

The Next Big One: Coming Soon to a Community Near You

Much has been written during and following Hurricane Katrina's devastation. Business Week ran a headline, "The Next Big One." In their article they conjecture that "a confluence of trends appears to be raising the frequency, magnitude, and costs of many killer risks and that global integration is bringing everything and everybody closer faster, from technology to terrorists, visitors to viruses..."



They point out that in the past America's political system has chosen to react rather than plan for catastrophe. Politicians reflected the fears and reluctance of their constituents to grapple with disaster. Constituents want to be reassured, not frightened. However, it may now be time to "inform those they represent of the real risks that lie ahead and the real costs of preparing for them."

As police professionals, that duty also falls to us. Will we be the next police force

cut off without communications, facilities, transportation or a command structure, yet expected to quell the chaos that follows such disasters? We may, unless we as futurists enroll others in having the vision to plan and prepare. (See **Aftermath of Katrina**, page 13.)

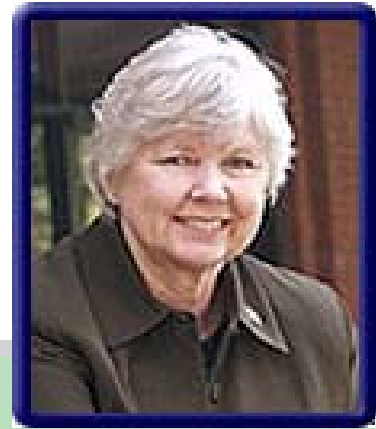
Police Futurist

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From the President

Alicia Powers



Alicia Powers is a retired police chief with thirty-three years professional law enforcement experience including eighteen years with Long Beach Police Department, serving as Chief of Police in Hercules, California, and as Manager of the prestigious California Command College.

It is my great pleasure to greet you as President of the Society of Police Futurists International for the first time. I am proud but humbled by this opportunity to serve you. I would first like to acknowledge our immediate past president, Steve Hennessey, for his contributions to PFI over the years and his exemplary leadership as president this past year. He, and now I, follow a long list of distinguished police futurists who have served as your president.

The goal of the 2005-2006 board will be to build upon the progress made in the past year. Our vision is for “enhanced value” for PFI membership.

We began by sending out a survey to determine what we’re doing well and how we can improve. I hope to soon be able to report to the membership what enhancements have resulted from the survey responses.

We next had a brief workshop at the annual conference to review and reaffirm the vision and mission of PFI. As a result of that meeting, we will shortly be sending out a request for ratification of some proposed revisions to the bylaws.

We will also be looking at potential alternatives in addition to our annual PFI/WFS conference. The objective will be to get more PFI members together without high registration fees and travel expenses.

One comment I read repeatedly in our survey was, “I don’t know what I have to offer.” Every member has something to offer. Every voice and every opinion can make a difference. All it really takes is a willingness to say “yes” when a need is identified or to speak out when a need is recognized. PFI will only be as strong as the contribution of its members. It’s been gratifying to see a lot of new “voices” contributing to the electronic discussions. We need every voice to be heard. Now is the time. I will soon be calling on you to fill a need. Please say yes. No time like the present to help determine the future.

Police Futurists International Annual Meeting July 29, 2005

Chicago, that toddlin' town, was the scene of the Police Futurists International Annual Meeting July 29, 2005 at the Hilton Hotel & Tower. The meeting, held in conjunction with the World Future Society Conference also included future-focused PFI members on discussion panels. Change was the order of the day as a new Board assumed their duties, bylaw revisions were approved and plans were made for the upcoming year.



Board members are featured in the photo here: Pres: **Alicia Powers**, 1st VP: **Joe Schafer**, 2nd VP: **Tom Cowper**, Treas.: **Jerry Schmiedeke**, Sec.: **Jim Conser**, Im.Past Pres: **Steve Hennessy**, Futures Working Group: **Bud Levin**. Not in the picture are: Membership: **Cliff Barcliff**, Newsletter Editor: **Judy Lewis**, and Webmaster: **Andreas Olligschlaeger**



Panel presentations were: Is Democracy in Everyone's Future with **Jim Alexander** and **Gene Stephens**; The Future of 21st Century Law Enforcement: Front-line Protectors or Back-lot Relics? with **Bud Levin**, **Tom Cowper** and **Gene Stephens**, and The Future of Higher Education Partnerships and Collaboration with Law Enforcement with **Alan Beckley**, **Steve Hennessy**, **Jeff Hynes**, **Carl Jensen** and **Al Youngs**.



WorldFuture 2005: Foresight, Innovation, and Strategy PFI Panel Presentations

Is Democracy in Everybody's Future?



Democracy “of sorts” may sweep the world, but it may not offer the freedom, and individual rights Americans associate with the term, two Police Futurists International (PFI) members told an audience at the PFI-World Future Society (WFS) meeting in Chicago.

“Illiberal” democracy can be every bit as suppressive as a dictatorship or military junta, **Drs. Jim Alexander and Gene Stephens** warned.

“Illiberal democracy can create a tyrannical majority intent on persecuting minorities or a leader intent on eliminating civil liberties for political enemies,” said the political scientists-police educators, “while an ‘enlightened’ despot may support respect for law, establishment of

liberal institutions, a free press, capitalism, and eventually free elections.”

Only “liberal democracy” offers hope of a world run by the people and for the people—free of a police state, they added. Characteristics of liberal democracy include:

- a Constitution which limits the powers of government;
- election of public officials “in a fair and just manner”;
- the individual’s right to vote and stand for election;
- freedom of expression, freedom of the press, and freedom of association (without fear of persecution);
- equality of the law and due process under the rule of law; and educated citizens in formed of their rights and civil responsibilities.

“Even nations with long-standing democracies and a tradition of ‘rule of law’ struggle to meet these requirements,” said Alexander, Chair of History and Government at Texas Woman’s University and Director of Module II of the Texas Law Enforcement Management Institute, noting that in many elections less than 20% of those “qualified” even bother to vote. “Is that democracy?” he questioned.

“And many are not allowed to vote,” added Stephens, Distinguished Professor Emeritus, University of South Carolina and consulting futurist with several police executive training programs. “When our democracy began in the United States only propertied white males were allowed to vote, excluding women, minorities, and minors—the majority of the population. Beyond that we struggle to this day with protecting the rights of minorities and the rights of all to freedom of speech, religion, and expression.”

Whereas bringing liberal democracy to the world may be a noble goal, the PFIers cited numerous obstacles, such as convincing dictators or religious leaders to turn over power to the people, convincing the people to use the power to benefit all groups in society, and convincing powerful leaders—backed by their military—to relinquish power when they lose elections.

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Alexander and Stephens also noted that democracy doesn't necessarily equate with capitalist economies. Liberal democracies also can be established with socialist economic systems or "hybrids" (e.g., capitalism as the method of production and socialism as the means of distribution of the profits, such as in most Scandinavian countries). Thus bringing true democracy to the world means also allowing the people the right to choose their economic system.

The PFIers concluded: Be careful what you wish for; you might just get it. The people's will is not always motivated by the highest and best moral values; power and self interest are far better predictors of who wins elections. Add religious fervor and John Stuart Mill's "Tyranny of the Majority" is easy to see in budding democracies.

The Future of 21st Century Law Enforcement: Front-line Protectors or Back-lot Relics?

The double-edged sword of technology coupled with the courage and fortitude to lead in times of threat to public safety are the greatest challenges facing 21st century law enforcement.

That was the conclusions of three Police Futurists International (PFI) panelists at the PFI-World Future Society (WFS) meeting in Chicago.

Dr. Gene Stephens, retired professor and consulting police futurist, began the session with a history of public policing, concluding that police are now being encouraged to go "back to our roots, back to the future"—adopting Sir Robert Peel's mission statement for the first public police department in London: "The duty of police is to prevent crime." Thus law enforcement and catching criminals become secondary to preserving the peace and preventing crime, especially in these times of homeland security concerns and high-tech assaults on the citizenry.

Inspector Tom Cowper of the New York State Police expanded on the technological threats and promises of the future: "Rapidly emerging technologies are creating more opportunities for criminals to prey upon society, more opportunities for terrorists to attack the innocent. Persistent on-line worlds are quite literally a whole new world for criminals to engage in predatory behavior and whole new economies for terrorists to disrupt, economies that have direct links to the physical global economy."

Cowper covered an array of new technologies and the crimes they spawn, as well as the crime-fighting tools they provide, from the nanotechnology-produced tiny but powerful weapons to the identity theft and cyber fraud of computer-savvy offenders.

"Because of the tremendous damage that small groups of criminals and terrorists can do in the information age, it is imperative that law enforcement stop them 'before' they commit their crimes and terrorist attacks," Cowper warned. "To do so we will have to use the new and



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PFI Panel Presentations

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emerging tools to track, identify and apprehend them before they strike. Biometrics, information fusion (datamining, collaboration software, artificial intelligence, etc.), sensor networks, micro-surveillance cameras, UAVs and robots are just the new tools that we are barely beginning to look at for law enforcement use.”

At the same time, Cowper cautioned, “we must protect civil liberties,” and failure to keep ahead of high-tech offenders will result in civil liberties lost either from the crimes/terrorism attacks themselves or from the backlash from frightened citizens demanding protection, even at the cost of loss of freedoms.

“Stopping criminals and terrorists and protecting civil liberties are not mutually exclusive activities,” Cowper concluded. “We can accomplish both at the same time and with equal effectiveness, but it will require creative, educated and enlightened approaches to policing, fully understanding every implication of every technology application and wisely implementing them within the unique circumstances of our communities.”

Dr. Bernard “Bud” Levin talked about his findings in his work as the first “futurist in residence” with the FBI, studying human capital development in policing with input from a review of the literature, a survey of FBI National Academy students, and a survey of self-identified police futurists (mostly PFI members):

“First, police futurists are indeed more future-oriented, while the National Academy students saw the future as an extrapolation from the present and were ‘nuts and bolts’ in their approach,” said Levin, Commander, Policy and Planning Bureau, Waynesboro (VA) Police Department and Department Head/Social Sciences at Blue Ridge Community College. “On the other hand, police futurists were more likely to consider the effects or broad environmental changes (social, economic, demographic, etc.) on a broad range of dimensions of policing.”

While both groups acknowledge the need for improvement in human capital development—which consumes the majority of police managers’ time, Levin said “the futurists wrote more about what policing could do to affect the future rather than merely coping with it.” Among his conclusions:

1. The ‘military model’ police academies and organizational hierarchies in general will prove increasingly dysfunctional in the information age;
2. Careers in policing will be shorter and more diverse, with increased movement between agencies;
3. Because of increasing complexity of roles, career tracking will occur near or at the point of hiring;
4. Much of policing will still be a blue collar enterprise attempting to join the professions, but it will be moving closer to other human services;
5. Even current college textbooks on law enforcement organization and administration address the future of policing in only a page or two, if at all.

Stephens concluded the session with a review of findings from a questionnaire circulated among PFI members on the future of policing, published in the March-April 2005 issue of *The Futurist* (“Policing the Future: Law Enforcement’s New Challenges”).

PFI Listserv

PFI hosts discussions on current events and law enforcement topics on their listserv at pfimembers. New members are now automatically enrolled. We understand that for some, the volume of mail becomes prohibitive. You can remove yourself one of two ways -- either just click on the notice at the bottom of the email that says: To unsubscribe from this group, send an email to: pfimembers-unsubscribe@yahoogroups.com This will remove you permanently from the list. Or, you can go to Yahoo groups website <http://groups.yahoo.com/> and set up your account to come in digest form (you get one email a day from pfimember) or to receive no mail at all but still leave you on the list. You can then go to the yahoo group website and look at any of the emails that interest you. If you have difficulty doing this for some reason, contact the PFI Secretariat and they should be able to assist you. spfi@shsu.edu or call 936-294-3081



The Changing Role Of Forensic Science

Colonel Kathleen M. Stephens

Kathleen Sauter Stevens, a Chicago native, began employment with the Illinois State Police in November 1978. She was one of the first 10 women hired as a trooper. During her 27 year tenure with the ISP, she has served in numerous positions and is enthusiastic about her current assignment as Colonel in the Division of Forensic Services because cutting edge technology is changing the role of forensics in the world of crime solving. She has a Master's Degree in Public Administration from the University of Illinois at Springfield and is a graduate of the FBI National Academy in Quantico, Virginia.

The role of forensic science in the criminal justice arena is drastically changing. In the past, forensic science analysis often entered into the picture near the end of the criminal investigative process - after the crime, after the investigation, after the arrest of a suspect, but before prosecution. The role of forensic science was seen as preparatory for the case to go to trial. In today's environment, the role of forensic science enters the picture immediately after a crime is committed to assist investigators in developing leads and/or identify possible suspects. Now the forensic work oftentimes precedes an arrest. This role change, which substantially increases the significance of forensic science in the criminal investigative process, is mainly due to two factors: the increased awareness of forensic science and advances in technology.

Popular television shows such as *Forensic Files*, *Cold Case Files*, and *CSI: Crime Scene Investigation*, have had a profound effect on the public, which includes the police, defense, prosecution, judges and juries, in regards to their expectations of evidence collection, analysis, and prosecution in court. Newspaper articles abound with information, and sometimes inaccurate information is released upon the unsuspecting public. After all, the objective of the media is to attract viewers, listeners, and readers, not necessarily to educate on the advances and limitations of forensic science. To obtain a realistic perspective of the role of forensic science in the criminal justice system, understanding what forensic science can/cannot do is important. This understanding is often at odds with the dramatic portrayals of most television programs.

The "CSI Effect" has created significant pressure in the forensic science laboratory system and quite a phenomenon in courthouses across the nation. In shows such as *CSI*, within hours the forensic science laboratory returns results to the police so they can determine whether to charge or release a suspect. In real life forensic testing, especially in complicated cases, analysis can take days, weeks, or even months. Unfortunately, the criminal justice system now expects life to imitate art. This demand for immediate analysis has ultimately caused problems for prosecutors and police because often they cannot obtain results from the laboratory quickly enough to determine whether to charge or release a suspect. When police agencies rely solely on physical evidence to make that determination, an innocent person may end up in jail or a guilty suspect may not be apprehended.

Advances in technology have significantly increased the capabilities of forensic science

The Changing Role Of Forensic Science

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laboratories. “Cold cases,” those which have been classified as “dead” or “unsolved,” have had life breathed into them because of these advances in DNA technology. The power of DNA and use of the DNA database or COmbined DNA Index System (CODIS) have resulted in an effective crime fighting tool for law enforcement. Matching known offender DNA profiles to unknown DNA crime scene profiles or matching unknown DNA crime scene profiles to other unknown DNA crime scene profiles provides a method to identify a suspect and/or provide additional investigative information which may result in solving cases previously classified as “cold cases.” These powerful tools also have resulted in increasing numbers of cases presented to the forensic laboratory system for analysis.

Changes in forensic science have impacted not only the way forensic science results affect case resolution, but what types of evidence can be analyzed from crime scenes. For example, changes in DNA technology have allowed analysis of smaller samples and degraded samples, i.e., cigarette butts or sweat from a tee-shirt that otherwise might have been ignored. Because of the increased sensitivity of DNA analysis, Police Officers and Crime Scene Investigators must be aware of the potential for cross contamination and adopt clean techniques when collecting and handling evidence.

The *CSI Effect* has not only impacted the judicial system, but also has caused quite a stir in the academic world. Administrators of colleges and universities throughout the country are seeing increased enrollments in the forensic science courses and/or are adding forensic science programs to the curricula. Unfortunately, these programs may provide only a theoretic basis for forensic scientists and not the operational experience of working in a laboratory. As a result, there is little impact on the length of training required by an operational forensic science laboratory once a college graduate is hired.

What does all this mean? The demands placed upon the forensic science laboratories across the nation have increased. The resources needed to meet the demands have also increased; however, the availability of these resources is finite. Quite simply, more evidence is being received than laboratory staff, equipment, and facilities can handle — resulting in delays and case backlogs. The situation may be perceived as mismanagement of the laboratory when, in fact, the laboratory has been overwhelmed by the system.

Strategies used by forensic science laboratory management in the past to manage case workloads are no longer satisfactory to the public. Because of the “*CSI Effect*,” the expectation is that DNA evidence will *always* be collected at *every* crime scene and the evidence will be *analyzed within 48 hours*. This simply is not the case. All types of evidence are collected but all evidence may not be analyzed. The evidence is prioritized and the most probative is analyzed. In most situations investigative questions have a direct impact regarding which evidence is analyzed and in what priority.

At some point in the future, crime scene investigators will be able to collect evidence from a crime scene, i.e., latent print or biological specimen, digitize the information via a hand-held device, identify a profile, and send the evidence to the laboratory for comparison to known latent prints or the DNA database. The accomplishments of forensic scientists is impressive, but there are limitations. In addition to increased resources, technological advancements are needed before the role of forensic science can be effectively moved from the “end” to the “front” of the investigative process in the criminal justice system.



Crisis Decision-Making

Commander Charles "Sid" Heal

Sid Heal is a Commander with the Los Angeles Sheriff's Department and has been in law enforcement for more than 30 years, more than half of which has been spent in units charged with handling law enforcement special and emergency operations. He recently retired from the United States Marine Corps Reserve after four combat tours and nearly 35 years.

States Marine Corps Reserve after four combat tours and nearly 35 years.

Sid Heal has had a long standing interest in crisis decision-making and has spent considerable time and effort studying it, not to mention the opportunity to observe it first-hand. Excerpted here are some of Heal's comments and observations on crisis decision-making.

There's a scientific adage that says, "There is nothing more practical than a good theory." This is because it allows a novice to start where an expert left off. Because theories are postulated by experts, they provide a direction and/or potential solution without having the decision-maker having the same degree or kind of experience. A good theory is a "short cut" to a solution. This then, was the motivation that led to my book, *Sound Doctrine: A Tactical Primer*. The book is a basic text book that simply lists some of the things of which we are confident in tactical decision making. I took the "tried and true" military doctrine and put it into a law enforcement context.

These fundamental principles will not provide a solution, but may reveal them in that a decision-maker is "armed" with the science that supports sound tactical decisions. In fact, the "art of war" is the application of the science. In the words of General Al Gray (USMC Commandant) "A warrior's most formidable weapon is his mind!"

Critical for command personnel is that the brain can actually be programmed with heuristic tools to make decision-making under stress more efficient and effective! The bellwether event for this understanding was the TADMUS study (Tactical Decision Making Under Stress, also called the Fogarty Report) by the U.S. Navy resulting from the accidental downing of Iranian Airbus, Flight 655 in 1988 by the U.S.S. Vincennes in the Straights of Hormuz in the Persian Gulf.

What was found, and what Dr. Klein also validated, was that the human decision-making process is not entirely rational, but involves emotions and perceptions. (perceptions in this case meaning how the information was received). Dr. Klein was instrumental in working with the U.S. Marines in developing decision-making models to exploit rapidly moving, chaotic battlefield conditions. His books are still recommended reading to all Marine Officers.

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Crisis Decision-Making

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Besides simple mechanical response (reactions), you can actually train the brain to “think” more effectively. This is critical for command personnel because another of Klein’s revelations is that “smart” people do not think harder, they think more productively. That is, they quickly eliminate the irrelevant and trivial, gaining time and freeing up the mind to concentrate on a smaller amount of pertinent data. That is, they use pattern recognition (closely followed by pattern correction and pattern completion) to sort the relevant from the volume.

One interesting aspect of experts is that they not only recognize the essential factors and cues, they recognize those that are missing. That is, what should be there but isn’t. This is one reason why expertise can’t be trained, but relies heavily on personal experience. Pilots training pilots, doctors training doctors, police officers training police officers, etc.

The “sixth sense,” sometimes known as “street sense” or “gut instinct” is better understood as intuition, which is a hunch or predilection of knowing what needs to be done without a full understanding or an ability to articulate why. Sometimes it expresses itself as a feeling of dread or joy without knowing exactly why or what to do.

In this sense intuition is closely associated with emotion. Contrary to popular opinion, emotions are an essential part of the thinking process because they allow bits and pieces of information to alert an individual to potential danger without waiting for more comprehensive or reliable information. Thus, the individual who can react faster is more likely to survive than one who merely thinks. Emotions are one of the least understood of the factors involved in decision-making.

The two parts of the brain involved in reacting to potential danger are the amygdala and hippocampus. The amygdala (Greek word—so called because it looks like an almond) is somewhat primitive in that it can process stimuli, but without the benefit of understanding, judgment or memory, resulting in very quick reactions. The hippocampus is where memory is accessed and where judgment and understanding are attached. The problem is that the amygdala is very quick to react, but the hippocampus can take several seconds to fully process the information (stimuli)

EXAMPLE: You are walking down a dark hallway when a shadow steps immediately in front of you. Depending on your personal training, experience and disposition, you may scream, attack, flee, or even freeze. In just a couple of seconds you recognize the shadow as your spouse and relax. Moral? The two completely different responses from two completely different “decisions” resulted from the same stimuli. The brain simply processed it in two different places at two different speeds.

In highly stressful situations, called by psychologists, “Significant Emotional Events” or “SEE,” the information is stored in a manner that will allow quicker “recall” to avoid the danger

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again. Herein lies a problem, in that repeated exposure reinforces this new “hard wire” and physiologically changes the brain-hence PTSD (Post Traumatic Stress Disorder) occurs in various forms such as hyperactive startle reflex from returning combat veterans. After four tours of combat I can tell you that it happens to some degree every single time despite age, experience, etc., no exceptions

You can train (program the brain) to respond faster and more effectively. This is absolutely critical in that training actually changes the physiology of the brain! Without going into excessive detail, immediate action drills, counter-measures, and the like, can be “near instantaneous.” (Normal response for untrained personnel is about .75 of a second, but trained responses-conditioned behavior can reduce this to about .1 of a second.)

Further, the native thinking format is not text or language, or even graphics, pictures, diagrams or photos-it is a mental image. Accurately and completely transferring a mental image from one individual to another is limited by the shortcomings of each of the methods (language, text, etc.) Richard Saul Wurman wrote several GREAT books on this, but the best I think was *Information Anxiety*.

There are only five ways of sorting data (by category, alphabetically, continuum, location and chronological) and only three ways of transferring a mental image, (text-includes language-, numbers & pictures). When we structure data for incorporation into our decision-making set, we need to recognize the limitations and exploit the various advantages of each of these methods. Edward Tufte wrote a trilogy of books on transferring information, *Visual Explanations*, *Envisioning Information*, & *The Visual Display of Quantitative Information*. Great books, but exceedingly expensive.

Which brings us to the final point, called the RPD Model, or “Recognitional Primed Decision-making. This is critical for crises because the traditional scientific method (formulate the question, gather the data, suggest a hypothesis, test the hypothesis, etc.) is never used in these situations. Instead, we use a model more closely approximating “Satisficing;” that is identifying the first solution that offers a satisfactory resolution. Because of RPD, the value of experience, training and education then becomes apparent, but especially experience.

As for Iraq, Bosnia, Vietnam, Somalia, Israel, Ireland, Thailand, countries that I’ve visited as part of my Marine Corps tour, many of the cues we need to activate the “gut instinct” are cultural and we miss them. This is because experience is the best teacher (albeit a ruthless schoolmaster!) and some things have to be learned but can’t be taught. We routinely provide as much as we can in the form of debriefings, counterpart training, hands on with Subject Matter Experts, and role training, but it stops way short of being able to seamlessly transfer our law enforcement “street sense” to another country/culture.

Mentioning Members



Bill Boni Elected as Corporate Vice President, Motorola Information Protection Services Society of Police Futurists International and **Tom Cowper** were featured in an article, Long View of the Law 8/22/05 in NetworkWorld. <http://www.networkworld.com/news/2005/082205widernet.html>

Sid Heal, Los Angeles County Sheriff's was promoted to Commander.

8/30/05, PFI Lifetime Member **Kevin Manson** and recent retiree from the Federal Law Enforcement Training Center in Glynco, Georgia, was surprised with an award from the High Technology Crime Investigation Association (HTCIA) at its Annual Meeting in Monterey, CA. The HTCIA Lifetime Achievement Award for 2005 recognized Kevin's outstanding pioneering spirit and demonstrated inventive-

ness throughout his long and distinguished career."

Kevin has been written about by CNN, US News and World Report, Government Computer News, and other major national news outlets and keynoted or spoken at venues such as MIT, Blackhat, DEFCON, the Smithsonian Institution and the European Electronic Crimes Task



Kevin Manson

Force. For his bio: <http://www.espgroup.net/cybercop/bio.htm>

The January 29th 1995 US News and World Report cover story, "Policing Cyberspace" wrote about Kevin: "If ever a buzzword buzzed too much for tradition bound law enforcement, it's cybercop... Agents snickered when senior instructor Kevin Manson first used the world a couple years ago at the Federal

Law Enforcement Training Center near Brunswick, Ga. Nobody at FLETC laughs much anymore. They are too busy training cybercops. <http://www.elon.edu/predictions/prediction.aspx?id=JAG-0294>

He is the co-founder of the Cybercop Secure Portal which was cited by DHS for strengthening cyberspace security"

Kudos to members Drs. **Michael Buerger** and **Bud Levin** for their article published in the September issue of The FBI Law Enforcement Bulletin titled "The Future of Officer Safety in an Age of Terrorism". The LEB can be viewed on the FBI's website at: <http://www.fbi.gov/publications/leb/leb.htm>

PFI members **Al Youngs** and **Mike Farnsworth** were both speakers at the 39th annual conference of the IACP State and Provincial Police Planning Officers Section held in Colorado July 25-28.



Al Youngs



Changing Hearts & Minds: The Aftermath of Katrina Judith A. Lewis

We read the headlines in shock at the aftermath of Hurricane Katrina. Our hearts go out to all the people suffering from the devastation. We empathize with the public safety personnel and disaster workers in the midst of the horror. We cringe at the blame game that starts in the midst of recovery efforts, each group using the opportunity to foment make-the-other-side-wrong political agendas.

The normal cycle in the aftermath of catastrophes is the initial outpouring of sympathy and aid, the vows from politicians and government officials to never let such a thing happen again, the shuffling of organization charts and personnel and the development of new disaster plans. We saw that after 9-11. We've seen it following earthquakes, riots and other hurricanes. But human nature and the political culture soon move on. The priorities shift elsewhere. Human beings are prone to be short term thinkers with an endless ability to rationalize that "it won't happen here."

This particular catastrophe, as with many others, was predictable. In 2001, in a Scientific American article, Mark Fischetti said: *"New Orleans is a disaster waiting to happen. The city lies below sea level, in a bowl bordered by levees ... the city is sinking further, putting it at increasing flood risk after even minor storms....[giving] a storm surge a clearer path to wash over the delta...trapping one million people inside...Extensive evacuation would be impossible because the surging water would cut off the few escape routes...A direct hit is inevitable. Large hurricanes come close every year."*

We as an organization are committed to using the tools of Futures Research. Through analysis of trends and events and the application of scientific models we can predict best, most likely and worst case scenarios. However, the accuracy of any one prediction is not as important as using it to assist in deciding what policies and actions today are likely to produce a desirable outcome in the future. Certainly the predictions outlined in 2001 about the New Orleans basin could have produced actions that would have greatly alleviated today's tragedy. There are perhaps hundreds of other examples of opportunities lost.

Individual studies or recommendations that PFI may generate may be useful, but we need a broader mission. A study on a shelf is worthless if it never impacts day-to-day operations. A disaster is just another catastrophe and footnote to history unless we take the shared experiences and the lessons learned and use them to reshape the future. Our most important mission may be to convert other human beings to becoming futurists, to convince them of the values of thinking beyond tomorrow and the next day, to years from now and to future generations. In that sense, Hurricane Katrina is not just a tragedy; it is also an opportunity. We challenge our members to get involved. As Margaret Mead said, "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has."

From the Ivory Tower

Is *Policing* To Remain a Stand-Alone Profession?

Gene Stephens



Dr. Stephens is a charter member of PFI and a former editor of this newsletter. He is a Distinguished Professor Emeritus at the University of South Carolina.

Western-style policing has yet to emerge from its “frontier” days, as its “public” roots can only be traced back to 1829 in the UK (London) and 1833 in the US (Philadelphia), but already its future as a “stand-alone” profession is in doubt (jeopardy?). The events from 2001 in the US to 2005 in the UK call into question whether police as such can cope with the domestic crises created by terrorism or any other disaster or serious multi-jurisdictional crime. Is it time to rethink and rename the profession and include the front-line partners as part of the new organization?

As we in PFI struggle to professionalize and modernize policing, have events overtaken us and now require us to leap still further into the future in our thinking to envision what it will take to “protect and serve” in this new era of homeland security and worldwide criminal networks?

Possibly the least objectionable change to those not only proud but protective of the “profession of policing” would be to create umbrella agencies with names such as “public safety” or “emergency services” which would include separate divisions for police, fire, paramedics, transport, and whatever other services would likely be needed. Central authority might lie in a Public Safety Division (as in some departments now) or an Emergency Services Division. This would not be a major change for some departments, although traumatic for many others. But it could be both costly and, unfortunately, duplicative and inefficient.

More efficient and effective would be a single agency with cross-trained personnel; while each employee might have a preferred specialty, each would also be capable of performing all (or at least most) needs of the department. Such an arrangement would not only save money (in the long run), but would place many more trained eyes and ears in the community (local and world), as investigative techniques; evidence identification, collection,

and analysis; and other crime and disaster prevention as well as response skills would be taught to all. A true proactive public safety/emergency services agency would be available.

Would “policing” be lost as an identifiable component under this concept? Not necessarily. Here’s where I think we can be in the forefront and lead the field to a new and expanded concept of policing. This should not be too difficult, as the definitions of police and policing have always been in flux, especially with the advent two decades ago of “community policing” and its hybrids (e.g., problem-solving policing).

Some definitions are extremely limited (e.g., “the force of policemen and officers”—*Merriam-Webster Dictionary*), while others leave latitude for broad interpretation (e.g., “The governmental department charged with the regulation and control of affairs of a community, now chiefly the department established to maintain order, enforce the law, and prevent and detect crime” plus “a body of persons . . . authorized to maintain the peace, safety and order of the community”—*The American Heritage Dictionary*). The *Merriam-Webster Legal Dictionary* defines the concept of “police” as “to control the regulation of affairs affecting the order and welfare of a political unit and its citizens.”

Add to this Robert J. Trajanowicz’s 1994 definition of community policing (in his USDOJ document, *Community Policing: A Survey of Police Departments in the U.S.*): “a philosophy of full-services . . . working in a proactive partnership with citizens to identify and solve problems.” It isn’t much of a stretch to define “policing” to encompass the full spectrum of duties of this new emergency services agency, except that “community” and “citizens” must be redefined in 21st Century terms to include others outside the physical boundaries of a jurisdiction who nevertheless could have a direct impact on the “order and welfare” of the citizenry there.

Thus the full range of activities by this expanded agency could legitimately be referred to as “policing” and the generic “police” could be applied to all employees. It may seem a stretch, but given our original mandate (by Sir Robert Peel) “to prevent crime” and of more recent thinkers—“to identify and solve problems” and provide for the “order and welfare” of the citizenry, the case certainly can be made. Maybe it’s time to make it!

Police Futurist Weblog

Have you visited PFI’s Weblog yet? Go to <http://www.policefuturists.typepad.com>. Our blog is a sort of on-going, interactive journal, diary, scrapbook and discussion forum. Please visit the site and join in the discussion by adding comments to the posts. You will see at the bottom of each post a highlighted link called “comments”. Just click on that link and it will pull up a comment screen allowing you to add to the discussion. Spread the word to other groups, lists and organizations that might be interested in discussing the future of policing.

Welcome New & Returning Members

Danilo Abadilla, Sergeant with the Kauai, Hawaii Police Department

Thomas Ackerman

Craig Allen, Assistant Deputy Director with the Illinois State Police

Lester Beeman, Officer with the Department of Veteran's Affairs

Dennis Bowman, Professor at Western Illinois University

Henry Gamel, Lieutenant with the Rantoul, Illinois Police Department

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Patrick Grove, Captain with the Kansas City, Missouri Police Department

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Alan Hazen, Special Agent in Charge with the Department of Justice Miami, Florida Field Office

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Alan Hostetter, Lieutenant with Fontana, California Police Department

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Norman Katz, Software Engineer with San Diego Police Department

Peter Klerks, Principal Lecturer at the Police Academy of the Netherlands

Timothy Leslie, Assistant Commissioner with the Minnesota Department of Public Safety

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Thomas Nestel, Staff Inspector with the Philadelphia, Pennsylvania Police Department

Raymond Newman, Professor at Colorado Technical University

Lynda O'Connell, Executive Director at Virginia Community Policing Institute

Deborah Osborne, Crime Analyst with the Buffalo, New York Police Department

Darryl Perry, (Retired) Division Commander with the Honolulu, Hawaii Police Department

Richard Prince, Officer with the Riverside, California Police Department

Larry Richardson, Master Sergeant at the Tukwila, Washington Police Department

David Rolston, CEO at Forterra Systems, Inc.

James Ross, Assistant Chief with the Jacksonville, Florida Sheriff's Office

Vernon Schroder, Lieutenant at the Hillsboro, Oregon Police Department

Robert Shanahan, Lieutenant at the City of Shawano, Wisconsin Police Department

John Smart, President of ASF

Joanna Smith, LPN and Student

Gary Smith, Police Chief at the Northfield, Minnesota Police Department

Jr. Neville Songwe, TF Graduate Student at the Rhode Island School of Design

Rita Spaur, Assistant Chief at the University of California, Davis Campus Police

Ray Tuttoilmondo, Bureau Commander with the Galveston County Sheriff's Office

Yumin Wang, Assistant Professor at the SUNY in Brockport, New York

Mark Your Calendars Now

WorldFuture 2006: Creating Global Strategies for Humanity's Future

July 28-30, 2006

Sheraton Centre Toronto Hotel

Toronto, Ontario, Canada

Professional Members' Forum: July 31, 2006

(See Registration Form, Page 16)

WorldFuture 2006

World Future Society/Police Futurists Society—July 28-30, 2006

Sheraton Centre Toronto Hotel, Toronto, ON, Canada

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, 2005.

Register by:	Dec 30	Feb 28	Apr 28	June 30	On Site	Total
Registration	\$400	\$450	\$500	\$550	\$600	
WFS Member Rate	\$345	\$395	\$445	\$495	\$545	
<u>PFI Members Discounted Rate</u>	\$320	\$360	\$400	\$440	\$480	_____
2 Day Luncheon Package (with speakers)	\$110					_____
Single Luncheon () Saturday	\$59					_____
() Sunday	\$59					_____
Professional Members Forum	\$105	(For Professional Members Only)				_____
World Future Society Membership \$45	() Renewal	() New				_____
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■ *You may also register online at
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■ *To receive the PFI member discount,
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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) or contact the PFI Secretariat by phone 936-294-3081.

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