

Herman Goldstein Award for Excellence in Problem-Oriented Policing

*Organized Retail Crime Interdiction:
A Partnership That Works*



BOISE POLICE DEPARTMENT
June 2012

Organized Retail Crime Interdiction: A Partnership That Works

Program Summary

The Boise Police Department's Organized Retail Crime Interdiction Team is a unique, innovative and proactive partnership between law enforcement and retail businesses to address an increasing problem with Organized Retail Crime. Using the SARA model, our Interdiction Team has leveraged police resources using retail loss prevention intelligence to increase arrests of dangerous repeat offenders, resulting in an increase in public safety, a reduction in financial losses to retail businesses, and an improved partnership between the Boise Police Department and the local business community. These crimes include:

- Major Product Theft
- Refund Scams
- Credit Card Fraud
- Quick Change Schemes

In the 1990s we began to see an increase in the demand for responses to retail thefts but found it challenging to effectively identify and apprehend the suspects. Local retailers were reporting increasing financial losses and were concerned that their employees were at an increasing risk of interaction with more dangerous criminals. Focused crime analysis indicated that many of the retail crimes were being committed by associated rings of individuals. When we looked to other law enforcement agencies for innovative solutions to this problem we found no comparable models to replicate in Boise.

The Department responded by establishing an Organized Retail Crime Interdiction Team pilot program in 2005. In partnership with a growing number of local and national retailers, the Team took proactive, co-active, and reactive steps to solve the increasing problem of organized retail crime in our community, including:

1. Educating all stakeholders on emerging trends in organized retail crimes;
2. Expediting the flow of actionable intelligence information on known retail theft suspects between retailers and law enforcement;
3. Providing retail partners with a direct point of contact to provide for timely response to in-progress suspicious or criminal retail activity;
4. Strengthening penalties for retail fraud and theft crimes.

Loss prevention data now indicate that retailers experience significantly less loss to fraud and theft in Boise than they do nationally. The Department has also been able to apprehend and aid in the conviction of hundreds of major retail theft suspects every year. Intelligence gathered in the investigation of retail crimes has enabled the Department to convict suspects in a variety of other felony crimes as well.

Boise's Organized Retail Crime (ORC) Interdiction Team partnership has become a premier model in retail theft interdiction for other law enforcement jurisdictions and a valuable contributor to the quality of life in our community.

Organized Retail Crime Interdiction: A Partnership That Works

Program Description

The capital of Idaho, Boise is a culturally vibrant city with an attractive business climate and an active outdoor lifestyle. The “Top 10” lists of numerous national media outlets, including MSNBC, The Wall Street Journal, Forbes, CNN Money, and Outside magazine, have identified Boise among the most desirable places to live, learn, work, and play. A strong customer focus, partnerships with our local civic, church, neighborhood and business groups, and a commitment to problem-oriented policing are critical components in the Boise Police Department’s effort to uphold its mission to **“Protect, Serve and Lead our Community to a Safer Tomorrow.”**

Reference Photo 1

A high quality of life, relatively low cost of living, and positive press contributed to rapid growth over the last twenty years. In 1990, Boise’s population was approximately 125,738; in 2011 it was estimated at approximately 207,730. The fourth-largest city in the northwestern United States, Boise is also the urban employment center for a metropolitan statistical area of more than 400,000 people.

Although Boise remained a place of neighborhood pride, with a low crime rate relative to other similarly sized cities, the rapid growth brought unique law enforcement challenges. The Boise Police Department strategically utilized the SARA (Scanning, Analysis, Response and Assessment) model to identify and address an increasing problem with organized retail crimes in our community after noticing a shift in crime from neighborhood to business targets.

SCANNING

Boise experienced a significant decline in burglary, robbery, and motor vehicle theft between 2004 and 2011, a 43% decrease, most likely as a result of community partnerships such as our successful Neighborhood Watch program as well as improvements in security technology. Unfortunately, as the table below indicates, this success was somewhat offset by an increase in retail thefts and fraud cases.

Reference Chart 1

Officers responding to what had been “routine” shoplifting calls were seeing indications these crimes might not be simple, isolated incidents. Investigators conducting surveillance on burglary suspects were now beginning to follow them not to homes but to retail stores, where the suspects were arrested for significant retail theft and fraud. Narcotics search warrants routinely turned up property stolen from retail stores.

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The Boise Police Department had recognized an emerging trend: known career criminals who had repeatedly been arrested for crimes such as vehicle thefts, commercial and residential burglary, and robbery were looking for more lucrative and less risky opportunities. They had found it in organized retail theft and fraud schemes.

Reference Photo 2

Investigators learned from suspect interviews that this shift to retail theft was based on a perception that stealing merchandise from large chain retail stores could reap substantial rewards with minimal risk. This perception was unfortunately true given that law enforcement, prosecutors, and the courts had not yet fully understood the scope of the problem and penalties did little to provide a disincentive for these types of crimes. For example:

- Charges for retail theft were attached to individual incidents, not aggregated activity. A suspect could steal merchandise valued at more than \$1,000 over a set of consecutive days and be charged only with petit theft.
- Individuals who were caught utilizing advanced theft-shielding devices such as foil-lined purses received no harsher penalties than did individuals who were shielding merchandise under their coats.
- Large lots of suspicious merchandise were increasingly being sold at open markets with no requirements for demonstrating proof of purchase or manufacturer authorization to sell.

Although retailers were experiencing increases in theft and had intelligence that would have aided the Boise Police Department in earlier problem identification, we later learned that retail loss prevention staff believed that the law enforcement community would perceive retail theft as a “victimless crime” and would not have taken it seriously.

We did take it seriously, however. Boise is committed to ensuring a *safe, healthy and livable community* and to promoting a *strong and diverse local economy*. Businesses are valuable members of our community, and these crimes put their employees and their livelihoods at risk. Retail theft would be dealt with aggressively by the Boise Police Department.

ANALYSIS

The emerging trend of retail crime in Boise and other metropolitan areas would not be quantified until much later, but was costing retailers as much as \$30 billion per year¹ and increasing consumer prices by an average of 15%.²

¹ “Organized Retail Crime Survey,” National Trade Federation, 2010

² “A Model for Prevention and Detection of Criminal Activity Impact Small Businesses,” *Entrepreneurial Executive*, 2007

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As hard-core criminals targeted more retailers, the Department noted increased reports of violence toward retail loss prevention employees. Shoplifting suspects were confronting store employees with weapons. In one instance, a loss prevention agent was accosted and held hostage in his own home by a suspect he had arrested earlier for shoplifting. In another case, a shoplifting suspect died after being restrained by store personnel.

Reference Photo 3

Reference Chart 2

Our analysis also indicated that Organized Retail Crime (ORC) did not just involve significant product theft but also included:

- Refund/Price Switch Scams
- Credit Card Fraud
- Quick Change Schemes
- Till Tap Groups
- Cart Pushes
- Fake Receipts
- Fraudulent Price Tags
- Grab-n-runs

Reference Photo 4

Due to the increasing risks to public safety and to the sustainability of businesses in our community, this problem became a priority for our Department to solve. We were determined to leverage our crime analysis resources by gathering a more comprehensive set of data from retail stores and other law enforcement agencies.

When we contacted loss prevention agents at local retailers, we found store employees had a significant amount of intelligence information on these suspects and their operations that was not being shared proactively with police. We also found that, despite daily dealings with the same groups of criminals, these retailers were not sharing their intelligence information with other retailers out of concern that releasing proprietary information might decrease their market competitiveness.

Using information obtained in confidence by several retailers, our civilian Crime Prevention Unit reviewed shoplifting arrest reports to identify concrete patterns and trends. We discovered that several groups hitting different stores were using the same type of schemes, including altered receipts, stealing and refunding the same type of merchandise, and using common vehicles to commit crimes.

Organized Retail Crime Interdiction: A Partnership That Works

Through surveillance, investigators were then able to connect the members of several different organized retail theft rings to ongoing operations throughout Southwest Idaho.

Reference Chart 3

A review of theft-related statutes in Idaho Code confirmed that penalties for such crimes were too lenient to be a deterrent to retail theft and fraud. Consecutive shoplifting occurrences with a value under \$1000 were treated as an isolated incident and defined as petit theft. There were no penalties for using theft-detection shielding devices such as foil-lined bags or electronic sensor disablers. Finally, there were no restrictions to prevent the sale of potentially stolen goods at open markets.

Our analysis had made it clear the perpetrators of these and other crimes were clearly connected and well-organized. While intelligence existed within the community, it had not been shared among all stakeholders. Enforcement had been incident-based, and we did not have the legal tools to enforce more aggressively. We knew we were going to have to change our mindset from an isolated, incident-based response to a coordinated and well-organized systemic response if we were going to reverse the trend.

RESPONSE

The Crime Prevention Unit began a search of other law enforcement agencies to see if a successful proactive retail crime interdiction program had already been established that could be adapted to Boise. A nationwide search found that few police agencies were even attempting to work the issue, and none had developed what could be termed a successful, proactive interdiction program. Inquiries to retailers identified no organized loss prevention program beyond individual stores. A review of law enforcement literature, including *Security Management Magazine*, *Loss Prevention Magazine*, the Center for Problem-Oriented Policing, and the International Association of Chiefs of Police, provided few new ideas.

It became clear that due to the increasing risks to customer and employee safety, financial losses to retailers, and the clear connection between organized retail criminal activity and other significant crime issues, we would have to develop our own solution. This solution depended on a *community partnership* and the application of a multi-pronged strategy of *communication, education, and enforcement*.

Our Crime Prevention Unit had developed other successful problem-oriented policing solutions, including a nationally-recognized Neighborhood Watch program, and recognized that any successful program to combat retail theft and fraud would have to be community based. We realized that tremendous resources for preventing, solving, and reducing retail crime existed in the community, and the key would be harnessing those resources into a mutually beneficial, cooperative, and sustainable process. A decision was made for the Boise Police Department to facilitate a partnership with various stakeholders, including retailers, prosecutors, and other law enforcement agencies.

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An initial meeting of the Crime Prevention Unit, City prosecutors, and loss prevention personnel from several major retailers was convened to share individual experiences of the problem. This seemingly small step turned out to be a major undertaking. Each party had expressed initial resistance to sharing information. Retailers felt bound by strict corporate policies, and our own officers were hesitant to release potential investigative information. We realized that building trust was going to be key in creating an effective partnership.

As meetings between Boise Police investigators and loss prevention personnel continued monthly, stronger relationships began to develop. Members were educated by law enforcement and loss prevention regarding emerging trends in retail theft and fraud. Rough guidelines for information sharing were formed. These guidelines addressed the use of suspect photos and criminal histories within the constraints of public information practices. The growing relationships also created a greater understanding among police investigators of retail corporate policies that, in some instances, were very restrictive with respect to store employee contact with suspects.

Reference Photo 5

As relationships and trust began to grow within the group, some strategies were developed to address the identified need.

The first enforcement solution to come from this new police-retailer partnership began with an **increased police response to shoplifting calls**. Two officers, not one, would be dispatched to the store's call for assistance in an attempt to address the safety concerns of retail loss prevention personnel when shoplifters were already in custody. The increased patrol response did enhance safety but did little to quickly identify and disrupt organized groups.

A second initiative was to **expedite the flow of intelligence between retailers and law enforcement** in order to better inform officers of developing trends. Information on active retail theft groups was gathered from retail sources by loss prevention agents, organized into intelligence bulletins, and shared with patrol officers at daily briefings so it could be immediately used out on the street. These efforts began to pay off in additional arrests and the identification of additional links between retail theft and numerous other crimes.

As word of the value of retail crime interdiction circulated, other units within our Department began attending the monthly meetings, including investigators from Fraud, Property Crimes, and the Narcotics units as well as Violent Crimes detectives and officers from Patrol. Other local law enforcement agencies became increasingly interested in the intelligence information retail loss prevention partners were bringing to the table and joined the team. Cooperation from the U.S. Secret Service, eBay

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investigators, pawn shop owners, and the CrimeStoppers program continued to enhance the Unit's ability to identify and capture suspects.

We began to see results:

Reference Chart 4

However, while the process for sharing intelligence was in place, the partnership was not meeting its full potential, as the Department had no officers dedicated to coordinating the response to organized retail crimes, including the facilitation of a quick police response to suspicious persons or in-progress theft and frauds. Therefore, in 2005 the Boise Police Department began a **pilot Organized Retail Crime Interdiction Program** within the Crime Prevention Unit. One full-time officer with exceptional investigative and personal communication skills was assigned exclusively to focus on retail theft and fraud cases. The sworn investigator would work closely with the Crime Prevention Unit Supervisor to identify groups and coordinate interdiction efforts. This officer could also request other patrol or investigative assets to assist when needed.

The following objectives were identified for the Organized Retail Crime Interdiction program to enable the Department and the community to get control of the increasing frequency and violent nature of these crimes:

- Provide a tertiary response to include proactive, co-active, and reactive components in our Crime Prevention Unit's theft and fraud prevention programs;
- Provide retail partners with a direct point of contact to provide for timely response to in-progress suspicious or criminal retail activity;
- Develop and disseminate actionable intelligence information to law enforcement agencies and retail partners on known retail theft suspects;
- Target known organized retail offenders and conduct surveillance and intervene during in-progress retail crimes.

The Department had already brought stakeholders together for co-active response and now had the resources to analyze shared information. The next step was to **develop a network of contact information** for all parties involved that would enable real-time communication. The network allowed police investigators to proactively call, text, or e-mail stores when intelligence suggested suspects might be targeting those retailers and allowed investigators to follow suspects who got "burned" at one store and predictably moved on to another.

This instant communication also allowed for an **immediate reactive police response to dangerous in-progress retail theft situations**. A suspect using a knife to open packaging and steal numerous high-end electronics products could not be approached by store personnel. Instead, loss prevention agents would immediately call a police retail crime investigator, and officers, both plain-clothed and uniformed, could respond to the

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call and apprehend the suspect after he/she exited the store, thereby limiting employee involvement and increasing employee safety.

For example, in 2007 the Organized Retail Crimes Interdiction Team received information about a dangerous wanted parolee committing retail crimes. The Unit sent out a photo to our retail partners, advising them to not attempt to apprehend this subject if he were to commit a crime in their business, but to call 911 immediately. One evening a loss prevention agent recognized the subject and called 911. As officers attempted to arrest the subject, he attacked the officers with a knife, and the suspect was fatally shot. By providing this information proactively to our retail partners, this process may well have saved employees from serious injury.

The Boise Police Crime Analysis Unit began to play a vital role in **providing link analysis summaries that connected suspects to specific acts**. For example, the Unit worked closely with loss prevention agents and retail crime investigators to link the use of fraudulently obtained merchandise gift cards to each of the suspects involved in the huge home improvement store refund fraud case. While conducting a search warrant on this group, investigators found video evidence that linked the main suspect to sexual abuse of a child. Without these links in intelligence generated by the collaboration of the team, the suspect would have been found guilty only of fraud. Instead, he was sentenced to life without parole.

The Boise Police Organized Retail Crime Interdiction Team also began to **employ technology to quickly disseminate intelligence** out to team members:

- Loss prevention agents in each store were given a cell phone directory of all assigned law enforcement personnel to immediately alert them of in-progress crimes or active groups;
- Suspect photographs, store surveillance photographs and videos, and suspect/vehicle descriptions are exchanged in real time via email among all participating business and law enforcement agency contacts;

Reference Photo 6

- An intelligence-sharing tool was developed in collaboration with CrimeDex to provide all partners the ability to access and share up-to-date information in a secure web-based environment;
- Department Public Information Officers began to utilize local media to feature high-profile cases to educate and engage the public in identifying suspects in these cases;
- As a member of the Coalition of Law Enforcement and Retail (CLEAR), the Team participates in the sharing of information between national law enforcement and retail loss prevention teams;

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With this technology, surveillance video from our retail partners has also been used to solve other crimes ranging from graffiti to homicides. Recently, Organized Retail Crime Interdiction Team members received information from a major retail store via mobile phone about a possible jewelry theft in progress. ORC Unit interdiction officers responded to the store, but the suspects had left just prior to their arrival. Approximately one hour later, a suspect attempted to rob and kidnap a young woman at gunpoint as she entered her vehicle on the other side of town. The officer who had responded to the possible jewelry theft earlier recognized the suspect's description. He sent responding officers the vehicle license number from a photo taken that morning by the store's surveillance system, and an officer located that vehicle leaving the area several minutes later. They were indeed the same two suspects and were arrested.

Education programs were implemented involving prosecutors, police officers, and loss prevention personnel. Employees of each group were instructed how to use existing statutes that allow for felony charges for those incidents with proof of criminal intent. Law enforcement and retailers were educated on emerging trends in retail fraud and actions to take to identify and prevent these crimes.

Boise Police staff, in conjunction with retail partner Wal-Mart, testified before the Idaho Legislature and succeeded in **strengthening Idaho laws** relating to retail theft, including; constituting a series of successive thefts as grand theft; enacting penalties for using theft shielding devices, and requiring open market vendors to carry proof of purchase and authorization to sell.³

After many years of work building relationships, creating communication pathways, dedicating resources, and increasing enforcement tools, we knew we were making a difference.

ASSESSMENT

Fortunately, quantitative data quickly confirmed that our efforts were achieving the desired results. While we were not expecting to see a decrease in organized retail crimes in such a short period of time, we had hoped that our efforts to create trusting partnerships, educate stakeholders, and share timely and actionable data would have increased our ability to apprehend organized retail crime suspects. Ultimately, we knew this would contribute to our ability to make Boise a poor choice for retail criminals.

An analysis of crime statistics from 2003-2011 indicated a significant increase in retail fraud and theft arrests, felony counts, and recovered property since the establishment of the formal Organized Retail Crimes Interdiction Team, as shown in the following table:

Reference Chart 5

³ Idaho Code 18-2407, 18-2411, and 18-2418

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While typically protective of information about theft rates, a major national retail partner of the Organized Retail Crime Interdiction Team reported a 68% reduction in losses from 2005 – 2007, from a typically high theft area of the store. This retailer's Regional Loss Prevention Manager said, "We have had the best overall shrink (Boise Market) in the entire company for the last two years." The stores are approximately \$1.5 million under their projected losses for the nine stores in the Boise area.

Reference Photo 7

Another national retailer indicated that its unresolved known theft cases (suspects who got away or were not apprehended at the time of theft due to possession of weapons, or who resisted arrest) had decreased 75% in the same time period. The Loss Prevention Manager attributed this decrease to the fact that Boise Police had become better equipped to interdict and follow up on these cases.

Longitudinal data indicates the positive trends have continued to the present.

In 2011, more than 900 charges were filed against ORC suspects including grand theft, robbery, burglary, forgery, credit card fraud, attempted kidnapping, obscene conduct, narcotics and petit theft. At least one dozen traveling organized retail crime and credit card fraud rings were arrested in-progress in Boise in the past year, several of which were being actively investigated at the local and federal level for crimes in other jurisdictions. Information obtained through the Organized Retail Crime Interdiction Team contributed to the arrests and convictions of individuals associated with bank, pharmacy and home invasion robberies as well as a violent sexual predator.

Home Depot, one of our national retail partners, indicates their external average arrest rate in the Boise market is five times the company average and three times the regional average.

Albertsons/SUPERVALU Area Loss Prevention Manager Russell Conover states, "*Over the past 8 months this partnership has resulted in apprehending fifteen groups consisting of fifty three individuals Shoplifting/Refunding merchandise causing in excess of \$500,000.00 in loss*".

This quote from Detective Charles Kim, Phoenix Police Department, regarding the arrest by the Boise Police ORC Team of an elusive repeat offender speaks to the impact our program has on other jurisdictions: "*again great work, you did what five agencies in Maricopa County could not.....arrest and convict and Scott Steffen!*"

This program also boasts a near 100% conviction rate of those arrested for retail crimes.

Because of the trust we have developed with our retail partners, three major national retailers (all Fortune 500 companies) have provided us with anonymous "shrink rate" information detailing the millions of dollars saved in reduced losses at 28 of their Boise-area stores compared to the national average. As the table below indicates, these retailers

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experienced \$5.5 million, or 41% less, in annual losses within these 28 Boise stores than they would experience on average nationally.

Reference Chart 6

Reference Chart 7

These continued successes have meant recognition and awards for Boise area retail managers and employees. Positive feedback from retail corporations headquartered around the country has only strengthened the local support and cooperation given to Boise Police.⁴ After beginning this partnership with only several dozen retailers in 2005, we now have more than 200 retail and law enforcement partners involved in this program. *This is all done at no cost to our retail partners and is based on trust, teamwork and communication.*

A Program Worth Recognizing and Sharing

Successes and strategies of the Boise Police Department Organized Retail Crime Interdiction Program have been presented at the National Crime Prevention Council Conference, International Security Conference, Coalition of Law Enforcement and Retail (CLEAR), and numerous local, regional, and national conferences. The program is presented to all officers attending the Idaho Peace Officers Standards and Training Academy. It has been replicated in several jurisdictions in Idaho, Utah, and Nevada. National publications have featured articles on the Boise Police Organized Retail Crime Interdiction Team, including *Loss Prevention Magazine*, *Law and Order Magazine*, and *Security Management Magazine*.

The work of the Boise Police Organized Retail Crime Interdiction Team produces qualitative value to all of our community partners well beyond what is quantitatively measured by the crime statistics. The public feels safer knowing it can enjoy a safer shopping experience. Profitable retailers continue to invest in our community and expand additional economic development opportunities.

Finally, the success of the Boise Police Organized Retail Crime Interdiction Team has demonstrated the value of community partnerships in problem-oriented policing. Our collaborative approach has improved police service to the Boise community, improved relationships between businesses and law enforcement, leveraged police resources, and modeled a process we can continue to build upon as we address other recurring public safety issues in our community.

⁴ Please refer to attachments for additional program assessment information, and retail partner testimonials.

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It is our sincere belief that the success of this unique, innovative, and proactive partnership has exemplified the benefits of Problem Oriented Policing and reflects our commitment to:

“Protect, Serve and Lead our Community to a Safer Tomorrow”...



And serves as a model other police departments and communities can easily replicate to achieve similar results.

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Agency and Contact Information

Key Project Team Members:

Curtis L. Crum, Supervisor, Crime Prevention Unit
Organized Retail Crime Interdiction Team
Boise Police Department

Officer Cody Evans
Organized Retail Crime Interdiction Team
Boise Police Department

Project Contact Person:

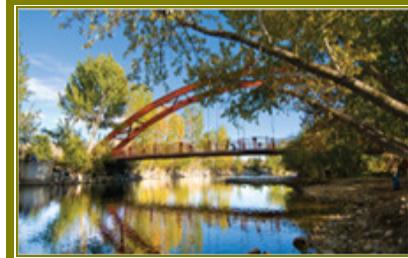
Curtis L. Crum, Supervisor, Crime Prevention Unit
Organized Retail Crime Interdiction Team
333 N. Mark Stall Place
Boise, Idaho 83704
Phone: 208-570-6071
Fax: 208-570-6119
Email: ccrum@cityofboise.org

Attachments and Supplemental Information

Herman Goldstein Award for Excellence
In Problem-Oriented Policing
June 2012
Boise Police Department

***Organized Retail Crime Interdiction:
A Partnership That Works***

Photo 1



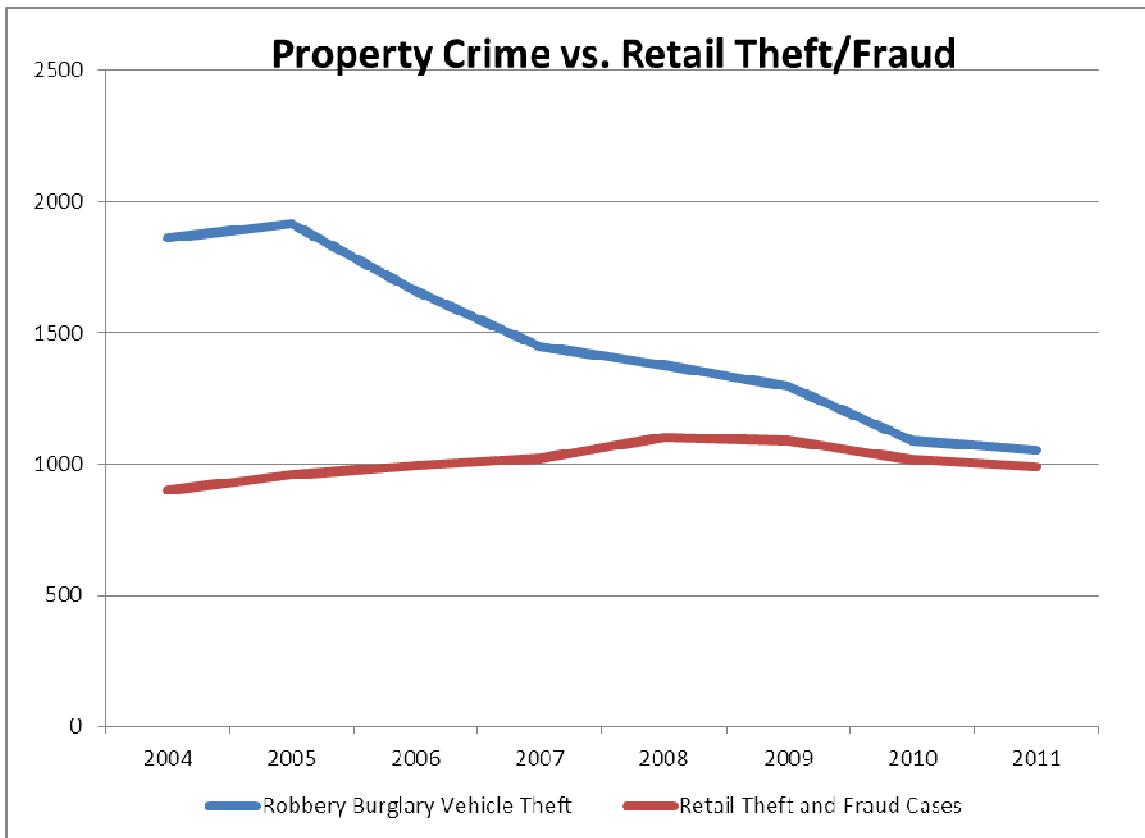
Kiplinger's

Kiplinger's Personal Finance named Boise #4 on list of "10 Great Places to Live, Work, and Play."



*Organized Retail Crime Interdiction:
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Chart 1



*Organized Retail Crime Interdiction:
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Photo 2



Counterfeit credit cards and merchandise seized in recent arrest

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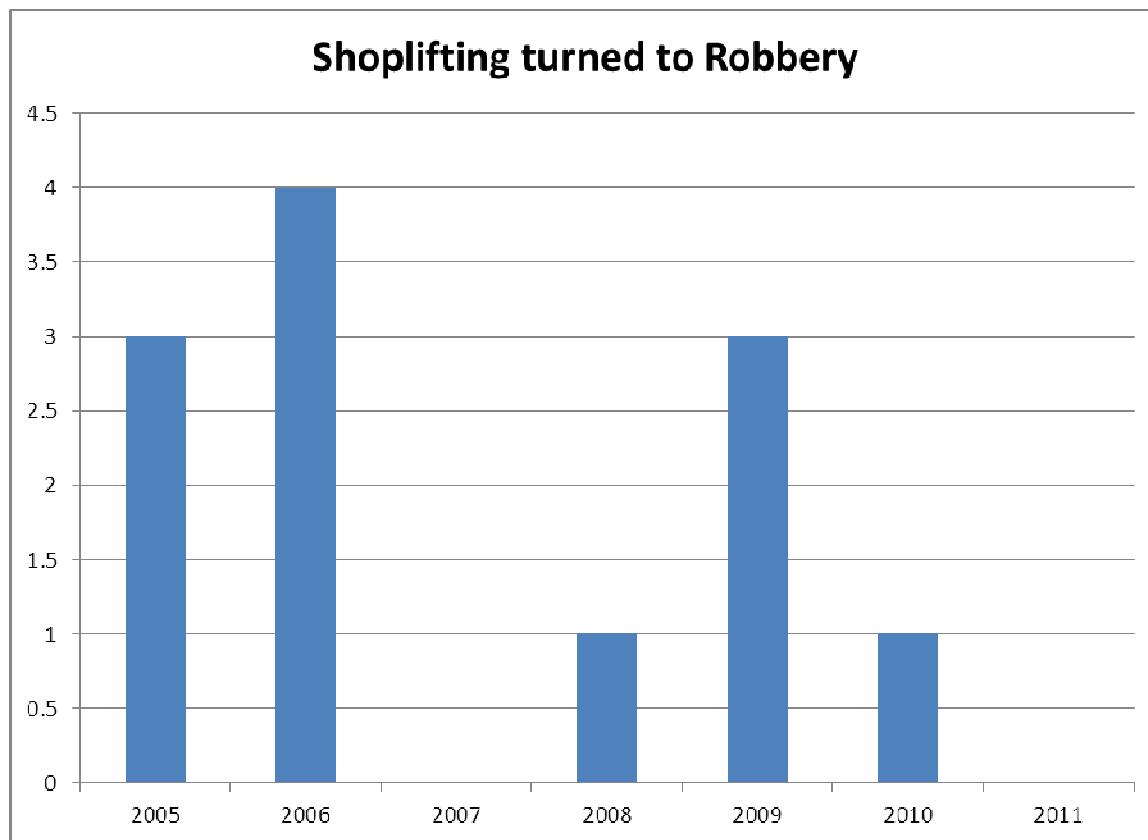
Photo 3



Loaded gun and narcotics taken from gang-related shoplifter

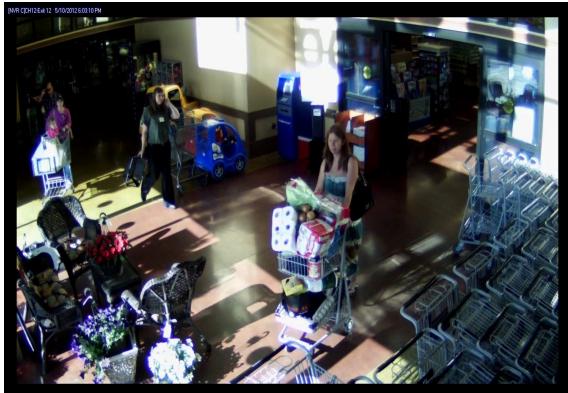
*Organized Retail Crime Interdiction:
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Chart 2



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Photo 4



Cart push suspect



Counterfeit credit cards



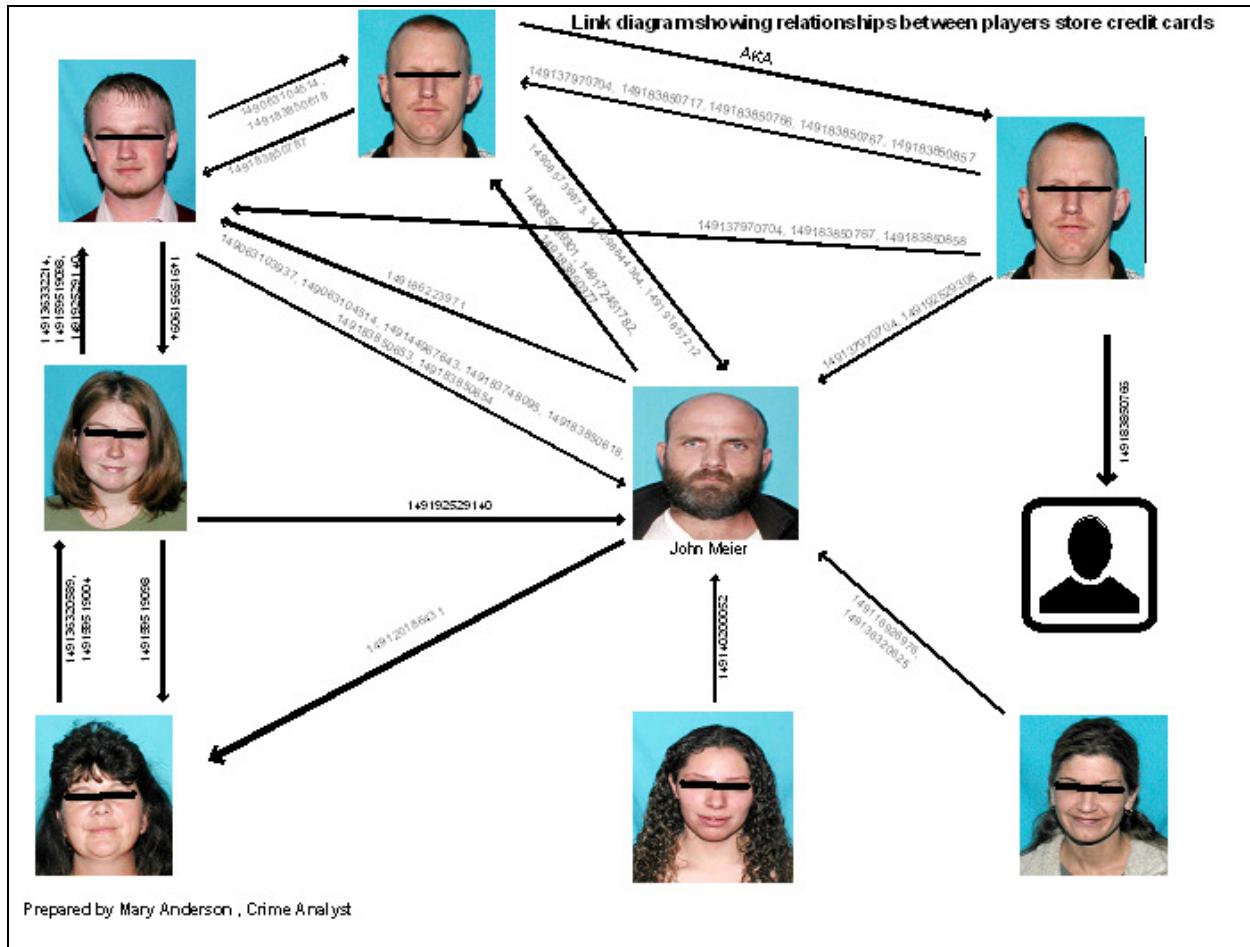
Recovered shoplifted merchandise



Till-tap suspects

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Chart 3



Link Analysis Chart

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Photo 5



Monthly retail loss prevention / law enforcement meeting

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Chart 4



*Organized Retail Crime Interdiction:
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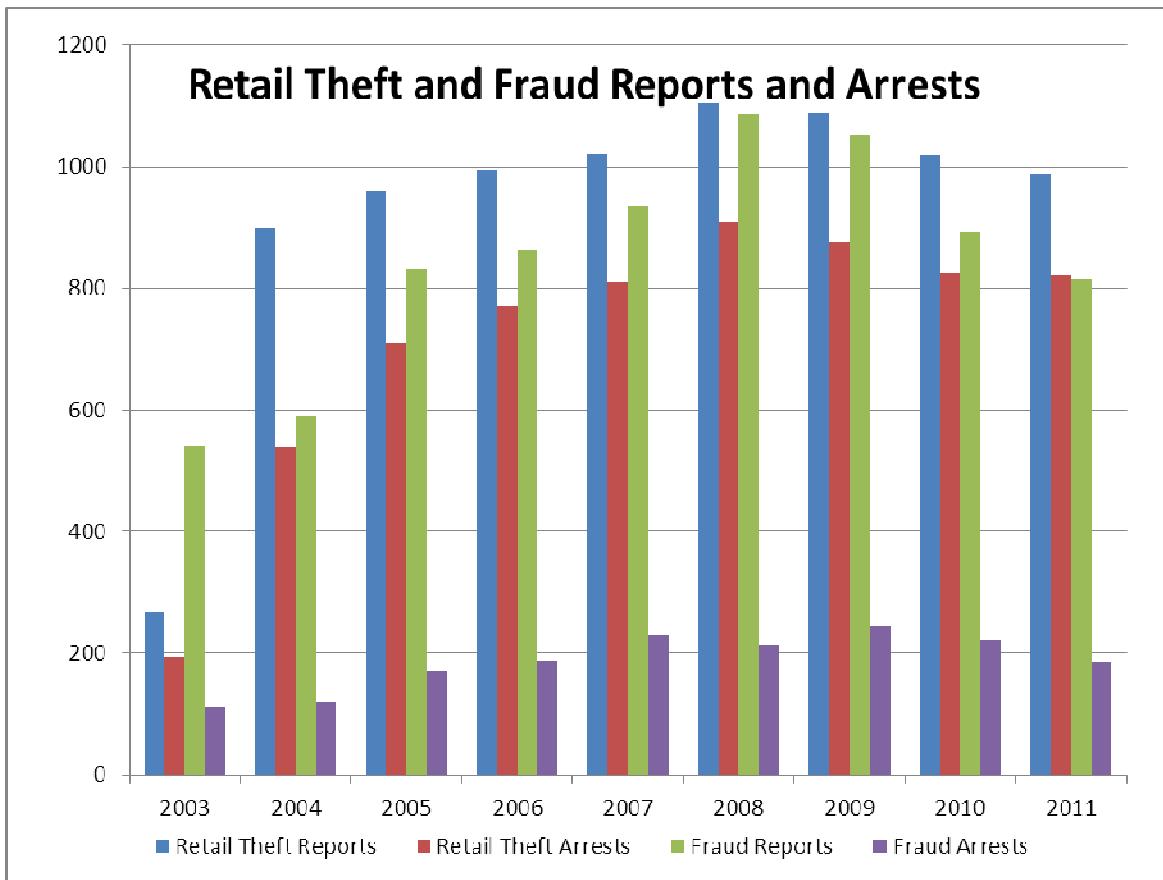
Photo 6



Information Sharing Diagram

**Organized Retail Crime Interdiction:
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Chart 5



*Organized Retail Crime Interdiction:
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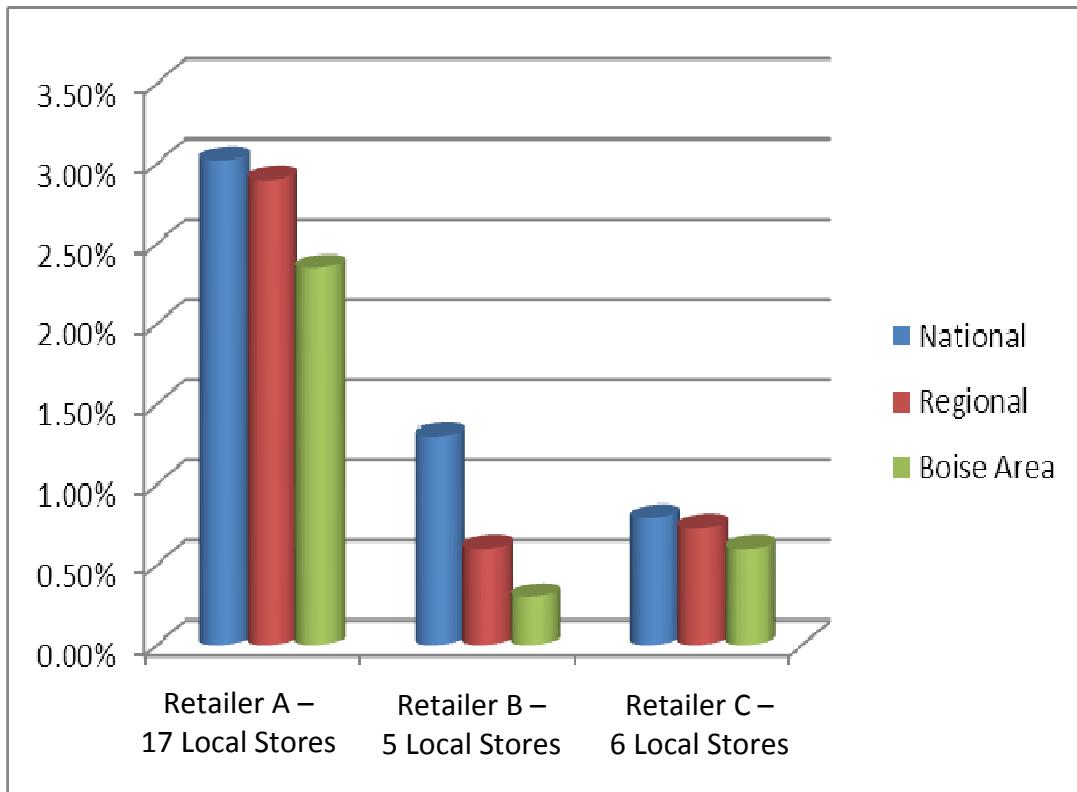
Photo 7



*Surveillance photo used by ORC Team to capture robbery/attempted kidnap/theft
suspects within minutes of the crime*

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Chart 6

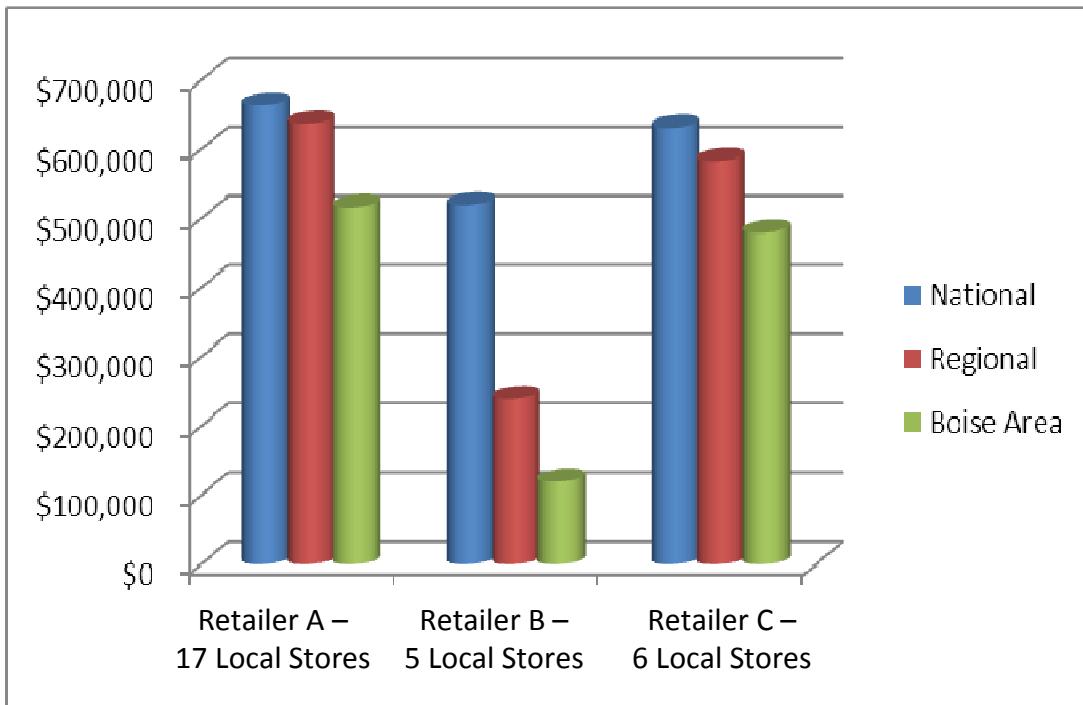


Average decrease in shrinkage = 41.1%

Average Shrink per Gross Sales

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Chart 7



Aggregated savings in 2011 for 28 Boise stores = \$5,417,801

2011 Annual Shrink Report – Three National Retailers



Intermountain West Division
250 E. Parkcenter Blvd.
Boise, ID 83706

www.supervalu.com

April 3, 2012

Chief Mike Masterson
Boise Police Department
333 Mark Stall Place
Boise ID 83704

Dear Chief Masterson;

I wish to recognize and thank the Boise Police and their commitment in assisting the retailers Organized Retail Crime Association. We have made huge strides in the past year sharing information and making apprehensions over this past year with the Leadership provided by Curt Crum, Supervisor Crime Prevention Unit and Organized Retail Crime Officer Cody Evans.

As you are aware, we as retailers are facing escalating losses due to Organized Retail Crime. The Boise Organized Retail Crime Association has allowed us to share information and take quick action once groups are identified. The partnership and proactive approach continues to assist in the fight against Organized Retail Crime.

I would further like to recognize and thank Curt and Cody; they both have a passion for fighting against Organized Retail Crime. They are very responsive to our needs and relentlessly follow up with the information we provide. The bulletins sent out are very informative and allow us to take a proactive action to prevent the losses experienced from ORC groups locally, regionally and nationally. Under Curt's leadership meetings are informative often bringing in a content expert on the various types of loss we incur.

Enclosed you will find successful examples of recent cases that were quickly resolved due to Curt and Cody's partnership.

Please feel free to contact me if you should have any further questions.

Sincerely

A handwritten signature in black ink, appearing to read 'D. Kuripla'.

Doug Kuripla
Director Loss Prevention Albertsons
Intermountain West

Curt Crum

What's on your list today? You'll find it at

Fred Meyer

FRED MEYER STORES • P.O. Box 42121 • Portland, OR 97242-0121 • 3800 SE 22nd Ave. • Portland, OR 97202-2918 • 800.232.3011 • www.fredmeyer.com

Chief Mike Masterson
Boise Police Department
333 N. Mark Stall Place
Boise, ID 83704

April 19, 2012

Dear Chief Masterson,

I want to take the opportunity to commend a very effective program in your department.

For many years the Loss Prevention team at Fred Meyer stores in the Boise Idaho market has benefited from working with Curt Crum and the Crime Prevention Unit. This partnership has developed with the changes in criminal behavior to now address the growing concern of organized retail crime.

The Boise Police Organized Retail Crime Interdiction Team has been a tremendous resource and has served our community and businesses diligently. The ability to have the retail community pool resources through the clearing-house of the interdiction team has resulted in numerous arrests and large recoveries. Many boosters and fences traveling the country have found Boise Idaho to be the end of the road. Most of the high profile theft cases that make it to the nightly news- casts have been worked and solved by Curt Crum and his staff.

My Loss Prevention team and I appreciate any opportunity to work with the interdiction team, as it has proven so efficient in deterring and stopping organized theft rings. Thank you for your department's service.

Sincerely,



Marlin Baker
Fred Meyer
Loss Prevention District 6 Manager



EXECUTIVE SUMMARY

"Home Depot Business Partner 2010"

On May 10th 2010, Home Depot and its Boise area Asset Protection Team was honored by the Boise Police Department for establishing exceptional business relationships and Crime Prevention efforts.

During the 2010 National Police Services Week, Boise Idaho Chief of Police, Mike Masterson honored Asset Protection Specialist Brent Pack and the Home Depot Boise Asset Protection Department with a Citation of Appreciation. This citation reads:

On January 26th 2010, Home Depot Asset Protection Specialist Brent Pack contacted the Boise Police Department Organized Retail Crime Interdiction Team, with information concerning several suspicious high value gift card purchases at Home Depot stores in the Boise area. With this information provided by APS Pack on the suspects and suspect vehicle, Boise Police investigators and agents from the United States Secret Service located the suspects' vehicle, both suspects were taken into custody for numerous counts of Criminal Possession of a Financial Transaction Card and Conspiracy to commit Grand Theft. Numerous counterfeit credit cards were located on the suspects and in the vehicle. The suspects have since been indicted by a Federal Grand Jury and it is believed they are key players in a Florida based identity theft ring responsible for millions of dollars in losses throughout the United States. The information provided by APS Pack was instrumental in the capture of these suspects and led investigators to a major case with nationwide impact. For their assistance in this and many other cases that affect the security of the Boise retail community, Home Depot is honored as a Boise Police Business Partner for 2010.

It should be noted this nationwide investigation now spearheaded by the United States Secret Service is ongoing. Losses have been identified by numerous retailers and major cities throughout the US. The Boise Asset Protection Team recovered and deactivated approximately \$11,000 in fraudulently obtained HD gift cards.



(APS Pack with US Secret Service Agents & Boise City ORC Supervisor) – (APM Sheri Schmidt, APS Brent Pack, DOM Roger Senecal)

 Assets Protection
Community Engagement

Ben Becker / Target
1601 N Hillfield Rd, Ste 200
Layton, UT 84041
April 17, 2012

Chief Mike Masterson
Boise Police Department
333 N Mark Stall Place
Boise, ID 83704

Dear Chief Masterson:

I am writing this letter to express my satisfaction in your Organized Retail Crime unit. I have had the opportunity to work with Detective Curt Crum and his team for several years and I have yet to see a better run effort that focuses on the retail aspect of property and financial crimes.

Your ORC unit is very unique in the area that I cover (Utah, Idaho, Colorado), I am not aware of any other agency that has a unit that specializes in retail crime. I know I am not alone in saying that I wish other agencies would follow suit and have a team similar to your ORC unit. Many of my retail partners wish other agencies would create similar programs.

This program you have going is making a major impact in the community and in the regional area. You are focused on the big stuff – not your typical shoplifter but the professional boosters and fraudsters that often fly under the radar. We know that traveling ORC groups often make the trip to Salt Lake City and Boise. With the partnership we have with Curt and the BPD, we have been able to catch numerous major theft and fraud groups.

I have to say that your ORC team is a true partner to retailers. With your proactive approach to the problem of Organized Retail Crimes we have been able catch people in the act as opposed to just reporting a crime after the fact. Curt actively monitors intelligence from other agencies and retails and shares that information as appropriate. His partnerships are obvious – everywhere I go someone knows about Curt and the Boise ORC program; not just in Idaho do I hear about this – it is a regional impact!

In regards to impact – the bottom line is where it really counts in the business world. I can't share specific numbers but I can say that our company has had continuous improvement in the Boise area for several years – I have to give some credit to the focus of your team making our stores more profitable. Assisted by the impact your team is making, we have some of the lowest shortage numbers in our company right inside of the Boise market!

Sincerely,

Ben Becker
Senior Assets Protection Investigator
Group 297
Target

From: "Jonathan.Edwardson (T1230)" <Jonathan.Edwardson@target.com>
To: Curt Crum <CCRUM@cityofboise.org>, Cody Evans <CEvans@cityofboise.org>
Date: 4/5/2012 2:42 PM
Subject: RE: Theft case wrapped up by Boise PD

You guys are awesome! Thanks for your great partnership with our stores.

Jonathan Edwardson
Assets Protection Leader
jonathan.edwardson@target.com<mailto:jonathan.edwardson@target.com>
W-(208)938-8350 C-(208)991-4383
Target Stores T-1230
6280 N Eagle Road Boise, ID 83713

From: Mark.Booth
Sent: Wednesday, April 04, 2012 10:11 AM
To: Mitchell.Grove (T0617)
Cc: AP-SLC-Metro; Colleen.Degroot (T1752)
Subject: RE: Theft case wrapped up by Boise PD

This is awesome Mitch!! Great example of what good relationships with PD can bring us.

Mark Booth
APBP 251/255
801-502-9920

From: Mitchell.Grove (T0617)
Sent: Tuesday, April 03, 2012 11:55 AM
To: Mark.Booth; Ben.Becker
Subject: Theft case wrapped up by Boise PD

Hey Guys

I wanted to let you know of another great experience with BPD team.

I sent these pics with a description of the theft we watched on video, within a day of them getting the info they already had a name, address and case number because they arrested him less than a month ago.

Then they showed me the pawn slips from the merchandise he stole from us, and are now headed to make an arrest.

Great work done by them, but started by great info collected by George.

p.s. we also Idenfied 2 other accomplices that they knew about and helped us identify.

Mitch Grove

Target 617

Executive Team Leader-Assets Protection

Boise, ID (208)375-3275

April 11, 2012

Chief Mike Masterson
Boise Police Department
333N. Mark Stall Place
Boise, Id. 83707

Dear Chief Masterson:

It is with the highest sense of pride I write this communication on behalf of Wal-Mart stores, Inc. for the Retail Crime Division operating under the direction of Curt Crum. You will see that this partnership is not only unique in our business, but also of great worth to the business environment in the Boise Idaho area.

The cooperation with the Retail Crimes Unit is distinct to the Boise area and a service we wish more cities would encourage. Today's tough economic conditions are filled with cutbacks in business and public services alike. However, the support and direction offered by the Retail Crime Division has been invaluable since it provides an avenue for business competitors to communicate in a safe and open environment. This communication allows us to reach the common goal of making the Boise area a safe place for its citizens and businesses.

The added benefit of lower theft impacts our bottom line, produces more profitable stores, and is a direct result of this partnership. The eight stores in the Boise market consistently turn in profit, sales, and shrink performances that are high performing in our corporation. We attribute the relationship with Curt Crum's team to be a key factor in this business performance.

It has been my personal pleasure to work several cases with the Retail Crimes Unit and have enjoyed the consistent direction and passion for success that Curt has instilled in those who serve underneath and beside him. Several cases have involved national crime rings intent on causing financial harms to innocent citizens within the Boise area. We look forward to a future of great success and an increased cooperation with the Retail Theft Crime Unit. If you have any more questions please feel free to contact me at (208) 403-9536.

Sincerely

Tobie N. Dille
Market Asset Protection Manager, Wal-Mart Stores, U.S. Inc.
Boise, Id. 83646