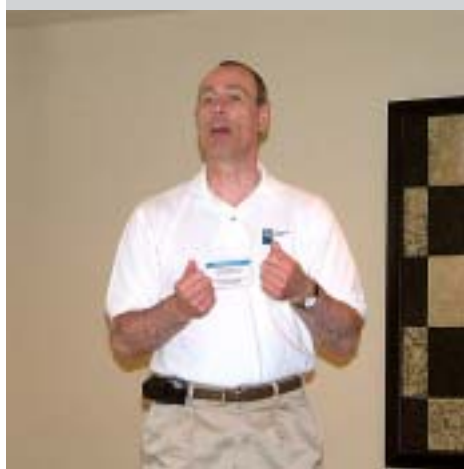


## 21<sup>st</sup> Century Opportunities and Challenges. Alan Beckley from Great Britain Takes the PFI Helm



*Alan Beckley*

21<sup>st</sup> Century Opportunities and Challenges, was the topic on everyone's mind at the World Future Society Conference held this year July 18-20, 2003, at the Hyatt Regency San Francisco at Embarcadero Center.

For the eighth consecutive year, Police Futurists International held their Annual Meeting and sponsored workshops focusing on the future of public safety and criminal justice as a key part of the Conference. (See articles pages )

President Ty Blocker summarized the many accomplishments of PFI over the last year including a redesigned website, an e-commerce center, on-line membership and payment of dues, appointment of regional advisors, continuation of the Futures Working Group with the FBI and the initiation of other partnerships.

Alan Beckley, from Great Britain, the incoming president for 2003-2004 and the first international member to hold the office, welcomed his new Board and set out some priorities for the upcoming year of opportunities and challenges. (See President article, page 2)

### **Police Futurist**

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*Barbara Marx Hubbard  
Opening Plenary*

## From the President Alan Beckley



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*Alan was a police officer in the UK for 30 years and attended the 160<sup>th</sup> 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.*

*He has also delivered leadership training and development courses to police and criminal justice organisations in the UK and ten other countries. He is a member of the Futures Working Group and was elected President of PFI in July 2003.*

*He is married to Diane and lives in the picturesque town of Much Wenlock in Shropshire England.*

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A warm welcome to you from your president. As I look out of my window I am amazed that we still have good weather here – a phenomena that is not guaranteed in England as many of you know. I am priveleged to live in the historic town of Much Wenlock not a stone’s throw from Ironbridge where the ‘Industrial Revolution’ started and the actual town where the modern Olympics were resurrected. Is that a pedigree?

Getting down to business, I hope by now that you have read the three objectives for the PFI year 2003-4:

1. Documentation / Governance
2. Membership Growth
3. Marketing of PFI

The objectives are simple – first to review the governance and managing documentation, rules and regulations of PFI to make them open, transparent and user-friendly. Second; membership growth – the target is to reach 1,000 members by this time next year which sounds a tall order – but it only means every member getting two more members! Third, marketing of the PFI name and reputation – this means telling people about PFI (while you are recruiting them) and using the logo in appropriate places and directing your colleagues to the PFI website which has recently had a makeover.

The management board of PFI is very busy at the moment putting these objectives into action. We are currently compiling an impressive list of articles and papers from authoritative sources and we are starting to place these on the libraries in the secure Cybercop portal. Watch the numbers grow over the next few weeks and you can help by sending any published material you have to: [Abeckley@aol.com](mailto:Abeckley@aol.com)

I will also be asking you to participate in the membership drive, so please start thinking about colleagues and organisations around you that might like to join. Always remember that PFI members are a group of very special people with unrivalled knowledge about law enforcement matters and the future of policing – that is a powerful and valuable resource for any organisation or individual in this profession.

***Best wishes, Alan***

## WFS 2003 Panel:

### Assuming Risks: Will We Be A World Facing Chronic Fear?



*Bud Levin*

As he has in the past, Bud Levin, PFI Research & Development Director, clearly articulated his position with the subtlety of a Bradley Fighting Vehicle: people are obsessed with irrational fears of events which will likely never befall them, such as suicide bombings, airplanes flying into buildings, sniping, and in-school attacks. They typically ignore events which are much more likely and over which they have some control (heart attacks and motor vehicle accidents, for example). Terrorism is and will continue to be a fact of life in America; we should concentrate our efforts in combating terror, not terrorists. Taking a lesson from epidemiologists, we should focus on education, indoctrination, and propaganda. In the words of Michael Useem, we need to concentrate on what's working, instill confidence, ensure team camaraderie, and invest in a courageous culture.

Gary Sykes, Director, Institute for Law Enforcement Administration, provided a risk assessment for global development and terrorism. He traced the evolution of the garrison state (Cold War) to the post-garrison state in which global economic development has accelerated and corporate internationalism has fostered agreements to settle thorny legal issues (e.g., property rights, legal entitlements, and international commerce). Terrorism, however, threatens a return to the garrison state where specialists of negotiation and bargaining will be replaced by specialists of security. Additional terrorist attacks will produce uncertainty, unpredictability, instability, and pessimism. This, in turn, will impede the flow of human and capital migration in the international sphere and will underscore governmental impotence.

Carl Jensen, FBI Special Agent, F.B.I. National Academy, concentrated on the role of a police agency in addressing community perceptions of risk and fear. While echoing many of the same themes touched on by Bud, he noted that terrorism is a psychological construct: the terrorist wins when society says he does. To that end, police agencies can assist their citizens in confronting anxiety by: (1) Clearly educating community members on the actual risks associated with terrorism and the unlikelihood of becoming a victim; (2) Framing the terrorist threat in the context of other calamities (e.g., accidents, riots, conventional crimes) and reinforcing the notion that we survived those; we can survive terrorism as well; (3) Encouraging social involvement (increasingly this will entail virtual and electronic involvement, such as Internet discussion lists that share community concerns and offer solutions); (4) Providing information that is credible, succinct, and specific; and (5) Planning for the future.

Gene Hernandez, Chief, Chino Police Department, began by noting that things haven't changed much since 9-11: promised funding from the federal government has not yet arrived, local jurisdictions are left to devise their own responses to changes in the color code, and communication between agencies still leaves much to be desired. A reasonable question to ask is whether we will be a whole lot better in dealing with terrorism than we have been in dealing with conventional crime. If we are to be at all successful in dealing with both the reality and perception of terrorism, we need to educate and carry on a dialogue with the community. We also need our communities to educate us (especially with regard to cultural issues we may not understand). Law enforcement today is expected to operate at a very high level of efficiency when such basics as a shared mission and interoperability often don't exist. We also operate in a paradoxical manner, sometimes a warrior, sometimes a problem solver. We need to expand our horizons: "if our primary solution tool is a hammer, we will view every problem as a nail."



*Sykes, Hernandez, Jensen*

# WFS 2003 Panel:

## Coming Technologies in Policing



*Getchel, Nicolaisen, Shaffer, Taylor*

Four graduates of the California Law Enforcement Command College shared the findings of their research into the application of specific technologies in law enforcement over the next 5 to 10 years.

Captain Mark Getchel, El Dorado County Sheriff's Office, discussed the usage of global positioning satellite technology for managing alternatively sentenced offenders.

Captain Lief Nicolaisen, Glendale Police Department, talked about the application of emerging satellite surveillance technology in law enforcement. Options included the use of dedicated surveillance satellites for law enforcement versus utilization of commercial imaging satellites for law enforcement purposes. The formation of a regional or international consortium of law enforcement agencies to support satellite surveillance systems was also discussed.

Captain Sharon Shaffer, Fresno Police Department, discussed the use of DNA technology in sex crime investigations. Advancements in DNA profiling techniques were discussed, and the current state of DNA database use was reviewed. The future of robotic workstations and automated analysis was explored as a means of relieving the back load of cases requiring DNA analysis.



*Sharon Shaffer*

Lieutenant Tim Taylor, Bakersfield Police Department, discussed the impact of biometrics on the identification of criminals. This field includes the use of facial recognition, which Lt. Taylor felt offered the biggest benefit, as well as hand geometry, iris and retinal scanning and voice recognition technology.

Each area shared commonalities regarding the readiness of the public to accept these advancements, which could be opposed by many civil libertarians and/or embraced by those seeking greater security post-September 11. There is no doubt these technologies can have a great positive impact in reducing or redirecting crime, reducing false identifications of innocent people, and increasing the conviction of actual suspects.



*Getchel, Powers*

## WFS 2003 Panel:

### Preventing Terrorism: The Future of Policing and Community Partnerships



*Gene Stephens*

Four PFI members examined the role of community in stopping terrorism. G. Marcus Aurelius, emergency management coordinator for the City of Phoenix (and retired police executive there), explained the complex world of local emergency planning, including the myriad of federal and state guidelines to be dealt with, as well as the difficult coordination of the efforts of police, fire, medical, and other emergency services—from creating a unified communications system to putting aside turf wars and pulling in the same direction.

Thomas J. Christoffel, executive director of Regional Intelligence, Front Royal, VA, talked about the need for more organization at the regional level rather than just federal, state, and local levels. He described terrorism threats as more regional than local; thus terrorism response should be coordinated through regional planning and implementation efforts.

Lt. Ed Cisneros, Chino (CA) Police Dept., talked about “where the rubber hits the road”—in community policing divisions of local police agencies. “We’re the ones who get the first and often the only calls from the public” about everything from suspicious activity to actual terrorist activity, Cisneros said. His plea was for better educated and trained officers to respond to these calls and to interact with the public in ferreting out intelligence and activities likely to be relevant to stopping terrorism. Better pay might help get better qualified officers, he noted.

Dr. Gene Stephens, Distinguished Professor Emeritus at the Univ. of South Carolina, ended the discussion with a brief history of policing, emphasizing the original



*Cisneros, Aurelius, Christoffel, Stephens*

roots were in “preventing” crime (and terrorism) rather than catching offenders after the fact.

With the advent of terrorism on a global scale, prevention, Stephens argued, is the only sane approach, and this takes the type of proactive goals and implementation seen in the community policing approach—a partnership between police and community.

## WFS 2003 Panel:

### The Future of Homeland Security



*Boni, Bruce, Mershon, Tafoya*

simultaneous attacks on the World Trade Center Twin Towers (American flight 11 and United flight 175), the Pentagon (American flight 77), and the passenger-thwarted takeover from the hijackers of United flight 93, prevented a fourth Washington, DC attack, consummated in that aircraft's crash in a Pennsylvania field. These four coordinated attacks stunned most authorities; most, but not all.<sup>1</sup> Dealing with tomorrow's terrorist menace will require the dynamic and comprehensive convergence of unique methodologies to more effectively anticipate future aggressor intentions and tactics. The presentations on this panel addressed the current state of Homeland Security from three unique perspectives: municipal, corporate, and federal.

Dr. Tafoya introduced the three presenters. Mr. Richard Bruce, Deputy Chief and Director of the Special Operations and Security Bureau, San Francisco Police Department, Mr. William C. Boni, Vice President and Chief Information Protection Officer, Motorola Corporation, Schaumburg, IL, and Mr. Mark Mershon, Special Agent in Charge, San Francisco Division of the FBI. Dr. Tafoya noted that Deputy Chief Bruce and Mr. Boni generously stepped in at the proverbial 11<sup>th</sup> hour when two previously scheduled panelists were forced to withdraw days before the start of the meeting. PFI is grateful to all three presenters for the unselfish contribution of their time to share their perspectives on this vital topic.

Deputy Chief Richard Bruce discussed the role of municipalities. He noted the unique nature of protecting the city of San Francisco and its icons, such as the Golden Gate Bridge, one of several likely terrorist targets. He mentioned the unusual political environment in which law enforcement operates. By City Council edict, for example, SFPD is prevented from gathering information—"intelligence"—from the Internet. Despite this politically imposed obstacle, on 9/11 civic-minded citizens sent Internet-based information that they had gathered to the Police Department. He concluded by observing that the SFPD relies heavily on the federal government and commended the FBI for the cooperation his department receives from the FBI.



*Mark Mershon, Richard Bruce,  
William Boni*

Mr. William Boni drew upon an excellent PowerPoint presentation<sup>2</sup> in which he focused on cybersecurity. He emphasized the importance of shared responsibility to protect the nation's critical infrastructure. His slides depicted statistics that evidence the increasing sophistication and volume of cyber attacks in 64 nations. He noted the importance of providing reasonable individual privacy as well as the ability to secure the integrity of information systems from unauthorized access. He pointed out that encryption is an important means to protect privacy but that this technology is still not in wide use today. He noted that a security problem that remains is what he referred to as "ethically flexible" employees. Mr. Boni is a new PFI member.



*Bill Tafoya*

Mr. Mark Mershon addressed the nature of the FBI's responsibilities as the lead federal agency accountable for counterterrorism. He emphasized the "rule of law" paradigm in addressing the crime of terrorism. He suggested that the three traditional criminal motives have been profit, violent rage, and aberrant sexual desire. He carefully explained the several ways in which the 9/11 terrorists differed markedly from this conventional assessment. He noted that the 9/11 terrorists were religious fanatics eager to sacrifice themselves, committed, disciplined, well trained, highly educated, and had no prior contact with law enforcement. He concluded by mentioning that of the FBI's ten priorities, the first is counterterrorism.

Following the formal presentations questions were taken from the audience. Each of the panelists fielded responses. Dr. Tafoya closed the session by observing that many of the issues discussed as well as the audience-posed questions had been address in a recently completed study under the sponsorship of the National Research Council.<sup>3</sup> He also noted that this session had been audio-recorded. The tape is available for online purchase as are the other PFI panel presentations.<sup>4</sup>

### NOTES

1. In 1999 the Department of Defense commissioned futurist Marvin Cetron to undertake a study of terrorism. Dr. Cetron correctly forecast the tactics used by the terrorists in the 9/11 attacks. But when the findings of the study, "Terror 2000," were reported to the Pentagon, the conclusions were deemed unrealistically provocative and discounted as outrageous. See Washington Post article, "Before Attack, U.S. Expected Different Hit," <http://www.washingtonpost.com/ac2/wp-dyn/A55607-2001Oct1?language=printerand> and [The New Jackals](http://www.atsweb.neu.edu/nupress-cgi/nupress.cgi?action=more_info&id=278) by Simon Reeve (Boston: Northeastern University Press, 2002, pages 259 – 260). See also: "Anti-Terrorism Should be a Top Priority of National Security," an interview of Dr. Cetron conducted by WFS days before the 9/11 attacks <http://www.wfs.org/intcetron.htm>
2. Archived in the Cybercop Secure Portal Library of the PFI website under the title "Boni\_PFI\_2003.ppt"
3. [Making the Nation Safer: The Role of Science and Technology in Countering Terrorism](http://search.nap.edu/terror/), by the National Research Council (Washington, DC: National Academies Press, 2002). See: <http://search.nap.edu/terror/>
4. "The Future of Homeland Security" Audio Tape # 04-28-03, is available from IntelliQuest Media Online Store at: [www.intelliquestmedia.com](http://www.intelliquestmedia.com)

## WFS 2003 Panel:

### Time to Evolve

***“Primitive emotions are the greatest threat to the future of humankind,” PFI Charter Member Gene Stephens told a Sunday morning World Future Society gathering in a single-facilitator event entitled “Time to Evolve.”***

“All humans have the capacity for great evil (destructive behavior) and great good (altruistic behavior),” Dr. Stephens said, adding: “In many societies, popular culture has placed emphasis on and even glorified primitive behavior. This must change or indeed it will bring destruction.”

This message was included in a broader discussion of the need for humankind to “leapfrog” the natural processes and take an active role in “participatory” evolution, as “we must expand the definition of self-interest to include humankind’s future in the cosmos.

“Our self interest demands that we learn to get along with one another and pass that ability on to our children—be they creations via current biological processes or creations of bio and structural engineering,” he continued. “Instead of waiting for a ‘Guiding Hand’ to take care of us, we should consider using the knowledge we have acquired in recent years to guide our own evolution. After all, if the Guiding Hand is there, wouldn’t that mean it allowed, indeed ‘guided’ us to acquire rationalism, scientific methodology, and technological innovations?”

Stephens warned: “We simply do not have time to wait.... It is not ‘if’ but ‘when’ will a cataclysmic collision of celestial objects occur that could extinguish all life as we know it on earth, especially life as fragile as humankind.

“Killing one another, seeking personal advantage over one another, being proud of defeating ‘the other’ are all examples of destructive behavior that will assure our doom. If we cannot get along on this little speck in the universe, how can we expect to get along throughout the cosmos?” Stephens questioned.

“We must persevere to lead our race—the human race—to recognize its opportunity to survive via intelligent participatory evolution that will require setting aside primitive prejudices and arrogance. If we become one with machines and even other life forms to create a more adaptable and capable humankind, so be it. Let’s just be sure humanness remains as the core value—humanness in its highest evolved form,” Stephens concluded.



*Gene Stephens*

# Mentioning Members



Andreas Olligschlaeger

The September issue of WIRED magazine contained a positively focused article about the the forecasting work of PFI member Andreas (Olli) Olligschlaeger, Criminologist Jacqueline Cohen and Wilpen Gorr. The article is intriguingly titled “Cloudy, With a Chance of Theft” (pages 79 - 80).

Two PFI members, Steven Bailey and Jim Conser, have been invited to join the Ohio Office of Criminal Justice Services “Think Tank” to discuss research and application needs in the law enforcement community of the state. Steven Bailey, Chief of the Miami Township PD, serves on the practitioner’s panel and Jim Conser, Associate Professor of Criminal Justice at Youngstown State University and PFI national secretary, serves on the researcher’s panel. The idea is to stimulate greater cooperation and coordination between practitioners and academicians in Ohio.

Howard Schmidt, whose resume includes almost five years as Microsoft’s top security officer and a recent assignment as Bush White House cybersecurity adviser, became vice president of security

at San Jose, Calif.-based eBay. Founder Bill Tafoya was quoted in an interview for a September 2003 issue, pages 32 - 33, article by Wendy M. Grossman is entitled “Handicaps in CAPPS.” It is a critique of the TSA (Transportation Security Administration) CAPPS II Program (Computer-Assisted Passenger Pre-Screening):

In February, Gerald Konkler, PFI Past President spoke on the Future of Policing at the Police Executive Development Program (PEDAL) at the University of Tulsa. This was the first session of PEDAL which is a 120 hour program spread over several months to help police officers transition into positions of



Gerald Konkler

management or to improve the skills of those already in management positions. Members Rob Turner and Paula Hogard helped put the program together.

At the European Electronic Crime Task Force Meeting in Milan, Italy, Professor Tafoya presented “To Honeynet or Not to Honeynet,” discussing the implications of this unique and innovative technique both as a

**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](mailto:judilewis@aol.com) or [pfimembers@yahoo.com](mailto:pfimembers@yahoo.com)*

research tool as well as an investigative tool. The keynote address for this conference “Best Practices in Internet Forensics and Policing Cyberspace” was delivered by PFI member, Kevin Manson [Federal Law Enforcement Training Center.)

Dr. Steve Hennessy, First Vice President of Police Futurists, recently retired as the Training Administrator for the Phoenix Police Department and is joining the Department of Criminal Justice at St. Cloud State University, St. Cloud, Minnesota, as an Associate Professor. He will be joining fellow PFI’ers F. Barry Schreiber and John H. Campbell teaching in their new Public Safety Executive Leadership Program.



Steve Hennessy

# THE IMPORTANCE OF TRUST IN THE MANAGEMENT OF BIAS

Lt. Pat Sprecco



***Lieutenant Pat Sprecco is a graduate of California Post Command College Class #33 and has served with the El Cajon Police Department for 27 years, currently responsible for Inspections, Training and Personne To obtain a copy of his Command College study “How will mid-sized urban agencies Manage Intergroup Conflict in Diverse Organizations,” contact him at [psprecco@ci.el-cajon.ca.us](mailto:psprecco@ci.el-cajon.ca.us)***

Law enforcement is a traditionally white male profession that has become increasingly more diverse. It is responsible for policing in an unbiased manner using human resources that are uniquely biased. As a highly visible diverse group positioned to influence communities, law enforcement’s responsibility is to demonstrate a model of successful organizational development worthy of public trust.

The elimination of bias can’t be wished into organizational policy and philosophy. In her book, *Seeing a Color-Blind Future, The Paradox of Race*, Patricia Williams writes on the problems associated with trying to wish conflicts away:

“While I do want to underscore that I embrace color-blindness as a legitimate hope for the future, I worry that we tend to enshrine the notion with a kind of utopianism whose naivete will ensure its elusiveness...I don’t think about color, therefore your problems don’t exist. If only it were so easy.”<sup>1</sup>

People are often more comfortable with others similar to themselves. Integration and diversification that occur not by choice often create conflict. It is normal for people to associate with those of similar race and ethnicity, yet people are often reluctant to openly discuss these preferences out of fear of how their opinions will be viewed. One futures forecast sees this trend continuing. In the magazine entitled, “The Cyber Future, 93 Ways Our Lives Will Change by the Year 2025,” Edward Cornish forecasts that communities will become increasingly more segregated by choice.

A May 2000 research paper by the National Institute of Justice on police attitudes toward the abuse of authority found significant and substantial differences between the views of black officers and those of white and other minority officers.<sup>2</sup> “There is a racial divide between whites and blacks in American society – a divide so pronounced that even the apparently strong culture of policing does not transcend it.”<sup>3</sup>

Consider the Washington D.C. Police Department, that in 1999 had over 3600 officers: 70% black, 5% Latino. Here, a majority of black officers should be in a position to influence organizational culture. In 1998 the D.C. Hispanic Police Officers Association filed a complaint with the Justice Department charging the D.C. Police with discrimination and fostering a hostile work environment.<sup>4</sup> How is it that a traditionally underrepresented minority in law enforcement, blacks, upon becoming the majority, would now be accused of discrimination by members of

their own organization? According to Ron Hampton, Executive Director of the Black Police Officers Association:

...there is an expectation that people of color – black and brown – women on the police force would also, at least to some degree, understand some of the problems as a result of having experienced them themselves. But that's not the case, because the culture and the value system of the institution that these individuals work for has been one still now that operates from a white male dominance.<sup>5</sup>

It is important in the management of conflict to develop an environment or climate of organizational trust. Suppression of feelings of resentment, bias, and conflict, in the interest of conflict avoidance actually exacerbates the issue. Bias and misunderstanding can't be willed away by policy and procedure.

A concept in conflict management is the ability of organizations to provide for workplace justice. In a high trust culture, employees feel responsible for taking effective, timely action on their own. One study suggests that the more organizations work to implement true zero tolerance policies and formal investigations on unacceptable behavior, the less likely people were willing to discuss situations when they perceive a problem.<sup>6</sup>

Federal mandates and hiring quotas don't come about because of one mistake in otherwise healthy organizations. They occur as a result of many mistakes and a belief that the organization is incapable of appropriately resolving conflict. Without trust, sometimes rules are all that is left.

People are not the same and problems occur when organizations make faulty cultural assumptions, believing that police officers from different cultures share the same feelings. Cultural awareness education is and will become increasingly more important as organizations and communities diversify. This type of education must be introductory in the academy and continue throughout an employee's career.

An organization should identify a unit, group, or person tasked with the responsibility of culture scanning. A more formal approach would be the development of an ombudsman position responsible for taking the emotional pulse of the organization. The ombudsman would watch, read, listen, and talk with members to determine what the current issues are.

Organizations can rely on strengths inherent to good leadership to develop a culture of trust. In a text addressing multicultural law enforcement, an assertion is made that "good leaders not only acknowledge their own ethnocentrism, but also understand the cultural values and biases of the people with whom they work."<sup>7</sup>

Law enforcement leadership has an important role in the management of intergroup conflict, as change agents. Management must work toward the development of a culture that is open, willing to share, and trusting. Leadership's inability to achieve such a culture means more and much more of existing problems.

Diversity accomplished without understanding and vision is similar to red and black ants being thrown together into the same Tupperware container by a grade school child. The accomplishment is remarkable for its ease of implementation and also for its disastrous effect. The change program to diversify the ant colony was quick and easy and short-lived. Change in

(Continued on page 16)

# If You're Not on the Listserv, You're Missing A Lot!

Gene Stephens

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*The prevailing attitude among many, if not most police managers is that education and training are primarily certification activities and hold very little intrinsic value. The driving motivations to train are to be able to defend in a law suit, to be able to meet some mandated state requirement and/or to be able to uphold the public image that officers are competent....*

*Gary Sykes, Director  
Institute for Law Enforcement Administration*

*The future will include terrorism as a chronic force. We might as well get used to it, and learn to handle it as we handle murder, rape, robbery, et al.*

*Bernard (Bud) Levin  
PFI Research Director (etc.)*

If you haven't been on the PFI listserv, you're missing comments like these and lots and lots of great articles and great analysis; so many in fact that only a few of many highlights can be reproduced here.

Dr. Sykes comment was one of more than a score that came under the subject "Army of Extreme Thinkers" in response to an article on the Pentagon's Defense Advanced Research Projects Agency (DARPA), which Los Angeles Times staff writer Charles Piller said has had "brilliant successes...matched only by its long list of bizarre failures." Successes have been truly revolutionary inventions (e.g., the Internet, the global positioning system, stealth technology, the computer mouse), while the most recent "bizarre" idea was creation of "FutureMap, an online futures market designed to predict assassinations and bombings by encouraging investor speculation in such crimes." The latter resulted in cries of "morally repugnant," "sick idea", and "unbelievably stupid," but it is this type of radical thinking that has made DARPA a truly unconventional futures group. PFIers comments in response centered on whether any similar organization exists or might be created in the police field.

As management training and education emerged as examples of lack of similar thinking, Sykes commented too much current training is "window dressing," adding: "I am appalled sometimes by the lack of knowledge among police managers when it comes to studies of their own profession." Citing an abundance of studies, he continued, "there is no intellectual tradition or commitment to research in policing as there is in every other profession. It is time for people who care about policing to begin to push for reforms in police training to lift it up to the level it should be. There should be courses in criminology, police science (scientific studies of policing) and critical thinking as part of every basic academy. ... If policing is to become a true profession...it will take people like PFI-ers, allied with academic and training leaders, to move policing forward."

Sykes' comments came after Louis Mayo, executive director of Police Association for College Education (PACE) held "The major problem in policing is not new research ideas, but implementing a wide variety of policing principles that have been known for decades....", and Shawn Herron of the Kentucky Department of Criminal Justice Training in response posed the question: "How many of the upper command staff are really aware of all the information/studies/etc. out there, and have the ability to integrate such ideas into training?"

Another article, "Professors with a Past" from the New York Times, also provoked significant comment. Times writer Warren St. John reported on ex-convict criminology professors—a growing group—who claim to be better qualified to teach criminal justice and corrections courses because of their personal experiences as inmates. "If a person has had a heart attack, does that mean (s)he is more qualified to do coronary surgery than someone who has not had a heart attack," wondered PFI founder William (Bill) Tafoya.

Michael Buerger of Bowling Green State University had a different perspective: "...a very similar issue came up at the Police Studies Conference at Eastern Kentucky University.... One of our international colleagues challenged the validity of research done by those of us with ex-cop on our resumes, on the grounds that we were too steeped in the culture...to be able to look objectively at our research subjects. It's an interesting conundrum, inasmuch as anthropologists and their more abstract colleagues in sociology have always depended in part upon the articulate informant to help shape their research...."

An Associated Press article entitled "Doctors: Pedophile loses urge after tumor removed" drew a plethora of responses. "My tumor made me do it!" was the first comment of John Scepanski, training officer for the State of Wisconsin's Dept. of Justice. He added: "Seriously, I think the not-so-distant future holds many of these sorts of discoveries for us. The brain is a mysterious land—both heaven and hell.... What are the legal implications?" Levin added there had been "tons of bio-behavioral research," such as on the relationship between brain injury and criminal behavior, but "the dust is not settled on this issue, nor will it be soon. It's analogous to nature/nurture, free will/determinism. Lots of heat, less light."

The ongoing discussion of police use of the Segway people transporter (scooter?) continued with posting of an article that Juneau (AK) police officers were trying the machine and our own Past President Richard Myers (Appleton, WI, PD Chief) rode one and commented: "Once you master it, it becomes intuitive to drive, as if it IS you! They are remarkable." Myers said he could see "specific applications, e.g., airports, meter enforcement...even for patrolling paved trailways, etc. For augmenting foot patrol, I see some utility, but not \$3000-\$\$5000 worth!" Otherwise, Myers said "I see this as one of those 'nice to haves' versus 'got to haves'," adding "Given our state's fiscal crisis and just trying to maintain services at current levels, I don't see one in my immediate future. But, I have to say, they will likely be in our long-term future."

Again, if you're not on the listserv, you missed all this and oh so much more!

**Any PFI member on the Internet is welcome to join [pfimembers@groups.yahoo.com](mailto:pfimembers@groups.yahoo.com) and to join in or start one of these discussions.**

# From the Ivory Tower:

WHO SHOULD POLICE THE WORLD?  
CAN PFI HELP AND SHOULD WE?



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 columnist for Police Futurist. Web site: [www.thefuturegene.com](http://www.thefuturegene.com))*

*Many Americans—from isolationists to war protesters—have declared: “We cannot police the world.” Yet it increasingly looks as if we’re going to try. If this turns out to be true, should PFI get involved? In what way—to deny the need, to encourage the process, to give technical assistance, to suggest models of policing for use in different types of societies...?*

Actually, more than 1,000 U.S. police officers are already involved in the Civilian Police (CIVPOL) of the United Nations and up to 1,000 more are either trained or being trained for such missions ([www.state.gov/g/inl/rls/fs/13592.htm](http://www.state.gov/g/inl/rls/fs/13592.htm)). If Defense Secretary Donald Rumsfeld has his way, thousands more will soon be involved in a US-led international police force “to participate in peacekeeping and peacemaking” (Los Angeles Times, 6/28/03).

Whether the US participation in policing the world will be primarily unilateral or multilateral, it appears the die is cast: We will be involved in an expanded manner, and soon!

Some PFIs undoubtedly are already taking part, either as officers, trainers, or coordinators of existing programs. Besides the 2,000 authorized for participation in CIVPOL, the US is also providing command staff for both street-level forces on UN missions and for the International Law Enforcement Academies jointly sponsored by the US Depts. of State, Justice, and Treasury.

Whereas Rumsfeld was vague about the scope of US involvement in peacekeeping missions, the LA Times used an estimate of “10,000,” but said: “The overall size of the force, or who would pay for it, have not been discussed, but the idea has been raised with countries in Europe and Latin America.” The Defense Secretary also saw the US as providing “some leadership for training of other countries’ citizens” for the force.

It was unclear whether Rumsfeld wanted the force to be under the control of the military or whether it would be independent or under a new agency, or whether eventually it might be merged with CIVPOL or some other international coordinating body (such as the Organization for Security and Cooperation in Europe (OSCE)). The military—already stretched to the limit—is unlikely to embrace the idea, so it appears civilian police will be sought—either soon or at least eventually.

The UN launched CIVPOL in 1960 to provide peacekeeping in the Congo, but the US didn’t get involved until 1994 in Haiti. Today US officers in CIVPOL are involved in UN/OSCE missions in Kosovo, Bosnia-Herzegovina, Timor-Leste, Macedonia, Yugoslavia, Jericho, Afghanistan, and Croatia, and the US Dept. of State is actively recruiting more police from local and state police agencies to join CIVPOL.

In a State Department web posting ([www.state.gov/g/inl/rls/fs/2001/jan/2161.htm](http://www.state.gov/g/inl/rls/fs/2001/jan/2161.htm)), Officer Anna M. Hermann was quoted: “Making a difference in this peacekeeping mission has been an extraordinary time in my life. At the conclusion of my tour I will return to my department in Texas with a new perspective on policing I could never have received otherwise.”

## WHO SHOULD POLICE THE WORLD? (continued from page 14)

Officer Gil Gilbertson of Waterloo, Iowa, assigned to CIVPOL Kosovo, said: “Democratic policing is the way of the future and it is incumbent upon us to share our experience and expertise.” Portland (OR) Police Chief Mark Kroeker, said: “Across 35 years of police experience, I can think of no more rewarding or fulfilling year than the one I spent as a peacekeeping peace-officer. It was an education, an investment, and a career highlight. I can recommend the experience to any police officer.”

This recruitment posting stated the basic qualifications—US citizenship, 8 years full-time work experience with at least 5 in full-time policing, “unblemished” background record, and ability to drive a standard transmission 4x4 vehicle—and encouraged applicants to phone or fax resumes to CIVPOL’s US contracting agency, DynCorp or go directly to a web site: [www.policemission.com](http://www.policemission.com).

The web announcement said: “Our most successful and satisfied CIVPOL officers have shared some common qualities: creativity, flexibility, self-motivation, responsibility, leadership.” Under “What’s In It For You,” the State Department listed:

- >>a challenging, multicultural work environment
- >>leadership opportunities
- >>international experience
- >>new skills and training
- >>the opportunity to make a difference
- >>professional contact with colleagues from around the world
- >>competitive compensation

Another major involvement of the US in policing the world began in 1995 with the opening of the first International Law Enforcement Academy (ILEA) in Budapest, Hungary. Here the program coordinated by State, Justice, and Treasury provided the leadership and many of the trainers to assist former Soviet Union and other Eastern European countries to create and maintain modern police agencies. In 1999 a second ILEA was opened in Bangkok, Thailand, to serve Asian nations, and in 2001 the Gaborone ILEA was established to serve south African counties. Also opened in 2001 was an ILEA in Roswell, NM, to serve the Americas and beyond.

To date more than 8,000 police officers from 50 countries have been trained in ILEAs, which the State Department release held “advances US interests in international cooperation while promoting social, political, and economic stability by combating crime. These academies offer a core law enforcement program targeted at mid-level officials in the police and criminal justice services of strategic countries across the world. The ILEAs develop an extensive network of alumni who will become the leaders and decision-makers in their respective countries, to exchange information with their US counterparts and assist in transnational investigations.” ([www.state.gov/g/int/rls/fs/20280/htm](http://www.state.gov/g/int/rls/fs/20280/htm)).

The FBI is vitally involved in both ILEAs and its own cadre of international policing programs, such as the Mexican/American Law Enforcement Training initiative (MALET) and the Pacific Rim Training initiative (PRT), as well as accepting police from many nations in the National Academy program and providing separate international policing courses at the Academy and elsewhere ([www.fbi.gov/hq/td/academy/itp/itp.htm](http://www.fbi.gov/hq/td/academy/itp/itp.htm)).

So is the die cast? Should it be? Should PFI be involved? In what manner? How can PFI lead international policing into the future without being involved in policymaking and implementation in this vital and burgeoning arena?

## The Importance of Trust in the Management of Bias (Continued from page 11)

organizations requires a better plan. Assumptions should not be made on what people think and feel.

Law enforcement must look to better understand and prepare for the change diversity creates in organizations and to develop proactive strategies to manage the resultant conflict. It will, of course, be necessary to establish processes that allow for change implementation, analysis, feedback, and subsequent adjustments. Apart from process will be the necessity of creating a climate or environment that allows for successful change by promoting trust.

Viktor Frankl, a survivor of the Nazi death camps said “Man is capable of changing the world for the better if possible, and of changing himself for the better if necessary. Man has both potentialities within himself; which one is actualized depends on decisions but not on conditions.”<sup>9</sup>

### Notes:

<sup>1</sup> Patricia J. Williams, Seeing a Color-Blind Future, The Paradox of Race, Noonday Press, New York, 1997, P4.

<sup>2</sup> David Weisburd and Rosann Greenspan, “Police Attitudes Toward Abuse of Authority”, National Institute of Justice Research in Brief, May 2000

<sup>3</sup> Ibid. P8.

<sup>4</sup> “Police and Latinos”, Interview of Chief Charles Ramsey by Michelle Garcia, Latino USA – The Radio Journal of News and Culture, latinousa.org, 1999.

<sup>5</sup> Ibid.

<sup>6</sup> Mary Rowe and Corinne Bendersky, MIT Cambridge, Workplace Justice, Zero Tolerance and Zero Barriers, Cornell University Press, 1999.

<sup>7</sup> Robert M. Shusta, Deena R. Levine, Phillip R. Harris, Herbert Z. Wong, Multicultural Law Enforcement, Prentice Hall, New Jersey, 2002, P69.

<sup>8</sup> “Why Change Programs Don’t Produce Change”, Michael Beer, Russell A. Eisenstat, Bert Spector, 21 March 2002, Session 6 Handout, Command College Class 33. P267.

<sup>9</sup> Viktor E. Frankl, Mans Search for Meaning, Simon and Schuster, New York, 1984, P133, 135.

# Welcome New Members

## New Members

**Dale Attarian**, Capt, San Leandro PD CA  
**Marcus Aurelius**, Cmdr, Phoenix PD AZ  
**David Birozy**, LT, Cypress PD CA  
**Freddie Bolling**, LT, Cmdr, Henrico County Police VA  
**William C. Boni**, VP, Chief Security Officer, Motorola IL  
**John Bukata**, , LT, Broward County SO FL  
**Russ Calverley**, LT, Chino PD CA  
**Kim Charrier**, SGT, Phoenix PD AZ  
**Stephen Clark**, DETt Victoria Police Centre Melbourne, Australia  
**Joel Dalton**, DIR (Ret), Hall Cty (NE) Corrections TX  
**Thomas Feltes**, PROF/ Chair, Criminology and Police Science, University of Bochum, Germany  
**Bruce B. Glasrud**, PRES, Third Sector Horizons MN  
**Kenneth L. Hailey**, INSP, Texas Public Safety Dept, Austin TX  
**James B. Hudson**, SGT(Ret) Portland Police Bureau PRES, Amcrin Corp., West Linn OR  
**David Huerta**, LT,, Fresno SO CA  
**Jeffery Hynes**, Lieutenant, Phoenix PD AZ  
**Paul LeBreck**, SGT, Training Coord, Palatine PD IL  
**Thomas G. Long**, CAPT, Neenah PD WI  
**Floyd Lucas**, CHIEF, Hickory PD NC  
**John Morell**, LT, Detroit PD MI  
**Michael S. Reiter**, CHIEF, Palm Beach PD FL  
**Joseph Romero, Jr.**, CAPT, Pomona PD CA  
**Steve Ross**, CAPT, Missoula PD, MT  
**Keith Singleton**, Sworn / RET, Pres Armada Group OH  
**Thomas B. Smith**, LT, Collier County SO FL  
**Todd Wuestewald**, MAJOR, Broken Arrow PD OK

## Welcome Back

**Bruce Glasscock**, (Charter member), ASST CITY MGR, Public Safety Services & Technology, Plano TX  
**Larry S. Kraus**(Charter member) Dir of Mgmt Training, Northwestern University, College for Public Safety IL



# 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.

<u>Register by:</u>	<u>Sep 30</u>	<u>Dec 31</u>	<u>Feb 27</u>	<u>Apr 30</u>	<u>June 30</u>	<u>On Site</u>	<u>Total</u>
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Submissions for publication within the broad range of the discipline of Futures Research and policing are welcome. Articles of 100-500 words are preferred; longer submissions may be included or summarized as space permits. Manuscripts should be submitted on CD, disk or by e-mail submissions. Microsoft Word, Word Perfect or generic text files are acceptable. Authors should submit a photo and short bio. Material submitted cannot be returned unless accompanied by a postage-paid, self-addressed return mailer.

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# Police Futurist

Newsletter of the Society of Police Futurists International

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## Join PFI

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](http://policefuturist.org)) or contact the PFI Secretariat by phone 859 622 2365.

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- PFI Project Development Center.  
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