequately lighted?
30. Do vehicle parking facilities have surveillance cameras?
31. Are there restrictions on visitor access to facilities?
32. Are key drop boxes adequately secured?
33. Does each vehicle parking facility have a procedure for accounting for all vehicle keys at all times?
34. Do employees regularly conduct visual inspections or vehicle counts at vehicle parking facilities?
35. Has the company invited local law enforcement to review security at its facilities?
36. Does the company facility make contact numbers for law enforcement readily available for employees?
37. Does the company have a process for quickly locating vehicles if a security situation occurs?



38. Does the company have a procedure for locating and recovering missing or overdue vehicles?

### **Communications**

39. Does the company have a communications plan for reaching security staff and senior management at any time in the event of a security incident?
40. Does the company have a communications plan to contact law enforcement and/or first responders if a security situation occurs?
41. Does the company have a plan for notifying all employees during a heightened security situation?
42. Does the company have a communications plan for contacting its customers if a security situation occurs?
43. Does the company have a procedure in place for disseminating security alerts, such as those issued by the Highway ISAC through TRALA?
44. Does the company have back-up or recovery plans for the loss of power, communications and data in the event of a security related outage?



## **Customer Information**

45. Are customers required to furnish more than one form of identification?
46. Are customers required to provide a photo ID?
47. Is there a process for verifying a customer's identification?
48. Are there special procedures for verifying the identification of a customer furnishing a foreign drivers' license or other foreign ID?
49. Are customers' names checked against any lists of known or suspected terrorists or criminal offenders?
50. Does the company know the identity of actual vehicle operators?
51. Are customer records kept on file for more than one year?
52. Does the company verify that actual vehicle operators have the proper operating certifications?
53. Does the company request and record information on intended vehicle destinations and usage?



## **Security Contact Information**

U.S Department of Homeland Security  
Transportation Security Administration  
Phone: 1-877-USA-SAFE (1-877-872-7233)  
E-mail: TSA-ContactCenter@dhs.gov  
Website: <http://www.tsa.gov/public/contactus>

Federal Bureau of Investigation  
Phone: 202-324-3000  
To find your local FBI office, please check out the  
website at: <http://www.fbi.gov/contact/fo/fo.htm>.

# Security Self-Assessment Worksheet

<b>Management Structure</b>	<b>Response/Comments</b>
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