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Fall-Winter 2010-2011

# Police Futurist

Newsletter of the Society of Police Futurists International



## PFIers Spark New Revolution in Boston

The PFI Board and members met on July 8, 2010 in the Douglas Room, the Westin Boston Waterfront Hotel, Boston, Massachusetts with the three-day World Future Society Conference where the theme was “Sustainable Futures, Strategies, and Technologies.”

PFI President John Jackson introduced the new 2010-11 Board.  
David Dial, President  
John Kapinos, First Vice President  
Mary Odea, Second Vice President  
Joe Grebmeier, Treasurer  
Elva Smith, Secretary  
Matt Thomas, Secretariat  
Len Hall, Membership  
Jon Abolins, at-large member  
Susan Romany, at-large member



*New PFI Executive Board for 2010-2011:  
Immediate Past President John Jackson, At-Large Member Jonathan Abolins, Secretary Elva Smith, President Dave Dial, Treasurer Joe Grebmeier, 2nd VP Mary O’Dea, and 1st VP John Kapinos*

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# From the President

## Dave Dial



Dave E. Dial, appointed Police Chief of the Naperville Police Department in Illinois in 1990 began his law enforcement career in 1967 with Milpitas CA PD. Two years military leave earned him three bronze stars in Vietnam. He left Milpitas in 1973 and joined Lakeland CO PD. He holds a bachelor's degree from San Jose State and a master's degree in public administration from the University of Colorado.

### **Fellow members:**

In 1988, I was a 22-year police veteran serving as the assistant chief of police in the Lakewood, Colorado Police Department. During the summer of that year, I attended the FBI National Academy and experienced my first exposure to the future of policing in a class that was taught by the founder of Police Futurists International, Bill Tofoya. I am sure that anyone who has ever had good fortune to take a class under Bill's tutelage knows what a slave driver he is. Most will also tell you Bill was one of the most respected instructors they had ever experienced and they typically comment that they learned more from his teachings than other instructor.

The most challenging part of Bill's class was a research paper that he required of each student. As I think back to what I wrote 22 years ago, I remember that my paper focused on the expanded use of technology, greater emphasis of community policing, and new models of leadership. At that time, my thinking revolved around the development of artificial intelligence for use in criminal investigations. I also focused on computers in police vehicles to enable patrol officers to be more effective as they strived to prevent crime and maintain order in their communities. I recognized the need for police to form closer partnerships with members of their communities and to engage their communities in problem solving efforts to reduce the repeat calls for service in the same areas. Reduced emphasis on authoritarian leadership styles was mentioned as critical to the development and best use of personnel resources.

The police officers today have challenges that I clearly did not consider in mid-1980. I did not forecast then the magnitude of the terrorist threat that would exist throughout the world in the new millennium. I simply missed the need to institutionalize intelligence and information sharing, risk assessments, and integrated planning and training with other levels of government, as well as the private sector. The events of the last two decades have cleared my vision on those issues and I understand that this need is, in the words of my high school algebra instructor, "... obvious to the most casual observer."

However, what is not so obvious to me is what the new normalcy in policing will look like in the next five, ten, or twenty years. Many police agencies throughout America and the world are being forced to fundamentally

ange how we police our communities as a result of the worldwide economic downturn. The unprecedented decreases in fiscal resources have brought about cuts of police officers and restructuring of organizations. These changes left many who are studying to become police officers with the real possibility of not having jobs available in their chosen field. After listening to scores of police chiefs discuss these issues, it is obvious that no one thinks the ability to place more police officers on the street will return to where it was five years ago..

With police resources being increasingly limited, we will still be faced with the challenge of preventing crime and maintaining order in our communities. With that challenge comes the issues of early prison releases, illegal immigration, unresolved racial issues, increasing and new forms of computer crimes, as well as the usual suspects; gangs, drugs, and violence of all types. More than ever, it seems that policing the future will require leaders with vision on how to change their departments and gain community acceptance for those changes. Changes will include new uses of technology to enhance efficiency (think online reporting and new software to investigate the inevitable increase in crimes that continue to result from technological innovations). We will also need community members who understand the critical role that each of them play in crime prevention and order maintenance.

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Recipients of PFI awards included:

- James A Conser received the PFI William L. Tafoya Founder's Award
- Dr. Peter Bishop received the PFI Innovation Award
- Susan Echard-VP of the World Future Society--was presented an award by PFI for her unfailing support of PFI throughout our relationship with WFS. The award was accepted for Susan, as she was unable to attend the presentation, because of illness.



Pres John Jackson presenting PFI Innovation Award to Peter Bishop



President Dave Dial presenting appreciate plaque to Outgoing President John Jackson (with new Board present)



President John Jackson presenting the William Tafoya Founder's Award to Jim Conser

## PFIers Spark New Revolution in Boston

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John Kapinos, PFI First Vice President, led a Post Board meeting discussion. One suggestion was that PFI share or host conferences where PFI cooperates with other groups. For example, during these conferences, PFI could have training and power point presentations that conference members could take away with them on flash drives. PFI could serve as a Think Tank for these events. Police

Futurists sponsored two presentations at the World Future Society Conference featuring PFI members. These were “Future Military and Civilian Policing: Fading Boundaries, Mission Creep, and the Declining Significance of a Distinction between Civilian and Military” and “Sustainability, Policing, and Public Safety.”



Front row (seated): Jim Alexander, Mary O’Dea, Julie Grimaldi, John Jarvis, Joe Grebmeier, David Belluomini Back row (standing): Jonathan Abolins, Dave Dial, John Kapinos, John Jackson, Elva Smith, Jim Conser, Bud Levin



PFI Board 2010-2011



Bud Levin, Dave Dial and Elva Smith



Joe Grebmeier (white jacket), Bud Levin, Jim Alexander, Dave Dial



Peter Bishop, David Belluomini and John Jackson



Bud Levin and President Dave Dial

# Convergence: Special Operations Forces and Civilian Law Enforcement



The "News Briefs and Articles" section of the Joint Special Operations University, US Special Operations Command, published "Convergence: Special Operations Forces and Civilian Law Enforcement." John B. Alexander Ph.D. authored the report published in July 2010. Alexander is with The Apollinaire Group and a JSOU Senior Fellow. PFI member Sid Heal was one of the advisers on the project.

Alexander in his acknowledgments says "Considerable assistance was provided by my long-time friend, retired Commander Charles "Sid" Heal, who was the former head of the LASD Special Enforcement Bureau (SEB). Sid is also a retired CW5 of the United States Marine

Corps (USMC) Reserve with extensive combat experience with ANGLICO units."

JSOU is the educational component of the United States Special Operations Command (USSOCOM), MacDill Air Force Base, Florida. The JSOU mission is to educate SOF executive, senior, and intermediate leaders and selected other national and international security decision makers, both military and civilian, through teaching, outreach, and research in the science and art of joint special missions. JSOU provides education to the men and women of SOF and to those who enable the SOF mission in a joint and interagency environment.



The report notes that in today's world the commonalities between the Special Forces soldier in training and a civilian SWAT officer carrying out a high-risk search warrant are remarkable and the equipment is nearly identical.



As we have seen in the Iraqi and Afghanistan War, the nature of military activities and those of civilian policing roles have become intermixed. The military mission in many foreign missions becomes one of keeping order, security and apprehension of insurgents. Dr. Alexander asserts that success in southwest Asia will hinge, in part, on U.S. and host-nation military procedures that effectively incorporate some police-type tasks. These include gathering and securing evidence, armored protection and heavy weapons.

Alan Ivy, a supervisory special agent in the FBI, and COL Ken Hurst, a Special Forces commander— had extensive experience in Iraq and faced these situations. In their

## Convergence: Special Operations Forces and Civilian Law Enforcement

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paper they stated: Merging law enforcement and combat missions is producing a fundamental change in how the Department of Defense (DoD) is conducting combat operations. The global war on terrorism (GWOT) is forcing combat soldiers to collect evidence and preserve combat objectives as crime scenes to prevent captured enemy forces from returning to the field of battle. The military has been slow to codify the doctrinal and equipment changes that support incorporating law enforcement techniques and procedures into military actions.

Because of homeland terrorist threats the policing mission of civilian police in the United States has become more dangerous—and more like the mission of the special forces overseas. Alexander notes that “In planning for police raids, the reconnaissance activities are much akin to combat efforts.” Photographs support direct observation and architectural drawings reveal critical features of large sites—such as office buildings, malls, or factories. Commander Sid Heal’s book, *An Illustrated Guide to Tactical Diagramming* discusses required details. Heal, now retired, formerly commanded the Los Angeles County Sheriff’s Department Special Enforcement Bureau and has extensive experience on some of their most dangerous missions.”

The Convergence report critiques critical incidents both in the United States and overseas revealing tactical, strategic and equipment considerations that are common between the military SOF and civilian police. One such incident featured PFI member Sid Heal when he was a Sergeant leader of a SWAT team at Los Angeles County Sheriffs. The target was Lieutenant Raul Lopez Alvarez, a Mexican police officer who kidnapped, tortured and executed U.S. Drug Enforcement Agency (DEA) agent, Enrique “KiKi” Camarena. The killing had taken place in Guadalajara, Mexico in February 1985. (See pages 72-74 of the pdf report for details of *the incident.*)

Alexander points out that from a personnel perspective, all special unit agencies draw from the same pool of bodies. Given the physical and mental requirements to join those organizations, the talent pool is limited. Yet the need for personnel with the acumen and skills necessary for both SOF and SWAT elements is ever increasing. In addition, civilian security contractors often are willing to pay substantially higher wages for experienced people with special skills, thus are part of the competition.

Given the likelihood of another high consequence attack on U.S. soil, Alexander also questions whether all areas of the country will have enough response capability. Developing and keeping specialized units is expensive. He suggests national-level funding to accomplish that task could be provided, however, notes that we are not in a good economic climate for such spending. And, he points out that while regional cooperation is improving, much more could be done.

The below link will take readers to the downloadable PDF of the booklet or Google the title: “Convergence: Special Operations Forces and Civilian Law Enforcement” [http://www.globalsecurity.org/military/library/report/2010/1007\\_jsou-report-10-6.pdf](http://www.globalsecurity.org/military/library/report/2010/1007_jsou-report-10-6.pdf)

## Mentioning Members

Rick Myers, longtime PFI member and Police Chief, Colorado Springs, was recently appointed as a Commissioner on the Commission on Accreditation for Law Enforcement Agencies. CALEA is an international accrediting agency providing credentialing services for law enforcement agencies, public communications agencies and public safety training academies. You can also find Rick answering questions from ACLU on YouTube at <http://www.youtube.com/watch?v=nPoVG13bDU4>

Our founder, William Tafoya has returned from his sabbatical during which he undertook a project to determine if cyber terrorist attacks could be forecast with a reasonable degree of confidence. Portions of his research will be published in the FBI Law Enforcement Bulletin in the near future. Watch for it. Dr. Tafoya upon his return was appointed as Lee College's first Director of Research where he will oversee academic research initiatives.

PFI member Merlin Switzer's article "The Role of Organizational Design in Twenty-First Century Policing Organizations" was published in the October 2010 Police Chief Magazine. In the article he included quotes from PFI members Gene Stephens and Bud Levin.

Our PFI President Dave Dial has been very busy. He appeared at an Emergency Preparedness Presentation for the City of Naperville in September as reported by the Naperville Patch. "Police Chief David Dial spoke during the Sept. 2 event about the importance of being connected to other area communities that can aid in multi-jurisdictional emergencies. Naperville will soon update its 20-year-old radio system to allow police and fire to be connected on all fronts." The Chief was again featured complete with photo in the press as a member of the Illinois State Crime Commission when they endorsed a College of DuPage Referendum. And, more recently he was



## Mentioning Members



Rick Myers, PFI member and Police Chief, Colorado Springs



William Tafoya Lee College Director of Research



PFI President Dave Dial

## Mentoring Members

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mentioned in the press when his Police Department, because of severe budget cuts, had to lay off six police officers. “We regret that this action is necessary, and we express sympathy for each of the officers who will lose their jobs. They are all great police officers and I wish them the best,” said Police Chief David Dial. Sometimes being Chief is tough.

1st VP John Kapinos was awarded Planner of the Year by the International Association of Law Enforcement Planners (IALEP) at their annual meeting. He was also featured in the news and lauded by the Pakistani American Business Association for his activities with an advisory council to improve relations with immigrant communities.

Photo: John Kapinos right receives



# PFI Loses a Good Friend: Susan Echard

For PFI Susan Echard was the face and heart of the World Future Society. For years PFI has been able to combine our Annual Meeting with that of the World Future Society thanks to the efforts of this efficient and kind lady. She made arrangements for our speakers, our facilities and took many phone calls from our Board of Directors and members. She passed away in July after a battle with lymphoma, and she will be very much missed.

We mostly thought of her as “friend” but her official capacity at the World Future Society was as Director of Membership and Conference Planning. Married to a police officer, Paul Echard, she was especially receptive to our profession.

Sue is survived by her husband, Paul; sister, Kathleen Zellmer; brother, Jeffrey Zellmer; and two step children and two step grandchildren. WFS has also set up a memorial scholarship program in honor of Susan Echard. If you would like to donate use the donation-contribution button that is on the 2011 conference registration form at [wfs.org](http://wfs.org).



Susan Echard (second from left) with PFI members at WFS conference in 1997

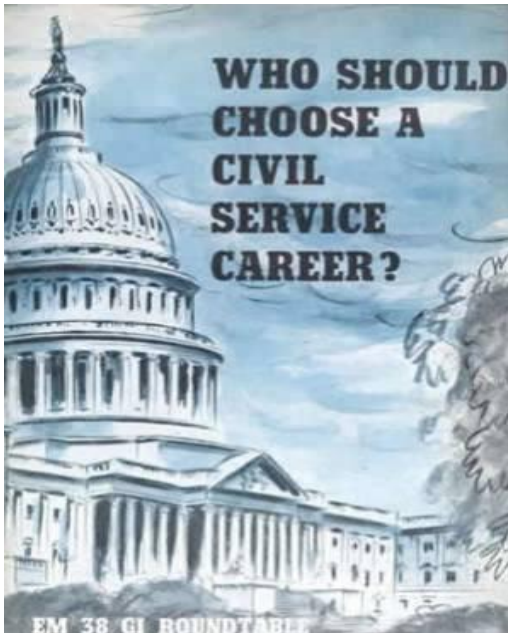
# Changing Minds and Hearts

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.*

## What is the Future of Civil Service?



Once upon a time, back in the middle of the last century, I proudly joined the ranks of civil servants. It was a good time, America was prospering. Dwight D. Eisenhower was the President. Government employees were looked on with respect.

### History of Civil Service

The civil service system based appointments and promotions on merit, that is, qualifications measured by tests, and free of political patronage. Under the Hatch Act of 1939, civil servants were not allowed to engage in political activities while performing their duties.

While government jobs paid less than private industry, civil service jobs offered scaled pay increases, good benefits, upward mobility and job security. Most public employees I knew through the years took pride in their work—and felt that they contributed to the citizens of their jurisdictions. Yes, some entrenched bureaucracies were inefficient—but those were the exception.

Today, after serving thirty-eight years in civil service and having retired over a decade ago, I see government and its civil servants daily portrayed in the mainstream media as lazy, inefficient, incompetent and overpaid. What happened? And where is it going to go from here?



### **Civil Service Under Attack**

Orange County, California, where I live, is a mostly conservative county. Almost daily in our local libertarian-slanted newspaper, there is a hue and cry about public pensions and the public pay of city and county officials and employees. A lawsuit is pending about whether Los Angeles County, my prior employer, must make public the individual salaries, perks and pensions of each employee by name. Other jurisdictions in California have already been required by court order to make the information public, putting it on publicly accessed websites.

Certainly, there has been some outright corruption such as the City of Bell where no one was paying attention. Also, some local jurisdictions and the California state legislators approved big bumps in public safety pensions back in the 90's in exchange for being touted by law enforcement as tough on crime. Unfortunately, as with many legislative decisions, legislators passed the law—but didn't adequately fund it. With term limits, those guys are now gone or holding down some other elected office.

Now, in the down economy with so many folks out of work who have no such retirement benefits, it's easy to create animosity toward public employees. Legislators and employee unions made those decisions, but it's the public employee and pensioners who are getting demonized as greedy thieves of taxpayer money.

Today public employees often do make more money and have more benefits than the private sector. One reason is public salaries were indexed to inflation and continued to increase while the private employees' salaries fell behind. It's not universal, however, because a recent report in the Washington Post, November 3, 2010, noted that federal employee salaries had recently fallen behind the private sector. Also, some specialty jobs like IT have consistently been better paid in the private sector than in the public. <http://www.governing.com/columns/tech-talk/Lure-Private-Sector.html#>

Many private businesses have found various ways to cut their salary costs including hiring more part timers with no benefits. They use subcontractors who hire undocumented folks who are willing to accept lower pay and benefits. Jobs are outsourced to other countries. They lay off senior higher-paid employees when they downsize. In the last several decades, hundreds of thousands of private employees found their salaries and benefits disappear when their company was bought out or went bankrupt.

Combine these factors with the ideology of the last three decades that "government is not the solution, government is the problem" and you have a perfect storm for a nationwide assault on government and its public employees.

## What is the future of civil service?

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[I should note here that nationally, in the last several years liberal legislators, often backed by unions, have pushed back, making it more difficult for some government organizations to privatize roles.]

### **Starving the Government**

Another outcome of the no new taxes policies and the down economy is that government jurisdictions are scrambling to find ways to balance their budgets. For example, the City of Huntington Beach in California recently caused a furor when they decided to charge any nonresident who caused an accident in the City a fee for emergency response. The City charges residents a fee in their monthly utility bill to cover emergency paramedic response. The City suspended the nonresident fee, but the matter is still under deliberation by the Council.



<http://www.oregister.com/articles/city-262075-residents-car.html>

Like police and fire departments, most Americans assume libraries are the quintessential public service, delivered by public employees. But these are not ordinary times. As a result, some struggling cities are turning to outsourcing firms that claim they can run public libraries at a lower cost than the public sector <http://www.governing.com/blogs/view/privatizing-public-libraries.html#>

Much of today's politics focuses on whether government is getting too big or too costly or too socialized by taking over too many functions. However missing from the political discussion is a countertrend. Many government roles in the last several decades have become more privatized—that is, ownership has been transferred from the public sector to the private or services have been subcontracted out to private firms.

### **Privatization & Contracted Government**

Privatization of government is not a recent phenomenon. Since its founding in 1789, the federal government has used private firms to provide goods and services. Beginning in the 1980's under this general notion that private business was more effective and efficient; privatization was speeded up including within public safety.

To some, privatization appeared as an answer to the purported failures of "big government." Privatization attracts political support because the prevailing belief is that private industry is more efficient and effective than bureaucratic government. This is not, however, always true.

If there's been any improvement in government by privatization in the last decades, you won't hear about it in the political rhetoric. Nor is it easy to find factual information on the proportion of private contracted employees who work on government missions vs. public employees. And there's quasi-government employees like the post office. And the military. And the off-the-books security agencies.

I couldn't find a good comparative study for this piece to discover the true size of government and the split between civil service and the private sector. There are huge contradictions in the statistics that are given. In 2009, there were 2.7 million civilian federal employees according to the Federal Employment Statistics published by



the U.S. Office of Personnel Management. However security agencies like the CIA and NSA. are not included in this figure.

A study back in 1999 estimated that besides civilian employees there were about 12.7 million shadow jobs which included people working under federal contracts and grants or mandates. For every civil servant there could be as many as three more private sector employees performing government work. “360.org” estimated the shadow jobs had grown to 19.7 million today. It’s unclear from the reports, but presumably these would be employees working for nonprofit or private sector employers.



It’s also difficult to judge the growth of government because politicians play games with the statistics and many of the different statistic keepers do not use comparable groupings.

According to research by Politifact.org, using Bureau of Labor Statistics, the number of federal workers through most of Bush’s presidency hovered around 1.9 million before passing 2 million in May 2008. Under Obama, hiring census workers artificially pushed the figures up during 2010. Sources estimate the number of federal employees under Obama as now being around 2.4 to 2.6 million (not including military, post office and security agencies.)

**Growth of Civil Service**

So, is the federal government growing disproportionate to the population? This chart using U.S. Office of Personnel Management data shows federal government employment since 1962 has shrunk from 13.3 employees per 1,000 population to 8.4 per 1,000 population. (The U.S. Office of Personnel Management says 97.6 percent of all Federal employees work for the Executive branch.)

**Federal Government Employment Levels Through the Years (including the U.S. Postal Service)**

	<b>Executive Branch civilians</b>	<b>Total U.S. population</b>	<b>Executive Branch employees per 1,000 population</b>
<b>1962 (Kennedy)</b>	2.48 million	186.5 million	13.3
<b>1964 (Johnson)</b>	2.47 million	191.8 million	12.9
<b>1970 (Nixon)</b>	2.94 million*	205 million	14.4
<b>1975 (Ford)</b>	2.84 million	215.9 million	13.2
<b>1978 (Carter)</b>	2.87 million	222.5 million	12.9
<b>1982 (Reagan)</b>	2.77 million	232.1 million	11.9
<b>1990 (Bush)</b>	3.06 million*	249.6 million	12.3
<b>1994 (Clinton)</b>	2.9 million	263.1 million	11.1
<b>2002 (Bush)</b>	2.63 million	287.8 million	9.1
<b>2010 (Obama)</b>	2.65 million+	310.3 million+	8.4+

## **What is the future of civil service?**

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Contrasting 2.9 million federal civil service workers and an estimated 12.7 private employees in the early 90's with 2.6 million workers with 19.7 private today, private employee workers increased 25% while public employees shrunk by 11%. Much more of today's taxpayer dollar for government missions is going to the private or nonprofit sector.

### **Efficiency & Effectiveness of Contracted Government**

As for the effectiveness and efficiency of the shift, there's no clear consensus. As one article stated, "Ideology often serves as an impediment to good decision making. Why can't we simply agree up front to the blazingly obvious truth about privatization: Sometimes, it leads to better services and lower costs; in other cases, it doesn't."

Just as there are problems with some public bureaucracies, there are also many problems with contracted employees and services. I opened my Los Angeles Times today to see the Metropolitan Transit Authority is still involved in a costly lawsuit with a contractor in the 1990's Red Line project because of inferior work and cost overruns. The article pointed out MTA had now spent more in legal fees than they could hope to recover. In shifting a service from the government to the private, the nature of government oversight is reduced and complicated by contractual relationships. Who now is directly responsible for employee misconduct or corruption? There are also issues of privacy. When you turn over some public service to a private company, who ensures privacy of sensitive information? Disputes over employee benefits or claims, grievance processing and discipline get muddled and complicated. <http://www.washingtonpost.com/wp-dyn/content/article/2010/10/24/AR2010102402229.html>

Functions like prison operation, personnel background checks and government official protection were once considered inappropriate for private companies. No longer. The \$399 billion in contracts in FY2005 reflects this shift.

When conditions are right, outsourcing can be a great way to deliver public services for less, in areas ranging from fleet maintenance to janitorial services, from wastewater treatment to street sweeping and trash collection. Accepting this isn't the moral equivalent of attacking democratic government.

On the other hand, outsourcings can go awry. Corrupt bidding practices can lead to problems. Large, complex outsourcings, as with IT systems and the like, depend on highly skilled contract administration, and do not always end well. I had a firsthand acquaintance with this when I managed revamping a Justice Database system which encompassed jail booking and criminal history after a private contractor had failed and the County had to sue.

Admitting that private contracts are not always the answer isn't the moral equivalent of attacking free enterprise. <http://www.governing.com/blogs/bfc/privatization-ideology.html>. Starving government or shrinking government with across-the-board cuts or by privatizing to save money are not always the most rational or reasoned policies.

An important distinction between public and private institutions is a government entity may do only what the law permits and prescribes; a private entity may do whatever the law does not forbid. Government entities cannot lawfully retain and devote to the private benefit of their members the earnings of the organization and must serve goals not of the organization's own choosing but rather "in the public interest."

### **Political Influences**

In the book, "The Future of Merit," James P. Pfiffner suggests the ethical climate in civil service has gotten worse instead of better. He says this is partly because of the overall influence of partisan politics that has reached a historic peak in the past thirty years. One scholar quoted in the book, argues the system today is often more responsive to the ambitions of political appointees and the presidents they serve than to the longer term needs of the polity. The goal to create a government-wide cadre of career general managers with highly developed leadership skills has not been fulfilled, he says.

Profit as primary motivation can corrupt any enterprise. For example, two judges in 2009 in Pennsylvania pled guilty to receiving kickbacks for finding young offenders guilty of minor charges. They accepted \$2.6 million to send an estimated 5,000 juvenile offenders to privately owned prisons. <http://www.nytimes.com/2009/02/13/us/13judge.html>



Having public policy written by affected industries corrupts the process in favor of lobbyists. When policy is written behind closed doors, the public is often unaware of special interest involvement and then are sold on the policy by public relations campaigns. Arizona's recent immigration law according to NPR investigative reporters may have been one case of this distortion of the process because private prison lobbyists wrote the legislation. <http://www.npr.org/templates/story/story.php?storyId=130833741>

### **Public Safety Impacts**

Private companies operate to make a profit and when they find that they are not meeting projections, they sometimes just break contracts. The government entity then has to pursue expensive lawsuits to try to recover costs. Making profits means cutting costs. Cost savings in private prisons can result in low quality or rotten food. Similarly, there have also been complaints of poor quality health care at private detention centers. [http://realcostofprisons.org/blog/archives/2008/12/tn\\_cca\\_faces\\_sc.html](http://realcostofprisons.org/blog/archives/2008/12/tn_cca_faces_sc.html)



Today the private security industry employs roughly 1.5 million people and spends over \$52 billion yearly. In

## What is the future of civil service?

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contrast, public police forces employ about 600,000 people and spend \$30 billion annually.

Many crimes like identity theft have been given by default to the private sector. My personal experience with this was frustrating because even though there were workable leads in my case, no policing agency nor the various credit card companies and banks affected did follow-up investigation to catch the thief. I didn't personally lose any money. However, it's galling to think these companies write off the costs and add it to the cost of business leaving the perpetrators out there to continue to prey on folks.

Brian Forst, Professor of Justice, Law, and Society with the School of Public Affairs at American University in Washington, D.C. has written a report "The Privatization and Civilianization of Policing." He examines the dimensions of these shifts, their causes, and their effects on five critical dimensions of public safety: effectiveness, cost, equity, choice, and legitimacy. Recent trends toward privatization and civilianization are contrasted with the centuries-long movement toward reliance on sworn officers to protect public safety that culminated in the 1960s.

In his conclusion he says, "Debate over the appropriate mix of options, a mix that adequately satisfies the extraordinary variety of the public's security needs, has been too often contaminated by deep faith in either governmental or market solutions, combined with equally deep suspicion of the other sector." He adds "If a single question can be asked about privatization and civilianization, it is this: How best can the public's need for protection against crime be served?"

### Conclusions

I would add to his comments that we need to stress the moral and ethical impacts of civilianization over cost savings and efficiency. We need critical assessment and evaluation of existing privatized services to assess the impacts in the moral realm as well as their efficiency and effectiveness.

Government as a public-private hybrid can be good. However, if we ignore history and the circumstances that allow corruption to flourish, it can lead to a spoils system like the one that predated civil service.

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## PFI POLICE ACADEMY 2050 MINDSET

An interesting experiment broke out on the PFI Listserve following the release of Beloit College's annual mindset list. Each year, Beloit lists a number of facts or characterizations of the incoming freshman class's mindset. In that vein, PFIs set about describing the facts and forces shaping the mindsets of police cadets in 2050. Here is the result of the collaboration:

1. Most students have never used a keyboard or a mouse (unless they're in the FBI academy). None have ever seen a desktop or a laptop computer (unless they're in the FBI academy).
2. None are familiar with movie theaters featuring movie screens, having grown up with holographic movies that allow viewers to interact with characters in the movie.
3. Actors are a thing of the past. Holomovies feature computerized actors.
4. None have ever used a pencil or a writing pad.

5. “Yo” is an acceptable form of addressing a superior officer. Epithets are deemed free speech.
6. Many can’t read olde English from the turn of the century.
7. Half of the class have immediate family members that are citizens of other countries.
8. [JDA] A quarter of the class have dual or triple citizenships, many of which are more like franchises or clubs than national allegiances. They allow for faster travel overseas and easier access to educational resources.
9. All know at least one person that has been on vacation in space.
10. All will walk at least parts of their beats in virtual space.
11. None of them have ever attended school in a classroom or a lecture auditorium, especially one with a live teacher up front.
12. The best policing jobs have always been in the private sector.
13. More than half are born to unmarried parents.
14. Most do not belong to an organized religion.
15. Most students in the class are fluent in at least one other language; as a class, students are fluent in at least a dozen different languages from all over the world; Chinese, Russian, Arabic and Spanish are the most commonly spoken foreign languages.
16. Some of the students speak the new universal language that has been emerging as a result of six decades of instant global communications and vanishing traditional geographic boundaries.
17. [JDA] The students are comfortable with the emerging alphabet that contains over a hundred glyphs borrowed from Latin, Cyrillic, Chinese, etc. Older people are having trouble. A common type of call to the police made by GenX retirees is that they are lost because “the signs aren’t in ‘English’ anymore”.
18. Most students have experimented with at least one form of what would have been an illegal substance 50 years earlier, yet none are cigarette smokers
19. DNA screening will be a standard part of the medical exam
20. Some students will have human augmentation implants
21. A sizeable portion of the class was either born in a foreign country or has worked in a foreign country, or both
22. Quite a few students have been police officers in foreign countries
23. Some students are not physically present at the class; rather they reside elsewhere, often in a foreign country, from where they will telecommute in VR.
24. They will never handle a call for service that is not digitally captured for all eternity in its entirety. If their agency does not mandate and have the technology (which they probably will...how long before that is required for government entities to receive lower liability insurance rates), the citizen will capture it on her/his own.
25. For augmented students, course content can be downloaded into memory.
26. Privacy has never existed. However, social network pages self destruct after five years using built in viruses as a result of privacy legislation introduced in 2015. This allows youthful indiscretion to be “forgotten”.
27. [JDA] Neither have rights in the 20th Century American sense. The Bill of Rights is ancient history. It was replaced by the “Bill of Rights & Responsibilities”, tying the two together, following the series of rights collisions in the 2030s.
28. The financial capital of the world has always been Shanghai.
29. People still go to "film school" and make "films," but none of them has ever seen camera film.

30. They have never used a phone with a cord.
31. No one carries currency or coins in their pockets or have ever signed checks or credit cards.
32. They've always known how to type, but have difficulty remembering why it's called "typing."
33. They've never held a paper textbook.
34. More than half of them have only one parent, or two parents of the same gender in their family.
35. They have never drunk water that came from a tap. Tap water is for laundry, bathing and cleaning.
36. They have always taken prescription medications in school.
37. They have no idea where their entertainment files (movies, music, images, etc.), schoolwork, personal data and other information are physically stored, nor do they care.
  
38. [JDA] They no longer buy movies, books, software, music, "sensories", etc. to "own". Everything is rented or shared. This is an extension of the end of widespread property ownership in the US and several other countries following the triple-dip recession of the early 21st Century. Access to the utility of items & experiences along with mobility and flexibility outweigh traditional "ownership". Some conservatives are livid, calling it "Marxism".
39. A "long distance call" is between two people who are physically distant. It costs no more than one made to the person sitting next to them.
40. Most will have visited the Pyramids of Giza, the Eiffel Tower, and the Great Wall . . . but never in physical space.
41. Students have never driven a car - cars are hybrid mobility devices that drive themselves - as a flow of vehicles will drop passengers off and drive themselves to their next destination, there will also be no more need for parking spaces. Pedestrian areas will regain their lost space from cars. Super-narrow streets with ultra-wide sidewalks will become a reality. Signage, which only exists to help guide humans through busy streets, will no longer be needed, de-cluttering the urban environment.
42. Most have never "dialed" a phone. In other words, most have never punched in the phone number because calls are voice activated. The term "dialed" is antiquated.
43. Most of them will have had genetics testing done for medical purposes.
44. [JDA] Man has always been on Mars in their lifetime. Except the "man" is not a "man" in the turn of the century understanding. The talking brain is human but the rest is a mix of biological tissue and electronics to better handle the long one-way trip and life on another planet. She will be exploring the planet for the next century or so.
45. [JDA] To the students, Islam has always been a religion in exile. They were born just after the major blow-ups in the Middle East. Who would have thought that Dubai and the Vatican also had nukes? Haj now requires a protective suit.
46. [JDA] Most Israelis are now living outside of Israel, mostly in Novya Zarya settlement in Russia, Brazil, and India. A few hardy settlers still remain in the West Bank and a handful of Israelis are venturing into space looking for a new home.
47. [JDA] The concept of "Need to Know" has never meant keeping government secrets. It has always been about government and personal transparency.
48. [JDA] Wikileaks has always had a seat in the UN.

49. “The dispatcher” has always referred to a computer system, not a person. Calls for service are automatically routed to the nearest patrol car who is responsible for coordinating other units without input from higher authority. This has resulted in a strategy to “attack crime” in the same manner the human body fights infection.
  50. All students will be issued virtual companions upon graduation. Virtual companions digitally record every moment of every working hour, including audio, video, geographic location, health status variables and mood. Supervisors will be able to go back in time and recreate incidents in every detail. Virtual companions also perform tasks such as communicating and coordinating with the virtual companions of other officers, scheduling, and general secretarial work. The virtual companion is invisible to the officer. It resides on the net, a symbiotic cloud-based persistent presence linked to commonplace sensors. [Olli, mod. by John]
  51. Students will be issued personal UAV’s that are controlled by the virtual companion. [Olli]
  52. Few male students will father their own children, and few female students will use their own ova. Most will use artificial sperm and ova containing physical traits chosen by the parents and devoid of genetic defects. Their children in turn will likely never undergo medical DNA screening because of this. [Olli]
  53. The GEC (Global Economic Community) is on the verge of becoming the GC (Global Community). Students have known global free trade and unrestricted travel for decades. The GC will draft a global constitution to be ratified by member countries, which constitute over 90% of the world’s population. The United States is not a member [Olli]
  54. No student has ever used paper money. [Olli]
  55. The Euro has long replaced the US Dollar as the world’s currency and will soon itself be replaced by the Globus. The United States continues to use the Dollar. [Olli]
  56. Global warming has caused the destruction of many small, island based countries. Venice is now unpopulated and rapidly sinking into the Mediterranean. Antarctica has become a country in its own right and is now mostly free of ice in the summer. The Arctic is now a major year round shipping route, mostly free of ice. [Olli]
  57. Whereas in the last century 70% of the world’s fresh water supply was locked away in ice caps, those have now mostly melted. Canada and Brazil, which together make up less than 1% of the world’s population, own over 15% of the world’s renewable water supply. Water is now the main export for both countries and has made them two of the richest countries on earth. [Olli]
  58. The American Midwest and most of Africa and Australia are experiencing rapid desertification. The resulting massive migration of climate refugees is taxing the resources of developed countries. The impact on policing has been considerable, requiring recruits to speak multiple languages. World culture is a core course in the police academy. [Olli]
  59. Ok, this one is a bit of a stretch, but you never know: in 2045 earth receives the first official visit from an alien species, with simultaneous landings all over the world. Governments are forced to acknowledge that such visits have occurred in the past. As alien visitors become more common, police recruits are also taught how to deal with a population that is still very nervous and distrustful of the visitors. [Olli - GO SETI! :)]
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