

NSA Business Watch

Program Implementation Guide



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Introduction



The impact of crime on American business is enormous. Shoplifting costs retailers \$13 billion each year¹. More than 2 million burglaries occur annually, with an average \$1,725 loss per incident². A Bureau of Justice Statistics survey recorded 1.7 million acts of workplace violence annually, including 70,000 robberies, and 900 homicides³. Less quantifiable but also significant is the often irreversible loss in consumer and employee loyalty that inevitably occurs as crime escalates.

Fortunately, there exists an effective tool designed to combat the types of crimes that typically target merchants and others who operate within commercial settings – Business Watch.

What Is Business Watch?

Modeled after Neighborhood Watch, Business Watch takes the “neighbors looking out for neighbors” concept to the commercial level, creating a partnership between business, law enforcement, and other organizations that represent business interests. The Business Watch philosophy is straightforward – take control of what happens in your business community and lessen your chances of becoming a victim.

Business Watches actively reduces and prevents crime through cooperation and education. Programs vary according to need; however, successful groups adhere to these fundamental steps:

- Promote communication and understanding between law enforcement and business.
- Encourage and enhance cooperation among merchants.
- Teach merchants to crime-proof their properties, watch over neighboring businesses, and document and report suspicious activity.
- Develop a telephone tree and/or email distribution list to quickly disseminate information about area crime.
- Develop signals to activate in adjacent businesses when someone needs help.

Program Benefits

When you start a Business Watch program on your street or block, or within your shopping center or mall, you take an important step toward a safer environment for yourself, your employees, your customers – and your community as a whole. In addition to reducing crime, Business Watch offers many other benefits, including opportunities to:

- Network with other area businesses.
- Foster a good working rapport with area law enforcement.
- Offer employee training and education.
- Garner publicity and community goodwill for your establishment.

Getting Started

This implementation manual walks you through the steps of starting and maintaining a Business Watch. It also includes tips for documenting and reporting crime as well as for combating specific violent and property crimes prevalent in commercial establishments. Chapter 5 includes profiles of selected Business Watch organizations to help you develop ideas for your own program.



¹ 2006, National Association for Shoplifting Prevention, Statistics, <http://www.shopliftingprevention.org/WhatNASPOffers/NRC/PublicEducStats.htm>

² Federal Bureau of Investigation, Crime in the United States: 2005

³ 2005 Crime Trends, <http://www.ojp.usdoj.gov/bjs/glance.htm#Crime>

Chapter 1

Starting a



You've heard about the benefits of Business Watch participation. You suspect – or know – that there is a crime problem in your area. How do you get a program started? Following is a step-by-step guide to help you launch an effective Business Watch.

Step 1: Form a Planning Committee

Form a small planning committee of local business owners and/or store managers to discuss needs, assess the level of interest, and list potential problems. Decide on a date and place for an initial Business Watch meeting.

Step 2: Involve Law Enforcement

Contact your local sheriff's office or police department. Request that a crime prevention officer meet with your group to discuss Business Watch and to help assess the problems and needs of your specific area. Inquire about crime statistics for your area, but bear in mind that crime is typically under-reported. Ask that the officer bring to your meeting a list of local and national contacts to help you organize and keep your program going, along with samples of Business Watch signs, decals, and literature. Signage can be produced locally or may be obtained from the National Sheriffs' Association. For more information, visit www.sheriffs.org/programs/NeighborhoodWatchSigns.asp.

Law enforcement agencies that sponsor Business Watch will often include program information and registration forms on their agency website.

Step 3: Conduct a Business Survey

Contact as many business owners and store managers in your area as possible, and ask them:

- Do you feel at risk of being burglarized or of becoming the victim of other crimes?
- Have you taken any steps to protect your business?
What are the steps?
- Would you be willing to attend a meeting to organize a Business Watch group?

You might be surprised at the information you can share with each other about crimes and other issues that might impact your customers and businesses.

Be prepared to answer “What’s in it for me?” questions from the merchants you approach. For example, a bank manager may question the benefits of joining an organization composed mainly of convenience stores. It is true that some issues (e.g., high-tech fraud, shoplifting) might not be relevant to all businesses. However, many others (e.g., disaster preparedness and neighborhood vandalism) affect all members of the community. Merchants who join Business Watch, regardless of business type or size, help create a united front against crime and improve overall neighborhood safety and security.

Step 4: Plan the Kickoff

Schedule your initial meeting in a place convenient to all. Often the local police department or sheriff's office will provide meeting space. Other organizations that may offer space include schools, city halls, and your city or town chamber of commerce.

Contact your police department or sheriff's office 10 to 14 days in advance and inform them of the date and place of the first meeting; verify that an officer will be able to attend. If a law enforcement representative is unavailable, proceed with the initial meeting and plan to provide a copy of the minutes to the sheriff's office and police department afterward. Seek a commitment from the police chief or sheriff to assign an officer to work with your group, and ask the chief or sheriff to address a letter to all potential Business Watch members expressing support.

Draw a large map of all streets and businesses to be covered by your Business Watch organization. Start with a manageable number of businesses at first; you can always add new areas.

Design a flyer or letter of invitation and deliver it to every business on your target list.

Follow up each invitation with a call, email, or personal visit, reminding neighboring businesses of the meeting time and place. Try to get each business to commit at least one manager or employee to the meeting so you can estimate potential attendance. All employees are welcome to join Business Watch, as diversity can contribute substantially to the success of the program.

If the merchants in your Business Watch group rent shopping center, mall, or other space, invite a representative of the property management firm to the kickoff and subsequent meetings. Additionally, consider including a city government representative; local regulations concerning lighting, landscaping, and other matters may affect future group projects. Property management and municipal officials can help interpret commercial codes and work with your Business Watch to ensure all safety and security needs are met.

Block captains and other members of Neighborhood Watch groups from adjoining residential areas also are likely to be interested in the new Business Watch and may have tips and insight to offer. Older adult participation is a plus; retired adults living within the business area typically are home, have a vested interest in their communities, and can observe the area when most other adults are at work.

Step 5: Conduct the First Meeting

Arrive early to greet and present the crime prevention officer. Go around the table and have attendees introduce themselves. During breaks, offer refreshments and encourage participants to mingle and get acquainted. Try to keep meeting length shorter than 45 minutes. Below are suggested areas to cover during the meeting.

Officer Presentation/Q&A

Allot time after the crime prevention officer's presentation for questions and answers. Ask him or her to clarify any details of the Business Watch program that are unclear (e.g., membership benefits, training programs, signs and materials). Discuss the results of the business survey (see Step 3 above). Revealing information about crimes and suspicious incidents or activities in your area can often generate lively discussion and active commitment to the program.

Program Goals

Set clear, achievable goals for your program. Your crime prevention officer can offer insight into what your new group can realistically expect to accomplish in a given timeframe.

Member Information

Start a list of names, street addresses, phone numbers, email addresses, and vehicle descriptions of those who decide to participate in the program. You may also want to include names and ages of spouses and children, and work and school schedules. Other pertinent information might include names, job titles, and number of employees; business hours of operation; and whether or not participating businesses have burglar alarms, surveillance cameras, or timers on lights. While some of this information may seem somewhat personal to individuals who have just met, it is essential to commit to the Business Watch effort at this stage and agree to work together.

Signage

Choose high-visibility Business Watch signs and decals to identify participating businesses. Signage can be produced locally or ordered from the National Sheriffs' Association (www.sheriffs.org/programs/NeighborhoodWatchSigns.asp).

Your crime prevention officer may assist you in ordering materials, but he or she may want to postpone this option until a good percentage of the businesses have agreed to participate and ample training has been conducted. Property management companies who rent to Business Watch members also may agree to order and defray some or all signage production and installation costs.

Elections

Discuss program coordination. Explain the responsibilities of the Business Watch coordinator and the individual members (see Chapter 2). Proceed with nominations and election of a person (or designation of a volunteer) to the coordinator position.

Future Meeting Schedule and Agenda

Ask the officer to suggest topics and speakers for future meetings. Inquire about security inspections for participants' businesses (many law enforcement agencies offer this service).

Before adjourning, group members should decide how often they will meet and set the time and place of the next meeting. Keep in mind that during the start-up phase, it is best to schedule monthly meetings in order to build momentum. Many successful Business Watch programs require all members to attend the first three to five meetings in order to train participants, supply them with crime prevention information, and reinforce the Business Watch concepts and commitment. These early meetings also are instrumental in establishing a bond among group members.

5 Steps to a Successful Business Watch

1. Form a planning committee
2. Involve law enforcement
3. Conduct a business survey
4. Plan the kickoff
5. Conduct the first meeting

Sustaining Momentum

After the first meeting, plan to email or hand-distribute crime prevention literature to area business contacts who were unable to attend. Include a copy of the meeting minutes or a summary of pertinent highlights. This may encourage nonmembers to be at the next meeting.

A week or two prior to each subsequent meeting, send members and nonmembers a flyer or email announcement along with an invitation to participate.

Keep meetings interesting to ensure continued attendance – and to encourage new members to join your Business Watch. Invite expert speakers to discuss topics relevant to your local business community. In addition to law enforcement officers, invite representatives from diverse industries such as insurance, banking, computer technology, and healthcare to speak. Topic ideas might include employee theft, mail fraud, counterfeiting, information security, juvenile crime (e.g., graffiti), first aid, incident reporting, the use of alarm systems, and intruder confrontations, insurance issues, and business law. Property management firms also may provide specialized training and can help explain local laws and codes that govern your municipality.

Provide opportunities for members to delve further into topics covered at monthly meetings by offering regular training. Invite experts from law enforcement and crime prevention, information security, environmental design, surveillance, and other pertinent areas to conduct training sessions. You may wish to poll participants to determine what training topics would be most beneficial.

Chapter 2

Program Coordination



Role of the Business Watch Coordinator

During your first Business Watch meeting, you will select a member to serve as program coordinator. Selection should be made carefully as the coordinator will contribute greatly to the success of your program. Your group may consider a retiree or other individual who has extra time to devote to this position. Program coordinator responsibilities are varied and may include:

- Expanding the program and maintaining a current list of participants, including names, addresses, home and work telephone numbers, and vehicle descriptions.
- Establishing a “telephone chain” or email distribution list using the information listed above.
- Providing the crime prevention officer copies of the above information as well as floorplans of member businesses (if available).
- Conducting security surveys of members’ premises to identify high crime opportunities.
- Acting as a liaison between Business Watch members, law enforcement, and civic groups.
- Arranging neighborhood crime prevention training programs.
- Compiling and distributing crime prevention materials such as pamphlets, stickers, and signs.
- Involving others to develop specific crime prevention projects.
- Encouraging participation in initiatives such as Operation Identification (a nationwide program in which personal property is marked with a unique number to permit positive identification if it is lost or stolen).

Meeting Coordination

The Business Watch program coordinator typically is responsible for compiling meeting agendas as well as for scheduling outside speakers and training sessions. The purpose of holding regularly scheduled meetings is to raise citizen awareness of suspected or reported criminal activity and devise a response plan. Members may also discuss short- and long-term goals and plans for meeting these goals (e.g., decrease panhandling outside the Main Street Center by posting “no loitering” signage).

Meetings also provide an opportunity to bring in expert speakers from law enforcement and community organizations and to provide training on various crime-related topics (see Chapter 1, “Sustaining Momentum”).


The program coordinator should take care not to schedule meetings during times of heavy business activity. For example, the day after Thanksgiving (“Black Friday”) is the traditional start of the holiday season and the busiest day of the year for most retailers.

Role of the Individual Members

Individual members are the backbone of Business Watch. Each member who conducts a risk assessment and makes recommended changes to his or her business helps enhance safety and prevent crime. Members also should serve as Business Watch “ambassadors,” visiting and inviting new merchants to join and notifying them of upcoming meetings and training sessions. Perhaps most important, members should work proactively with fellow merchants – outside the meeting room and as often as necessary – to discuss crime problems, needs for assistance, and suggestions for Business Watch program improvement.

Chapter 3

Assessing Risk and Implementing Crime Prevention Measures



Are You at Risk?

“We’ve been here 20 years and nothing like this ever happened until now.” How many times have you heard a crime victim interviewed on the nightly news saying similar words? Sadly, while local statistics are a good benchmark for estimating the probability of crime, the possibility that a crime will someday occur on your premises always remains.

A risk assessment is an important tool for gauging how likely your business is to be targeted. The following checklist will help you assess your vulnerability and take the steps necessary to enhance security. By implementing these suggestions, you will make your business less appealing to criminals but safer and more attractive to your valued clients.

Security Checklist

Exterior

- Trim all shrubbery and keep debris away from windows and doors. Don’t provide concealment or climbing platforms for burglars.
- Lock up all ladders, ropes, and tools that could help a burglar gain entry.
- Brightly illuminate all entrances with vandal-proof fixtures.
- Clearly post your address and company name so emergency responders – and customers – can find you easily.
- Check exterior lighting for good visibility – both at day and at night.
- Prominently display Business Watch signs and stickers so that the following text is visible from outside: “This is a Business Watch area. Suspicious activities will be reported to authorities and to fellow merchants.”

Interior

- Check interior lighting for good visibility – both at day and at night.
- Empty cash drawers and leave them open after hours.
- Avoid displaying valuable goods in store-front windows or remove them before closing.
- Install a security alarm system and check it regularly for

failure. Ensure that you and your employees know how to use the system properly.

- Use mirrors and/or cameras, especially if your business is a likely target for shoplifters.
- Advertise a policy of prosecuting all shoplifters – and stick to it.
- Prominently display Business Watch stickers (e.g., near the cash register).
- Affix height measurement charts to doorways.
- Mark capital equipment (e.g., cash registers, computers, photocopiers) with an identification number. Post the Operation Identification sticker in your store-front window. Record a list of all identification numbers off premises.

Doors and Windows

- Secure all obvious – and not-so-obvious – points of entry to your business. Pretend you are the burglar by standing outside of your property and planning a break-in. Install secure locks on all unsecured doors and windows. Always use sturdy deadbolts on doors as cheap locks can be jimmed with a knife or plastic card. Remove serial numbers from locks to avoid unauthorized duplication of keys. If in doubt, have a locksmith inspect your entryways and prescribe appropriate locks.
- Replace hollow-core doors with doors of solid construction. Security doors should be metal lined. Pin all exposed hinges to prevent removal.
- Install tempered or laminated glass or impact-resistant plastic windows.
- Do not clutter store windows with excess signage that could conceal activity from the outside.

Other Security Measures

- Make frequent bank deposits at varied times. Use an armored car if feasible. Do not count money in areas visible to customers or passersby.
- Maintain key control. Keys issued to employees should be stamped “DO NOT DUPLICATE.” Issue new numbered keys whenever employees leave their jobs.

- Employees who are terminated or who resign should be required to turn in their keys.
- Use alphanumeric computer passwords and change them often.
- Periodically change security alarm and door entry codes.
- Whenever possible, do not work alone.
- Be cautious when emptying trash, especially if the dumpster is in a low-visibility, exterior location. Use the “buddy system” if necessary.

Recognizing Suspicious Activity

The first rule of crime prevention is to **always be alert**. Anything that seems slightly out of place or occurs at an unusual time of day could be criminal activity.

- Never attempt to apprehend a suspect or investigate a possible crime on your own. Call the police department or sheriff’s office immediately. Do not worry about being embarrassed if your suspicions prove to be unfounded; law enforcement officers would rather investigate than be called when it is too late.
- Time and accuracy are critical when reporting crime and suspicious events. Use your law enforcement agency’s emergency number to report life-threatening incidents or crimes in progress, and use the nonemergency number for crimes that have already occurred. Your call could save a life, prevent an injury, or stop a crime.

Below are tips for recognizing and reporting suspicious activities.

Note: The following descriptions may or may not indicate criminal activity. When in doubt, always call law enforcement.

Suspicious Events

- Continuous repair operations at a business or nonbusiness location (alteration of stolen goods)
- Open or broken doors and windows at a closed or unoccupied business (burglary or vandalism)
- Unusual noises (e.g., gunshots, screaming, barking dogs) (burglary, assault, or rape)
- Sound of breaking glass (burglary or vandalism)

Suspicious Persons

- A person exhibiting unusual mental or physical symptoms (he or she may be injured, under the influence of drugs, or otherwise in need of medical attention)
- Running, especially if carrying items of value or unwrapped property at an unusual hour (fleeing the scene of a crime)
- Loitering or peering into cars (car or property theft)
- Panhandlers or other individuals who approach customers outside businesses to ask for money or offer items or services for sale

Suspicious Vehicles

- Slow moving vehicles, without lights, following an aimless course in any location
- Parked or occupied vehicles, containing one or more persons, at an unusual hour or for excessive periods of time (lookouts for a burglary or robbery)
- Vehicles abandoned or left in parking facilities overnight
- Visible weapons inside vehicles
- Someone being forced into a vehicle (kidnapping, assault, or attempted rape)
- Transactions taking place in parking lots, behind stores, or at night (sale of stolen items or drugs)
- Persons detaching mechanical parts or accessories from vehicles (theft or vandalism)
- Objects being thrown from vehicle (disposal of contraband)

Describe and Report Events, Vehicles, and Persons

Practicing to develop skills in providing quick, accurate descriptions is an excellent Business Watch meeting activity. When describing events, vehicles, or persons, write down the details of what you have observed while they are still fresh in your mind and as accurate as possible.

Describing Events

- What happened
- When it happened
- Where it occurred (note the nearest cross street or landmark)
- Whether injuries are involved (be prepared to report visible or suspected personal injury)
- Whether weapons are involved or suspected

Describing Persons

- sex
- race
- estimated height, weight, and age
- hair (color and length)
- facial hair (beard/mustache)
- clothing (e.g., style, color)
- voice characteristics (e.g., deep, lisp, foreign accent)
- peculiar or distinguishable mannerisms, physical disabilities, disfigurements, scars, or tattoos

Describing Vehicles

- license plate number and state
- vehicle make and model, color, and approximate age
- special designs or unusual features (e.g., vinyl top, body damage, pinstripes)
- direction of travel

Chapter 4

Combating Crime: Programs



This chapter is broken into two sections, violent and nonviolent crimes. It includes tips to help businesses reduce or prevent various types of crime. Also included are guidelines to follow in the aftermath of a victimization and crime-specific Business Watch training ideas.

Remember, crime prevention always begins with risk assessment. All Business Watch members are encouraged to review the checklist in Chapter 3 before implementing crime-specific programs.

Violent Crimes

Robbery and Aggravated Assault

More than 87,000 commercial robberies took place in the United States in 2007⁴. According to the FBI, robbery is defined as “the taking or attempting to take anything of value from the care, custody, or control of a person or persons by force or threat of force or violence and/or putting the victim in fear.” Unlike burglary, robbery is classified as a violent crime.

The FBI defines aggravated assault as “an unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury ... usually accompanied by the use of a weapon or by other means likely to produce death or great bodily harm.” When aggravated assault and larceny-theft occur together, the offense becomes a robbery. In 2007, there were an estimated 855,856 aggravated assaults nationwide.

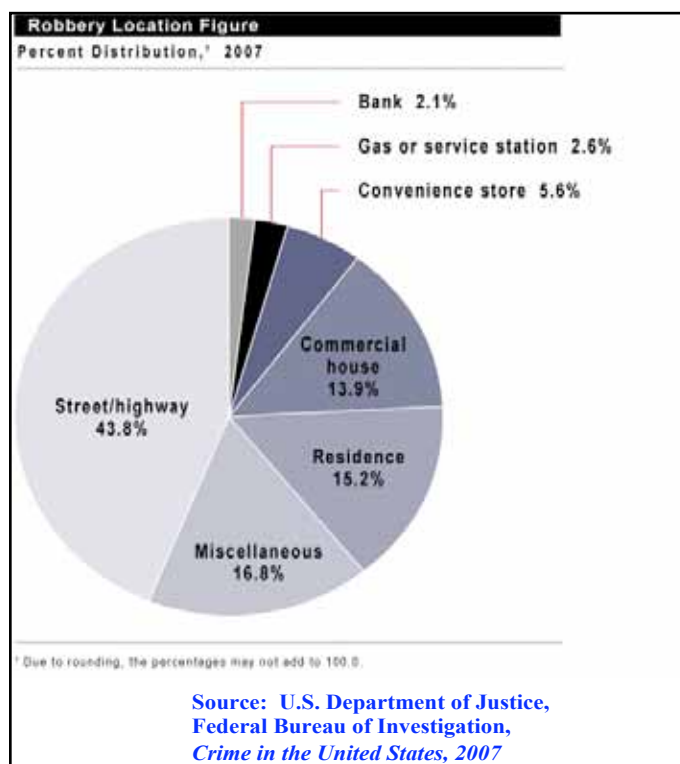
Prevention Tips

- Conduct a risk assessment and complete the checklist found in Chapter 3. You may wish to contact local law enforcement for assistance.
- Do not work alone. If you must do so, leave a radio or television playing to suggest someone else is present.
- Make bank deposits often and during business hours. Vary times so that would-be assailants cannot determine your routine. Do not count cash in the open.
- Similarly, use a staggered method when opening and closing your business.

- Teach employees to be aware of persons who are loitering or behaving suspiciously. Such persons may be casing the premises for burglary, robbery, or shoplifting.
- Train staff to greet every person who enters your business. Wrongdoers will know they’re being watched – and a friendly manner is good for business!
- Do not allow nonemployees to remain inside your business after hours. Be wary of customers who return to retrieve forgotten items.
- If necessary and feasible, install security cameras to help make your business an unattractive target. Also consider “silent alarms” to discreetly alert neighboring businesses and/or law enforcement during an incident.

If a Robbery or Aggravated Assault Occurs:

- Act calmly and do what the robber says. Do not resist – it is better to lose money or valuables than risk your life.
- Always presume the assailant is armed, even if you do not see a weapon.
- Observe the perpetrator closely to provide an accurate description to law enforcement.



⁴ Federal Bureau of Investigation, *Crime in the United States: 2007*

- Afterward, lock the door and call the authorities immediately.
- Close your business and preserve the crime scene until law enforcement has investigated.
- Ask any witnesses to remain for questioning. If a witness cannot stay, get his or her name and contact information.

TRAINING IDEAS: Intruder confrontation techniques, workplace violence, commercial security assessment, gang awareness, personal safety, business opening and closing procedures.

Nonviolent Crimes

Burglary

The FBI defines burglary as “the unlawful entry of a structure to commit felony or theft. Includes forcible entry, unlawful entry where no force is used, and attempted forcible entry.”⁵ According to the FBI, 32% of all burglaries – more than a half-million incidents – took place at nonresidential locations (e.g., stores) in 2006.

Prevention Tips

- An obvious but often overlooked tip – make sure all doors and windows are locked before closing for the day. Do not “invite” burglars inside!
- When conducting a risk assessment, inspect the exterior, interior, and all doors and windows. Pretend you are a burglar seeking a way to gain entrance. Correct all vulnerabilities you find.
- Use Business Watch signs and stickers to let criminals know they are being watched.
- Never leave money on the premise. Remove valuable items such as jewelry from store windows after hours.
- Make an inventory and limit the number of employee door keys.
- Instruct employees never to give door security codes or loan keys to anyone.
- Never post signs indicating the business is empty during work hours (e.g., “back in 5 minutes”).

Steps to Take If a Burglary Occurs

- If, upon arrival at your place of business, you suspect a burglary has occurred, call authorities from a cell phone or a neighboring business. Do not enter your business.
- In the case of a surprise encounter with a burglar, attempt to flee or allow him or her to flee. Never try to apprehend a suspect. Always assume the suspect is armed.
- While waiting for law enforcement to arrive, preserve the

crime scene.

- Follow up by providing law enforcement with an inventory of missing items and identification numbers.

TRAINING IDEAS: Commercial security assessment, burglary prevention techniques, crime scene preservation.

Shoplifting

Shoplifting affects merchants everywhere, from the inner city to the countryside. Each year, businesses lose more than \$13 billion worth of merchandise to shoplifters.

Prevention Tips

- Look at and greet each customer. Courtesy not only shows good manners, it also heightens shoplifters’ awareness of being watched.
- Minimize access to merchandise without inconveniencing customers.
- Place valuable merchandise in locked cases or near the cash register.
- Teach employees to be aware of persons who loiter or behave suspiciously.
- Keep stores neat. Use mirrors and/or cameras to eliminate “blind spots” where shoplifters might conceal goods.
- Keep merchandise away from store exits to prevent “grab-and-runs.”
- Adopt clear merchandise return and exchange policies and adhere to them.
- Shoplifters often work in teams. Be wary of possible diversions (e.g., a couple who begin arguing loudly)

Shoplifting Facts

- More than \$13 billion worth of goods are stolen from retailers each year.
- Shoplifters steal from all types of businesses, including department and specialty stores, pharmacies, supermarkets, and department stores.
- Some 75% of shoplifters are adults. More than half say they started as teens.
- Many shoplifters buy and steal merchandise in the same visit.
- Shoplifting is usually not premeditated. Three-quarters of shoplifters say they don’t plan to steal in advance.

Source: National Association for Shoplifting Prevention

⁵ Federal Bureau of Investigation, Crime in the United States 2009, http://www2.fbi.gov/ucr/cius2009/about/offense_definitions.html

designed to distract you from a crime.

- Be aware of the various shoplifting techniques (e.g., baggy clothes to conceal goods, sleight of hand, open bag/purse drop, strollers to stash items).
- Monitor restrooms and dressing rooms. Limit the number of items customers may take into dressing rooms. Leave an area outside of restrooms where customers may place unpaid goods.
- Post signage letting shoplifters know that they will be prosecuted – and enforce this policy.
-

Steps to Take During/After a Shoplifting Event

- Know your rights. Laws and regulations detailing when a merchant may confront or apprehend a shoplifting suspect vary by jurisdiction.
- Stick to your policy of prosecuting shoplifters.
- A good source of additional information is the National Association for Shoplifting Prevention (www.shopliftingprevention.org).

TRAINING IDEAS: Shoplifting techniques, overview of local/state laws and regulations for apprehending shoplifters, business design tips, security systems overview, product return/exchange fraud.

Employee Theft

Employee theft is a form of shoplifting and a leading cause of lost revenue. Types of employee theft range from stealing office supplies to absconding with cash or merchandise. Acceptance of bribes and the giving of unauthorized discounts to nonemployees may also constitute theft.

Prevention Tips

- Train all employees, including cleaning crews, to familiarize them with security procedures.
- Implement and enforce a policy regarding employee discounts (e.g., percentage, whether family members are eligible, consequences of abusing the policy).
- Establish and enforce clear policies regarding drug and alcohol use, work hours, theft, and acceptance of gratuities. Have new hires read and sign a copy of the policy.
- Keep financial and other records locked up and off premises.
- Maintain tight inventory control of business supplies as well as merchandise.
- Strictly maintain control of employee keys and frequently change passwords to computers, security systems, and door key pads.
- Be aware of changes in employee morale. Disgruntled, angry, or argumentative employees may be more likely to commit theft.

- Be alert to signs that an employee may have a drug or alcohol problem. Substance abusers often will steal to pay for their addiction.
- Before hiring new employees, thoroughly review references. Some law enforcement jurisdictions help merchants check candidates for criminal history and outstanding warrants.

Steps to Take if You Suspect Employee Theft

- Before accusing an employee of theft, review relevant laws and regulations.
- Check union requirements. If your employees are unionized, union notification may be required, and employees may be entitled to have a representative present during interrogations.
- Gather facts and compile written documentation detailing cash balance variances, inventory shortfalls, and other suspicious activities.
- If necessary, interview other employees.
- Stick to your enforcement policy. Punishing theft sends a message to other employees that crime is not tolerated.

TRAINING IDEAS: Employee shoplifting techniques, security systems overview, legal considerations, tips for boosting employee morale, drug and alcohol abuse awareness.

Vandalism

Property crimes, which include vandalism, cost Americans an estimated \$17.6 billion a year. Vandalism is the willful or malicious destruction, injury, disfigurement, or defacement of any public or private property, without the consent of the owner. Examples include “keyed” cars, graffiti, and broken windows.

Prevention Tips

- Use landscaping techniques that discourage vandals (e.g., prickly shrubs against buildings).
- Install surveillance equipment such as cameras in parking lots and buildings.
- Affix signage to trash containers stating that dumping is prohibited.
- Frequently monitor and clean restrooms, dressing room, and other vulnerable interior areas.
- Young people commit most acts of vandalism. Reasons range from gang alliance to defiance to simple boredom. Depending on resources, your Business Watch may consider donating time, money, or supplies to promote after-school recreation programs and activities that foster good youth relations.

Steps to Take Following an Incident

- Notify law enforcement. Note that certain types of graffiti (e.g., “tagging”) may indicate gang activity.
- Clean up and/or repair damage immediately after an

incident occurs.

- If feasible, work with other Business Watch merchants and the local law enforcement to set up a hotline to report vandalism.
- Collaborate with neighboring Business Watch merchants to organize property cleanup events.
- Send the signal that vandalism will not be tolerated – prosecute perpetrators.

TRAINING IDEAS: Gang awareness, graffiti facts, landscaping design, exterior lighting review.

Cash, Check, and Credit Card Fraud

Check and credit card fraud takes many forms. Fraudsters may alter information on legitimate checks or draw on closed accounts. They may create counterfeit checks or forge signatures. Credit card fraud includes unauthorized use of another person's card, sometimes with an alteration of the cardholder's signature.

Prevention Tips

- Establish a clear check-cashing policy regarding check amounts, local vs. out-of-town/state checks, and returned check fees – and adhere to it.
- Learn to spot bad checks. Counterfeit checks often lack perforation on edges, appear washed out, are less detailed than real checks, and have a glossy finish. (Magnetic ink used on legitimate checks is dull and flat.) Also look for altered writing and erasures.
- Beware of absent or low sequence numbers (newly opened account), especially for large purchases.
- Teach employees to exercise caution before accepting charge cards. Make sure cards are not expired, that they have not been altered, and that signatures bear a “reasonable resemblance” to the individual making the purchase.
- Train employees to follow each credit card company's authorization procedures.
- Keep all credit/debit card transactions confidential. Give carbons to customer or shred them immediately. (Note: Public Law 108-159, Fair and Accurate Credit Card Transactions Act of 2003, mandates that no more than five digits of a credit or debit card number may appear on electronically generated receipts.)
- Help prevent identity theft by using a cross-cut shredder when disposing of documents that contain sensitive client or business information.

Steps to Take if Fraud Occurs

- Inform neighboring merchants so that they may be on the alert for fraudsters.
- Retain counterfeit checks and currency for law enforcement.
- See tips in “Employee Theft,” above, if an employee

commits credit/debit card fraud.

- A good reference is Check Fraud: A Guide to Avoiding Losses (Check Fraud Working Group, February 1999), available at www.occ.treas.gov/chckfrd/chckfrd.pdf. Designed for banks, the guide provides information that is applicable to all merchants.

TRAINING IDEAS: Counterfeit currency and bad check detection, identity theft and fraud prevention, fraud trends.

Cybercrime

According to a Bureau of Justice Statistics report (www.ojp.usdoj.gov/bjs/pub/pdf/cb05.pdf), 67 percent of businesses surveyed in 2005 were the target of computer-based crime. Types of attacks included computer viruses, data theft, and sabotage, all of which can lead to down time and financial loss.

Prevention Tips

- Computer viruses represent more than half of all cyberattacks. Ensure that firewalls and antivirus software are current. Download the latest patches and updates to fix software flaws that may make you vulnerable to hackers.
- Choose strong passwords that cannot be easily guessed. A combination of letters, numbers, and symbols is best. Change passwords routinely.
- Beware of “phishers.” Do not make electronic transactions or offer sensitive information unless certain you are dealing with a legitimate source.
- Back up data regularly and store backed-up files in a secure (preferably offsite) location.

Steps to Take Following a Cyberattack

- Report the incident to law enforcement immediately.
- Alert business community peers to be aware of similar attacks.

TRAINING IDEAS: Internet safety, information security awareness, identity theft prevention.

Final Tip: Partner with Law Enforcement

Successful crime prevention requires the collaboration of law enforcement and the community it serves. Many individual businesses, shopping centers, and other establishments support local law enforcement by reserving office and parking spaces that officers can use to complete administrative tasks while on patrol. The enhanced police presence serves both to deter criminals and to strengthen the relationship between business owners and law enforcement. Before setting up a “satellite” office or designating parking spaces, Business Watch group members should meet with law enforcement to determine needs. Such an effort will undoubtedly help foster goodwill and understanding and enhance your crime prevention program.

Chapter 5

Resources



American Hotel & Lodging Association (AH&LA)

1201 New York Avenue, NW, #600
Washington, DC 20005-3931
(202) 289-3100
www.ahla.com

AH&LA represents all sectors and stakeholders in the lodging industry, including individual hotel property members, hotel companies, student and faculty members, and industry suppliers. AH&LA provides members with national advocacy on Capitol Hill, public relations and image management, education, research and information, and other value-added services to ensure a positive business climate for the lodging industry.

ASIS International (ASIS)

1625 Prince Street
Alexandria, VA 22314-2818
www.asisonline.org

ASIS is the largest organization for security professionals, with more than 36,000 members worldwide. ASIS is dedicated to increasing the effectiveness and productivity of security professionals by developing educational programs and materials that address broad security interests as well as specific security topics. ASIS also advocates the role and value of the security management profession to business, the media, governmental entities, and the public.

Bureau of Justice Assistance

U.S. Department of Justice

(202) 616-6500
TTY: (866) 859-2687
www.ojp.usdoj.gov/BJA/

Created in 1984, the Bureau of Justice Assistance, U.S. Department of Justice further strengthens the nation's criminal justice system and helps America's local, state, and tribal governments reduce and prevent crime and violence. Building on its priorities—emphasizing local control, establishing partnerships, advancing sound policy, streamlining grant programs, offering technical assistance and training, promoting accountability, encouraging innovation, and ultimately communicating the value of justice initiatives—BJA strives to assist law enforcement and citizens as they work together to keep America safe.

Big Brothers Big Sisters

230 North 13th Street
Philadelphia, PA 19107
(215) 567-7000
www.bbbs.org

Big Brothers Big Sisters is the oldest and largest youth mentoring organization in America. The organization works to develop positive one-on-one mentoring relationships that have a direct and lasting impact on the lives of young people.

Citizen Corps

cert@dhs.gov
www.thecitizencorps.gov

Citizen Corps, a component of USA Freedom Corps, coordinates volunteer activities that make our communities safer, stronger, and better prepared to respond to emergency situations. It provides opportunities for people to participate in a range of measures to make their communities safer from the threats of crime, terrorism, and disasters of all kinds. Citizen Corps programs include the Community Emergency Response Team Program, the Fire Corps, the Medical Reserve Corps Program, USAonWatch (Neighborhood Watch), and the Volunteers in Police Service Program.

Office of Community Oriented Policing Services (COPS)

U.S. Department of Justice

1100 Vermont Avenue, NW
Washington, DC 20530
(800) 421-6770
(202) 307-1480 (Response Center)
AskCopsRC@usdoj.gov
www.cops.usdoj.gov/

A component of the U.S. Department of Justice, the COPS Office works to advance the practice of community policing as an effective strategy to improve public safety. The COPS Office awards grants to law enforcement agencies to hire and train community policing professionals, acquire and deploy cutting-edge technology, and develop and test innovative policing strategies. The COPS Office also provides training and technical assistance to law enforcement professionals.

Federal Bureau of Investigation (FBI) U.S. Department of Justice

www.fbi.gov

www.fbi.gov/majcases/fraud/fraudschemes.htm (information on common frauds and schemes)

The mission of the FBI is to protect and defend the United States against terrorist and foreign intelligence threats, to uphold and enforce the criminal laws of the United States, and to provide leadership and criminal justice services to federal, state, municipal, and international agencies and partners.

Federal Trade Commission (FTC)

600 Pennsylvania Avenue, NW

Washington, DC 20580

(877) 382-4357 (FTC-HELP)

(877) 438-4338 (IDTHEFT) (identity theft helpline)

TTY: (866) 653-4261

<http://www.ftc.gov/bcp/index.shtml>

The FTC is the nation's consumer protection agency. The FTC Bureau of Consumer Protection works to prevent fraud, deception, and unfair business practices in the marketplace.

International Association of Chiefs of Police (IACP)

615 North Washington Street

Alexandria, VA 22314

(800) 843-4227 (THE-IACP)

Fax: (703) 836-4543

www.iacp.org

IACP is the world's oldest and largest nonprofit membership organization of police executives. IACP's leadership consists of the operating chief executives of international, federal, state, and local agencies of all sizes.

International Association of Fire Chiefs

4025 Fair Ridge Drive, Suite 300

Fairfax, VA 22033-2868

(703) 273-0911

www.iafc.org

IAFC provides leadership to career and volunteer chiefs, chief fire officers, and managers of emergency service organizations throughout the international community through vision, information, education, services and representation to enhance their professionalism and capabilities.

International Council of Shopping Centers

1221 Avenue of the Americas, 41st Floor

New York, NY 10020-1099

(732) 694-1755

www.icsc.org

The International Council of Shopping Centers is the global trade association of the shopping center industry. Its 75,000

members in the U.S., Canada, and more than 80 other countries include shopping center owners, developers, managers, marketing specialists, investors, lenders, retailers, and other professionals as well as academics and public officials.

Keep America Beautiful, Inc.

1010 Washington Boulevard

Stamford, CT 06901

(203) 323-8987

info@kab.org

www.kab.org

Keep America Beautiful changes behaviors and improves communities through a focus on litter prevention, waste minimization and recycling, and beautification of the environment.

Minority Business Development Agency (MBDA)

U.S. Department of Commerce

1401 Constitution Avenue, NW

Washington, DC 20230

www.mbda.gov

MBDA is part of the U.S. Department of Commerce and the only federal agency created specifically to foster the establishment and growth of minority-owned businesses in America.

National Association of Convenience Stores (NACS)

1600 Duke Street

Alexandria, VA 22314

(800) 966-6227

www.nacsonline.com

NACS represents more than 2,200 retail and 1,800 supplier member companies in the convenience store industry, providing industry information, knowledge, and connections to ensure competitive viability of member businesses.

National Center for Victims of Crime

2000 M Street, NW, Suite 480

Washington, DC 20036

(800) 394-2255

(202) 467-8700

www.ncvc.org

The National Center for Victims of Crime is a leading resource and advocate for crime victims and those who serve them. Working with local, state, and federal partners, the center provides resources to crime victims, advocates for new laws and public policies, delivers training and technical assistance, and fosters cutting-edge thinking about the impact of crime and the way in which we can help crime victims rebuild their lives.

National Consumers League (NCL)

1701 K Street, NW, Suite 1200
Washington, DC 20006
(202) 835-3323
info@nclnet.org
www.nclnet.org

NCL works to protect and promote social and economic justice for consumers and workers in the U.S. and abroad. NCL represents consumers on marketplace and workplace issues and provides government, businesses, and other organizations with the consumer perspective on concerns such as child labor, privacy, food safety, and medication information.

National Crime Prevention Council (NCPC)

2345 Crystal Drive, Suite 500
Arlington, VA 22202-4801
(202) 466-6272
www.ncpc.org

NCPC helps people keep their communities safe from crime. NCPC produces tools that communities can use to learn crime prevention strategies, engage community members, and coordinate with local agencies, including publications and teaching materials, trainings, public service announcements, and support for a national coalition of crime prevention practitioners.

National Fire Protection Association (NFPA)

1 Batterymarch Park
Quincy, MA 02169-7471
(800) 344-3555
www.nfpa.org

NFPA works to reduce the worldwide burden of fire and other hazards by providing and advocating consensus codes and standards, research, training, and education.

National Neighborhood Watch/USAon-Watch

1450 Duke Street
Alexandria, VA 22314-3490
www.USAonwatch.org

USAonWatch is the face of the National Neighborhood Watch Program. The program is managed nationally by the National Sheriffs' Association in partnership with the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. Time-tested practices such as "eyes-and-ears" training and target-hardening techniques are the core of the program. USAonWatch empowers citizens to become active in homeland security efforts through community participation. USAonWatch provides information, training, technical support, and resources to local law enforcement agencies and citizens.

National Restaurant Association

1200 17th Street, NW
Washington, DC 20036
(202) 331-5900
(800) 424-5156
www.restaurant.org

The National Restaurant Association represents, educates, and promotes a rapidly growing industry that comprises 945,000 restaurant and foodservice outlets employing 13.1 million people.

National Retail Federation

325 7th Street, NW, Suite 1100
Washington, DC 20004
(202) 783-7971
(800) NRF-HOW2
www.nrf.com

The National Retail Federation's membership comprises all retail formats and channels of distribution, including department, specialty, discount, catalog, Internet, independent stores, chain restaurants, drug stores, and grocery stores as well as the industry's key trading partners of retail goods and services. NRF represents an industry with more than 1.6 million U.S. retail establishments, more than 24 million employees, and 2005 sales of \$4.4 trillion.

National Sheriffs' Association (NSA)

1450 Duke Street
Alexandria, VA 22314-3490
(800) 424-7827
www.sheriffs.org

NSA provides programs that help sheriffs, their deputies, chiefs of police, and others in the field of criminal justice to perform their jobs in the best possible manner and to better serve the people of their cities, counties, and jurisdictions. NSA administers the National Neighborhood Watch program.

National Small Business Association (NSBA)

1156 15th Street, NW, Suite 1100
Washington, DC 20005
(800) 345-6728
www.nsba.biz

NSBA represents America's small business companies and entrepreneurs, reaching more than 150,000 small businesses. As an organization, NSBA represents all sectors and industries of the U.S. economy from retail to trade to technology. The association advocates on their behalf before the Executive Branch, the Small Business Administration, Congress, and state regulatory and legislative bodies.

National Volunteer Fire Council (NVFC)

7852 Walker Drive, Suite 450
Greenbelt, MD 20770
(888) 275-6832 (ASK-NVFC)
(202) 887-5700
nvfcoffice@nvfc.org

www.nvfc.org

NVFC represents the interests of the volunteer fire, EMS, and rescue services. NVFC serves as the information source regarding legislation, standards, and regulatory issues and provides resources to volunteer fire and emergency services.

National White Collar Crime Center (NW3C)

10900 Nuckols Road, Suite 325
Glen Allen, VA 23060
(877) 693-2874
www.nw3c.org

NW3C equips state and local law enforcement agencies with skills and resources they need to tackle emerging economic and cybercrime problems. To the public, NW3C provides information and research so that they may become proactive in the prevention of economic and cybercrime. NW3C helps victims register Internet crime complaints and notify the appropriate authorities promptly and securely.

Office of Justice Programs (OJP)

U.S. Department of Justice

810 Seventh Street NW
Washington, DC 20531
www.ojp.usdoj.gov/

OJP's mission is to increase public safety and improve the fair administration of justice across America through innovative leadership and programs

Postal Inspection Service, U.S. Postal Service (USPS)

(877) 876-2455
<http://postalinspectors.uspis.gov/>

The U.S. Postal Inspection Service is a highly specialized, professional organization performing investigative and security functions essential to a stable and sound postal system. The USPS website offers information on topics such as identity theft, shipping and money order scams, check fraud, sweepstakes, and more.

Small Business Administration

409 3rd Street, SW
Washington, DC 20416
(800) U-ASK-SBA (827-5722)
www.sba.gov

The U.S. Small Business Administration was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns; to preserve free competitive enterprise; and to maintain and strengthen the overall economy of our nation.

SCORE

(800) 634-0245
www.score.org

SCORE "Counselors to America's Small Business" has helped more than 8 million aspiring entrepreneurs and small business owners through counseling and business workshops. More than 10,500 volunteer business counselors in 389 chapters serve their communities through entrepreneur education dedicated to the formation, growth and success of small businesses.

Volunteers in Police Service

515 N Washington Street
Alexandria, VA 22314
(800) 843-4227 (THE-IACP)
www.policevolunteers.org

The VIPS program provides support and resources for agencies interested in developing or enhancing a volunteer program and for citizens who wish to volunteer their time and skills with a community law enforcement agency. The program's ultimate goal is to enhance the capacity of state and local law enforcement to use volunteers.

Chapter 6

Business Watch Profiles



Stafford County, Virginia

It may not be as well known as Williamsburg, but Stafford County, located off Interstate 95, is rich in our nation's history. It was here, on his family's 600-acre farm, that George Washington spent much of his childhood, where stone used in the construction of the White House and U.S. Capitol derives, and where Pocahontas was kidnapped and brought to Jamestown.

While it continues to preserve its small town charm, the Stafford County of today has experienced tremendous residential and commercial development. Just 40 miles south of Washington, DC, it has become a primary haven for commuters who work in or near the nation's capital. As its population has increased, so, too, have the number of businesses.

By 2004, along with the growth came a significant challenge. Because a number of the county's retail businesses are located just off the interstate, they had become a prime target for criminals looking for an easy escape route. "One of the trends we had been seeing in the county was criminals using counterfeit bills and bogus traveler's checks in retail establishments located along I-95," explained Deputy J.L. Hamilton, who serves in the Crime Prevention Unit of the Stafford County Sheriff's Office. Another prevalent trend was purse larcenies at area groceries. Criminals would work together to distract shoppers from their carts so they could steal the wallets from their purses. The criminals would then purchase expensive gift cards, flee, and travel to Maryland or Washington, DC, where they would use the cards to purchase high-ticket items.

"The biggest difficulty we faced in apprehending the criminals who perpetrated these types of crimes was they were typically not residents but were just passing through by way of the interstate, so it became challenging to track them down."

Redirecting Criminal Traffic

Calls for service at local businesses continued to escalate. Hamilton, who had just entered into retirement after serving as an officer and detective in nearby Prince William County for 26 years, had worked in crime prevention for 14 of those years, so starting a Business Watch program seemed like a logical step for the county. "I knew Business Watch would work because I had witnessed the results it had produced in Prince William



County," he explained. "In this case, I felt like I had an even greater interest than ever before because Stafford County is home, and has been my home for the past 27 years."

For the past two years, Business Watch has served as a key component in the county's crime prevention unit, which also includes a citizen police academy, Triad, and Neighborhood Watch. Two of the county's largest retail centers, Stafford Marketplace and Doc Stone Commons, act as sponsors. As part of the program, retail establishments within the two centers – as well as other are businesses – are offered various crime prevention materials and training. "We allow businesses that do not serve as sponsors to participate in the different types of training we offer, such as robbery prevention, shoplifting prevention, and loss prevention training, and participate in the exchange of information with other businesses for a very simple reason: we believe communication is the key to success, and the key to keeping our businesses and residents safe."

Hamilton keeps businesses updated on community goings-on through a sophisticated email system that has the capability to target specific lists. "We may have a criminal who uses a bogus credit card at a bank in the area, for instance, to obtain a cash advance. Once we have the details, we notify other banks and provide them with information on what they should be looking for, as well as ways they can protect themselves from such crimes."

Enjoying the Impact

Since Business Watch began, larcenies have dramatically decreased and, because of a newly enacted policy, so has credit

card fraud. With this policy, as soon as someone has reported a missing wallet following a visit to a retail establishment, an immediate call is made to other retail outlets to be on the lookout for credit cards containing the victim's name.

In addition, a new program called Scam Busters has also emerged. Hamilton believes this program will better equip crime prevention officers with the information they need to solve crimes by enabling them to partner with neighboring jurisdictions to exchange information. "Let's say we have an open larceny case that we are having trouble solving. Through Scam Busters, we are able to partner with other jurisdictions that are likely locations for suspects to travel to and exchange information about them and the details of the crimes they have committed."

More information about the Stafford County Business Watch program is available at <http://www.staffordsheriff.com/content/business/>.

Laguna Niguel, California

Every hour of the day, somewhere in the world, a natural disaster strikes. Sadly, in most cases, communities are unprepared for such events. Loss of life and injury often occur simply because business owners and employees are uninformed and ill-prepared.

California has seen more than its fair share of catastrophes – from wildfires to mudslides to earthquakes. To better prepare area citizens, Business Watch participants from the Laguna Niguel Police Department and the Orange County Sheriff's Office Emergency Management Division have developed an emergency preparedness program to help area businesses contend with all types of disasters. B.S.A.F.E. (Business Simplified Action for Emergencies) was developed in conjunction with the American Red Cross.

As part of B.S.A.F.E., city emergency services professionals make safety presentations to businesses and commercial property management, and law enforcement experts run safety drills to help the business community prepare for actual emergencies. In addition to improving disaster preparedness, B.S.A.F.E. has strengthened the bond between business and law enforcement and helped increase the confidence area merchants have in their ability to prevent crime.

"This hands-on approach has made businesses more comfortable and accessible to law enforcement," said Deputy Miles Schuler, Laguna Niguel Police Services. "Putting a face on the program has been a great benefit to our patrol deputies. I now have business owners calling for assistance with drunk drivers, drug use in their commercial complex, and suspicious persons. Business owners and their employees now feel a sense of pride in their community. They know they can make a difference."



The 10 B.S.A.F.E. Steps for Survival

During major citywide emergencies, it is recommended that businesses be prepared to provide for their employees and customers onsite for at least 72 hours, until emergency personnel can reach them. B.S.A.F.E. provides a proven 10-step preparation process that merchants can follow to meet this challenge:

1. Formulate a working procedural plan for your business using the American Red Cross brochures "Preparing your Business for the Unthinkable," "Emergency Preparedness Checklist," and "Food & Water in an Emergency." Include an evacuation plan/floor plan that employees can readily follow should it be necessary to leave during a power outage. Include a procedure for escorting customers to safety.
2. Show employees how to turn off gas, electricity, and water at the main switches if necessary. Place a wrench near the gas meter for easy access.
3. Prepare and distribute employee ID cards with emergency information and an out-of-area family member telephone number. Be sure to include vital information (e.g., special medications, health problems) on the card to assist emergency services personnel.
4. Put copies of business records and computer files in a safe deposit box at a local financial institution or in a safe offsite place that is readily accessible.
5. Encourage your managers and employees to take a basic first aid and CPR course.
6. Prepare a disaster supplies kit. Remember to have a minimum of one gallon of water per person per day. Remind employees on medications to have at least three days of supply at all times.
7. Check smoke detectors and fire extinguishers regularly.
8. Do a building hazard hunt using the American Red Cross Emergency Preparedness Checklist. Alert the property manager of any serious issues found.

9. Get to know your neighboring business owners because, in a disaster or emergency, you will be somewhat dependent on each other.
10. Organize a Business Watch in your commercial area. The greater the number of participants, the greater the opportunity for survival.

If Disaster Strikes:

- Remain calm and patient.
- Put your plan into motion.
- Give first aid and get help for the seriously injured, if possible.
- Listen to a battery-powered radio for special bulletins.
- Check for damage to your building. Use only flashlights – never light a match!
- Check for fires or other hazards.
- If necessary, get everyone out of the building and away from all structures.
- Do a head count to ensure all employees are accounted for and wait for help to arrive.

For more information about the Laguna Niguel Business Watch program and B.S.A.F.E., visit www.ci.laguna-niguel.ca.us/index.asp?NID=94.

National Sheriffs' Association
www.sheriffs.org • nw@sheriffs.org