# NEIA CONNECTIONS

**Volume 2, 2014**

## WHAT'S HAPPENING IN QUANTICO AND WASHINGTON, D.C.

Ron Ruecker will be assuming a new role of Senior Policy Advisor to the Director that might be a better fit for his circumstances, and still remain an asset and advocate for our organization. Ruecker, in a reorganization that hopes to take on a more succinct mission of close engagement with certain top tier Law Enforcement partners, will join Assistant Director Kerry Sleeper. AD Sleeper, will assume the daily operations of OLEC, now to be named Office of Partner Engagement (OPE), and drive the mission from FBIHQ in a similar capacity as Ruecker who will operate out of Portland Oregon. Ron will continue to be in a liaison relationship with the law enforcement community. The only difference is that AD Sleeper will take on a greater role and responsibility of engagement, collaboration and policy design under the Director's new vision and way forward for the FBI.

The Director appears to be craving out a pathway that can only reflect positively on our future efforts. Our objective is, and continues to be, that our training/research matches the needs of not only current members of the organization but those NEI graduates of the future. Just as important, we play a role that continues a sense of collegiality and partnership among NEI graduates.

As a graduate of the FBI National Academy and the National Executive Institute, I have always felt that these special invitational training sessions create a bond of Good Will Ambassadors for the Bureau. Relationships are the essential key to collaboration and interdependent cooperation. After the initial class session, we believe that the FBI NEIA bears a large responsibility in keeping that relationship with the Bureau intact and functional. At our conference in San Francisco, I had the opportunity to speak with Andy McCabe, Executive Assistant Director who acknowledged that there is a real effort to implement positive change among the FBI's related training organizations. Hopefully, we will have the opportunity to meet with AD Sleeper at our annual FBI NEIA/MCC meeting during the IACP conference in Orlando, Florida in late October.

I had the opportunity to hear Director Comey address the FBI-LEEDA conference in Tampa, Florida in early May. I was impressed that he chose to display his empathy and support for law enforcement, as well as a sense of humanity in terms of what the law enforcement community can expect from his leadership, and just as importantly, what the public should expect from their protectors. He's off to a good start.

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## SAN FRANCISCO CONFERENCE – MCC/FBI NEIA/PERF CONFERENCE
## MAY 28 -30, 2014

Given the active participation of three organizations, and a two and a half day schedule, this Trifecta pulled off quite an educational coup. We had over five hundred in attendance and a host of educational programs. Speaking for the NEIA portion, our speakers Forum, from all reports received was a resounding success. While our theme was the role of Intelligence, each speaker gave it an interesting nuance and perspective based on their experience.  It is apparent that Knowledge is no longer defined in terms of simply power. It is an asset, even a commodity. It is not something we just gather in terms of what happened. More than ever, it is a tool with which we interpret, analyze and creatively used to identify and resolve evolving threats.  A thread woven among the presentations was the need to harness technology with the subsequent intelligence obtained that will influence the role police have in handling changes impacting crime control, disorder and public safety.

Commissioner Bratton, whose executive and consulting experience spans the nation and the international scene, focused on two distinct leadership needs: collaboration and information (Compstat). Bratton's presentation was a reminder of why he is one of the most successful law enforcement executives in the profession.  Bill is truly a visionary, a creative thinker and what I would term an Executive Activist. There was no doubt that his fellow colleagues benefited from his presentation.  In light of his recent book, "*Collaborate or Perish!: Reaching Across Boundaries in a Networked World*," the Commissioner stresses that if we are to stay ahead of the issues, we must recognize the need to resolve how we collaborate strategically.  I took away that if we are to work together we must agree as to the what, when, where, and whom will be involved in the process. If data is to be accumulated, how do we agree to work towards connecting it? He mentioned that law enforcement executives are making tremendous strides in crime control utilizing what is referred to as, "smart policing." While we have traditional partnerships, shouldn't we also be considering others that are not in this relationship loop? And yes, we are moving away from an "anti-sharing" sentiment. Essentially the Commissioner reminded us of what Casey Stengel, the former Yankee manager used to say "Getting good players is easy. Getting them to play together is the hard part".  And yes, we are moving away from an "anti-sharing" sentiment.

The next was a team presentation dealing with law enforcement challenges and opportunities, particularly those of Cloud Computing, which was given by Dr. Richard Falkenrath, whose credentials include the national, international and the White House scene, and even a deputy commissionership in Counter Terrorism for the NYPD.  Bob Hayes, a Senior Fellow with the Microsoft Institute for Advanced Technology, focused on the unique needs and sensitivity of the information the law enforcement community is required to handle. Bob brings an expertise in law enforcement and computer technology, and has proven to be a valued contributor to the FBI NEIA training process. During the Q & A, he also gave advice and counsel on personal use of the computer that was equally appreciated.

While we didn't focus on the subject, I was reminded by what Eric Schmidt, chairman of Google said at a recent conference. He indicated that, "Technology is evolving from asking a question, i.e. artificial intelligence to making relevant recommendations."  Schmidt's appears very comfortable with the notion that robotics increasingly will change how we create, make, and implement production. According to the chairman, Google will be moving in that direction.  While Schmidt's pronouncements were not part of this year's theme, possibly next year's though, the next speaker, Dr. Michael Jackson, chairman and founder of Shaping Tomorrow, a unique British organization that offers global strategic foresight to numerous companies and some major governments, suggested the need for using intelligence and knowledge from a variety of nontraditional sources. Dr. Jackson reiterated that predicting the future is not only risky, but not even possible. His firm's expertise, however, made the point that plotting trends can prove useful to decision making.

We finished the afternoon's session with a far better understanding of the role and history of Intelligence with Russell Porter, Director of Homeland Security, Law Enforcement and Federal Partnerships, and John Miller who summarized the day's events and gave us a much better perspective on the overall theme. Porter, not only gave us the history and growth of the nation's Intelligence gathering, but also reiterated the value of local intelligence. The strengthening and development of local intelligence gathering is a valuable asset that at times does not receive the attention it deserves. Porter's career is a blend of local policing and federal Intelligence, a perfect fit for those who wish to understand the role of intelligence going forward. In addition, to his expertise on terrorism and counter-terrorism, John Miller has the distinct ability to be a "broadcaster," and the police official simultaneously, which it is why he brings so much educational value to either table.

The next morning, we had an interesting educational treat. We had the pleasure of hearing from Major General Oleg Danilovich Kalugin, a retired KGB official. Essentially he humanized the art of espionage. The background he shared with us involved his early life in the then Soviet Union, and his spying on a country that he eventually became a loyal and loving citizen, the United States. It was unfortunate that his presentation was competing with two others. Those who were present recognized that this was a once in a life time opportunity to hear an insider's view of "insider Intelligence gathering.".

## PENRITH AWARD RECIPEINT ANNOUNCED

FBI NEIA President, Charles Connolly announced that this year's Penrith Award goes to Commissioner Gil Kerlikowske, Commissioner, United States Customs and Border Protection. The Penrith award is a unique award given that the nominees are elected by a "jury of their peers," the past winners of this coveted award. Eligible members are graduates of the FBI National Executive Institute and nominated by a fellow graduate. "It is recognition of the best in law enforcement by those previously recognized as the best in the law enforcement," said President Connolly. National leadership, personal courage in the face of adversity, substantial or innovative contributions to the administration of law enforcement are among the traits considered by the selection committee.

Commissioner Kerlikowske's pursuit of excellence began 44 years ago with his service in the U.S. Army. His skills as an executive leader in law enforcement can be observed through a series of successful management of police agencies starting in St. Petersburg and Port St. Lucie, Florida, Buffalo, New York and Seattle, and Washington. During his tenure as Chief Executive of those agencies, Kerlikowske was the recipient of a one year fellowship at the National Institute of Justice, the research arm of the Department of Justice, and a subsequent appointment as Deputy Director, U.S. Department of Justice, Office of Community Oriented Policing Services. Prior to his current position, he was nominated by Present Obama and confirmed by the U.S. Senate to lead the White House Drug Policy Office for five years.

"Gil's service to his country at the local and federal level is undisputable, and his awards, agency accomplishments, educational achievements, volunteer public service, and publications are too numerous to cite in any announcement," said Connolly. If past success is a predictor of the future, Commissioner Kerlikowske stewardship as head of the nation's largest law enforcement organization will not only be one of a stellar performance but part of a continuing public service success story that began in 1970.

The Penrith award is named in honor of a prominent Chicago businessman slain during an armed robbery. His son, Gary Penrith, a retired FBI supervising agent, is a past president of the FBI NEIA.

Commissioner Kerlikowske received the FBI NEIA Penrith award on Thursday, May 29, at the organization's annual reception held at the International Mark Hopkins Hotel in San Francisco. The reception is part of a conference co-chaired by the FBI NEIA, Major Cities Chiefs Association and the Police Executive Research forum.

## FBI NEIA BOARD ELECTIONS.

While members of the Board serve four year terms, elections are scheduled every two years. This year we had three incumbents up for reelection, plus one vacancy due to a member's resignation. As such, five members of the FBI NEIA ran for election. The four that were elected, or reelected, were Bud McKinney, Dave Corderman and Chris Burbank, and Frank Milstead. Our appreciation is extended to all who ran, and congratulations to those who were elected. While we are at it, let us thank Frank Gallagher for his record of board service. Frank proved to be a valued member of our Executive Board.

## THE FBI NEIA MONROE SCHOLARSHIP

The 2014 recipient of a five thousand dollar Larry Monroe Scholarship is Jayce L. Born, the daughter of John Born, Director of the Ohio Department of Public Safety and graduate of the NEI XXXV.

Jayce was the valedictorian of her high school, first in her class with an overall grade point average of 4.0.  She was an honor student at Ohio Northern University making the Dean's list with a 4.0 grade point average every semester while carrying a double major and participating in varsity sports and numerous volunteer campus organizations. As part of her honors thesis, she researched and developed a first ever threat assessment system for Ohio Northern University to implement on campus.

Jayce held a security clearance during her United States Secret Service internship while assisting agents on threat and counterfeit cases.  She also helped identify and recover $221,274 in fraudulent claims while interning for the Special Investigations Unit at the Ohio Bureau of Worker Compensation.

Jayce will be attending the Indiana University's Maurer School of Law this fall where she hopes she can create the possibility for contributing to mental health policy, law enforcement mental health training, and being a mental health advocate through a legal career.

Congratulations to Jayce L. Born as being selected as the 2014 Larry Monroe Scholar.

## YOUTH LEADERSHIP PROGRAM

Each year, the FBI sponsors a one week Youth Leadership program that takes place at the FBI's National Academy in Quantico. We are pleased to announce that our selection this year was Megan Simpson, the daughter of Stephen Simpson, NEI class Session XXXI

# WHAT'S HAPPENING TO OUR MEMBERS?

Conducting the Penrith Award Selection can be a rewarding experience in a number of ways. You get an opportunity to talk with the previous recipients about what, and how well, they are doing. For instance, I found out that Terry Gainer, after a robust 47 year law enforcement career covering Federal, state and local jurisdiction, has finally retired. Terry has opted to leave full time activity as the US Senate's Sergeant at Arms (Chief Security Officer). Terry is the former Chief of Capital Police, former Deputy Chief, D.C. Metro, former Superintendent Illinois State Police and former Deputy Chief, Chicago PD. Terry also served in President Bush's (Senior) administration as the Director of Law enforcement for NHTSA. While leaving full time activity, Terry hopes to put his security experience, IT and physical security, as well as a law degree, into the classroom or simply consulting. Terry can be reached at twgainer@aol.com or 202 355 5897.

Bernie Parks will be retiring in July 2014 leaving behind fifty years of law enforcement and political experience. The former LAPD Chief put 38 years with the department and another 12 in that city's City Council.  His political career includes a run for Mayor and County Supervisor.  Councilman Parks may still remain active upon leaving the city council, but for now he is focusing on spending time with his four children and seven grandchildren. It was a very enjoyable conversation talking about colleagues, problems confronting current Chiefs and a host of unresolvable issues.

Terry Mangan, the former Chief of Portland Oregon, was respected for the enthusiasm that he brought to city policing, and later on with the FBI. Former NYPD Chief Jim Meehan used to remark on the vim and vigor that Terry consistently applied to any initiative or project that he was associated. Obviously, Terry doesn't go down easy. For the past five and half years he has undergone three days a week Kidney dialysis without complaint. Public service is a continuing part of the Mangan family, having a son, daughter, and son in law, all Lieutenant Colonels in the US Army. Though he has to rely on canes and wheelchairs to get around, he finds time to involve himself in meetings and dinners with the Sherlock Holmes club, of which he remains an active member.

Last year's Penrith winner, Julian Fantino, is currently an elected member of the Canadian Parliament. The former chief of several departments, including Toronto and Ontario and Homeland Security Commissioner, is enjoying his role as a legislator and serving as that country's Minister of Veterans Bureau. It was apparent throughout our conversation how much he enjoyed the police service. I enjoyed his observation that "he was always blessed with the right enemies." Julian noted that for years he had to fight, cajole, and almost beg for funding from the various legislators. Today, he has the opportunity to not only identify worthwhile programs, but marshal the resources to fund it. During our conversation, we both agreed that the non-active police executive can make a contribution today. Julian and I are going to put our heads together to develop a project or conference panel that could utilize their prior executive experience and their thoughts on present day policing.

Jim McMahon, former Superintendent of the New York State police and recently retired as Deputy Executive Director of the International Association of Chiefs of Police. He has reportedly joined hands with Jessie Lee, former Executive Director of NOBLE and his former boss at IACP, Dan Rosenblatt in forming a consulting firm. They can be reached at 703 577 -4362

Jim McDonnell may be on the way back to his former home, Los Angeles. The former LAPD Chief and Chief of Long Beach, CA won the primary in early June for Los Angeles Sheriff. Jim beat out a number of candidates with 49% of the vote. He is not only an excellent police executive but obviously a good political campaigner. Jim, we wish you continued success in the next election.

Terry Jones, Deputy Police Chief of the Aurora Police Department, has been named Interim Police Chief while the city seeks a replacement for current Police Chief, Dan Oates. Oates was officially hired by the Miami Beach Police Department. Jones' appointment took effect May 30. Jones has been the Deputy Chief since 2002, and was Interim Police Chief before Oates was hired in 2005. Oates is leaving after nearly nine years in Aurora. "Obviously, I'm extremely anxious. It's a huge challenge for me and a lot of upheaval for me and my family," Oates told The Denver Post after his hire was made official. "It's bittersweet because I love Aurora. "The city is conducting a national search and hopes to have a permanent police chief in place by the end of the year. Note: Chief Oates started in Miami Beach on June 9th. His office phone will be 305 673 7925

## Police-chief nominee O'Toole glides through confirmation hearing

In what sounded at times like a coronation, Seattle City Council members seemed all but ready to approve Kathleen O'Toole's nomination, although there will be a few more rounds of public scrutiny before the full nine-member council votes on June 23.

The former Boston police commissioner emphasized the four themes she first highlighted when Mayor Ed Murray introduced her as his choice on May 19: restoring public trust; rebuilding pride inside the department; improving the quality of life and reducing violence in neighborhoods; and operating the department as an effective and efficient business.

"It's time to go out," O'Toole said of her responsibility, into "every neighborhood in the city." In her first 30 to 60 days, she said, she would ask for a preliminary policing plan for each neighborhood with input from officers and residents who have the best knowledge and solutions. Appearing before committee Chairman Bruce Harrell and five other council members, O'Toole reiterated her support for carrying out federally mandated reforms — to curb excessive force and biased policing — required under a consent decree between the city and the U.S. Department of Justice.

To illustrate the urgency, O'Toole said she planned to meet Wednesday night with Merrick Bobb, the federal monitor overseeing reforms, because, although she is not chief yet, she wants to "hit the ground running." She noted some members of the department are demoralized but want to have strong leadership and to see trust restored. "I have no tolerance for people who violate the rules," O'Toole said, while stressing the need to support good officers. As part of recruiting new officers, O'Toole said, she would like to change the TV image of the job from car chases, gunfights and enforcement to one of service and saving lives.

In response to a question from Council member Sally Bagshaw, O'Toole declined to comment on a federal lawsuit filed last week by more than 100 officers that seeks to block new use-of-force policies they view as unreasonable. But O'Toole said it saddens her when a disagreement reaches the point of a lawsuit, and that her preference would be to solve such a problem "through dialogue."

Bagshaw also raised concerns about downtown crime, such as open drug dealing. "This city has a phenomenal reputation," O'Toole responded, "and we don't want that type of activity downtown to undermine the reputation for both the business community and those living there."

Asked by Council member Kshama Sawant about biased policing, O'Toole cited her past efforts to curtail discriminatory policing in the New Jersey State Police and to formulate new policing policies in Northern Ireland. "That has been a priority of mine throughout my career," the 60-year-old O'Toole said.

O'Toole is to appear next Wednesday at a public hearing of the council's public-safety committee in South Seattle, followed by a committee meeting the next day where a preliminary vote will be taken on her confirmation.

O'Toole, currently a consultant, served as Boston's first female police commissioner from 2004 to 2006, then until 2012 as chief inspector of the Irish national police after a major corruption scandal. She started her police career in 1979, joining the Boston Police Department as a patrol officer. She spent seven years there before holding various public and private jobs in Massachusetts, including that of secretary of public safety and lieutenant colonel in the Massachusetts State Police. O'Toole would become Seattle's first woman to serve as full-time police chief if confirmed.

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**As a footnote**, Chief O'Toole and her former mentor, Commissioner Bill Bratton gave up attractive financial consultancies to return to a challenging career in public service. It says a lot about people who serve much of their life in public service.

Garry McCarthy when he is on his feet is a tough hombre. But he can make news even when on his back. We all wish him a speedy recovery.

## McCarthy undergoes procedure for blockage of arteries
By Jeremy Gorner — Friday, June 6th, 2014 'The Chicago Tribune' / Chicago, IL

Chicago police Superintendent Garry McCarthy was "cracking jokes" not long after undergoing a medical procedure to unblock his arteries Thursday at a downtown hospital, his second-in command said, but the department disclosed scant details about what happened.

The department issued a brief statement that said little beyond the fact that McCarthy, 55, had taken himself to the hospital early in the morning and was expected to remain there for several days after undergoing "a common procedure to address blockage in his arteries." "The procedure went well," the statement said.

In an interview, McCarthy's spokesman, Adam Collins, said McCarthy did not suffer a heart attack but did not give any further details about the procedure... A police source confirmed that McCarthy had angioplasty after it was determined one artery was completely blocked and another was 80 percent blocked. He was expected to have a full recovery. Northwestern Memorial Hospital later confirmed McCarthy was a patient but referred all other questions to Collins. During an afternoon visit at the hospital, Mayor Rahm Emanuel said McCarthy was watching the White Sox on TV and in good spirits. Asked if he had any concerns about McCarthy returning to his high-pressured job, Emanuel quipped, "I'm a spin doctor, not a medical doctor." At another appearance, Emanuel told reporters that during his visit, McCarthy was "getting briefed by members of the police department about things going on. So, he's all there."

McCarthy had been scheduled to speak at a news conference, but First Deputy Superintendent Alfonza Wysinger filled in. As second-in-command, he will run the department until McCarthy returns. "He's alert. He's awake. He's in good spirits," Wysinger told reporters. "Anybody that knows Superintendent McCarthy knows that he's a joker. He was actually up cracking jokes."McCarthy's absence comes at an inopportune time for the department, the start of hot summer weather that produces the most violence of the year. Emanuel appointed McCarthy as his top cop after his election as mayor in 2011. McCarthy had run the Newark Police Department since 2006 following nearly three decades working his way up the ranks in the New York Police Department. In 2012 McCarthy earned praise for the department's response to widespread protests at the NATO summit in Chicago, joining officers in the trenches during a violent street confrontation.

But as that year wore on, McCarthy took increasing heat as violence in Chicago became a national story. By the end of 2012, homicides topped 500 for the first time since 2008. But homicides and shootings fell sharply last year. However, Chicago continued to draw unwanted attention for its random violence, particularly with the fatal shooting of Hadiya Pendleton, 15, a high school honor student, about a mile from President Barack Obama's Kenwood home just days after performing in inaugural festivities near Washington

McCarthy's heart scare wasn't the first time he had been hospitalized during his time in Chicago. McCarthy, who played linebacker on a NYPD football squad, underwent back surgery last year. Wysinger said McCarthy was eager to return to work, maybe too eager.

"I think the hardest part about this whole thing will be trying to keep him from coming back to work," Wysinger said. "He's doing very well. He wants to come back in a couple days, but that's actually going to be up to his doctors."

Tribune reporters Hal Dardick, Bill Ruthhart and Mitch Smith contributed.

**UPDATE:** We have been informed that McCarthy was able to leave the hospital after two days.

## Los Angeles Police Chief Charlie Beck says he wants a second term

Charlie Beck on Thursday formally notified his civilian bosses that he is seeking a second term as Chief of the Los Angeles Police Department. With a brief letter to the Police Commission, which oversees the LAPD, Beck met the requirement spelled out in the city's charter that he put in writing his wish for another five years at the helm of one of the country's largest police departments. "I still believe there is much more to be accomplished," Beck, 60, wrote in the letter. Beck told commissioners he wants more time as chief in order to "continue to rebuild and reengineer a department that's suffered massive budget cuts," and to enhance the LAPD's use of technology and data in crime fighting.

His decision to seek a second term was widely expected. In recent weeks, he has said publicly he would like to continue as Chief. The decision of whether to grant Beck another term rests technically with the five-member commission. In the coming months, the board will meet privately to evaluate Beck and hold public forums. They have until mid-August -- three months before the end of Beck's current term -- to decide. But Mayor Eric Garcetti, who appointed the commissioners, is expected to have a large say in whether Beck remains. With public safety and the performance of the LAPD major factors in how the mayors -- and the city -- are perceived. Garcetti made clear that he would be involved, saying in a statement, "I look forward to working with our Police Chief. We wish Chief Beck success in achieving a reappointment.

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## <u>SOME INTERESTING ARTICLES</u>

In an attempt to bring increased value to our readers, we attempt to introduce articles, in some instances from outside the U.S., that focus on identifying themes that should prove interesting to law enforcement executives. Often, they may not be part of our general reading stream. Our executives are involved in current issues, long term problems and familiar type disasters. Our objective is to raise some consciousness as to the predictive nature of information that doesn't normally flow towards the law enforcement profession. Hopefully, some of these articles might encourage or surface a need for a future planning or analytical role.

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## <u>Surviving in the Digital Economy</u>

The growing levels of connectivity and embedded intelligence in the digital economy are driving down costs and enabling rapid responses. Companies will need to challenge costs at every level so that they can survive in this increasingly low cost competitive environment. But also examine where intelligent connectivity could disrupt markets and enable new approaches the length of their supply chain.

### What is changing?

The digital economy is coming as levels of connectivity and embedded, interactive intelligence grow, bringing the ability to do things in new ways. The Internet of Things will connect an estimated 50 billion devices (not phones) plus 6 billion people by 2020.

A new book, *The Zero Marginal Cost Society*, by Jeremy Rifkin, examines the impact of that connectivity, and of the emerging collaborative commons, in driving down costs and challenging conventional market models. MOOCs (Massively Open Online Courses) are challenging higher education; car sharing is challenging taxi companies, and as driverless cars take to the road, that challenge will go further; 3D printing is beginning to challenge conventional manufacturing.

### Implications

Speed will be of the essence. The digital economy will enable and require companies to use intelligence to identify and respond to opportunities fast. These 'moments of opportunity' will require collaboration and trust between suppliers and with customers to identify the need and provide effective responses at the best possible price. These will range from the fridge finding the best price for favorite products as they run out, and possibly ordering and organising delivery at the best time; to infrastructures alerting maintenance departments to emerging defects and providing initial inspection data to prioritise and plan further analysis and schedule repairs.

Self-service will become more personal. We will move beyond the early models of self-service supermarkets, low cost airlines and internet banking to more intelligence based convenience and personalisation. Wearable technologies, for example, will enable personalised offers in stores; or provide ongoing support to enable tailored, preventative health programmes and long term care at home. Fixed costs will need to fall. Teleworking, as remote working was originally called, started in order to reduce overheads, especially office space. Virtual companies and highly mobile workforces within companies are now normal. BYOD (Bring Your Own Device) began because employees wanted to use their own smartphones for work; increasingly BYOD will enable companies to reduce overheads.

Boundaries will blur. As collaboration and open systems spread, so boundaries between organizations and functions, between sectors and markets, and between companies and customers will continue to blur. New business models will be needed.

Companies will need to challenge costs at every level so that they can survive in an increasingly low cost competitive environment. They will also need to examine where intelligent connectivity could disrupt markets

and enable new approaches the length of the supply chain. They will need to rethink their business models to reduce costs on every front, become open and collaborative, responsive and lean.

**Note**: Change appears to be a constant. Failure to recognize and act on such changes is why some organizations will fail to survive. My question: Is there an adaptive role for Law Enforcement in adjusting its traditional method of doing business? Or is mission and function at variance to the business model? The expert cited in the article, Jeremy Rifkin, in a recent and lengthy television interview strongly suggested that change will come as we transform the utility of the Internet. Today, it is the Information Internet but its transformation in the next 20 to 50 years will surface a new definition "Internet of Things" (IOT)... IOT will be more accurate as it will cover a more decentralized and democratize utilization of the industrial, manufacturing, energy use etc. Accordingly, if unchallenged by the current centralization of power, energy, manufacturing ownership, the Internet user will have more access as to how he/she will be more intimately involved in its applications. The end result, articulated by this perspective, will eventually reduce job opportunities but increase more social activity in the process. Obviously, our future heirs will live in interesting times.

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The next article focuses on generational parenting and that it is changing dimension.  I believe it has importance for police leaders in that as the parenting model changes, so will the attitude and social behavior of their off-spring, some of whom will be police candidates and future leaders.  I found this more interesting than usual given the concerns that, I believe, were raised by Chief Art Acevedo of Austin, TX, at the Major Cities Chiefs Meeting in Houston TX. Chief Acevedo's questioned if there is a relationship between younger officers, their upbringing, and the manner in which they handle or mishandle confrontations. Does such protective oversight in their upbringing diminish their ability to confront members of the community with some form of less physical force? Equally important, will we have to revise recruitment standards. If such is not possible, will we have to reconsider our instructional methodology? It might prove in the future to be an interesting discussion. This article from Shaping Tomorrow might be food for thought.

 A recent study from the popular parenting web portal Baby Center reveals that Millennial parents show more relaxed parenting styles than the generation of parents preceding them. "Millennial Moms are clearly reacting to the way they were raised," says Mike Fogarty, at BabyCenter. "They reject the pressure they grew up with."

What is changing? Parenting trends, even shorter fads, have ramifications outside of individual families. Social moods, ideas and perceptions of new parents affect consumer needs, product development and the way these are advertised. Generation X were born into a cultural revolution where issues, other than children's well-being, topped on the public agenda. But when the Boomers started having children in the early '80s, a new emphasis on children's happiness, safety and welfare started to emerge. Bemoaning their own parents' laissez-faire style parenting, Gen X continue the overly engaged parenting styles of the Boomers, with some modifications. The child focus has given rise to extremely well profiting child safety industry and family sitcoms. Awareness around child predation grew and became embedded into a 24-new cycle, which prompted growth in organized activity and sports because parents were too worried letting the kids play unsupervised outside.

Over the past two decades parenting philosophies that revolve around the idea that children are vulnerable and in need of constant protection have taken a stronghold at the expense of philosophies that emphasize their strength and resilience. We see the side effects of this trend in the cartoonized overly zealous, ever-present helicopter parent, also known as the curling parent in some countries. This is the caricature-turned-real cheerleader parent sitting on pins and needles on the bleachers with a custom made trophy lest the coach hadn't prepared one for every attendant, even the failing ones. It's the mother who gets all panicked by a fall that might involve minor scrapes. It's the father who pesters his son's teacher to change his B+ to an A. And it's the parents who lament that the outdoors are "so much more dangerous nowadays," oblivious to statistics that would quickly tell them their own unsupervised childhoods were fraught with far more dangers. A growing mass of social buzz and newer studies, such as those presented here, indicate that we are at the height of an over parenting trend that is likely to have reached its inflection point already. It's possible that resilience parenting is slowly becoming the new ethos. The recent Olympic themed ad "Pick Them Back Up" makes the point that it is falling and failing, not protecting and relentless winning that produce champions.

A recent study from University of Mary Washington shows that inappropriate level of parental control correlates with negative well-being outcomes, such as depression and perceived low levels of autonomy and competence.

A final imperative is to study the link between parenting styles and other forces in their macro-environment. At the moment parents are under tremendous pressure. Keeping up hopes in a mostly jobless recovery, parents who have seen much of their personal savings plummet are facing exuberant college tuitions and a globally competitive environment where both enrollment, scholarships and future career opportunities for their kids are everything but certain. The parents of the current generation of high school students are the first to be worse off than their own parents and are deeply worried their own children will face worse prospects than themselves do. Resilience parenting which is mostly a hand-off approach becomes both a difficult goal, yet the most viable strategy for navigating uncertainty in this new social landscape.

## What is changing?

There is some debate about when Gen Z starts, most suggest 1995, meaning that the front runners are emerging to adulthood. By 2020 they will make up 40% of consumers in the US, Europe and BRIC countries, and 10% in the rest of the world. By all accounts, this generation is set to make more waves than their predecessors, Gen Y.  They are digital and hyper-connected. They live in a multi-screen, share it, show it, tell it, App it, check it world, where interactivity is the norm and socializing is done almost more on-screen than face to face. Their lives are visible – whether via social media or stored in the cloud of memories. Virtual and real world interactions are extensions of each other, not separate.

In America, Gen Z is the most diverse generation ever. By 2020, the plurality will have arrived among the under 18s; there will be no overall majority ethnic group. They are more likely than others to have grown up in single parent households; gender roles are blurred. They have also grown up in hard times, with the threat of climate change, 9/11, wars and the financial crisis. Certainty and stability are not on their radar.

But, they want to make their mark. Their mainly Gen X ( but also Gen Y and Boomer) parents will encourage them to be different, to go their own way – not necessarily incurring debt at university, but getting their own experience and expertise.

## Implications

This generation is likely to be mercurial, fickle, and fragmented. They are about to redefine the fast moving in Fast Moving Consumer Goods. Catching and keeping their attention will need fun, theatre, experience. It will also need community and engagement – that level of fragmentation could mean that finding like minds is more difficult.

At present they are young and strapped for cash, but do have time to explore. Shopping is as much about the fun of it as it is about the buying, in part because they cannot afford to buy. Bargain hunting is a way of life – in store, online and both together. So too is the social side. Their pathway to purchase, as Fitch described it, is interactive and social - to chat with friends to get ideas via social media; browse and find out more via Google; put together a look book on Pinterest; then go compare. And after the event, of course, show and tell, with videos of the successes.

But it is not just retailing that will feel their impact. As emerging adults they are hitting the job market and higher education. Their expectations and use of technology, desire to learn and get on will be similar to, if not even greater than, that of Gen Y. Many employers are still struggling to accommodate Gen Y, and here come the reinforcements for change.

Note:  If generational changes are going to effect how individuals will function at work, leisure, social behavior and attitude will police management, supervisory and training practices, even policing communities require some form of transformation?.

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## Drones and Agriculture

While much of the attention regarding drones has focused recently on Amazon and UPS seeking to use them to deliver packages, much of the future use for drones is expected to come on the farm. That's because agriculture operations span large distances and are mostly free of privacy and safety concerns that have dogged the use of these aerial high-fliers in more heavily populated areas 80% of the commercial market for drones will eventually be for agricultural uses. Drones are moving quickly from the battlefield to the farmer's field.  They are on the verge of helping growers oversee millions of acres throughout rural America and saving them big money in the process.

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## Cybersecurity

### Delaware launches cyber initiative

Delaware is joining the number of states that have decided to invest in a statewide cybersecurity workforce to combat the growing threat of cyber-attacks directed at both private and public institutions. Delaware hopes its cyber initiative will accelerate current efforts to develop a stronger cyber workforce. The Delaware Cyber Initiative proposes $3 million for a collaborative learning and research network in the form of part research lab, part Business Park, dedicated to cyber innovation. Currently, we don't have enough cyber educated worker needed in the current pipeline.

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### Protecting personal data on smartphone

Social networking and the instantaneous sharing of information have revolutionized the way we communicate. Our mobile phones are able to automatically obtain information such as our current location and activities. This information can be easily collected and analyzed to expose our private life. What is even more malicious is that the personal data contained in our smartphones can be disclosed via installed applications without our being informed.

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### Quantum cryptography to help us keep our secrets secret

In the history of secret communication, the most brilliant efforts of code-makers have been matched time and again by the ingenuity of code-breakers. Sometimes we can even see it coming. We already know that one of today's most widely used encryption systems, RSA, will become insecure once a quantum computer is built. An article in Nature reviewing developments in quantum cryptography describes how we can keep our secrets secret even when faced with the double challenge of mistrust and manipulation.

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## Research by McKinsey and the World Economic Forum points to a widening range of technology vulnerabilities and potentially huge losses in value tied to innovation.

May 2014 | by Tucker Bailey, Andrea Del Miglio, and Wolf Richter

More and more business value and personal information worldwide are rapidly migrating into digital form on open and globally interconnected technology platforms. As that happens, the risks from cyber-attacks become increasingly daunting. Criminals pursue financial gain through fraud and identity theft; competitors steal intellectual property or disrupt business to grab advantage; "hacktivists" pierce online firewalls to make political statements.

Research McKinsey conducted in partnership with the World Economic Forum suggests that companies are struggling with their capabilities in cyberrisk management. As highly visible breaches occur with growing regularity, most technology executives believe that they are losing ground to attackers. Organizations large and small lack the facts to make effective decisions, and traditional "protect the perimeter" technology strategies are proving insufficient. Most companies also have difficulty quantifying the impact of risks and mitigation plans. Much of the damage results from an inadequate response to a breach rather than the breach itself.

Complicating matters further for executives, mitigating the effect of attacks often requires making complicated trade-offs between reducing risk and keeping pace with business demands.  Only a few CEOs realize that the real cost of cybercrime stems from delayed or lost technological innovation—problems resulting in part from how thoroughly companies are screening technology investments for their potential impact on the cyberrisk profile.

These findings emerged from interviews with more than 200 chief information officers, chief information-security officers, regulators, policy makers, technology vendors, law-enforcement officials, and other kinds of practitioners in seven sectors across the Americas, Europe, the Middle East and Africa, and Asia.

1. The Risk and Responsibility in a Hyperconnected World initiative was launched at the World Economic Forum's annual meeting in 2012. Over the past year, the Forum, in partnership with McKinsey, has continued a dialogue with executives and policy makers through interviews and workshops and through surveys exploring strategies for building a vigorous cyber resilience capability at the institutional level. We augmented our research with parallel McKinsey cyberrisk-maturity survey data on cyber resiliency.

We also drew on a separate McKinsey executive survey on cyberrisk, supplementing this research with an analysis of McKinsey Global Institute (MGI) data on the value-creation potential of innovative technologies. It showed that the economic costs of cybercrimes could run into the trillions of dollars.

## Areas of business concern

From our interviews and survey research, four areas of concern emerged on how executives perceive cyber risks, their business impact, and the readiness of companies to respond:

More than half of all respondents, and 70 percent of executives from financial institutions, believe that cybersecurity is a strategic risk for their companies. European companies are slightly more concerned than American ones. Notably, some executives think internal threats (from employees) are as big a risk as external attacks.

Equally worrisome, a large majority of executives believe that attackers will continue to increase their lead over corporate defenses. Sixty percent of the executives interviewed think the sophistication or pace of attacks will increase somewhat more quickly than the ability of institutions to defend themselves. Product companies, such as high-tech firms, are most concerned about industrial espionage. The leaking of proprietary knowledge about production processes may be more damaging than leaks of product specifications, given the pervasiveness of "teardown" techniques and the legal protections afforded to product designs. Service companies are more concerned about the loss and release of identifiable information on customers and about service disruptions.

According to McKinsey's ongoing cyberrisk-maturity survey research, large companies reported cross-sector gaps in their risk-management capabilities. Ninety percent of those most recently surveyed had "nascent" or "developing" ones. Only 5 percent were rated "mature" overall across the practice areas studied (exhibit). Notably, we found no correlation between spending levels and risk-management maturity. Some companies spend little but do a comparatively good job of making risk-management decisions. Others spend vigorously, but without much sophistication. Even the largest firms had substantial room for improvement. In finance, for instance, senior nontechnical executives struggled to incorporate cyberrisk management into discussions on enterprise risk management and often couldn't make informed decisions, because they lacked data.

Concerns about cyberattacks are starting to have measurable negative business implications in some areas. In high tech, fully half of the survey respondents said they would have to change the nature of their R&D efforts over time. There is noticeable concern, as well, that cyberattacks could slow down the capture of value from cloud computing, mobile technologies, and health-care technologies. Some 70 percent of the respondents said that security concerns had delayed the adoption of public cloud computing by a year or more, and 40 percent said such concerns delayed enterprise-mobility capabilities by a year or more.

Cybersecurity controls are having a significant impact on frontline productivity, too. About 90 percent of the respondents overall said that controls had at least a moderate impact on it. Half of the high-tech executives cited existing controls as "a major pain point" that limited the ability of employees to collaborate.

While there is broad agreement among executives that concerted efforts by policy makers, companies, and industry associations will be needed to reduce threats, there is considerable disagreement about how a consensus might take shape. And executives worry that new regulations may be grounded in outdated techniques and that regulators' skills and capabilities may be insufficient.

## A global economic penalty

Looking forward, if the pace and intensity of attacks increase and are not met with improved defenses, a backlash against digitization could occur, with large negative economic implications. Using MGI data on the technologies that will truly matter to business strategy during the coming decade, we estimate that over the next five to seven years, $9 trillion to $21 trillion of economic-value creation, worldwide, depends on the robustness of the cybersecurity environment

Consider, for example, cloud computing. In an environment where a solid cyberresilience ecosystem accelerates digitization, the private and government sectors would increase their use of public cloud technologies, where cloud-computing resources are offered by third-party service providers rather than hosted in-house, with enhanced security capabilities allowing widespread deployment for noncritical workloads. Private clouds would handle more sensitive workloads. In this case, we estimate that cloud computing could create $3.72 trillion in value by 2020. However, in an environment of stepped-up cyberattacks, public clouds would be underutilized, given increased fear of vulnerabilities and higher costs from compliance with stricter policies on third-party access to data and systems. Such problems would delay the adoption of many systems and reduce the potential value from cloud computing by as much as $1.4 trillion.

These dynamics could play out in many areas, with the proliferation of attackers' weapons leading to widespread and highly visible incidents that trigger a public backlash and push governments to enforce tighter controls, which could dramatically decelerate the pace of digitization. Indeed, our interviews and workshops with executives from a variety of sectors reinforce the view that the cybersecurity environment may be getting more difficult and that early elements of a backlash are already beginning to materialize.

About the authors

# SOME NEWS ITEMS OF GENERAL INTEREST

## Teen gangs linked to 40 percent of New York City shootings

http://www.cbsnews.com/news/teen-gangs-linked-to-40-percent-of-new-york-city-shootings/

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## Police create online database for missing persons, cold cases (Louisville).

It's something that the police department has talked about for years: Creating a database with pictures, names and basic information that the public can access -- anything and everything to refresh a memory on cases that have grown cold. The database would also allow users to submit information anonymously.

http://www.wlky.com/news/police-create-online-database-for-missing-persons-cold-cases/25891100

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## Review of marijuana law exposes list of conflicts between jurisdictions

If Congress allows a District of Columbia law to take effect that would decriminalize the possession of small amounts of marijuana, and someone with one foot on the National Mall and another foot on city property is caught carrying the drug, would that person be charged with a crime under federal law? That was just one of the questions raised in a congressional hearing on Friday examining the potential complications of relaxing marijuana laws in a city controlled by Congress and policed both by federal and local law enforcement agencies.

http://www.nytimes.com/2014/05/10/us/review-of-marijuana-law-exposes-list-of-conflicts-between-jurisdictions.html?ref=todayspaper

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## Internet links medical marijuana patients and sellers (MA)

Since Massachusetts voters legalized medical marijuana in November 2012, the state has granted preliminary approval for 20 dispensaries, but has delayed licensing them amid revelations that some of the companies made misrepresentations on their applications that the state failed to uncover before selecting them. A booming cottage industry of self-described caregivers have jumped in to meet the demand, hawking products with names such as Jack the Ripper and Sour Diesel on the Internet. They operate in a legal gray area, with no regulation or oversight.

http://www.bostonglobe.com/lifestyle/health-wellness/2014/05/10/internet-links-medical-marijuana-patients-with-sellers-before-dispensaries-open/MbLKcyqwObg3lRGT0dnQVP/story.html?s_campaign=8315

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## Police add texting to crisis negotiation arsenal

With 6 billion text messages exchanged daily in the U.S. alone, law enforcement officers are increasingly being called upon to defuse violent, unpredictable situations through the typed word. Experts say it's happened enough in the last five years to warrant new, specialized training.

http://abcnews.go.com/US/wireStory/police-add-texting-crisis-negotiation-arsenal-23671905

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## FBI releases 2013 preliminary statistics for law enforcement officers killed in the line of duty

Preliminary statistics released today by the FBI show that 27 law enforcement officers were feloniously killed in the line of duty in 2013, a decrease of more than 44 percent when compared to the 49 officers killed in 2012.

http://www.fbi.gov/news/pressrel/press-releases/fbi-releases-2013-preliminary-statistics-for-law-enforcement-officers-killed-in-the-line-of-duty?utm_campaign=email-Immediate&utm_medium=email&utm_source=national-press-releases&utm_content=321151

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## N.S.A. Collecting Millions of Faces from Web Images

By JAMES RISEN and LAURA POITRAS — Sunday, June 1st, 2014 'The New York Times'

The National Security Agency is harvesting huge numbers of images of people from communications that it intercepts through its global surveillance operations for use in sophisticated facial recognition programs, according to top-secret documents. The spy agency's reliance on facial recognition technology has grown significantly over the last four years as the agency has turned to new software to exploit the flood of images included in emails, text messages, social media, video conferences and other communications, the N.S.A. documents reveal. Agency officials believe that technological advances could revolutionize the way that the N.S.A. finds intelligence targets around the world, the documents show. The agency's ambitions for this highly sensitive ability and the scale of its effort have not previously been disclosed. The agency intercepts "millions of images per day" — including about 55,000 "facial recognition quality images" — which translate into "tremendous untapped potential," according to 2011 documents obtained from the former agency contractor Edward J. Snowden. While once focused on written and oral communications, the N.S.A. now considers facial images, fingerprints and other identifiers just as important to its mission of tracking suspected terrorists and other intelligence targets, the documents show.

"It's not just the traditional communications we're after: It's taking a full-arsenal approach that digitally exploits the clues a target leaves behind in their regular activities on the net to compile biographic and biometric information" that can help "implement precision targeting," noted a 2010 document.

One N.S.A. PowerPoint presentation from 2011, for example, displays several photographs of an unidentified man — sometimes bearded, other times clean-shaven — in different settings, along with more than two dozen data points about him. These include whether he was on the Transportation Security Administration no-fly list, his passport and visa status, known associates or suspected terrorist ties, and comments made about him by informants to American intelligence agencies. It is not clear how many people around the world, and how many Americans, might have been caught up in the effort. Neither federal privacy laws nor the nation's surveillance laws provide specific protections for facial images. Given the N.S.A.'s foreign intelligence mission, much of the imagery would involve people overseas whose data was scooped up through cable taps, Internet hubs and satellite transmissions. Because the agency considers images a form of communications content, the N.S.A. would be required to get court approval for imagery of Americans collected through its surveillance programs, just as it must to read their emails or eavesdrop on their phone conversations, according to an N.S.A. spokeswoman. Cross-border communications in which an American might be emailing or texting an image to someone targeted by the agency overseas could be accepted.

Civil-liberties advocates and other critics are concerned that the power of the improving technology, used by government and industry, could erode privacy. "Facial recognition can be very invasive," said Alessandro Acquisti, a researcher on facial recognition technology at Carnegie Mellon University. "There are still technical limitations on it, but the computational power keeps growing, and the databases keep growing, and the algorithms keep improving." State and local law enforcement agencies are relying on a wide range of databases of facial imagery, including driver's licenses and Facebook, to identify suspects. The F.B.I. is developing what it calls its "next generation identification" project to combine its automated fingerprint identification system with facial imagery and other biometric data.

The State Department has what several outside experts say could be the largest facial imagery database in the federal government, storing hundreds of millions of photographs of American passport holders and foreign visa applicants. And the Department of Homeland Security is funding pilot projects at police departments around the country to match suspects against faces in a crowd. The N.S.A., though, is unique in its ability to match images with huge troves of private communications. "We would not be doing our job if we didn't seek ways to continuously improve the precision of signals intelligence activities — aiming to counteract the efforts of valid foreign intelligence targets to disguise themselves or conceal plans to harm the United States and its allies," said Vanee M. Vines, the agency spokeswoman.

She added that the N.S.A. did not have access to photographs in state databases of driver's licenses or to passport photos of Americans, while declining to say whether the agency had access to the State Department database of photos of foreign visa applicants. She also declined to say whether the N.S.A. collected facial imagery of Americans from Facebook and other social media through means other than communications intercepts. "The government and the private sector are both investing billions of dollars into face recognition" research and development, said Jennifer Lynch, a lawyer and expert on facial recognition and privacy at the Electronic Frontier Foundation in San Francisco. "The government leads the way in developing huge face recognition databases, while the private sector leads in accurately identifying people under challenging conditions." Ms. Lynch said a handful of recent court decisions could lead to new constitutional protections for the privacy of sensitive face recognition data. But she added that the law was still unclear and that Washington was operating largely in a legal vacuum. Laura Donohue, the director of the Center on National Security and the Law at Georgetown Law School, agreed. "There are very few limits on this," she said. Congress has largely ignored the issue. "Unfortunately, our privacy laws provide no express protections for facial recognition data," said Senator Al Franken, Democrat of Minnesota, in a letter in December to the head of the National Telecommunications and Information Administration, which is now studying possible standards for commercial, but not governmental, use. Facial recognition technology can still be a clumsy tool. It has difficulty matching low-resolution images, and photographs of people's faces taken from the side or angles can be impossible to match against mug shots or other head-on photographs.

Dalila B. Megherbi, an expert on facial recognition technology at the University of Massachusetts at Lowell, explained that "when pictures come in different angles, different resolutions, that all affects the facial recognition algorithms in the software." That can lead to errors, the documents show. A 2011 PowerPoint showed one example when Tundra Freeze, the N.S.A.'s main in-house facial recognition program, was asked to identify photos matching the image of a bearded young man with dark hair. The document says the program returned 42 results, and displays several that were obviously false hits, including one of a middle-age man. Similarly, another 2011 N.S.A. document reported that a facial recognition system was queried with a photograph of Osama bin Laden. Among the search results were photos of four other bearded men with only slight resemblances to Bin Laden. But the technology is powerful. One 2011 PowerPoint showed how the software matched a bald young man, shown posing with another man in front of a water park, with another photo where he has a full head of hair, wears different clothes and is at a different location. It is not clear how many images the agency has acquired. The N.S.A. does not collect facial imagery through its bulk metadata collection programs, including that involving Americans' domestic phone records, authorized under Section 215 of the Patriot Act, according to Ms. Vines.

The N.S.A. has accelerated its use of facial recognition technology under the Obama administration, the documents show, intensifying its efforts after two intended attacks on Americans that jarred the White House. The first was the case of the so-called underwear bomber, in which Umar Farouk Abdulmutallab, a Nigerian, tried to trigger a bomb hidden in his underwear while flying to Detroit on Christmas in 2009. Just a few months later, in May 2010, Faisal Shahzad, a Pakistani-American, attempted a car bombing in Times Square. The agency's use of facial recognition technology goes far beyond one program previously reported by The Guardian, which disclosed that the N.S.A. and its British counterpart, General Communications Headquarters, have jointly intercepted webcam images, including sexually explicit material, from Yahoo users. The N.S.A. achieved a technical breakthrough in 2010 when analysts first matched images collected separately in two databases — one in a huge N.S.A. database code-named Pinwale, and another in the government's main terrorist watch list database, known as Tide — according to N.S.A. documents. That ability to cross-reference

images has led to an explosion of analytical uses inside the agency. The agency has created teams of "identity intelligence" analysts who work to combine the facial images with other records about individuals to develop comprehensive portraits of intelligence targets. The agency has developed sophisticated ways to integrate facial recognition programs with a wide range of other databases. It intercepts video teleconferences to obtain facial imagery, gathers airline passenger data and collects photographs from national identity card databases created by foreign countries, the documents show. They also note that the N.S.A. was attempting to gain access to such databases in Pakistan, Saudi Arabia and Iran. The documents suggest that the agency has considered getting access to iris scans through its phone and email surveillance programs. But asked whether the agency is now doing so, officials declined to comment.  The documents also indicate that the N.S.A. collects iris scans of foreigners through other means. In addition, the agency was working with the C.I.A. and the State Department on a program called Pisces, collecting biometric data on border crossings from a wide range of countries. One of the N.S.A.'s broadest efforts to obtain facial images is a program called Wellspring, which strips out images from emails and other communications, and displays those that might contain passport images. In addition to in-house programs, the N.S.A. relies in part on commercially available facial recognition technology, including from PittPatt, a small company owned by Google, the documents show.

The N.S.A. can now compare spy satellite photographs with intercepted personal photographs taken outdoors to determine the location. One document shows what appear to be vacation photographs of several men standing near a small waterfront dock in 2011. It matches their surroundings to a spy satellite image of the same dock taken about the same time, located at what the document describes as a militant training facility in Pakistan.

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## Growing questions about TSA's behavioral detection program

Published 27 March 2014

TSA has spent roughly $1 billion training thousands of "behavior detection officers" as part of the Screening of Passengers by Observation Techniques (SPOT) program. The purpose of SPOT is to identify facial and body expressions that signals terrorist activity. The results have not been impressive: less than 1 percent of the more than 30,000 passengers a year who are identified as suspicious end up being arrested, and the offenses have not been linked to terrorism. A November 2013 report by the Government Accountability Office (GAO) recommended that the TSA should reduce future funding for the agency's behavioral detection program because there is little evidence of the program's effectiveness. According to the GAO, "available evidence does not support whether behavioral indicators, which are used in the Transportation Security Administration's (TSA) Screening of Passengers by Observation Techniques (SPOT) program, can be used to identify persons who may pose a risk to aviation security."

The recommendation was supported by a survey in which psychologists Charles Bond and Bella DePaulo analyzed more than 200 studies in which participants correctly identified 47 percent of lies as deceptive and 61 percent of truths as nondeceptive, resulting in an average of 54 percent — only 4 percent better than chance. Accuracy rates were lower in experiments when judgment had to be made relying solely on body language.

"The common-sense notion that liars betray themselves through body language appears to be little more than a cultural fiction," says Maria Hartwig, a psychologist at John Jay College of Criminal Justice in New York City. The New York Times reports that TSA administrator, John Pistole has defended the SPOT program, saying it identified "high-risk passengers at a significantly higher rate than random screening." The GAO report challenged the methodology behind Pistole's conclusion and questioned the cost-effectiveness of the program. Researchers have found that the best clues to recognizing liars are verbal clues. Dr. Nicholas Epley, a professor of behavioral science at the University of Chicago, has found that people over-rely on reading facial expressions. "Reading people's expressions can give you a little information, but you get so much more just by talking to them," he says. "The mind comes through the mouth."

Epley explains why people believe they can read body language in his book on the topic, Mindwise: How We Understand What Others Think, Believe, Feel, and Want. "When you're lying or cheating, you know it and feel guilty, and it feels to you as if your emotions must be leaking out through your body language," he says. "You have an illusion that your emotions are more transparent than they actually are, and so you assume others are more transparent than they actually are, too."

— Read more in Aviation Security: TSA Should Limit Future Funding for Behavior Detection Activities (GAO, November 2013); Charles F. Bond, Jr. and Bella M. DePaulo, "Accuracy of Deception Judgments," Personality and Social Psychology Review 10, no. 3 (2006): 214-34; Bella M. DePaulo et al., "Cues to Deception," Psychological Bulletin 129, no. 1 (2003): 74-118; Richard Wiseman et al., "The Eyes Don't Have It: Lie Detection and Neuro-Linguistic Programming," PLoSOne (11 July 2012) (DOI: 10.1371/journal.pone.0040259); Julia Shaw et al., "Catching liars: training mental health and legal professionals to detect high-stakes lies," Journal of Forensic Psychiatry & Psychology 24, no. 2 (17 January 2013): 145-59

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## Forcing change in forensic science

Five years ago, the National Academy of Sciences put out a report condemning the state of forensic science. But in the years since, little has been done to shore up the discipline's scientific base or to make sure that its methods don't result in wrongful convictions. A glimmer of progress is starting to emerge, though, in the form of initiatives at the Department of Justice and the National Institute of Standards & Technology. These agencies are creating two oversight organizations that will attempt to make reform ideas a reality, both in Washington, D.C., and in forensic labs nationwide.

http://cen.acs.org/articles/92/i19/Forcing-Change-Forensic-Science.html

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## New York City's strict enforcement puts gun-toting fliers in jail when they check in at the airport

By Jake Pearson (The Associated Press) — Wednesday, March 26th, 2014; 9:00 a.m. EDT

NEW YORK — Mike Connolly thought he was doing everything by the book after a vacation last fall when he packed his handgun for the flight home from New York's LaGuardia Airport. Following Transportation Security Administration guidelines, the 65-year-old Alabama engineer locked his unloaded Ruger .22 in a hard-sided container, put it in a checked bag, handed it to the ticket agent and told the agent the weapon was inside. That's when he was slapped with handcuffs, arrested on a felony weapons possession charge and hauled off to jail.

Connolly was one of 25 gun-packing out-of-towners charged last year with travelling armed at New York's busy LaGuardia and Kennedy airports. They were hardly nefarious gun runners. Most were otherwise law-abiding gun-owners who mistakenly thought they had appropriately packed their heat for travel. Over the years, a pro boxer, a Fortune 500 company CEO, a former body guard to Canada's prime minister and a woman who was seven months pregnant have been arrested under similar circumstances.

Such strict enforcement of one of America's toughest gun laws is intended to send a message not to bring firearms to New York in the first place, and that message may be getting through. Officials say increased awareness may be part of the reason such arrests at the city's airports were down by more than half in 2013 from a high of 51 in 2006.Still, those who have been arrested say New York City's zero-tolerance, no-exceptions enforcement doesn't seem fair. Police who patrol airports in Massachusetts and Connecticut, other states with tough gun laws, said they couldn't remember any cases where travelers were arrested at the check-in counter after presenting their appropriately packed weapons. Unlike most other gun-possession cases in the nation's biggest city, the airport cases are often reduced to noncriminal violations if the owners can prove there's nothing criminal about their ownership, stay out of trouble for six months, pay a $250 fine and forfeit the guns.

But before that can happen, the defendants usually have to spend eight to 12 hours in jail, hire a lawyer and foot the bill for travel to New York for court dates — costs that can add up to a couple thousand dollars. Lawyers say settling is the best option, because the initial charge is a felony that carries a mandatory 3 1/2-year prison sentence and could bring as many as 15 years. "Occasionally, you have a client who quite justifiably is very upset and wants to fight," said Martin Kane, a Queens defense attorney with a website that advertises his expertise in airport gun cases. "You probably could convince a jury not to convict you. But if you lose, your life is over."

Queens Executive District Attorney Robert J. Masters, who oversees the cases in the borough that is home to both airports, is unapologetic about the arrests. He said it is up to visitors to know that New York has tough gun laws and doesn't recognize permits issued in other states. The TSA also warns that, while appropriately transporting a firearm is legal, travelers should always check the gun laws of states they're travelling in and out of. "There is, frankly, an element of irresponsibility," Masters said. "They've travelled. They realize that licenses are different around the country. … They still have this fear, even though this is the safest big city in America, and they think, 'I'm going to bring the gun with me just in case.''

The practice has been for police at the airport to arrest everyone with a gun, regardless of the circumstances, and leave it to prosecutors to determine how to handle the cases, Masters said. He said high-profile cases — such as fighter Robert Guerrero, who eventually pleaded guilty to disorderly conduct for having an unloaded handgun in a lockbox at JFK — drive home his oft-repeated advice: "If you love your gun, you're better off leaving it at home. "Nick Johnson, a Fordham Law School professor and an expert on gun laws, said such arrests generate how-to stories in gun magazines and websites." When these cases get publicized in the gun culture media, there actually are recommendations of how to travel," he said. Last year, 1,813 firearms discovered in the carry-on bags of travelers in the U.S. were confiscated by the TSA, he said. For Connolly, of Madison, Ala., being arrested, spending a night in jail and spending about $4,000 on plane tickets and legal fees has been beyond frustrating. He can't wait for his June court date, when he hopes to have his case sealed. "Who puts handcuffs on a 65-year-old man for having a gun that's already locked up?" huffed Connolly, who says he grew up with guns and owns a number of them. "I don't get it."

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BY Rocco Parascandola and Greg B. Smith — Friday, March 28th, 2014 'The New York Daily News'

The city has appointed its first inspector general for the NYPD, picking an out-of-towner who has spent years monitoring the Washington, D.C., police force. Philip Eure, head of the District of Columbia's Office of Police Complaints, was named Friday to take on the new and controversial role of overseeing the nation's biggest police force.

The announcement was made by city Department of Investigation Commissioner Mark Peters, who was tasked with finding a candidate for the post under a new law passed by the City Council last year. At the time, then-Mayor Bloomberg and the police unions vigorously opposed the new position, saying the NYPD already had an Internal Affairs Bureau that adequately monitored cops. Bloomberg vetoed the bill, but the Council overrode his veto. DOI Commissioner Peters was given until April 1 to find an IG, and he's spent the last several weeks meeting with community groups and elected officials searching for the right person. He also said that Mayor de Blasio — who appointed him head of the DOI — would have "significant" input in the selection process. Before he got the DOI job, Peters was de Blasio's campaign treasurer, but he's promised to remain independent. Eure has had no contact with the 35,000-member New York Police Department, but has headed the agency that oversees the much smaller 4,000-member Washington, D.C., police department since 2001.Before that, Eure was an assistant federal prosecutor in the Department of Justice's civil rights division. He championed the cause of cracking down on so-called "contempt of cop" cases — civilians illegally arrested after making disparaging comments to cops.

The D.C. Office of Police Complaints is a civilian agency formed in 2001 to augment the police department's internal investigations unit. It has subpoena power, which makes it more powerful than New York's Civilian Complaint Review Board, but the D.C. police chief has the power to reject the complaint board's findings.

The local police unions have attacked the Office of Police Complaints as a waste of taxpayer money and redundant to the department's internal affairs unit. But Eure has fought back, arguing that an aggressive civilian oversight agency is crucial to eliminating abuse by police, which he says undermines police credibility within the very communities they are paid to serve. In particular he's taken on so-called "contempt of cop" arrests in which cops arrest civilians on disorderly conduct charges for making rude or disparaging comments about their tactics. In 2003 his agency issued a report questioning the inordinately high number of "disorderly conduct" arrests. In a 2010 paper he noted that police abuse of such laws "can have far-reaching consequences ranging from undermining the public's confidence in the police to the inefficient allocation of law enforcement resources."

NYPD Commissioner Bill Bratton has said he worked well with a federal monitor when he ran the Los Angeles police department, so he didn't anticipate any problems with the newly created NYPD IG.

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## Shared Cities: Building the Infrastructure for a Collaborative Economy

Today, in many U.S. cities, an innovative, shared infrastructure is being erected, fueling a renaissance in how people live, work, and play.  on email

Sharing and collaboration have long been a universal characteristic for cities. Centuries ago, money and other financial means of exchange didn't exist. Thus human survival depended on cooperation, trading, and bartering.

Today, in many U.S. cities, an innovative, shared infrastructure is being erected, fueling a renaissance in how people live, work, and play. This new movement—both revolutionary and disruptive—dovetails the popularity of the book What's Mine Is Yours: The Rise of Collaborative Consumption, a bestseller by Rachel Botsman. It features ideas that promote civic connection, economic continuities of scale, and sustainable lifestyles. Once the concept takes hold, this fast-growing collaborative model promises to revolutionize urban systems and the delivery of goods and services to the general populous.

### Convenient Options

In the past 12 to 18 months, consumers and civic leaders have witnessed the proliferation of early stage companies in what's being called the "collaborative economy." Popular new enterprises such as Lyft (ridesharing) and Zipcar (car-sharing) are sprouting up in hundreds of communities to provide cost-effective, convenient options to consumers craving flexibility.

These and other shared economy options have captured the attention of scores of stakeholders including public officials, transportation planners, regulatory commissions, private sector service providers, sustainability experts, and non-profit community advocacy groups. All are grappling with what a restructured societal landscape might look like amidst this new normal. And all of this is occurring against a backdrop of explosive shifts in demographics, consumerism, and technology that are butting up against existing Industrial Age rules and regulatory structures.

### Shared Cities as an Emerging Trend

Enter "shared cities," a movement which is reimagining ways to efficiently and safely facilitate the dispersion of community assets like housing, transportation, and workspaces. Denver, Portland, Boston, and Madrid (Spain) are among the many cities now capitalizing on this model. If executed well, these collaborations will foster highly sustainable communities that boost civic vibrancy and strong economies.

Brad Segal is president of Progressive Urban Management Associates, a national leader in advancing downtown and community development. He believes that sharable assets in cities naturally grow out of significant changes in consumer behavior. "An entire section in our PUMA Global Trends Report explores the impact of the sharing economy on cities throughout the U.S.," says Segal. "It's an emerging trend that appears to be here to stay."

The shared cities movement recently captured the attention of municipalities, as evidenced by the June 2013 Sharable Cities Resolution adopted at the U.S. Conference of Mayors. The purpose of this resolution? To foster and encourage increased adoption of sharability within cities. This includes boosting awareness of the possibilities as well as addressing regulations that may hinder participation in the shared economy.

## Collaborative Travel Services

A major catalyst behind the shared cities movement is Airbnb.com. This online travel rental portal facilitates guest lodging at private residents, in castles, on boats, and so on. Since 2008, it has created a worldwide community of hosts and travelers through its inventory of 500,000 accommodation listings in 33,000 cities in 192 countries.

Recently, AirBnb announced a partnership with the City of Portland called the Shared Cities Initiative. Based on a manifesto from its innovative CEO Mark Chesky, Airbnb aims to set up a social capital model that will be replicable in other cities. This model promises expanded economic, social, charitable, and environmental value to Portland's sharing economy.

As sharing services like Airbnb become more commonplace in cities such as Portland, so too will these partnerships between cities and companies. Collaborative arrangements such as this are being brokered amid concerns that private lodging and car share companies are violating laws and regulations designed to capture tax revenues and ensure consumer safety. In New York, Chicago, and San Francisco, for example, tensions are escalating as new shared city innovations bump up against established regulatory practices. In Denver— arguably the top relocation city for millennials hungry for a collaborative culture— hotels, taxi companies and other legacy businesses aren't happy. They argue that shared economy competitors reap an unfair advantage by sidestepping local rules and regulations.

Government agencies, meanwhile, feel reluctant to use their enforcement powers in fast-growing shared economies. After all, these collaborative business markets didn't even exist five years ago. So for shared economy stakeholders, both public and private, it can prove difficult to find the sweet spot between their model and existing, more traditional models.

## A Middle Ground?

"Given the rapid emergence of the sharing economy infrastructure, there is a growing call nationally for cities to take a more expansive look at their regulatory practices in order to determine whether there is some sort of middle ground," said Brittany Cameron, partner for Smart Regions Initiative, a consumer advocacy firm that cultivates dialogue on regional strategies fueling smart consumption.

Cameron is also a private driver and mentor for the ridesharing service Lyft. This role has given her a behind-the-scenes perspective on how shared city environments can evolve. Citing a California example, she believes the political climate around the concept of shared cities will remain in flux as Industrial Age models collide with new market realities.

"The California Public Utilities Commission's approval of new regulations governing ridesharing services such as Lyft, SideCar, and Uber offers a great step forward in terms of informing future regulatory decisions for shared service providers," Cameron said. "This is our first real look at how to offer a clear articulation of guidelines for welcoming shared city providers to a new market."

Cameron believes prolific opportunities for shared cities innovations exist both locally and regionally. "It's no longer only a local issue," she said. "Even Lyft is expanding outside of Denver into adjoining cities such as Boulder and Fort Collins."

### Innovations in Workspaces

In addition to transportation and travel lodging related services, communal workspaces are becoming another key infrastructure component of today's shared cities revolution. It has led to a popular concept called "coworking," which has sparked the proliferation of collaborative workspaces in warehouse and commercial districts throughout the world. Many of these locales were started by remote workers and freelancers who grew restless with working at home or in boisterous coffeehouses. These spaces cater to independent workers eager to nurture a like-minded community of professionals.

Craig Baute, owner of Creative Density Coworking in Denver, believes that this proliferation of shared worksites represents a hidden gem for local economies. In addition to independent workers, coworking appeals to start-up businesses that are on a growth trajectory but need to keep their expenses in check. Baute's recommendation to cities? Invest in coworking start-ups. He believes that this allows for greater productive use of underused vacant spaces that dot many central-city areas. "Once a city steps forward to get the ball rolling, the private sector often helps move it ahead," says Baute.

He notes that a small investment (typically $150,000 or less) can yield a huge return for a city in terms of civic vibrancy and economic activity. "Sadly, many cities are unaware of this idea. Many city leaders haven't recognized it as a tool for attracting top talent. Yet it's an investment they can quickly break even on, one that young professionals will increasingly flock to."

### Coworking Setups Regionally, Nationally, Globally

As the shared cities model solidifies its presence locally, look for increased attention around these concepts regionally and nationally. In Colorado, for example, Baute is spearheading the development of a Colorado coworking "passport". This will provide members with unlimited access to all passport-sponsored spaces throughout the state. He notes that beyond broadening the accessibility to those seeking shared work communities, this innovative passport creates a perfect forum for advancing regional economic cooperation.

Also in its early stages is CoworkingVISA, which provides access to member businesses at coworking spots globally. The city of Madrid, Spain, which boasts a fervent shared economy culture, features HUB Madrid, a coworking venue which provides benefits to businesses and their workers in this Spanish metropolis. All of this reflects the nature in which shared city infrastructure elements such as coworking spots are being adopted to support a global economy.

### Implications for Shared Cities

Adopting a shared cities regional mindset could improve how municipal budgets are allocated for infrastructure projects such as roads and transportation systems. Currently when funding approval is being sought for new highways, bus lanes, or new rail lines, it's often hard to get all stakeholders situated on the same page.

Making a shift to a shared economy may result in a more efficient means of addressing these issues in a cost effective manner. This will foster an environment where local and regional leaders begin asking questions such as: "Does it make sense to invest all this money, time, and construction effort into expanding our infrastructure? Or should we consider the less costly option of letting shared city innovations fill the gaps? What will allow for the best use of taxpayer money?" These questions and more are likely to dominate future debates on the merits of the shared economy model.

In the meantime, a terse marriage is in the offing as Industrial Age mores continue to clash with innovations that represent the "new normal" for markets seeking efficiencies in service. While this wrestling over boundaries is likely to continue in the foreseeable future, the shared cities concept and the supportive infrastructure required to sustain it will garner increasingly more attention in years ahead.

This is written by a somewhat successful business executive that held top positions in Merrill Lynch. Some of them should apply to those in law enforcement.

## Mistakes Made by Rookie Managers – Suppose it becomes part of your DNA

Congratulations! You just received your first big promotion. Woo hoo!! Chances are you're about to make one of these rookie mistakes:

Saying how troubled the business is that you've just taken over. That way, if your results are poor, it's not your fault, because you inherited a dog. And if the results are good, you've been successful in the face of almost-impossible circumstances. People see through this.

Talking badly about people who quit. Like talking badly about the business you've just taken over, this is another transparent means to manage your ego. But this only serves to make your team wonder what you might say about them one day. And while being gracious to departing colleagues might seem obvious, you'd be amazed how often "Well, I was just about to fire him anyway" is said, even at the most senior levels.

Immediately replacing the old team with "your" team, and particularly a team that looks and sounds a lot like you. There's comfort in choosing everyone on your team, all of whom then "owe" you for their jobs. But the best business strategies can emerge out of discomfort, and that can mean having people on your team whom you may not particularly want to have to your home for dinner.

Getting detached from the clients. Customers and clients are messy. It can be very easy to spend more time away from them. PowerPoint slides and spreadsheets deliver much crisper answers than what you can hear from an actual person.

"Taking the hill" on your strategy without first getting buy-in from the team. The days of decreeing a strategy and then telling folks to execute on it are fading in the rear-view mirror. And that's a good thing, because a strategy that doesn't incorporate what your team and customers can tell you will almost certainly be sub-optimal. I've seen more than one manager decree a not-well-thought-out strategy and have his team essentially wait him out; after all, the next boss will be announced soon.

Not recognizing that your words carry more weight than they used to. Once you're in management, your words (and your mood and your tone) are subject to interpretation by those who can be impacted by them. A poorly thought-out comment or joke can cause significant unintended anxiety.

Being overly certain and acting like you're invulnerable. The right types of candor can go a long way, such as recognizing the uncertainty in a business situation. Being absolutely certain and then dead wrong can be fatal for a new manager. It's ok to let your team see you sweat a bit. That said there are few highly successful pessimistic leaders; optimism, even in the face of adversity, goes a long way.

Continue to do your old job, because you can do it better than the new guy. A corollary of this is insisting that your replacement do your old job the way you did it.

Getting too big for your britches. Years ago, when I joined Citi, one of my new partners invited me to lunch. When we sat at the table, his assistant brought him a stack of message and papers; he read them while I sat on ice. Then he barked at her to get various people on the phone so that he could dole out some orders while I twiddled my thumbs. Classic power play. I never liked him from that moment on.

Talking more than listening. I've written before that I recall sitting through one business review in which the senior person did literally 90%+ of the talking. I wondered why he even bothered because he certainly didn't learn anything….but I'm sure he felt pretty important.

Not talking enough. Yes, I recognize that this flies in the face of what I wrote above. But once you have settled on a strategy and communicated it doesn't mean that your team has taken it in. People typically have to hear it several times, in several different forums, for it to sink in. I saw this first hand from a friend of mine who worked

as a senior banker at a competitor. Every once in a while, over a glass of wine, I used to pretend-casually ask her about her firm's latest strategic initiative or product roll-out; she typically had little idea what I was talking about.

These are the rookie manager's errors I've observed most often. What did I miss?

Sallie Krawcheck is the Business Leader of the professional woman's network, 85 Broads. 85 Broads has more than 35,000 members, around the world and across industries.

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# <u>INTERNATIONAL</u>

By: Wendy Gillis News reporter, Jessica McDiarmid News reporter, Published on Thu May 22 2014

Police watchdog agencies' policies on identifying those who die at the hands of officers vary greatly across Canada, ranging from complete disclosure to total prohibition, even if the family would like their relative's death made public. In Ontario, the civilian oversight body that investigates deaths, sexual assaults and serious injuries involving police officers withholds a victim's identity at the behest of their family, meaning the names and faces of some of those killed by police may never be known.

Most recently, the Special Investigations Unit said it won't release the name of a 22-year-old man fatally shot in the chest by York Region officers on a quiet, rainy Aurora street on April 12 while apparently carrying a gun. SIU spokeswoman Jasbir Brar said the provincial agency has invoked the policy of withholding names before. "There are numerous investigations in which the SIU has adhered to this policy to respect the families' wishes," Brar said in an email to the Star.Brar said the SIU amended its policy in August 2012 to require consent from family members to release the name of a victim who died, in part due to concerns raised by families.

Ontario lands in the middle of a range of policies countrywide. In British Columbia, the coroners' office releases names on behalf of the police oversight body, the Independent Investigations Office, usually within 48 to 72 hours. Spokeswoman Barbara McLintock said families are notified and informed of what information will be disseminated. The coroners' office explains the reasoning behind making names public: identities will come out in an automatically triggered coroner's report or inquest and, often, they're already circulating on social media. "It's better to have it come out in a relatively calm, factual, non-inflammatory way, via us," said McLintock.

In Nova Scotia, which launched a Serious Incident Response Team similar to the SIU several years ago, privacy legislation prevents releasing names of those killed at the hands of police — even at the family's request. Director Ron MacDonald said there have even been cases where families wanted identities included in the agency's final report. "The (Freedom of Information and Protection of Privacy) Act didn't even allow me to do that," said MacDonald.

In Ontario, when it comes to the publication of victims' names when the homicide does not involve police, there is no clear direction. The Police Services Act, the Ontario legislation that governs police actions, imposes no obligation on police forces to disclose this information. Forces "may deal with this information differently depending on local policies," said Brent Ross, spokesman for the Ministry of Community Safety and Correctional Services. In Toronto, police spokesman Mark Pugash said names of homicide victims are released to assist investigations, though families often ask for identities to stay quiet. "I can certainly understand why families of victims feel that way, and our investigators explain to the families why the information is needed, and it's because there's an investigative purpose to it," said Pugash. As for the SIU, Michael Kempa, a University of Ottawa criminology professor, said its policy is understandable. "As long as the SIU is going to full lengths to explain the pros and cons of releasing the name, and not pressuring anybody to keep the name of their family member secret, then there's no problem," said Kempa. "The concern would be that, if the SIU is not taking those steps, then they should be."

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By 2020, the UK could be a very different place. A Scottish yes vote to independence and a referendum vote to leave the EU are both possible. A range of organisations are beginning to voice concerns about the uncertainties surrounding the outcome, which could play havoc on the economy in the UK and the EU, as well as other political and regulatory decision-making, and international relations.

## What is changing?

By 2020, the UK could be a very different place; or not. The Scottish vote for independence will take place in 4 months' time, on September 18th; an EU vote has been promised under certain conditions. The Scottish vote is also the first vote in the UK at which 16-18 year olds will have a vote, making it a far more unpredictable vote relative to any previous elections.

If both referendum votes support change, there could be no Scotland in the UK and the UK out of the EU; or the UK could still be with Scotland but out of the EU; or the same as now, only different. The political and economic uncertainties arising from these votes are enormous.

The Scottish polls have been showing a closing gap between the two sides, but huge levels of uncertainty about the outcome remain. The Better together/ no campaign remains in front with a fairly steady 42%, with Yes to independence gaining ground as the number of Don't knows falls to 29%. One deciding factor may be the size and profile of the turnout. According to recent polls, many of the undecided feel they do not have enough information to make a decision. How or even if they vote will be crucial.

## Implications

The result of the Scottish vote is unclear as are the impacts. Here are a few indications. A long period of uncertainty during negotiations. March 24th 2016 has been designated Scottish Independence day. Many commentators however feel that negotiations on a growing number of issues will take far longer than 18 months to finalise. Tax, regulatory and investment uncertainty could continue and have damaging effects; or be a source of optimistic risk taking.

A financial exodus? Scotland has a major financial sector; companies are expressing concern about the period of uncertainty. Some are making contingency plans; pundits are suggesting others such as Lloyds and RBS will relocate. Still others are saying that independence will create an opportunity for many new jobs in finance.

Whose oil is it anyway? The SNP says North Sea Oil belongs to Scotland, because 90% falls within its ocean boundaries, and therefore so too should the revenues. The question will be on what grounds the divisions are made –location in the ocean, in which case Scotland owns 90%; or population, in which case Scotland is due less than 10%. Big money is at stake. So far, UK tax coffers have received £300 billion from North Sea taxes, and there are at least 15-24 billion barrels in reserves, maybe more. Negotiations will be tough; the impacts on either countries' ability to fund services high.

Electricity uncertainty too. Scotland aims to have 100% renewable energy by 2020. It is soon to be home to the 3rd largest wind farm in the world and has 25% of Europe's wind and wave power. Some argue that it also receives significantly higher subsidies for renewables than its relative share of energy sales, meaning that Scottish bills could rise after a yes vote. Others suggest that changes in the energy market could result in brownouts in the UK.

Who pays the debt? By 2016 the UK national debt has been estimated to be £1.5 trillion. Scotland's share of that has been put variously at £122 billion, £56 billion – or nothing. How much of the national debt Scotland needs to take on will affect both countries.

Defense dilemmas. A yes vote was described as potentially cataclysmic recently, that it would weaken the UK's international standing and role, and also potentially that of NATO. The Trident nuclear subs would need to be relocated; the number of defense jobs in Scotland might fall sharply. The SNP argues otherwise.

What currency? The UK political parties have ruled out Scotland keeping the pound; the SNP – and an unknown senior UK MP – say otherwise - that negotiations would go ahead out of the UK's self-interest. Or,

Scotland could just use the pound, regardless.

A range of organisations are beginning to voice concerns about the uncertainties surrounding the outcome of the Scottish independence vote and any transition period. What is increasingly clear is that in the event of a yes vote, politicians' and companies' attention will focus heavily on negotiations and the implications of a vast array of issues, over and above those listed here. Political, corporate and investment decisions could end up on hold in the meantime. Even if the vote is for no, there are likely still to be major negotiations about increased devolution and local control.

Companies need to think through how the Scotland yes vote might affect them, what contingencies they need to put in place. The same applies to any possible EU vote.

## HUMOR

There I was sitting at the bar staring at my drink when a large, trouble-making biker steps up next to me, grabs my drink and gulps it down in one swig. "Well, whatcha' gonna do about it?" he says, menacingly, as I burst into tears.

"Come on, man," the biker says, "I didn't think you'd cry. I can't stand to see a man crying." "This is the worst day of my life," I say. I am a complete failure. I was late to meeting and my boss fired me. When I went to the parking lot and my car had been stolen and I don't have any insurance. I left my wallet in the cab I took home. I found my wife with another man... And then my dog bit me." "So I came to this bar to work up the courage to put an end to it all, I buy a drink, I drop a capsule in and sit here watching the poison dissolve; and then you show up and drink the whole damn thing! But, hell, enough about me, how are you doing?"

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A man and a woman were having a quiet, romantic dinner in a fine restaurant. They were gazing lovingly at each other and were holding hands.

Meanwhile, the waitress, taking another order at a table a few steps away, suddenly noticed the woman slowly sliding down her chair and under the table - but the man stared straight ahead.

The waitress watched, as the woman slid all the way down her chair and out of sight under the table. Still, the man stared straight ahead.

The waitress, thinking this behavior a bit risqué and worried that it might offend other diners, went over to the table and, tactfully, began by saying to the man, "Pardon me, sir, but I think your wife just slid under the table."

The man calmly looked up at her and said, "No, she didn't. She just walked in."

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The National Institute of Health has just released the results of an eight year - $200 million research study completed under a grant to Johns Hopkins Hospital. The new study has found that women who carry a little extra weight live longer than the men who mention it.

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The local news station was interviewing an 80-year-old lady because she had just gotten married for the fourth time. The interviewer asked her questions about her life, about what it felt like to be marrying again at 80, and then about her new husband's occupation. "He's a funeral director," she answered.

"Interesting," the newsman thought.... He then asked her if she wouldn't mind telling him a little about her first three husbands and what they did for a living.

She paused for a few moments, needing time to reflect on all those years. After a short time, a smile came to her face and she answered proudly, explaining that she had first married a banker when she was in her 20's, then a circus ringmaster when in her 40's, and a preacher when in her 60's, and now - in her 80's - a funeral director.

The interviewer looked at her, quite astonished, and asked why she had married four men with such diverse careers.

She smiled and explained, "I married one for the money, two for the show, three to get ready and four to GO.

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