

PFI Goes to Washington D.C.

Creating the Future Now!

The Society of Police Futurists International will hold their Annual Meeting on July 31st in Washington D.C. at the Grand Hyatt Washington in conjunction with the World Future Society 2004 Conference.

The topic for this year's Conference is "Creating the Future Now!" PFI members will be featured in panels discussing how criminal justice professionals can create their futures, see details, pages 3-5.



July 31 - August 2, 2004

Grand Hyatt Washington in Washington, D.C.

Police Futurist

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From the President

Alan Beckley



Alan was a police officer in the UK for 30 years and attended the 160th Session of the FBI NA studying Futuristics in Law Enforcement. He is now a management consultant completing assignments with many police forces and public sector organisations.

When you get to my age, a whole year flies by before you know it! I am amazed that we are arriving again at the PFI / WFS conference and my presidential year is nearly at an end. This year (as usual) has been a whirlwind of PFI activity with mind-boggling advances in science, technology and even nano-technology in the field of law enforcement. We move forward ever faster in the fields of crime prevention and detection and still pursue the ideal of a world with freedom and respect for human rights and fundamental freedoms, safe from the spectre of terrorism and despotism.

Inside PFI we have made many changes to enhance the response to our members and improve member benefits. I believe the benefits of these hidden activities will bear abundant fruits in the future.

Where we have made most progress is in our influential links in the Futures Working Group combining our formidable panel of experts in several authoritative publishing ventures and far-reaching projects with international implications. As president, I thank the participants in the Futures Working Group for maintaining their impetus, their thought leadership and their pure excellence for another year's successes.

I also thank the hard working PFI Board members for their forbearance and persistence in maintaining contact with a president several thousand miles and several time zones away. We are fortunate to have the benefit of modern methods of communication and must offer special thanks to Steve Hennessy (1st VP) for his stalwart assistance and support throughout the year. I wish Steve every success for his forthcoming presidential year.

Returning to the PFI / WFS conference that is to be held at Washington DC, July 31 to August 2, we have a feast of contents for law enforcement officers. We have a session on the 'Many Face of Terrorism' featuring international experts in the field. Then an event on Leadership: 'Surviving Hell: Leadership Lessons for a Tough Future' - do you recognise your situation here? You can also ask yourself the question 'What is Freedom? And does it have a Future? Billed as the target audience as 'Anyone who wants to be free or remain free', this event asks some very good questions. And, first up we are researching 'Strategies for More Effective Law Enforcement in the Future'. Overall PFI have provided a wide-ranging and thought provoking programme; I look forward to seeing you there.

Alan Beckley
PFI President 2003-4

**The Annual Conference of the World Future Society
July 31 - August 2, 2004
PFI Annual Meeting--July 31, 2004, 3:30 PM**

Grand Hyatt Washington in Washington, D.C.

The Society of Police Futurists International will once again hold their Annual Meeting in conjunction with the World Future Society. This year's Conference in Washington D.C. will feature three PFI-sponsored presentations.

**STRATEGIES FOR MORE EFFECTIVE LAW ENFORCEMENT
IN THE FUTURE**

Based on a modified Delphi technique, members of Police Futurists International will present a consensus of the 10 key things that law enforcement must do in the future to: fulfill the future mission of law enforcement, maintain a high quality of service to the public, and ensure public safety. These ten things will include, among others: ethics, the role of technology, privacy issues, and the rights and responsibilities of citizens. How will law enforcement be different in the future? How will the role of the public change? These and other provocative questions will be probed in an interactive session with attendees.

Panel Members:

**James A. Conser, Ph.D., CPP, Associate Professor,
Criminal Justice Department, Youngstown State
University, Youngstown, Ohio.**

**Andreas (Olli) Olligschlaeger, Ph.D., President,
Trunorth Data Systems, Inc., Pennsylvania.**

**Tyree C. Blocker, Major, Pennsylvania State Police,
Harrisburg, Pennsylvania.**

**Alan Beckley, Retired Chief Inspector, West Mercia
Constabulary, Shropshire, United Kingdom.**

Who should attend: Anyone interested in the future of law enforcement, performance of public safety personnel, and citizen/community expectations of peace officers.

WFS 2004 PFI Presentations

What you'll learn: Ten areas that law enforcement must focus on to ensure it is meeting future community needs and expectations and the citizen's role in policy and public safety. Citizens and professionals can share results of this study with local community leaders.

THE MANY FACES OF TERRORISM

Experts have many different definitions of terrorism. Is there one definitive answer? And what can be done about it? What needs to be done about it, particularly at a local level? What is the reality of the threat level today in the United States? What preparations should we be making? What are the implications of stress associated with terrorism on citizens and law enforcement personnel? These and other terrorism-related questions will be explored by a panel of experts. Panelists will broach the topic from different perspectives: definitions, motives, stress impacts on citizens, public safety and other professionals, and how individuals and communities can mitigate the threat and impact of terrorism on a personal and local level.

Panel Members:

Carl Jensen, Supervisory Special Agent, Behavioral Science Unit, FBI Academy, Quantico, Virginia
Gene Stephens, professor, College of Criminal Justice, University of South Carolina, South Carolina
Robert W. Clark, Special Agent, FBI, Washington, D.C.
Colin Cramphorn, Chief Constable of West Yorkshire Police, United Kingdom

Who should attend: Anyone interested in the subject of terrorism and its impact at a personal and local community level.

What you'll learn: Alternative definitions of terrorism, impacts and implications for local law enforcement, communities and citizens. Attendees will have a greater understanding of what terrorism is, what is being done, what else needs to be done, and what they can do as individuals and citizens in their local communities to make a difference.

How this can be applied:

Public safety personnel will have a greater understanding of the scope of terrorism, how to prepare for future attacks, and what they can do at a local level to protect their communities. Business professionals and educators can enhance personnel safety and better support the efforts of public safety. Citizens will be better informed regarding terrorism and its real and imagined impacts and can use this information to influence leaders in their local communities. All attendees will increase personal awareness of the stress created by high anxiety and uncertainty associated with terrorism as well as how to apply recommended stress management strategies.

SURVIVING HELL: LEADERSHIP LESSONS FOR A TOUGH FUTURE

Future leadership will be challenged with tough times: uncertain economics, continuing threat of terrorism and concerns about homeland security, and continuing problems in the Middle East. Past styles that served leaders well in the good times of economic growth, community policing and successful containment of crime may not be appropriate for an uncertain and potentially difficult future. This session takes leadership lessons learned fifty years ago and applies them to leadership issues of the future.

Presenter:

Thomas Esensten, Principle, Organizational Effectiveness Consulting; Course Manager, California Law Enforcement Command College.

Who should attend: Peace officers, community leaders, local government officials and anyone interested in leadership principles.

What you'll learn: Future leadership principles based on lessons from history.

How this knowledge can be applied: This presentation has a message that anyone can apply to improving relationships, whether in a personal or professional capacity.

From the Ivory Tower Is It Time to Supplant Police with Public Safety?

Gene Stephens



(Gene Stephens is a Distinguished Professor Emeritus from the University of South Carolina and a charter member of PFI. He is also a professional consulting futurist and assistant editor and columnist for the Police Futurist. Web site: www.thefuturegene.com)

As I recently prepared a revision of my futures chapter in the Every Officer Is a Leader book, I placed a query on the PFI listserv for help in redefining the leadership role in light of 9/11 and the events that have followed. I had already been asked by chief author Terry Anderson to change the focus from police to public safety, and comments from several on the list serve indicated the same change had occurred to them. So is it time to embrace the Public Safety Department/Agency moniker and Director to replace Chief?

Of course this action was popular in mid-size departments a generation ago and has been continued/adopted by others today, but it is certainly not the norm in the U.S.

In fact, talk of such a change brings outright hostility in some quarters—aggravating old antagonisms among police, fire, and other emergency services providers. Others might simply call it “healthy competition” among the agencies for budget priority and primacy in the community. Add “private security” to the mix and nearly everyone has an opinion, some of which cannot be printed in a professional publication.

Some on the listserv, however, said all the players in a crisis, such as 9/11 or civil unrest, need to be on the same page after working together to prepare for such events—cooperating and communicating seamlessly with each other throughout planning and execution processes.

One way to accomplish this mission is to create “task forces” which include members of each agency (e.g., police, fire, emergency services, health, mental health, transportation) needed to cope with the situation. The problem here is increasing types and numbers of circumstances will require this multi-agency, multi-jurisdictional approach, eventually to the point the “task force” would be handling day-to-day operations—an inefficient, ineffective structure for an ongoing enterprise.

Past PFI President Richard Myers, Chief of the Appleton, WI, PD, discussed the

beginning of another approach: “In my city, we are expanding the exposure of police officers with the fire service, and the public health service. We’re looking for opportunities to ‘cross pollinate’ among the various public safety services, to increase mutual understanding, and know ahead of the next crisis what we can expect of each other.”

Chief Myers added the going can be tough: “Sadly, we are still stuck with an old system of how emergency management funding flows, ‘who’s in charge,’ etc. We are working through that with training and local policies.”

Most agreed with PFIer Tom Cowper (NY State Police) that: “Public safety and its response operations and associated crises are intergovernmental and multi-jurisdictional by nature. . . . Access to information and the ability to process, analyze, and display it in a productive way in order to increase our individual situational awareness and our collective governmental awareness is an absolute requirement of Information Age policing if we want to be effective,” adding, “This ‘network-centric’ philosophy makes information flow paramount, and empowers all ‘leaders’ regardless of rank or organization, enabling them to make better decisions faster by self-synchronizing their individual actions without the need for close supervision or centralized hierarchical direction.”

Like, Myers, Cowper sees problems: “Of course, this assumes we can break down hierarchies and rigid organizational barriers to information sharing and cooperation, procure, implement, and manage the necessary technology, and change the culture of policing.”

PFIer Sandy Boyd (Marin County, CA), consultant with Seven Point Partners, held “[Police] departments can no longer be led (as we traditionally think of a paramilitary organization) and the practice of leadership is everyone’s responsibility. I think we were slowly evolving to this, but since 9/11, the change process has been expedited.”

The need to have the proper administrative structure and contingency plans in place was highlighted by member Gordon A. Bowers (Burbank, CA, PD): “For the head of a law enforcement agency, the time for management is pre-disaster. After the disaster, there is no time for anything but leadership.” And so it is all the way up and down the ranks of all the agencies involved as leadership and responsibility is dispersed throughout.

The questions remaining: Should multiple agencies be combined under a single administration—Public Safety Department? Should the hierarchical rank structure be modified (e.g., flattened) or eliminated?

I don’t have the answers, but I know we have public safety agencies in South Carolina that include police, fire, and medical services under a single administration and with cross-training of personnel that seems to work effectively and efficiently. Even so, we have many communities that retain the traditional separation of agencies and won’t even consider change.

What do you think?

Mentioning Members

PFI Member **Kenneth Hailey** has retired after 26 years with the Texas Department of Public Safety in Austin, Texas. Ken served the last 14+ years in the Inspection & Planning Service with the Department where he was responsible for the Agency's 5 year Strategic Plan and Business Continuity Plans.

He can't get enough of the planning function, however. On February 2nd, 2004, Ken began employment with the St. Louis Metropolitan Police Dept. in St. Louis, MO. He is the Manager of Planning & Research, and his primary focus is on bringing forward research to practice at the St. Louis Police Department.



Past President **Chuck Bozza** will be in Japan this summer studying their policing systems.



PFI Treasurer **Tom Cowper** has been promoted to Staff Inspector within the New York State Police. Also, his position within the Statewide Wireless Network project has changed from Associate Director in charge of engineering and technology to Deputy Director. The Center for Responsible Nanotechnology (CRN) has appointed Tom as Special Representative on Governmental Affairs and Homeland Security. See Nanotechnology newsletter dated 05/25/04. Newsletter can be read at http://crnano.org/new_news.htm.

Tom Esensten of Ojai-based Organizational Effectiveness Consulting Inc. recently completed a five-month grant funded study of the Dixon, California Police Department. The results were featured in the Davis Enterprise at <http://www.davisenterprise.com/articles/2004/06/30/news/190new3.txt>

We'd Like to Hear From You

Have you or a PFI colleague moved, retired, been promoted, been published, given a futures-related presentation or changed jobs?

Let us know: judilewis@aol.com or pfimembers@yahoo.com

PFI members of the Futures Working group participated in an FBI Intelligence Training Summit at Quantico. Pictured are **Michael Buerger, Karen Gardner and Carl Jensen.**



Former Boston police official and PFI charter member **Gerald (Jerry) Burke** is the senior police adviser to the Baghdad Police Department for the State Department. When he arrived in Baghdad last year, the police stations had been looted of everything. He works in full body armor despite 130-degree days training Iraqi police.

MEDITATION --

Impetus for Enhancing A Global Perspective

**Lieutenant Thomas Borck
Milpitas Police Department**

Following are excerpts from Lieutenant Borck's Command College Paper. This work examines the feasibility of meditation assisting law enforcement agencies adapting to cultural diversity by 2008. Diversity creates a myriad of challenges for California law enforcement for delivery of quality police services in the foreseeable future. (For the full text paper, contact Lt. Borck at t.borck@ci.milpitas.ca.gov)

We all have a perception of meditation and whether or not it has any value in general, much less in the workplace. However, studies indicate a meditation practice can improve individuals' abilities of concentration, focus, problem solving and interpersonal communication skills.

Private industry is utilizing meditation to improve employee performance. Given the number and speed of decisions required under difficult situations in law enforcement it is of substantial importance to the future of the profession to have police officers processing information effectively and efficiently.

"The 'melting pot' region, which includes California, is made up largely of immigrant and minority populations. For the first time in a century, California's foreign-born population is greater than its out-of-state born population" (Milken Institute, 2002, p.1). It is important to understand the impact the foreign-born population has on a community; their needs for good and services are as diverse as their numbers. However, "humans everywhere want essentially the same things: happiness, security, a sense of worth and creativity, inner and outer freedom" (Fowler, 1996 p. 22).

Meditation presents a solution to a diverse work force interacting and providing a quality service to an ever-growing diverse population. Meditation practiced by law enforcement professionals can improve their ability to be present in the moment, thus heightening the ability to focus. With a heightened state of awareness the officer increases productivity, improves problem-solving abilities and builds relationships.

All human beings are programmed, beginning in the womb through childhood and adulthood. Our parents, siblings, teachers, coaches, peers, religious leaders, employers and mass media, such as television and the movies, program us. Further programming is attributed to advertising, our environment and current events. Our brains have learned to unconsciously direct us toward what we have learned to associate with pleasure and away from what we associate with pain.

MEDITATION

Impetus for Enhancing A Global Perspective

(Continued from page 9)

Many people are not fully aware of the difficulties the programming can create and how they influence problem areas in their lives professionally and personally. “When you have no perspective on the activities of that trio consisting of your addictive programming, your ego, and your rational mind, you automatically get angry if someone criticizes you” (Leonard, Murphy, 1995 p.115).

“Now, as never before, we are realizing the tremendous interdependence and interrelationship between the mind and body” (Althouse, L. & Althouse, V., 1989 p.50). “Meditation: this is useful not only for building awareness, but for restoring body centering and homeostasis” (Budd, M. & Rothstein, L., 2000 p. 222).

Studies indicate meditation creates changes psychologically and physiologically. The changes include responses in:

Physiological Changes

The global society is generally more familiar with the positive ramifications meditation affects on the physical aspect of the person. Health insurance studies have found that people practicing various forms of meditation have similar results “. . .in all age groups combined, display a 50% reduction in both inpatient and outpatient medical care utilization compared to controls. Hospitalization is 87% lower for heart disease and 55% lower for cancer” (Orme-Johnson, p.2).

Psychological Changes

Most literature in scientific journals and research about meditation has been based on a personal health-enhancing aspect and the importance of ensuring your energy inflow is greater than your energy outflow. “Energy inflow is the process of self-empowerment whereby you rejuvenate your energies in order to create the harmony/balance you need to use those energies” (Hiemstra, 2002, p.2).

As depicted earlier, California is a melting pot of cultures, experiences and vision encompassing a global perspective. Our boundaries are diminishing and are much less prominent, developing significant impact to our personal ethos systems than ever before. It will be imperative for officers to possess the ability to live globally in their thoughts and deeds to be effective. A meditation practice will provide the practitioner with greater abilities for compassion, contentment, empathy and awareness.

Meditation is not an easy fix to problems, but it is “a way of making the mind more awake, clear and wise, a way of discerning truth from illusion, a way of facing up to oneself; overcoming the problems and developing the good things, a lifetime’s work” (Holmes, 2002, p.1).

Research suggests that meditation can provide clarity and can simplify situations and decisions. It is intended to quiet the ongoing conversations taking place in the mind, such as prejudices, judgments, and perceptions. Meditation training provides the ability to quiet the subconscious thought, thus placing the mind in a resting state. While at rest, the mind is open to the present and fully conscious of what the person is experiencing at the moment. Experts refer to this state of mind as mindfulness. “Meditation can enable you to work better in the midst of distraction, to desensitize yourself to annoyances that are sometimes beyond your control” (Althouse, L. & Althouse, V., 1989 p.85).

Meditation training can open the individual to another person's perspective or point of view. When your subconscious thoughts no longer contribute to the generation of your response, you develop the choice of response contingent upon the facts at hand. "Developing awareness and compassion from yourself shifts your world from one certain suffering to one of new possibilities, or new intimacies, of true health." (Budd, M., & Rothstein, L., 2000 p. 221)

Despite the recent downturn in California's economy, the ever-growing foreign-born population is projected to continue to grow through the year 2025. The trend in law enforcement retirements will continue to increase, leaving in its wake at least two generations of employees who will be challenged to work together. To help California law enforcement be receptive for change and differences, a coordinated effort to encourage general use and practice of meditation techniques is recommended. Despite many other types of training law enforcement deploys, meditation is relatively cost-free. "We already have everything we need." (Chadron p.3, 1994)

Three alternative strategies have been developed to address the viability of providing meditation training to police officers to assist officers adapting to cultural diversity.

Alternative Strategy I: Remaining Status Quo

Remaining status quo is a legitimate course of action but not one recommended after taking into consideration the information gleaned in the future studies chapter and the information presented in this chapter

Alternative Strategy II: Police Department Encourages Meditation Training

Although the department does not directly sponsor training or provide the time off for employees to attend, it provides information on the availability of training and the projected personal and professional advantages

Alternative Strategy III: Department Managers Actively Support Meditation Training for Employees

The advantages for police officers who practice meditation far outweigh the negative image some may have of the process. A department-sponsored meditation program will minimally supply the knowledge of the benefits of the practice and provide the ability for self-improvement thus enhancing the officer's effectiveness and productivity.

Conclusion

Meditation presents a solution to a diverse work force interacting and providing quality service to an ever-growing divergent population. A meditation practice by law enforcement professionals has the potential to:

- Assist in focusing on the task at hand in the midst of distraction,
- Enhance awareness in crisis situations
- Improve productivity and problem solving ability.
- Enhance ability to build relationships with a diversity of contacts.

Talking Security --

with Motorola's William Boni

By Ellen Messmer

Being in IT security is more than a full-time job for William Boni. As Motorola's vice president and chief information security officer, Boni oversees security for a global network supporting some 100,000 end users. He also recently helped form an IT security consortium with counterparts from other companies and gave a keynote address at the InfoSec World conference in Orlando. Somewhere in between all this, Boni spoke with Network World Senior Editor Ellen Messmer.



Following are excerpts from a story that appeared on Network World Fusion.

What sorts of security projects can you tell me about that are going on within Motorola?

Motorola is a major producer of intellectual property, proprietary-sensitive information, new product designs, trade-secret and patentable information across a number of industry segments. The challenge in developing new products and solutions is that it requires extensive use of digital technology to design, describe and bring them into production and distribution.

What's been your experience with intrusion-detection systems?

Detecting something is always less desirable than actually preventing things in the first place. We got into the IDS technology fairly early and found, like everybody else, the existing tools and technologies suffer from creating a huge overload of false positives.

But we did make the effort to create the capability to allow us to do analysis and basic correlation and assessment - and have found even the detection tool to be a very useful adjunct in our efforts to manage the consequence of events whenever they do happen inside our network. We're typically wading through 20 to 30 million events per month to find the dozen or so that require an appropriate response.

Have you started using intrusion-prevention systems?

We're in the process of upgrading our existing technologies to be more preventive and retain the ability to detect and respond to things. We're keeping our eye on the new technologies as they come out. There are some promising new vendors [which he declined to name]. But it's really important for all the vendors to understand that preventing the attacks is a much higher payoff. Detecting is helpful, but it's still after the fact.

What's the goal of the Security Metrics Consortium you helped launch in March?

When you get a group of security professionals together, especially in a social context, the conversation very quickly turns to: What are you doing, and what are your challenges? One of the big gaps here is what amounts to a framework that can be referenced as to: How are we doing in our security program compared with what amounts to a best-practices baseline?

We want to make that more professional and, if we can, establish a baseline that can be used for ongoing apples-to-apples kinds of comparisons across organizations. It helps to answer the questions that CEOs, CFOs and CIOs have, which are: Are we doing enough? Are we doing too little? Are we doing too much? Are we doing the right things? Are we doing well at what we have to do?

If you don't have some kind of impartial or consensus-based framework to measure that against, it ends up being very much anecdotal or driven by the particular preferences and abilities of the individual security officer.

I see you also belong to the Police Futurists International. What is that?

This is a group that has over the past 20-plus years gotten together periodically to try to map the potential of the future and what the consequences are from social, political, economic and technological dimensions. And to influence that future so it will be a more positive destination.

We say if the world is going to look like this in 2015 or 2020, what kind of skills, technology, resources and approach to protecting society against criminals and miscreants ought we be developing. Especially in the public sector, it can take a long time to develop sources of funding and to develop a public consensus. Go back about 15 years - the idea of computer forensics - why would we need to have police officers looking into people's computers? Yet today in almost every major law-enforcement investigation there's a computer dimension somewhere in that chain.

Most of the members have master's degrees or Ph.D.s in various areas of social research, science, technology. It's mostly North American-based, but with good representation from Australia, U.K. and other European nations. It's trying to support a global consensus on areas for research and practitioner development in police forces so they're prepared to cope with the future and don't get overwhelmed by the relentless change we're all going to face as we move forward in the 21st century.

(This story reprinted with permission of the Network World editor. For complete text refer to <http://www.nwfusion.com/news/2004/0329yourtakeboni.html>)

Terrorism and Tourism:

Taking Tourist Oriented Policing to a New Level

Lieutenant Craig A. Hunter

Anaheim, CA Police Department



Following are excerpts from Lieutenant Hunter's Command College Paper. Lt. Hunter is currently Professional Standards & Swat Commander for Anaheim PD and has 26 years of law enforcement experience. He teaches criminal justice at Fullerton CA Community College. (For the full text paper, contact Lt. Hunter at CHunter@anaheim.net)

With the start of the 1960s economic boom, mass tourism developed steadily, growing 10 percent per year from 1960 until 1974, when it was worth \$29 billion per year, 6 percent of the total international trade. The boom then set in with the deregulation of air travel. Flights were now affordable for the masses. By 1985 consumer services in the United States accounted for 50 percent of personal consumption expenditures, and tourism accounted for 20 percent, or \$269 billion.

Now, some law enforcement agencies get to do their policing in one of those nice towns where everyone wants to visit. In the post September 11th era of world terrorism, local law enforcement must now consider how to keep visitors coming and how to make them feel safe when they arrive.

Over the past several years, law enforcement all over America has become aware of Community Oriented Policing philosophies and most have a designated COP program in place. But, in the context of supporting community stakeholders, most resort destination communities have yet to develop an enhanced level of COP known as Tourist Oriented Policing. Tourist Oriented Policing is an expansion of the decades old Community Oriented Policing philosophy. Tourist Oriented Policing, (TOP) takes the problem solving strategies of COP and marries it to the varied stakeholders involved in tourism. How law enforcement operates in a resort area can greatly affect travel decisions, theme park and hoteliers, as well as other support businesses, tourists and local jobholders.

Tourist Oriented Policing was first defined by the Miami Metro-Dade Police Department as "a philosophy of policing based on the concept that specially trained police officers, working closely with business leaders, airport authorities, tourism support businesses and private citizens can help prevent or tremendously reduce the tourism problems related to crime, fear of crime, and the decay of the neighborhoods through which tourists frequently travel." For those cities that have had a TOP program in place, the rules of engagement changed dramatically on September 11, 2001.

One of the key objectives of any TOP program is to present an image of safety and security. Studies have shown the safety and security are consistently the primary concerns

of tourists throughout the world. Since the tragic events of September 11th, and the overall spread of global terrorism, law enforcement agencies in resort venues need to reevaluate their TOP strategies. Not only is security a greater threat, terrorism threatens to break the symbiotic relationship between law enforcement and the stakeholders in the hospitality industry.

In an effort to identify the full impact of terrorism on a TOP program, a panel of experts in public safety and the hospitality industry was formed. A nominal group technique was used to identify specific trends and events that might impact a TOP program. The panel ultimately focused on seven significant issues:

Technology

Although cutting edge technology can be expensive, it can ultimately reduce the even costlier expense of labor. Technology can provide for early warning and better coordination of effort. One of the primary concerns of the panel was that local law enforcement have access to advanced technologies that are often limited only to the military or federal agencies.

Funding

More than likely, any critical reduction in tourism revenue will result in smaller public safety budgets. This only serves to exacerbate an already stretched staffing issue. Local agencies should work towards identifying permanent sources of public safety funding that is directly collected from and spent towards safety and security in the resort area. This is already occurring in air travel. One of the cornerstones of TOP is high visibility law enforcement. Not only does it contribute to a greater feeling of safety, it can serve as a marketing tool and as a deterrent to criminals. This will require additional funding.

Marketing

Another major aspect of a successful TOP program is its ability to market a city's entertainment venue through partnerships with the visitor and convention bureau, publishing the existence of a TOP program in journals and on the Internet, and strong police presence along with civilian volunteers. Terrorism requires even greater efforts on the part of law enforcement. What an agency does on a daily basis in the resort, or how it handles special events, will ultimately be reported in the newspaper and discussed in professional industries such as travel and convention planners. One strategy that has met with success in Anaheim, CA is the matching of hotel and convention sales staff with TOP officers. Officers will frequently attend sales meetings to answer the potential client's questions related to resort safety and security.

Media

A crucial component of TOP is a healthy media relations program. Savvy departments can get coverage on those programs and strategies that may be tactically prudent to release for both a marketing and prevention point of view. Strong relationships with the media will also be helpful if there is a terrorist or other event in the resort. Clear and comprehensive crisis management plans must be in place, which can be relayed to the media.

(Continued on page 16)

Crisis Management

In the past, resort area public safety departments planned for the normal types of disasters: power outages, flooding, major accidents. Crisis management in a terrorist event takes on a much greater magnitude. Planning needs to include many more resources from the local, state and federal levels. The types of possible terrorist scenarios and the responses must be worked out in advance and partnerships developed with allied agencies. Protocols cannot wait to be discussed in a post-event environment.

Training

First responders to potential terrorist incidents need to be trained and equipped to meet the new challenge on topics such as force protection, terrorist tactics and strategies, and counter-terrorist responses. Training should include actual exercises with all needed agencies, department staff and the hospitality industry. TOP can help the stakeholders become additional eyes and ears.

Collaborative Problem Solving

Public safety and the hospitality industry need to expand the potential gains of collaborating in areas, which in the past might have seemed mutually exclusive such as surveillance systems channeled into one central command center, data collected at front desks, transportation hubs and the like.

Another very important issue in partnering is advanced warnings for special events. Venue operators need to include law enforcement when planning special events, well before final staffing decisions are made. Lastly, Crime Prevention Through Environmental Design (CPTED) must be reviewed in the newer context of counter terrorism.

Conclusion

Tourism needs protection for several reasons. First, it is big business. Almost 51 million international travelers visit the United States each year according to a report issued by the U.S. Department of Commerce's Tourism Industries Office. This number generates about \$21 billion in spending by international travelers on U.S. air carriers alone. In the U.S., tourism provides 18 million total jobs, and over 100 million world-wide. That's 1 of every 8 working persons in America. Tourism is the third largest retail industry in America, totaling over 582 billion dollars in expenditures and 93 billion dollars in tax revenue for local, state, and federal governments. Without tourism, U.S. taxpayers would each have to contribute another \$906 dollars in taxes. Financially, it is prudent to protect an investment and source of revenue.

Resort cities without a TOP program should seriously consider implementing some form of TOP. Those cities with existing programs need to constantly reevaluate their threat assessment and how best to mitigate the problems. Through collaborative partnerships, coordination of effort, greater uses of technology and training, law enforcement can go a long way towards continuing to provide a safe and secure environment for tourists and maintaining a high level of marketability for their venue.

WorldFuture 2004

World Future Society/Police Futurists Society—July 31-August 2, 2004

Grand Hyatt Regency Washington, D.C.

Mail/Fax Registration Form

I understand registration includes admission to all sessions, the welcoming reception, and a list of pre-registrants. And if for any reason I am unable to attend, I may cancel and receive a full refund until June 30, 2004.

	Register by:	Sep 30	Dec 31	Feb 27	Apr 30	June 30	On Site	Total	
Registration		\$320	\$350	\$400	\$450	\$500	\$550	_____	
WFS Member Rate		\$265	\$295	\$345	\$395	\$445	\$495	_____	
<u>PFI Members Discounted Rate</u>		\$256	\$280	\$320	\$360	\$400	\$440	_____	
2 Day Luncheon Package (with speakers)		\$94						_____	
Single Luncheon	() Sunday	\$49						_____	
	() Monday	\$49						_____	
Professional Members Forum		\$95	(For Professional Members Only)						_____
World Future Society Membership		\$45	() Renewal	() New				_____	
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PFI offers a unique opportunity for those with an interest in the future of policing to learn about and apply new technologies and discuss futures trends and research. Futures research is, quite simply, a way to plan your route for the long haul instead of groping your way over unfamiliar terrain to get to where you need to go.

Membership is open to sworn law enforcement officers, educators, trainers, researchers or other degreed professionals, as well as individuals interested in the application of Futures Research to law enforcement. Student and Institutional memberships are also available. To join, or for further information about membership qualifications, check the Police Futurist website (policefuturist.org) or contact the PFI Secretariat by phone 859 622 2365.

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