

POLICE FUTURIST

Newsletter of the Society of Police Futurists International

Feb/Mar 2009

Mark Your Calendars!

PFI will host its annual membership meeting in conjunction with the 2009 World Future Society (WFS) meetings July 17-19 in Chicago. The membership meeting will be Friday afternoon from 1 to 5 p.m. in room 4D at the Hilton Chicago. The WFS program will include a range of internationally renowned speakers, with informative pre- and post-conference sessions. This year's program committee is being chaired by PFI Founder Dr. William Tafoya and PFI Past President Alan Youngs continues his yeoman's work serving that committee.

You can learn more about the WFS conference, hotel, and beautiful downtown Chicago at the WFS conference webpage (<http://www.wfs.org/2009main.htm>). We hope you will join us for this wonderful annual event. (See back page for PFI meeting details.)

Message from the President

by Julie Grimaldi
2008-2009 President

Greetings, and welcome to the Winter issue of the PFI Newsletter!

With 2008 closing on a challenging note for many of us around the globe, 2009 has begun as an eventful and even promising year. In the first two months, we have already embarked on the nomination process for the first ever PFI Innovation Award in the hopes of honoring and spotlighting those normally undetected, highly creative colleagues within criminal justice and policing; and we have initiated a membership-wide engagement survey, which is showing encouraging results and will, we are sure, help inform the Executive Board's decision making in the months to come.

As a result of several coinciding changes at the PFI Board during the latter part of 2008, we were unable to publish a Fall newsletter,



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but we are now pleased to be back on track. It is with many thanks that I owe a debt to Immediate Past President Joe Schafer for taking time out of his busy academic calendar to prepare and ensure the publication of this issue, and it is with much personal gratitude that I welcome the return of our past Newsletter Editor, Judith Lewis. Judy will officially take the helm, once again, as we ramp up for a Spring issue.

It also gives me great pleasure to welcome PFI's newest Membership Director, Len Hall. Len is a fairly recent member of PFI, but holds

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Editorial Policy

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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 email submissions. Microsoft Word, Word Perfect or generic text files are acceptable.

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dual membership in both our organization and in the Public Safety Leadership Development Consortium (PSLDC). Len has a keenly vested interest in the future of police leadership and we're looking forward to having him provide his valuable input and advice to the Board.

In January, we also had a change at the Secretariat with Ashley Mullings reluctantly leaving after her one-year internship with LEMIT. However, we are glad to welcome her replacement, Jason Nix, and know that Ashley has done her usually exemplary job in ensuring Jason is well trained and comfortable in his role. Jason can be reached at the same e-mail address at org_spfi@shsu.edu.

So far, throughout the 2008-2009 year, the PFI Board has been working on a number of projects, from the Website Review and Bylaws Steering Committee amendments to the many and diverse FWG ventures and our own transition to the once-yearly fees renewal system. Members are encouraged to check the website at www.policefuturists.org for changes and updates as we're able to make them available.

The PFI Board, under the leadership of Second Vice President Dave Dial, is currently in the midst of planning our next annual meeting, which will be held on July 17, during the World Future Society Annual Conference in Chicago. (See back page for details.) The PFI meeting will feature a workshop on the future of leadership development, as well as an invitational dialogue on current issues facing policing.

This year, the WFS theme is entitled "Innovation and Creativity in a Complex World." Included among the panels hosted by PFI members are: "Policing a Complex World: Challenges of Stability in the Context of Differing Threats" (panelists include John

Jarvis, Bud Levin, Mary O'Dea, Robert Bunker) and "Developing Creative Public Safety Leaders To Cope With A Complex Multinational World" (panelists include Gene Stephens, Al Youngs, Jeff Hynes, Bud Levin). We anticipate confirming and sharing more details with members in April. Please watch for announcements, but feel free to contact Dave if you have any questions concerning the meeting or conference. (Note: registration fees are not required for attending the PFI members are entitled to register under the WFS reserved accommodations.)

For now, I trust you will enjoy the contents of this Winter newsletter. The contributions have been kept to a minimum, but include an insightful article by Bud Levin written in his usual incisive style, grappling with the growing transparency of our ever expanding virtual world, the dire importance of articulating a common ground to promote shared understanding, and the increasing need to build partnerships and collaboration in order to survive.

Bud's article is nicely complemented by a submission from Gene Stephens that introduces PSLDC to PFI members. Gene is also a dual member of both PFI and PSLDC, and his article is one of optimism; positively looking forward to the partnerships that we are looking at building between our two organizations, along with opportunities we can all look forward to later this year.

In closing, I will, as always, extend my invitation to any and all members to contact me directly at julie.grimaldi@ontario.ca. I am always interested in hearing about members' issues, ideas and thoughts, and welcome your input.

With best wishes and warm regards, may all of your travels be safe ones.

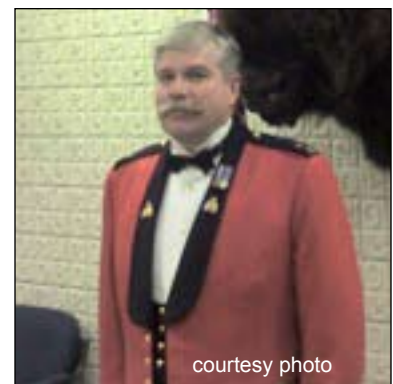
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PFI WELCOMES NEW MEMBERSHIP DIRECTOR

PFI is very pleased to welcome Len Hall to the post of Membership Director. Len Hall is a recently retired Inspector with 28 years of active and strategic service with the Royal Canadian Mounted Police in the province of British Columbia. At his last posting, Len was the Commissioned Officer In-Charge of Training at the RCMP Pacific Region Training Centre. In the past, Len has also developed and taught college level and police in-ser-

vice courses, and he has extensive experience in managing volunteers and youth programs, including coordinating security for the British Columbia Summer Games in Burnaby B.C.

Len holds a BCom in Business Administration from St. Mary's University, Halifax, Nova Scotia, and a Master of Education (MALT) from the Royal Roads University in Victoria, B.C. He is currently a candidate for a Doctor of Educa-



tion degree in Educational Leadership at the University of British Columbia. *(continued on p. 3)*

In addition to Len's RCMP experience, he has held the position of Admission Officer for University College of the Fraser Valley, Bachelor of General Studies degree program since 2003. As well, since 2004 Len has been the Director of

the Canadian Association of Police Educators (CAPE) Partners, which consists of members from various police agencies across Canada, operating under the Canadian Association of Chiefs of Police (CACF).

Len's interests include research

on police/university accreditation, national integration of police training, and critical thinking for police leaders. In addition, Len has been honoured as a Paul Harris Fellow for his humanitarian work with Rotary International.

PFI

Moving forward with the strategic plan

from the PFI Board

On October 14, 2008, the PFI Board of Directors held a special meeting to review and discuss the results of the Strategic Planning Workshop held at the 2008 Annual Meeting in Washington, D.C. In particular, the Board looked at the findings in term of five aspects: What does it mean to PFI now and in the long term? What immediate objectives can be revealed? Is anything missing? What should our next steps be? And how should we be communicating this information with our membership?

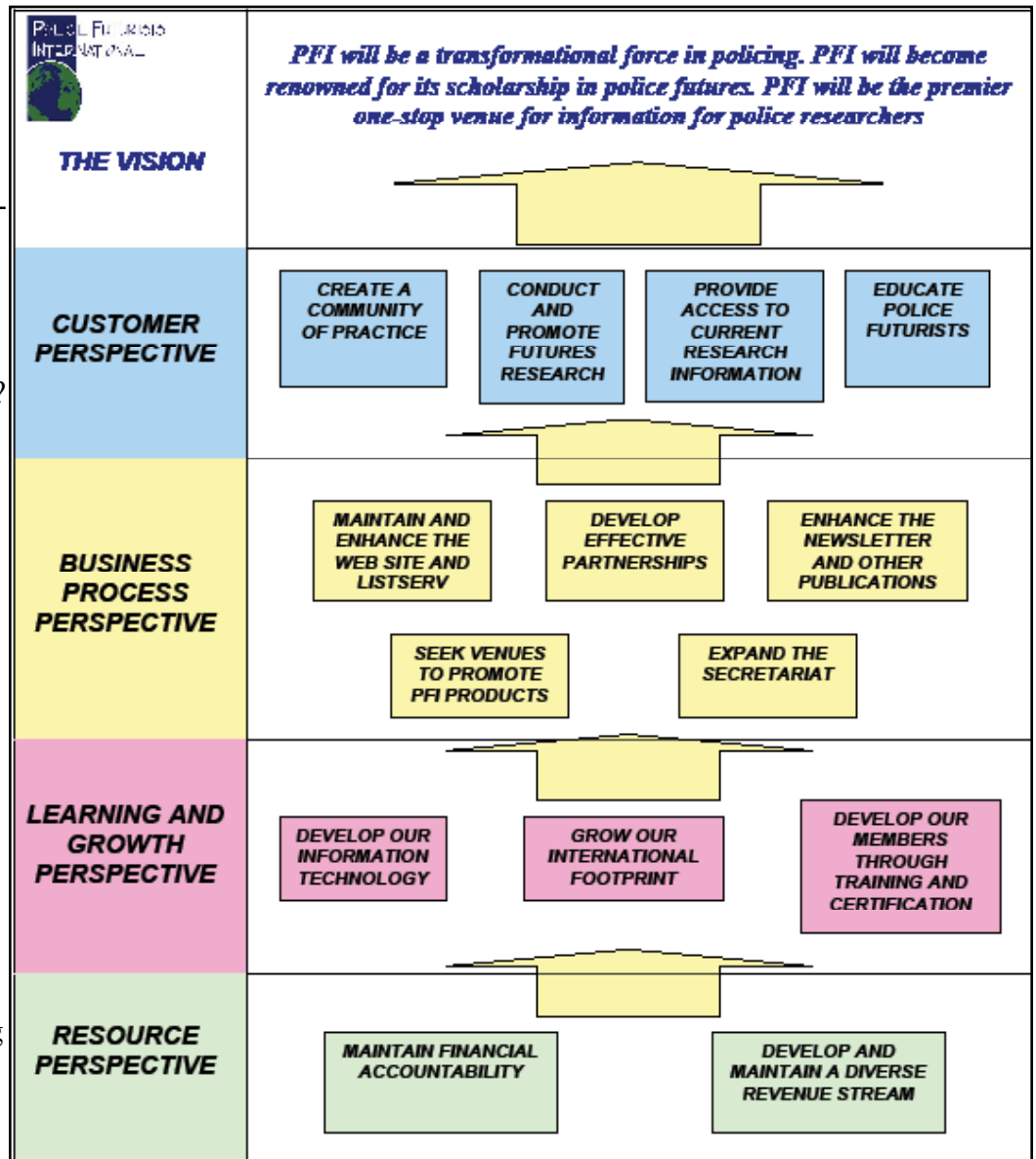
Discussion began with taking a look at membership related issues. This included whether the possibility exists to outsource some process areas, feasibility of consultation with experts, the role of the Membership Director, and benefits members could potentially receive from being a part of PFI. It was generally agreed that the Membership Director role should include a greater focus on communications, as well as recruitment and serving the wider needs of the membership, with less emphasis on tracking memberships and being involved in administrative functions.

Retention of members and

whether they receive value and benefit from their membership in PFI was also viewed as crucial to our sustainability. What members want, need or could derive benefit from is decidedly something best answered by the members themselves. To this end, the implemen-

tation of the member survey was viewed as a key to informing the Board in respect to these matters. The survey, being conducted through February 2009, will help formulate preliminary future directions, and the results are much anticipated.

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It was concluded that membership processes are crucial to PFI and present immediate high priority objectives.

Another aspect of the strategy map that was discussed is the need to stabilize internal processes so that PFI can focus on "product". By ensuring that procedures are established, articulated, well communicated and routinely followed, the Board will be better enabled to focus on broader, more sustaining issues such as sponsorships and philanthropy, recruitment, marketing, and the enhancement and exploration of services/products for the memberships' benefit.

Through discussion, the Board of Directors agreed that the role of

PFI is, and should be, to support and provide resources to others in policing and criminal justice who strive to envision and influence the future, to be a transformational force in policing, to establish and follow through with a marketing plan coupled with valued products and services, and move towards our own vision of being a leading influence. To do these things, we are committed to building on our strengths, such as providing a forum for ideas and improving our website, and being supportive of member development by finding opportunities to reciprocate and collaborate with others in the greater policing community.

Four immediate goals emerged:

- a. stabilize the financial and membership processes
- b. focus on recruitment and retention
- c. review, affirm and clarify the mission, vision and values, and
- d. develop marketing and product plans.

It is hoped that the immediate goals of our strategic plan, which shall intentionally remain dynamic and fluid to embrace change, will better position PFI to facilitate and encourage others to take a larger look at the world... To see the bigger picture beyond the daily working environment, and to make a positive, substantive difference.

PFI

NATIONAL SECURITY: THOUGHTS FOR VARIOUS FUTURES

by Dr. Bernard Levin

(Presented Sept. 15, 2008, at the University of Mississippi. Dr. Levin's comments do not represent the view of the U.S. Department of Justice, the Federal Bureau of Investigation, the Futures Working Group or the University of Mississippi.)

What is it we are worried about?

National security is a huge domain. It includes preventing terrorism, managing natural disasters, maintaining economic productivity. It also includes geographic security, border security, information security, political stability, ability to change with changing times, and others. Much has been written on each of these topics. My focus here is primarily on terrorism, but it should be clear that terrorism is not the only salient dimension of national (in)security and that our success in battling terrorism is tightly tied to the other components of national security.

The definition of terrorism is not widely agreed on. Terrorism may be defined by the intent or behavior of others or by our response to it. If we define terrorism by our response to it, our terror, then we can prevent terrorism by refusing to be terrorized. If we define terrorism by the intent or behavior of the perpetrator, it becomes indistinguishable from crime. Some day we may make up our collective mind.



At present, the U.S. Department of Justice still distinguishes terrorism from crime. Is making that distinction useful? What do we accomplish by distinguishing terrorism from crime? Mostly, it seems to provide a system that is contorted and that works against itself, a system that is more expensive and less effective than it might be.

It is also a system that produces oddities. As a local police officer, I -- and all of the other sworn officers at my police department -- (continued on p. 5)

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can open an investigation whenever the whim strikes. This investigation can be of nearly anything where I suspect criminal behavior, terrorism, or even illegal parking. I need ask permission of no one. Were I an FBI agent, I would have to gain various permissions, some of which would not be perfunctory. On the surface, at least, this hamstringing of FBI agents makes little sense.

The restriction on FBI agents is a consequence of other concerns such as privacy. Apparently when I act there are no such concerns. The situation is odd and dysfunctional. That is just one of the oddities created by distinguishing terrorism from crime. In general, the distinction reduces our effectiveness at protecting against both terrorism and crime.

No matter how we define terrorism, we face some very serious threats that fall under the rubric of terrorism. Dimensions I mention here include: implications of the information age; transparency; the death of privacy, secrecy and anonymity; information sharing; public/private partnerships; and analysts who don't know much. Threats come from places many of us have not done much thinking about, e.g., the emerging partnership between Venezuela and Russia, which makes the 1960's alliance between Cuba and the USSR look very penny-ante.

Some of what we're doing, right and wrong

We are trying desperately, if futilely, to develop a culture of information sharing. One manifestation of these attempts has been the creation of fusion centers. Some police officers in at least some agencies -- including my own -- are getting, on a daily basis, information from the fusion centers that could conceivably be useful.

Some information is getting to those who need it and some of that is arriving in a timely manner. We are still a very long way from where we need to be. Bureaucracies are not ideal centers for information flow, action, and change. Bureaucracies are best at staying the same, which often makes them not very helpful in our changing world.

That said, although little of the timely information we get from our fusion center has to do with national security, at least down in the trenches we are getting timely information about crimes in other jurisdictions. Sometimes. On the down side, some fusion centers do not work nearly as well as Virginia's.

We are moving toward an all-hazards approach to managing incidents. That has some advantages, but it increases complexity. Insofar as I am aware we have

jumped head-first into all-hazards management without evaluating its relative effectiveness and efficiency for purposes beyond its origin in fire management. If there is an ongoing scientific evaluation of these processes, it has eluded my notice.

We are choking off the money supply (to some degree) that was feeding some stable and significant threats (rogue nation states, Al Qaeda, etc). We are trying to increase port security, with a goal of 100% inspection of containers, but we are nowhere near that, and will not be for some years to come.

We are developing and attempting to implement national-level plans for local problems, e.g., we have a National Disaster Preparedness Plan and a National Incident Management System. Both are horribly complicated. Some of the flow charts defy description, much less implementation. Essentially, they are hierarchies built on bureaucracies. Many of these flow charts are so complex that I get a headache even thinking about them. That they would work smoothly and with alacrity strains credulity.

We have a history of building hierarchies when we are faced with problems. In the case of national security, we could not get the existing 15 or so intelligence agencies to play well with one another. Our solution was to create yet another agency (Office of the Director of National Intelligence) which is at least nominally superior to the others. That arrangement does not work very well. Surprise, surprise.

All three of these approaches (the National Disaster Preparedness Plan, the National Incident Management System, and our intelligence agency pile) are pushing back the ocean in our information-based, decentralized and networked world. They are industrial-age attempts, several generations too late. They are highly hierarchical, highly complex, highly centralized, and work only if there are prodigious efforts on the part of huge numbers of people. The overhead costs of these centralized plans are obscene. The quality of service has improved despite the structure of the plans.

It is not as if the people in our intelligence communities are stupid. They are not. It is not as if they have no sense of where they have to go. They do. The Office of the Director of National Intelligence (McCannell, 2008) published a very nice document that sets some important goals -- for 7 years from now. Goals that have been pretty obvious since General Shalikashvili (1996) wrote Joint Vision 2010 -- a dozen years ago. I am not holding my breath for full implementation.

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I also am not holding my breath for the intelligence agencies to share information eagerly, to eliminate their notorious stovepipes, and to update their technologies so that they meet modern expectations. Government technologies in general run a generation or two - or more -- behind private sector standards. If national security were considered important, you would think that situation would improve. You would be wrong.

Intelligence is not our only problem. Consider post-event response. We have learned a lot from Katrina and other fiascos, some of which the Futures Working Group laid out in a publication last year (Schafer and Levin, 2007). However, progress has been limited by vision. Many localities still depend primarily on support from above instead of support from local resources, for any significant event. Since we are increasingly becoming accustomed to outside help, we are decreasingly inclined to help ourselves.

This is not universal and often reflects local culture. Contrast the response of Mississippi with the response of New Orleans to Katrina -- although New Orleans has gotten somewhat better recently, largely because there are now fewer people in New Orleans and recent disasters have been less severe.

Very little has been done to increase the hardiness, resilience, or preparation level of New Orleans' citizens. Some work has been done to increase citizen compliance with New Orleans government directives and some of the current government directions make more sense than those of several years ago. Perhaps there is hope, should a terrorism event occur there. Or perhaps not.

Where we are heading

We are heading toward a transparent world where concepts such as information security, privacy, anonymity, confidentiality and secrecy are quaint vestiges of times gone by. We are starting to recognize that huge amounts of useful information reside in the private sector, but we are having great difficulty deciding how and when to partner with private sector actors. The tangle of statutes and lack of shared understandings about information sharing rules will remain problematic for a very long time. Eventually, the private sector will usurp much of what is now public sector intelligence and anti-terrorism activity. To some degree that has already happened.

Increasingly, we will understand that there is little value in the data in one's databases. The value is in the analyses and the timely communication of the analytic products to people whose efforts would change if they

received the analysts' work products. No analysis or no timely delivery means the resources used to collect the data were mostly wasted, which is true of most of our databases at present.

We are heading toward a world where geopolitical jurisdiction and nation-states are history rather than reality. We are heading toward a world where central governments become more expensive but less productive. We are heading toward a world where the distinctions among war, crime, terrorism, guerilla activity, freedom-fighting, and gang war are fading.

On a brighter note, we are heading toward an expansion of terroristic methodologies, e.g., the increasing number of decapitations by power saw in Mexico. --- Texas Chainsaw Massacre writ large. But the power saw is not the only looming terroristic technology. As pointed out by Ronen Bergman (2008) and a variety of others, we fear suicide bombers but that model will become passé. The bad guys have a problem similar to what cops have -- difficulty in recruiting. Unfortunately, the bad guys are more adaptable than we cops are. Expect that remote control, timed, and sensor-based devices will gradually supplant suicide bombs.

That is good for the bad guys and bad for us. The bad guys will live to fight another day. On the other hand, increasing use of such devices means we will have increasing problems deciding where "secure perimeters" should be attempted. It is not even clear whether "secure perimeter" as a concept will remain viable.

In the long term, the worries of Bergman and others about exotica such as robot, remote-controlled aircraft, and even trained dogs as vehicles of destruction will not prove to be misplaced. However, in the short and medium term, expect nothing more sophisticated than exploding cell phones and the like. They will prove more than adequate to the task, cost little, be difficult to intercept and will not put the lives of the perpetrators at immediate risk.

We are heading toward a conceptualization of "terrorism" that merges with the individual actor who commits suicide by cop, or encourages others to do so. This emerging conceptualization will require a local rather than a national focus for prevention. All terrorism, like all politics, is local.

By far the largest likely threat comes from disruption of communication and thus severe damage to our increasingly Internet-based economy. While some effort has been expended by the military, the public sector and the private sector in order

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to protect Internet functioning, the public is far more worried about bombs and thus allocation of resources to protection of information infrastructure is too hard to come by. Yet it is damage to and manipulation to information infrastructure that likely has the greatest potential to affect national security.

What we should change

Our national-level plans and actions have been well-intentioned (mostly) but often wrong-headed and ineffective and horribly expensive while usually ignoring the obvious and inexpensive community-level actions that we might take. Some of the stuff we do makes little sense if we are serious about achieving our stated goal of national security. My Futures Working Group colleague, Sid Heal, put it well:

“The US security is focused on technology and weapons. The Israeli security is focused on people and their intent. They’d much rather have a guy on the plane with a gun than a terrorist without one. Focusing on the weapon and equipment instead of the person is like blaming obesity on food.”

Sid and I agree that the Israelis are a model we would be emulating if we were serious. He continued,

“El-Al has only had ONE successful hijacking and that was in 1968! This is noteworthy in itself but amazing when considering they are flying for the most targeted country in the world! I hardly need point out that the last attack at LAX it was an Israeli that “dispatched” the suspect while American security was still scrambling!”

Sid wrote a nice article on that attack (Heal, 2003).

Focusing on the wrong problem is not our only problem. Training is a bit of a basket case, too. For example, we are training our intelligence analysts to engage in technical processes within a complex governmental bureaucracy. That is easy, but ineffective. Instead of “training” intelligence analysts, we should be recruiting people with broad knowledge bases and the ability to creatively integrate concepts across diverse domains. We should be acquiring people who know things and understand relationships and think in an entrepreneurial manner.

That is a lot more difficult than the current training since many of the folks we would want to recruit do not want to limit their freedom, income, and behavior by accepting government employment. That recruiting and retaining high quality employees continues to plague intelligence agencies and many other government agencies ought to tell us something about how we are treating employees. I have seen little or no

progress on that front. We need to do better. Soon.

In general, the civilian public sector has accomplished little in improving its technology and even less in developing its employees. This applies whether we are talking about intelligence analysts, transportation security, or cops on the beat. This is true at every level. Our “training” in general is antediluvian. The assessment of training outcomes ranges from primitive to non-existent. This training morass is true at nearly every US civilian public agency, at nearly every level within the organizations, and whether federal, state, or local. We in the civilian public sector invest so little in professional development that it is an embarrassment. Our peers in the European Union and even Turkey marvel at how little we invest in developing our people.

We usually provide little or no supervisory or management training for our employees until they’ve already become supervisors or managers. Where other nations provide years of training, we provide months. Leadership training, while not infrequently seen in civilian public agencies, typically is symbol without substance. If you doubt me, ask the manager of a government leadership training program for documentation of its outcomes assessment -- what difference the program makes in the performance of its students once they graduate and are serving as leaders in their organizations. The most typical response to such questions is a blank stare.

Some states provide as few as 8 weeks of basic training for police. Some states require virtually no training beyond the basic police academy except for firearms. Ever. This is not a rational path for a people who want national security. We need to invest in people well beyond our nominal security organizations. We need to expend much more effort encouraging the dispersion of first responder skills. We need to do more to encourage people to acquire and maintain household resources adequate to sustain them through most emergencies.

One crucial point -- traditional terrorism is not high on the list of our problems, once we get beyond emotionalism. It is mostly that emotionalism that does us damage. The damage done via explosives and firearms is usually very small. We do the bulk of terror-related damage to our national security ourselves, voluntarily, via imposed costs of what passes for protection and even more via post-event emotional responding. If one could put some valium in our water, the damage done by typical terrorism would be

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minimized.

In order to reduce this self-induced damage, we must help our citizens develop a sense of resilience, of their own individual hardiness, their ability to conquer almost any challenge and to endure the rest. "We shall overcome" is not obsolete – it is crucial now and in any conceivable future. If we do not believe in ourselves and in our ability to overcome, we might as well concede defeat to whatever forces challenge us. Malaise, ennui and disinterest are luxuries we cannot afford. If we do not believe in ourselves, we are doomed -- no government can save us. If we do not demonstrate integrity and faith at the individual, household, neighborhood and local level, we will become another of history's write-offs.

Every bit as important, we must recognize that in our zeal to emphasize political correctness and diversity -- both noble goals -- we have neglected the development and articulation of common ground. If we are to maintain national security, we must have a shared understanding of what makes us a nation and why that matters. Instead of building on hierarchy in our flat and networked world, we should take advantage of networks and reward those who are well networked

Who should be in charge of prevention? Amelioration? Response? As long as those nominally in charge are insulated by layers of hierarchy from those who do the useful work, outcomes will continue to be delayed, dysfunctional, and damned expensive. We should eschew talking about safety. We should be talking about resilience. Instead of expecting central government to protect us we should develop expectations of self-reliance. Instead of relying on citizens as a last resort, we ought to be encouraging initiative and action at the household and neighborhood level. (Levin and Myers, 2005).

We must teach our citizens to demonstrate initiative; we must train them to be more than at best mere sensors for government. We must encourage (tax breaks? social recognition? pay?) emergency planning at the household and neighborhood level. We must encourage acquisition of firearms and delivery of firearms training. We must encourage self-reliance, including sharing of information about hardening, information and physical environments at the household level. If we do not decentralize our protection, we will continue to find our national security impeded by vast hierarchy in an otherwise flat world.

How we can learn from private sector data managers to effectively collect, analyze and share data? How

can we learn to recognize that our most likely threats are neither nation-states nor terrorist groups that look like traditional organized criminal gangs, but rather small cells and individuals acting on their own? Fundamentally, one cannot win by playing defensive ball. Among other things, we should encourage other agencies to do what the FBI has done -- develop a futures working group that is free to explore possible, probable, and preferred futures and publish its work products so that others may choose to benefit from them. That is one way to avoid being surprised. When it comes to national security, surprise is not a good thing.

The FBI's Futures Working Group (FWG) is a group of FBI employees, state and local police, academics, and members of the private sector. The FBI has funded and staffed FWG since 2002. The U.S. Special Operations Command has several futures-related units. Many private sector organizations have equivalent units or functions. However, as far as I know the Department of Homeland Security does not have anything even remotely resembling a futures research unit. Truly odd. Baffling.

Last, national security depends on economic success. Anything -- including the direct and indirect costs of putative counter-terrorism -- that diverts or distracts us from economic success is on the side of our enemies. If our entrepreneurs achieve competitive dominance, our security is far more assured than if we prevent all terrorist strikes.

I think we can summarize the current national security situation by paraphrasing a section of the 1983 report of the National Commission on Excellence in Education, to wit,

If an unfriendly foreign power had attempted to impose on America the mediocre national security performance that exists today, we might well have viewed it as an act of war. As it stands, we have allowed this to happen to ourselves.

To the extent we have survived and even succeeded, we have done so despite the system we have evolved. What we have is expensive, only crudely integrated, uncoordinated, isolated from natural allies and isolated from the citizens who might otherwise serve as both sources of information and support when there is need for prompt action. Let us hope that we improve how we approach national security, and that we do it before too much more damage is done.

That is what I have to say about national security at the moment. Let me add to it a brief discussion of the most powerful law of all. The *(continued on p. 9)*

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most powerful law is the law of unintended consequences. You can not do anything with size or scope without unintentionally doing many other things. Sometimes those other things involve breaking things we really do not want broken. National security has a lot of unintended consequences.

Let me lay out just three of them:

1. Our present conceptualization of national security is highly complex, centralized, expensive, and rigid. It is dominated by formal structures and rules. It also assumes a world that does not change very much or very quickly. It relies primarily on multiple layers of government, not known for its flexibility and responsiveness to change.

Consider how long it takes government to develop our weapons systems and support systems -- our need to replace 50-year-old tanker aircraft is a case in point, but there are hundreds of others. Consider how long it takes to acquire and get working a new software system. An example, one of many, is the Bureau's Virtual Case File -- which the Bureau finally wound up abandoning as hopeless. Consider our tendency to see future threats as linear extensions of the past. Consider our assumptions that more -- and more expensive -- will be better for us. More of anything.

2. Our present conceptualization of national security is high on overhead, literally, figuratively, financially and in terms of human resources.

3. Our present conceptualization of national security has at its base safety. You can expend a lot of resources on safety. The more you spend, the more you will perceive you need. It is analogous to our experience with non-skid automobile brakes. We spent a lot of money developing them and still require them, but we found that many people used them to take more risks, while the new brakes got in the way of skilled drivers. Similarly, also in traffic safety, we make more signs and more rules and wider roads in order to increase safety, even in the face of clear evidence that fewer rules, fewer signs, and narrower roads lead people to make better and safer decisions. The work of Monderman is instructive.

On the safety domain -- and the health domain -- and remember "if it saves one life"? You will hear many of your peers say you can not put a value on life. Well, you can, and we do it every day. That is what life insurance is about. That is what wrongful death suits are about. That is how hospitals decide how to allocate scarce life support resources.

So, let us take a look at these three items, which

define our approach to national security:

1. It is rule-bound, extremely slow and rigid and change-resistant
2. It has massive intrinsic and endemic inefficiencies since it is focused on government, and
3. Its focus is on safety.

In a changing world, none of these three trends is good. A national security system that is itself refractory to change is not what I'd choose, given a choice. Worse, our system is hierarchical in the extreme and centered on government -- not where I would look for change agents. Worst of all, it focuses on safety.

What is wrong with safety? It is a Darwinian world out there, highly competitive, and unforgiving. The more of our resources we commit to protecting ourselves, the less competitive we will be. Resources committed to national security and safety are resources that cannot be committed to what matters in the long run -- competitiveness.

At present, we are on a trajectory that will make us a very safe and thoroughly imploded cinder. Much as with Osama Bin Laden, our future enemies will need mainly to stir the pot once and then watch us reduce our competitiveness by focusing on safety rather than being nimble and adaptive and, well, competitive.

Competitiveness does not happen at the level of the nation. It happens at the level of the individual entrepreneur, the individual home-owner, the individual business owner, and yes, the individual gun-owner. It is in the hand of those competitors that the future of our nation rests.

If the U.S. is not the land of competitive opportunity, it is a dying giant.

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PFI

Public Safety Leadership Development Consortium to host November summit

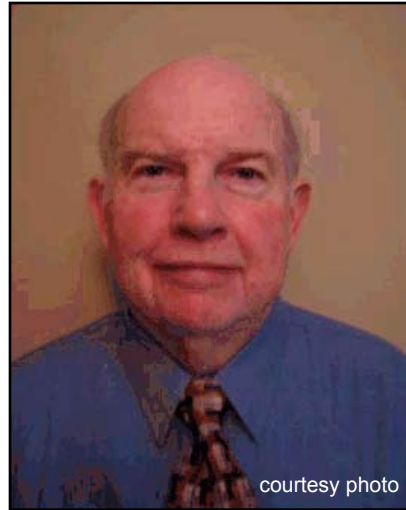
by Gene Stephens

PFI has every right to be proud, as a number of its members are serving on the Advisory Board and in other capacities in the fledgling Public Safety Leadership Development Consortium, several of whom will take an active role in the PSLDC's 3rd annual Summit, to be held Nov. 3-6 at Sam Houston State University in Huntsville, TX—also the site of PFI headquarters.

PSLDC membership requires only that the individual be dedicated to improving the quality and seeking the professionalization of leadership development in the public safety field around the world. Thus it provides a needed forum for PFI and its message that professionalism in the police/public safety field demands a futures focus, especially for those in leadership positions.

Currently PFI and PSLDC are exploring their common interests to include joint membership and recruiting efforts as well as financial ties that should benefit both organizations. As part of this effort, as a member of the advisory board, I would like to personally invite any and all PFI members to join PSLDC as well (apply online at www.publicsafetyleadership.net). In addition, I am inviting all PSLDC members to join PFI to expand their knowledge and appreciation for the role futures can and should play in the public safety arena.

As a start in cementing this



partnership, you are all invited to attend the PSLDC Summit in Huntsville. To provide an idea of what to expect, I am providing a "highlights" summary of the program here:

Built around the theme, Emerging Issues in Leadership Development, the Summit begins on Tuesday, Nov. 3, with an update on PSLDC activities by Advisory Board Chair Spears Westbrook. PSLDC conducts most of its activities through a half-dozen "study groups" which meet via conference calls monthly.

First up on the program is the Ethics Study Group, moderated by Rita Wirrer of the Rhineland-Palatinate Police in Germany. In an interactive program, the members and audience will discuss "Where We Are, Where We're Headed" in ethics in leadership development worldwide in the public safety field. PFI and Futures Working Group member Charles "Sid" Heal, Commander, Los Angeles SD, will

follow with a discussion of "Public Safety Leadership in Austere Times."

At lunch, PFI Pres. John Jackson and (then) Immediate Past President Julie Grimaldi are scheduled to talk about their visions for the budding partnership between PFI and PSLDC.

In the afternoon, the International Study Group will examine the development of worldwide connections between leadership development organizations in public safety, followed by a discussion by PFI/FWG members Bernard "Bud" Levin and Joseph Schafer concerning leadership activities (and forthcoming volume) of the FWG.

The day will be capped by a reception/Texas barbecue dinner hosted by the Bill Blackwood Law Enforcement Management Institute of Texas (LEMITE), headquartered at Sam Houston. Following dinner, discussion groups will be available to anyone wishing to talk more about the day's topics.

Day Two (Wed., Nov. 4) will begin with a discussion of the work of the Directory Research Group headed by Dr. David Bugg of SUNY-Potsdam, and PFI Membership Director Len Hall, RCMP retired. A major project of PSLDC, the Directory is an attempt to identify and categorize "every" leadership development effort in the public safety field worldwide. While a long way from being completed, the work is well underway, with some results already posted on the

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leadership development website.

Later in the morning, the Women's Study Group, moderated by Jane Hall, RCMP retired, will discuss the place of women in leadership development around the world, followed by an open discussion of "Every Officer Is a Leader: How Do We Make It So," which I will moderate.

At lunch, Peg Gant, Executive Director of the Commission on Florida Law Enforcement Accreditation, will talk about how leadership development best fits into public safety accreditation standards. The afternoon begins with the Competency Study Group, moderated by Ruth Montgomery of The Pyxis Group (Canadian consultants), examining what competencies—essential and discretionary—belong in public safety leadership programs.

Late afternoon will provide an opportunity for participants to

Show & Tell about "cutting edge" ideas within their own programs or which they have discovered in other areas. A reception hosted by the PSLDC Advisory Board will follow, along with dinner and evening discussion groups.

Day Three (Thurs., Nov. 5) will begin with a discussion of the Evaluation Study Group moderated by PFI member Joel Cox of the Virginia Beach (VA) PD, examining how best to determine the worth of ideas/program in the public safety leadership development field. PFI Pres. John Jackson of Houston PD, will then moderate a session with the Emerging Ideas in Leadership Development Study Group, which searches the world for new concepts/program/etc. in this field.

Luncheon speaker will be Dominick Braccio, Chief Behavioral Science Division of the Federal Law Enforcement Training Center at Glynco, GA. He will focus on

the 2010 PSLDC Summit which will be held at FLETC.

In the afternoon, the final event of the Summit will be a Town Hall meeting moderated by Summit host Jim Alexander of Texas Women's University and Module 2 Director for LEMIT. Participants will be asked to articulate the lessons/important information learned at this year's Summit and make suggestions for PSLDC to move forward over the coming years.

Day Four (Fri., Nov. 6) will be reserved for a meeting of the PSLDC Advisory Board, as it updates its revolving three-year plan to move the group forward in achieving its mission of bringing improvements and professionalization of leadership development in public safety worldwide.

Hope you will all consider joining with us and attending the Summit!

PFI

Recommended Reading

The MetLife Foundation has released another entry in their Community Safety Paper Series. "**SafeGrowth: Creating Safety & Sustainability through Community Building and Urban Design**" presents a model for how citizens, police agencies, and other civil leaders can enhance community safety and quality of life. The paper can be found on the PFI website at: http://www.policefuturists.org/pdf/LISC_SafeGrowth_final.pdf.

CALEA Online has published an essay on "**The Structural Dimensions of Community Oriented Police Departments**" by Dr. Stavros S. Anthony, a commander with the Las Vegas Metropolitan Police Department. Commander Anthony's essay examines how traditional and community oriented police departments differ in their structure. Successful community oriented agencies were also found to be structured differently than less successful agencies. The full essay can be read online at: http://www.calea.org/Online/newsletter/No73/structural_dimensions_of_communi.htm.

Christopher Dickey has published "**Securing the City**," which examines how the NYPD has dealt with terrorism post-9/11. Mr. Dickey chronicles how NYPD set up its anti-terrorism efforts after the terror attacks, in many ways outpacing federal efforts to coordinate similar capacities and was recently interviewed on NPR's Fresh Air. You can listen to the interview at: <http://www.npr.org/templates/story/story.php?storyId=100559912>

Mentioning Members

- PFI Founder Dr. William Tafoya (FBI, ret.) is serving as the Honorary Chairperson of the 2009 World Future Society conference in Chicago. Bill was also a key interview source in a Newsweek article discussing the future of crime and investigations. Read the article at: <http://www.newsweek.com/id/182266/>.
- PFI President Julie Grimaldi recently provided a podcast interview discussing "The Future and You." Log on and listen at: <http://www.mefedia.com/entry/october-8-2008-episode/11827379>
- Commander Sid Heal has retired from the LASD after 33 years of meritorious service. After celebrating his retirement by bicycling across the country, Sid has settled into a new career teaching and consulting.
- On March 27, Melissa Matuszak will be graduating with highest honors with a Bachelors of Science degree in Criminal Justice from ITT Technical Institute. In May, she will begin a Masters program in Forensic Psychology.

PFI



Police Futurists International
Annual Business Meetings – Hilton Chicago

Friday, July 17th, 2009

Executive Board Meeting 12:15 PM

General Members' Welcome 1:00 PM

Annual General Business Meeting 1:30 PM to 5:00 PM
(followed by informal group dinner, location to be determined)

LOCATION:
Hilton Chicago, Room 4D
720 South Michigan Avenue
Chicago, Illinois 60605

PFI meeting workshops will include:

- The place of futures research and approaches in leadership development, and
- An invitational dialogue on current issues in policing (watch for the call for issues!)

No fee is required to attend the PFI meeting.

World Future Society Annual Conference

PFI is an affiliate of WFS. As an affiliated member you are entitled to book your accommodations at the Hilton Chicago through the WFS hotel room registration. Please identify yourself as being there with WFS to ensure you receive the special discounted rate. Linked access to the WFS site is provided at www.policefuturists.org

While no registration fee is required to attend PFI-only meetings on July 17th in Room 4D, if you wish to attend WFS sessions you must register for the conference, as provided on their site.

PFI-hosted panels profiled at the WFS Annual Conference this year include:

- “Policing a Complex World: Challenges of Stability in the Context of Differing Threats” (John Jarvis, Bud Levin, Mary O’Dea, Robert Bunker)
- “Developing Creative Public Safety Leaders To Cope With A Complex Multinational World” (Gene Stephens, Al Youngs, Jeff Hynes, Bud Levin)