

PFI Panel at IACP Conference in Los Angeles asks: Is Your Agency Ready for the Technologies of the Future?



Rick Myers, Jerry Schmiedeke, Bud Levin, Al Youngs

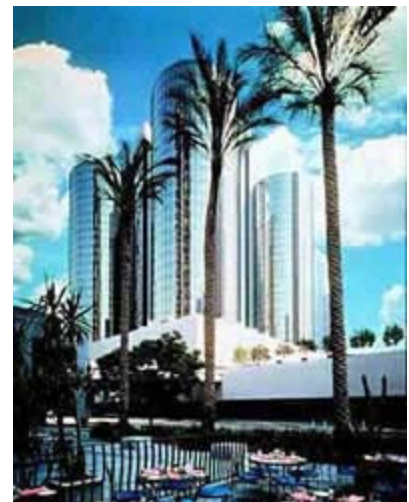
Five members of PFI presented a workshop in November at the International Association of Chiefs of Police conference meeting in Los Angeles.

Moderated by Chief Phil Broadfoot of Danville, VA, the panelists included: Dr. Joe Schafer, Southern Illinois University, Capt. Tom Cowper of the New York State Police, Dr. Bud Levin of Waynesboro, Virginia Police Department and Blue Ridge Community College, and Rick Myers, Chief, Appleton Wisconsin Police Department.

Panelists discussed the technologies coming down the pike, the challenges they will create, emerging social and conceptual changes, and how these will affect chiefs and agencies in how they perform their jobs.

About seventy-five attended which was good for a 3-5 P.M. workshop on the first day of the conference. It seemed well received based on the discussions afterwards. There were the appropriate shameless plugs for PFI during the workshop. Several PFiers joined the audience.

Past PFI President Al Youngs of Lakewood, Colorado put together a PFI lunch in Los Angeles at the Bonaventure Brewing Company inside the Westin Bonaventure for members in the area.



Westin Bonaventure, Los Angeles

Police Futurist

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From the President

Steve Hennessy



Dr. Stephen M. Hennessy is an Associate Professor of Criminal Justice at St. Cloud State University, Minnesota. He served five years as a Special Agent with the FBI, nineteen years with the Minnesota Department of Public Safety retiring as a Deputy Division Superintendent, and the past ten years as the Training Administrator for the Phoenix, Arizona Police Department. He joined the faculty at St. Cloud State University in 2003."

Greetings to fellow police futurists. As president of the Society of Police Futurists International (PFI) it is my pleasure to welcome you to our winter edition of the PFI newsletter. The year is just flying by, isn't it? Here it is the holiday season already.

We have been busy these past months. As you know, the strength of PFI lies in the participation of its members and PFI members throughout the world have been busy writing, researching, and presenting papers. Their work is much appreciated.

It seemed like several months ago we were meeting in Washington, D.C. with the World Futures Society. One important piece of business among many at the conference was the acknowledging of the good work performed by outgoing president Alan Beckley, Chief Inspector, (ret.) of Shropshire UK. Past President Beckley invited Jenny Gomery, of the Organisational Intelligence Unit and Shelby Williams, an Environmental Scanner, both members of the Lancashire Constabulary to attend. As a result of our many discussions, plans are underway for a Police Futurists conference in the United Kingdom this late Spring, 2005. We also commissioned a plaque to be presented to Peggie Haggerty for her outstanding work on behalf of PFI. Her organizational skills these past years have been immeasurable in helping us to build and grow. We can't thank her enough.

Additionally, members Bud Levin, Blue Ridge Community College, and SSA Carl Jenson, FBI, Quantico, were able to secure continued funding for the great work of the Futures Working Group (members of the FBI and PFI) as well as plan for several working conferences, one hosted by the University of Phoenix in Phoenix, Arizona in March, 2005 and one hosted by St. Cloud State University, St. Cloud, Minnesota in September, 2005.

We also had a significant presence at the International Association of Chief's of Police this fall in Los Angeles with a panel on the challenges of the future.

Again, our strength and growth lies in the contribution of our members. I realize that most of us are oversubscribed and have plenty to do, however, I encourage you to become involved in volunteering for one of the many committees, writing articles for the newsletter and the website, and engaging in the learned and often spirited discussions on the PFI List Serve. We have countless members that help move us forward into the future. We would welcome you as one of our many contributors. Please call me personally at 320-308-2158 and we'll put you to work.

I wish you a very happy and successful 2005.

The Annual Conference of the World Future Society

July 31 - August 2, 2004

Grand Hyatt Washington in Washington, D.C.

PFI Panel Presentations

In conjunction with the World Futures Society, the Society for Police Futurists International hosted three presentations at the 2004 conference. All three presentations had excellent attendance. The panels each ended with a lively Q&A session with attendees from the audience.

Strategies for More Effective Law Enforcement

On Monday afternoon, an international panel of experts discussed “Strategies for More Effective Law Enforcement in the Future.” The panel was led by retired Chief Inspector Alan Beckley from the United Kingdom (and outgoing PFI president), who was joined by Major Tyree Blocker, Pennsylvania State Police; James Conser, Youngstown State University; Ollie Olligschlaeger, President, TruNorth Data Systems, Inc.; and Jenny Gomery and Shelby Williams, both of the Lancashire Constabulary, also in England.

Using a mini-Delphi process, panelists collated information gleaned from the PFI membership on how law enforcement must change to meet its mission in the future. Jim Conser presented the seven key findings.

Seven Strategies

1. The Mission Challenge
Strategy:
 - Increased cooperation and interoperability between agencies.
 - Possibly mergers and regionalization of operations.
 - Greater information analysis, surveillance and intelligence gathering at all levels of government.
2. Ensure Public Safety and Quality Service
Strategy:
 - Move from traditional paradigm to one of leadership, proactiveness and community service

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3. Things That Must Change
Strategy
 - Change police culture
 - √ Top: More insightful administrators
 - √ Better caliber recruits

4. Pressure Groups' Effect on Policing
Strategy:
 - Recognize power of community
 - Energize leadership response of law enforcement officials

5. Changes to Improve Professionalism
Strategy:
 - Greater investment in:
 - √ Selection
 - √ Training Techniques
 - √ Standards

6. Most Likely Ethical Problems Facing Officers
Strategy:
 - Establish accountability mechanisms
 - Licensing and certification revocations

7. Technological Impacts on Policing
Strategy:
 - Invest in and require
 - √ Technological competence of officers
 - √ Information technologies necessary for modern day policing
 - Partnerships with private sector and funding sources to provide technological tools needed

Each of the panelists then expanded on these concepts, offering various examples of new programs that are working, here and abroad. The various aspects of ethics was a recurring theme, particularly in the form of potential abuse of privacy issues.

Ollie Olligschlaeger, focusing on the technological aspect of enforcement in the future, stressed that agencies need to become more involved. They need to anticipate

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(for futurists: “project”) how new crimes could surface and be ready. Right now, we’re always playing catch-up with the crooks. In addition, there should be proactiveness relative to the technology: Agencies should be involved in the development, procurement and training for advancing technologies. He said that peace officers “need to be smart users.” The ability to do data mining is desperately needed by law enforcement. He noted that America is the easiest country to disappear in: to become someone else, to steal someone’s identity.

Following the presentations, several members from the audience addressed questions and comments to the panel. Key themes included:

The cost of terrorism will continue to be to privacy and citizens’ rights.

Neighborhoods will have a more directive role in the mission than ever before (Neighborhood Driven Policing)

Government needs marketing, safeguards and leadership, particularly in the area of information sharing.

The major theme was that law enforcement and its leaders cannot be complacent and continue in traditional models.

Surviving Hell: Leadership lessons for a Tough Future

The catchy title drew a sizable audience for this presentation by Tom Esensten, principle of his own consulting firm: Organizational Effectiveness Consulting. Tom specializes in public safety and serves law enforcement clients nationwide. He is also the Course Manager for California POST’s Law Enforcement Command College. Based on his father’s experience as a prisoner of war during the Korean conflict, Tom drew vivid portraits of this experience that mesmerized the audience. Very little can be as tough as conditions as a POW in some countries, particularly in the 1950s. But from these experiences came leadership lessons valid for the future as well as today. Among them: Someone better be in charge. Everyone takes a turn being at risk or doing the dirty work. Everyone gives up a little something for the good of the whole. Creative solutions are required. We must never forget and we must always continue to learn.

The Many Faces of Terrorism

Terrorism is a “tactic” that is here to stay for the foreseeable future, PFI panelists agreed, adding that communities and individuals can lessen the threat of being

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From the Ivory Tower Identity Crisis in Policing?

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)

“To protect and serve.”

It’s a mission statement that has served policing well. It’s been broad enough to cover the spectrum of police activity and inclusive enough to accommodate new threats and challenges as they have evolved.

Maybe it will suffice for early 21st Century dilemmas, but can police as now constituted deliver this promise in the high-tech, info-connected, culturally and value diverse, complex society that is evolving?

How would police cope, for example, with a coordinated attack in cyberspace—shutting down financial, energy, air traffic control, and medical records networks simultaneously?

Who would be in charge? At what level of organization? What methods would be effective? Coordination? Etc.

Or if just the energy network was struck by a nationwide power blackout that lasted, say two weeks? What would be the role and likely success of police in protecting and serving at the local, state, or national levels?

While it is likely that street crime will continue to subside, when opportunities such as a blackout occur, traditional thieves can be expected to take advantage. New offenses, such as biotech crime (e.g., illegal genetic engineering, designer pathogens, cloning for replacement body parts) and bio-terrorism by domestic fanatic groups, likely will be far more difficult to control and beyond the ability of police as currently

constituted.

In this column in the last issue, I asked the question, “Why Not Public Safety Agencies?”—combining police, fire, and emergency services—which is an unpopular idea in many police circles. But even this level of organization well may be too narrow for the types of crises we can expect.

We in futurism have given plenty of lip service to the increasing pace of change and the shrinking world that is creating an interdependent, interconnected global village. But are we really preparing for this society in police circles? There is every reason to believe many of the results of these phenomena are just around the corner and the traditional reliance on crisis management will be “too little, too late.”

Thus two other maxims we often give lip-service in policing seem particularly relevant—*proactive planning* and *thinking outside the box*. Both, it seems to me, will be critical to success in redefining the role and methods of police in the future.

Here are a few questions we should be considering; my hope is we can put the considerable intellectual and experiential capital of PFLers to work answering them:

- Will “to protect and serve” suffice as the mission of police in the 21st Century? If so, what will be required to achieve it? If not, what would be a preferable goal?
- Will the paramilitary model of independent police agencies suffice for 21st Century police organization? If not, what model or paradigm would be preferable? Should we consider the unthinkable—police as a subunit (possibly the *primary* subunit) of a broader organization?
- Should “proactive planning” and “proactive tactics” become the **primary** methods of policing? Then, how could “reactive” requirements (e.g., enforcement, arrest) be handled without interfering (or subverting) the primary proactive activities?
- What would be the job description and “minimum” requirements of applicants for employment in this refocused force? What would be the optimal attributes of employees?
- What qualities would be needed for leadership in this reformulated organization? How could such leadership be developed? Would it require recruitment beyond the ranks?

These are only a few of the questions we need to consider and very possibly not even the most important ones. But it’s a start!

Mentioning Members



Gordan Bowers

Captain **Gordan Bowers** will retire in December after 31 years with Burbank PD. Gordan is a California Command College graduate. He will continue to share his expertise through Bowers Consulting

Stephen Hennessy,

Associate Professor of Criminal Justice, St. Cloud State University, and the present President of PFI, traveled to the University of New Haven this November and made a presentation in PFI Founder **William Tafoya's** Homeland Security Master's Degree class regarding Jungian cognitive styles and how understanding them can aid in leadership, collaboration, and information sharing. The students had the opportunity to take the Law Enforcement Type Sorter and discuss their own cognitive preferences and discuss the implications for the future."

Past President **Alan**

Beckly's article "Perspective: The Future of Privacy in Law Enforcement" was published in the September 2004 issue of the FBI LAW ENFORCEMENT BULLETIN.

Past President **Dave**

Pettinari's article "How To Start a High-Tech Crimes Unit" was published in Police and Security News (10/04).

The following quote from **Gene Stephens** was included in an August article "Police



Alan Beckley

rethinking crime fighting" by Matt Apuzzo which was carried on Associated Press. "What we did over the past decade is realize that everything we thought about crime is wrong and we need to find out what does work," said Gene Stephens, a former University of South Carolina criminal justice professor. Stephens was one of many experts who, in the early 1990s, put much of the blame for

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

rising crime rates on unemployment and poverty. Today, he teaches police officers that crime is not inevitable.

Lynda S. O'Connell,

Executive Director, Virginia Community Policing Institute recently joined the ranks of PFI members.

Tom Cowper had an article printed in the *Law Enforcement Technology* publication, September 2004 issue on the topic: VTOL

Assistant Professor

Yumin R. Wang, Ph.D. learned of PFI through his ten year future studies in Taiwan and recently joined our organization when he returned to the USA.



Dave Pettinari

PFI Annual Meeting --

July 31, 2004, Grand Hyatt Hotel, Washington D.C.

PFI holds its Annual Meeting each year at the World Future Society Conference. Following are excerpts from the meeting minutes documented by Secretary Jim Conser.

Sixteen members attend PFI's Annual Meeting held July 31, 2004 at the World Future Society Conference in Washington D.C., Grand Hyatt Hotel.



President Al Beckley introduced three new Board members, Olli Ollischlager, Clifford Barcliff, and Joe

Schafer. He then outlined some of the accomplishments of PFI during the last year:

- Membership & Credit Card renewals using the website now working
- Papers on Neighborhood Driven Policing developed for publication
- FBI Futures course reviewed
- FBI LE Bulletin — a single issue focused on the future and most articles authored by PFI members
- Papers added to CyberCop website
- Secretariat moved from ECU to Sam Houston State University in Texas

Three conferences will feature PFI participation: The IQPC Conference on the Future of Policing, 31 August; the IACP Conference in Philadelphia, 19-20 October; and the European Police Research Conference, 9-12 November. Next year's WFS Conference will be in Chicago,



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Illinois.

Past President Al Youngs introduced Donna Redd of the University of Phoenix, Greenbelt MD campus. Ms. Redd thanked us for inviting her to attend; she is looking forward to a positive relationship with the Maryland campus

A plaque will be presented to Pegggy Haggerty (Information Committee) for all the past work done on the website and on organizational matters. She was unable to attend the annual meeting.

The treasurer, Tom Cowper reported the organization had several significant bills during the year; several memberships were in arrears but new and renewal memberships were flowing in. The current balance was \$1,906.62. InFront Web bills are being paid and the new secretariat staff is helping.

Carl Jensen reported on the Futures Working Group, a partnership effort between the FBI and PFI. He had heard the FBI's budget for the coming fiscal year might have some permanent funding for future meetings. Those meetings may need to be off-base because of current security procedures and concerns. Members of the FWG had authored all but one article of the January 2004 issue of the LE Bulletin. The group now has a regular column in the NA Alumni Newsletter. Forthcoming topics include Cybercrime (Earl Moulton) and Crime Mapping (Andreas Olligschlaeger.)

Bud Levin and Michael Buerger reviewed and critiqued NA curriculum. PERF may publish The Neighborhood Driven Policing material. And there is progress on a futures research course as part of the Virtual Academy training efforts at the FBI.

President Beckley thanked past President Ty Blocker for serving as the recipient



of ballots.. The election results were: • 2nd VP: Joe Shafer • Treasurer: Tom Cowper (2-year term) • Secretary: Jim Conser (2-year term)

Alan thanked everyone for his or her service to PFI. Alan turned the meeting over to the new President, Steve Hennessy. Past President Al Youngs with Steve presented outgoing President Alan

Beckley a plaque on behalf of the Founder, Bill Tafoya, for Alan's several years of service and his contributions to PFI.

Steve Hennessy thanked Alan Beckley for his leadership. He then gave an overview of the goals for the next year which included: a) Improving the services of PFI through the Secretariat, b) Continuing membership initiatives, and c) Establishing a stronger connection with the IACP. He is looking forward to a productive year.

Under new business, Gene Stevens suggested the organization needed an Archivist to keep the history and documents of the organization. Gene also mentioned the questionnaire he sent out and had copies with him for purposes of getting information for a possible article for *The Futurist*.

Alicia Powers reminded members to attend the sessions and mentioned that Tom Esensten from the California Command College would be presenting on the topic of Leadership on Monday.



Pres. Hennessy mentioned that an informal 5th Annual Run would take place on Sunday at 7 AM. Logistics and security concerns prevented us from having a formal Run for WFS this year. Shirts are available for purchase. All present received PFI lanyards, compliments of Peggy Haggerty

Alicia announced the new Director for the POST Command College was John Dineen.

For the 2004-2005, Monthly Board meetings will occur on the last Wednesday of the month, 2:00 PM, Central Time, USA.

Liberty, Technology and 21st Century Policing --

By Tom Cowper

Staff Inspector Thomas J. Cowper is a 22-year veteran of the New York State Police. He worked with the Defense Advanced Research Projects Agency (DARPA) and the Office of Naval Research on developing police and homeland security applications for several emerging technologies. Cowper holds a Master's degree in Public Administration from Marist College and writes and lectures on issues surrounding technology and government.



There has been debate about technology and law enforcement in recent years. It seems that for some people every new technology brings with it the specter of an Orwellian future at the hands of over-zealous police. And it's true that many of today's newest technological breakthroughs bring with them the very real possibility of a government reminiscent of "Big Brother".

The reality of global terrorism coupled with the continuous and accelerating technological advancement of the Information Age is forcing citizens of the world's democracies to continually re-evaluate their concept of civil liberties, constantly balancing traditional notions of freedom against current perceptions of safety.

As police futurists, we see that the tensions between liberty and safety are only going to increase, that balancing our sworn role as both the protectors of Constitutional freedoms and providers of public safety will get more difficult with every new technological advance. So how will we achieve both safety and liberty in the 21st Century? Does the use of advanced technology by the public police pose the greatest threat to civil liberties, or will horrific terrorist attacks on innocent civilian populations create an atmosphere of fear and insecurity that eventually leads to a police state?

In the Post- 9/11 world we have seen a dramatic change in the domestic policing arena. The global war on terrorism has created a new market for commercial and private security forces, a new theater of operation for the military and an increased emphasis on domestic intelligence gathering. What was once the near-exclusive domain of the public

police – our cities and neighborhoods – has become today a praetorian melting pot of public and private groups who provide an array of police and domestic security capabilities that state and local police lack, most predominantly in the areas of technology.

In the days and months following the attacks on the World Trade Center and the Pentagon the influx of additional security forces and the technologies that came with them seemed a welcome addition to the domestic policing arsenal. But as those events fade to the recesses of our collective consciousness the social implications of an increased reliance on soldiers, of the Pentagon and the corporate boardroom, to provide domestic security should become more apparent.

We are at a point in history when human reliance upon technology has never been greater. Our critical national infrastructures are increasingly digital, and individuals and nations are dependant upon an escalating torrent of information to remain productive and prosperous. It is at this point in history that public law enforcement has never been farther behind the technological power curve, unable to effectively deal with the rapidly emerging crimes and threats confronting democracy and freedom, relying more and more on non-police organizations to supplement, and in some cases lead the domestic policing effort.

What kind of society will emerge when the bulk of domestic policing is being managed and directed from the halls of the Pentagon and the corporate boardrooms of the Fortune 500? A soldier's mission is to win on the battlefield and private security guards serve the people who pay them. Undoubtedly both groups will play significant roles in the complex task of securing the democratic homelands of the future. But soldiers and private security forces are not concerned with treating everyone equally or protecting anything that isn't connected with a military objective or corporate bottom line.

The public police are the only profession sworn to protect the Constitutional rights of all citizens, and trained to do so while upholding the law and stopping criminals and terrorists. To preserve civil liberty it will be necessary to prevent socially destabilizing crimes like identity theft and the horrific attacks like September 11th, criminal and terrorist actions that today create mass fear and social environments conducive to increased government oppression and control.

In the 21st Century, police use of advanced technology is central to accomplishing that goal. Without effective public police forces that are equipped with and thoroughly trained to use modern technologies nations will increasingly rely on those that while capable of providing security and stopping terrorists can only do so at the cost of freedom.

What is Freedom?

And does it have a future?

Following is a summary of a presentation given by Drs Jim Alexander and Gene Stephens to the World Future Society Conference in Washington D.C.

In a world threatened by terrorism, citizens have given up some of their freedom in exchange for promised protection and will be under pressure to sacrifice even more liberty if the threat increases, two PFI-member panelists warned.

Yet Drs. Jim Alexander and Gene Stephens, both political scientists and police educators, said they believe citizens, Americans at least, will eventually demand their full rights and privileges back, along with some new freedoms.

“Freedom has been an evolving concept over time, and it continues to evolve,” Alexander said. “Our Founding Fathers understood that. Evidence is in the inclusion and wording of the 9th Amendment: ‘The enumeration in the Constitution of certain rights shall not be construed to deny or disparage others retained by the people.’”

Alexander, chair of the Department of History and Government at Texas Woman’s University, said James Madison crafted this important addition to the U.S. Constitution “to keep open the issue of rights and liberties that might not have been identified. Just because they have not been enumerated in the Bill of Rights, thus, does not mean other freedoms do not have Constitutional protection.” Privacy, for example, is not enumerated, but has been afforded American citizens to some extent via evolution of case law.

Stephens, Distinguished Professor Emeritus at the University of South Carolina, spoke of the complexities of freedom, noting the internet search engine Google includes almost 5 million “definitions of freedom” and more than 3 millions “types of freedom.”

Using Abraham Maslow’s “Hierarchy of Needs” as a method of explaining the tension between freedom and security, Stephens said: “Citizens are usually willing to curtail some of their freedoms in exchange for securing physiological needs (air, water, food) and security (from immediate harm), but once these lower level needs are satisfied, they want the freedoms necessary to pursue the higher level needs (love and belongingness, self esteem, and self-actualization).

“Responsibility and accountability of government (authority) is critical to meeting lower-level needs, while responsibility and accountability of the individual with relative independence from government (authority) is critical to meeting higher-level needs,” Stephens concluded.

The panelists questioned whether anyone could truly be free and secure as long as half the people of the world live on less than \$2 a day and the gap between the “haves” and “have notes” continues to widen, quoting UN Secretary-General Kofi Annan: “Freedom from want, freedom from fear, and the freedom of future generations to inherit a healthy natural environment—there are the interrelated building blocks of human—and therefore national—security.”

The panelists concluded that the threats to freedom are:

- √ Ignorance and fanaticism,
- √ Tyrants
- √ Illiberal democracies,
- √ Religious fervor,
- √ Surveillance technology
- √ Inequities of power and wealth.

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victimized by vigilance and cooperative effort.

In combating terrorism, Alan Beckley, immediate past president of PFI and a consultant in the United Kingdom, advised: “Think long and hard before taking military action, as deaths in countries you attack create martyrs.” Based on his 20 years experience in policing and courses he has taught in counterterrorism, Beckley added: “Don’t be frightened to involve citizens in homeland security programs—you might be surprised how energetic they are.”

PFIer Bernard “Bud” Levin spoke of overreaction to the terrorist threat: “We demolish relationships, waste resources, demoralize ourselves, and distort our economy, all in the name of protection.” Levin, commander of Policy and Planning in the Waynesboro, VA, Police Department and head of Social Studies at nearby Blue Ridge Community College, added: “In doing so, we give the terrorists a free

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win—out of mindless fear, we damage ourselves far more than they can damage us.”

The terror threat comes from domestic (e.g., racists, anti-government, separatists, anti-abortion, animal liberation) as well as foreign groups, warned PFier Carl Jensen, supervisory special agent in the Behavioral Science Unit of the FBI, adding the formula for terrorism is the same as the one used in crime prevention: motivated offender + suitable targets + lack of capable guardianship = terrorism (and crime).

“Terrorism is a tactic used by the weak against the strong,” said Jensen, who teaches Terrorism Investigation at the FBI Academy. “Once we realize that our chances of becoming a victim are remote, we have taken away a significant benefit for the terrorists. If they don’t achieve the terror they seek, then they lose their advantage.”

Emphasizing that terrorism is a tactic that can be used by any participant in a dispute—“One man’s terrorist is another man’s freedom fighter”—PFier Gene Stephens showed a “Homeland Security” visual of four armed Native Americans “Fighting Terrorism Since 1492.”

Acknowledging that trains, planes, rapid transit, and buses will continue to be targets, Stephens, a retired university professor and continuing futures presenter in police executive development programs, warned an almost certain future target will be the world-wide internet and cyber data and an almost certain new method will be biotech-created pathogens to create lethal air, water, and environment.

All participants agreed that collective vigilance and action at the community level to proactively root out terror plots can positively impact the threat level. At the same time, all suggested citizens should get on with their lives and refuse to live in fear—thus thwarting the goals of terrorists’ groups.

Mark Your Calendars Now

WorldFuture 2005: Foresight, Innovation, and Strategy

July 29-31, 2005

Chicago Hilton Hotel and Towers

Chicago, Illinois

Professional Members’ Forum: August 1, 2005

(See Registration Form, Page 17)

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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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