Secure Police Credentials Will Benefit Officers and Citizens

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Virtually every law enforcement agency in the United States issues to its sworn personnel an identification card bearing the name, photograph, and title of the officer. Identification (ID) cards are often used for accessing government buildings, attending training, flying on a commercial airliner while armed, working with officers from other law enforcement agencies, and conducting enforcement activities.

The Problem

The following are some questions concerning police ID cards:

1. Who creates and controls ID card creation and card stock?
2. How secure is the ID?
3. Can officers and the public easily identify an ID?

Many officers across the United States don't know the answers to those questions. They have no way to immediately verify someone by viewing that person's ID. Many IDs are made by a regular printer anyone can buy. There are few, if any, security features that are known or unknown to others.

Officers might say they could tell if the person is a cop just by talking to him or her. While this is true much of the time, someone who acts the part could slip by at a training or when entering a building. Social engineering is a common and growing way for people to obtain information or access to information or an event.

The Solution

Massachusetts police officers are now carrying identification cards that are of a uniform design and have security features to thwart tampering and counterfeiting. To the authors' knowledge, Massachusetts is the first state to undertake such an initiative. The program was launched by the Massachusetts Chiefs of Police Association (MCOPA) to help citizens identify criminals posing as plainclothes officers and to make venues safer.

Massachusetts law, like many states, requires that police departments issue ID cards to their full-time police officers, but there has never been a standard for the design or content of the card. Each agency was left to design its own card and, as a result, recognizing them as authentic was problematic.

In fact, most police officers admitted that they were unable to describe the ID cards carried by officers in adjoining jurisdictions. Now, that has all changed. Under a new program, Massachusetts police officers carry uniform identification cards equipped with advanced security features. The first issuance of every card was funded by the state's homeland security regional offices.

New Design

The first thing you notice about the new Massachusetts police ID is that it is portrait oriented, rather than landscape, so that when it is slid it into a shield case it is oriented the same as the shield.

The new ID card has a banner across the top that reads Commonwealth of Massachusetts. Beneath the banner is the word POLICE in large, bold font. Beneath the word police is the officer's photo. Beside the officer's photo is the department seal and beneath it are the officer's name, rank, department, the department's primary address, and a 24-hour telephone number. All cards also bear issuance and expiration dates.

The back of the card is landscape. In the top left corner is a serial number, and each is unique. The serial number allows a card to be entered into NCIC if it is lost or stolen.

The text beneath the officer's signature attests that the bearer is a law enforcement officer as defined by the federal Law Enforcement Officers Safety Act (LEOSA). A bar code has been provided for future use.

Security Features

The vendor chosen for the project is the current provider of drivers' licenses in 43 different states, including Massachusetts. Their participation in the project is beneficial because some of the security features used on the Massachusetts driver's license are utilized on the Massachusetts police ID card.

There are three levels of security on the police ID card; overt, covert, and forensic.

- Overt features are those that we will tell the public about, and citizens can use them to determine that a card is authentic.
- The covert feature is not obvious to the untrained eye—and is not revealed to members of the public.
- Forensic features may be detected only by the card's manufacturer using specialized equipment. Typically, that would occur if someone tried to counterfeit a police ID, and the comapny needed to establish in a court of law that the card was a fake.

Establishing and enforcing standards: A credential is only as valid as the controls that govern its issuance. For this reason, a set of standards was established to ensure the uniform issuance and regulation of the cards.

Informing the public: Identification cards are effective only if people know what to look for, so the MCOPA undertook an information campaign when the new cards were rolled out. A website called MassPoliceID.com was created for use by both law enforcement and the general public.

Conclusion

The law enforcement community is expected to identify and correct security vulnerabilities to prevent exploitation by criminals and terrorists. It makes sense to distribute a professional uniform and secure police credential statewide.

The next step is for states and law enforcement agencies to share that information, so officers in surrounding states and across the United States can easily check and verify law enforcement credentials from any state. A project of this scope is not without hurdles; however, we believe this system can be replicated anywhere and benefit everyone. ❖

Why did you choose to join law enforcement? What keeps you going each day?

Use #WhyIWeartheBadge on Twitter, Facebook, or other social media to share your story!

Electronic Stakeout

By **Travis Martinez,** Lieutenant, Redlands Police Department, Redlands, California

The President's Task Force on 21st Century Policing is challenging today's law enforcement leaders to create strategies that will enhance public trust and promote strong relationships between police and the communities they serve, all while supporting crime reduction. In 2011, the Redlands Police Department (RPD) implemented a strategy that has not only enhanced police and community relations, but has put police in direct contact with those that commit crime. At the time, a series of vehicle burglaries was occurring at a fitness center parking lot. RPD was faced with a tight fiscal budget that prohibited traditional types of responses, such as stakeouts. A watch commander at RPD researched whether technology that was being used by financial institutions to protect their assets could be reconfigured to help address the vehicle burglary problem. With community collaboration, an electronic stakeout operation was implemented, and, within a few hours of the first deployment, RPD arrested the two serial burglars who had been preying on the fitness center parking lot.

Since that initial implementation, RPD has been utilizing the strategy that not only meets the goals and objectives of the task force, but has proven to be a very effective and affordable way to reduce crime in the city. The strategy requires the police department to work closely with victims of crime, thereby creating goodwill throughout the community. This strategy has been a game changer and promises to create a paradigm shift as to how law enforcement agencies across the United States address crime trends in their respective communities. The consistent accolades provided by the public through social media suggest that RPD has discovered a strategy that promotes community policing and enhances police legitimacy.

The strategy includes deploying a GPS tracking program that utilizes specialized devices made available only to law enforcement, financial institutions, and corporate security professionals. The program is responsible for 172 arrests for crimes, such as armed robbery; vehicle, commercial, and pharmaceutical burglary; laptop, bike, metal, retail, cemetery, fire hydrant, vending machine, mail, and UPS parcel theft; and even credit card skimming. Basically, whatever crime trend pops up in the community, or, if there is a need for surveillance on targeted property, RPD will evaluate if the GPS tracker can be utilized to apprehend the criminals. The trackers are a low-cost solution to the high costs associated with traditional surveillance teams. RPD also uses the devices to provide residents an added sense of security when they are away on vacation via a program that is now being replicated throughout the United States.

When a GPS device is activated upon motion, the GPS tracker immediately sends alerts to the RPD Dispatch Center and officers' cellphones, who can then track the device on a map over the Internet. Dispatchers can then direct officers to the device's exact location using the tracking data, enabling officers in the field to maintain tactical high ground on the suspects. It typically takes only about 10 minutes to deploy a device, and, once it's deployed, police can resume their normal duties until the property is stolen. The devices can remain in the field for up to 15 months before they need to be recharged. To make the program even less taxing on police resources, RPD has trained two citizen volunteers on how to deploy the devices. In some instances, RPD even gives the devices to residents to self-deploy.

Numerous agencies throughout the United States have been replicating the GPS tracking program at RPD. *The Police Chief* magazine published an article authored by an RPD Command Staff member in the January 2014 edition, highlighting RPD's GPS program. As a result of the article, POST-approved courses on the strategy have now been taught in seven states. In addition, several international, national, state, and local conferences have hosted presentations on the strategy. All evidence strongly suggests that the use of the specialized GPS devices in law enforcement to address crime trends will be as prevalent as law enforcement using surveillance cameras. In Redlands, they have been effective in apprehending criminals.

The concept of using GPS technology to solve crime trends has expanded from the law enforcement and banking industry to corporate security. Cellphone stores have begun to deploy the devices in prepackaged, shrink-wrapped iPhone cases to combat the rapid rise in cellphone store robberies and burglaries. In less than two months, one Southern California police agency was able to thwart three armed robberies of cellphone stores by using this strategy. More importantly, none of the employees were hurt and all of the stolen property was recovered. Pharmacies are mirroring the strategy to address robberies and burglaries involving oxycodone. RPD was able to apprehend one prolific thief shortly after he conducted a nighttime commercial burglary of a pharmacy in Redlands. In addition, a major retail company has begun using the devices to address organized retail theft crime rings that target high-end jeans. Several arrests have been made using this strategy.

The electronic stakeout GPS program at RPD has certainly led to an improvement in policing at the local level. With agencies and corporate security teams across the United States beginning to implement a similar strategy, evidence suggests that this strategy is long overdue. RPD has certainly discovered a force multiplier that has enabled them to continue to provide excellent customer service and address the various types of crime that community members face on a daily basis. ❖

To learn more about how the Redlands, California, Police Department is using GPS trackers, visit the *Police Chief* archives online to read Lt. Martinez's January 2014 article, "Caught in the Act! How One Police Agency Is Apprehending the Hard-to-Catch Property Thief with Electronic Stakeouts."

Size Matters, So Does Place: The Future of Policing and the Changing U.S. Suburb

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Historically, the call for, and challenge of, police reform has fallen at the doorstep of big cities, such as Detroit, Seattle, Cincinnati, Pittsburgh, Los Angeles, New York City, and Baltimore, and their police chiefs. Most attention remains focused on the biggest urban areas of the United States, but, in the next decades, these aren't the only places that should garner our attention. Much of the future of U.S. policing lies in the places previously associated with the white picket fence–the suburbs.

The suburban United States is changing. There are now more poor people living in suburbia than in core cities—something that has been true since 2008—and the poverty gap between suburbs and cities is widening.[1] Simultaneously, many suburbs are becoming more ethnically and racially diverse. This is part of a widespread phenomenon of "demographic inversion" that is occurring in suburban communities, where in many places, the population has flipped from a majority white population to a diverse population whose majority is not white.

The fatal shooting of Michael Brown and the unrest in the Missouri suburb of Ferguson may embody a bigger pattern—a challenging consequence of demographically changing suburbs. A disconnect exists between local law enforcement and the communities they are sworn to serve and protect. Is Ferguson the exception or the norm?

First, we know that Ferguson is not unique as a demographic phenomenon.[2] It resembles many other inner-ring suburbs whose police departments struggle with engendering a relationship of trust with the "majority minority" community they serve. While the demographic composition of a police department is not everything, Ferguson's police department is far from representative of its population, with a police force including only three black officers (7 percent) serving a community that is 67 percent black.

Second, we know that the focus should not be limited to a black-white demographic reversal in suburban communities. A big driver of the suburban population growth is the influx of Latino immigrant families. From 2000 to 2009, immigrants accounted for 30 percent of the overall population growth.[3] Likewise, in many of these communities, urban planners believe that immigrants' residences and vitality is integral to bringing suburban communities out of entrenched poverty.[4]

Third, we know that some suburban police departments have, unlike Ferguson, found practical ways to establish trust with their rapidly diversifying communities. In the Minneapolis suburbs of Brooklyn Center, Brooklyn Park, Hopkins, and Richfield, police are building and strengthening foundations of trust with multi-racial and multi-ethnic communities through a Joint Community Police Partnership. Such efforts include a police-community multicultural advisory council, new Americans' (police) academy, multicultural community service officer (CSO) cadets, and officer access to, and training on, interpreter resources.

But there is virtually no research that is focused on suburban policing. Big city ideas—the evidence-based practices we seek to replicate far and wide—may not be appropriate for their suburban neighbors, who have a different amount and spread of poverty, political context, population size, demographic composition, level of urbanization, tax base, and police organizational structure and resources. Quite possibly, there may not even be an identifiable suburban policing blueprint. As noted by researchers at Brookings, "Suburbs with little or no experience with either immigration or poverty face complex and unfamiliar public policy challenges."[5]

Policing leaders, researchers, and others seeking to shape U.S. policing for the demands of the 21st century must begin to understand the scope of this challenge and develop solutions that take into account the unique realities of suburban policing. This means answering such critical questions as the following:

- *How does a police force, organized around policing suburbs that a decade or two ago were largely homogenous (white), effectively build cooperative relationships and mutual trust with the far more diverse communities they are sworn to protect today?*
- *What do varying suburban communities expect from their police departments? What does public safety mean to them?*
- *What does community policing look like in a suburban context, where walking a beat is not possible in the sprawling jurisdiction?*

A comprehensive suburban community policing strategy—one that understands the "new normal" of suburban poverty and population diversity—will ensure that policing is effective in the places where the United States is most rapidly changing. ❖

Notes:

[1]Alan Berube, "A View from Atlanta, Epicenter of Suburban Poverty in America," *Confronting Suburban Poverty in America* (blog), October 08, 2013, Brookings Institution, http://confrontingsuburbanpoverty.org/2013/10/a-view-from-atlanta-epicenter-of-suburban-poverty-in-america; "South Cook County, Chicago, Illinois," *Confronting Suburban Poverty in America* (blog), Brookings Institution, http://confrontingsuburbanpoverty.org/the-communities/south-cook-co-chicago (both accessed July 29, 2015).

[2]Elizabeth Kneebone, "Ferguson, Mo. Emblematic of Growing Suburban Poverty," *The Avenue: Re-Thinking Metropolitan America* (blog), August 15, 2014, Brookings Institution, http://www.brookings.edu/blogs/the-avenue/posts/2014/08/15-ferguson-suburban-poverty; Peter Saunders, "The Death of America's Suburban Dream," *The Guardian*, September 5, 2014.

[3]Roberto Suro, Jill H. Wilson, and Audrey Singer, *Immigration and Poverty in America's Suburbs*, Metropolitan Opportunity Series (Washington, D.C.: Brookings Institution, August 4, 2011), http://www.brookings.edu/~/media/research/files/papers/2011/8/04-immigration-suro-wilson-singer/0804_immigration_suro_wilson_singer.pdf (accessed July 29, 2015).

[4]Alan Ehrenhalt, *The Great Inversion: And the Future of the American City* (New York: Random House, 2012).

[5]Suro, Wilson, and Singer, *Immigration and Poverty in America's Suburbs*, 2.

The Family Liaison Officer

By **Fiona Brookman,** Professor of Criminology, Centre for Criminology, University of South Wales, Pontypridd, United Kingdom, and **Duncan McGarry,** Critical Incident Family Liaison Advisor, Family Liaison Training & Consultancy Ltd., Dunoon, Scotland

Some of the best ideas in policing are often the simplest. Not necessarily new ideas—but ones that may have been forgotten or perhaps ones that we take for granted because it's "common sense." Sometimes, unfortunately, we have to harness what is accepted as common sense and design it into a far more sophisticated model of investigation.

When someone's life is taken in a cruel and violent act of murder (or manslaughter) a homicide investigation begins. The ingredients of this investigation are becoming more complex as science and technology develops, but one ingredient doesn't really change—the devastated relatives who are left behind. A complicated criminal justice system, combined with high-profile media interest or, in some cases, zero media interest can often add to the problems that the surviving family members face. How the police respond to the family can make a huge difference to the overall impact of the homicide as well as the extent to which the family cooperates with the enquiry.

The role of dedicated Police Family Liaison Officers (FLOs) in homicide cases emerged in the United Kingdom in the aftermath of the Stephen Lawrence murder in 1993. Mr. Lawrence, an innocent young black man was stabbed to death in a racist attack in South London. This murder and its aftermath set off a series of significant changes in investigative practice. Two men were eventually convicted of his murder in 2012.[1] Whilst racism and the police response to racially motivated crime featured high in the Public Inquiry that followed Stephen's murder, opportunities emerged to develop a new way of policing homicide that went beyond issues of race to consider more carefully how we deal with the "survivors" of homicide, those left behind to deal with the aftermath.

Sometimes, someone within the family is responsible for the homicide. On other occasions, the family holds the key to unlocking aspects of the victim's life that may help the police to identify the murderer. The role of the FLO is crucial in unlocking this information. But the role of the FLO is a dual one: (1) foremost, FLOs are trained investigators tasked with gathering information and helping to assess what evidence and intelligence relatives may be able to offer the investigation and (2) the FLO is a conduit between the family and the investigation, ensuring that the family understand the process and are provided with as much detail as can be shared regarding the progress of the investigation. The FLO helps to prepare the family for what is often a lengthy and traumatic investigation; supports them through key moments such as press conferences and appeals; and, where relevant, supports them at the trial. This role requires significant expertise and sensitivity and with the right type of quality contact, trust and confidence improves within the communities where the homicide occurs.

In the earliest stages of a homicide investigation, the police require considerable information about the victim. Through working closely with the victim's family, the FLO can gather critically important information and intelligence regarding the victim.

- **Routines and habits:** Where did they spend time? Last known sightings?
- **Friends and associates:** Who are they? Are relationships good or strained?
- **Family relationships:** Are there any family tensions/relationship separation?
- **Behavior and lifestyle:** What sort of person were they and what made them vulnerable to murder? (e.g., drink, drugs, gambling habits, financial behavior)
- **Precursor events:** What precursor events may have led up to the homicide?

This type of investigative practice does occur in some investigations but often not within a coherent strategic plan. Family Liaison is as much a mind-set as it is a methodology—thinking through what the police need from the family and what the family needs from the police. It requires recognition of the dedicated role and the need to train and develop the expertise of those tasked to perform it.

Furthermore, the FLO role is adaptable to cases of mass fatalities. FLOs can become the link to gathering "ante-mortem" data from families to aid early and accurate identification and repatriation of human remains. The United Kingdom successfully deployed FLOs in New York following the terrorist attacks of September 11, 2001, where 67 U.K. citizens were killed. They were also used following the Asian Tsunami of 2004 and the London Bombings of 2005.[2]

The role of the FLO continues to evolve. It represents excellence in investigation, and its long-term benefits to policing are immense and include the following:

- Enhanced victim profiling
- Better family and community impacts
- Improved trust and confidence in the police
- Potential inroads into difficult-to-reach and hostile communities
- Superior community intelligence models

In summary, the FLO represents the "strategic heart" of modern homicide and major crime investigations—whether those investigations are routine in nature or highly complex—and we would like to see the role adopted in many more homicide units around the world. ❖

Notes:

[1]William Macpherson, *The Stephen Lawrence Inquiry: Report of an Inquiry by Sir William Macpherson of Cluny* (London: Home Office, 1999), https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/277111/4262.pdf (accessed August 5, 2014).

[2]Andy McSmith, "Tunisia Beach Attack: Number of Britons Killed Feared to Be as Many as 30," *The Independent*, August 3.

Are You Missing the Mark in Recruiting?

By **John Weinstein,** Lieutenant, Commander, Safety District 3, Northern Virginia Community College

If we have the greatest job in the world—which we do—why is it so difficult to recruit and retain quality law enforcement professionals? The national police attrition rate is 5.7 percent,[1] and the Atlanta Police Department found that 40 percent of police attrition occurred in its officers in their first year of service and 80 percent occurred in officers with less than five years on the force.[2] With the average cost of putting an officer on the street at $14,000–29,000, excluding salary, the loss of young officers creates significant burdens for departments whose resources are already shrinking.[3]

Many potential causes of recruitment and retention problems exist: low salaries, more lucrative job opportunities, and so forth. One key factor, is whether the law enforcement recruitment message is optimized for the audience we are trying to reach.

Members of the largest pool of potential recruits are known among generation theorists as "millennials" or members of "Generation Y." Born between 1980 and 1999, members of Generation Y are now 16–35 years old. They exhibit very different characteristics and have different goals than their Generation X (born 1965–1979) and baby boomer (1946–1964) predecessors.[4] However, most senior law enforcement leaders are Generation Xers or baby boomers and have worked for years alongside their contemporaries, who think just like they do. Is it any surprise, then, that recruitment advertisements approved by these senior leaders do not appeal to millennials?

Consider the following job announcement, taken from a major college police department:

"We are looking for loyal men and women with the ability to follow instructions, good oral and written communication skills, and computer literacy skills. You must have the instinctive ability to demonstrate and understand the laws of the state, local ordinances, and college policies through the performance of daily tasks. You must have the ability to testify in court proceedings."[5]

The four most important attributes implied in this advertisement are loyalty, obedience, enforcement, and ability to do daily tasks, which strike responsive chords with individuals from the post–World War II generation. Baby boomers and, to a lesser extent, Generation Xers, value being part of an organization, know how to work within a command structure, recognize the importance of rules, and value processes. However, research shows these are not the values most important to millennials.[6]

Consider a few other differences between millennials and non-millennials: [7]

Activities of Millenials Compared to Non-Millennials

Activity	Percentage of Millennials (%)	Percentage of Non-Millennials (%)
Own smartphones	59	33
Upload photos	60	29
Watch movies online	42	18
Use social media	79	59

Millennials are different because of their different formative experiences. Millennials experienced greater parent divorce rates; the explosion of information and social media; less supervision; and accelerating technological change. As a result, millennials are multitaskers who become bored easily; expect greater participation in the workplace with immediate feedback; are more technologically savvy; question authority; are not loyal to one organization; and want more balance in work and life.[8]

Most field training officers lament that their trainees constantly question why things have to be done a certain way; expect to jump to the detective, SWAT, or K-9 units after only a year or two of service; and are always looking to jump to other agencies.

The challenge for today's recruiters is to develop a systematic two-way process that identifies what their recruits want, not just what the department needs; monitors their changing needs throughout their careers; and develops processes to meet their needs. Job descriptions must be written in a way that allows millennials to connect with the department.

Consider the following hypothetical job description:

"The XXX Police Department is seeking ethical, dedicated individuals to join our team of professional officers. We offer interesting and varied work, advancement, autonomy, and responsibility where you have the opportunity to develop yourself through interesting training and support for further academic and professional development. You will have the satisfaction of doing a challenging job that makes a difference and enjoy the respect of your fellow citizens." ❖

Notes:

[1]Christopher S. Koper et al., *Hiring and Retention Issues in Police Agencies: Readings on Determinants of Police Strength, Hiring and Retention of Officers, and the Federal COPS Program* (Washington, D.C.: Urban Institute, October 2001), 46, http://www.urban.org/sites/default/files/alfresco/publication-pdfs/410380-Hiring-and-Retention-Issues-in-Police-Agencies.PDF (accessed July 29, 2015).

[2]Atlanta Police Foundation, *Public Safety First: An Attrition Study of the Atlanta Police Department* (Atlanta, GA: Atlanta Police Foundation, November 2009), 5, http://www.atlantapolicefoundation.org/download/atlantapolicefoundationorg/275-APF_2009_Attrition_Study.pdf (accessed July 29, 2015).

[3]Ibid.

[4] International Association of Chiefs of Police (IACP), *Leadership in Police Organizations*, Volume 1, Lesson 3, 26–32.

[5]Northern Virginia Community College Police Department, position advertisement, "Law Enforcement Officer – Certified," March 2015, https://nvcc.peopleadmin.com/postings/12439 (accessed August 18, 2015).

[6] IACP, *Leadership in Police Organizations*.

[7]Millennials belong to an average of 2.5 social media networks, the top four of which are Facebook, Twitter, Google Plus, and Instagram, and 75–80 percent of Millennials sign on to these on a daily basis. For these and other generational characteristics, see Mike Allen and Renee Allen, "Generational Differences Chart," http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf; "Understanding Generational Differences," 24 slides; and http://opi.mt.gov/PUb/RTI/EssentialComponents/Leadership/Present/Understanding%20Generational%20Differences.pdf (both accessed on August 18, 2015).

[8] Allen, "Generational Differences Chart."