

S B I

Small Business Initiative



A Business Crime Vulnerability Assessment Study

A project of the

ASIS International Crime and Loss Prevention Council



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ACKNOWLEDGMENT

The Crime & Loss Prevention Council (C&LPC) of ASIS International respectfully acknowledge and sincerely express our thanks for the cooperative efforts and contributions of the businesses contacted by our C&LPC members. Your participation in this initiative will serve as a benchmark for national and international small businesses and corporate crime & loss prevention successes.

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Introduction

The mission of the Crime and Loss Prevention Council (C&LPC) is to establish and sustain relationships for the common purpose of preventing crime. The council encourages the exchange of effective security concepts and other information between law enforcement, private security, and ASIS by performing an array of projects such as speaking engagements, authoring of articles, book reviews and providing council members as subject matter experts.

It was my distinct pleasure to serve as Chairman of this council in 2009. I was fortunate to have so many dedicated and enthusiastic security professionals working with me. The council began the year with the goal of making an impact on crime prevention using the skills and expertise of the collective group. It was suggested that among the people and places most affected by crime are small businesses. The Small Business Initiative (SBI) was created to benchmark the current level of security against crime employed by small business owners in the United States and provide them with effective crime prevention strategies that could be applied to their business.

The plan was simple—conduct vulnerability assessments on an array of small businesses, share the results with the owners to achieve immediate improvement, and capture as much data as possible from these pilot surveys. From an analysis of the results, the council and the association would make recommendations for further action.

The SBI strategy was to achieve several objectives through the combination of field work, analysis and documentation. SBI goals were to educate and inform small business owners about ASIS International (ASIS), provide pro-bono vulnerability assessments to help them reduce the risk of crime, measure the effectiveness of small business crime prevention efforts, and lastly, to create a program for other groups, councils, and chapters of ASIS to assist these kinds of businesses elsewhere.

The results as detailed in this document show that the community of small business owners has a desperate need for information and expertise in crime prevention strategies and other security concepts. As these small businesses may not have the resources to acquire this information elsewhere, to the extent ASIS can assist those business people, a real benefit to society can be realized.

Lastly, I would like to thank John O'Rourke and Eddie Hall, who led the subcommittee in this work, and the other members of the subcommittee: Ronald R Fernstedt, James A Williams PhD, and Kenneth Worster, MBA.

Leslie Cole, Sr., CPP
Chairman (2009)
ASIS International Crime and Loss Prevention Council

Methodology

The Small Business Initiative (SBI) was a project undertaken to produce three objectives:

1. Reduce the incidence of crime in small retail businesses.
2. Establish a general benchmark of security/crime prevention compliance in these businesses for further analysis.
3. Increase the recognition of ASIS International as the preeminent security organization.

There were two tasks undertaken to achieve these objectives. The first was to conduct free vulnerability assessments to defined categories of small businesses. Then through careful documentation, record and analyze the results of the assessments performed in order to produce a document on the data and findings as well as make recommendation based on those items. The overall increase in outreach to the business community will familiarize them with goals and mission of ASIS International.

Planning phase

A subcommittee of the council was established to analyze the small business environment and create categories. The SBI subcommittee selected eleven (11) small business environments to be targeted in this endeavor. The businesses included for this project were:

- Pharmacies,
- Laundromats,
- Pizzeria/Small Restaurants,
- Candy Shops,
- Convenience Stores,
- Book Stores,
- Clothing Stores,
- Electronic Stores,
- Auto Repair,
- Liquor Stores, and
- Hardware Stores/Paint Stores.

A business crime vulnerability assessment model including guidelines and survey forms was developed and modified from *Security Surveys* by William R. Floyd, CPP; copyright 2008 by ASIS International. The vulnerability assessment was broken down into four risk areas:

- Building and Door Security
- Access Control
- Internal and General Office Controls
- Shipping and Receiving

A uniform process was developed for approaching the business conducting the assessment, reviewing the findings, and recording the issues discovered in order to prepare a final report and present the results.

Outreach Phase

This phase required council members to enter their communities and interact with small business proprietors. Free vulnerability assessments were offered to encourage participation by owners and managers. The obvious benefit of helping them mitigate risk and reduce shortages convinced most businesses to participate. This phase required extensive time in the field interacting with these businesses and surveying their security measures. Members of the C&LPC are spread throughout the United States, which provided a wide spectrum for analysis.

During the execution phase, extensive fieldwork was performed. Subcommittee members interacted with selected business owners in their geographic area to inform them of the role of ASIS to the security industry. The council members offered these businesses free vulnerability assessments. Fifty businesses took part in the program and data was collected for each assessment. Council members utilized a systems approach while conducting these assessments.

Data Analysis and Recommendation Phase

The activities and results of each assessment were recorded and tabulated. Totals for each security element were tallied to produce the data results. Each question was given a point score for "Yes" and "N/A" answers only. Two of the categories provided 3 points for these answers and two provided a 2 point score for "Yes" and "N/A" answers. The data was analyzed by calculating averages for each of the survey's 40 questions, 4 section subtotals, and finally the totals (see *Appendix A*). The subcommittee reassembled to analyze the data in order to make recommendations as well as discuss implementation issues that occurred.

Report objectives

This report is divided into the four sections used in the vulnerability assessments. For each section the scope of the examination is set forth and results from the field work are presented. Recommendations for practice drawn from the data are presented at the end of each section. At the end of this report is a summary of the council's priority recommendations. Although the findings presented here have implications for the small business owner, the report may be most pertinent for a security practitioner to apply in a similar environment. This project could continue in the form of a community outreach project by ASIS chapters or in a similar fashion.

Crime Vulnerability Assessment Results

Building and Door Protection

This section of the SBI Survey address the physical security of the 50 surveyed premises' doors, windows, walls, locks, etc. Building and door protection is an extremely critical component because most forced entries and attempts will occur here. It tends to be the "weakest link" in a building's perimeter, particularly where glass is present. These openings are also vital areas for electronic security applications.

Ten questions were focused on door and window protection:

1. Is an effective intrusion alarm system installed at the facility?

Scores here were 2.16 of a maximum 3.0. An "effective" intrusion alarm protection would include all perimeter doors and windows, motion detectors, and either on-glass shock sensors and/or acoustic glass break detectors. It is clear that every business should have some kind of effective system in place.

2. Is an alarm procedure letter on file advising of authorized personnel to be contacted in the event of an alarm?

This question also scored 2.16 of 3.0. Without this document in place, employees are unlikely to respond properly to an alarm condition during or after business hours.

3. Are the pedestrian doors in an adequate state of repair and contain appropriate locking devices?

This question yielded a higher core of 2.82 of 3.0. Most areas regulate these factors as part of routine building code and fire safety inspections, forcing a high compliance rate.

4. Are all windows that are within 18 feet of ground level protected by grilles, bars, or alarms?

Very low result scores were here showing 1.62 of 3.0. The "weakest link" is vulnerable in almost half the businesses surveyed.

5. Are all unusual openings protected from unauthorized entry?

A score of 2.64 of 3.0 reflects greater awareness of this category.

6. Are exposed hinge pins on exterior doors protected by tack-welding or insertion of set screws?

1.62 of 3.0 was scored here. Again, almost half of all the business environments were lacking in basic inexpensive security.

7. Are common walls strong enough to prevent easy intrusion, or are they protected by the alarm system?

A score of 2.7 of 3.0 here benefits from building code (firewall) requirements between business as well as common use of motion detectors as part of the alarm system.

8. Do all doors have entry/exit alarms to signal entrance and exit?

A score of 1.8 of 3.0 shows too many premises were unaware of pedestrian traffic unless they were actually seen entering.

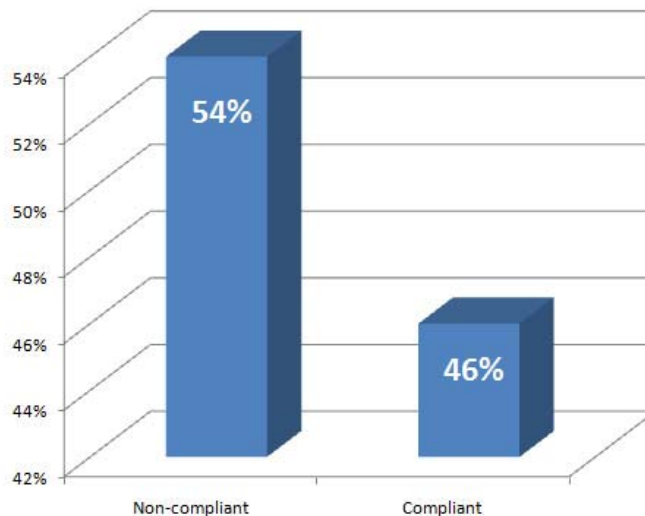
9. Are wrench-resistant rings installed on all outside cylinder locks?

A score of 0.78 of 3.0 reveals another inexpensive yet effective measure was underutilized.

10. Are the lock throws on exterior doors protected by lock-throw covers?

A score of 1.8 of 3.0 shows another time-proven defense was overlooked.

In addition to the 10 individually scored questions in this section, a score for the group was calculated: 20.22 on a maximum of 30. This in turn comprised 30% of the grand totals that showed assets are not adequately protected = 54% OF PREMISES SURVEYED.



54% of small businesses did not have adequate security measures in place.

Figure 1
Surveyed Security Levels Compliance Result

Recommendations

While much could be written about these ten items, here are some important basics:

Doors: Unless a commercial door includes attention to secure locks, hinges, and cylinders, it cannot be considered secure. Since commercial burglaries tend to occur in empty buildings during non-business hours, such as nights and weekends, anything and everything that helps secure the doors is worth considering. Lock-throw covers, wrench-resistant rings installed on all outside cylinder locks, and secure hinge pins should be standard issue on all perimeter doors.

Glass: Since glazed openings can be breached and entered in seconds, all otherwise unprotected glazed openings should be secured. Underwriters Laboratories (UL) Standard 972 sets standards for both OEM and retrofit glass with regard to Burglary Resisting Glazing Materials. This standard should be used whenever possible, particularly on all glazed openings within 18 feet of ground level.

Alarms: A good commercial security system should have magnetic contacts on every moveable door and window, motion detectors, and glass impact sensors (if glass is present in the perimeter). In addition, loud sirens should be installed in the front, rear, and inside the facility. Strobe lights inside and out the facility are also a good investment. The system should be monitored so law enforcement is dispatched when an attempted or actual intrusion takes place. Generic warning signs and decals should also be highly visible.

Walls: At minimum, cement block (CBS) or steel reinforced concrete should comprise all perimeter walls. Drywall, plywood, fiberboard, paneling, etc offer little or no security and should be reinforced.

Access Control

This portion of the survey assesses how small businesses control access to their facilities and resources. Lacking formal Security Services, key locks and owner-installed alarms systems were predominantly left to the owner or a junior staff person to administer. On their daily routine the owner or staff person would activate the alarm, turn off the lights, and lock the doors.

Ten areas were addressed in this survey and the average performance was rated at 76%. This, however, does not accurately reflect the reality of access control as areas that were not applicable ("N/A") were rated as fully compliant when the scores were tabulated. The reality of adequate access control security was much lower. The following are various items for concern that were observed:

Employee access to the facility was seldom restricted to one door. Employees most often enter the most convenient door to their parking space. When employee parking was near the rear entrance, it tended to also be near the grounds to the garbage bins, which presented opportunities for employee theft. This area was the lowest rated access concern with a 46% rating.

Visitor (non-customer) access was uncontrolled by anything other than convenience and the personal relationship to either owner or a staff member. Access to warehouse, stock, and office areas were controlled by intermittent visual observation by staff members who were subject to distraction by work duties and customers.

Rear pedestrian doors and loading dock doors were rarely locked and/or monitored when not in use. Access again was based on a convenience measure rather than on a security requirement.

In the SBI survey, the issue of chain-closure or accordion type gates used on the inside of roll-up and/or sliding doors was more of a "N/A" nature rather than an indication of security measures. Roll-up/sliding doors when present were locked and secondary devices such as bars or chains were present. The "N/A" rating raised this to 86% which was above average, but not representative of the true state of security. Only one business environment (Laundromats) had sliding doors, and it did not have an interior security closure.

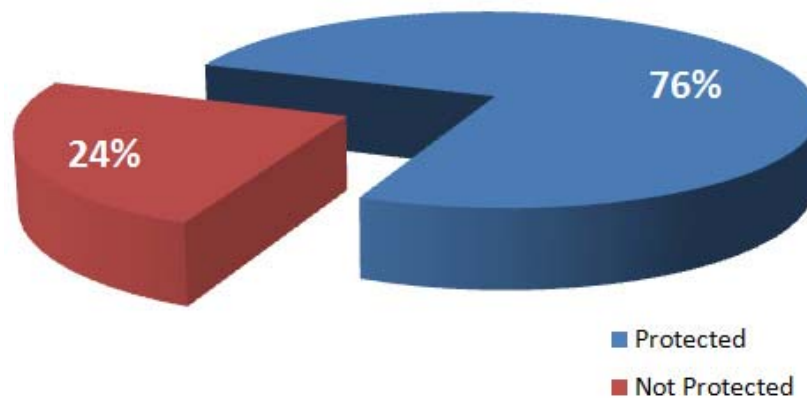
Serial numbers on padlocks were obliterated if the lock was of a quality that was serialized. On doors where visibility to the outside is limited, installed peepholes were an exception rather than the rule.

Entry/exit door alarms and videos installed on rear pedestrian doors were usually owner installed as were telephones connected to the local police department or to a local audible device.

Panels on exterior doors were usually in a good state of repair or were well-protected. Front doors were usually glass. Most rear doors were solid core with deadbolts installed, although they are not used during working hours. At 90%, this was by the survey and reality a primary concern of the small business owner.

Survey Categories and Total Score

Is employee entrance and exit restricted to one door?	1.38	46%
Is visitor (non-customer) access controlled?	2.34	78%
Is access to warehouse, stock and office areas controlled?	2.40	80%
Are rear pedestrian doors and dock doors properly locked? And/or monitored when not in use?	2.28	76%
Are chain-closure or accordion type gates used on the inside of roll-up and/or sliding doors?	2.16	72%
Are all serial numbers on padlocks obliterated?	1.92	64%
Are peep-holes installed on doors where visibility to the outside is limited?	2.46	82%
Are entry/exit door alarms installed on all rear pedestrian doors?	2.04	68%
Are roll-up/sliding doors locked with padlocks?	2.58	86%
Are panels on exterior doors in good state of repair and/or protected?	2.70	90%
Total:	22.8	76%
Average Score for this Section	2.28	76%



76% adequately protected

Figure 2
Access Control Survey Results

Recommendations

Recommendations for security improvements in small businesses:

1. Develop a security mindset

- a. If it takes x amount of time to become aware of a problem, it will probably take (2x) times to develop a rudimentary knowledge of that problem. It will then take (2x)² that amount of time to develop the skills necessary to resolve the problem and (2x)³ to integrate the change of attitude necessary to consistently apply the knowledge and skills. The numbers are immaterial other than to indicate effort must be taken to create an effective mindset relative to security.
- b. A project to create a general public awareness of the security problem should be a joint effort of local police service crime prevention units, the media, and the local and national chapters of ASIS. Use of chapter "Media Releases" to exploit local security incidents as a method to inform the public of various security options would be a service that most media outlets would embrace. Boilerplate releases could be developed and shared through the ASIS website. This would serve to create an awareness of ASIS and the professional services our members provide.

2. Make security convenient

- a. Prepare a template for the development of policies and procedures. Each business will claim specific exemptions to a boilerplate policy or procedure and, in effect, negate the whole boiler. We should therefore prepare a generalized template that can be adapted by the business to their personally defined needs of their specific situation.
- b. The section of the survey that indicated the greatest security weakness was the Internal Controls and General Office Protection. This is primarily an awareness and procedural issue. The deficiencies could be overcome by inexpensive application of basic written security procedures. The Alarm Procedure Letter described in the Building and Door Protection section is an example of this need.

Although the Shipping and Receiving Protection section provide the highest security rating (82.4%), the issues are also of procedures and awareness. In many surveyed outlets, there was very little activity in the shipping side. Most of the shipments were incoming and destined to be rapid turnover or use items.

- c. Provide security consulting services on a pro-bono basis or at rates that can be absorbed by a small business. This might be a fundraising effort by the local chapters, with further more extensive contract services being offered by Chapter Security Professionals.

- d. Security is an area that most believe is a common sense subject and one that everyone considers themselves a master of. We should partner with Crime Prevention Councils, Chambers of Commerce and assist other groups such as the Boy Scouts in developing an awareness of and knowledge about security concerns in different communities.

3. Provide fiscal justification for security procedures

- a. We have to be able to tie our efforts to the retail outlet's bottom line. When I was doing the surveys, I found that the daily deposit of funds was more a cash flow process than a security issue. We have sufficient data available to show the probable loss percentages for different enterprises.
- b. In an economic turndown, such as the one we are experiencing, the possible failure of the business may turn on reducing shrinkage.

4. Introduce equipment-based solutions last

- a. If we provide an equipment-based solution to a symptom, in most cases it will be a palliative substitute for the deeper need of an attitudinal change.
- b. Locks and lights, doors and alarms will follow as businesses become more aware of the risks.

Internal Controls and General Office Protection

This section of the survey took a broad view of documentation of sales, key control, disposal of trash, petty cash, computer security, banking procedures, lighting and signage. These areas may or may not have been applicable to the small businesses surveyed. Two points were given for each "Yes" and "N/A" answer. The SBI assessed fifteen categories within the Internal Controls and General Office Protection function.

The findings in the fifteen categories assessed are as follows:

1. Are all sales transactions properly documented and auditable?

For the most part the small businesses were adequately protected in this area. Computerized registers in most small businesses kept accurate auditable records. An average score of 1.72 out of 2 points was achieved. This meant 86% of the businesses were covered.

2. Are locks, keys, computer passwords, and safe combinations changed when personnel with knowledge or custody depart employment?

Attention to this area was very low among the small businesses. Rarely were locks, keys or passwords changed when an individual left their employ. An average score of .88 out of 2 points was given. Only 44% of the businesses were covered.

3. Are key control records maintained?

Consistent with the previous category not much attention was paid to key control. An average score of .92 out of 2 points was given. Again only 46% of the businesses were covered.

4. Are spare keys accounted for and protected?

A slight rise in the protection of spare keys was discovered in the survey. Some small business owners were more apt to keep spare keys off site which gave some level of security. An average score of 1.32 out of 2 points was given. This meant 66% of the businesses achieved some level of protection.

5. Are trash transfers and pickups monitored to prevent pilferage attempts?

Use of regular trash disposal was used by most small businesses. Very little consideration was given to a more secure means of removing trash. An average score of .8 out of 2 was given. Only 40% considered alternate means of trash removal.

6. Are trash containers periodically inspected?

Even less attention was paid to the inspection of trash containers for material not removed or unauthorized dumping. An average score of .52 out of 2 was given. A very low 26% of businesses paid attention to this category.

7. Are petty cash funds, cash drawers, and overnight storage of cash and valuables adequately protected?

Nearly all of the businesses surveyed paid close attention to the cash that passed through their hands. Most made use of safes for petty cash and the opening day cash in the drawer. An average score of 1.8 out of 2 was given. A very respectable 90% of the businesses exercised adequate cash control.

8. Are computers and software properly protected?

Less businesses than expected used individual grade computers, software and security rather than business grade which affords better software applications and security. An average score of 1.16 out of 2 was given. This revealed only 58% of the businesses used adequate protection for their computers.

9. Are bank deposits made daily?

As expected nearly all of the businesses surveyed made bank deposits at the close of business. An average score of 1.8 was given. This meant 90% of the businesses made daily deposits.

10. Are blank pre-numbered forms accounted for and protected?

Nearly all businesses made a good accounting of pre-numbered forms. Usually only under the control, and used by the business owner seems to be a system that works. An average score of 1.88 was given. As a result 94% of the businesses had a system in place.

11. Is interior office lighting left on at night?

Nearly all businesses left interior lighting on at night after closing. This practice is consistent from the early days of crime prevention. An average score of 1.88 was given. This meant 94% of the businesses practiced this crime prevention technique.

12. Is perimeter and entry point lighting adequate?

Since these businesses rely on municipal street lights for the most part a high percentage of them were covered in this area by which resulted in 90% being covered in this category.

13. Are "Employee Only" signs posted where appropriate?

A decent representation of businesses posted "Employee Only" signs in appropriate areas. An average score of 1.4 out of 2 was given. This represented 70% of the businesses using this practice.

14. Are "No Smoking" signs posted?

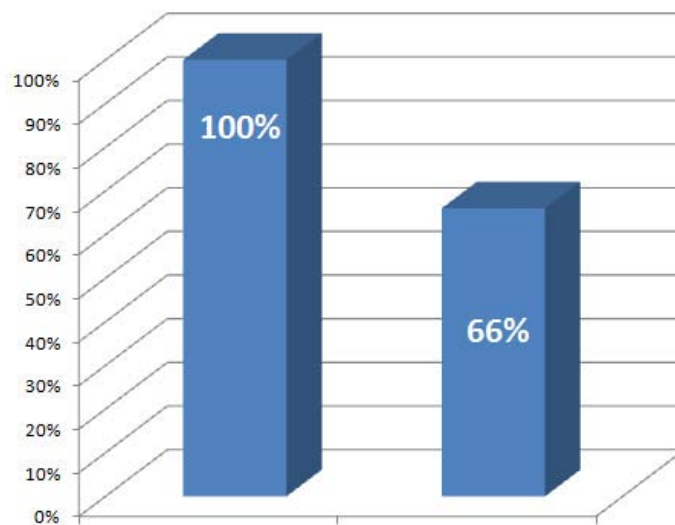
A slight drop in "No Smoking" signs was sampled. Most businesses however were not restaurants that would experience customers being in a possible smoking situation. An average score of 1.2 was given. This showed that 60% of the businesses posted these signs.

15. Are "Robbery Prevention" instructions and precautions posted?

A very low number of businesses posted "Robbery Prevention" signage. An average score of .4 was given. This score yielded a very low 20% use of this signage.

Recommendations

1. Develop a policy to have locks, keys, passwords and combinations changed when personnel leave their employ.
2. Add a simple key control system that can be easily maintained.
3. Improve key control system by assigning a primary and secondary person to account for them.
4. Establish a paper shredding policy for all receipts and invoices. Especially those where customer information is kept.
5. Periodically inspect trash containers for not fully emptied trash or dumping by others.
6. Upgrade computers and software to ensure proper firewall, virus and security updates are geared for business use.
7. Mandatory posting of "Employees Only," "No Smoking," and "Robbery Prevention" signage posted in designated areas.



66% compliance

Figure 3

Internal Controls and General Office Protection

Shipping and Receiving Protection

This part of the survey assesses how small businesses process their shipping and receiving as well as how they protect their inventory. Unlike larger organizations, “mom and pop” stores do not have a shipping and receiving department. Shipping and Receiving deals basically with the handling of receipts, shipments, documentation and distribution of inventory. For the most part, the owner (or his designee) handled shipping and receiving. Moreover, more often than not, this function was regulated to anyone who happened to be around to help off-load the truck and carry in supplies.

The Small Business Initiative looked at five (5) categories within the Shipping and Receiving function. First, we looked at record keeping and documentation of shipping papers and invoices. The results were good. Eighty percent (80%) of those surveyed properly filled out their shipping papers correctly and ensured incoming invoices were properly documented. The documentation and invoices were securely archived for future audits. Nonetheless, twenty percent (20%) of these businesses failed to properly document inventory and were remiss to thoroughly inspect invoices. Too often the owners simply felt relying upon vendor honesty and formed relationships with those delivering the goods were sufficient for security. No other precautionary measures were taken.

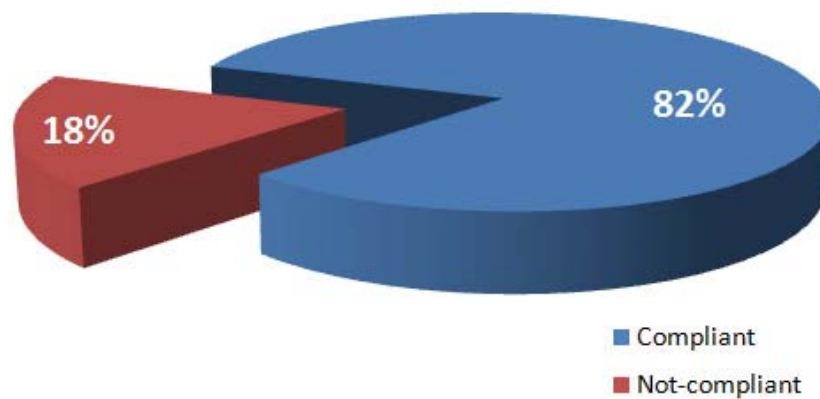
Next, the survey looked at the UPS Log (or other vendor log) to ascertain if all entries were referenced to an authorized billing document. Interestingly, more than twenty-five percent (25%) surveyed did not marry up the inventory with an authorized billing document. Furthermore, these logs were poorly kept and seldom checked for accuracy.

The surveys then looked at whether proprietors double-checked their items being shipped and received. The results indicated even fewer owners or employees double-check merchandise. Only sixty-four percent (64%) of proprietors performed double checks to ensure the proper items were received and shipped. Thirty-six percent (36%) did not perform such checks and never confirmed whether or not the package ever made it onto the truck or if items received ever made it to the shelf.

Secondary to the double check category, the SBI survey looked at if owners or their employees were properly documenting and reporting shipping variances. The proprietors showed similar interest in verifying variances as they did in verifying their UPS Logs. Only seventy-four percent (74%) of businesses documented the variances and reported same. This seems to be more attributed to poor recorded keeping habits and mismanagement than it is to employee malevolent behavior.

Lastly, the survey looked at incoming shipments and how quickly they were placed into inventory. For the most part a large number of owners placed their merchandise into inventory

in a prompt manner. There was ninety percent (90%) compliance in this category from all surveyed. The owners would quickly (within the same hour in most cases) place the items into inventory and stock the shelves. For the remaining ten percent (10%) the items would sit unsupervised for hours, sometimes days before the items were stocked.



82% Compliance

Figure 4
Shipping and Receiving Protection Compliance

Out of the four sections contained in the SBI Survey, this is the section that scored the highest and indicated a greater degree of awareness from owners and employees. Although the overall rating in this section was an 8.24 out of a possible 10, there seems to be a great deal of room for improvement within the shipping and receiving area of the small business environment.

Recommendations

1. Make time on the calendar for scheduled shipping and receiving days. This will ensure there is sufficient time to verify all documentation related to inventory whether being shipped out or taken in and will provide adequate time to double- check.
2. Maintain a vendor log and reference shipment items with authorized billing documents.
3. All variances with inventory should be documented and reported to the proprietor.
4. On shipping and receiving days, have someone supervise the loading and off- loading of merchandise.
5. Immediately place items into inventory logs and place in stock/shelve location.

Survey Categories and Total Score

Are shipping and receiving documentation and invoices properly completed?	1.60
Do all entries in the UPS Log make reference to an authorized billing document?	1.48
Are double checks accomplished on all items shipped and received?	1.28
Are receiving variances properly documented and reported?	1.48
Are incoming shipments placed in inventory in a prompt manner?	1.80
Total	8.24

Priority Recommendations and Next Steps

Priority Recommendations

Drawing from the collective experience of the Council and based on an examination of the data and results of the field work, the committee placed most of its emphasis on identifying and defining limited number priority recommendations. It was felt that this focus would enable stakeholders to emphasize initiatives that are believed to make the greatest impact toward preventing crime and allocate available resources in a prudent manner with the greatest success.

The Crime and Loss Prevention Council identified four recommendations, along with advice for implementation. The advice further defines and amplifies the priorities and provides a catalyst for the development of tactical initiatives. There is one priority for each of the four areas assessed in the vulnerability survey.

- 1.** The top priority crime prevention tool for all small businesses is to deploy, use daily, and maintain a good commercial security intrusion detection system. Components should include magnetic contacts on every moveable door and window, motion detectors, and glass impact sensors (if glass is present in the perimeter). Loud sirens located in the front, rear, and inside should be installed as well as strobe lights inside and out to draw attention to any alarm event. The system should be monitored so law enforcement is dispatched when an attempted or actual intrusion takes place. Generic warning signs and decals stating the premise is alarmed should also be highly visible and add greatly to the deterrent value of the electronics.

- 2.** Develop a security mindset. This means understanding the threats and risks, and keeping these in mind during all phases of your operation. Security should be integrated into all your business processes. The security mindset also includes thinking about what can go wrong. It involves thinking like a criminal and exploiting the vulnerabilities you find. It is in this way you can identify and address security issues.

3. A system of internal controls can be easily implemented and is a cost-effective way to improve an organization's resilience against crime. It begins with developing a written policy to limit access to the business by former employees. Being proactive by changing locks, keys, passwords and combinations will make it difficult for former employees making unauthorized visits and gaining access to your business. There are locks available now with replaceable cores that will keep the expense to a minimum. Changing passwords on computers and combinations on locks are easily done at no cost to the business owner. This policy would be an excellent first step for a small business to adopt to secure itself.

4. Make a set time on the calendar for scheduled shipping and receiving days. This will ensure there is sufficient time to verify all documentation related to inventory whether being shipped out or taken in and will provide adequate time for double checks.

Next Steps

The Council will continue work on this important endeavor in a number of ways. The Council will be producing a booklet for small businesses to highlight crime prevention strategies and outline a Crime Vulnerability Assessment that they can conduct themselves. Additionally, the Council will explore working with ASIS chapters to make this a community service activity chapters can perform in their area. The Council will continue to survey and collect data on this topic for further analysis.

Appendix A: Survey Results

FACILITY NAME/STORE NO 50 SURVEYS

ADDRESS/LOCATION: VARIOUS

**AVERAGE
SCORE**

SECTION A: BUILDING AND DOOR PROTECTION (3 Points Yes or N/A)

Is an effective intrusion alarm system installed at the facility?	2.16
Is an alarm procedure letter on file advising of authorized personnel to be contacted in the event of an alarm?	2.16
Are the pedestrian doors in an adequate state of repair and contain appropriate locking devices?	2.82
Are all windows that are within 18 feet of ground level protected by grilles, bars, or alarms?	1.62
Are all unusual openings protected from unauthorized entry?	2.64
Are exposed hinge pins on exterior doors protected by tack-welding or insertion of set screws?	1.62
Are common walls strong enough to prevent easy intrusion, or are they protected by the alarm system?	2.7
Do all doors have entry/exit alarms to signal entrance and exit ?	1.8
Are wrench-resistant rings installed on all outside cylinder locks?	0.78
Are the lock throws on exterior doors protected by lock-throw covers?	1.86

AVERAGE SCORE FOR THIS SECTION:

20.22

SECTION B: ACCESS CONTROL (3 Points Yes or N/A)

Is employee entrance and exit restricted to one door?	1.38
Is visitor (non-customer) access controlled?	2.34
Is access to warehouse, stock and office areas controlled?	2.4
Are rear pedestrian doors and dock doors properly locked and/or monitored when not in use?	2.28
Are chain-closure or accordion type gates used on the inside of roll-up and/or sliding doors?	2.16
Are all serial numbers on padlocks obliterated?	1.92
Are peep-holes installed on doors where visibility to the outside is limited.	2.46
Are entry/exit door alarms installed on all rear pedestrian doors'?	2.04
Are roll-up/sliding doors locked with padlocks?	2.58
Are panels on exterior doors in good state of repair and/or protected?	2.7

AVERAGE SCORE FOR THIS SECTION:	22.8
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**SECTION C: INTERNAL CONTROLS AND GENERAL OFFICE PROTECTION
(2 Points Yes or N/A)**

Are all sales transaction properly documented and auditable?	1.72
Are locks, keys, passwords and combinations changed when personnel with knowledge or custody depart ?	0.88
Are key control records maintained?	0.92
Are spare keys accounted for and protected?	1.32
Are trash transfers and pickups monitored to prevent pilferage attempts?	0.8
Are trash containers periodically inspected?	0.52
Are petty cash funds, cash drawers and overnight storage of cash and valuables adequately protected?	1.8
Are computers and software properly protected?	1.16
Are bank deposits made daily?	1.8
Are blank pre-numbered forms accounted for and protected?	1.88
Is interior office lighting left on at night?	1.88
Is perimeter and entry point lighting adequate'?	1.8
Are "Employees Only" signs posted where appropriate?	1.4
Are "No Smoking" signs posted?	1.2
Are "Robbery Prevention" instructions and precautions posted?	0.4

AVERAGE SCORE FOR THIS SECTION:
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19.92

SECTION D: SHIPPING AND RECEIVING PROTECTION (2 Points Yes or N/A)

Are shipping and receiving documentation and invoices properly completed?	1.6
Do all entries in the UPS Log make reference to an authorized billing document?	1.48
Are double checks accomplished on all items shipped and received?	1.28
Are receiving variances properly documented and reported?	1.48
Are incoming shipments placed in inventory in a prompt manner?	1.8

AVERAGE SCORE FOR THIS SECTION:**8.24**

SMALL RETAIL FACILITY SECURITY CHECKLIST SCORING

	<u>AVERAGES</u>	<u>MAX</u>
A. BUILDING AND DOOR PROTECTION	20.22	30
B. ACCESS CONTROL	22.8	30
C. INTERNAL CONTROLS AND GENERAL OFFICE PROTECTION	19.92	30
D. SHIPPING AND RECEIVING PROTECTION	8.24	10
AVERAGE SCORE OBTAINED, 50 SURVEYS:	71.18	100

SECURITY LEVELS FOUND BASED ON 50 SURVEYS:

0—70	Assets NOT adequately protected.	54% of Premises Surveyed
71—90	Assets adequately protected.	32% of Premises Surveyed
91—100	Assets WELL protected.	14% of Premises Surveyed



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