

## PFI'ers Reveal the Future at the 113th Annual IACP Conference

PFI sponsored two standing-room-only panel presentations at the IACP 113<sup>th</sup> Annual Conference at the Boston Convention & Exhibition Center, October 14-18, 2006.

**Policing Your Community in 2015: Technological Developments, Social Change, Police Operations and Agency Management** was moderated by Joe Schafer, PFI President and Associate Professor. Panel members were PFI Founder and Professor Bill Tafoya; Darrel Stephens, Chief, Charlotte-Mecklenburg PD; Scott Cunningham, Chief, Cary PD; David Dial, Chief, Naperville PD; and Sean Varano, Assistant Professor, Northeastern University. Looking ahead, the panel explored the technological and social changes that will influence future police operations and how agencies can prepare for these opportunities and problems.

**Paths Forward: Moving Your Agency Toward The Future** was moderated by Bud Levin, Commander, Waynesboro PD and Professor, Blue Ridge CC. Panelists included Carl Jensen, Senior Criminologist, Rand Corporation; Joe Schafer, Associate Professor, Southern Illinois University; William Maki, Deputy Chief, Waynesboro PD; and Alberto Melis, Chief, Waco PD

Panelists discussed the challenges agencies face in light of recent historical events and examined alternative and competing views of operations including critical incident response, leadership, technology and linkages with the military.



### Police Futurist

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# From the President

## Joe Schafer

***Joseph Schafer is an Associate Professor in the Crime, Delinquency and Corrections Center at Southern Illinois University Carbondale. A graduate of the University of Iowa and Michigan State University and a member of the PFI/FBI Futures Working Group, he is the author of Community Policing: The Challenges of Successful Organizational Change.***



Greetings and welcome to another edition of the PFI newsletter. This is my first chance to prepare a presidential message for the newsletter, so let me begin by letting you know that I am honored to serve PFI in this capacity. I had the good fortune of being mentored by an outstanding predecessor, Alicia Powers. Though Alicia has turned over the helm of the organizations, she continues to be a vital leader and is currently spearheading an overhaul of our membership management process. The current PFI Board is hard at work trying to improve our administrative processes to better serve members. If successful, many of these processes will be transparent to the average member and that is our goal – to save members headaches and aggravation.

The Board has also initiated a visioning process to better plan for PFI's future. This effort is being lead by our Treasurer, Sgt. John Jackson (Houston PD). We hope you have seen the vision statement on the PFI website and invite everyone to participate in this process as it continues in the coming months.

Last summer the Board purchased PFI lapel pins. This fall the Board is finalizing new membership certificates and cards. Over the next few months we will be sending these materials to members, so look for those in the mail and proudly display your membership in this fine organization!

The listserv continues to be a source of information, debate, and intellectual stimulation. I would encourage every member to participate in this vital and educational forum. Although many of us “lurk” on the list, only reading posts made by others, the listserv becomes richer as more members share their experiences and opinions with the rest of the group.

Finally, I am pleased to report on the activities of the PFI/FBI Futures Working Group (FWG). The members of FWG have been able to meet four times in the past two years thanks to the generous financial support of the Bureau. These meetings have led to the production of a number of products that are being developed and some will soon be in print. Dr. Michael Buerger (Bowling Green State University) edited a forthcoming monograph on *Homeland Security 2015*. This work is a collection of essays considering future efforts at improving the role of the police in protecting our nation. I had the privilege to edit a forthcoming book entitled *Policing 2020: The Future of Crime, Communities, and Policing*. This volume consists of fifteen chapters examining how crime, demands for police responses, and policing interventions might change. Working with Dr. Bud Levin (Blue Ridge Community College & Waynesboro, VA), I also had the honor of editing a forthcoming set of essays examining *Mass Casualty Events*. This monograph considers how we can improve immediate and long-term responses to natural disasters and large-scale critical incidents.

Two other monographs are being developed. One explores the interface between the police and the military; the other examines cybercrime. All of these work products are being printed by the FBI and will be available free of charge. Look for announcements about their publication on the PFI listserv and website

Thank you all for your continued membership in, and support of, this vital organization. I encourage you to be active on the listserv, to advocate for the consideration of futures issues in policing, and to volunteer a little of your time to support PFI. If you have suggestions, ideas, or comments, or would like to learn how you can help advance PFI beyond your paid membership, please feel free to contact me at [jschafer@siu.edu](mailto:jschafer@siu.edu) or 618-453-6376.

## PFI Mugs for Sale

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# Interview: Our Guy in Iraq

## Gerald (Jerry) Burke

*Gerald Burke recently returned from Iraq where he served as National Security Advisor for the Iraqi Police Service. Formerly Director of the New England Institute of Law Enforcement Management for eight years, Gerald also served for over twenty-four years in the Massachusetts State Police. He holds a an Masters in Criminal Justice and a Bachelor degree in education and history.*



*Jerry Burke has been a featured guest on PBS, CNN, Fox News and numerous other television and radio shows and many articles including a recent article in GQ Magazine. In October, he gave testimony about his Iraq experience at the U. S. Senate Democratic Policy Committee Hearing. He is also a charter member and appointed Regional Director for PFI. As futurists, we recognize the invaluable contribution that “on-the-ground” assessments, like his, provide to insightful future planning. We are honored and grateful for Jerry’s willingness to give this exclusive interview for the Police Futurist Newsletter.*

### **What was your mission in Iraq? How would you describe the outcome of that mission?**

In April 2003, I was selected by the International Criminal Investigative Training Assistance Program of the US Department of Justice to be part of a team sent to evaluate the Iraq Criminal Justice System. There were six American police officers and professionals from the US corrections and judicial systems. The Police Team developed an assessment and a plan of action to train and advise the Iraqi Police Service. The plan, based on previous *failed state* and *post conflict* experiences in places like Haiti, East Timor, Bosnia and Kosovo, called for the deployment of 6,000 international trainers and advisors across Iraq. For political reasons the number of advisors and trainers was reduced to 1,500 and no more than 1,000 of them would come from the United States. The actual number of American advisors and trainers would never exceed 900. The international contingent projected to be 500 would never exceed 200.

In my opinion, the original mission was a tremendous success especially given the security, transportation and logistical difficulties of operating in a combat zone. The reduction in the number of trainers and advisors was a serious setback to the mission but a setback that might have been overcome with demonstrations of the effectiveness of the trainers and advisors.

A more serious setback to the mission was the total lack of funds to send *any* trainers or advisors until November 2003 – six months after the assessment was completed. Even then, in November 2003, we received only 24 additional advisors. By June 2004, we still

had less than 100 American civilian police trainers and advisors in country.

The United States missed a tremendous brief window of opportunity in the immediate aftermath of the collapse of the Saddam regime.

Due to the long delay in deploying civilian police trainers and advisors, the Department of Defense assumed the responsibility for the police mission. Across Iraq, soldiers and Marines assumed the duties of recruiting, training equipping and maintaining the Iraqi Police Service. In a few cases, these duties fell to Military Police units, although in most cases these duties fell to whatever units were available whether they were armor, artillery, transportation or quartermaster units.

One unfortunate side effect of the militarization of the police training mission was that the soldiers and Marines trained best at what they knew best: military skills and tactics. Issues such as the rule-of-law, human rights, the concepts of probable cause, etc., received less emphasis.

### **How did you recruit for police candidates in Iraq?**

The recruitment of police candidates was almost entirely conducted by Coalition military forces – primarily American with some support from the British and Polish military - across Iraq. Each of the Coalition’s major regional military commands conducted the recruitment in its area of operation. The priority given to recruitment varied across the country. As you might imagine, units engaged in frequent combat might not give recruitment the same priority as a unit in a more pacified area. In early 2005, The Department of Defense and the Department of State’s Inspector General Offices issued a scathing review of the recruitment process. That review is still available on the appropriate websites.

Much more problematic was the creation of a “third force”. This was a paramilitary force structured to be somewhere between the Iraqi Army and the traditional, rule-of-law, Iraqi Police Service. An Iraqi Minister of Interior, with Coalition approval, created this force by recalling back to service a former Republican Guard unit and designating them *Special Police*. These Special Police grew in numbers under a subsequent Minister in 2005 who recruited units en masse from militias such as the notorious Badr Brigade. The Badr Brigade was organized and supported by Iran. These Special Police received no police training and there was nothing *special* about them. Many have accused These Special Police (later renamed the *National Police*) as responsible for much of the death squad activity.

### **Did many of the candidates have policing prior experience?**

Members of the Saddam era civilian Iraqi Police were given an opportunity in the spring and summer of 2003 to return to service. Initially, many of them were skeptical and thought that they might be arrested for some sort of *war crimes* for having served under Saddam. Eventually, somewhere around 60% of the police returned to work. Probably, those with the guiltiest consciences did not return to work. The only screening



available to us at that time was evaluations of those Iraqi Police officers who we had learned to trust.

**What kind of background investigations were you able to conduct, if any?**

Initially, background investigations for new recruits were haphazard across the country depending upon the local Coalition military's commitment to the program. At first, we relied upon local police officers, government officials and sheikhs for their recommendations. We knew that this system was fraught with dangers of nepotism and cronyism, but it was all we had.

Later, we had Saddam era criminal records to use to vet recruits. Of course, having been jailed by Saddam did not automatically eliminate a recruit from the process.

By 2005, the Iraq Ministry of Interior had developed a more comprehensive screening process. By that time however the split between the Sunni and Shia was becoming more violent and the recruitment process became more biased.



**What did their training consist of?**

Veteran officers returning to work were sent to a three week Transition Integration Program for an admittedly quick introduction to principles of policing in a democracy including human rights and treatment of prisoners. The intent was to have all veteran officers complete this program within the first year of occupation (liberation?). The delay

in deploying civilian police trainers slowed this program. When the Coalition military assumed the responsibility for the police mission the emphasis was placed on the quantity of police and therefore recruiting new officers took precedence over training veteran officers. A constant issue with the Coalition military (primarily the American military) was the issue of the sheer number of Iraqi police versus the quality of the training provided.

The original assessment and plan of action recommended a sixteen-week recruit training program. It must be remembered that training would be provided in English with translation through interpreters into Arabic. Everything, even the simplest instructions, would have to be said twice, once in English and then repeated in Arabic. A sixteen-week course thus becomes practically an eight-week course.

Initially, the training included rule-of-law, policing in a democracy, human rights, proactive policing (a new concept in Iraq!), community policing (not necessarily a new concept), treatment of prisoners, the new Iraq criminal law, etc. With the growth of the insurgency and the militia death squad activities the training now places greater emphasis on military tactics and heavy weaponry.

Eventually, by 2005, we had deployed nearly 900 American civilian police trainers and advisors. Nearly, 500 of them were police advisors who were deployed across the country working with the American military. These advisors would visit Iraqi police stations to monitor and mentor the Iraqi police commanders. There are approximately 1,000 police stations in Iraq and unfortunately most of these stations are visited infrequently. For security reasons, the visits to the stations are unscheduled and short in duration.

### **Are laws and individual rights in Iraq codified in a manner conducive to teaching ethics and appropriate conduct for police officers?**

This is a difficult question. Iraq is both an Arab and a Muslim country that's criminal justice system operates under the European *inquisitorial* model rather than our *adversarial* model. Most American police and judicial advisors are not familiar with the social, cultural, religious and political customs and values of Iraq. By the time most of the advisors become comfortable with these issues their tour of duty is almost over.

Many of the American advisors have tried to superimpose American and Western Europe concepts on the Iraqi Police and criminal justice system. For example, a well-meaning American soldier from Maryland dusted off the Maryland Traffic Code and basically inserted "Iraq" where the Maryland Code said "Maryland". This was done without ever consulting with the Iraqi Traffic Police or Judges in the Traffic Court.

Several similar attempts were made with the Iraqi Police Code of Conduct. Both the preexisting Traffic Code and Code of Conduct were well founded with very minor modifications and were familiar to the Iraqi Police.

It took us – Americans – most of two years to understand these problems.

T. E. Lawrence (of Arabia) understood this when in 1917 he wrote:

“Do not try to do too much with your own hands. Better the Arabs do it tolerably than that you do it perfectly. It is their war, and you are to help them, not to win it for them. Actually, also, under the very odd conditions of Arabia, your practical work will not be as good as, perhaps, you think it is.”

### **What are the primary duties of Iraqi police?**

The Iraqi Police Service is like any police service anywhere. They were established in 1920 along the lines of a British constabulary. The Commissioner of the Iraqi Police was usually a British police Chief Constable up until the 1950's.

Typical for a totalitarian state, Saddam created a number of internal security or secret

police organizations (*mukhabarat*) that superseded the Police. By the end of the Saddam regime, the Iraqi Police Service had developed a *firehouse* mentality and did not leave the police stations for fear of encountering and crossing one of the many secret police organizations.

**Are all the Iraqi police a national police? Are they all supplied uniforms that are recognizable to the public?**

Under the Saddam regime the Iraqi Police were a national police (lower case *n*) with extensive local (provincial) control. The funding was national but recruiting, training and assignments were local.

The new Iraqi Constitution gives the provincial governors extensive control over the police in their province. This has created some confusion as Baghdad seeks to select or promote a Provincial or Municipal Chief and the local Governor refuses to acknowledge the central government action. The central government controls some of the financial aspects and can influence local cooperation.

It becomes even more complicated when Coalition (mostly American) military forces take sides.

By 2006, nearly everyone, including the American military, understood that the Iraqi Police Service is a Provincial Police with national standards and national oversight. While this situation is understood it is not always complied with.

The Iraqi Police under the Saddam regime wore an Iraqi Army uniform but the rank insignia were silver for police and gold for the Army. Immediately after the fall of Saddam, the American military began issuing two tone blue uniforms (light blue shirts, dark blue pants). These were surplus US Coast Guard uniforms. There were not enough blue uniforms to fully supply just the Baghdad Police. The issuance of uniforms then got out of control. In some areas, particularly Kuristan up north, they continued to wear their old Army uniforms for quite awhile. Around the country, the quality of the material (which is important when temperatures reach 135F in the summer!) and the shade of blue varied significantly.

The Special Police units mentioned early wear a variety of camouflaged military uniforms and operate in company and battalions strength across the country at the direction of the Coalition military.

**What about conflicts between the various factions, e.g. Shite, Sunni, Kurd—how do they impact the police culture internally? Externally?**

Again, another difficult question. When we first arrived in May 2003, Iraqi Police officers were very reluctant, and even refused, to discuss religion or to identify another Iraqi by religion. The Iraqi Police had been recruited locally and local leaders – Sheikhs and Imams – provided they did not actively oppose Saddam, were allowed some influence in whom became police officers.

Baghdad was very much a cosmopolitan city. Its residents were relatively secular,

tolerant and even proud of its diversity. There were many *mixed* marriages particularly between Shia Arabs and Sunni Arabs.

The Kurdish issue and its relationship to their Arab-Iraqi countrymen is a complicated issue. Besides Iraq, there are significant Kurdish populations in Turkey, Syria and Iran raising geo-political problems. I suggest people read *Churchill's Folly* by Christopher Catherwood or *The End of Iraq* by Peter Galbraith for more on the Kurdish issue.

### **How well do you think you and your peers were accepted by the Iraqis?**

Generally, American civilian police officers have been very well received by their Iraqi counterparts. We are allowed full access to any police facility and are always received graciously by station commanders even when our visits are unannounced. Most of the Iraqi police know they were never provided proper training by the Saddam regime although some of them think we are rather naïve about Iraqi culture and history and the current civil war.

### **What kind of equipment and weapons are Iraqi police provided?**

Initially, we provided Glock pistols and AK-47s. There was some difficulty getting Glocks in the quantity we needed although that problem has been largely resolved. A greater problem was accountability for weapons. . Officers were issued pistols when then graduated from the police academy. Some officers simply never reported to work. They quit right after graduation and it was very difficult to track them down. Other times, a new police officer arriving at a police station might have his pistol taken by a senior officer who then might sell the weapon on the black market. It took us – the American military – some time to understand the weapons distribution process the Iraqis were accustomed to.

The first AK's we issued were purchased from Egypt and had plastic stocks. The Iraqis viewed these plastic weapons as inferior.

Later, in 2004 and 2005, the Iraqis began to acquire heavier weapons (e.g., 50 caliber machine guns and RPGs) from unknown sources.

### **For you, what was the most challenging aspect of working with Iraqi police?**

Not surprisingly perhaps, the most challenging aspect of working with the Iraqis was meeting their expectations of what liberation by Americans would do for Iraq. Many joked about Iraq becoming the 51st state and that America's level of prosperity would soon come to Iraq. Unfortunately, the post war reconstruction was a disaster. If I ever write a book about my experiences the title will be, *Broken Promises and Unfulfilled*



*Expectations.*

**For you, what was the least enjoyable/most enjoyable part of your assignment there?**

The most enjoyable part of the mission was meeting and working with Iraqis. I've made some very good friends over there. I keep in contact with several by e-mail and occasional telephone calls.

The least enjoyable part of the mission is the deaths of American and Iraqi friends. We have lost 14 American police advisors in Iraq and Jordan, about half of them through hostile actions and the rest through aircraft and vehicle crashes.

**What do you see in the future as the United States' role in developing policing in other nations, particularly the middle east?**

I hope and have been speaking about increasing funding for organizations like the Department of Justice's International Criminal Investigative Training Assistance Program (ICITAP) and the State Department's International Narcotics and Law Enforcement Bureau (INL) and also for non-governmental organizations like PFI to work internationally.

I hope that the Jordanian International Police Training Center (JIPTC) that was created to train Iraqi police recruits will be converted into an International Law Enforcement Academy like the one that has been so successful in Budapest.

**Under the present course, what will the future of the Iraqi police look like?**

Unless we change course, I believe the Iraqi Police will become much more militarized that most of us would like. The growth of organizations like the paramilitary National Police is reminiscent of Saddam's police state.

**If you had the wherewithal, what changes could/should be made to alter the course of the future for the Iraqi police?**

This is a great question. If I were *King for a Day* I would take control of the Iraqi Police training mission away from the US military and allow the State and Justice Department to control the mission. We recently had a two star American Major General in charge of the Civilian Police Assistance Training Team (CPATT). He is an Armor officer and admittedly has no background in law enforcement. It would be like me asking to command a tank division because I've seen *Patton* several times. We need to put professional police executive in charge of the police-training mission. The US military should be in a supporting role providing logistical and transportation support.

**What advice would you give anyone thinking about taking on a role similar to yours?**

I strongly encourage everyone to participate in an overseas mission. It doesn't have to be Iraq; we have mission in a number of countries including Bosnia, Haiti, Kosovo, and else-

# WorldFuture 2006: Creating Global Strategies for Humanity's Future

Toronto was the scene July 28-30, 2006, for the Police Futurist International's Annual Meeting in conjunction with the World Future Society Conference: Creating Global Strategies for Humanities Future. Resulting from the PFI election, a new Board of Directors headed by President Joe Schafer welcomed newcomers Deborah Osborne, 1<sup>st</sup> VP; Tim Dees, 2<sup>nd</sup> VP; and John Jackson, Treasurer.



Three Panels featured PFI participants at the Conference:

## **Alternative Visions of Police Leadership and Organizations**

John Jarvis, Jeff Hynes, Bud Levin, Joe Schafer and Al Youngs

This panel examined current problems in police leadership and organizational structure. Participants were all members of the Futures Working Group, PFI's research partnership with the FBI. "Best practices" gleaned from police leadership theories and research, findings from an ongoing study of police chiefs and efforts to improve education and leadership training were discussed. The panel challenged police to continually self assess and innovate.



## **At the Nexus Between Security and Liberty: 21st Century Technology and Policing in the Information Age**

Debbie Osborne, Virginia Wilson

Technology is pervading our world as never before, providing the potential for powerful new tools in the ongoing fight against terrorists and criminals. However, law enforcement being resource-poor and slow to adapt has not kept pace. Law enforcement is overloaded with information but short-changed in knowledge. They have inadequate systematic methods to analyze and share information. While criminals have seized technological opportunities, police have been handicapped by being localized, when crime is now global, and by the citizenry's fear of big government and privacy concerns.



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# From the Ivory Tower

Gene Stephens

## Who Will Lead?

*Dr. Stephens is a charter member of PFI, a futures consultant and a former editor of this newsletter. He is a Distinguished Professor Emeritus at the University of South Carolina. He also recently was appointed as curriculum/ course coordinator for the Executive Leadership Institute in South Carolina.)*



Within PFI are some of the finest leaders I have ever met. My students in the South Carolina Leadership Institute were blown away by the honesty and straight talk of Rick Myers and enthralled by the humor, wit, and wisdom of Bud Levin and the vast knowledge of Tom Cowper about emerging technology and its expected impact on public safety agencies.

The students also appreciated Carl Jensen's description of the Millennium Conference's insight on the future and leadership in the field. Later, many had an epiphany as they learned about the "trusteeship" philosophy and "systems" approach to leadership from Jim Alexander.

These five PFIers have had a direct and positive impact on the future of public safety leadership in our state. We plan to use these and other PFIers as we continue to develop our leadership cadre for the 21<sup>st</sup> Century.

Our course text, *Every Officer Is a Leader*, examines the impact events such as 9/11 and Katrina have had on forcing a reexamination of the role of leadership in the public safety ranks. In my chapter in the text, the need for a change from largely reactive to primarily proactive leadership is stressed, while the whole text touts the benefits of fostering leadership at all levels—from top administrators down to street-level first responders.

In January of 2007, many PFI members will join other leadership educators/trainers from across the US and beyond at the first "summit" to examine such questions as: How do

we find/recruit/educate/train/mentor the public safety leaders of the future? Can leadership be “taught” or is it simply an innate character trait that must be recognized and nurtured? If it can be fostered, what qualities should be included; who should teach them; where and how should they be taught? What will be the major issues leaders will face over the next decade or so; what will be the leader’s responsibility in resolving those issues?

The dialogue started at the “summit” will be continued in a variety of forums throughout 2007, including at a (proposed) panel at the PFI/WFS conference in Minneapolis in July and a (proposed) article in *The Futurist*. I hope we also will continue this dialogue on the PFI listserv and in this newsletter.

To preview just one issue, consider the “three generations” in the workplace we are currently beginning to experience in public safety and other arenas in society. Many scholars believe there is a significant difference in the values and capabilities among Baby Boomers (roughly those over 45), the Xers (25-45), and the Millennials (under 25).

Boomers are seen by many as “traditionalists”—ready to work hard and follow set procedures to “catch the bad guys”; the “Xers” are seen as more likely to try new ideas to solve problems that could lead to crime as long as they are full partners in the process regardless of rank; and the new “Millennials” (also called ‘Yers’) are extremely technology savvy and not only like, but demand constant change, and have little respect for rank or position.

Already, many, if not most, departments are creating open channels of communications from top to bottom to keep everyone integrally involved (a process which will be a necessity as we move toward net-centric agencies). What other leadership styles/strategies will be needed to make this melding of generations work in the best interests of the agency and the citizenry it serves?

Obviously this example barely scratches the surface of the leadership challenges posed by this single dilemma. Just as obviously, there are many other difficult issues to face. What about coping with international situations that affect us all—cybercrime, biotech terrorism...???

# Changing Hearts and Minds

Judith A. Lewis

## Truth or Metaphor?

*Judith Lewis is a retired Captain from the Los Angeles County Sheriff's Department with thirty-eight years of public safety service. She holds an MPA from the University of Southern California in Public Administration and is a graduate of the California Command College.*



In an age where we are barraged with information, where borders, distance and oceans no longer hinder global communication, we should be closer to the truth, don't you think so? Why then does it seem that we are more polarized than ever, with various factions holding fast to confrontationally opposing positions, each absolutely sure their truth, is the truth.

George Lakoff, author of Moral Politics and Metaphors We Live By posits that the problem lies in everyday conceptualization, reasoning, and language, otherwise known as cognitive linguistics. In his profession, nothing is "just common sense." Common sense, he says, has a conceptual structure that is usually unconscious. We use metaphors to frame moral issues, to interpret them, understand them, and explore their consequences.

In his book, Moral Politics, he demonstrates that there is a class of metaphors for morality that do not in themselves tell you which actions are moral or immoral; he calls these metamoral and they encompass concepts like justice, fairness, retribution, and revenge. However, an individual's sense of what is moral and right stem from an interacting set of metaphors that they bring to the discussion. Arguments that we have heard in criminal justice for years may stem from our unconscious and differing metaphors for morality.

One simple example he uses is "fairness," in the sense of equitable distribution of objects of value (either positive or negative value). We may think common sense tells us what is or is not fair. However, there are many models of fairness:

- 1) Equal distribution: one child, one cookie;
- 2) Equal opportunity: one person, one raffle ticket;
- 3) Procedural distribution: Playing by the rules determines what you get;
- 4) Rights-based fairness: You get what you have a right to;
- 5) Need-based fairness: The more you need, the more you have a right to;
- 6) Scalar distribution: The more you work, the more you get;
- 7) Contractual distribution: You get what you agree to;
- 8) Equal distribution of responsibility: We share the burden equally;
- 9) Scalar distribution of responsibility: The greater your abilities, the greater your responsibilities;
- 10) Equal distribution of power: one person, one vote.

When we enter into policy debates, the issue of fairness is not as simple as one might suppose because people start with different models. Think about the different points of view

## Changing Hearts & Minds

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about such things as communism vs. capitalism, systems of taxation, homelessness and welfare recipients, immigration, substance abuse, sentencing and justice models.

One metaphor we share in our culture is the concept of our nation as “family.” We have the founding fathers; George Washington as the father of our country. There’s good ole Uncle Sam. In George Orwell’s 1984 there was “Big Brother.” We sing “crown thy good with brotherhood.”

However, how we feel about our nation and government family differs. Lakoff believes we have two major clusterings of metaphorical models inside this notion of nation as family: the conservative or strict father model and the liberal or nurturant parent model. Advocates of strict father morality may speak of degenerate people, moral decay, and erosion of moral standards. On the other hand, Nurturant Parent believers will speak of having empathy for those of differing values, and reject a strict good-evil dichotomy.

While the strict parent model presupposes an authority that decides what is right, wrong, good, or evil, in the nurturant parent model the morality of an action is weighed against its outcome. These two views explain divergent positions on social programs, the environment, feminism, penalties for criminals, gun control and many other policy issues.

Liberals see the federal government as a strong nurturant parent, responsible for making sure the basic needs of its citizens are met. A government that allows hunger or homelessness or untreated illness is immoral.

Conservatives think that social programs coddle people, spoiling them, making them morally weak. A government that doles out goodies makes people morally weak. People should be able to satisfy their own needs through self-discipline and will-power.

Conservatives believe violent crime is caused by a lack of strict discipline and punishment at home. Liberals believe the opposite; that instead of strict discipline what is needed is loving, respectful parenting by the family and community. Conservatives see this as permissiveness and the source of children who are neither law-abiding nor self-reliant.

Objective evaluation of public policy then requires that we become aware of the metaphors within which we think. We should carefully consider evidence or studies whose results run contrary to our unconscious models. Before projecting preferable outcomes, we need to step outside of our ideological ‘morally-right’ positions and consider all options.

**Is It Possible for Public Safety Officials to Proactively Anticipate and Prevent Human-Created Disasters?**

Bud Levin, Shawn Herron and Jeff Hynes

While it is very difficult to predict precisely either what the nature and severity of the next disaster will be, or where it will occur, the probability of a major disaster occurrence is extremely high in most jurisdictions. As the population quadrupled in the 20th century, people have pushed into increasingly hazardous settings.

While it's possible to anticipate and prepare, there are certain impediments including basic human nature, limited resources, political resistance, short-term thinking, politicization and balkanization of the process.

Disasters, whether a terrorist attack or a so-called natural disaster, have a component of being caused in part by the actions or inactions of people, and therefore, some degree of prevention is always possible.

However, government intervention has limits. Therefore, to reduce the victimization in disasters, we must reduce the degree to which the public relies on public agencies for their safety, and make them more self-reliant and prepared through programs like the Community Emergency Response Team (CERT).

We also need to reduce dependence upon Federal Government and empower local public safety agencies.

Local risks should be scientifically and objectively prioritized instead of reacting to 'following the money' from the most recent national disaster or to political pressures.

**Mark Your Calendars Now**

**WorldFuture 2007:**  
**Fostering Hope and Vision  
for the 21st Century**

**July 29-31, 2006**

**Hilton Minneapolis and Towers  
Minneapolis, Minnesota**

**Registration Form  
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# WorldFuture 2007

## World Future Society/Police Futurists Society—July 29-31, 2007

Hilton Minneapolis and Towers, Minneapolis, Minnesota

### Mail/Fax Registration Form

Fax: 1-301-951-0394;

7910 Woodmont Avenue, Suite 450, Bethesda, Maryland 20814

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 29, 2007

	<u>Register by:</u>	<u>Dec 29</u>	<u>Feb 28</u>	<u>Apr 28</u>	<u>June 30</u>	<u>On Site</u>	<u>Total</u>
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 ( ) Monday		\$59					_____
( ) Tuesday		\$59					_____
Professional Members Forum August 1st		\$105		(For Professional Members Only)			_____
World Future Society Membership		\$49		( ) Renewal	( ) New		_____
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 \_\_\_\_\_  
 Last Name:  
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 Title:  
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 Organization:  
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 Address:  
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 Address:  
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 City: State/Province:  
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 ZIP or Postal Code:  
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■ *You may also register online at  
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 or at wfs.org.*

■ *To receive the PFI member discount,  
 be sure to indicate that you are a PFI  
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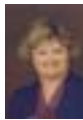
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Submissions for publication within the broad range of the discipline of Futures Research and policing are welcome. Articles of 100-500 words are preferred; longer submissions may be included or summarized as space permits. Manuscripts should be submitted 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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## PFI Listserv

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*PFI hosts discussions on current events and law enforcement topics on their listserv at [pfimembers@yahoo.com](mailto:pfimembers@yahoo.com). New members are now automatically enrolled.*

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*If you have difficulty doing this, contact the PFI Secretariat and they should be able to assist you. [spfi@shsu.edu](mailto:spfi@shsu.edu) or call 936-294-3081*

# Police Futurist

Newsletter of the Society of Police Futurists International

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PFI offers a unique opportunity for those with an interest in the future of policing to learn about and apply new technologies and discuss futures trends and research. Futures research is, quite simply, a way to plan your route for the long haul instead of groping your way over unfamiliar terrain to get to where you need to go.

Membership is open to sworn law enforcement officers, educators, trainers, researchers or other degreed professionals, as well as individuals interested in the application of Futures Research to law enforcement. Student and Institutional memberships are also available. To join, or for further information about membership qualifications, check the Police Futurist website ([policefuturist.org](http://policefuturist.org)) or contact the PFI Secretariat by phone 936-294-3081.

## Benefits of Membership

- **Intranet for Members**  
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PFI Calendar listing Conferences, Meetings, member presentations & special events
- **Members-Only Email discussion list**
- **PFI Library-**
  - Futures-Oriented law enforcement resources and references,
  - PFI member publications and presentations
  - Futures Research materials and an extensive database
  - Cybercrime-related material including contributions from leading experts
- **Extranet for Members Only: Access to the Cybercop Secure Portal.**  
Cybercop Portal Library-
- **PFI Project Development Center.**  
Using the threaded discussion Forum a PFI member interested in developing a project idea can start a thread (post their idea) and invite all members to participate or restrict participation to a select few.
- **Network with Police Futurists from around the globe**
- **Discounted registration fee to Annual World Future Society (WFS) Conference**
- **Access to the PFI Speakers Bureau**
- **Subscription to The Police Futurist, a quarterly newsletter which provides timely articles, organizational information & member updates**