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How Your Small Business Is Victimized By Criminals

By Officer Bruce Klinck,
Planning and Research Unit

This article will deal with the four crimes that have the greatest impact on small businesses: Robbery, Burglary, Shoplifting, and Internal Theft. Of these four robbery is the most dangerous, in terms of risk to human life, but it is likely to cost you less than the other three. This is because of the fact that, when you multiply the number of times each of the four crimes are committed by the average loss in each category, robbery losses add up to the least amount lost to crime. Burglary can be the most damaging because both your building and your merchandise can suffer loss. Shoplifting generally involves small losses, but the number of shoplifters in your store during a month represent a serious threat to your profits. Finally, internal (or employee) theft, which is the most invisible of the four crimes, probably costs you more than the other three combined.

ROBBERY

Of the four crimes which victimize small businesses, robbery is the most violent because it usually involves a confrontation between the victim and the criminal.

ROBBERY VICTIMS

Across the nation there are more than 100,000 commercial robberies every year; one every 4½ minutes. Nationwide statistics are not available regarding the number of small business robberies, but a Small Business Administration study estimated that more than two-thirds of all money lost to robbers by businesses was lost by small business proprietors. In particular, small business retailers in inner-city areas experience a robbery rate of almost one out of five. Nationwide, only one out of every four robberies is ever cleared.

Losses to robbery are difficult to estimate for the entire small business community. Estimates of average dollar loss range from \$100 to \$300; however, for the individual business operator, any loss is serious. Repeated losses from robberies have put some proprietors out of business.

HOW ROBBERS OPERATE

Most experts say that robbers plan their crimes carefully. They begin, of course, with the disposition to commit the crime. They generally want easy money quickly and they look for targets that appear to offer little resistance and enough money to make the risk worthwhile. In selecting a store to rob, a criminal looks for places that are isolated from their neighbors, that are easy to enter and leave, and that permit him to overcome the resistance of cashiers with the least effort. These factors add up to an ideal

robbery target: a lone convenience store, a gas station, drive-thru, or liquor store located or near a major thoroughfare, staffed by a single, and operating late at night (e.g. 8:00 p.m. to midnight) with the day's receipts still on the premises.

Robbers who find vulnerable targets almost always case the store to ensure they can be successful. Frequently they will check out the store from the outside; other times they may enter the store, survey the interior, leave, and then return to rob.

When they return, they typically begin by threatening the cashier—usually with a handgun—and announce the purpose: to hold up the store. The object is to get the money and leave quickly. When they're through, they leave the scene quickly, escaping by car or by foot. The whole sequence usually takes less than 1 minute, sometimes as little as 20 seconds.

Apart from the loss of money, business operators' lives are at stake in robbery. The statistics are not precise, but as many as one out of five commercial robbery victims may suffer injury or death at the hands of robbers. More often than not, the people injured during robberies are those who offered some resistance to the criminals.

An additional difficulty with robbery is that the time taken to commit the crime is so short that victims cannot alert police quickly enough to give chase or make arrests. Even when suspects are arrested, the problem of evidence remains; unless money from the crime is found in the possession of suspects and can be traced (by serial number for example), the testimony of witnesses may be the only evidence.

POTENTIAL CONTROL POINTS

Robberies can be prevented. The elements of the crime indicate that there are several points leading up to the actual execution that offer some chance of avoiding robbery. During target selection, the robber looks for easy entry and exit. During the casing phase, he looks for easy control opportunities inside the store. When he approaches the cashier, he is interested in surprising the victim. Therefore, it seems that focusing on the period before the crime to discourage a potential robber from going further (because the business is not as vulnerable as it appeared from a distance) would have the best chances of preventing the crime.

ROBBERS

Although the fact is that most robbers are males in their late teens and early twenties, the person who robs your business may fit none of these categories. Consequently, you will need to look for certain traits that will help you

identify the potential robber, particularly in those individuals not usually seen in your neighborhood. Most crime prevention units say "robbers watch people." If then a person enters your store and, while appearing to browse, is really focusing on your customers, he may very well be a robber.

While casing your store, the robber may make a small purchase. This is usually an item available at the counter for which there was no need to browse.

Finally, be a keen observer of what goes on outside your store. If your view is unobstructed and you notice a car driving slowly past

your business two or more times and it suddenly pulls up near your door and one person exits from the passenger side while the motor is left running and the driver remains behind the wheel, you may well be about to become a robbery victim. Never attempt to telephone the police with a suspected robber in the store; however, very often, a potential robber will first case the store and then step outside to confer with a partner or to make a final check of the street for police cars. You may have an opportunity at this time to alert police of suspicious persons on your premises.

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With Liberty and Justice for Some

The citizens of Toledo have just faced a situation which has been defined as anarchy, to this fact we take no exception. The City Administration and local media have reported to the citizenry the element which caused this catastrophe to occur is the greed of our public servants. The court implied the absence of our public servants was the direct cause of the anarchy that our city was experiencing. Given these propositions, it is only logical that if true, the burden of responsibility rests squarely upon the shoulders of our public servants.

Fellow citizens of Toledo, please consider the following facts in your final assessment as to why anarchy beset our community on July 1 and 2, 1979. Unionism is an instrument which had as its parents a persecuted labor force and a non-responsive form of management. As a result of this, a clear cut distinction between management and labor evolved. History reflects anarchy did occur in the developmental years of these two institutions. Necessity being termed the mother of invention, "collective bargaining" came to be the crucible where mutual problems were addressed and solutions were its product.

The above concepts are a part of our society and may well be considered as a "certain inalienable right." Fellow citizens of Toledo, your Police officers have been and presently are deprived of this right by our city administration. To support this position, please consider the following:

1. The Toledo Police Patrolmen's Association have not ratified labor contracts with the City of Toledo over the past 2 contract periods or for a period which will be in excess of 6 years and not until 1982 will the City Administration again evaluate the overall labor conditions with the Toledo Police Patrolmen's Association in an atmosphere of "Collective Bargaining."

2. The Toledo Police Patrolmen's Association have been granted wage increases of 11.5 percent from 1977 to 1982 and a cost of living assessment which in reality

reflects a 35 percent loss in actual buying power, thus we will be providing our professional service for this period, even though our personal economic base will be undergoing a steady rate of deterioration.

3. In collective bargaining both parties (labor and management) meet face to face for the purpose of resolving issues in an atmosphere defined as being negotiations. We submit that our City Administration did not in good faith abide by this principle. To support this, we offer the following: The City Administration offered to meet on only nine occasions in the months of March, April, and May of 1979. The only issues which were addressed were that of working conditions or what has come to be defined as "non-economic issues." It should also be made known that on two of these nine days the City Negotiators elected to walk out, thereby with their absence removing all possibilities of problem solving dialogue. On one

other occasion, the City Administration arbitrarily chose to only meet for four hours or ½ of the originally defined days. Fellow citizens, what this means is that our Administration elected to address the problems defined as being non-economic on only nine occasions over a 92 day period and then chose to reduce the actual time to 6½ days. To deal fairly with the conditions after two non-ratified contracts and one pending contract in 6½ days, it became obvious that the City Administration expected the impossible and/or did not care. In the month of June, 1979 there were three meetings and only a few issues had been resolved prior to that time. In the period of June 19 through June 30, 1979, no meetings were held as to non-economic issues and this was the posture taken by the City Administration and not that of the Toledo Police Patrolmen's Association. All requests to sit down and go for-

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Letters To The Editor

NON MEMBERS

Well, brother union members, August 23, 1979 marked the end of contract negotiations as far as the City of Toledo was concerned. While DeGood and his marionette entourage delighted in getting their pound of flesh as an aftermath of the strike, your union leadership is busy mounting its own offensive.

The cost of negotiations to this point is approximately \$7,000.00, and additional money will be necessary in the future to fight certain aspects of the contract that was rammed down our throats. We all know who shouldered the cost of our fight, and it certainly wasn't the people who appear on the non-member list on the union bulletin board.

The one and only thing that can be said in defense of the "FREE RIDERS" is that they did not scab during the strike. Job actions in the past have not enjoyed this distinction and 100 percent participation of all patrolmen was most gratifying. On the other side of the coin, the "FREE RIDERS" slid in on our coat tails once again. While none of us are happy with the contract we did make advances in several areas that you may or may not know about at this time.

When you hear a brother officer complain about the contract and what is the union doing, take a look at him and see if he has paid his dues. It will give you all the impetus necessary to give him an appropriate answer.

William A. Dunn

Tokenism in crime

I wish to protest the fact that, of the persons on the FBI's 10-most-wanted list, only one was a woman and only one was black. Obviously this was yet another example of tokenism by a racist, sexist establishment.

Why, if the FBI had its way, I'm sure all 10 members of this elite roster of felons would have been white males. Perhaps this is something the Equal Opportunity Commission should look into.

JAMES SNYDER
East Cleveland

Reprint from Cleveland Plain Dealer Letters to the Editor.

From the President's Desk

by Gary Dunn

By the time this article goes to print, about everything has been said about the recent negotiations. I think we all agree that the memory of the treatment we received will stay with us for quite some time. I might add that as long as the City of Toledo continues to treat its employees the way that it does, you'll see more and more of us seeking employment elsewhere.

In our attempts to gain the support of various council people for votes on our desired amendments to the contract, one thing remained quite clear—that DeGood maintains a stranglehold on a number of them. It was quite pathetic to talk to the labor community's "representative," Bill Copeland. I can only say to you Bill, that if it is that tough for you to make a

decision such as the one labor was asking for, perhaps YOU are the one that should be seeking another profession.

I hope you represent the laborers that built you that lovely shrine on Ashland Avenue better than you represented the Police Patrolman's Association Local 10.

The one bright ray of hope that shone through all of this has been the bringing together of the various city bargaining groups. It was extremely beneficial when things began to fall apart, at least we had each other. With a little effort and patience, we hope to progress the U.C.O.M.E. concept to a permanent public employee labor council. A labor council that could bring about some changes in the public sector.

economic posture and will advise you of our findings and we promise not to go forward with any legal action at this time.

July 2, 1979-9:00 a.m.—The City Administration goes to the Lucas County Common Pleas Court and seeks litigation both in civil suits and a Temporary Restraining Order calling for the court to put an end to the job action. All of this being accomplished after a promise by the City Administration to the TPPA that the Court would not be used at this juncture in time.

July 2, 1979-6:30 p.m.—The Lucas County Common Pleas Court addressed the problem and ordered the TPPA to return to work by 6:00 a.m. on July 3, 1979 or face collective and individual fines. The Court did not access any responsibility to the City Administration in terms of requiring them to return to the bargaining table.

July 2, 1979—The City Council met at 7:00 p.m. and charged the City Manager with the responsibility of meeting along with his staff the TPPA and to resolve their differences.

July 3, 1979—The City Administration agreed to meet at 1:00 a.m., the City stated that you will receive a 2 percent per year wage increase for each year of the contract and a cost of living increase which will provide you with 65 percent of the actual increase in living expenses. Again, no actual negotiations—a carrot or stick proposal—"The public servants take the carrot or the City Administration will beat you (the TPPA) with the stick."

July 3, 1979—After the TPPA gathered in response to a 3:00 a.m. meeting with the City Administration, the meeting was called to order some two hours and 40 minutes later (5:40 a.m.) The City Administration arrived and stated, "You have heard our final offer and it stands as is." This meeting lasted some ten minutes and there were no discussions permitted as to the City's position.

July 3, 1979-5:45 a.m.—One of the City's negotiators, Angelo Tokles, Director of the Civil Service Commission, receives word that the TPPA is going to abide by the Court's ruling, his reaction was a broad smile, as he joyously clapped his hands and verbally stated, "We beat them."

In addition, fellow citizens, please consider the following: the Command Officers of the Toledo Police Division, whose principal responsibility is that of supervision, were given the economic raises pursuant to the negotiations as follows: Deputy Chiefs-\$6,000; Captains-\$3,000; Lieutenants-\$1,300; and Sergeants-\$1,300. These salary increases are effective July 1, 1979. The members of the Toledo Police Patrolmen's Association were granted a wage increase of \$342.00, also effective July 1, 1979. These same command officers also received an additional \$250.00 in their stress allowance, totaling \$375.00. The members of the TPPA's stress allowance remained the same as was allotted in 1977, \$125.00.

The next issue we, the Toledo Police Patrolmen's Association, wish to address is the "Thin Blue Line." The violence which erupted in our community stands as an embarrassing moment for all of us as your public servants, entrusted with the responsibility of keeping the peace. Yet, we submit to you our actions did not in any way directly cause these individual occurrences. The greed of persons who wished personally to gain in monies and through thefts are the parties where the blame must rest. We as professional law enforcement officers stand a constant vigil to keep that aspect of our community from their selfish goals. With this in mind, our City Administration and principally the Mayor left us with no choice other than to present to you our needs in the form of a job action. We further submit that if this job action did not occur, how many of you would have exercised any concern as to treatment we have received from this present City Administration and Mayor. We ask you now, fellow citizens, how many of you would have responded in a different manner had our burden of being treated as a second class group of citizens rested upon your shoulders?

The Toledo Police Patrolmen's Association now comes forward and asks you, our fellow citizens, to draw your final conclusions as to the factors which created the anarchy in our community on July 1 and 2, 1979 after weighing our dilemma.

We ask you to consider what wasn't done on the part of those we call our City Fathers and mainly the Mayor, the posture the City Administration took as to the needs of the Toledo Police Patrolmen's Association and lastly their response to those needs.

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Editorial Committee:

Chairman Michael B. Goetz
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Managing Editor Patrolman Gary Dunn
Business Representative Barb Knannlein

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Attorneys:

Michael D. Dorf, Charles Stupsker

The Police Shield Editorial and Advertising offices are located in the Toledo Police Patrolmen's Association Office in the Toledo Health & Retiree Center, 320 West Woodruff, Suite 202, Toledo, Ohio 43624. Telephone 241-8914 or 241-6935.

Liberty & Justice

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ward in collective bargaining by the TPPA were totally ignored by the City Administration.

4. In considering the economic package the City Administration never entered into good faith bargaining, they set forth two offers within three weeks prior to June 30, 1979, and refused a forum discussion to jointly evaluate the situation. It should also be noted that our Mayor came forward with the economic offers, a responsibility which by City Charter is not his.

5. Fellow citizens, the TPPA pleaded with the City Administration to come forward and meet on numerous occasions during a 56 hour period before any job action occurred. All of this fell on deaf ears. To support this, the City Manager said after the job action occurred, "I did not think they would do it."

6. To give you a proper basis from which to draw your conclusion, we offer you the following as a time table of events directly before and during the job action, and the state of anarchy which prevailed upon our community.

June 29, 1979—All requests by the TPPA to meet with the City Administration were refused.

June 30, 1979—All requests by the TPPA to meet with the City Administration were refused.

July 1, 1979—After some 15 hours of labor dispute, a Federal Mediator and some of the members of the City Administration met with the TPPA. Once again the City Administration refused to meet face to face and the Federal Mediator requested the TPPA to come forward with a "bottom line" economic proposal. This was provided, and the City Administration again refused any dialogue and/or face to face meeting.

July 1, 1979-2:00 a.m.—The City Administration stated to the TPPA, we are evaluating our

Grievance Committee Report



Dave Gray
 that the labor confrontation behind us and we're back to because Judge Kiroff says we're worth \$2,500 a day, it's best to let the matter As the saying goes, stop a dead horse. This is nice theory, but Mayor DeGood in on beating his dead horse actively and literally. With in mind, I won't feel bad about missing some areas of the that deserve to be brought out. Biologists often point out the that police officers are very to withdraw from contact outsiders. The conditions g and after negotiations y demonstrate why. No one . Certainly the issue of omics were important items g to the strike. After all no negotiates a contract which 't allow for a raise until the year, but the city did. The of Safety and Welfare were d again as if no one cares. we care, even if no one else Issues such as cancelling off after you have planned a

holiday with your family means a lot to each of us. Why should the police officer always have to be the one to bite the bullet because the city administration refuses to hire enough officers for a city the size of Toledo. Bullet proof vests for our officers' safety were another low priority for city negotiators.

Areas of stress fell on the deaf ears of city negotiators unless of course you were a command officer dealing with frustrated police officers. An increase in detectives' clothing allowance to keep pace with the huge rise in living costs was denied. This denial probably stems from the Mayor's philosophy that no one needs more than one suit of clothes.

Minimum manning for our fire fighters. Who cares that only one man must enter a burning building, alone, to battle a working fire? Obviously the Mayor and City Manager never had to, or they would care as we do.

Then despite all these frustrations, the city came down with two days remaining in our contract and refused to discuss any of these issues further, and walked out of any hope to avert a confrontation. Even the most obedient family pet, when backed into a corner and kicked around long enough, will come out fighting. Well come out fighting we did and by the only avenue left to us.

A labor confrontation by police and fire is not pleasant. But then neither is the pent up frustration of realizing we're the only ones who care about each others' safety and well being. City administrators and state legislators some day must realize they can't keep kicking their family pet into the corner, by excluding police and fire personnel from rights to collective bargaining and binding arbitration.

Despite the fact that the city forced a volatile situation, this union and its members held a hard line commitment to non-violence. This commitment surfaced when a picketing police officer arrested one subject who attempted to

vandalize a garbage truck parked next to the safety building. This subject was turned over to administrative personnel. He was not a member of any of the striking unions but merely looking for the opportunity to raise hell. It further surfaced when two other idiots tried to steal the lights off parked police cars. Picketing police officers stopped them and sent them on their way in a manner any scavenging vulture deserved.

Ignoring this, Mayor DeGood climbed onto his soap box and accused the police of everything from vandalism to bad breath. We would have to be first to agree that if any police officer did some of the things the Mayor believes they did, then they should be punished. When asked to present anything at all to support these charges, City Manager Porter had to admit before city council that there were none.

Enough said about the dispute. The Grievance Committee has had some recent changes. Officer Bill Schaub was elected the new chief Steward. We're sure he will do as great a job as the out going Joe Clear did. Harold Landis recently transferred from communications to Field Operations. He will be replaced as steward by Jack McLuckie.

Some of the issues pending in the grievance procedure are, the matter of the Quota System. We can never accept the idea of pre-set goals for citizens to be burned. Numbers of traffic tickets do not make a valid criterion for a police officer. Harassment of the public only serves to pump up the general fund.

The issue to include air conditioning in the detectives' cars is still pending. Chief Scoble has repeatedly offered several compromises to obtain this, and not cost the city more money. To date, he hasn't been allowed adequate input into the system.

I see on the news that Columbia Gas gave all of us a 15 percent rate hike. I guess that should finish off the remainder of our 2 percent raise.

Recording Secretary's Report



Roger L. Reese Sr.

It's good to see some old faces at the monthly meetings, and I personally say welcome back to the following: Art Harvey, Gary Campbell, Richard Studyvin, Jack

McLuckie, Richard Hanus, Gary Hupp, Robert Montri, Keith Stone, and Gary Koch. I also want to congratulate the new class for their attendance at the meetings.

I can finally say one of my goals has been achieved since being elected as the Recording Secretary. For the first eight months of 1979 our average attendance at the monthly meetings is 100, compared to 63 for the same period in 1978, and 28 for the year of 1977. Keep up the good work!

I also want to welcome back a dedicated individual who is respected by everyone and is a personal friend to all Toledo police patrolmen. In the past he has provided service to our organization as the chaplain. I personally want to say welcome back to Father Albert Cernowski.

To all TPPA members, for our own records and our international, we will need everyone's social security number and your date of birth. Drop it in the TPPA box. Thank you.

Kruising With Kendrick

By now most of us are aware that our City Fathers have acted prudently and justly with regard to our new three-year contract. They have obviously dealt fairly with us, a necessary evil, and will be prepared to do us this same service three years from now. Their consciences are clear; the blood has been washed clean and now it is back to the bricks. It was a very trying time for them. The whole ugly mess was a great burden on our elected officials. Between trying to obtain a more favorable political position and trying to keep their make-up from running under those hot TV lights, there was little time to devote to the question of safety for the citizens. I don't wish to imply that the police are in any way politically tied to the system; however, let's look back on what has happened over the past 20 years to look for some answers.

We have seen a period where the police in this country have gone through an era of crime, war and riot. This period elevated the police officer into a position of prestige, power, and pride. The police have traditionally been used as a political means. Insurrections were suppressed, strikes quelled, protests quashed and "actions" of the best national and state interests were supported by the "thin blue filament" of morality and good that kept society free and stable. This is a euphemism which really meant that the rich were protected from the poor.

Most recently, however, we police have been strongly employed as a political movement, a means to convey an idea or an ideal. An example that is glaring is the "WAR ON CRIME." This

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Small Business

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Increasingly, robbers are operating in groups of two and three and carry handguns. The odds are that robbery victims do not know, or have never seen, the people who rob them; that is, robbers are most likely to be strangers to their victims.

WHAT TO DO IF YOU ARE ROBBED

The best rule of thumb if and when you're robbed is to do whatever it takes to stay alive. You're in a very dangerous situation and you might be killed or crippled for life: don't take any risks, don't resist the robber, and—above all—don't fight back. Entirely too many people are dead because they thought they could overcome an armed robber. When you're being robbed, it is too late to take preventive measures. It is best to concentrate on what the robber wants and what you're going to tell the police.

Discreetly observe the robber closely. The police will want to know about the suspect and how he operated: height, weight, clothing, race, age, weapons, what he said, how he escaped, what way he went, how much he took. Look for identifying characteristics: scars, tattoos, different speech patterns. Why not install a height chart on the frame of your front door and keep a pad near your counter where you can jot down descriptive items while they are fresh in your mind? And, if you can do so safely, get a look at the getaway car. Write down the license number. If you can't, then at least try to determine the make, year, and color of the vehicle. Also, a very valuable piece of information for the police is the direction of travel of a suspect whether on foot or in a vehicle. The object of both knowing and doing all these things is to broadcast a description to patrol officers in the hope of spotting the suspect, and to support a search through robbery squad files to

assist detectives who may be looking for clues to other robberies by the same suspect.

By the way, if you observe the robber touching anything, isolate both the area and the object after he is gone. The police may be able to make an identification from a clear set of fingerprints.

When the robber has left, call the police immediately and report the crime. The odds that a suspect will be apprehended if the police are alerted rapidly are many times greater than if there are delays. Yet recent research has shown that victims often wait a good deal of time before phoning the authorities. (They may make other calls first.) Since your testimony may be the only evidence available in your robbery case, it is all the more urgent to call the police without waiting.

BURGLARY

Burglary is one of the most prevalent crimes in this country. In 1975 alone, the F.B.I. indicates that more than 3.2 million burglaries were reported—one every 10 seconds.

BURGLARY VICTIMS

More than one-third of all burglaries are categorized as "nonresidential." (That is, these are burglaries of stores, manufacturing plants, business offices, schools, etc.) The total cost for nonresidential burglaries in 1975 was \$460 million. Average loss per burglary nationwide was \$422. As is true for crime as a whole, the highest rates for burglary were observed in the large metropolitan areas. Nationwide, only one burglary in six is cleared.

HOW BURGLARS OPERATE

As with robbery, the impulse to burglarize obviously begins with a need for money. But burglars are not necessarily needy in the usual sense of the word. They frequently are drug addicts with expensive habits to support (and burglary offers a relatively easy way to supplement income). Juvenile burglars may crave the ex-

citement associated with committing the crime, either alone or in groups. In all cases, however, it is the opportunity for gain, accompanied by low risk (of detection during the crime, or witnesses to testify) which makes burglary attractive.

Choosing a target to burglarize involves finding locations that contain something worth stealing and identifying those that appear easy to break into. In particular, burglars look for locations that are unoccupied: residences in the daytime, for example, and businesses (or other nonresidential targets) at night. Moreover, their judgments appear to be strongly influenced by the look and feel of the business they are planning to burglarize. Consequently, if the exterior of your business reflects attention to security (i.e., if the risk of getting caught seems high), most burglars will very likely look for an easier target.

After identifying targets that show absence of activity inside, the burglar looks for freedom from observation from outside: buildings with entry points that are not readily observed by neighbors. Finally, he looks for entry points that are easy to pass through: open doors, unlocked doors and windows, unlatched skylights. Failing that, he chooses entry points that offer the least resistance to entry. Depending on the burglar's level of sophistication, forcing an entry point may involve the refinements of lock-picking or other manipulation. Otherwise, entry techniques involve some measure of physical force: breaking doorframes and hinges, smashing doors, crowbarring windows, locks, etc. Some burglars have resorted to entering businesses by breaking through building walls with hammer and chisel, pneumatic drills, or explosives. In all cases, except for lock-picking, breaking into a business involves damage that can eat into profits—even before merchandise or cash is taken, and even when the burglar does not successfully enter the business premises.

Executing a burglary involves

locating and collecting items of value: jewelry, home entertainment equipment, and cash, primarily. Older burglars (those in their mid-twenties) tend to remain on the target premises longer than young criminals and they tend also to make larger hauls. Time on the premises ranges from a low of 2 to 3 minutes to more than an hour, depending on the nature of the location and the confidence of the burglar.

Successful burglars do not enter a building unless they have a way of getting out quickly. For this reason, the first consideration for a burglar, after easy entry, is a good exit, frequently the same avenue as the entry (although a more desirable exit for a thief who enters through an alley window might be the shipping/receiving entrance).

In most cases, burglars leave the scene rapidly, and property disposal usually occurs within an hour of the crime.

The risk to the personal safety of the burglary victims is slight, except where burglars, unexpectedly, discover people occupying a building. Even then, most burglars attempt to leave rather than confront and subdue occupants.

Problems for the police in clearing burglaries arise from the fact that the crime usually isn't detected until the occupants return to discover the evidence of breaking and entering and the absence of valuables. A further problem lies in determining the nature and value of what has been taken. For businesses, frequently, a detailed inventory is needed to establish the amount of the shortage.

Except where cash is stolen, burglars need reliable fences. Virtually always, two sets of criminals are involved in a burglary: the burglars themselves and fences, that is, those to whom they bring items for disposal or sale. Unfortunately, a substantial number of fences are members of the same business community that is victimized by burglars. When a burglar leaves a business with any

amount of loot, his next stop is the fence. Often the goods he has stolen are passed over to fences and redistributed for sale within 1 hour of the crime: in other words, merchandise may be converted into cash and put on the market before its absence is even detected!

POTENTIAL CONTROL POINTS

Controlling burglary for an individual business or in a community is a complex problem. For most business operators, the overall strategy is to discourage the attempt by limiting the opportunity for a burglar to execute the crime successfully. In general, this means ensuring that likely entry points in secluded areas are safeguarded and that entry will be noticeably difficult. The two points in executing a burglary that are most susceptible to preventive measures are: (1) the target selection, when a burglar can be discouraged from making an attempt, and, thereafter, (2) during casing when specific burglary prevention measures (visible deterrents) undertaken make it clear that the target is not worth the effort required to overcome obstacles.


A third control point for the crime exists while the burglar is inside the business premises, when a silent alarm, activated by the intrusion, signals to some outside respondent that a break-in has occurred. Then, depending on the quickness with which the response occurs and on the confidence level and skill of the burglar, police may be able to arrive at the scene in time to make an arrest.

A final control point exists at the stage where burglars dispose of stolen merchandise. Business operators should refuse to trade in merchandise of dubious origin. A related countermeasure exists in making stolen goods harder to dispose of easily by marking them in ways that permit them to be traced to their origins (e.g. sales tags, recording serial numbers, trademark emblems).

BURGLARS

Ninety-nine percent of all reported burglaries are performed

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Kruising

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syndrome that pervaded every speech in the political arena during the early sixties not only put men into office, it sold a lot of books, made a lot of cops-robbers movies and threw the man-in-blue into the forefront of the struggle to keep the streets of America safe for liberal democracy. Now it was Mom, apple pie, the flag, and the cops, all wrapped up neatly as a weapon against the forces of evil.

While we were cleaning up crime on the streets, such top lawmen as John Mitchell and Spiro Agnew were lending a hand. President Nixon was coordinating the battle. When they were through, they had taken crime off the street—and put it in the White House. But the next chapter in this scenario was the Cops versus the Rioters. While America burned, the police were the new heroes of the century. The fires spread to all major cities in our country and when they came here to Toledo, we responded unquestioningly. The ashes cooled, the tempers abated and we were again back to our normal duties. but the job was done and we, the police of this country, had saved the nation. Tributes abounded, medals were pinned on and speeches were made in our benefit.

Right on the heels of the riots came the protest marches and the violent demonstrations against the Viet Nam War. Again the police were the protectors of life and liberty. We were given world wide coverage at the Chicago Republican Convention. We beat back the yuppies and hippies and made possible a fair and "honest" election for the Nixon Administration. While the battle field roared, our country was ablaze with dissent. It proved to be the most unpopular war that this country has engaged in since our own Civil War. And we, the police kept the voice of the dissenters down, stood behind our leaders and again were bathed in the limelight of the Good Guys.

That was yesterday. The war is over, the riots have become part of our children's history lesson and although crime is still a major problem in this country, it is foreshadowed by such ills as inflation, poverty, poor housing and a myriad of other "social ills." And where are the police? The

protectors of liberty, defenders of the right, champions of truth and justice. Well, if you haven't noticed, there are fewer cops and robbers flicks today, fewer shoot-'em-up television series of the same and little in the way of Mr. Hero books on the presses. The truth is, guys, you are only needed when THEY want you. We are and will be for some time, relegated to the back seat. Get those tags, movers and drunk pinches. It is not politically expedient to capture the hearts and minds of the public with the promise to "eradicate crime in your lifetime." No longer do the police departments in this country offer a rung in the ladder of the political career.

But there are some positive factors to consider. Out of this era of Law and Order came the Omnibus Crime Bill. This pumped millions of dollars into an archaic police system that hadn't been updated since W.W.I. Sure, we received guns, tanks, airplanes, bombs, helicopters and armored suits; but policemen were sent to school, books were delivered and top administrators finally got an introduction to basic management courses. The monies for brick and mortar projects up-dated crime labs, built cleaner and safer jails, attempted to shape up our court systems and then took a look at problems that surrounded the police. Today we have a better officer on the street. He and she are far better equipped mentally and physically to cope with the problems of this country than ever before. The number of M.A.'s, B.A.'s, and Phd's on our own department is impressive. Many of our officers are presently attending universities, special governmental schools and military training sessions. The laws governing hiring practices, although not wholly perfect, have opened the door for many qualified people who, a few years ago, could not have been accepted into our

ranks because of an inch too high or low or because of national origin or cultural background.

To look into the problem of compensation, we are first faced with the reality that we are sworn personnel, "dedicated" and willing to face all odds. This is true. And we face up to it. We also have to ask our leaders in the City administration to face up to the fact that we also have an obligation to ourselves and our families. We can point out the fact that over the past 10 years, the police in this country have developed strong and effective unions. Not federations, not fraternal groups, but UNIONS. They are led by people who are schooled, formally educated and aware of laws, procedures, tactics. Most importantly, they are aware of the political processes that govern and operate this land of ours. With the aid of supportive units in the organization, our union leaders are able to call upon professional fact finders, negotiators, statisticians, and lawyers to assist them in making peace with the City Administrators. No longer can a city look across the bargaining table and expect to see a "dumb cop" sitting there looking back at a battery of top executives and attorneys ready to eat him alive.

"We only want you when we need you." "You only see a cop when you don't want one and he is never around when you need him." These comments are being heard more and more these days. And the truth is, we are short. Crews are being pulled. Law and order is not in vogue any longer. Sure, crime is still a major problem, but it is sidetracked. But listen to this: In a report released by the U.S. Government in 1977, a special committee convened by the

President reported that the 1980's will show us riots greater than the 60's. This social outburst will not be the same black versus white establishment that we saw before. Nor will it be the anti-VietNam or anti-nuke activities. It is reported to be a confrontation between the Haves against the Have-Nots. And who is going to be in the middle? Guess who? Right. It's going to be the Thin-Blue-Line, the Protectors, the Good Guys in Blue. And then who is going to be front page again? We are all right. And we will be needed again. Wages? Sure. The sky's the limit. Nothing but the best for "Our Boys." But for right now, forget it. You got the message, guys, they only want you when they need you.

the other things that cause sleeplessness. I have tried sleeping pills, counting sheep, self-hypnotism, and warm milk. All these fail and I still remain wide awake. Can you help me?

Answer: This is definitely a serious problem. I have talked to a number of officers who have the same problem. My advice, based on my many years as a street cop, is to slip into something comfortable, stuff cotton in your ears, pull your hat down over your eyes, and let your partner do all the driving while you are curled up in the back seat.

Dear Inspector:

Last night I took my girl to the most elegant restaurant in your city. We had a 9 course meal, champagne, a private table with two French waiters. The bill was just over \$300.00. I am not complaining about the price, but what I would like to know is what was that fly doing in my soup?

Answer: From the sounds of it, he was doing a very rich back stroke.

Dear Inspector:

Last night, I had the occasion to call the police. I waited for 1 1/2 hours. When the police officer did arrive, he was disgusting. His tie was stained with gravy, his stomach protruded, his hat was on sideways, his shoes were on the wrong feet and he talked life a half-wit. Now, sir, I am demanding to talk to a Command Officer in this matter.

Answer: Sir, that was a Command Officer.

Letters To The Inspector

Dear Inspector:

My boyfriend is a policeman and has been told by his superiors that he has to take stress training. He is now entered into a basket weaving class. Do you think this effective?

Answer: I personally don't agree with that form of therapy. However, from my own experience, it sure beats the hell out of shock treatments.

Dear Inspector:

I am desperate. I just can't sleep nights. I try to ignore all the noise, the sirens, the sound of heavy traffic, the loud radios, and all of

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 DOWNTOWN 201 1/2 Clair of Jefferson
 WESTGATE Central of Executive Parkway
 SHADOW VALLEY 1560 Holland Sylvania

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by males: however, it is the area where your business is located and your area's native population that will usually determine who will burglarize you. Burglars generally fall into three categories: the rank amateur, the semi-professional, and the professional. The rank amateur is the sloppiest and the biggest opportunist, looking for the most poorly defended targets. Comprising 70 percent of all known burglars, he is also the easiest to defeat. The semi-professional burglar comprises more than 28 percent of the known population of burglars and poses the greatest immediate threat to your business, because he possesses the means to dispose of large quantities of goods quickly and makes his own opportunities. However, the professional poses the greatest long-range threat to your business because he can target valuable and lucrative locations more precisely and knows how by-pass alarm systems, open safes, and pick locks. It is not likely, though, that you will be burglarized by a professional, since they make up less than 2 percent of the known population of burglars.

An additional refinement often available to the professional is contact with an insider in a business who knows the vulnerabilities of the location and, more important, can pinpoint what and where the valuables are.

WHAT TO DO IF YOUR STORE HAS BEEN BURGLARIZED

Don't open for business. Your problem now is to give police the best possible opportunity to collect evidence in the hope that the burglar has left behind some identifying clues. (Even the marks left by tools used by burglars can be traced back to individual hammers, chisels, and crowbars.) If it's possible, keep people away from the entry point used by the burglar and from where he operated inside the store. You'll have to determine the extent of your loss—what was taken and what it was worth—along with the cost of repairing whatever damage the burglar did in forcing entry.

Shoplifting may be the most frustrating crime covered by these articles. The very reason for the existence of a business is to bring the public together with merchandise offered for sale. But the same process is central to the work of shoplifters: they enter the store as do regular customers, visit the same merchandise displays, and handle merchandise in much the same fashion as ordinary buyers. Up to the point where they conceal merchandise and leave without paying, shoplifters have responded in precisely the same manner as normal shoppers.

Strictly speaking, there are six elements involved in the crime that are ordinarily listed: shoplifting is "taking and (1) carrying away; (2) personal property; (3) of another person (a corporation is a person); (4) with intent to permanently deprive the owner of his property; (5) that has some value; and (6) that makes the crime a petty theft (value need only be minimal) or grand theft (a felony)."

SHOPLIFTING VICTIMS

While no type of business is entirely immune from shoplifting, the stores most frequently affected by shoplifting are those selling small and concealable items. In this category are hardware stores, clothing dealers, drug stores, grocery and food stores, and department and variety stores.

It is not clear whether there are regional trends in shoplifting, since so much of it goes undetected or is confused with other causes of inventory shortage, such as internal theft. It is known that stores in small towns and suburban shopping centers are more likely to be victimized by professionals known as rounders, who operate in pairs.

The average take for shoplifters appears to be small; on the order of \$4 to \$5 for each instance. In 1975, an estimated 140 million shoplifter incidents resulted in a loss of \$1.9 billion for the nation's retailers.

HOW SHOPLIFTERS OPERATE

In contrast to burglary, shoplifting occurs as a part of ordinary customer behavior, up to the point where the shoplifter hides merchandise (or alters the price tag). Thus, there is neither a

nor a visibly different selection of merchandise from that which characterizes ordinary customers. Many shoplifters operate alone and are likely to steal at any time of day, any day of the week, although studies have shown that most shoplifting coincides with times when stores are most crowded: mid to late afternoon and Wednesdays through Saturdays.

The behavior of shoplifters begins to differ from that of ordinary customers, however, after merchandise has been removed from displays. First, shoplifters tend to concentrate in areas of the store where they cannot readily be observed from the cashier's station or by sales clerks on the floor. Notably, they look for anything that obstructs vision or reduces visibility: high sales counters, tall displays, free-standing signs, and poorly lighted areas.

Shoplifters are legendary for their ingenuity in hiding items. While most use purses, pockets, or underclothing, some develop elaborate special-purpose equipment to increase their payloads. This equipment ranges from coats with extra pockets sewn into the linings to devices such as hooker belts that permit an array of merchandise to be hung around the shoplifter's waist under a bulky coat. Some even equip themselves with slings that permit them to carry comparatively large items such as radios or turkeys between their legs.

Some shoplifters operate in groups, with some diverting the attention of clerks while others pocket merchandise. (This technique is especially true of shoplifting couples called rounders, who tend to victimize small shops in suburban shopping malls and in rural areas.) Group shoplifters often pass merchandise from one to another to reduce the likelihood that observation by store employees will lead to their being detained with the goods on their persons.

Categories of merchandise stolen, of course, depend on the type of store victimized. For some professional shoplifters, the size of the merchandise does not appear to be a problem. There are instances of shoplifters successfully walking out of stores with television sets, small furniture, or

SPECIAL PROBLEMS WITH SHOPLIFTING

The two most serious problems associated with shoplifting are detecting the crime in the first place and then dealing with the shoplifter.

For the business proprietor, knowing that there is a problem with shoplifting means identifying the causes of inventory shrinkage with some precision: determining whether shortages are due to error, internal theft, fraud, or shoplifting. Generally, this means conducting careful and frequent stock inventories and comparing findings with known sales. The other method, of course, is to observe shoplifters in the act; and that means constant vigilance, watching customers, and clerks being available among them for service.

Dealing with shoplifters is an especially sensitive matter: what begins as a criminal apprehension of a suspect thief can be converted into grounds for a civil suit against the business operator unless things are done very carefully. In particular, detaining someone, even momentarily, without hard evidence of theft can lead to serious loss for the business owner. Because of the potential for false arrest suits, some stores make it a policy not to attempt an arrest unless the suspect has been kept in sight continuously from the moment the merchandise is hidden until he or she has left the store, on the assumption that shoplifters working in groups can transfer merchandise during the time they are not observed.

OUTCOME OF THE CRIME: FENCES AND THEIR ROLE

As with the other two types of property crimes, burglary and internal theft, the crime may continue after the perpetrator has left the store and involve a third party, someone who receives the stolen goods and pays for them. As is mentioned elsewhere in these articles, all too often the recipient is another member of the local business community who doesn't ask questions about the origins of odd lots of merchandise or about the below-market prices which entice him to handle them

POTENTIAL CONTROL POINTS

Three critical steps in carrying out shoplifting appear to offer

perpetrators enter a store, (2) when they pick up merchandise, and (3) when they leave. At entry, whatever steps a business operator can take to intimidate shoplifters (e.g. signs warning of prosecution) or to reduce their capabilities to conceal merchandise (e.g. a system requiring customers to leave parcels with the cashier until they leave) can be helpful. Thereafter, when shoplifters are in the vicinity of their target merchandise, the courteous intervention of store employees offering assistance can put shoplifters on notice that they are being watched. (Ordinary customers, of course, will appreciate the extra service.) Finally, when shoplifters have concealed merchandise and are preparing to leave, whatever mechanism that can either detect the presence of stolen goods (e.g. electronic sales tag sensors) or prompt the shoplifter to decide to pay rather than risk discovery and apprehension will be effective. (One technique used by some retailers is to subtly inform a customer who is observed concealing an item that the deed has been witnessed—generally by making pointed references to the merchandise remaining on the shelf from which the item was taken.)

There are some things you can do to make shoplifting of your merchandise more difficult:

- Don't leave a section of your store unattended during business hours. If for any reason a salesperson needs to be away, have an arrangement whereby another employee is able to take over that section temporarily. Most shoplifting occurs when store areas are left unmonitored, and it is never enough protection for a salesperson to say to another, "Watch my counter for me, I'll be right back." Chances are, even the best intentioned employee will be distracted by a customer, the telephone, etc.

- Make certain all valuable merchandise is locked in a secure display area. If your merchandise is only accessible to the public via a clerk who has the key to your display case, you eliminate virtually all opportunity for shoplifting. Incidentally, instruct your clerk to show no more than

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Small Business

continued from page 6

one piece of merchandise displayed this way at a time. It's much easier to keep track of one item than half a dozen or more.

• Advertise that all bags must be checked at the counter upon entering the store. Give all customers receipts for all purchases made and then seal the bags with the receipt attached so that it will be clearly visible. Ideally, you would want to check every receipt at the exit points from your store. Since this is usually not feasible, perform spot checks on a random basis.

• Occasionally employees must make or receive telephone calls. Make certain telephones are placed so that employees may still observe sales areas while using the phone.

• Develop a code or warning system so that, the moment a suspicious person enters the store, all employees can be alerted as to the presence of the potential shoplifter.

SHOPLIFTERS

There is little to say that applies exclusively or typically to shoplifters. They are part of the general population. Perhaps a third are between 12 and 17 years old. Nearly one in six who is arrested is under 12. As many as a quarter are between 17 and 19 years old. The fact that arrests of people over 20 does not correspond

with their ratio of the overall population may only indicate that they steal, but are experienced enough not to be observed.

There are two kinds of shoplifters: the amateur and the professional. The amateur is the person who steals on impulse. From 85 to 95 percent of all persons apprehended for shoplifting fall into this category. So, your major effort where shoplifting is concerned will focus on the prevention, control, and apprehension of the amateur. And, there are at least three important things we know about the amateur shoplifter. First, most amateur shoplifters are juveniles. Although your loss per incident involving juveniles will be approximately half that in an adult shoplifting incident, juveniles comprise as much as three-fourths of all recorded apprehensions. Second, most amateur shoplifters are females: 85 percent of all persons arrested for shoplifting are females, and girls outnumber boys as much as 20 to 1. This does not mean, however, that males never shoplift. They do, and when they do, statistics indicate they steal far more valuable items than their female counterparts. Finally, most amateur shoplifters have no prior arrest records and may be found in any segment of our society.

But what about the professional shoplifter? Obviously, the professional accounts for a significantly smaller portion of shoplifting incidents but, never-

theless, causes a huge drain on a store's profits, because stealing is his or her livelihood. They are extremely well trained, often work as part of a team, and steal items that can be easily fenced or resold.

Now that you know something about the two types of shoplifters, what are the kinds of behavior you should watch for to identify the shoplifter? First, watch the way the person you suspect is dressed: is he or she wearing baggy clothing, an overcoat out of season, carrying a large handbag or any other item that could readily offer concealment of stolen goods? Second, watch the person's eyes and demeanor. They are often eloquent. The amateur shoplifter, in particular, tends to be extremely nervous, glancing up frequently from the merchandise. Third, watch the aimless walker who obviously has no clear-cut purpose in mind as he wanders about your store. And finally, watch the person who is focusing his or her attention on your customers. He may well be surveilling them to be certain he is not being observed.

WHAT TO DO IF MERCHANDISE IS SHOPLIFTED

This subject is so sensitive and so important to the individual store proprietor that we can only relate, in the space available, in the broadest of terms. In general, the advice given by experts is: be sure of your facts. Whoever sees a

continued on page 8

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shoplifter take property and conceal it should be responsible for detaining the suspect after he or she leaves the store. You should take at least one other employee with you in making the arrest, and you should identify yourself as the operator or an employee of the store. You should also state the reason for detaining the suspect and attempt to recover at least one item before re-entering the store. (The reason for much of this is that you must be able to testify in court regarding the crime and the criminal, identifying your property and describing the circumstances under which it was taken.) Then call the police. Don't be surprised if the suspect tries to create a major disturbance, accusing you of infringing on his or her rights; it's part of the shoplifter's bag of tricks and frequently is very effective.

INTERNAL THEFT

Despite the dangers of robbery, the prevalence of burglary, and the exasperating character of shoplifting, the most serious threat to small business from crime is found in internal (or employee) theft. Annually, as much as \$16 billion is lost to employees who steal from their employers. No type of business is immune from the threat and no type of merchandise or operating equipment (or cash) is untouched.

There is no standard definition of internal theft; it is really a type of larceny which the FBI defines as: The unlawful taking, carrying, leading, or riding away of property from the possession of another.

Internal theft can masquerade as another type of crime, especially when store operators cannot determine whether inventory shortages are due to shoplifting or to stealing from within. Some employee theft of cash is explained away as robbery. In other situations, an inventory taken after a burglary may find substantially more missing than was taken by the burglar.

The number of instances of internal theft is impossible to calculate. The crime takes place during the ordinary course of business operations and can occur at any time of day and in virtually any part of the store. It is a crime that takes its toll in installments: a package of meat, a pair of pliers, a ream of paper, a box of gloves, a single piece of jewelry, perhaps no more frequently than once a month. But across the span of a year and the size of the business staff, the total can well exceed the profits.

Internal theft is different from the other three types of crime in these articles because there is no common pattern or profile for the crime. Internal theft does not feature a target selection phase or a deliberate period of casing or criminal entry or even flight from the scene. The only identifiable characteristic of internal theft is that employees hold back some part of what they're handling and divert it for their own use by taking it from the store.

KINDS OF INTERNAL THEFT

You suffer merchandise losses from internal theft in two ways: when employees steal without paying and when they pay a fraction of the appropriate price. In the first case, employees can remove merchandise before it is ever entered into inventory by unloading it directly into their own cars. Or, they can use their access to the storage area to remove whole case lots of goods through back and side doors. Or they can take individual items from the sales floor and leave with them during or at the end of the workday.

Underpaying involves some form of collusion with a cashier or customer. Simply put, it means

money is not paid for a correct ring up.

CASH LOSSES

The ways to beat a cash register are legion. Fundamentally, however, they involve bypassing the recording function of the register, which is designed to make an accurate record of every sale, refund or other adjustment. Failure to ring up sales and pocketing the cash is a typical method. Adding the subtotal from a previous small sale to a larger subsequent sale and pocketing the surplus is another (although in this instance the second customer is the victim). Fraudulent payouts for refunds to friends or other employees is a third method.

LOSS OF STORE PROPERTY

Methods for stealing tools and store operating equipment are much the same as for merchandise theft. Employees simply divert what they use to operate the store for their own use.

SPECIAL PROBLEMS

The most serious problem with internal theft is detecting it in the first place and distinguishing it from other causes of inventory loss, such as shoplifting and clerical error. A second problem is identifying the criminals, especially when employees have been working in the store for years. A final problem is resolving the situation when suspects have been identified.

OUTCOME OF THE CRIME

Relatively few employees who steal from within a business are detected and very few are punished. Many business operators prefer to fire an employee rather than prosecute when suspects are identified. The recovery rate for lost inventory and cash is low.

When internal theft is conducted systematically, the likelihood is that a fence is waiting to receive the stolen goods. Much of the heavily discounted merchandise of uncertain origin that becomes available to merchants was stolen from other merchants by their own employees.

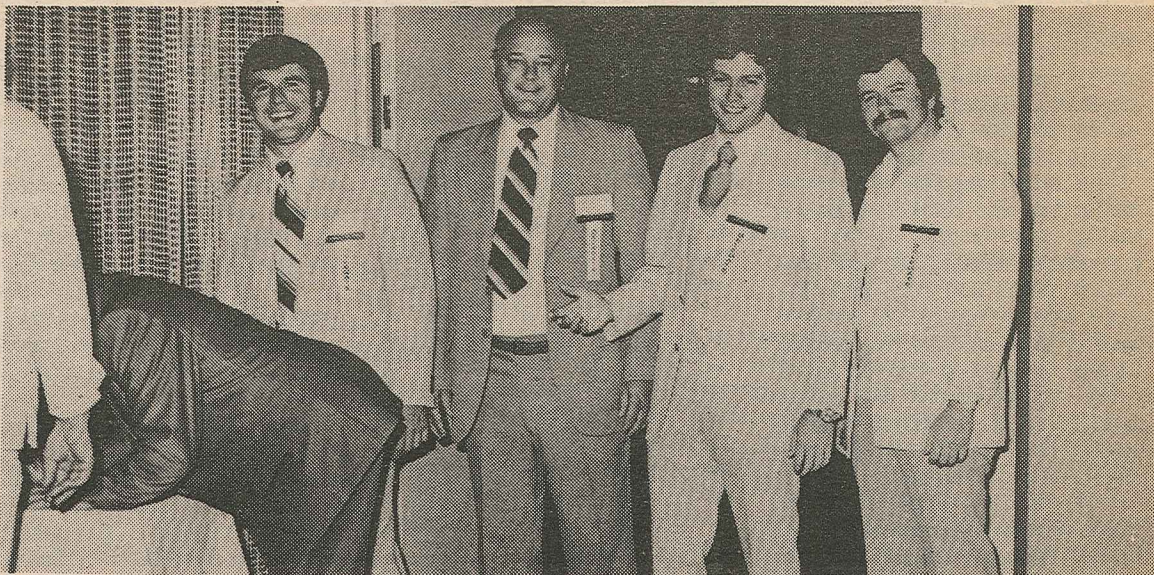
CONTROLLING THE CRIME

Since internal theft is so pervasive, few discernable control points are evident. The only practical countermeasures appear to be (1) those that strengthen the awareness a business proprietor has concerning the amounts and movements of goods, cash, and property on hand; (2) those that control the access employees have to stealable items; and (3) those that make it difficult for employees to leave with stolen items concealed in their clothing. In one sense, controlling internal theft consists of doing what is required for efficient operation of the business, but doing it much more intensively (periodic audits and checks of cash register totals, for example.)

THE INTERNAL THIEF

Although there is little evidence available to distinguish employees who steal from those who don't, research indicates that anywhere from 5 percent to 75 percent of employees steal. Moreover, statistics show that employee theft may be repetitive in nature with certain individuals demonstrating a tendency toward behaving dishonestly. Further, a number of professional agencies in the security field now estimate that between 10 percent and 30 percent of all employees constantly engage in employee theft, and that anywhere from 25 percent to 80 percent of the employees of a particular business will become involved in employee theft when no active preventive security measures are employed.

The facts cited above serve to document the pervasive nature of employee theft. But what kinds of behavior help you identify the employee who may be guilty of



Registering at the 1979 I.U.P.A. Convention are Mike Goetz, Roger Reese, George Gerken, TPPA, and Mike Antel, Oregon Police Patrolmen's Association.



Convention Floor 1979 I.U.P.A. Convention

At the first convention of the International Union of Police Associations in San Francisco, there were three goals outlined by President Edward J. Kiernan, they being: (1) a national collective bargaining bill, (2) a research department which all locals would be able to utilize for such items as salaries, working conditions, seminars, etc. and (3) our union being the only spokesman for police groups throughout the world when seeking legislative action.

If one wonders how strong we have grown in the past seven months since we affiliated with the AFL-CIO, here is a little information. Since December, when we became affiliated with the AFL-CIO, we as the International Union of Police Associations had 40 locals which represented 13 states throughout the country,

and now in July we have 103 locals representing some 27 states. Our association now represents over 55,000 law enforcement personnel.

Speaking for myself, I am more convinced that sometime in the near future management personnel and the administrators will have to listen to us and have to deal with a well organized union. When there is no collective bargaining or binding arbitration and the policemen are backed into a corner, they have no recourse but to strike.

I hope each officer and his family remembers the politicians who aren't on our side or who didn't support us.

Roger L. Reese Sr.
Recording Secretary

pilferage? Crime prevention professionals interviewed as part of the research have come up with the following categories which may prove useful to you.

- The Conspicuous Consumer—This is the employee who is observed to be living well above his means. His or her habits are noticeably extravagant (e.g. drives a flashy car, wears clothing that is excessively expensive). This employee's lifestyle cannot be supported by his salary alone. Statistics indicate he is perhaps the most obvious and easiest risk to identify.

- The Financially Irresponsible Employee—This individual proves incapable of handling his own affairs properly. He or she is unable to come to grips with economic realities and is in constant difficulty in his or her private life. This is the employee whose creditors are most likely to plague you. Watch him! He represents a real risk to you and your business.

- The Alcohol Abuser—This employee may steal to support his chronic abuse of alcohol; however, he bears watching for other reasons as well, because his behavior can reduce profits from your business. His or her productivity is almost never what it should be and he is more likely to make costly money errors or damage your property than the employee who does not have a drinking problem.

- The Drug Addict—The employee who uses hard drugs can almost never earn enough money through honest means to support his costly drug habits. While the vast majority of these persons are not drug addicted this alarming

statistic does indicate how widespread drug usage is among the single largest segment of our workforce. It is a fact that drug usage has been shown to have a high correlations with the instances of employee pilferage.

- The Moonlighting Employee—This individual can present serious problems for both business efficiency and security. From the loss prevention or security standpoint, he may very often help himself to merchandise, supplies, tools, or other equipment belonging to you, his primary employer. As a business owner/manager you must maintain close adherence to internal controls in order to maintain good accountability of your inventory. This strategy, perhaps coupled with strict policies governing moonlighting, will go a long way toward discouraging pilferage which may result from multi-jobholding.

In addition to the five general categories discussed above, there are other kinds of behavior and/or activities to which you should be alerted:

- Compulsive gambling
- Persistent borrowing
- Bad-check writing
- Consistently requesting advances

Finally, a word of caution. Please remember that the behaviors we have just discussed are to be viewed as symptoms of potential problems, and you should not conclude that an employee who exhibits one or more of these traits is positively guilty of employee pilferage. Unfortunately, there is no fail-safe technique for positively identifying the dishonest employee. Nevertheless, these general behavioral charac-

teristics ought to provide some warning for the alert owner/manager.

WHAT TO DO IF YOU ENCOUNTER INTERNAL THEFT

As is the case with shoplifting, you must be sure of your facts: that a given employee stole something which is identifiably yours. You must be able to show that the loss was demonstrably a theft and not due to error. It is best to have more than one witness.

In general, when you have identified a suspect, the best strategy is to build a case, unless you wish to resolve the matter by firing the individual and recovering whatever else you've lost. Building a case involves observing the thief in the act and determining the value of the item or cash taken and the manner in which it was stolen. One useful device is to use a shopping service which will, for a fee, observe your employees in the operation of the business and report to you what they learn.

After you have the evidence, if you wish to prosecute, you should contact the police.

This concludes the article on "How Your Small Business Is Victimized By Criminals." The information which has been passed on to you only touched on the material contained in the source from which it was taken. It is highly recommended that you write for the entire publication, the directions for doing so are as follows:

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