

---

## *A Word from the Chairman*

*In February, 2002, a group of police managers and futurists representing the FBI and the Society of Police Futurists International (PFI) ([www.policefuturists.org](http://www.policefuturists.org)) assembled at the FBI Academy in Quantico. Their goal: to form an organization that would develop forecasts and strategies to ethically maximize the effectiveness of local, state, federal, and international law enforcement bodies in the 21st century. Two months later, FBI Director Robert Mueller and PFI President Gerald Konkler signed a Memorandum of Understanding creating the Futures Working Group (FWG). Since its inception, the FWG has assembled a body of work relating to the future and policing. The bulk of the articles in the present volume were initiated at a FWG meeting hosted by the Institute for Law Enforcement Administration in Plano, Texas, in the spring of 2003. I thank this institution for its wonderful hospitality!*

*The purpose of futures research is to intrigue, goad, and challenge. Ultimately, those who fancy themselves futurists hope to make people think. As you consider the thoughts presented in this series of working papers, you may find yourself agreeing, disagreeing or becoming just plain agitated. All of that is to be expected. Ultimately, it is our fervent desire that this slim volume will motivate you to devise ways to create your own preferred futures--for yourself, for your agency, and for the communities you serve.*

*Carl J. Jensen III, Ph.D.  
Supervisory Special Agent  
Behavioral Science Unit, FBI Academy  
Chairman, Futures Working Group*

*Quantico, Virginia  
October, 2004*

*The opinions and statements contained in this volume are those of the individual authors and should not be considered an endorsement by the FBI or the Department of Justice for any policy, program, or service.*