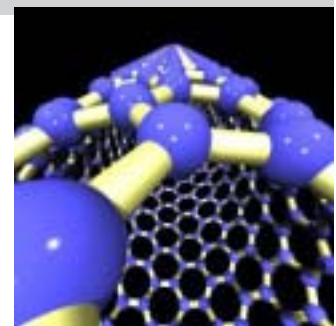


The Years Ahead: What Can We Expect?

*As Futurists we are constantly looking ahead, not so much to predict a future, but to look at trends to hopefully positively affect those trends and produce a favorable outcome. Futures research is a way to plan your route for the long haul instead of groping your way over unfamiliar terrain. Excerpted from the World Future Society editors' top 10 forecasts from **Outlook 2006**, the following are five of these trends along with our comments on how these trends may affect criminal justice and law enforcement.*

Nanotechnology will be used for everything from monitoring the health of soldiers in the battlefield to transforming waste into edible material. Medical therapies based on nanotechnology will reach clinical use before 2025. Ultra-tiny machines will monitor internal processes, remove cholesterol plaques from arteries, and destroy cancer cells before they form tumors.

Comment: PFI Board member Tom Cowper has been actively involved in our partnership with the Center for Responsible Nanotechnology's Task Force (CRN) in trying to educate the public about the coming benefits and dangers of advanced nanotech while at the same time strategizing about how to create the most appropriate policies and regulations to try and limit the dangers to society while maximizing the benefits.



Nanotube: A long, cylindrical carbon structure consisting of hexagonal graphite molecules attached at the edges, developed from the so-called fullerene, similar to geodesic domes, originally conceived by R. Buckminster Fuller, sometimes called buckytubes. From Whatis.com

Police Futurist

Volume 14, Number 1
Winter 2006

Virtual Reality Technology.....	4
Sharing Information.....	8
From the Ivory Tower.....	10
Mentioning Members.....	14
WFS/PFI Conference 2006.....	16, 17

U.S. public education will face an uphill battle for survival. According to the National Education Association, the amount of money required to repair ailing school facilities in the United States, build new facilities where they are needed, and outfit schools with modern technology is approach-

Continued on page 3

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.

This has been a busy few months for your board and we have a lot of work in progress.

For starters, last month you all received a hard copy of our latest newsletter. We sincerely thank our Secretariat, Sam Houston State University, specifically Dick Ward, Ginny Wilson and Julia Maddox for their part in making this possible. If you did not receive a copy, it is probably because we do not have your current address. Please check the membership page on the website to make sure we have YOUR current contact information.

We have also been working on updating our membership roster. Notices have been sent to everyone who has not paid dues in a while. Within the next few months, our membership roster should be current. We are also working on updating certificates and other items to provide to new members.

We are still working on recommended modifications to the bylaws. However, it has become apparent that some areas need an opportunity for open dialogue. We will be prepared with recommendations for discussion at our annual meeting in Toronto next July. Recommended changes will be distributed to all members after our January board meeting, so everyone will have ample opportunity for feedback before the annual meeting.

Based on discussion by several members, we are looking for volunteers to explore developing a journal in addition to our newsletter. The newsletter serves as an information source for members; a journal could provide academic recognition and might increase submittals of futures articles.

Unfortunately, we had to discontinue the blog on the website due to lack of participation. Perhaps it will be a more viable option sometime in the “future.”

Don't forget the conference in July! Dates and deadlines are posted on the website. For those who can't make the conference, we'd welcome suggestions for smaller, regional gatherings in your locale.

More next month! Here's wishing all of you the best possible adventures in 2006.

The Years Ahead

Continued from page 1

ing \$322 billion, or ten times the amount states are currently spending on schools.

Comment: Failure of the school system portends everything from increasing crime rates by disaffected youth and young adults to recruitment problems for law enforcement.

Digital electronic assistant programs will surf the Net on our behalf and enable us to amass entire digital libraries on a given subject by doing nothing more than setting a few key search guidelines.

Comment: Law enforcement has only broached the tip of the iceberg in using and applying information toward the goal of apprehending and convicting suspects and developing credible intelligence. Integration of systems and improved search capability will bring both opportunities and privacy issues.



More people will be affected by Alzheimer's disease. As life spans increase, a growing elderly population is surviving into the years most prone to Alzheimer's. The coming "age-wave" will also put stress on a number of public institutions not equipped to deal with large elderly populations.

Comment: Welfare of the elderly was a major issue in the Katrina emergency. Law enforcement can expect to spend more time addressing the issues of crimes against the elderly and their well-being during community crises.



Death by global warming. Climate changes alone could cause a 4.5% increase in the number of summer ozone-related deaths in the New York metropolitan area by 2050. Also, urban heat waves will get hotter and last longer. According to a computer model developed by the U.S. National Center for Atmospheric Research, large urban centers like Chicago and Paris will experience an average of 2.8 heat-waves a year, up from 1.66 heat waves currently, representing an increase of 25%. Heat waves will last, on average, nine days longer.

Comment: Whether you attribute climate change to global warming or not, scientists are saying we may be entering a cycle of volatile weather as evidenced by the intensity of last year's hurricanes. With a growing population and more people living in urban environs and risky areas such as flood, fire and earthquake zones, law enforcement is more likely to be first responders for major critical incidents.



(Trends originally published in the Nov-Dec 2005 issue of THE FUTURIST. Used with permission from the World Future Society, 7910 Woodmont Avenue, Suite 450, Bethesda, Maryland 20814. Telephone: 301/656-8274; Fax: 301/951-0394;<<http://www.wfs.org/>>)

Using Virtual Reality Technology for Critical Incident Training

Tim Bos

Captain Tim Bos has been with the Clovis Police Department for 29 years. He has a Bachelors Degree in Criminology from California State University, Fresno. He is currently working toward a Masters Degree in Public Administration from National University. He is a Class 36 Graduate of POST Command College. He is currently in command of the Training, Dispatch, and Records functions at the Clovis Police Department and can be reached at (559) 324-2420 or by E-Mail at timbo@cityofclovis.com.



It has often been said that “experience is the best teacher.” However, in the law enforcement arena, officers may not always get a chance to learn from their own experience. They might go through an entire twenty-year career and never be exposed to certain critical situations. In order to survive, the training they receive must prepare them for most situations they will encounter on the street. What if there was a way to provide “virtual experience?” A medium designed to provide realistic training that allows officers to learn by doing hazardous tasks virtually before applying them in the real world. We are moving toward a future where virtual reality will become that means.

The more realistic the training, the greater the lessons learned. Virtual reality can provide the type of realistic training that today’s peace officers need. By completely immersing the senses in a computer-generated environment, the artificial world becomes reality to the users and greatly enhances their training experience.

At the present time, many people equate virtual reality with video games and science fiction. Yet, with the military, numerous commercial businesses and non-profit organizations dedicated to its development, virtual reality will soon become an important part of life, especially for law enforcement personnel.

It is clear that training for critical incidents is and will continue to be a major area of challenge for law enforcement managers. They will need to utilize developing technology and the best strategies to impact this challenge.

This article examines the role that virtual reality technology will play in preparing police officers to handle critical incidents. A critical incident is defined as any incident that is out of the ordinary and causes an extreme emotional reaction that could interfere with an officer’s ability to function properly.

Historical Perspective

The idea behind virtual reality has been around for over 25 years, but suddenly the term is being widely utilized. The term can be found in trendy magazines, on cable news and in movies such as “Virtuosity” and “Minority Report.” It might be difficult to understand the concept if you have never been immersed in a virtual reality environment. The environment is highly interactive, unlike just watching TV, because the whole body becomes part of the program and objects can be manipulated or altered. One of the first areas where virtual reality found practical application was in military training and operations. Ten years ago, virtual reality was a science-fiction

fantasy. Today, it is a developing technology. Tomorrow it may be as common as television. Virtual reality is a medium whose only limiting factor is the imagination of the user.

Applications

As the technologies of virtual reality evolve, the applications become literally unlimited. A virtual environment can represent any three-dimensional world and can be either real or abstract. Useful applications of virtual reality include training in a variety of areas. The military, the medical industry, the airline industry, the education system, the space program, architecture, ergonomic studies, assistance for the handicapped, and the study and treatment of phobias are all fields currently utilizing virtual reality technology training.

Although considerable research and development have been conducted in this field, only a limited amount has applied directly to law enforcement. The apparent reason is simply that for the most part, law enforcement has not asked for it. Because virtual reality technology in training applications is relatively new, most law enforcement administrators know very little about it. They know even less about what it can do for their agencies. By understanding what virtual reality is, how it works, and how it can benefit them, law enforcement administrators can and should become more involved in the development of this important new technology.

Military Training

The Pentagon and the Department of Defense lead both the public and private sectors in the development of virtual reality training. Since the early 1980s, the military has actively researched, developed and implemented virtual reality to train members of the armed forces to fight effectively in combat.

A recent study conducted by the Defense Science Board found that “The superb performance of our military in the 1990s was not just the result of technological superiority but equally of training superiority.” To make training more realistic, the military has reached out to the business world, academia, think tanks, and non-traditional sources such as the entertainment industry for out-of-the-box thinking, support and technology. The military is so convinced that virtual reality technology will enhance its training methods that more than \$45 million may be spent on simulation projects between 2000 and 2005. This also reflects a larger Pentagon mandate to use technology to train the video-game generation now entering the service.



Law Enforcement Training

To varying degrees, military uses of virtual reality technology, such as firearms training, tactics and assault skills, can transfer to law enforcement. In the past, very few research companies have been interested in developing virtual reality training simulation for law enforcement.

After the terrorist attacks on the World Trade Center and the Pentagon on 9/11/01, the creation of the United States Department of Homeland Security generated new interest in training the nation's first responders for terrorist incidents. In the area of preparedness for

Continued on page 6

Virtual Reality Technology

Continued from page 5

emergencies and disasters, the U.S. Department of Homeland Security has made more than \$ 4.4 billion in funding available for grants since March 1, 2003. Funds totaling \$566 million have been made available to states and cities for equipment, training, planning and exercises. Law enforcement managers should use this interest, momentum, and available funding to expand virtual reality training capabilities as they become available.

Currently, most law enforcement agencies conduct critical incident training through live scenario exercises. This type of training can be very time-consuming and costly, and dangerous. As a result, critical incident training is not conducted very often. It becomes very difficult to maintain acceptable levels of skill, judgment and preparedness to deal with these situations without creating live scenarios. There are two compelling reasons why virtual reality will become



a prominent technology in the future of law enforcement critical incident training. One reason is that each crisis situation is unique so it is very difficult to train for all possible scenarios. Officers generally perform well after training even though they cannot always accurately report their decision-making process. Repeated and varied training builds self-confidence and allows an officer to function well under stress. Refinements in virtual reality training will provide officers with the experience needed to handle critical events without having to wait for an actual event.

The second reason is that there is a public expectation that law enforcement will automatically know how to deal with and resolve any given critical incident. Training in a virtual reality environment significantly enhances officer awareness, decision making, and command and control skills.

Advantages of Virtual Reality Training

The major advantage of virtual reality training (VR) is that the officer is able to experience real life scenarios in a controlled environment. This type of virtual environment reduces the possibility of injury and is much more flexible than other training methods. An officer can practice tactics and methods over and over again, just like in a video game. Mistakes can be made and the officer can learn from these mistakes. An officer who dies a quick virtual death will not likely forget the importance of the lesson. If the officer does die, hitting the reset button is all that is required. Through such VR training experiences, law enforcement officers may acquire decision-making skills that, until now, could be learned only in the heat of an actual crisis. Another advantage of using VR technology for training is that the officers are mentally and physically stressed in these environments, just as they would be in a real situation. The goal of VR technology is to provide a virtual training experience that is as real as possible.

VR System Availability and Cost

Commercial VR training systems that cover the topic of critical incidents are non-existent and will be very expensive because it will be one of a kind. Even if low cost personal computers are used, development of scenarios and the artificial intelligence systems that control interaction will be expensive, costing from \$50,000 to \$80,000 for the projection system to provide a 1:1 scale in the simulation. Additional cost would be from \$300,000 to \$500,000 for

the development of the scenarios. This might seem extravagant for most mid-size law enforcement agencies. However, when the time, cost, and risks of live scenario training are determined, the price tag may seem more reasonable. Add in the liability factor of improper or inadequate training for critical incidents and \$500,000 may just be a bargain.

Training Costs

Most mid-sized urban law enforcement agencies face budget restraints and must plan well in advance for equipment purchases. Pooling of budget funds is a potential method of getting more benefit out of allotted training dollars. Law enforcement agencies can join together in the creation of regional training centers. Creating such partnerships would make VR training available and more affordable for all agencies, regardless of their size. Research indicates that VR simulators can reduce implementation of training time by as much as 30 percent. Other cost-saving considerations should include negative publicity due to a mishandled critical incident, and the impact of officers or citizens injured or killed because of poor decisions due to perceived inadequate training.

Potential Funding Sources

There are several possible sources of funding available to purchase VR technology for training purposes. Federal and state grants are a promising source of revenue, especially with the current interest in homeland security and disaster preparedness. Sponsorships from interested private sector companies are another potential source. Forming partnerships with research organizations and universities to act as beta sites for testing VR technology is another possible means of acquiring funding. Military services that currently use VR training methods may also form partnerships with law enforcement.

Conclusions

Computer-generated technology, such as virtual reality, will continue to become a much greater part of organizational operations and training methods in the future. The key to unlocking the potential future of virtual reality training for critical incidents is establishing working relationships with the developers of the technology. Law enforcement must become involved with this most critical stakeholder and work toward creating VR training exercises that are specific to their needs. The National Research Council (NRC), in a report entitled "Virtual Reality: Scientific and Technological Challenges," pointed out that if the federal government pursued research in this area, the results could lead to many cost-effective applications.

The next generation, the "Net Generation," of officers who are now being hired have been immersed in digital computer technology and surfing the Internet since they were children. This generation will lend itself well to virtual reality training methods for critical incidents. They are a part of the VR technology revolution that is creating the training medium of the future. Ultimately, the answer to the question of virtual reality's impact lies dormant and rests with law enforcement leadership. It will depend upon the efforts of visionary leaders. Leaders who must have the determination to embrace new technology, find nontraditional funding sources, and realize the benefits of incorporating VR technology into their training programs. It is a virtual certainty that the future belongs to those who will take the initiative to create it.

Sharing information: Some Open Secrets and a Glimpse at the Future

Bernard H. Levin, Ed.D.

Bernard “Bud” Levin is the Department Head of Technology at Blue Ridge Community College and the Commander of the Policy and Planning Bureau, Waynesboro Police Department in Virginia.



Following is an abstract of a paper presented at the 2005 29th Annual International Association of Chiefs of Police Law Enforcement Information Management (LEIM) Section Training Conference and Exposition, 25 May, Greensboro NC. For the entire paper, contact levinb@brcc.edu

There are technological, cultural, and political structures currently in place that help—and hinder—the sharing of information. The paper lays out our choices and consequences as they are at present. However, tomorrow’s world will differ substantially. The current propensity to depend on massive hierarchies for intelligence, crime analysis, computing and leadership will be unable to meet the needs of law enforcement and those we serve. Alternatives and implications are discussed.

Like it or not, we in law enforcement are in the information age but are still trammled with industrial age institutions and industrial age thinking. This situation constrains what we do in law enforcement and in homeland security. I offer three examples.

The first example is emergency public broadcast systems. You may recall the first of the electronic systems intended to broadcast warnings to the public of danger. It was the cold-war era CONELRAD – “control of electromagnetic radiation-emitting devices in the interest of national security.” CONELRAD was based on Executive Order 10312, issued by President Harry S. Truman on 10 December 1951. CONELRAD became the subsequent Emergency Broadcast System.

However, change may be afoot. What may be the last of newly emerging industrial-age information models is still in an early pilot phase of development. It is the All Alert System (National Association of Chief Information Officers, 2005). Unlike CONELRAD, it is intended to be multi-agency, multi-media, and multi-threat. However, the new system has its roots in CONELRAD and, if implemented, is still expected to be a one-way top-down communication broadcast system. It would be controlled at the federal and state level and provide for no feedback from recipients. The All Alert System may represent a modicum of progress, but only in the context of an industrial age society that is now vestigial.

The second example for this purpose is NLETS. The former “National Law Enforcement Telecommunications System” now is called “The international justice and public safety information sharing network”. It is now coordinating with the EPAD (the Emergency Provider Access Directory) folks. An EPAD demonstration involving my department took place on 29 March 2005. <http://www.emforum.org/vforum/comcare/NEARS01.htm> . The demonstration worked well. Actually, it worked very well.

It appears that, like the Emergency Broadcast System, NLETS is ready to move out of the

60's. However, it, too, is top-down rather than focused on the line user.

As my third and final example, I offer the Capital Wireless Integrated Network (CAPWIN). Last month we had a demonstration of CAPWIN at my Department, and we're in the process of moving it out via laptops and pda's. CAPWIN has as its purpose "Building a bridge in transportation and public safety communications" for Maryland, Virginia, and the District of Columbia (<http://www.capwin.org/>). CAPWIN expects to be "the first multi-state integrated wireless network in the United States". "CAPWIN end-users will include federal, state and local police, fire and EMS vehicles as well as state DOT service patrols" (<http://www.capwin.org/defined.html>).

Unlike many complex projects of its ilk, CAPWIN seems to work. It does deliver more or less as promised. While a distinct improvement over the 60's interface of NCIC/VCIN, CAPWIN, however, does not appear to have been created with officers in mind.

I do not mean to denigrate the efforts that have gone into creating these three packages. In fact, my hat is off to the folks who made it happen. They have pushed the ocean back, at least for a while. They have struggled mightily against industrial-age thinking, and won small victories. However, the information age goals not yet won, and unlikely to be won, are decentralization, empowerment, customizing, and meeting local and line needs by sharing information in an effective and timely manner. Centralized government bureaucracies probably cannot achieve these goals.

You may be asking, "Should we really do this stuff, this decentralization, empowerment, and customizing? Can it be done? If it were any good, wouldn't more agencies be doing it?" Perhaps you also are asking, "Do these principles apply only to communication of routine information?" At least I hope you are asking those questions.

...in 2002, the IACP sponsored its Criminal Intelligence Sharing Summit. The subsequently published report (International Association of Chiefs of Police, 2002) was unambiguous and no surprise at all. ...the report stated that the hierarchy within the law enforcement and intelligence communities was a barrier to sharing information. Three years after that Summit, hierarchy remains a serious problem.

For another example, from a recent IACP position paper (International Association of Chiefs of Police, undated), I quote, "the IACP believes that our national homeland security strategy must be designed around a broad-based, locally designed, and nationally coordinated framework that allows the public safety agencies in each community to adapt the resources available to the specific and unique needs of their communities"

Some progress has been made. Collecting and processing and sharing international intelligence is no longer the exclusive province of the three-letter agencies. NYPD has made a substantial commitment to collecting intelligence well beyond our national borders (Sullivan, 2005 among many others).

Conclusion

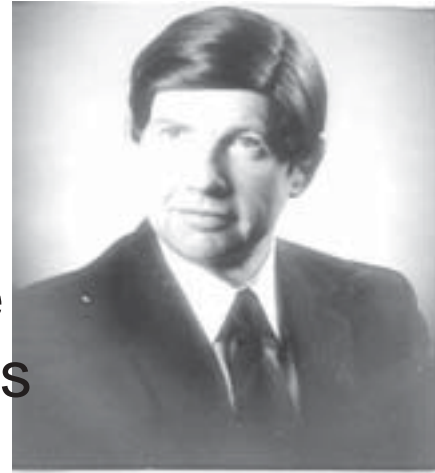
The trends toward decentralization and empowerment can be slowed by unenlightened leadership but the trends will not stop. That is a good thing. When it comes to moving into the information age, we are in for a fast albeit somewhat bumpy ride.

Let us not forget, however, that within our own agencies we have dynamics similar to those we complain about in the three-letter agencies. We have stove-piping, we have turf, we have resistance to change, we have a focus on industrial age policies and practices. We are playing out within our own agencies the same conflicts that we see at the national level. However, it is much easier to blame them. Walt Kelly (1972) had it right. We have met the enemy, and he is us.

From the Ivory Tower

Providing a Futures Perspective to Executive Leadership Courses

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.

Recently the South Carolina Criminal Justice Academy contacted me to ask for help in developing its first executive leadership course for public safety officials. After some negotiation, I was given the task of developing the curriculum for this test run of the program.

Being a long-term futurist, I, of course, looked to our “discipline” for guidance in planning this venture and was gratified to find an abundance of material that I deemed to be worthwhile—in fact the best approach I could imagine. I also found a plethora of talent within PFI for help—both advice and substantive assistance, including serving as panelists, presenters, and exercise leaders/consultants.

In developing the syllabus, I called on a quarter-of-a-century of teaching in police/public safety leadership programs across the U.S. and Canada, selecting what I think worked best over the years, but emphasizing what I see ahead—thanks in large part to the continuing dialogue on the PFI listserv and at our annual meetings.

Several of you have already signed up to help deliver this new course (e.g., Bud, Rick, Carl, Tom, Jim) and in the months ahead I hope to enlist others. Rather than laboriously discussing each item in this 80-hour course spread over five modules, I prefer to include the syllabus here for your information and hopefully for comments and suggestions. Feel free to contact me with either at stephens-gene@sc.rr.com. Thanks:

Perspectives on 21st Century Public Safety Leadership

(Syllabus)

COURSE DESCRIPTION: The terrorist attacks on 9/11/01 and later the confusion surrounding Hurricane Katrina established the critical need to reappraise leadership style and

competencies in the public safety arena. In this course, a proactive leadership style based on “creative visioning and foresight” with emphasis on the characteristics and competencies necessary for 21st Century leadership is examined.

COURSE LEARNING GOAL: To identify, implement, and internalize the leadership style and qualities needed to be a leader in the field of public safety.

TEXT: Anderson, D., Gisborne, K., & Holliday, P. (2006). *Every Officer Is a Leader:*

Coaching Leadership, Learning and Performance in Justice, Public Safety and Security Organization. Trafford Publishing (info@Trafford.com).

ADDITIONAL READINGS: Additional material will be included in the course notebook; other items may be assigned or handed out in class.

ABSENCES: Students are expected to attend all classes; students seeking academic credit for the course cannot miss more than two days of class and receive credit.

GRADE: All students will complete class evaluations after each module. Students seeking academic credit will complete the following assignments (with grade weight in parenthesis):

Reflection Papers (50%)

Exercise Leadership (20%)

Class Project (30%)

Reflection Papers: After each module, the student will submit a 3 to 5-page paper answering the following questions: What did I learn in this module? How can I use this knowledge in my life and work? How can this knowledge be put to use in addressing a specific issue/problem in my work (choose an issue/problem and outline a project that you could develop/implement to alleviate the situation)?

Exercise Leadership: In the third session of each module, a class exercise will be held. The student seeking academic credit will be assigned leadership roles in these exercises and will be graded on his/her performance.

Class Project: The student will choose one of his/her reflection paper projects and make a 10-minute Power Point presentation to the course instruction team at the end of the 4th Module. The three (3) best presentations will be scheduled for presentation to the full class at the end of the 5th (final) Module, affording the student a chance to earn an “A” in the course. [NOTE: With the student’s permission, presentations judged to be of sufficient quality may be placed on the SCDPS website and published/distributed in other ways.]

Continued on page 12

CLASS SCHEDULE

BASICS: The 80-hour course will be held in five modules, each 16 hours in length, each beginning on a Tuesday afternoon (1-5 p.m.), continuing on Wednesday morning (8 a.m.-Noon) and afternoon (1-5 p.m.), and ending with a Thursday morning (8 a.m.-Noon) session. Module dates for 2006 are: 1/17-19, 3/7-9, 4/11-13, 6/13-15, and 9/12-14.

MODULE I: Overview: The Leadership Challenge (1/17-19/06)

LEARNING OBJECTIVES: To identify the leadership style and qualities needed in a 21st century public safety leader; to apply leadership skills in identifying trends that will challenge 21st century public safety; to apply leadership skills in identifying strategies to maximize benefits while minimizing threats from trends.

Topics will include: course introduction, leadership perspectives, public safety trends and strategies as developed at The Millennium Project held at the FBI Academy, trends and strategies for public safety in South Carolina (class exercise) and 21st Century leadership requirements/qualities in public safety cited in the course text, *Every Officer Is a Leader*. Highlights will include a panel discussion with some top national leaders in the field and with the chief author of the text, as well as a trends discussion and exercise led by the creator of The Millennium Project.

MODULE II: The Visioning Concept Applied to Public Safety (3/7-9/06)

LEARNING OBJECTIVES: To inculcate the need for visioning/planning in decision making; to apply visioning and futures research methods to problem solving; to develop creative skills in managing change and solving problems.

Topics will include: defining and discussing visioning/planning, futures research methods, and overview of the future as found via futures research, a brainstorming exercise to Save Our Youth at Risk (class exercise), examination of both the creative process and the change process with examples in public safety and discussion of how to apply these processes to leadership and management in the public safety field. This is a working session to learn the tools and applications necessary to be an effective 21st century leader in the field, plus a discussion of the at Risk problem with a top expert in the field.

MODULE III: Coordination and Partnerships: Keys to 21st Century Leadership (4/13-15/06)

LEARNING OBJECTIVES: To acquire skills in coordination of effort and creation and

establishment of partnerships to better perform the public safety mission; to develop skills in developing and maintaining healthy relationships with media.

Topics will include: a discussion of why coordination and partnerships are necessary to success in 21st Century public safety efforts, as well as when to coordinate and what partners to choose; a panel of local, state, and federal administrators discussing what they expect of public safety leaders and how they can help them achieve those objectives; a class exercise to Create a Model 21st Century Public Safety Agency; and a discussion of the relationship needed between leaders and the news media, led by a top expert in this field.

MODULE IV: The Growing Impact of Technology on Leadership (6/13-15/06)

LEARNING OBJECTIVES: To acquire knowledge of technology that will impact 21st century public safety; to acquire skills to develop policies to maximize benefits and minimize threats posed by technology.

Topics will include: a presentation/discussion of the “gee-whiz” technology ahead, including much already in testing or on the drawing board; how this technology will be applied to create new crimes and new methods of crime control; ethical issues raised by the technology; a class exercise on Developing a Technology-Use Policy, and an exhibition of new technology by vendors in the field. Possibly the most articulate and one of the most knowledgeable experts in the field of public safety technology will lead this session.

MODULE V: Future Issues Challenging Public Safety Leadership (9/12-14/06)

LEARNING OBJECTIVES: To identify major issues facing 21st century leaders in the public safety field; to identify strategies to maximize benefits while minimizing threats posed by challenges in the public safety field.

Topics will include these challenges for public safety leaders: how to meld Boomers/Xers/Millennials in the public safety workplace; how to implement a new model for public safety (community justice); how to protect civil liberties while controlling crime and terrorism; how to recruit and train high-level personnel for the field; and how to develop the courage to “do the right thing.” Experts in these issue areas will lead the discussions.

Mentioning Members

Five PFI members participated in a panel of Technology, Communities, and Future Issues in Policing at the 113th annual meeting of the International Association of Chiefs of Police. The panel was organized and moderated by PFI 1st VP **Joe Schafer**.



Chief **Phillip Broadfoot** (Danville, VA, PD) presented an overview of alternative visions of police organi-

zations and leadership. His presentation included an overview and critique of traditional ways police agencies have handled structural and communications issues. He went on to describe how organizational structures developed in the private sector, such as “netcentric” models, might be applicable in police environments.

Dr. **Bernard “Bud” Levin** (Blue Ridge Community College and Waynesboro, VA, PD) discussed the results of the Futurist in Residence (FIR) research project he recently completed that the FBI Academy.

Dr. Levin was the first person selected as a FIR and had the opportunity to study human capital development in policing. True to his style, Dr. Levin was able to point out the fallacies in existing ways agencies manage (or fail to manage) employees. His project offered important insights into how departments might transform their ways of thinking about employee development.

Dr. **David Carter** (Michigan State University) discussed the current and future



state of the intelligence function within state, local, and tribal policing. Dr. Carter is on the leading edge of training and policy formation in this area, and oversees a sizeable federal grant to deliver intelligence training across the country. He recently published a COPS monograph on the subject. His presentation discussed opportunities for training and resource acquisition, as well as providing his forecast of the future of the intelligence function.

Division Chief **Alan Youngs** (Lakewood, CO, PD retired) presented an overview of the

future of the investigative function in police agencies. His presentation provided extensive insights into how new and emerging technologies will influence both what the police investigate and how this function is carried out in police agencies.

Col. Jozsef Boda

Twelve Police Officers of the United Nations Observer Mission in Georgia (UNOMIG) from six different nations were awarded with UNOMIG Medals on 11 October 2005. One of the awardees was **Col. Jozsef Boda** of the Hungarian national police.



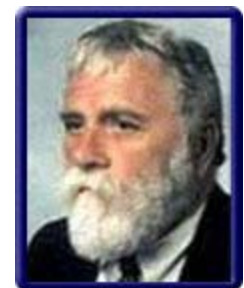
Chief Richard Schurman



Member **Richard Schurman** has accepted the position as Chief of Police in

Grandview, Missouri effective Jan. 16, 2006.

Jess Maghan, PhD Professor and Director has published a new reference handbook, “Illicit Trafficking.” *Dr. Jess Maghan*





Changing Hearts & Minds: Starting from “I Don’t Know” Judith A. Lewis

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.

“How do you know that?” It’s a question that startles and annoys people. But it’s a question that is not asked often enough.

We all have opinions. Some of these are expert opinions based on personal experiences or observations. But many of our opinions are like the everyday “man in the diner,” a man holding forth with strong opinions, but with no particular expertise.

We also have a “world view” which includes our biases, political leanings, and belief systems which we unconsciously bring to the table when we are looking at a process or a public policy issue. These world views, unexamined, play havoc with our decision-making. Do we believe that government should be kept small and starved of money or do we think that government should resolve most social problems? Both views can get in the way of making a specific decision about a particular issue with its own set of circumstances and tradeoffs.

Some years ago, when building a complex computer system to support the booking and processing system, I discovered that people rarely had an accurate depiction of processes that occurred outside of their immediate purview. Likewise in my career, I observed great disconnect between laws and their intended outcome, and policies and their expected results. I suspect this is because those at the ‘top’ or the conceptualization stage often do not have an accurate understanding of the environment at the point of implementation. However, my assertion of these observations as truth is limited as I have not done any kind of empirical study to confirm my observations.

I was told that the Russian people before Glasnost believed that their country was the most technologically advanced nation in the world. How could this be? For one thing, the press was controlled by the State, so any opinions to the contrary could easily be suppressed. Also, the Russians seldom traveled. So, it’s not really so surprising that their “world view” could be so easily distorted.

While we in the United States have a “free press,” still we are apt to read and believe those assertions that are congruent with our views and to discount those that aren’t. Individual media have their own internal censorship as to what they will or won’t publish. With the web and easier travel, we may have more access to competing views, but unless we have read and traveled with an intellectual curiosity about differing regions and viewpoints, we may have missed valuable information.

Try this notion on. Ask yourself, “How do I know that?” Did I personally observe it? Did I read it? Did someone tell me? Were they unbiased and reliable? How did they know it? The exercise may disclose some interesting revelations. Or, it may just make you crazy.

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

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 17)**

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.

	<u>Register by:</u>	<u>Feb 28</u>	<u>Apr 28</u>	<u>June 30</u>	<u>On Site</u>	<u>Total</u>
Registration		\$450	\$500	\$550	\$600	_____
WFS Member Rate		\$395	\$445	\$495	\$545	_____
<u>PFI Members Discounted Rate</u>		\$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					_____
Professional WFS Membership \$118	() Renewal () New					_____
Comprehensive Professional Membership	\$225 () Renewal () New					_____

Registration Information

First Name: _____

Last Name: _____

Title: _____

Organization: _____

Address: _____

Address: _____

City: State/Province: _____

ZIP or Postal Code: _____

Country: _____

Telephone: _____

Fax: _____

E-mail: _____

Form of Payment

_____ Check or money order enclosed

_____ Bill me. My organizations' purchase order number
is _____

Charge my credit card account. () Master Card
() Visa () Discover () American Express () Diner's

Acct. No. _____

Expiration: ____/____

Name as it appears on card:

■ *You may also register online at
policefuturist.org
or at wfs.org.*

■ *To receive the PFI member discount,
be sure to indicate that you are a PFI
member.*

Society of Police Futurists International Board of Directors 2005-2006

President (2005-2006)

Alicia Powers, Retired
Police Chief; Manager, California POST
E-mail: aliciapowers@charter.net

1st Vice President

Joe Schafer
Associate Professor
Southern Illinois University
Carbondale
jschafer@siu.edu

2nd Vice President

Thomas Cowper, Staff Inspector
New York State Police
E-mail: tcowper@capital.net

Secretary

James A. Conser PhD
Faculty Emeritus, Criminal Justice
Youngstown State University
E-mail: jaconser@ysu.edu

Treasurer

Jerry Schmiedeke, Chief (Retired)
Los Angeles Sheriff's Dept.
jschmied@pacbell.net

Futures Working Group

Bernard H. Levin, Ed.D.
Department Head/Psychology
Blue Ridge Community College
E-mail: levinb@brcc.edu

Director, Information Technology

Web Administrator
Andreas M. Olligschlaeger, Ph.D.
Trunorth Systems
E-mail: olli@trunorthsystems.com

Director of Membership

Cliff Barcliff, Chief,
Department of Public Safety,
Montgomery County Community
College
E-mail: cbarclif@mc3.edu

Immediate Past President 2004-2005

Stephen M. Hennessy, Ed.D.
Department of Criminal Justice

Associate Prof., St. Cloud State Univ.

E-mail:

smhennessy@stcloudstate.edu

Founder

William L. Tafoya, Ph.D.
FBI Retired
Professor, National Security
Program
University of New Haven
E-mail: wtafoya@espgroup.net

PFI Secretariat Administrator

Dr. Dick Ward
Sam Houston State University
Criminal Justice Center
E-mail: ward@shsu.edu

PFI Secretariat Staff

Sam Houston State University
Criminal Justice Center, P.O. Box
2296
Huntsville, Texas 77341
936-294-3081
E-mail: spfi@shsu.edu
IRS # 52-1771962

President's Circle

2004-2005 Stephen M. Hennessy, Ed.D., St. Cloud Univ
2003-2004 Alan Beckley, Ch Inspector Ret
2002-2003 Tyree Blocker, Major, Pennsylvania State Police
2001-2002 Gerald W. Konkler, Captain, Tulsa Police Department
2000-2001 Al Youngs, Div. Chief (Ret.) Lakeland CO PD Attorney-at-law
999-2000 David R. Pettinari, Cmdr. Pueblo County, CO Sheriff's Office
1998-1999 Richard W. Myers, Chief of Police, Appleton, WI Police Department
1997-1998 Eugene J. Hernandez, Chief of Police, Chino CA PD
1996-1997 Judith A. Lewis, Captain (Retired) Los Angeles Sheriff's Dept
1995-1996 Daniel L. Arkenau, Lieutenant (Retired) Cincinnati PD Ohio
1994-1995 Charles M. Bozza, Ph.D. Police Cmdr (Retired) Irvine CA PD
1993-1994 Richard C. Mulhall, Chief of Police, Bloomfield CT 06002
1991-1993 Thomas L. Reding, Captain Saint Paul MN PD



PFI Newsletter Editorial Staff

Editor:

Judith A. Lewis, Captain (Retired)
Los Angeles County CA Sheriff's Department
E-mail: JudiLewis@aol.com

Assistant Editor:

Gene Stephens, Ph.D.,
College of South Carolina
Professor Emeritus & Consulting Futurist
E-mail: stephens-gene@sc.edu

Contributing Editor:

William L. Tafoya, Ph.D.
(FBI Retired)
Professor, National Security Program
University of New Haven
E-mail: wtafoya@espgroup.net

Editorial Policy

Police Futurists International (PFI) is published four times annually. It is intended to provide accurate, authoritative information to its subscribers with regard to the subject matter presented. The content, however, should not be interpreted to constitute legal, accounting, technological, or other professional advice. The opinions expressed are those of the authors. Publication of their views does not constitute endorsement by this newsletter, PFI or our membership or sponsors.

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.

All rights reserved on any and all contents in the Police Futurist. No part of this newsletter may be copied without authorization.

Editorial Advisory Board

- *Rulette V. Armstead, Assistant Chief of Police San Diego CA*
- *Clem Bezold, Ph.D. Institute for Alternative Futures Alexandria VA*
- *Tyre C. Blocker, Major, Pennsylvania State Police*
- *Charles M. Bozza, Ph.D. Commander (Retired) Irvine CA PD*
- *Dorothy H. Bracy, Ph.D. Anthropology Department John Jay College of Criminal Justice*
- *David L. Carter, Ph.D. School of Criminal Justice Michigan State University*
- *James A. Conser, PhD, Professor, Criminal Justice Department, Youngstown State University, Youngstown, OH*
- *James A. Dator, Ph.D. Research Center for Future Studies University of Hawaii*
- *Louis H. Fetherolf, Ph.D. Lieutenant, Riverside CA SO*
- *Robert Fuller, (Retired) Bureau Chief, Command College CA Peace Ofcers Stds & Training*
- *Joanne C. Gasper, IQest Solutions, Bethesda Md*
- *Peter M. Haeberer, Police Commander Berlin Germany*
- *Eugene J. Hernandez Chief of Police Chino CA*
- *Michael Marien, Ph.D. World Future Society, Future Survey La Fayette NY*
- *Robert E. Milligan Lt Colonel Kentucky State Police*
- *Laura M. Olsen, Federal Law Enf Training Ctr Glynco GA*
- *Gary M Post, Ph.D. Cmdr Police Academy Michigan State Police*
- *Alexius B. Raiatmodjo, Lieutenant Colonel Indonesian National Police*
- *James D. Sewell, Ph.D. FL Dept of Law Enforcement*
- *Florence A. Starzynski, Police Lieutenant Arlington Cty VA*
- *Clyde M. Stites West Line OR*
- *Richard H. Ward, Ph.D. Dean, Criminal Justice Center, Sam Houston State University*
- *Shirley A. Warner, Captain Anchorage AK PD*

Police Futurist

Newsletter of the Society of Police Futurists International

Police Futurists International Secretariat

Sam Houston State University
Criminal Justice Center, P.O. Box 2296
Huntsville, Texas 77341
936-294-3081
E-mail: spfi@shsu.edu
IRS # 52-1771962



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.

Benefits of Membership

- Intranet for Members
 - Member Directory with Dynamic Member Search
 - 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