



TESTIMONY OF SCOTT MCBRIDE

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Before the

U. S. HOUSE OF REPRESENTATIVES COMMITTEE ON THE JUDICIARY
SUBCOMMITTEE ON CRIME and FEDERAL GOVERNMENT SURVEILLANCE

**Protecting Consumers and Businesses:
Confronting Organized Retail Crime**

December 17, 2025

Chairman Biggs, Ranking Member McBath, and esteemed members of the Committee, thank you for the opportunity to address you on a critical issue: Organized Retail Crime (ORC).

My name is Scott McBride, and I serve as the Chief Global Asset Protection Officer for American Eagle Outfitters, Inc., a multi-channel, multi-brand specialty apparel retailer operating retail locations and digital direct to consumer sales in all 50 States and representing more than 35,000 associates. My responsibilities encompass safeguarding our people, products, and properties across approximately 900 U.S. stores, our online web platforms, and our extensive supply chain. I have been an active member of the National Retail Federation's Loss Prevention Council for the past 19 years, having recently concluded a two-year term as Council Chair and now serve as Chair Emeritus. With over 30 years in asset protection and in close collaboration with my retail industry peers, I possess a broad and deep understanding of ORC's devastating impact on the entire retail sector for large and small retailers alike.

ORC is not new; what is new is the ferocity, sophistication, frequency, and geographic reach that has escalated dramatically in the past five years. These criminal networks exploit the internet and encrypted messaging apps to recruit thieves, coordinate the consolidation of stolen goods, and liquidate them through illicit online marketplaces or black-market sites. They even exfiltrate stolen products out of the

country. Simultaneously, retailers have invested in new technologies to provide clearer insights into the scope of these thefts, timestamp video evidence, pinpoint the locations of missing items, and enhance collaboration with law enforcement. Despite our efforts, the problem continues to grow. Overviews that define Organized Retail Crime, Retail Reporting, and CORCA are attached (Attachments 1 & 2).

ORC is far more than simple shoplifting; it represents sophisticated criminal enterprises perpetrating massive thefts and escalating violence against our associates and customers. These groups cross jurisdictions to avoid prosecution and deploy professional-style tactics to fuel their nefarious operations, including reverse logistics, illicit liquidation, financial crimes, and recruitment. They repeatedly victimize retail stores of all sizes; from the mall, the strip center, the big box, and Main Street, from home improvement, to grocery, to apparel, and sporting goods; they interrupt the normal shopping experience for the customer, demoralize the store associates, and disrupt our supply chains.

The rise in retail theft and violence is highlighted in the NRF's annual [Impact of Theft and Violence](#)^[1] report. This year's data reveals that retailers experienced a 19% increase in merchandise theft and shoplifting over the past year, compounding a reported 24% increase from 2022 to 2023. Regarding violence, more than 51% of retailers reported that thieves were more aggressive over the past year, following a 73% reported increase in the previous period.

In-store theft is only one aspect of Organized Retail Crime. ORC groups have become more sophisticated in both method and tactic. Over the past year, 70% of retailers reported increases in phone scams, 55% reported an increase in digital and eCommerce fraud, and 50% saw increases in cargo theft. Criminal groups utilize military-like tactics and countersurveillance to commit cargo theft on railroads, complex deception tactics to obtain gift cards through financial schemes, and cybercriminal activities to steal freight across the supply chain.

Consider one of my recent cases^[2] where Homeland Security Investigations (HSI), working alongside state and local law enforcement, successfully interdicted a consolidation and exfiltration scheme. Stolen apparel was being prepared for packing onto sea-land containers destined to cross the Texas border into Mexico. With the assistance of corporate investigators, HSI recovered ~2,000 pairs of American Eagle jeans (retail value >\$100,000) and nearly \$2 million in merchandise from other retailers. RFID research revealed my items were stolen from 35 stores across 13 states. Evidence from this seizure led to the discovery of additional members of the group in Houston that linked to transnational criminal organizations in Mexico. Without the national reach of HSI, we would not have achieved such success; the case was far beyond the reach or jurisdiction of any single local agency.

¹ <https://nrf.com/research/the-impact-of-retail-theft-violence-2025>

² <https://abc13.com/post/southeast-houston-home-raid-leads-katy-police-nationwide-100-million-theft-ring-ties-mexican-cartel/16145928/>

A further example[3] involves 20 stolen vehicles carrying over 40 individuals suddenly converging on a suburban department store. Armed with implements of destruction ranging from tire irons to firearms, they endangered customers and threatened staff to commit theft. This was a coordinated attack with premeditated malice and a determination to plunder and escape. The stolen items are not necessities; this group operated under the direction of a larger entity with the means to mobilize and monetize their illicit gains.

While some sophisticated suspects adopt a stealthy approach, many other groups have escalated to overt violence[3]. Our store staff face threats with knives, guns, and even dirty needles. Perpetrators use pepper spray, destroy displays, and physically assault associates. Tragically, my peers have witnessed serious trauma and, in some cases, the deaths[4, 5, 6] of customers, associates, and security personnel at the hands of organized crime members.

These examples coupled with the understanding that ORC groups are exploiting the gaps of the over 18,000 law enforcement agencies and more than one million physical retail establishments, as they jump jurisdictional lines staying steps ahead of authorities and benefit from a lack of consolidated information that would reveal their national and transnational linkages. National visibility and link analysis are crucial to comprehending the entire scope of criminal involvement, enabling agencies to make legal determinations commensurate with the full scale of the activity and to disrupt these groups.

In conclusion, the Combatting Organized Retail Crime Act (CORCA) is an essential missing layer. It would establish the Organized Retail Crime and Cargo Theft Coordination Center, bringing together federal, state, and local law enforcement with private sector experts to share vital information. This bill would allow us to expand upon state-level progress and effectively address cases that cross state lines. As a professional dedicated to protecting customers and associates, I implore all members of Congress to work together to ensure that the Combatting Organized Retail Crime Act urgently becomes the law of the land. This critical legislation will help us stop these senseless crimes in our communities.

Thank you for providing me this opportunity to testify. I look forward to answering your questions.

³ <https://www.nbcnews.com/video/dozens-of-looters-target-walnut-creek-california-nordstrom-in-violent-robbery-126856773759>

⁴ <https://abc11.com/post/home-depot-murder-gary-rasor-trial-terry-mcmillian-jr-charged-shoving-elderly-worker-store-caught-video/16468818/>

⁵ <https://www.yahoo.com/news/sending-message-shoplifter-jacksonville-store-220630163.html>

⁶ <https://www.kltv.com/2024/11/05/walmart-employee-shot-killed-by-accused-shoplifter-authorities-say/>

Attachment 1

Overview of the elements that define Organized Retail Crime (ORC)

Organized Retail Crime (ORC) is a sophisticated criminal enterprise involving the systematic theft of retail merchandise. This extends beyond simple shoplifting to encompass theft from physical stores, cargo in transit, and financial manipulations like gift card fraud. These illicit practices are executed by criminal organizations or conspiracies working in concert to supply stolen goods or value to their broader criminal enterprise and proliferate further crimes.

- **Criminal Enterprise Structure:** Criminal enterprises, while illicit, exhibit structured hierarchies. They often resemble legitimate organizations, complete with command and executive personnel providing strategic direction and instruction. Signal elements facilitate secure, encrypted, or coded communication, while the workers execute specific roles in an orchestrated manner. These roles have been given extensive instructions on how to evade apprehension, have policies and standard operating procedures, develop specialists, and are multi-level criminal networks.
- **Criminal Organizations Defined Roles:** Criminal organizations operate with a clear division of labor, compartmentalizing decision-making and mitigating risk. Key roles include:
 - **Boosters:** These individuals are responsible for the physical act of stealing merchandise from retail stores or during transit. They may receive specific lists of targeted items from the organization. They may operate under the direction of ringleaders, targeting specific items or locations. They are often described as the "foundation" of the ORC enterprise; are often low-level participants in the ORC hierarchy and are easily replaced.
 - **Mules:** Members who transport stolen goods. ORC groups often utilize stolen or untraceable vehicles to transport stolen goods, reducing the risk of apprehension and making it harder for law enforcement to track the criminals.
 - **Cleaners:** In some ORC operations, cleaners are employed to remove identifying marks such as stickers or security devices from products before they are resold. This makes it more difficult to trace the stolen goods back to the original retailer.
 - **Fences:** Fences buy stolen goods from boosters and resell them, sometimes for a fraction of the retail price. They can operate at different levels, from low-level individuals handling small volumes to high-level fences who may use legitimate businesses like pawn shops or secondhand stores to handle large amounts of stolen merchandise. Fences may also instruct boosters on which items to steal based on demand and profitability.
 - **Consolidators:** Central figures who collect stolen products for liquidation, further transport, or exfiltration outside of the country. May be involved in repackaging, changing expiration dates, and coordination with overland and sea transportation.

- **Criminal Organizations Defined Roles (continued):**
 - ***Inside Informants***: Individuals working within legitimate supply chain companies (e.g., warehouses, trucking firms, brokers) who provide critical information such as shipment schedules, routes, and high-value cargo details to the ring.
 - ***Hackers/Cyber Specialists***: Criminals who leverage technology to facilitate the theft. Their activities include:
 - ***MC# manipulation***: Acquiring dormant or impersonating legitimate trucking companies' motor carrier numbers to blend in.
 - ***Phishing and impersonation scams***: Gaining access to digital systems (Transportation Management Systems, email networks) to track shipments and create fraudulent documentation.
 - ***Fooling AI/software***: Using technology to bypass AI screening software designed to vet carriers and drivers.
 - ***Surveillance Teams***: Individuals who conduct physical surveillance of target locations, such as shipping facilities and known "hot spots" (unsecured parking lots, truck stops), to monitor movements and identify vulnerabilities.
 - ***Cargo Boosters (Thieves/Drivers)***: The individuals responsible for the physical act of stealing the cargo. This could involve intercepting a truck with fake identification, physically breaking into a warehouse, or stealing an unattended trailer.
 - ***Diverters***: Those who help move the stolen goods through secondary markets or alternative supply chains to avoid detection.
 - ***Scam Call Centers***: Are organized, illicit operation that uses phone calls and social engineering to deceive individuals or exploit legitimate customer service systems for financial gain or identity theft. These centers often function like regular businesses, complete with scripts, multiple operators, and sometimes even a formal office setup, but their entire purpose is fraudulent.
 - ***Money Launderers***: These individuals are responsible for disguising the illicit origins of funds obtained through ORC & cargo theft operations, making the proceeds appear legitimate. Methods may include cash smuggling, "smurfing" (breaking down large sums into smaller deposits), using shell companies, invoice manipulation, or leveraging gift cards and cryptocurrencies.
 - ***Ringleaders/Organizers***: These individuals orchestrate and lead the overall criminal operation. They recruit and manage networks of thieves, coordinate theft operations, identify target locations, plan strategies to evade security measures, and establish connections with fencing operations and illicit markets for profit.

- **Shipping Fraud:** uses legitimate accounts by creating seemingly credible identities (mules/reshippers) or exploiting existing good credit to place orders, shipping stolen goods to temporary addresses (like P.O. boxes or lockers) for forwarding, often internationally, to obscure origins; fraudsters then sell these items, bypassing detection by using stolen or synthetic identities, phishing for data, and impersonating legitimate shippers to steal both goods and financial info. Legitimate accounts are exploited through:
 - **Mules & Reshippers:** Criminals use real people (mules, sometimes unaware) to receive packages at their home or use forwarding services (reshippers) who bundle and send stolen goods overseas, making them hard to trace.
 - **"Ship-to Fraud" with Good Credit:** Fraudsters create fake profiles with excellent credit histories, place small, paid orders to build trust, then order high-value items, ship them to a different address, and disappear without paying.
 - **Phishing & Identity Theft:** Scammers impersonate major carriers (Amazon, FedEx) via text/email, tricking users into clicking malicious links that steal login details or financial info, allowing them to hijack accounts or place fraudulent orders.
 - **Identity Spoofing:** Impersonating legitimate drivers or carriers with fake paperwork to pick up cargo and redirect it.
 - **Fictitious Pickups:** Unauthorized individuals posing as carriers to collect shipments that never reach their destination.
 - **Shipment Diversion:** Intercepting packages in transit by exploiting weak verification processes or using cyber-hacking techniques to change destination information.

- **Recruiting Methods:** Recruitment into these criminal networks primarily occurs through vanishing message apps, encrypted messages, or coded communications. Transnational organizations frequently target and "hire" low-level operators via these secure channels. These low-level roles are easily replaceable if caught by local law enforcement and are thought of as "expendable" inside of the criminal network. The recruiting of minors for retail theft is common and the potential role of lower penalties and ease of acquiring replacements if apprehended.
 - **Lighter Penalties:** The juvenile justice system generally prioritizes rehabilitation over punishment, meaning minors often face less stringent consequences rather than the lengthy prison sentences adults might receive for similar offenses.
 - **Easier Manipulation:** Minors may be more susceptible to influence and coercion by adults involved in criminal activities.
 - **Reduced Surveillance:** Minors may be perceived as less likely to draw attention from store security or law enforcement.

- **Violence Against Store Associates, Security, and Law Enforcement:** These criminal elements pose a significant threat, employing intimidation, verbal threats, and the brandishing of weapons, including dirty needles and firearms. They routinely engage in physical assaults, including punching, kicking, pepper-spraying, and even using bear spray, knives, and firearms. Furthermore, they demonstrate a callous disregard for safety through reckless driving or trampling associates, customers, and bystanders in attempts to evade.
- **Criminal Domestic Funding Operations:** Criminal operations are sustained through robust domestic funding mechanisms. They leverage fence locations, online tertiary marketplaces, black markets, and online classified ad sites to liquidate portions of the stolen goods for cash, thereby financing further illicit activities.
- **Transnational Poly-criminal Activity:** Intelligence unequivocally shows transnational criminal organizations operating beyond U.S. borders, utilizing recruited operatives within the U.S. Their activities are not confined to a single modus operandi; they engage in a poly-criminal approach, including human, drug, and weapon trafficking, money laundering, identity theft, financial gift card fraud, smuggling, cybercrime, cargo theft and retail theft. These groups exploit differences in legal jurisdictions to evade detection and prosecution, making it challenging to investigate.
- **Retail Associate Impacts:** The escalating intimidation and violence are having a tangible impact on retail workers, making hiring staff increasingly difficult in affected locations. This challenging hiring climate, combined with significant inventory losses, is forcing retailers to re-evaluate location strategies and new store investments.
 - **Increased Violence and Aggression:** ORC often involves violence and aggression towards employees, with a significant number of retailers reporting increased physical and verbal threats against their associates.
 - **Perception of Increased Danger:** The rise in ORC activity can lead to a perception of increased danger in the workplace, causing associates to feel unsafe going to work and potentially impacting their willingness to report incidents.
 - **Mental Health Impacts:** The fear of violence and the emotional toll of dealing with ORC incidents can contribute to stress, anxiety, and even post-traumatic stress.
 - **Increased Turnover:** The negative impact of ORC on employee safety and well-being can contribute to higher employee turnover rates.
- **Consumer Impacts:** In the most heavily impacted areas, consumers face tangible consequences: lack of product availability, diminished choices, and reduced variety in addition to the threat of violence or injury from these groups. The perceived threat to customer safety can lead to reduced foot traffic and lower sales volumes. In severe cases, these conditions have led to the formation of retail deserts where businesses can no longer operate sustainably.

- **Consumer Impacts(continued):**
 - **Higher Prices:** Retailers facing losses from ORC often increase prices to offset the costs of theft, including increased security measures.
 - **Reduced Product Availability:** ORC can lead to retailers removing high-value items from shelves or locking them up, making them less accessible to consumers.
 - **Increased Security Measures:** Retailers are investing in more security personnel and technology, which adds to their operating costs and may make the shopping experience less enjoyable.
 - **Potential for Safety Concerns:** ORC can be associated with violence and other criminal activity, making retail establishments less safe for both customers and employees.
 - **Product Safety Concerns:** Stolen goods, particularly perishables or those with expiration dates, may be tampered with, altered, or improperly stored, posing health risks to.
 - **E-commerce Impact:** ORC also impacts online marketplaces, where stolen goods are often resold, making it harder for consumers to distinguish legitimate sellers from those dealing in stolen merchandise.
 - **Not Just a Retailer Problem:** ORC isn't just a problem for retailers; it affects consumers by potentially increasing costs, reducing product availability, and creating a less safe shopping environment.
- **Transient Crime Sprees:** Organized retail crime groups strategically exploit jurisdictional boundaries to evade detection, apprehension, and prosecution. These transient tactics are designed to maximize the volume of stolen products, avoid aggregation or extradition, and continuously serve the larger criminal enterprise.
- **Cargo Theft, Reverse Logistics, & Exfiltration of Stolen Goods:** These groups demonstrate sophisticated logistical capabilities. They establish robust reverse logistics networks to efficiently transport, warehouse, consolidate, repackage, container load, and ship stolen products, effectively exfiltrating them across land and sea borders.
- **Law Enforcement Engagement:** Retailers are actively pursuing constant and strong partnerships with local, state, and federal law enforcement agencies to ensure a high degree of collaboration. Over the past few years, there has been a concentrated effort to engage prosecutors and State Attorneys General to bolster legal responses.
- **Retail Technology:** Advances in technology, including RFID, video surveillance analytics, and data-driven applications, are providing retailers with an unprecedentedly clear picture of the breadth and depth of organized retail crime. This enhanced visibility illuminates its financial and human impacts, increasing the call to action by retailers, trade associations, law enforcement associations, and law makers to take action for a more robust and decisive defense.

Attachment 2

Retail Crime Reporting and CORCA

The current fragmented law enforcement approach to disrupting these criminal enterprises is unsustainable. We must recognize ORC as a sophisticated, multi-faceted criminal activity that spans all jurisdictions, including ties to transnational criminal organizations. The breadth and scope of this criminality require a coordinated national response to protect our economy, consumers, retail workers, and the safety of our communities. With over 18,000 federal, state, and local law enforcement agencies and more than one million physical retail establishments, organized retail crime rings currently operate with impunity. They hide in the margins of jurisdictional lines, staying steps ahead of authorities and benefiting from a lack of consolidated information that would reveal their national and transnational linkages. These networks ultimately move stolen merchandise overseas or across borders to reap financial gains and fund ever-expanding criminal activity.

The Critical Distinction: Shrinkage vs. Organized Retail Crime Loss Reporting

It is essential to distinguish between a common accounting terms and the impact of organized criminal activity on retail reporting.

- **Retail Shrinkage:** This is an overarching accounting term for all inventory loss, encompassing administrative errors, damaged goods, vendor fraud, and all forms of theft.
- **Organized Retail Crime Losses:** Are the losses from distinct and complex criminal enterprises. It involves the systematic theft of retail merchandise by highly organized groups. ORC is characterized by massive thefts, the escalation of violence, the crossing of jurisdictional boundaries, and the exploitation of the entire supply chain—from physical stores to cargo in transit, often involving sophisticated financial manipulations like gift card fraud.

For decades, retailers have mitigated the impact of rising ORC thefts by focusing on controls for administrative errors and discrepancies. However, the capacity to offset ORC losses through these means is rapidly diminishing. If ORC remains unchecked at national and transnational levels, the direct consequences will be higher consumer prices, limited product availability, and the potential emergence of "retail deserts."

Discrepancies in ORC reporting data are a direct result of the crime's systemic nature:

- **Varying Definitions and Limited Visibility:** Every retailer operates with unique products and supply chains and maintains a limited view of the scope and complexity of the organized criminal groups victimizing nearly every retail sector. Consequently, each company has its own threshold for defining a theft case as ORC.

- **Jurisdictional Complexity:** ORC frequently crosses state and jurisdictional boundaries, making it nearly impossible for any single local or state law enforcement agency to grasp the full scope of activity. The complex hierarchy of criminal networks—including boosters, mules, fences, and money launderers—further complicates data aggregation and clear identification.

A national-level coordination center is essential to provide the critical national level link analysis needed to establish criminal relationships between locations, suspects, vehicles, and other assets used to mobilize and monetize stolen merchandise.

The Role of The Combatting Organized Retail Crime Act (CORCA)

The establishment of the Organized Retail and Supply Chain Crime Coordination Center, as proposed by the Combatting Organized Retail Crime Act (CORCA), would serve as a critical, unifying layer of collaboration:

- **National Visibility and Link Analysis:** By uniting federal, state, and local law enforcement with private sector experts, the Center would facilitate the sharing of vital information and the coordination of strategies. This collaboration provides national visibility, enabling crucial link analysis to fully expose the scope of criminal involvement.
- **Consistent Accountability:** The Center would effectively address cases that meet specific thresholds or cross state lines, building upon state-level progress. This ensures that appropriate agencies can make legal determinations commensurate with the full scope of the criminal activity, leading to the disruption and dismantling of organized criminal groups.
- **Establishing a Lead Agency:** Leveraging best practices from other National-level coordination centers, CORCA establishes a lead Federal agency to advise, coordinate, and support all aspects of the public-private sector collaborative effort.

It is critically important for law enforcement and private industry to coordinate and share information because ORC operates as sophisticated criminal enterprises that exploit vulnerabilities across the entire supply chain.

- **Retailers' Unique Insight:** Private industry possesses unique insights into the scope of these thefts through advanced technologies like RFID and video surveillance analytics. These tools can pinpoint last known locations and timestamp evidence.
- **Law Enforcement's Mandate:** These criminal cases often extend far beyond the reach or understanding of any one retailer or local law enforcement agency. Only through coordination can investigations access the jurisdictional reach and legal authority required for national disruption.

The Coordination Center, led by Homeland Security Investigations (HSI), will bring together multiple critical federal agencies. Their diverse viewpoints are crucial because ORC is not a singular issue but a complex web of poly-criminal activity, transcending simple retail theft.

Each agency contributes a specialized lens to identify, track, and disrupt different facets of these sophisticated operations, which exploit differences in legal jurisdictions to evade detection and prosecution.

Federal Agency	Crucial Advantage
Customs and Border Protection (CBP)	Essential for addressing the exfiltration of stolen goods across land and sea borders.
US Secret Service (USSS)	Expertise in financial crimes, integral to ORC through gift card fraud and money laundering.
Postal Inspection Service	Addresses the use of shipping for the illicit liquidation of stolen products.
ATF and DEA	Critical given the poly-criminal activities of these transnational organizations, often including human, drug, and weapon trafficking.
Federal Bureau of Investigation (FBI)	Provides national investigative capabilities for complex criminal networks.
Federal Motor Carrier Safety Administration (FMCSA)	Vital for addressing cargo theft and the use of stolen vehicles for transport.

Homeland Security Investigations (HSI) is the ideal agency to lead this national effort due to their:

- **Proven Capability:** HSI has demonstrated expertise in interdicting consolidation and exfiltration schemes that cross state and national borders, leading to the recovery of millions of dollars in stolen merchandise.
- **National Reach and Collaboration:** HSI's ability to effectively collaborate with state and local law enforcement is crucial for developing cases that extend across multiple jurisdictions.
- **Experience with Transnational Organizations:** Their extensive experience in identifying and disrupting transnational criminal organizations, which are increasingly involved in ORC, solidifies their suitability to coordinate this initiative.
- **Leverage Current Best Practices:** HSI has a proven track record of operating coordination centers such as the National Intellectual Property Rights Coordination Center (IPR Center), a U.S. government task force led by HSI, which combats global intellectual property theft, counterfeiting, and piracy, bringing together multiple agencies to protect public health, safety, the economy, and national security by coordinating enforcement and sharing information extensive experience in identifying and disrupting transnational criminal organizations, which are increasingly involved in ORC.

Retailer Technology, Data, and Privacy

Companies prioritize safeguarding people, products, and property. Robust programs leverage advanced retail technologies such as RFID, video surveillance analytics, and data-driven applications. These technologies provide an unprecedentedly clear picture of inventory movement, helping to pinpoint the last known locations of missing items and are critical for identifying and investigating potential inventory diversion into gray or illicit markets.

While internal controls are vital for individual businesses, a collaborative approach through the Coordination Center would transform individual efforts into a collective, national defense. The primary focus must remain on facilitating information sharing to address a problem that extends far beyond the capabilities of any single entity.

Responsible Data Sharing and Privacy

Companies cooperate with law enforcement and federal agencies to report, investigate, and prevent theft, robbery, violence, and fraud. Information shared is strictly limited to what is necessary for law enforcement investigations, adhering to all applicable privacy laws and regulations. Our intelligence sharing specifically supports investigations into Organized Retail Crime, focusing on the theft and illicit movement of merchandise to identify criminal networks and recover stolen goods.

Strong internal privacy and data-handling protocols support efforts that solidify clear, responsible privacy and data-handling protocols for formal information-sharing arrangements with federal agencies align with our existing commitment, building trust and ensuring shared information is directly relevant to combating ORC.

The Retailer's Critical Role in the Center

Retailers, large and small, must play a critical and active role in this public-private partnership. Our role would involve:

- **Providing Expertise and Data:** We possess a broad and deep understanding of ORC's devastating impact and can share valuable data related to loss events, robberies, cargo thefts, and fraud schemes.
- **Identifying Trends and Modus Operandi:** Our day-to-day exposure allows us to identify emerging trends, new criminal tactics, and specific target items, invaluable for proactive enforcement strategies.
- **Supporting Investigations:** Corporate field investigators can represent victim companies and assist in identifying recovered merchandise and providing analytical data to aid in the recovery of additional stolen product and the identification of transient criminal groups.

Formal coordination with HSI under CORCA provides a crucial and necessary framework for a complex, national problem. The "tips, trends, or data provided by private actors" are not the sole basis for enforcement; they serve as vital intelligence that, when combined with law enforcement's investigative capabilities, enables a comprehensive response.

Our focus is on identifying and disrupting organized criminal enterprises that perpetrate massive thefts and engage in sophisticated tactics, such as the use of electronic countermeasures, manipulation of financial instruments, nefarious reverse logistics, or the coordination of large-scale thefts. We prioritize investigations where there is clear evidence of organized criminal activity, differentiating between individual shoplifting and the structured, often transnational, operations of ORC groups.

The intent of CORCA is to facilitate coordination to dismantle organized criminal groups that are exploiting jurisdictional gaps and operating with increasing violence. The alternative—leaving retailers to battle these highly organized and often violent groups in isolation—would be far more detrimental to our communities and the safety of our citizens.