

Police Futurist

Newsletter of the Society of Police Futurists International

PFI Annual Meeting: WorldFuture 2008: Seeing the Future Through New Eyes

Police Futurists International will hold its Annual meeting in conjunction with the World Future Society annual conference at the Hilton Washington Hotel in Washington, D.C., on July 26-28, 2008. This year's theme, "Seeing the Future Through New Eyes," will offer fresh ideas and innovative approaches to the challenges we all face in the twenty-first century.



Three panels will be sponsored by our organization: The Impact of the War on Terror on Local Law Enforcement, The Future of Law Enforcement: Media Images, Organized Crime Threat Assessment Project & Law Enforcement Forecasting. A fourth panel will include the participation of a PFI member on the topic, The Globalization of Crime. This Annual Meeting also presents an opportunity for you to meet your new Board Officers and envision and plan the future of Society of Police Futurists International.

In addition, there's a wealth of information and insights as the attendees of the WFS Conference from almost 40 countries will meet to address developments and transformations in the fields of education, technology, environment, government, spirituality, health, values and many more.

Learn to utilize new tools and techniques to address issues raised by leading thinkers from around the globe. As the pace of change accelerates, we all must become better futurists to keep abreast of our dynamic modern world.

Police Futurist

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From the President

Julie Grimaldi

Julie Grimaldi is a Planning Officer in the Operational Policy and Strategic Planning Bureau of the Ontario Provincial Police (OPP), Canada. A graduate of York University and the University of Toronto, she holds degrees in Philosophy, Law and Society, and Criminology.



Welcome to the 2008 Spring edition of the PFI newsletter! I am pleased and honoured to be writing this message, and in so doing to recognize the incredible talent and professional dedication of PFI members.

As you know, In December 2007, Debbie Osborne stepped down as President. It was a personal decision for her, but one that the Board supported, though we were reluctant to see her go. Being the First Vice President, I was asked to assume Debbie's role until my official instalment as President at our Annual Meeting this coming July.

To begin as the incoming President, then, I would like to acknowledge Debbie Osborne's tireless efforts throughout her time with PFI. Even though she is now occupied otherwise, she continues to live up to her promises as a past President. In January, a new Web Blog Resource site (top right of our homepage) was created and is regularly updated specifically for our use, through her courtesy. We are grateful for Debbie's ongoing commitment to furthering PFI goals.

Acting as President, I am also privileged to be mentored through the insightful advice of the Board of Directors. Each one of them is playing a key role in coaching me through this unique transitional period, and I thank them for allowing me to hold the reins so freely. I'm equally pleased to report that change, as our constant, means we are able to continue to progress on many fronts, and to look forward to some exciting opportunities in the coming months.

As this year wanes, Alicia Powers will wind down her tenure with the Board. We can clearly see the impact that she has made through her commitment to "add value to membership", particularly as our Membership Director. She has put in many long hours, and much to her credit is largely responsible for creating a smooth, seamless and timely membership application and renewal system.

Before retiring from the Board, Alicia is actively ensuring that her efforts continue and goals are sustained through the critical support of the Secretariat and incoming Membership Director. In July, Alicia will be succeeded by Jeff Hynes, Police Commander, Phoenix Police Department, who has graciously accepted the Board's appointment.

Also of note, our exceptional Newsletter Director Judith Lewis will be relinquishing her publishing and editorial roles, although she has promised to stay on as an assistant/contributing editor. Replacing Judy as our primary editor and newly appointed Newsletter Director is Shawn Marie Herron, Attorney at Law with the Kentucky Department of Criminal Justice Training.

We congratulate both Jeff and Shawn, and look forward to their future contributions in their new roles!

We also have some new names and faces at the Sam Houston State University where the PFI Secretariat is housed. Most notably, Ashley Mullings joined us in February as our key Secretariat staff member. She is proving to be a valuable asset to PFI, and we are very pleased to have her on board. It is also with pleasure that I'd like to mention our new Criminal Justice Center contacts at SHSU are David Webb and Carolyn Martinez. We look forward to fostering future liaisons with them.

Speaking of the future, as we're so inclined, during my short tenure I've seen the Board amass a sizeable wish list of ideas and initiatives to take us there. This includes everything from educational scholarships to collaborative presentations and meetings. We are working on making these happen, but their implementation requires time, resources and, most obviously, some form of funding.

While PFI is making substantial inroads to becoming financially healthier than ever before, we are simply not yet able to enjoy the freedom to put visions into practice without seeking a lot of help in the process. One of our ideas is to establish a system of corporate sponsorship that could provide us with this freedom. But again, we need help in doing this. I'd like to appeal to all of our members to provide the Board with suggestions, comments, and hopefully to volunteer some time and expertise. If you can help, please feel free to contact me at Julie.grimaldi@ontario.ca. I will be happy to follow up with you directly.

In the meantime, I trust you will enjoy reading the excellent articles in this issue of the PFI Newsletter – Judy's last! Please take special note of the Annual Business Meeting being held on the afternoon of July 26th, 2008, in Washington, D.C., at the Hilton Washington. Specific details about exact time and room location will be shared with you over the listserv and on website once planning is confirmed. Also, please do take a moment to respond to Ashley's e-mail being sent to all members about whether you will be attending the meeting, and how long you plan to stay in the city. That information will help us significantly.

With my warmest and best wishes, hope to see you in Washington, D.C. May all of your journeys be safe ones!

Julie Grimaldi
Acting President, PFI
2007-2008 First Vice-President

World Future 2008:

Seeing the Future Through New Eyes

July 26-28, 2008 -- Hilton Washington

Washington, D.C.

The first three panels listed are sponsored by PFI; the fourth has a member of PFI on the panel.

The Impact of the War on Terror on Local Law Enforcement

Without question, the War on Terror has had a direct impact on most, if not all, of U.S. federal law enforcement agencies. But the negative impact on local law enforcement has been largely ignored.

This panel will present a discussion of the changing role of local law enforcement agencies due to the War on Terror. The issues will include increased law enforcement activities assumed in part or totally by local law enforcement agencies, the reduction of services provided by federal law enforcement agencies, and reduced ability of local agencies to respond to those they serve, as well as paths forward for the next decade.

Who should attend: Those who should attend are those who are interested in local governance, particularly the tension between forces for stability and forces for change.

What you'll learn: Participants will learn about how counter-terrorism and crime-fighting are both synergistic and antagonistic and how they play out in day-to-day policing.

How can this new knowledge be applied: This knowledge can be applied by citizens and local employees and officials as they consider how their own communities are changing because of the War on Terror.

Bud Levin, department head, psychology, Blue Ridge Community College, Fishersville, Virginia

John Jarvis, Federal Bureau of Investigation, (FBI) Quantico, Virginia

Carl J. Jensen, III, professor, University of Mississippi, University, Mississippi

key words: war on terror, local law enforcement

issue areas: Social and Cultural Trends, Governance and Communities

<http://www.wfs.org/2008socialculture.htm>

The Future of Law Enforcement: Media Images

Images of the future in the popular media serve to condition our expectations about the future. When a particular image becomes widespread, it becomes an attractor or repulsor, depending on how we respond to it. These images inspire people to work towards making the image reality, or alternatively to prevent such an outcome.

Policing has long been a favored subject of the media. Westerns, mysteries, action flicks, comedies and dramas have drawn on crime and the police for heroes and villains. On the big screen and on television, policing has captured audiences. In some cases, these stories have taken place in future worlds.

This presentation will examine images of the future of policing found in various media, particularly film and television. These images are analyzed for insight into the implications for the future.

Who should attend: Anyone interested in law enforcement, governance, society or scenario development should attend.

What you'll learn: Attendees will learn how the images of the future of policing condition our expectations of the future.

How can this new knowledge be applied: The material in this course is generally applicable in life, preparing attendees for the possible changes in society. It also helps attendees become more sensitive to the media's effect on our expectations of the future.

Jeff Hynes, commander, Phoenix Police Department, Phoenix, Arizona

John Jackson, treasurer, Police Futurists International, Houston, Texas

Gene Stephens, Distinguished Professor Emeritus, University of South Carolina

key words: policing media

issue areas: Governance and Communities, Social and Cultural Trends

<http://www.wfs.org/2008governance.htm>

Organized Crime Threat Assessment Project & Law Enforcement Forecasting

Panelists will present the methods and results of the second Dutch National Threat Assessment on Organized Crime, a five-year forecast, which is expected finish before June 2008. The final report will be based on more than 40 thematic and regional analytical reports. Copies of the translated version of a contributing study to the National Threat Assessment-- providing an overview of developments and trends deemed to be influential in regard to organized crime--will be available. Implications for the United States and other countries will be discussed. Panelists will also offer results of two parallel international conferences (one Academic and one for Practitioners) held in June 2008 on the theme of forecasting in law enforcement.

Who should attend: Analysts, researchers, educators and anyone interested in the future of organized crime internationally

What you'll learn: Participants will learn how a major project spanning two years, with dozens of analysts and researchers, can bring together the latest insights from recent and current investigations, criminal intelligence, open sources, and professional literature on organized crime to draw up an empirically-based forecast of expected developments, combined with an estimate of the likelihood, extent and consequences of OC phenomena that are expected to occur.

How can this new knowledge be applied: Law enforcement practitioners can use results of the study to plan for implications in their jurisdictions; academics can utilize implications in developing course curriculums

Peter Klerks, criminologist, political scientist, lecturer and author, Amsterdam, Netherlands

William Tafoya, William Tafoya, Special Agent (Retired) FBI, Professor & Director, National Security Graduate Program, University of New Haven, West Haven, Connecticut.

Armando Stavole, retired colonel, Italian Air Force, Rome, Italy
key words: organized crime, threat assessment, futures forecasting, law enforcement
issue areas: Social and Cultural Trends, Learning and Education, Futures Methodologies
<http://www.wfs.org/2008socialculture.htm>

The Globalization of Crime

Increasingly, organized criminals are adopting the architecture of globalization to further their ends. Organized crime is able to use the transportation and financial networks--created by the process of globalization--to extend its scope. This session looks at some of the aspects of the globalization of crime and how it will develop in the near future with particular reference to the architecture of globalization gangs, narcotics and money laundering white collar crime; and modern slave trade.

Who should attend: Those who have an interest in globalization, crimes, and the developing forms of international cooperation.

What you will learn: How the process of globalization has created opportunities for organized crime and how these opportunities can be reduced in the years to come.

How can this knowledge be applied: The session will create an awareness of the use of the architecture of globalization and how it is being used for illicit purposes.

Stephen Aguilar-Millan, director of research, European Futures Observatory, Ipswich, Suffolk, UK

John Jackson, sergeant, Houston Police Department, Houston, Texas

Joan Foltz, socio-economic analyst, Alsek Research, Chandler, Arizona

Amy Oberg, futurist, Kimberley Clark Corporation, Appleton, Wisconsin

key words: globalization, crime, narcotics

issue areas: Social and Cultural Trends; Governance and Communities

<http://www.wfs.org/2008socialculture.htm>

Conference Registration

<https://www.wfs.org/2008regform.htm>

PFI Rates: Before June 30, 2008

\$490

On site

\$540

Mentioning Members

Police Futurist Founder, **William Tafoya** has been appointed Director of the National Security Graduate Program at the University of New Haven

Charter member, Dr. **Richard H. Ward** will leave Sam Houston State University (SHSU) after 9 years there to assume responsibilities as Dean of the Henry C. Lee College of Criminal Justice & Forensic Sciences at the University of New Haven (UNH) in Connecticut. He will oversee about the same number of faculty at UNH—35—as at SHSU except that at UNH in addition to Criminal Justice he will lead additional Departments: Forensic Sciences, Fire Science & Professional Studies, as well as the Henry C. Lee Institute of Forensic Science, & several undergraduate & graduate programs including the National Security Graduate Program & the Forensic Computer Investigation Program. One of Dr. Ward's Lee College faculty members at UNH will be PFI Founder, Dr. William L. Tafoya who previously worked with Dr. Ward in the late 1990s at UIC.

Past President **Gene Hernandez** retired from Chief of Police of Chino, California PD. In retirement he will assume the role of Rotary District Governor. He also recently led a Group Study Exchange (GSE) Team to Austria and Slovenia in addition to traveling to Africa to assist on a Rotary International water well project.

Past President **Alicia Powers**, while engaged in some volunteer work, recently spent some quality time with Past President **Rick Myers** at his new post as Chief of Colorado Springs PD. Rick was PFI's seventh president and for 12 years was Chief of Police in Appleton (WI) PD.

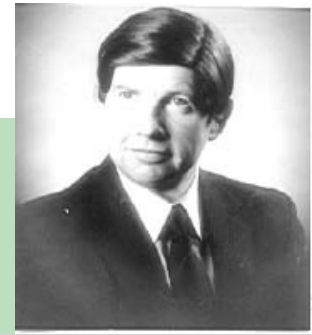
Sid Heal, Commander, Los Angeles County Sheriff's Department, was featured in a Los Angeles Times article regarding his pursuit of improving policing through advanced technology as the the head of the sheriff's Technology Exploration Unit.

Charter PFI Member **Dave Dial** recently completed a second Masters Degree. His thesis featured a new model of policing identified as Enterprise Policing proposed to meet homeland security challenges. It is focused on prevention and preparedness as well as response and recovery. Unlike community policing, Enterprise Policing involves the use of technology and training for information sharing and the development of actionable intelligence.

From the Ivory Tower--Gene Stephens

Leadership Summit Draws PFI Members and Others From the United States and Beyond

Gene Stephens is a charter member of PFI, a former editor of the PFI Newsletter, and current criminal justice editor of The Futurist. He is also the Lead Instructor for the Leadership Institute of the SCCJA and is a Distinguished Professor Emeritus



The first international Public Safety Leadership Summit brought PFI members and educators/trainers from across the nation plus Canada and the UK to Columbia, SC, in January to identify programs and create an ongoing dialogue among leadership development administrators and faculty.

Prominent among the attendees were PFI President Joe Schafer and PFI Research Director Bernard “Bud” Levin—each of whom served on a panel and was instrumental in starting the Leadership Summit Consortium “to promote leadership development in public safety.” The Consortium agreed on an ambitious first year action plan to include:

1. Agree on membership and consortium structure (including defining membership requirements, developing advisory committee structure, and establishing a strategic steering group).
2. Establish effective communication and participation among members (including developing a list serv—a la PFI—and a website, and holding another Summit within 18 months). Schafer created the list serv and signed up advisory committee members before the meeting ended, and the website is already on line and preparations are being made to include information on leadership development programs around the world on it.
3. Commence a directory of leadership development programs and contacts.
4. Develop a research and development capacity (with a first-year project already in the planning stage).
5. Explore partnership opportunities with other associations with a similar mission in the U.S. and beyond.

The Summit itself grew out of an attempt to get the major public safety leadership programs together to discuss issues such as curricula, instructor qualifications, course parameters, etc. First invitees were the “Big Three” programs in the U.S.—the California Command College, the Florida Criminal Justice Executive Institute (FCJEI), and the Law Enforcement Management Institute of Texas (LEMIT)—plus the new Leadership Institute of the conference-sponsoring South Carolina Criminal Justice Academy (SCCJA). Then, under the leadership of Summit Advisory Committee Chairperson Spears Westbrook (SCCJA), the Summit program and invitee list mushroomed, soon including repre-

sentatives from a score of other state programs plus federal programs (e.g., FBI Academy) and international organizations (e.g., IACP) as well as the RCMP's Canadian Police College and the UK's Bramshill Academy.

The three major panels were all headed by PFI members: "Leaders: Born, Bred, or ???" (Gene Stephens), "Tailoring Leadership to Public Safety" (Jim Alexander, LEMIT), and "The Making of a Leader" (Bud Levin). Comments on panels: "Officers are leaders from the day they put on the uniform. They don't have any choice about that." (Doug Graves, Idaho POST); "All people in public service, especially the police, are leaders. This is developed at all levels in the UK." (Steve Burge, Bramshill). "A leader is a person who does the right thing for the right reasons at the right time, even when no one is looking." (Lynn Hall, RCMP).

Other points of interest:

- Public safety leaders in the years ahead will have to do more with less, including first response (or better, first protector) to/of homeland security and proactive attention to high-tech as well as conventional crime.
- The anticipated leadership "crisis" created by massive retirements this decade of Boomer/Xer generation leaders will be offset by underappreciated traits of the new Millennial Generation officers: "Gen X and Y employees are sharp, self-directed, professional, educated and IT savvy, motivated, committed, versatile, proactive crime fighters, community leaders and 'looking to connect with community, with organization and with coworkers'" (Chief Todd Weustewald, Broken Arrow, OK).
- The most important quality to be stressed in leadership development is "integrity." "Good leadership starts with building good character," Graves said: "We need to teach young men and young women that principle-centered living is what it's all about."
- Speaking, listening, researching, critical thinking, teamwork, appreciation for diversity, holistic thinking, shared mental models, creativity, assertiveness—all were seen as qualities needed by leaders.
- Team leadership is an idea whose time has come, most agreed, with Wuestewald being the chief advocate, as he empowers leadership teams to "make an issue their own" in his agency. "The best opportunity to identify and develop leaders is to 'let them lead'," declared Weustewald. "Using leadership teams with appropriate delegation of authority much earlier in their careers develops leadership skills...much faster and earlier than would otherwise be the case."

All in attendance appeared to be in agreement with the motto of the Kentucky Department of Criminal Justice: "Leadership is a behavior, not a position."

The 2008 Summit of the Public Safety Leadership Development Consortium (PSLDC) will be held July 15-17 at the Florida Dept. of Law Enforcement (FDLE) in Tallahassee. The program has been posted on both the PFI and FWG listservs. It can also be obtained on request to stephens-gene@sc.rr.com

Eyes on Tomorrow--- Hands on Today--Ronald Jones

Captain Ronald E. Jones, Captain, with the California Highway Patrol a 20 year veteran is currently El Centro Area Commander. He is a Command College Graduate, Class 41 and holds a Masters Degree.



It was 8:04 p.m. on February 4, 1986; President Ronald Reagan entered the House Chamber of the Capitol amidst resounding applause. A short time later in his nationally televised “State of the Union” address, President Reagan reported: “Never has there been a more exciting time to be alive, a time of rousing wonder and heroic achievement. As they said in the film, ‘Back to the Future,’ “Where we’re going, we don’t need roads.”

President Reagan’s remarks were pointed towards the building of the space station where there are no roads. The space program did not get off the ground because roads reached from here to there, but because someone envisioned what many thought impossible. The President’s vision turned-accomplishment did not come to pass merely because the vision existed. It came to pass through purposeful human investment, strategic planning, teamwork and calculated execution.

In the same way leadership and innovation in the public safety arena requires the law enforcement executive to visualize a future where no trails have been blazed, no paths cleared and no roads built. With its futures-based curriculum, strategic planning and transition management emphasis, the California Commission on Peace Officer Standards of Training’s (POST) prestigious Law Enforcement Command College now in its 24th year was designed to blaze the trail to the future helping law enforcement agencies build strategic inroads to a desired organizational future.

Law Enforcement Command College

Command College is viewed by many to be the California Commission on Peace Officer Standards and Training’s (POST) premier management program. POST was truly original when it envisioned a Law Enforcement Command College in 1982. Since then other states such as Florida, Texas and Georgia have started similar executive development programs, however, according to Command College Course Manager Tom Esensten, POST’s program became the standard that others have followed.

“The Law Enforcement Command College is designed to prepare law

enforcement leaders of today for the challenges of the future.” According to POST, “The primary goal of the Command College is to provide an enhanced leadership course with a futures perspective to prepare the law enforcement leaders of today to lead into the future. The program has an emphasis on adult learning theories, placing accountability and responsibility on the student.” The program focuses on :

- Leadership principles needed to influence the future direction of the organization
- Strategies to identify emerging issues and provide a proactive response
- Skills and knowledge necessary to anticipate and prepare for the future
- Methods and benefits of sharing information
- Use of stakeholders in problem solving

The primary goal is accomplished by exploring new ideas about the future, providing tools for futures research, strategic planning and organizational change, challenging fundamental assumptions, seeking creative solutions, sharing resources and knowledge, building a futures focus and identifying leadership challenges and opportunities. Graduates of the program can attest to the effectiveness of the Command College, and to the impact it has had on their careers and that of others.

Perceived Benefits

Retired Livermore CA Police Department Chief Steven Krull is a graduate of Command College Class 19, and past President of the California Police Chiefs Association (CPCA). Chief Krull was a Captain with the East Bay Regional Parks Police Department when he attended Command College. He said the benefits of Command College are not necessarily realized while in the learning process, but later when its principles are applied to organizational situations. While Chief in Livermore, he asked the question, “What will Livermore look like in five-years?” Krull used the principles learned in Command College to look forward to possible futures, to assess organizational strengths, weaknesses, opportunities and threats, and to subsequently manage needed change to create a desired future.

In his role as President of CPCA, Krull facilitated a survey in 2006 of fellow Command College graduates regarding their Command College experience. While not necessarily focusing on specific outcomes, a number of interesting responses emerged. These indicate that:

- 90 percent of graduates attended because they desired to attend
- 66 percent believe attendance at Command College assisted them in the promotional process

EYES ON TOMORROW – HANDS ON TODAY (Continued)

- 84 percent believe attendance at Command College will assist them with future promotions
- 93 percent believe the benefits received from attending Command College are worth the efforts they put into the program
- 90 percent believe they are better managers/leaders as a result of attending the program

The survey also indicated that 94 percent of Command College graduates actively scan and review local and national information sources to determine what current issues may or will affect their agencies in the future. The high percentage of “active futures scanners” is also evidenced by the fact that 55 percent of all surveyed graduates placed the program’s “futures mindset” as the most important aspect of the Command College experience. In fact, California Highway Patrol Division Chief Teresa Becher – a graduate of Class 36 – reported she actively scans five separate newspapers and looks for local, national and global events that could affect her department. She described Command College as an “extraordinary experience” and related that commanders should have an understanding of how global events have the potential to impact local operations.

While the statements provided by Command College graduates like Chiefs Krull and Becher reflect the consensus of most graduates, it is also important to understand the benefits seen by a chief executive who has a management staff comprised primarily of Command College graduates.

Chief Richard Word is Chief of the Vacaville Police Department and the President of the California Chiefs of Police Association. Interestingly, he is not a Command College graduate. Word reported he has seen a notable and positive difference in members of his command staff following graduation from Command College. The primary benefits are a marked improvement in their writing skills, critical thinking, and the addition of a strategic planning mindset. He further indicated that his staff no longer brings him ideas, but ideas with a strategic plan that take associated factors into consideration. He said, “That’s what a chief needs to make informed decisions.” The sentiments expressed by Chiefs Krull, Becher and Word add credence to the fact that 91 percent of all graduates reported they would recommend other law enforcement managers attend Command College.

To better understand how Command College began and evolved to prepare law enforcement leaders for the challenges of the future, where it is today, and proposed changes for program improvement, an overview of the program’s past, present and future is provided.

The Past

In 1982, POST Executive Director Norman Boehm directed Assistant Executive Director Michael DiMiceli to design a program specifically designed to train law enforcement managers. Mr. Boehm noted, “We are not doing much for managers beyond management training. Let’s build something good for folks after management training.”

With strategic management as a starting point, Mr. DiMiceli assessed the focus of several existing programs created to educate police managers. Those programs included the Senior Management Institute managed by the Police Executive Research Forum (PERF), the Penn State Police Executive Program (POLEX), the Michigan State School of Criminology Program, the State of Virginia’s Executive Training Program and Federal programs such as the FBI National Academy. At the time, these programs taught students how to be a manager or executive in policing, with some leadership and personnel management components.

Mr. DiMiceli formed a steering committee to develop the program. According to DiMiceli, the committee believed the program should be something participants could not get anywhere else. Simply stated, there was no reason to develop a program that mirrored those already available to the law enforcement community through academic, state or federal programs. In essence, the program needed to be unique and provide what was not available through other management training programs. DiMiceli further stated the committee’s research revealed that some businesses managed their operations through strategic foresight. These businesses identified trends and looked ahead to anticipate future events and how those events might affect the identified trends. Drawing from the futures mindset, the committee decided to give Command College a futures orientation to prepare law enforcement leaders of today for the challenges of tomorrow.

The first Command College class began a two-year program in January of 1984. The program consisted of ten sessions and a research project. Class 1 concluded in January of 1986 with 20 graduates. Command College classes 1 through 23 were two year programs; however, beginning with Command College Class 24, course length and the number of sessions was reduced. This change was the result of a one-year Command College hiatus which took place in 1995.

According to POST Bureau Chief John Dineen, the hiatus took place because of budget cutbacks and because the Command College Advisory Com-

mittee felt it was time to review program curriculum. Contrary to the original intent of Command College, the advisory committee felt there was too great an emphasis on futures orientation and not enough on leadership. As a result, following the hiatus and beginning with Class 24, Command College reduced its futures orientation and added a leadership theme. Furthermore, the program was reduced to 18 months with six sessions and retained the research project component. These changes were not prompted by feedback from either the policing community or Command College graduates, but were the result of the Command College Advisory Committee's review of program curriculum.

Later, as a result of feedback from program participants and graduates, Dineen renewed Command College's commitment to a futures orientation and reduced – in some measure – the leadership emphasis. The program also integrated completion of the research project into class sessions and added the requirement for each student to submit a publishable article. Dineen also reported that one of the original intents of the program was to make the research completed by Command College students available to the law enforcement community; however, research projects were too lengthy for realistic review and application by law enforcement executives. As a result, the program incorporated a requirement to complete a journal article suitable for publication as a capstone experience at the conclusion of the program. These changes were implemented for Class 37 in 2004.

The Present

Mr. Dineen reported that the changes incorporated in Class 37 have been very successful and have resulted in a significant number of Command College articles being published. In fact, Esensten reports the percentage of graduates publishing their research has risen to a level of about 40 percent. The changes implemented in Class 37 remain in effect today and at the time of this writing, POST has graduated 40 Command College classes with a total of 814 graduates – many of these graduates are now agency chief executives.

Prior to his 2006 survey of Command College graduates, Krull conducted a 2004 assessment that included data regarding the impact of graduation on subsequent promotion. At that time, 45.8 percent of all police chiefs in California were Command College graduates. That equals the number of surveyed police chiefs with a masters degree – 45.9 percent. While a survey was not taken to determine the number of sitting County Sheriffs that have gone through the program, research revealed that both the current Commissioner and Deputy Commissioner of the California Highway Patrol are Command College graduates. In fact, with almost half of California's chiefs of police as graduates, it is increasingly likely future graduates will be the chief executives of tomorrow.

Chief Anthony Batts of the Long Beach Police Department - who referred to Command College as a “god-send” - is a prime example. Batts is a graduate of Command College Class 20 and a Commissioner on the California Commission for POST. He was a Commander with Long Beach when he attended Command College. Chief Batts related that Command College gave him a long-range planning mindset and helped him plan for a desired future through the use of miniature strategic plans. As Chief of one of the largest police agencies in the nation, this mindset is put to the test every day.

There are other middle manager graduates who have promoted to positions of greater influence as well. Captain Michael L. Brown of the California Highway Patrol - a graduate of Class 13 - is now Commissioner of the California Highway Patrol. Lieutenant Neil Lingle of the Riverside County Sheriff’s Department - also a graduate of Class 13 - is now the Undersheriff of Riverside County. These are but a few of the countless stories of graduate success. Certainly, as with Chief Batts, Commissioner Brown and Undersheriff Lingle, it is likely that other Command College graduates will have the opportunity to promote and influence the direction of a number of the 627 POST certified California law enforcement agencies in the future.

The Future

POST has not changed its stated purpose for the Command College. As noted in the current program literature, “The Law Enforcement Command College is designed to prepare law enforcement leaders of today for the challenges of the future.” In support of that purpose, and in an ongoing effort to assess program effectiveness, POST convened the Command College Advisory Committee in July of 2006, and March and June of 2007. The committee consisted of a variety of subject matter experts, Command College graduates and POST executives and managers. The committee reviewed a variety of issues and focused on program goals, existing curriculum and materials used in Command College.

The committee felt very strongly that the program remains viable and relevant with its futures oriented curriculum. Elements of the program, however, clearly need to be revitalized to ensure it continues to meet the present and future needs of California law enforcement community. The listed recommendations are the result of ongoing program assessments by the Advisory Committee and the author’s research and observations. POST is considering the history of maintaining relevance by assessing these potential changes:

EYES ON TOMORROW – HANDS ON TODAY (Continued)

- *Modernize the methods of delivery to reflect contemporary technologies beyond the currently used didactic lecture methods - these updated methods would necessarily incorporate both technologies and instructional methods designed to accommodate the various learning styles of program participants*
- *Brand the Command College program with an iconic symbol (similar in nature to the FBI's gold brick)*
- *Contemporize the Command College motto and logo*
- *Update the Command College website to make it more user friendly and to allow easier access to completed research projects/articles*
- *Provide a means to allow all course work to be submitted, reviewed and approved online to reduce hardcopy exchanges and the amount of time needed for instructor-to-student feedback*
- *Provide each student with a laptop computer for the duration of the program. Each laptop would contain necessary programs and examples of previous Command College work to contribute to the student's learning experience*
- *Provide each student with a graduate mentor to facilitate student success*
- *Develop a mechanism to increase graduate feedback to assess subsequent operational successes and continued developmental needs of Command College methodologies*
- *Provide POST-certified semi-annual continuing education seminars*

Considering that POST is an agency in state government and subject to budget constraints and other governmental restrictions, the Command College program cannot – at this point – be as progressive and contemporary in its presentation and approach as it teaches in its own curriculum. While it is clear that delivery methods need to be updated, the core strength of Command College is its futures based curriculum. Other programs have a strong leadership emphasis. This program, however, is designed to enhance executive leadership rather than teach it.

Conclusion

While other prestigious managerial programs such as the FBI Academy are available, Command College stands apart because of its unique futures based curriculum. For California law enforcement agencies, the Command College's futures orientation for law enforcement managers is not available through any other educating body.

For more than 23-years, Command College has been a critical part of the education and development of law enforcement executives and managers in California. At present, POST is “practicing what it preaches” as the program once again evolves to address the future organizational challenges facing California's policing community. Those who are graduates staff many executive positions in the profession; those who may wish to follow should consider the same path to success.



Digital Evidence

Jim Christy

Jim Christy is a recently retired Air Force Office of Special Investigations Agent specializing in cyber crime investigations and digital evidence. He is currently the Director of Futures Exploration for the Defense Cyber Crime Center (DC3) and was profiled in Wired Magazine in

Digital media and devices are becoming increasingly prevalent in our world. It goes well beyond our personal computers, laptops, to cell phones, PDA's, digital music players, flash media, game consoles, CDs, and DVDs which are a part of everyday life.

Such items are commonly found to have direct relevance in criminal cases. The rising trend in the amount and importance of digital evidence in counterintelligence and law enforcement operations will not abate soon.

I believe it is vitally important that we increase the dialogue between law enforcement personnel confronted with digital evidence issues and digital forensic examiners skilled in the science of extracting information from digital media and devices.

Digital media is extremely susceptible to environmental conditions. Data modification or loss can result from exposure to such elements as heat, humidity, dust, or electromagnetic waves.

This potential change in or loss of information is a vitally important issue that can have a direct impact on the outcome of a case.

Digital evidence deterioration will have significant effect on the ability of the forensic examiner to extract information and obtain matching hash values that verify the accuracy of a copied image.

Federal and military rules of evidence require that evidence introduced at trial be in the same condition as when it was seized. Although there are legal ways to admit damaged evidence at trial, the perceptions of the judge and jury could complicate the prosecutor's case. Additionally, the defense may be prompted to claim incompetence, negligence, tampering, or assert that the lost evidence proved the defendant's innocence.

Following correct handling procedures and maintaining proper evidence room conditions are the most effective means to protect digital evidence from adverse environmental factors. Some best practices include:

- Preserve digital evidence in anti-static bags
- Protect digital devices from extreme environmental conditions during transport to storage facilities
- Inspect evidence room conditions for heat, humidity, and cleanliness
- When poor evidence room conditions can not be corrected, consult with superiors and the legal office on a separate storage location for digital media and devices

Changing Hearts and Minds

Judith 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.



In his report, “55 Trends Shaping Tomorrow’s World,” Marvin Cetron of the World Future Society, reports that “Retirement age is losing its significance, as many retirees take on new jobs.” About one in five people, and 40% of seniors, say they plan to continue working until they die.

A study by Putnam Investments found that one-third of Americans who retire are back on the job two years later, usually in the same kind of job they left and at the same level of responsibility. Though two-thirds said they had returned to work out of choice, this decision may reflect economic need.

We know that in the private sector many organizations are either dropping pension systems altogether or converting from defined benefit plans to defined contribution plans. So what does this portend for the public sector? Will the public be willing to continue funding defined benefit plans for policemen retiring at age 55 whose life expectancy may have them receiving benefits for thirty or more years?

With longer life expectancies, proposals have been floated to continue to raise the eligible age for retirement for Social Security. But what about the public safety sector? Is it feasible to expect policemen to be able to function effectively at street policing at ages beyond 55? What will be the impacts on recruitment if benefit packages and early retirement cease to be available to officers? Perhaps we need to begin to look at tiered careers where older officers transition to less physically demanding jobs, but are still able to apply their years of experience.

Cetron predicts that “people increasingly will work at one career, “retire” for a while (perhaps to travel) when they can afford it, and return to school or begin another career. True retirement, a permanent end to work, will be delayed until very late in life.”



Shawn Marie Herron, New PFI Editor

Speaking of retirement, this will be my last edition as Editor of the Police Futurist Newsletter. I will continue to be assist and to submit articles, but after nine years, it's time for a change. Shawn Marie Herron, CPM JD will be assuming the responsibilities as the Editor effective with the next edition. Shawn is a Staff Attorney and Legal Instructor for the Kentuck Department of Criminal Justice Training and a FEMA Master Trainer for Kentucky.

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Submissions for publication within the broad range of the discipline of Futures Research and policing are welcome. Articles of 100-500 words are preferred; longer submissions may be included or summarized as space permits. Manuscripts should be submitted on CD, disk or by e-mail submissions. Microsoft Word, Word Perfect or generic text files are acceptable. Authors should submit a photo and short bio. Material submitted cannot be returned unless accompanied by a postage-paid, self-addressed return mailer.

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