

## **PREVENTING ARMED ROBBERY**

According to the U.S. Department of Justice, the definition of robbery is the taking or attempting to take anything of value from the care, custody or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

Robbery is a dangerous and often vicious crime with a high risk of injury for its victims. Federal Bureau of Investigation *Uniform Crime Reports* show that 420,637 robberies occurred in 2002. The figure includes robberies of retail stores, commercial establishments and banks and street robberies. In 2002, robberies committed with firearms accounted for 42.1% of the total. Robberies committed with the use of strong-arm tactics accounted for 39.9% of the total. In 2002, the Federal Bureau of Investigation reported nearly 9,700 bank robberies.

### ***How Robbers Choose Their Targets***

Some robberies are committed by criminals who have given very little thought to their actions inside the store and to their escape. They are often the “punch and run” amateur who may be satisfied with just enough cash to purchase a one or two-days’ supply of drugs. In such cases, the amount of loss depends greatly on the amount of money readily available in one or two cash registers. If cash control procedures at the registers are inadequate, the store’s loss could be fairly substantial.

Professional criminals, and even some of the amateur criminals, will evaluate the possible “take” and risk at several potential targets. The professional criminal will choose the target which presents the least risk to himself and which has the possibility of having an amount of cash on-hand to make the effort worthwhile. The objective is to keep cash at the lowest possible level at the checkouts.

### ***Surveillance from Outside the Store***

The full-time occupation of a professional robber, generally, is crime. He will have plenty of time to evaluate his intended targets. He becomes expert in surveillance. A number of the factors he will weigh while observing the store from the outside are described below.

1. Opening and closing procedures. Do associates seem alert to the possibility of robbery? How many associates are used to open and close the store?
2. The location of the nearest police station. Do police cars drive past or frequent the store on routine patrol?
3. How secure is the rear door during the last hour of business? Do associates carry trash, bread trays or milk cases out the rear door just before closing time? What are the possibilities for hiding near the rear door? Is the lighting favorable for hiding?
4. Is the escape route free of traffic lights, road construction, rails and tracks, and is there a highway reasonably close by, if needed?
5. How much cash might be available in the cash registers late in the day, based on the number of customers entering the store throughout the day?

6. How is money delivered to the store and to the bank from the store? Does the store manager transport store cash? If so, is it possible to rob him/her before he/she reaches the bank? Does he/she go to the bank at about the same time and over the same route every day?

A criminal will have very little difficulty in estimating the daily and weekly sales at his target store. He can easily obtain trade magazines, which include information on average sales per customer, average weekly transactions per checkstand and other useful information. If he discovers loose procedures while surveilling the store from the outside, his next step will be to learn as much as he can inside the store.

### ***Observing Inside the Store***

Observing the store operations from inside the store is an important part of the overall plan. The actions an experienced criminal will likely take are described below.

1. Visit the store, perhaps several times, on the pretense of shopping.
2. Check for cameras and an alarm system.
3. Walk into the storage and preparation area on the pretense of looking for a restroom (if questioned) but with the real intent of checking the escape route through a rear door.
4. Note the number of cash registers operating the last hour of business.
5. Purchase a single item and pay for it with a \$50 bill or \$100 bill to see how (and if) the large bill is handled and where it is placed. Observe the cash till and estimate the cash on-hand.
6. Observe closing procedures and the number of associates at or near the front of the store just before closing time.
7. If the money safe is in view, observe the location and attempt to determine the locking system used, e.g., two-key dial or time lock.
8. If there is a bank in the store, could the bank be robbed without the knowledge of supermarket personnel?
9. If applicable, is it possible to rob the bank and the store simultaneously and, if so, how many people will be required to commit the act?

### ***Weighing the Odds***

Based on the information he has from his surveillance and observations, the decision will simply be either “go” or “no go.” If management at the store and/or bank and associates are not following good cash handling procedures, if there appears to be an amount of cash on-hand worthy of the risk, and if escape seems relatively easy, the store and/or bank may become his next target for robbery.

## ***Procedures for Reducing the Risk of Robbery***

The store is most vulnerable to robbery at opening time and during the last hour of business before closing time. Obviously, robberies occur at other times during the day, too. But a cautious, professional robber wants to strike when only a few people are in the store and when a large amount of cash is likely to be available in the money safe. Store managers can reduce the risk of robbery during the most vulnerable periods by following the steps below when opening and closing the store.

### ***Opening the Store***

1. A minimum of two people should be present to open the store.
2. While one associate waits in his/her vehicle, another associate should drive around the store to see if anyone is waiting in a vehicle or lingering at the rear of the store. If possible, the associate should observe the rear doors without leaving his/her vehicle to determine if there is any evidence of forced entry.
3. If there is evidence of forced entry at a rear door or if anyone suspicious is seen, the police should be contacted from a nearby telephone or cellular telephone. In such case, no associate should enter the store until the police arrive.
4. If there is no apparent danger, one associate waits inside his vehicle (or is posted) a safe distance from the store while the other associate unlocks and enters the store.
5. The associate entering the store follows a predetermined route to check for any unwanted person(s) in the store.
6. The associate team should know how much time is needed to conduct the in-store check. The associate outside the store should contact the police by telephone if he/she senses danger or if the associate inside the store doesn't return to the front of the store within the prescribed time.
7. The associate making the in-store check should step to the outside of the store to give the all-clear signal. If the all-clear signal is given from inside the store, the associate outside the store should call the police.
8. The associate outside the store should not enter the store unless the all-clear signal is given in the prescribed manner and within the prescribed timeframe. This associate should have the exact coin change for the telephone taped to a card listing the police department telephone number. The card and coins must be in his/her possession every morning. Most cities have 911 emergency capability. Caution must be used when contacting the police. One would not report a robbery in progress at this point. The cause for concern would be expressed and a request for an immediate patrol check would be made, i.e., no police car flashing lights or siren.
9. The front doors should be kept locked until the store opens for business except to permit associates and authorized vendors to enter.
10. The rear doors should be opened by the store manager or assistant manager.

11. The money safe should not be opened until after the store opens for business. Time-lock safes should be set to open after the store opening time.
12. No unknown person should be allowed to enter the store before the store opens for business.

### ***Closing the Store***

A pre-planned procedure should be followed every day for closing the store. The following steps will reduce the risk of robbery at closing time.

1. Train associates to be alert for suspicious persons in the store or lingering outside the store during the hour before closing.
2. Establish and enforce a rule prohibiting the rear doors to be opened during the last hour of business.
3. Prohibit the night crew (if any) from opening the rear doors for any reason except for escaping in an emergency.
4. The associate in charge and at least one other trained associate should make a thorough check of the inside of the store after the front doors are locked and all customers have apparently left. Check all restrooms, coolers, inside bottle-storage room, compressor room and all other places a person could hide in the store.
5. Lock the "IN" door at closing time regardless of the number of customers inside the store.
6. The manager or assistant manager should lock the "IN" door promptly at closing time and station himself or herself at the "OUT" door. As soon as most customers have left, lock the "OUT" door. Unlock the "OUT" door for each of the last customers, and then relock it as each customer leaves the store. (Do not leave the keys unattended in a front door lock cylinder.)
7. No customer or unknown person should be allowed to re-enter the store after closing for any reason, including alleged car trouble, etc. If any person has any trouble with his or her vehicle or has missed the bus, etc., talk to the person without opening the door, and offer to contact someone by telephone to assist the person.
8. If the safe has a key-locking dial, the associate having the key should not be in the store at closing time if any other associate knowing the safe combination is in the store.
9. No associate should be left alone in the store. At least two, and preferably three or more, associates should lock the store for the day and leave together.
10. All associates who are among the last associates to leave the store should be trained to be alert for danger. The associates should make certain every other associate has no trouble with his/her vehicle and that all associates leave in their vehicles at the same time. Associates working the late shift should park their vehicles as close to the store entrance as possible. While being observed by other associates, one associate should leave the store first. That associate should then wait in his/her vehicle to observe all other associates safely leaving in their vehicles.

## ***Opening the Store After Hours***

A cunning robber may try to trick the store manager or owner into returning to the store after hours on the pretense of an emergency at the store. The robber may represent himself over the telephone as someone from the alarm company, a public utility company, etc. The following steps should be taken when responding to any call to return to the store after closing.

1. Only designated “key-carrying” associates should be permitted to return to the store after hours.
2. Each designated associate should have a list of telephone numbers at his/her home, including the night or emergency number of all utility and service companies and home telephone numbers of other key-carrying associates. The list should include:
  - a. Police department
  - b. Fire department
  - c. Alarm company
  - d. Electric utility company
  - e. Gas utility company
  - f. Water company
  - g. Telephone company
  - h. Refrigeration service company
  - i. Locksmith
  - j. Glazing company
  - k. Store owner, operator, manager, assistant manager, etc.
  - l. Security manager (if applicable)
3. Any call to return to the store should be verified by calling the person or company allegedly making the call.
4. Whether or not the call is verified, contact the police department. If the call is verified, ask the police to meet you at the store at a designated time. Describe the vehicle you will be driving.
5. Upon arriving at the store, do not stop near the store unless the police officer is there. Drive a safe distance from the store, and wait for the police officer to arrive. Follow this procedure even if a utility company, alarm company, etc., vehicle is parked at the store.
6. Before leaving home always advise another person you are returning to the store, the reason for returning, and the time you expect to return home. Tell the person you will advise him/her upon returning home.
7. If the person you have contacted has not heard from you within fifteen minutes of the agreed time, he/she should call your home, and, if you are not there, he/she should contact the police. If a family member living in the household is the only person you have told about returning to the store, he/she should call the police if you haven’t arrived home on schedule.

Any associate who must return to the store after closing should always follow these procedures, regardless of the inconvenience the procedures imply.

## ***Procedures for 24-Hour Stores***

Many retailers operate twenty-four hour stores. While these stores provide greater customer convenience, they may present challenges for the retailer and the security department. Retailers who are open twenty-four hours a day must safeguard both customers and associates and reduce the risk of robberies in the hours when the number of store personnel is at its lowest. Following are some principles to reduce the risk of robbery in twenty-four hour stores.

1. As with all stores, the cash in the cash drawers should always be kept to a minimum. The amount of cash should never be over three to four hundred dollars (\$300-\$400).
2. Front end supervisors should always remove pickups (withdrawals) as quickly as possible to prevent a large checkstand loss.
3. Prior to leaving in the evening, the manager should walk through the store to verify that the store receiving areas and other areas of the store are secure and the alarm systems are activated.
4. Door alarm systems (door ringers) should be installed at customer access doors to alert the night crew of customers, etc., entering the store during the early morning hours. These on/off alarms can either be on a timer or activated by a switch.
5. Cash rooms should be kept locked to avoid the use of these areas at night as hostage holding areas.
6. During these after hour times, all associates must be alert to customers who come into the store and linger without making purchases or actively shopping.
7. Care must be taken when the store bookkeeper/office manager and bank personnel arrive at the store. These personnel should be alert for persons loitering or sitting in a vehicle near the entrance to the store. Any concern should be addressed before opening the cash room or safe.
8. Grocery load arrival times should be known and the back door of the store should not be opened until the truck has backed into the dock receiving door and the driver's identification is verified.
9. In the early evening hours when many associates are in the store, the cash tills for the next day should be placed into the lanes that are to be used for the next day's early morning hours, but only after front end accountability has been completed.

## ***Avoid Cash Build-Up***

A robber may choose to rob a store regardless of the apparent security measures followed for opening and closing the store. If the robber is the "hit and run" type, he probably hasn't taken the time to evaluate the precautions routinely taken by management. A primary objective in the robbery prevention program is to prevent a large loss of cash by avoiding unnecessary cash build-up. Here are some suggestions for avoiding cash build-up:

1. Keep register funds to a minimum. Set a limit on the amount of cash and checks to be kept in any cash register at any time. If your cash registers aren't the type which automatically signal when the

limit is reached, teach your cashiers to call for cash pick-ups when they see register funds approaching the limit. Set cash pick-up intervals based on volume.

2. During busy periods, the front end supervisor or head cashier should routinely check the registers and remove excess cash. The procedure for removing excess cash should always be followed regardless of how many customers are in the checkout lanes. Consider using pneumatic tube systems for moving cash.
3. Spread the balance out at the end of the day to avoid having a large amount of money in the office and outside the money safe at any given time. Cash should be collected and counted and the cash deposit form prepared without delay. Cash should then be dropped.
4. Make bank deposits at least once daily or more often if necessary to keep the amount of cash on-hand to the lowest possible level and certainly within the insured amount. If cash is transported to an off-site bank, an armored carrier service is the safest way to move cash, into or out of the store. Deposits should likely be made at least twice each day at large volume stores.
5. Don't hold large amounts of cash overnight in the store safe. Keep only enough cash to start business the following day. Develop a cash usage plan to drop cash into a time-locked safe throughout the evening to reduce the risk of cash loss in these high-risk times.
6. Payroll or personal checks should not be cashed after a predetermined time (i.e., 6:00 p.m.) in order to keep available cash to a minimum.

### ***Under Counter Safes***

Regular cash pick-ups at the checkstands or terminals will help to keep register funds to a minimum. But during peak business periods, and late at night, at 24-hour stores, in particular, a front end supervisor may not be available to pick up excess cash at the checkstands.

An under-counter safe can add an extra measure of security for excess cash. The cashier can place all large denomination bills and all excess cash (up to 600 bills in some models) into the under-counter safe. The small safe can be easily unlocked from its mounting and carried to the cash office for opening. Another key must be used to remove the cash from the safe.

Certain models of under-counter safes can be fitted with a delay-action time-lock for an added measure of security. The theory behind the time-delay mechanism, which is normally programmed for a ten-minute delay after the key is inserted and turned, is that a robber won't wait at the checkstand for the delay-action time-lock to operate.

### ***Security Methods and Procedures for Transporting Cash to and From the Bank***

Approximately 56 percent of all robberies occur on streets, roads, sidewalks and parking lots. Obviously, any person transporting cash to and from a bank is a potential victim of robbery and assault, and even murder. The following methods and procedures will reduce the risk of holdup and personal injury when cash is being transported to and from the bank.

1. Armored Car Service - this is the safest method for transporting cash. The service isn't free, of course, and not all areas can be economically served by armored car. But store owners and operators should consider the time involved with transporting cash along with the risk factors.
2. Security Company - some security companies will contract to transport cash. Before choosing this method, store owners and operators should make certain the security company is insured adequately. It is advisable to check with your attorney and your insurance carrier before entering into an agreement.
3. Police Escort - In some cities and towns, the police department will escort store owners to and from the bank if sizable sums of money are being transported.
4. Store Personnel - The risk of robbery and personal injury is always present when store personnel transport store cash. The procedures described below should be followed to reduce the risk of robbery.

### ***Procedures for Transporting Cash to the Bank***

1. Place cash and checks in separate bags and clearly mark the bag containing the checks with the words, "CHECKS ONLY." Place large deposits of cash into two bags. Checks should be placed in clear sealed plastic bags.
2. Conceal the bags in a briefcase or other familiar container, e.g., shopping bag, freezer bag, etc., nothing too official.
3. Drive the vehicle(s) to be used for the trip to the bank to parking spaces near the front of the store before removing the cash from the store safe.
4. Use two vehicles for the trip to the bank, one vehicle to carry the cash and checks and one vehicle for escort (if a police escort isn't available). Both vehicles should have cellular telephones.
5. Trips to the bank should be at random times. Guard against falling into a routine time for deposit trips.
6. Pre-plan three routes to the bank. Make certain there are no blind or narrow alleys, or one-way streets on any of the routes. If it is necessary to cross railroad tracks to reach the bank, call the railroad dispatching office to learn about the rail traffic schedule. Avoid the railway traffic, particularly the switching operation, if any. Make police aware you use a random route to and from the bank.
7. Use a different route to and from the bank every trip. If three routes are used, you can number them and follow this schedule: 1,2,3 – 2,3,1 – 3,2,1 – 2,1,3 – 1,3,2 – 3,1,2. A route schedule such as this should confuse all but the most determined holdup person.
8. Whenever possible, deposit trips should be made during daylight hours.
9. When it is necessary to make a deposit trip after dark, try to obtain a police escort.
10. In lieu of a police escort, always use two vehicles for deposit trips after dark.

11. Making deposits at a night depository adds to the risk of holdup and personal injury. When arriving at the bank, one driver should drive around the bank to make certain the area is clear before the person in the second vehicle drives to the depository. The escort should remain a safe distance away but in a position where the depository can be clearly seen.
12. Vehicles used for carrying cash or for escort should have the doors locked and windows closed.
13. If there is the slightest indication of danger, e.g., someone loitering nearby or a manned vehicle nearby, both store vehicles should immediately leave the area and proceed to the nearest police station to request an escort.
14. Never carry more than the insured amount of cash in any one vehicle.
15. If cash is deposited at an in-store bank, call the bank manager to advise him/her the time the deposit will be made. At least two store associates should walk to the in-store bank. A third associate should watch the activity until the cash is turned over to the bank. Management, however, should consider using armored carrier guards to transport cash to an in-store bank.
16. Female associates should not transport cash to or from the bank. There is always the risk that a female associate might be abducted subsequent to the robbery. If absolutely necessary, a female associate could drive an escort vehicle, but preferably not on a regular basis.

### ***Procedures for Transporting Cash From the Bank***

1. Follow the recommendations listed above for varying the times and routes for trips to (and from) the bank.
2. Use two vehicles when picking up change if the amount is quite large, e.g., \$2,000.
3. Upon arriving at the store, park the vehicles in front of the store at the curb. Take the money into the store, and place it into the safe. Return to the vehicle, and park in a regular parking space.
4. All money delivered to the store, whether by store personnel or armored car, should be immediately placed into the safe and left there for thirty to sixty minutes, never less than thirty minutes. This practice will reduce the risk of a holdup person coming into the cash office a few minutes after the cash was delivered and finding cash in the open for the taking.
5. After the delay of thirty to sixty minutes, two associates should be used to count the money received from the bank.
6. Money should always be counted in a concealed and locked room.

### ***Money Safe Procedures***

1. Keep only enough cash out of the money safe's compartment to handle immediate needs. Protect the excess currency by locking it inside the currency compartment.

2. Plan safe openings as much as possible. Don't make a habit of frequently opening the safe. Utilize dual control safes and prohibit both key carriers from being in the store together at store opening.
3. Do not keep the safe on day lock. The risk of safe burglary is too great as the odds of someone opening the safe on day lock without the combination are one in 100. Many insurance companies refuse to cover losses from a safe that was on day lock.
4. The safe should never be left unlocked and unattended.
5. The inner compartments of the safe should not be unlocked during the last half hour of business. The risk of holdup increases near the close of the business day.
6. The key to the inner compartment should not be kept near the safe during store hours.
7. Keep a bundle of "bait money" in the safe. In a separate secure location, keep a record of the serial and series year numbers of each bill in the bait money bundle.
8. Consider using a hidden safe for large cash amounts.
9. Store owners and operators should consider using an exploding dye and smoke pack system used by many banks. The banker or his/her security chief will be able to advise on the source and cost of the dye and smoke pack system.
10. Retailers should also consider using a pneumatic tube system to move cash to/from the checkouts.

### ***In the Event of Robbery***

The store robbery prevention education program must include procedures and training for associate behavior in the event a robbery occurs. This may seem in opposition to a robbery prevention education program, but one of the objectives in the plan is to reduce the risk of injury or death to associates and customers during a robbery.

Every associate in the store should be trained in the manner in which they are to act during and following a robbery. The recommendations listed below will assist in the training of associates.

1. Instruct all associates not to resist an armed robber and to do exactly what he tells them to do.
2. Cashiers that are directly involved should react quickly and unemotionally to the robber's demand to place money in a bag, etc.
3. During training meetings with associates, tell them to concentrate on the robber's description without being too obvious about what they are doing.
4. Call the police as soon as the robber has left the store. If there is a silent alarm in the store, trip it as soon as possible, but only when safe to do so. Lock the doors immediately to prevent re-entry.
5. Associates should pay particular attention to anything the robber touches if he wasn't wearing gloves. Protect everything touched by the robber, and advise the police.

6. Attempt to get a description of the robber's vehicle, but do not run outside the store as the robber is driving away. He may drive past the store and fire a few shots at the store front.
7. Ask any customers/witnesses to stay until the police arrive and to complete a description of what they have seen. Obtain names, addresses and telephone numbers of all customers/witnesses.
8. When customers and associates are writing descriptions of the robber, do not permit them to compare notes. (See the Robbery Description Form and Identification Form located at the back of this manual.)
9. Before disturbing the crime scene, ask the police if they want to dust the checkout area for fingerprints.
10. Take a reading, and balance the cash tray at every register where money was taken by the robber. If possible, the company auditor should respond to the store to perform this audit. If the register is not needed for business, the checkstand should be secured or the till removed and secured for the auditor. If this is not possible, this audit should be done under two-person accountability.
11. Associates should be instructed in training sessions and immediately following a robbery not to give any information to the news media. All questions should be referred to the store manager. Associates who were direct victims of the robber should be escorted to a quiet area and told not to discuss the incident with other associates. The associates should complete the Robbery Description Form and Identification Form, which are included at the back of this manual, as soon as they are calmed.
12. Store owners, operators and managers should not feel obligated to give any information to the news media. No statement regarding the amount of loss should be provided to the news media or the police. Police officers and sheriff deputies respond to holdups to obtain information to capture the criminal and to protect lives. Detectives investigate robberies, often not until the following day unless someone was shot or injured in another manner during the robbery. The amount of loss can be told to a detective. By then, the news media will not be very interested in the story. Determine who is permitted to talk to the media.
13. Follow the requirements of the insurance carrier regarding reporting the crime and substantiating the loss.
14. Retailers should be aware that robberies of any type can be very traumatic and stressful for both associates and customers. Many retailers utilize crisis intervention counselors to interview affected associates to reduce the stress some may experience following a robbery.

### ***If the In-Store Bank is Robbed***

The robber of an in-store bank will always affect the supermarket. FBI special agents investigate bank robberies and they most certainly will interview all store personnel who may have witnessed the robbery or who may have been in the general vicinity of the holdup. FBI Special Agents and local law enforcement may also question store and bank customers. Store personnel should cooperate fully.

Following a robbery, the bank's customer service area will be cordoned with the standard yellow tape used by law enforcement agencies. Store personnel should be instructed to follow the procedures described below during and following a robbery of the in-store bank.

1. If a store associate notices anyone acting suspiciously near or in the bank's customer service area, the concern should be reported immediately to the store director or store security supervisor. The verbal report should not be heard by customers or other store associates.
2. Store personnel who witness a robbery should not call the police but they should immediately contact their supervisor, store director or store security personnel to report what they have observed. The store associate should remain calm and continue to observe the incident without drawing attention to himself/herself.
3. When safe to do so, any store associate who witnessed a robbery of an in-store bank should report to the store director or store security supervisor, and then go to a quiet area in the store to complete the Robbery Description Form and Identification Form.
4. The store director or security supervisor should advise the FBI Special Agents of the name(s) of store personnel who witnessed the robbery.
5. Store personnel should not make any statement to the news media. Statements should be made to the FBI, local law enforcement, and bank security personnel only.

### ***Coordination Between Store and Bank Management***

The store director and the bank manager and their respective security professionals should meet initially and then periodically to discuss, at the least, the following security issues:

1. Armored car schedules of bank establishments and how to avoid two or three armored carriers from visiting the common facility at the same time.
2. Confidentiality of armored car schedules of both commercial establishments.
3. Agree on how to increase awareness at one business when the other is receiving armored carrier service.
4. Establish the most direct route for armored carrier personnel to get into and out of the store.
5. Alarm system capabilities.
6. Develop procedures to reduce risk of holdup if store cash will be received/deposited at the in-store bank.
7. Both businesses should know when ATMs will be serviced.
8. The store director and bank manager should have each other's direct business telephone numbers.

9. Store and bank security professionals should have each other's telephone and pager numbers. These individuals should work together to determine where security procedures for mutual benefit can be established.
10. Store/bank opening and closing procedures should be discussed in store/bank management meetings.
11. Each business should know what steps the other business will take following a bomb threat. Common practices are desirable and, in some locales, will be required by law.
12. The business (store or bank) receiving a bomb threat should promptly notify the person in charge of the other business.

### ***Preparing for Armored Carrier Delivery/Pickup***

The risk of armed robbery increases when armored carriers pick up cash from and deliver cash to the store, bank and automatic teller machine (ATM). Armored carriers may arrive at the store/bank location at the same time. Management at the store and bank should know, insofar as possible, when armored carriers are expected at the location. Designated associates at the store and bank should be particularly alert for suspicious persons loitering either outside the store or inside the building near the store cash room, ATM or bank customer areas.

Store security personnel, where applicable, should observe CCTV monitors and assure that videotape recordings are made of the cash pickup or delivery process at the store and at the bank, insofar as possible.

CCTV cameras should cover all areas where ATMs are located inside and outside the facility.

If suspicious persons are seen inside or outside the store or bank prior to the known expected arrival time of the armored carrier, a management representative of the store or bank should contact the police and then the armored carrier office immediately to report the suspicious activity.