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**WHAT IMPACT WILL OCCULT ACTIVITY
HAVE ON CALIFORNIA LAW ENFORCEMENT
AGENCIES BY THE YEAR 2001?**

An Independent Study
by
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Peace Officer Standards and Training
(POST)
Sacramento, California
February, 1992

D0075

This Command College Independent Study Project is a FUTURES study of a particular emerging issue in law enforcement. Its purpose is NOT to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.

Defining the future differs from analyzing the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.

Managing the future means influencing the future--creating it, constraining it, adapting to it. A futures study points the way.

The views and conclusions expressed in this Command College project are those of the author and are not necessarily those of the Commission on Peace Officer Standards and Training (POST).

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SUBTITLES

SECTION ONE - INTRODUCTION

A discussion of Occult activity, definition, and scope of issue.

SECTION TWO - FUTURES FORECASTING

Identified trends and events are forecast and possible future scenarios considered.

SECTION THREE - STRATEGIC MANAGEMENT PLAN

A model strategy for California law enforcement agencies to deal with the issue of Occult activity that includes mission statement development, stakeholder identification and organization analysis.

SECTION FOUR - TRANSITION MANAGEMENT

The identification of those individuals who make up the critical mass and a management plan to move the organization to its future desired state.

SECTION FIVE - CONCLUSIONS AND FUTURE IMPLICATIONS

An overview of the projects results, food for thought and issues suggested for additional research.

DEDICATION

To My Steadfast Wife

Yvonne

Who's tenacious love finally paid off

To My Two Sons

Buddy

Who's stint with Heavy Metal Music opened both our eyes to its evil

and

Doug

Who unknowingly provided a measure of the motivation which prompted my selection of this subject for research by coming home from the 5th grade one day and telling me of three little girls who had formed a circle during their lunch hour and were evoking the presence of the Satan.

ACKNOWLEDGEMENTS

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And lastly, to my family who has silently put up with dad's absence during the 900 plus hours spent in the birthing process of this project and who so graciously welcomed me back from the Future...

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COMMAND COLLEGE CLASS XIII
PEACE OFFICERS STANDARDS AND TRAINING (POST)
1992

Executive Summary

There is observable evidence that incidents of bazzar crime and activity which are directly related to things of the Occult are on the increase. This research paper looks at the issue of Occultism and how it will impact California law enforcement by the year 2001. There are identifiable trends currently active in the environment that are cause for concern for law enforcement in the future related to the Occult issue. This study is contained in a five part document that includes an introduction to the background of the issue, a futures forecasting section based on the identifiable trends in the environment and potential future events, a strategic management section, a transition management plan, and conclusions and recommendations.

The study starts by looking at things that have gone on in the past, both distant and recent, relative to the Occult issue. The author utilizes a Nominal Group Technique process to identify active trends and future events. The Panel then conducted a forecasting process. Future scenarios, demonstrating the possible impacts of these trends and events, were developed by the author for the purpose of focusing policy selection.

As the study evolves, an organizational capability analysis is conducted where significant stakeholders are identified and assumptions are formulated relative to their support for the implementation of the chosen strategy.

An analysis of the policy selection process and the selected policies and a recommended implementation plan is provided. Policies were selected which focus on facilitating the establishment of a statewide definition of

Occult crime, mandatory reporting requirements, the development of law enforcement networks for information exchange and statistical data collection, and the development of training programs for agency and community members in belief systems with a focus on recognition of indicators which suggest the presents of active Occult involvement are recommended as priorities.

The final section provides a Transition Management Plan that identifies the steps necessary to guide the organization through the transition process ultimately creating an organizational environment where Occult activity is not only recognized but addressed in a positive manner.

In summary, the author looks at the emergence of Occult activity and utilizing a group of experts forecasts the likelihood of a continued increase of Occult activity. Six specific policies were selected to address the issue; 1) development of a department training program on Occultism, 2) develop a regional informational data base and investigators association, 3) establish a state law and local ordinances prohibiting ritualistic killing of animals, 4) develop a community training program on Occult activity, and 5) develop an Occultism training program for the schools.

A number of department members are identified as being the "Critical Mass" in terms of successfully bring the recommended policies to a reality. For the model city of Chino those individuals were the Chief of Police, the Transition Manager (someone appointed by the Chief to keep the process moving), the City Manager, the Mayor, the Department Training Manager, and the Investigative Lieutenant.

A temporary management structure is recommended and specific strategies are discussed for gaining the necessary commitment of the "Critical Mass." In addition, responsibility charting is conducted for the purpose of eliminating anxiety and confusion as the implementation of the plan moves forward.

Lastly, specific transition technologies are recommended that will assist in a smooth transition, further mitigating the anxiety and uncertainty that often accompanies change. Examples are; Communicate the Vision of the Future, Establish clear/concise action statements, Team building, Responsibility charting, Midpoint scenarios, and Stakeholder surveys.

CONTENTS

SECTION ONE - INTRODUCTION	1
Chronicle	2
Search For Common Ground	5
Who's Doing What?	7
Legislation	13
SECTION TWO - FORECASTING THE FUTURE	15
Futures Research/Central Issue	16
Viewing the Environment	16
Sub-issues	17
Methodology	18
Trends	18
Events	19
Review of Graphs	22
Cross Impact Analysis	27
Future Scenarios	29
Exploratory Scenario-Surprise Free	30
Normative Scenario-Desired and Attainable	31
Hypothetical Scenario-Anything Goes	32
SECTION THREE - STRATEGIC MANAGEMENT PLAN	34
Why a Strategic Plan	35
Mission Statement	36
Situation Analysis	37
External Environment	38
Social	38
Technological	39
Economical	39
Political	39
Legal	40
Organizational Capability	41
Strategic Assumption Surfacing Technique	44
Stakeholder Analysis	44
Policy Development	47
Selected Policy Alternatives	48
Analysis of Selected Policies	49
Recommended Policies	53
Strategic Management Plan Summary	58

ILLUSTRATIONS

1.	Futures Wheel	17
2.	Trend Evaluation	21
3.	Event Evaluation	21
4.	Trend #1 Graph	22
5.	Trend #2 Graph	22
6.	Trend #3 Graph	23
7.	Trend #4 Graph	23
8.	Trend #5 Graph	24
9.	Event #1 Graph	24
10.	Event #2 Graph	25
11.	Event #3 Graph	26
12.	Event #4 Graph	26
13.	Event #5 Graph	27
14.	Basic Cross-Impact Evaluation Matrix	28
15.	Strategic Assumption Surfacing Technique Map	47
16.	Policy Cross-Impact Matrix	54
17.	Commitment Planning Chart	67
18.	Responsibility Chart	69

SECTION ONE

INTRODUCTION

Occult Crime; ready or not here it comes

....Some things happening here
what it is ain't exactly clear....
"For What it's Worth" by
"The Buffalo Springfield"

BACKGROUND

Chronicle

Historically, law enforcement has gauged its effectiveness by the level of crime in society. Whether it was easier, or thought more effective, the area of property crime was where the majority of law enforcement's resources were invested. Over the last twenty years that focus has intensified to the point that nearly every city in the United States provides or supports some level of Neighborhood Watch or community crime prevention program. In recent years, there has been a slight shift in focus to include community instruction in self defense and personal protection against violent offenders. This shift of focus was in response to the public's concern over the increase in violent crimes.

For example, the FBI's annual Uniform Crime Report for 1987 established that during that year a murder occurred every 26 minutes, a forcible rape occurred every 6 minutes, a robbery every minute and an aggravated assault occurred every 37 seconds. The crime trend over the 10 year period from 1978 to 1987 demonstrates that the violent crime rate rose 37% (Flowers 20). This trend, with slight deviation has continued on its upward spiral with a host of new categories of crime surfacing as major concerns for the law enforcement community.

Repeatedly law enforcement has observed a phenomenon; where a specific type of crime is recognized, given media attention and thereafter, as other victims come forward, or law enforcements' expertise grows to the point of being able to conduct quality investigations, the full extent of that crime is revealed. Examples of these phenomena are child abuse, domestic violence, and in recent years, computer crime. We in law enforcement felt that we had an accurate view of the extent of these

crimes, until it became acceptable for victims to come forward and tell their stories, or until we gained the knowledge or technology to investigate the particular crime. The result has been staggering increases in the incident rates of these newly defined crime problems. These increases are not necessarily because the incidents are happening with any greater frequency, but more likely, attributed to data collection and the attention given to them by the media and law enforcement.

When reflecting on how law enforcement has addressed these and other crime issues over the course of history, it is easy to see that we have traditionally taken a reactive position. More often than not, as a result of law enforcement's lack of recognition of a problem, special interest groups exerted pressure on legislators, who thereafter, enacted legislation mandating action on the part of law enforcement. All too frequently the legislation(s) that resulted served to create more problems for law enforcement than they solved. One method of reducing the number of times that we in law enforcement are surprised or forced to action by new legislation is to become more observant of indicators on the horizon. These indicators may suggest problems and the need for policy decisions that will mitigate the problem potential, thereby creating a future that will allow individual agencies to focus their resources in areas deemed appropriate by they communities the serve. As indicated by the following narrative there appears to be a new category of criminals coming on the scene; those involved in Occult activity.

Looking at the subject of Occult Activity it is clear that there is a great controversy occurring within law enforcement surrounding this issue. This researcher's efforts suggest that there are two basic camps where commentators take their stand. In one camp you have wagons

grouped in a tight circle, standing on the ground that although there have been incidents of crime where the perpetrator(s) acknowledged varying degrees of involvement in the occult, that fact is of little or no value to law enforcement and in reality can do more to hamper the prosecution of the suspect than assist the investigator. In the other camp you have an even tighter circle of tepees where the view is strongly held that there is a sinister satanic conspiracy that is responsible for numerous crimes, many of which cannot be proved "beyond a reasonable doubt". These diverse positions have pitted the two camps in a battle of words relative to the extent of the problem, how law enforcement should respond, or even if there is a problem to be concerned with.

One of the major points of contention focuses on what is meant by the various titles attached to the activity in question. There appears to be great literary freedom when attaching titles to specific occult related activity. Cult, Occult, Satanic, Witchcraft, Sorcery, Ritualistic Crime, Ritual Abuse, Voodoo, Palo Mayombe and Santeria have all appeared as descriptors for various activity, with limited explanation as to what is meant and in some instances obvious confusion on the part of the particular author. This disagreement of terms has only fanned the embers of animosity between the opposing view points. (For reference, the California Office of Criminal Justice Planning's (OCJP), Occult Crime: A Law Enforcement Primer, is a good single source document that provides an adequate understanding of the root differences in the above terms).

Search For Common Ground

Webster's New World Dictionary defines occult as, "hidden or concealed." James Webb, wrote in his exhaustive work The Occult Establishment:

"The occult" has been defined as "rejected knowledge." This means that knowledge of a potentially valuable kind may be classified as "occult" just as easily as knowledge once accepted but now discarded as primitive, facile, or simply mistaken. The term is so loose and all-embracing that it can be made to cover Spiritualism, Theosophy, countless Eastern (and not so Eastern) cults; varieties of Christian sectarianism and the esoteric pursuits of magic, alchemy and astrology; also the pseudo-sciences such as Baron Reichenbach's Odic Force or the screens invented by Dr. Kilner for seeing the human aura. (Webb 59)

For the purposes of this research project, "Occultism" was chosen as the all encompassing term for those activities that generate potential problem areas for law enforcement in terms of creating victims or community fear as a result of visible indicators of the possibility that unlawful or dangerous actions of "Occultic" practice are occurring in an area. This definition, which is understood to include the worship of Satan, removes the necessity of expounding on the specific beliefs or activities of each classification of behavior and settles for a more general category of activities or beliefs that create victims or otherwise violate established laws.

Although there have been numerous individuals over the years who have come under the scrutiny of law enforcement as a result of their criminal activity, of those whose backgrounds have been steeped in things of the occult, none is clearer where law enforcement should have become

involved in monitoring individuals involved in occult activity than in the cases of Charles Manson. In August, 1969 a group of individuals, who would become known as the "Charles Manson Family", gained international notoriety in one of this nation's most hideous mass murder sprees (Bugliosi 74-78). During the "Family's" court trial for the Tate/LaBianca murders, the issue of their involvement with the "Occult" and Satan worship was raised as a possible motive for their bizarre crimes. Direct ties were established between Charles Manson and Anton LaVey, who claims the title of the High Priest of the First Church of Satan and authored the Satanic Bible in April, 1966 (Godwin 50).

Countless hours have been spent investigating the connections between the "Family" and occultism with no significant information of "evidentry value" being produced. Information was identified however, that should have been a cause for concern for law enforcement relative to the networking of people involved in occultism. That information illuminates the value of looking at the past to get a picture of how Occultic networks and relationships span nations and even continents.

Like a web, direct ties between Anton LaVey, Charles Manson, Susan Atkins, Bobby Beausoleil and Roman Polanski (Sharon Tate's husband) were substantiated. What all these connections actually mean is still vague. But, it is difficult to attribute coincidence to the fact that these individuals all had direct contact with Anton LaVey and his satanic influence prior to the Tate/LaBianca murders.

Consider for a moment the fact that Roman Polanski produced and directed the satanic movie "Rosemary's Baby". Polanski and LaVey developed a relationship during the production of this movie while LaVey was acting as the technical advisor to Polanski on the satanic aspects of

the film (LA Times Aug.1969). Consider further that several months prior to killing the LaBiancas, Bobby Beausoleil, while in England, played the role of Lucifer in the movie "Invocation of My Demon Brother". This movie was produced and directed by Kenneth Anger, one of the foremost warlock-satanists of this century (Godwin 49), and that Anton LaVey played the part of His satanic Majesty in that same film. It was not until after the Tate/LaBianca murders that it became known that Bobby Beausoleil and Charles Manson were best of friends and that Anton LaVey frequently visited with Manson and the "Family" at the Spahn Move Ranch. If these inter-connected relationships still have not created a tinge that there just might be some alliance between Anton LaVey, his professed satanic beliefs and incidents of violent crime, consider this last fact. Sharon Tate became the victim of Susan Atkins, who three years prior to stabbing Sharon and licking the blood from the knife she used, was part of LaVey's "Witches Sabbath" topless show where she played a vampire (Lyons 88). From a rhetorical perspective; "Is there some conspiracy at the root of much of evil in this world?"

Who's Doing What?

These three words, who's doing what, could require volumes of written explanation if we were to explain each facet of each belief system encompassed in our definition of occultism. For our purpose of identifying individuals or groups that will most likely come into direct conflict with law enforcement, we will focus our attention on the religions that have Afro-Caribbean roots such as Santeria, Palo Mayombe and Voodoo; and the three basic groupings of practitioners of satanism; Youth Subculture, Dabblers, and Traditional (Lanning 1989). Santeria, Palo

Mayombe and Voodoo is practiced mainly by Hispanics and to a lesser degree Blacks, while satanism draws a predominately White follower.

The common element that links the above beliefs is their propensity, and in some cases a necessity, for the ritualistic or sacrificial killing of animals. The animals can be one of a variety of farm animals or they can be cats or dogs from a local neighborhood. It is ritualistic animal abuse that is probably the most frequently observed indicator that some group or individual(s) are actively practicing their belief system in a particular local. The number of incidents where the remains of dead animal's are found and reported to law enforcement and animal control agencies is increasing at a startling rate. Janet L. Hampson, in her study, Ritual Killing of Domestic Pets in Orange County, documented 218 cases of animals, mostly cats, found mutilated in the Orange County area over a three year period between 1988 and 1990. The study contains written documentation from such occult crime experts as Det. Patrick G. Metoyer, of the Los Angeles Police Department, attesting to the fact that these killings were at the hands of humans. It is rumored that Skin-heads involved in satanism are responsible for the killing of many of these animals.

Detective John Hogue, of the Ontario Police Department has indicated that animal parts are frequently found discarded in his city, thought to be the work of practitioners of the Santeria religion, and that Southern California is a hot bed for such activity.

In the October issue of Western City magazine the growth of the California Hispanic population was described as follows:

The 1990 Census will count nearly six million foreign-born residents. Immigration plays a key role in California's

population growth. Nearly one in two new residents is a recent immigrant and this trend will continue adding more than 250,000 people to the California's population each year. Most of California's new immigrants are coming from Mexico and Asia. (Levy 10)

Likewise, Tony Quinn, indicated in his article in the July ,1989, issue of the Golden State Report, the number of Hispanics in California has grown by 55 percent in this decade. When we consider that the legal California Hispanic population is expected to exceed 9 million by the year 2000, that the undocumented Hispanic population is expected to significantly exceed the current level of 1 million, and that Santeria and Palo Mayombe are vital parts of the lives of many of those Hispanic's migrating to California, Detective Hogue's comments ring a chilling sound of warning for the future.

There is every reason to believe that incidents of animal mutilation and sacrifice attributed to satanism will also increase over the next ten years. Alvin Toffler in his 1970 book, Future Shock stated:

By changing our relationship to the resources that surround us, by violently expanding the scope of change, and, most crucially, by accelerating its pace we have broken irretrievably with the past. We have cut ourselves off from the old ways of thinking, of feeling, of adapting. We have set the stage for a completely new society and we are now racing towards it (Toffler 36).

Twenty years later and we are still racing towards it. Whatever "it" may be. One thing "it" does not appear to be is a nation where the traditional family structure (a working husband, a homemaker wife and one or two children) is the norm. Hans Finzel in his book, Help! I'm a Baby Boomer, points out that today one out of every two marriages ends in

divorce compared to one in four during the 1960's. Furthermore, 53 percent of the work force is female and in 66 percent of young married couples ages 25 to 34 both spouses work. According to Finzel these situations place 10 million children in day-care centers on a daily basis. This demise of the nuclear family and the growing divorce rate has taken a toll on this nation's children. Teen suicide is at an all time high and there is a growing sense of hopelessness developing as we race headlong into the 21 century (Estrada, July 1991).

Bob Larson, in his book Satanism, The Seduction of America's Youth, indicates that a profile has emerged for those inclined toward satanism. He states:

...many are from broken homes where they were neglected or ignored. Most are extraordinarily bright and sensitive. Each harbors a deep, hidden hurt, often sexual or physical abuse. Generally, they have experienced disappointment with organized Christianity. Turning to the devil isn't their first choice. Suicidally inclined and overcome with a sense of worthlessness, they see Satan as their last resort to grasp a sense of personal importance" (Larson 28).

Coupled with what Toffler and Finzel have said Larson's profile for satanic involvement makes it frightfully clear that there is a potential youthful harvest ready to be reaped by satanic recruiters.

Another frequently observed indicator of the possibility of satanic activity is the incidents of satanic graffiti. (See Attachment A for examples) Although little can be determined by the sporadic appearance of satanic graffiti, it may signal the presence of individuals who are bragging about their activity and should prompt field patrol officers to give attention to areas that are normally left undisturbed by routine patrol. One example of what might be found by trained patrol officers was

communicated to this researcher by Special Agent Bruce J. Mahler, United States Air Force (USAF), Office of Special Investigations.

Agent Mahler indicated that satanic graffiti had been observed in and around the Upper Fort MacArthur Reservation adjacent to the USAF Pacific Heights Housing area sometime prior to March 7, 1990. Apparently, on that date military security police attention was focused on some abandoned bunkers and quanset huts located on military grounds after a military dependant, who lived in a near by government housing facility and had been camping out in his backyard heard "chanting and drumming" coming from the area of the bunkers. When an investigation was conducted investigators were stunned by what they found. One of the bunkers had been tunneled into and the entire interior was covered with satanic graffiti. In the report that followed, Sgt. Randy Emon of the Baldwin Park Police Department, a recognized expert in occults, and consulted on the investigation, stated:

"the coffins and power triangle found near the quanset hut represented some serious demonic magic and conjuring and these people performing these rites were probably not satanic dabblers but hard-core satanists".

(Department of The Air force File # 9018D453-452)

Although, not as extensive as the Fort MacArthur incident, numerous similar incidents have been relayed to this researcher by officers from departments far and wide.

Although, there is much skepticism about the number of human beings who have met their fate at the hands of an individual or group of individuals while carrying out part of their belief system, there is hard evidence that such activity does infact occur. This fact was evidenced by the discovery of the surreal murder scene of Mark Kilroy in Matamoros,

Mexico, where he had strayed with three friends for a good time during Spring Break from college in 1989. He was kidnapped and ritualistically murdered by a group of individuals who were practicing the Palo Mayombe religion. Their goal of the sacrifice was to gain supernatural protection from law enforcement for their unlawful drug smuggling activities (Linedecker 82-87).

Sean Sellers sits on Death Row in Oklahoma for the murders of a store clerk, his step-father and mother. Sean acknowledges active involvement in Satan worship; having belonged to a satanic "coven" (a group of individuals who meet to worship together) and having entered into a blood pact wherein he renounced God and pledged himself to Satan prior to committing the murders. (Wedge 12-13). There are other murders that have been directly linked to satanic worship or involvement such as Richard Ramirez, the Night Stalker (Wedge 139-140), and David Berkowitz, the son of Sam, (Terry 181) and more recently Jeffrey Dahmer, the accused mass murderer in Wisconsin, who reportedly had a history of conducting séance's at his home where the devil was invoked (Daily Bulletin, August 4,1991).

Because of the aforementioned controversy over whether or not there is such a thing as occult crime no government agency charged with tracking statistics for law enforcement purposes has established a criteria for, or mandated tracking of, cult or Occult activity. Therefore, there is no factual basis to make valid determinations relative to the breadth of the occult issue. Somehow it just seems beyond comprehension that the federal government maintains statistics on 106 different attitudes held by various groups in the nation, which it publishes annually in the Source Book of Criminal Justice Statistics, but does not keep

statistics on missing persons. The National Center for Missing and Exploited Children in Washington D.C. (who only track missing children) state that approximately 1.5 million children are reported missing in the United States every year. They indicate that annually between 2000 to 6000 of these missing children cases are never solved. They further indicate that in excess of 3000 people are buried each year whose identification remains a secret and that hundreds of these are children (Griggs 1988). How can we refute claims of multiple hundreds of people killed each year by satanists when we do not know how many are truly missing. Any reasonable person must conclude that, with planning, the remains of a human body can be permanently disposed of, ask Jimmy Hoffa.

Legislation

It has only been in recent years that legislative efforts have been taken to regulate the behavior of various groups that, while exercising their freedom of religion, have entered the realm of violating laws or public conscience. The City of Hialeah, Florida, was taken to the United States District Court as a result of ordinances they had passed that came into direct conflict with the beliefs and practices of the Church of The Lukumi Babalu Aye, Inc., which is a church dedicated to the Santeria religion. Briefly, in the Santeria religion (which is Yoba or Yoruba, an ancient religion that originated almost 4000 years ago with the people of West Africa and is practiced openly in Nigeria today) animals, including chickens, pigeons, doves, ducks, guinea fowl, goats, sheep, and turtles, are sacrificed as an integral part of the rituals and ceremonies (United States District Court #87-1795-CIV-EPS). The City of Hialeah's ordinances prohibited cruelty to animals, possession of animals intended for

sacrifice or slaughter and established specific zoning requirements. After finding in favor of the City of Hialeah, District Judge Spellman wrote in the memorandum opinion on the case:

Although the ordinances are not religiously neutral but were intended to stop the practice of animal sacrifice in the City of Hialeah, the ordinances were not passed to interfere with religious beliefs, but rather to regulate conduct. The ordinances have three compelling secular purposes: 1) to prevent cruelty to animals; 2) to safeguard the health, welfare and safety of the community; and 3) to prevent the adverse psychological effect on children exposed to such sacrifices (USDC#87-1795-CIV-EPS).

With the Federal Courts taking positions such as this it becomes obvious that even though an individual or group claim to be practicing their particular religion they can still be enjoined to limit their activities if threats exist to the general public. Other municipalities across the nation have followed Hialeah's example and passed ordinances regulating the ritualistic killing of animals, Boise, Idaho and the City of Los Angeles, California are but two.

This overview provides a picture of how Occultism is taking shape in America and touches some trends that are currently active in California which will undoubtedly impact law enforcement in the future. The purpose of this futures research project is to identify and establish effective methods for the management of the Occultism issue by law enforcement over the next ten years.

SECTION TWO

FORECASTING THE FUTURE

"What's puzzlin' you is the
nature of my game..."
"Sympathy For The Devil" by
"The Rolling Stones"

FORECASTING THE FUTURE

Futures Research/Central Issue

Futures Research is nothing more than the patient study and consideration of the possible futures for a given issue or subject matter. In that Futures Research deals with the "future", something that has not yet occurred, it becomes necessary to use a collection and combination of data such as: identifiable trends and events, historical information, scientific fact, and the insight of established experts in the field of interest. Through the use of a Futures File (a collection of written articles and documents on various issues that might impact law enforcement developed by the writer), initial trends and events were identified that indicated a need for a futures research study into the issue of Occultism and its potential impact on law enforcement over the next ten years. Therefore, the central issue of this research project became: **What impact will Occult activity have on California law enforcement agencies by the year 2001?**

Viewing The Environment

A Futures Wheel was created to generate a visual instrument for breaking the environment into pieces, as it were, in relation to its impact on the selected issue. The Wheel was constructed using information collected through periods of group brain storming, an extensive literature review and input from knowledgeable law enforcement practitioners and recognized experts in the field of Occultism. Consideration of peripheral sub-issues was also necessary to thoroughly address the issue. The Futures Wheel created an environment where the most important sub-issues became clear.

FUTURES WHEEL

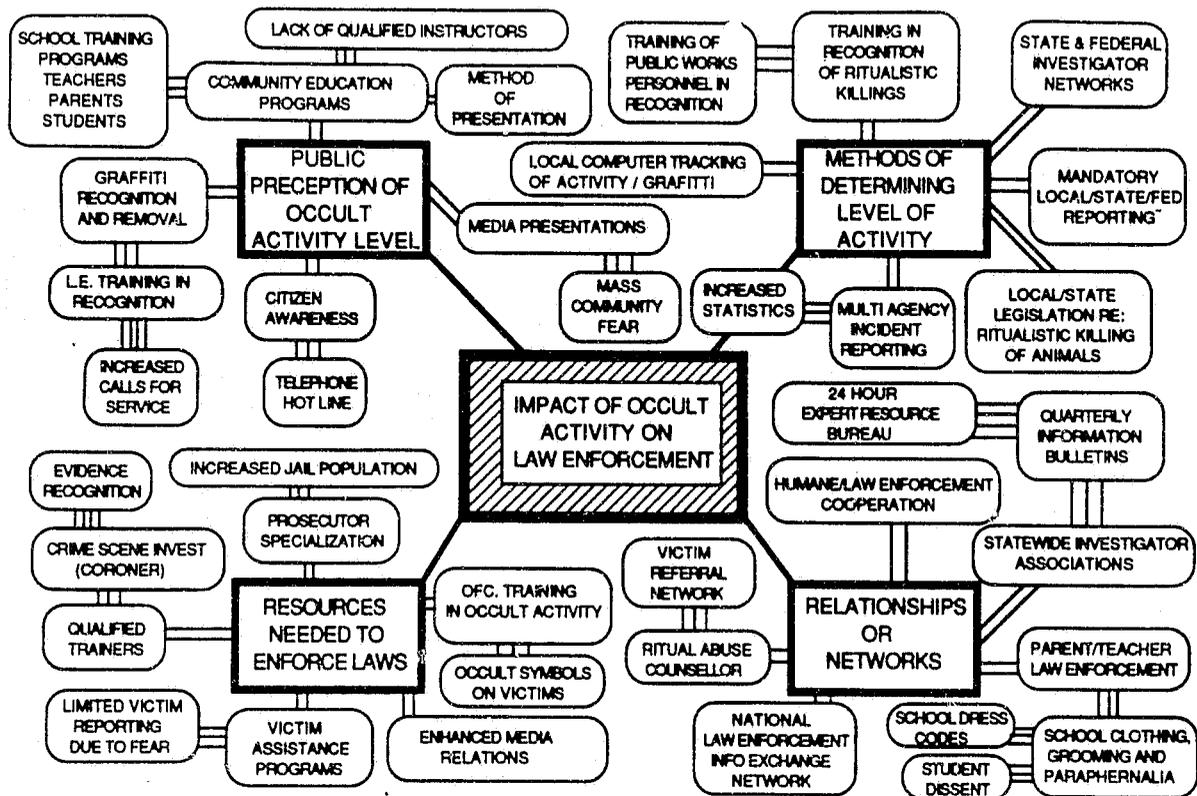


Illustration 1:

Sub-issues

As a result of this process the sub-issues were identified as:

- * What methods can be developed to determine the level of Occult activity?
- * How will agencies respond to the public perception of the level of Occult activity?
- * What resources will be needed to enforce laws related to Occult activity?
- * What relationships or networks could be developed to oppose Occult activity?

Methodology

Through an intense literature review, interviews with individuals who have expertise in the area of Occultism, and a state-wide survey instrument used to collect data from California law enforcement and animal control agencies(See Attachments B &C), information related to current trends and possible future events surrounding the issue area was collected. This information was provided to a Nominal Group Technique (NGT) panel (See Attachment D) for the purposes of identifying significant trends and events. A list of 29 trends and 17 events were identified by the group using the NGT process. (See Appendix E & F for listing of trends and events). The NGT group was asked to rank the identified trends in relationship to their value in strategic planning, provided a good long-range forecast could be obtained. This process reduced the Trend list to 5. The group then weighed each event statement against its probability of being impacted by policy, which provided a list of 5 events.

Two considerations were paramount in the group's selection process as it related to planning: fiscal resources available today and in the future, and the political influence necessary to effect the trends and events. The trends and events that were selected for policy development are as follows:

TRENDS*

1. Law enforcement recognition of Occult activity
(Officer training in the recognition of evidence of Occult activity)
2. Number of reported animal mutilations
(The number of cases reported to law enforcement where animals are mutilated or sacrificed)
3. Impact of new cultural belief systems
(Number of animals ritualistically killed in association with belief systems)

4. Level of community awareness of Occult activity
(The extent to which the community at large recognizes signs and symbols which indicate the presents of Occult activity)
5. Change in family structure
(The extent to which children are left alone due to single parent families and/or dual working parents.)

* To aid in approaching the Trend examination from a neutral position the Trends are given as non-directional, without a positive or negative direction. Panel members gave direction to the Trends during their analysis.

EVENTS

1. Legislation defining and prohibiting ritualistic crimes
(Laws that provide new tools for enforcement)
2. State mandated reporting of Occult activity
(Uniform state-wide definition and mandatory reporting requirement for all law enforcement agencies)
3. State mandated training for state/municipal employees in Occult activity (Standardized training on Occultism)
4. Major investigation (i.e., McMartin case) where evidence is found and admitted into court identifying satanic ritual abuse
5. Penalties increased for animal mutilation cases
(The mutilation of animals in a ritualistic/sacrificial fashion)

After settling on the above Trends and Events the same panel actually began forecasting estimates that provided data that was used in determining three futures scenarios. These scenarios are the "Nominal", the "Exploratory" and the "Hypothetical." Using a ratio scale wherein "Today" equalled an arbitrary "100", the Panel was asked to estimate what they felt the level of each trend would be for three time periods: 5 years ago, 5 years from today, and 10 years from today, if no intervention efforts were taken. This process determined the "Nominal Forecast." The Panel was also asked to forecast a level where they felt the trend should

be at the 5 and 10 year mark. This process determined the "Normative Forecast" (See Illustration #2).

The Panel was then asked to forecast the probability of the occurrence of the identified events (See Illustration #3). The first estimate was to select the number of years until the probability of the event occurring first exceeded zero. The next two estimates were for the probability of occurrence at 5 years and at 10 years from today. Lastly, the Panel rated the impact on the issue, both positive and negative, should the event occur.

The data from the Trend and Event illustrations was then plotted, for visual perception of the relationship of the trends and events to the issue, on medial line graphs. These graphs were then subjected to a final screening in preparation for a "Cross-Impact Analysis". Several things became apparent from looking at the data in graph form. First of all there was a consensus that trends 1-4 were at a much lower level 5 years ago and that they would continue to increase over the next ten years. Conversely, trend 5, (Family Structure) reflected that the Panel believed that the number of children left alone as a result of single parents and dual working parents is much higher than it was 5 years ago and there was a consensus that this number would grow over the next ten years resulting in a greater number of children being left alone the majority of the time. The following discussion and depiction of the data in graph form will assist in understanding the forecasting process.

TREND EVALUATION

Trend #	TREND STATEMENT	LEVEL OF THE TREND (TODAY = 100)			
		FIVE YEARS AGO	TODAY	FIVE YEARS FROM TODAY	TEN YEARS FROM TODAY
T-1	Law enforcement recognition of Occult activity	50	100	200 150 105 250	300 200 110 350
T-2	Number of reported animal mutilations	50	100	200 150 150 0	300 200 100 0
T-3	Impact of new cultural belief systems	50	100	250 200 150 50	300 250 200 25
T-4	Level of community awareness of Occult activity	50	100	150 100 50 200	200 150 100 300
T-5	Change in family structure	150	100	100 75 50 200	75 50 25 300

NOTES:

- 1) N=9
- 2) FIVE YEARS AGO = PANEL MEDIAN ESTIMATE
- 3) SHOULD BE LEVELS = PANEL MEDIAN ESTIMATES

HIGH
MEDIAN
LOW

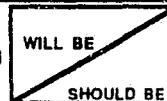


Illustration 2:

EVENT EVALUATION

EVENT #	EVENT STATEMENT	YEARS UNTIL PROBABILITY FIRST EXCEEDS ZERO	PROBABILITY		IMPACT ON ISSUE AREA IF THE EVENT OCCURRED	
			FIVE YEARS FROM NOW (0-100)	TEN YEARS FROM NOW (0-100)	POSITIVE (0-10)	NEGATIVE (0-10)
E-1	State mandated training for State/Municipal employees on Occult activity	5	0 35 50	25 70 100	9	0
E-2	State mandated reporting of Occult activity	4	10 25 75	20 75 100	9	0
E-3	Legislation creating, defining and prohibiting ritualistic crimes	5	0 30 50	25 75 100	9	1.5
E-4	Major case (i.e. McMartin).. evidence is found/admitted as evidence...ritual abuse	2.5	8 25 80	50 75 100	9	1
E-5	Penalties increased for animal mutilation cases	3.5	0 75 100	50 85 100	8.5	0

NOTES:

- 1) N=9
- 2) PROBABILITY LISTED FOR (LOW-MEDIAN-HIGH)
- 3) OTHER ESTIMATES ARE PANEL MEDIAN FORECASTS

Illustration 3:

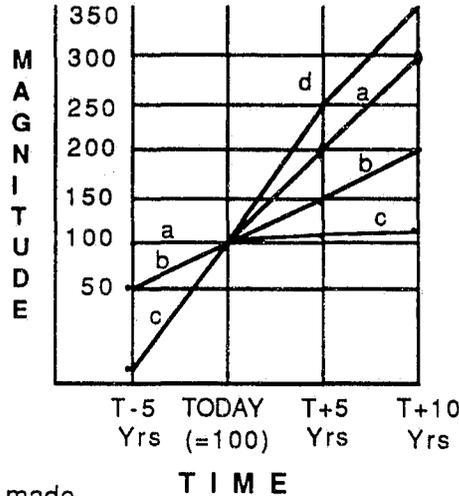
Review of Graphs

Trend #1: Law enforcement's recognition of Occult activity

Illustration 4: Graph #T-1

The Normative forecast (Should be) significantly exceeded the Nominal (Will be). The NGT panel felt that law enforcement's recognition of Occult activity should be much higher than what they believed that it would be. The range of this variance was magnified by a single group member who felt that little training was being done and doubted that it would increase to the point that it should. This observation was made

LAW ENFORCEMENT RECOGNITION OF OCCULT ACTIVITY



Note: N=9

Nominal Forecasts
 a=Highest
 b=Median
 c=Lowest
 d=Median "Should Be"

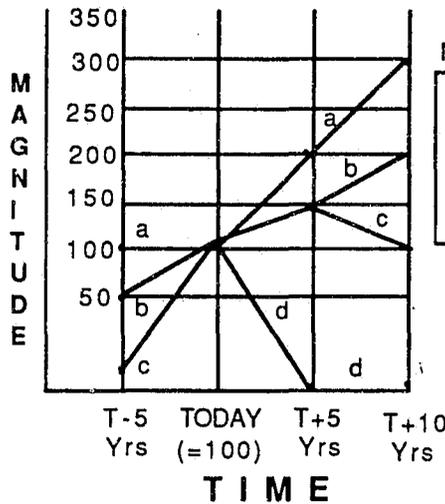
from a law enforcement member based on his own knowledge of available training and it was born out through survey results as the number one need in addressing the issue.

Trend #2: Number of reported animal mutilations

The Panel was exceptionally close in their opinions relative to this trend. There was a definite opinion that animal mutilations would continue to occur; however, there was a consensus that incidents of mutilation should be drastically reduced or eliminated. These findings were echoed by the survey results where 80% of Animal Control and 50% of Law Enforcement believed that animal mutilation would be an enforcement problem in the future.

Illustration 5: Graph #T-2

NUMBER OF REPORTED ANIMAL MUTILATIONS



Note: N=9

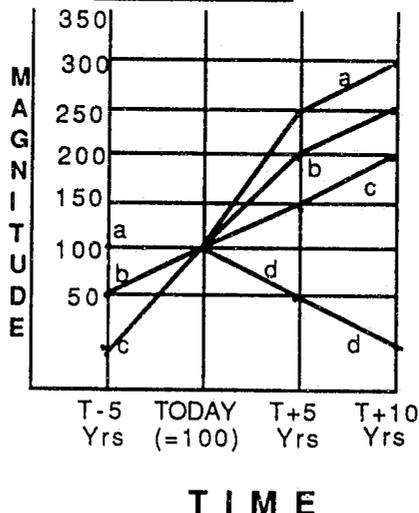
Nominal Forecasts
 a=Highest
 b=Median
 c=Lowest
 d=Median "Should Be"

Trend #3: Impact of new cultural belief systems

Again, this trend had a high level of consensus in terms of what the current trend is and what the trend should be in the future. The Panel believed that the anticipated influx of Hispanics into California from countries whose culture is steeped in ritualistic killing of animals as part of their belief systems will have a significantly higher impact on law enforcement and communities than it should have.

Illustration 6: Graph #T-3

IMPACT OF NEW CULTURAL BELIEF SYSTEMS



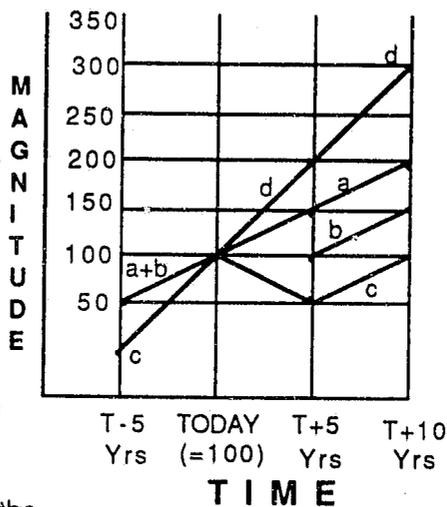
Note: N=9
 Nominal Forecasts
 a=Highest
 b=Median
 c=Lowest
 d=Median "Should Be"

Trend #4: Level of community awareness of Occult activity

The Panel's determinations about the level of community awareness of Occult activity are very interesting. The median (will be) of the group suggested that the Community's awareness would probably not change much over the next 5 years and then only marginally during the following 5 years. Yet, there was a distinct opinion that the Community should have a much higher awareness than it would. This opinion was verified by survey results that indicated 95% of the

Illustration 7: Graph #T-4

LEVEL OF COMMUNITY AWARENESS OF OCCULT ACTIVITY



Note: N=9
 Nominal Forecasts
 a=Highest
 b=Median
 c=Lowest
 d=Median "Should Be"

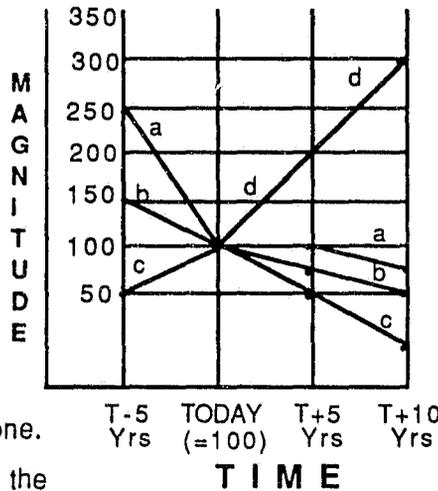
respondents felt the Community had a low level of awareness and 73% felt that more reports of Occult activity would occur if the Community had a higher level of awareness.

Trend #5: Change in family structure

The Panel agreed that the family structure (children left alone due to single parents or dual working parents) had worsened. The Panel believed more children were being left alone today than there were 5 years ago. Additionally, they believed that situation would continue to deteriorate in the future with even more children being left alone. The Panel was in total agreement that the family structure was in desperate need of help.

Illustration 8: Graph #5

CHANGE IN FAMILY STRUCTURE



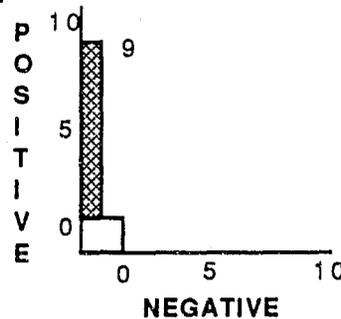
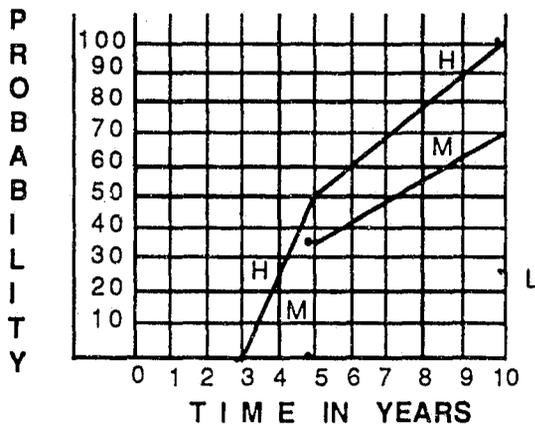
Note: N=9
 Nominal Forecasts
 a=Highest
 b=Median
 c=Lowest
 d=Median "Should Be"

Event #1: State mandated training for state/municipal employees on Occult activity

Although there was a certain amount of doubt as to if and when this event would occur, there was considerable agreement that such an event should occur. The Panel totally agreed that should this event occur it would have a strong positive impact on the issue, and no negative impact.

Illustration 9: Graph #E-1

STATE MANDATED TRAINING FOR STATE/MUNICIPAL EMPLOYEES ON OCCULT ACTIVITY



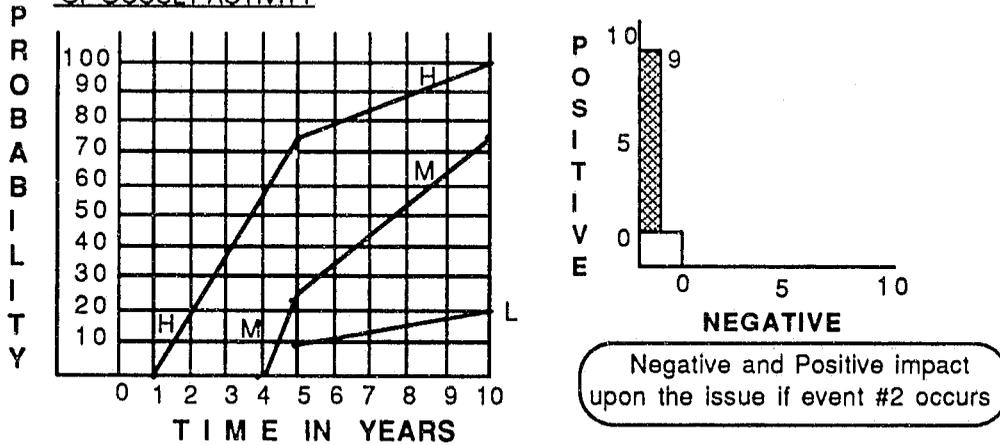
Negative and Positive impact upon the issue if event #1 occurs

Event #2: State mandated reporting of Occult activity

The Panel was fairly close in their opinion as to when the probability of this event would first exceed zero. Only one member felt that this event had little chance of occurring which accounts for the 20% at the ten year mark. Although there was some difference in the Panel's opinion as to the probability at the 5 year mark, they significantly closed the gap by the ten year mark with a median probability of 75% and a high of 100%. The Panel felt that should such an event occur it would have a strong positive impact and no negative impact on the issue. This feeling was also held by a majority of the survey respondents as 76% indicated that it would be valuable to have a state-wide reporting standard.

Illustration 10: Graph #E-2

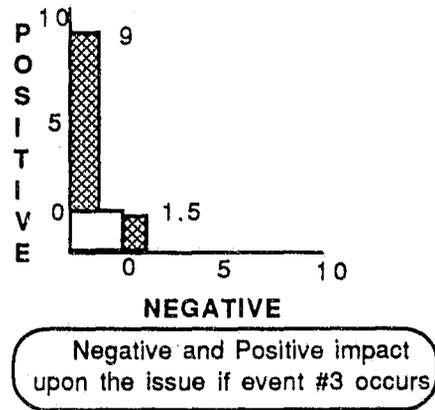
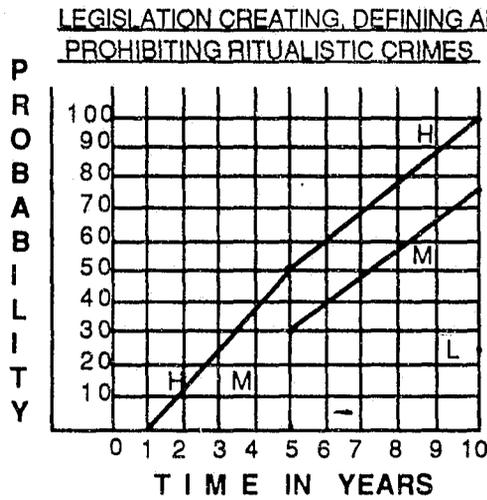
STATE MANDATED REPORTING
OF OCCULT ACTIVITY



Event #3: Legislation creating, defining and prohibiting ritualistic crimes

The Median of the Panel established that the number of years until the probability of this event first exceeds zero was 5 years. With exception of 3 members, the Panel felt that there was less than a 50% chance that this event would occur by the 5 year mark; however, the Panel as a whole more than doubled their estimates for the ten year mark. There was a consensus that the occurrence of this event would have a very positive impact on the issue. Very few Panel members felt that there would be any negative impact.

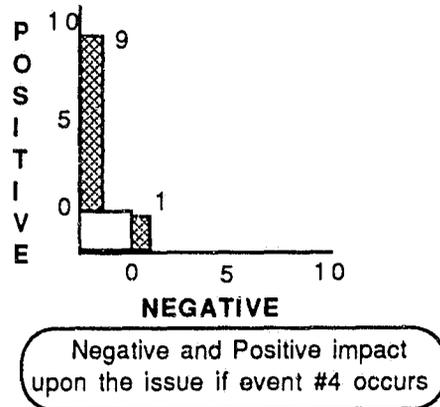
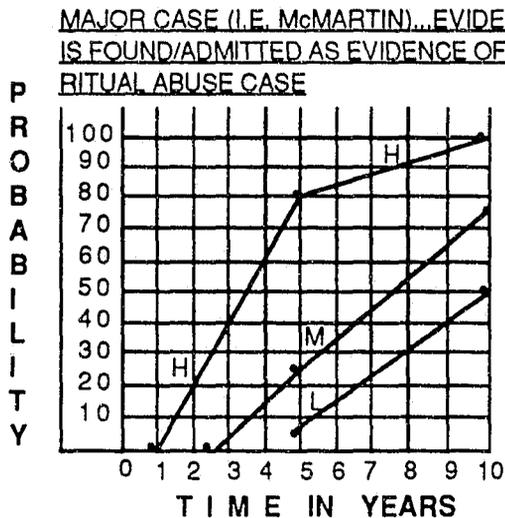
Illustration 11: Graph #E-3



Event #4: Major case (i.e., McMartin) where evidence is found/admitted into court identifying satanic ritual abuse

There was a consensus that this type of crime was going to continue and it was only a matter of time until this event was going to occur. The Panel median identified 2.5 years as the first point the probability exceeded zero, increasing to 25% by 5 years and 75% by ten years. Even the low estimate rated the probability at 50% at ten years, suggesting that that person wasn't totally convinced it wouldn't occur. The Panel felt that the occurrence of such an event would have an extremely positive impact and only a limited negative impact on the issue.

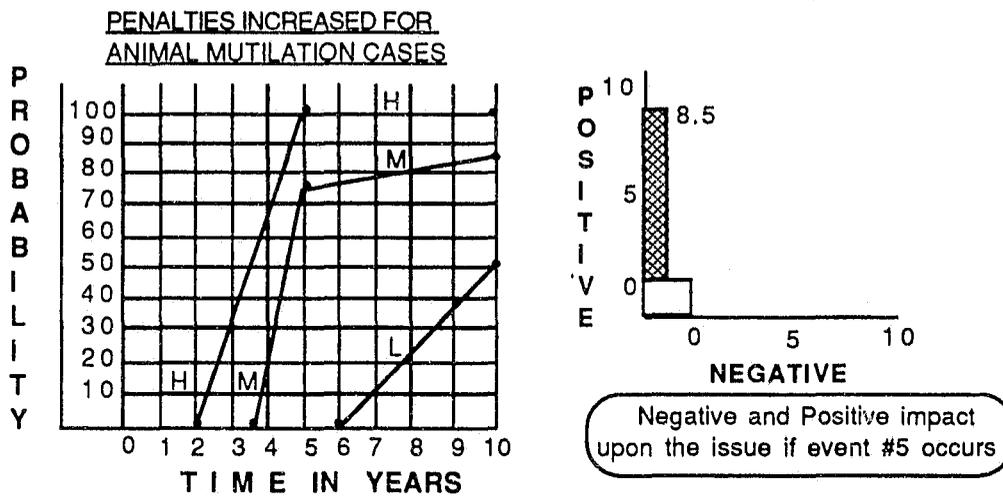
Illustration 12: Graph #E-4



Event #5: Penalties increased for animal mutilation cases

With the exception of one member, the group felt that there was a high degree of probability that this event would occur within the first 5 years, with the median being 3.5 years. By the 5 year mark, the majority of the Panel felt that there was a 75% or higher probability of the event occurring. By the ten year mark the median probability rose to 85%. As with the previous graph, the low of 50% at ten years consisted of less than a third of the entire Panel. No negative impact on the issue was identified; however, the positive impact was forecasted to be strong.

Illustration 13: Graph #E-5



Cross Impact Analysis

Using these forecasted trends and events, the Panel then conducted a Cross-Impact Analysis (Illustration #14). This is a process where the Panel rates the impact of each event upon the other events and on the trends for the purpose of evaluating their overall importance for policy priorities related to the issue. The Panel estimated the percent of change in the "probability of occurrence" of each event at its point of maximum impact with the other events. The Panel then, using the premise that the event occurred, estimated the percentage of change (plus or minus) in each trend level, at the point of greatest impact. A positive value indicates that the identified event increases the probability of occurrence of the

impacted event and/or increases the level of the impacted trend by the percentage amount shown. Conversely, a negative value indicates the impacted event and/or the level of the designated trend is decreased by the percentage shown.

BASIC CROSS-IMPACT ANALYSIS MATRIX

	IMPACTING EVENT (ACTORS)	IMPACTED EVENTS (REACTORS)					IMPACTED TRENDS (REACTORS)					EVENT IMPACTS	
		E-1	E-2	E-3	E-4	E-5	T-1	T-2	T-3	T-4	T-5		
E-1	State mandated training for State/Municipal employees on Occult activity	hatched	+90	+40	+20	+20	+95	+50	-25	+75	0	8	A
E-2	State mandated reporting of Occult activity	+50	hatched	+50	+40	+50	+90	+90	+75	+40	+5	9	A
E-3	Legislation creating, defining and prohibiting ritualistic crimes	+75	+50	hatched	+90	+60	+75	+70	-30	+50	+10	9	A
E-4	Major case (i.e. McMartin).. evidence is found/admitted as evidence ... ritual abuse	+10	+20	+75	hatched	+50	+50	+20	+20	+40	+50	9	
E-5	Penalties increased for animal mutilation cases	+10	+40	+45	+25	hatched	+50	+50	-30	+20	0	8	
Trends/Event Reactors (Impacts)		4	4	4	4	4	5	5	4	5	3		

- NOTE:
- 1) Panel median forecasts
 - 2) Nominal forecast for 10 year downline
 - 3) Assumption = Event happens; + or - percent change at maximum impact
 - 4) N=9

- TRENDS:
- T-1 Law Enforcement Recognition of Occult Activity
 - T-2 Number of Reported Animal Mutilations
 - T-3 Impact of new Cultural belief systems
 - T-4 Level of Community awareness of Occult Activity
 - T-5 Change in Family Structure

Illustration 14:

By looking across Illustration #14 and adding the points of impact, or "hits", "actor" events were identified. By adding the hits down the columns, "reactor" events and trends were identified. Having these "actor" and "reactor" events and trends identified, the researcher now has the task of pinpointing the most potent "actors" and "reactors" as targets for strategic policy consideration. The events identified as major "actors"

were also #E-1 (State Mandated Training), #E-2 (State Mandated Reporting) and #E-3 (Legislation Prohibiting). The highest event to event "reactors" were #E-1 (State Mandated Training), #E-2 (State Mandated Reporting) and #E-3 (Legislation prohibiting). The major event to trend "reactors" were #T-1 (Law Enforcement Recognition), #T-2 (Number of Reported Mutilations) and #T-4 (Level of Community Awareness of Occult Activity). Note: In order to chose the most potent events and trends from others with the same number of hits, the researcher added the total values of the impacts thereby identifying those with the greatest values.

The author's examination of these trends and events has provided an opportunity to consider the future of our issue in the light of action taken or neglected today. This consideration is made through the development of future scenarios. Although the bulk of the data gathered through the use of the state-wide survey does not appear in this project its results supported the NGT panel's opinions on nearly every basis.

Future Scenarios

Scenario writing is valuable in futures research for it allows the reader to visualize and get a clear focus of the forecasted data developed to this point in the research process. For our purposes three different scenario types will be developed by the author for consideration of possible futures in retrospect from the year 2001; 1) Exploratory, looks at the future in a surprise free environment, where things continue as they have been going without intervention, 2) Normative, portrays the future in the form that is desired and/or attainable and 3) Hypothetical, allows the researcher to manipulate the data in order to look at "what if?" type questions thereby examining alternate futures.

Exploratory Scenario - Surprise Free

HEADLINES

1. Satanic rituals viewed live via satellite from San Francisco.
2. Santeria churches conducting animal sacrifices in local park, neighborhood groups storm City Hall.
3. Fear grips community as wave of grave robberies and animal mutilations continue.

When Kestryl Angel began her Laurel, Maryland cable television programming of "Kestryl and Company", a program dedicated to witchcraft, the California law makers missed their opportunity to develop and implement legislation that would restrict such programming in their state. Now faced with graphic Satanic Church rituals being televised live via satellite, Satanic Bibles present in every motel and hotel room, multiple incidents of domestic animal mutilation and the Federation of Afro-Caribbean Religions conducting their religious practices in the open, traditional church leaders throughout California are calling upon their state representatives to take aggressive action to stem the tide of Occult activity. Grave robbery has increased and those committing the crimes are become increasingly more violent with yet another night watchman bludgeoned to death this past evening. The Supreme Court's refusal to hear censorship concerns relative to television broadcasts over the nation's airwaves has created an open door for elected official who are "coming out of the closet" in untold numbers and admitting their involvement with Satanism. The Pope warns the nation to repent.

Normative Scenario - Desired and Attainable

HEADLINES

1. Incidents of Animal Mutilation drastically reduced.
2. Occult Crime Investigator's Network given Accolades
3. Training- The Key To Prevention

Over the past 9 years, animal mutilations and the availability of Occult paraphernalia have been drastically reduced. These results are being attributed to good strategic planning based on quality forecasting and policy formation during the 1992 State wide Law Enforcement Conference on the "Occult and its effects on our Society". The legislation that called for severe penalties for animal mutilation, which grew out of the conference, and the establishment of the State wide Occult Crime Task force in 1993 has paid off by reduced incidents of Occult activity and setting up a clearing house on Occult information. The nation wide network of Occult crime investigators are the first to admit that their current ability in solving many of these bazaar crimes is directly related to the meager beginnings of the regional Occult Crime Task Force created in the San Bernardino County in the early part of the last decade. The extensive law enforcement training programs that started emerging in the early 1990's is seen as the key to unlocking many of secrets and removing much of the cloud that effectively hid the majority of Occult activity from law enforcement's attention. Very little gets by the average field officer today in terms of evidence of Occultism due to the continued training efforts carried on by the Commission for Police Officer Standards and Training.

Hypothetical Scenario - Anything Goes

HEADLINES

1. Grave Robbery hits all time high--Citizen groups foot patrol local Cemeteries.
2. Humane Society Officer Killed trying to Prevent Theft of Animals.
3. Heavy Metal Rock Star Blows-Up Stage killing Self and 300 Concert Goers while screaming Praise to Satan.

The latest incident of mass violence at a Heavy Metal Rock Concert has sent swarms of outraged parents to their local government officials. Their complaint focuses on law enforcement's failure to properly plan for and restrict the performer's activity. The trend, that started in the late 1980's, where concert goers were confronted with mean and evil displays of anarchy and praise to Satan, has degraded to the point that open satanic rituals involving members of the audience is common. Erected Steed's (lead singer for the Heavy Metal Rock Group, "Frosted Nutts") suicide is yet another uncontrolled incident that has resulted in death, injury, and property loss during Heavy Metal concerts.

Because no effort was taken in the early 1990's to control animal mutilation, few domestic animals roam the streets in the year 2001. Crime has increased to the point that thefts of household pets are common. As the recent break-ins of Humane Society facilities would indicate, Satanists will go to any extreme to acquire animals for their rituals.

Nothing in the 21st Century has caused as much turmoil for law enforcement as has the increase in grave desecrations. In spite of armed

patrols and security gates erected at all cemeteries in California, nothing seems to be able to stem the rising tide of this activity. Occultists boast that they gain power from the stolen body parts which protects them from police detection. There is a growing concern that there may be some basis for their beliefs due to law enforcements inability to stop these attacks.

The WOOA (War On Occult Activity) Foundation, who has been law enforcement's greatest critic for failing to properly address the increase in Occult activity in the early 1990's, has been fragmented in the last two years with leaders of the movement receiving death threats on themselves and family members from Occultists. Of those who have been kidnapped, only one has escaped his captors. He claims to have narrowly escaped being sacrificed and alleges others have died. WOOA claims it may be too late to change the direction of the Occult situation and blames law enforcement leaders for failing to follow through with the recommendations put forth during the 1991 "Conference on Occult Activity and its Effects on Society". They believe that through effective strategic planning and allocation of resources many laws could have been passed and programs put in place that would have sufficiently suppressed the openness of Occult activities that started appearing in the late 1980's.

SECTION THREE

STRATEGIC MANAGEMENT PLAN

**"Today's decisions determine
tomorrow's destiny"**

Rev. Jim Willoughby

STRATEGIC MANAGEMENT PLAN

For the purpose of this research project the Chino Police Department was used as a model for the development of this strategic plan for mid-size law enforcement agencies.

Why a Strategic Plan

A Strategic Plan is similar to the instructions included in the box that conceals "little Johnny's" swing set on Christmas Eve. It provides an opportunity to determine if an agency possesses the tools, ability, desire, support and commitment to move from its current status, to some future status, based on a perceived need to address some emerging issue. So frequently "Daddy" will rip open the box that so allusively conceals this engineering nightmare, strew the main parts around the garage, pour out the nuts and bolts and spring into action. Several hours after his initial viewing of the box that contained what would comprise Johnny's delight the next morning, Dad, sitting on the garage floor with a forlorn countenance over the massive number of parts that once appeared so willing to mate, is accosted by Mom who enters and asks, "Why don't you read the directions?" Frequently, it is not until we have made a real mess of things that we consider whether there might have been a better way of approaching the task at hand. The strategic planning process provides a frame work for considering various aspect of the internal environment of the organization and the external environment in which it exists and thereafter charting how these environments might accommodate or resist changes deemed necessary to effectively address the emerging issue.

Now that we have looked at the possible futures in scenario form we must select a scenario for strategic planning purposes. In that the

Hypothetical scenario may be so close to the outer limits of reality that it could be considered hyperbolae, and the Exploratory scenario is too frightening to sit back and do nothing about, the Normative scenario (Desired and Attainable) was selected for our planning purposes .

Mission Statement

The macro mission statement of any organization sets out, in general terms, the reasons for existence, the goals and objectives, and conceptual context for the activities of the particular organization. With this consideration in mind, it becomes necessary to narrow the focus of the traditional law enforcement mission statement, with the inclusion of a micro mission statement to address the issue of Occult activity. The macro mission statement has been developed as follows:

The principle mission of the Chino Police Department is to contribute to a high quality of life and a safe community environment through prompt, professional, and courteous service.

The micro mission statement dealing with Occult activity would be:

While recognizing individual religious freedoms, the Chino Police Department will direct professional law enforcement services toward forestalling the incidents of ritualistic criminal and occult activity.

The Department will strive towards the achievement of its mission through identified goals and objectives as follows:

Personnel: The Department will recruit and retain the best possible personnel who will be trained and developed to insure skills and attitudes dedicated to the goals of the Department and community.

Responsibility: The Department will encourage individual

involvement in the community by its members to insure a sense of personal relationship and responsibility for quality of life issues.

Training: While being responsible for effectively utilizing our resources, we undertake the responsibility for training Department and community members in the recognition of signs, symbols and activities of persons involved in Occultism.

Enforcement: Every effort will be taken to create Department/Community cooperation in the reporting, investigation and apprehension of persons involved in unlawful Occult activity.

Situation Analysis

WOTS-UP Analysis

Using the Chino Police Department as the model for the development of a strategic plan for mid-size law enforcement agencies, it becomes imperative to conduct a situational analysis to determine how capable the Department is in facing the challenges confronting it, as it begins to address the issue of Occultism. More specifically, it is an analysis of the environment where the previously identified and forecasted trends and events could occur and an assessment of the organizations capabilities in terms of limitations that would hinder efforts or resources that would aid the organization in responding to the strategic issue. This environmental analysis is made easier through the use of a "WOTS UP" model (Weaknesses, Opportunities, Threats, Strengths Underlying Planning). For our purposes the external environment has been broken into five segments, Social, Technological, Economical, Political, and Legal. This analysis allows us to better match our abilities with the identified opportunities. Three Police Captains of the Chino Police Department provided input for this environmental analysis through the process of brainstorming and question and answers posed by the researcher .

External Environment

Social

Opportunities

- * New legislation defining and prohibiting ritualistic activity would provide law enforcement with increased enforcement capabilities.

- * A continued increase in Occult activity that results in mutilated animal remains being dumped in public places, satanic graffiti in places of public gatherings and the discovery of discarded implements used during satanic worship could result in greater support of law enforcement's efforts in restraining such activity.

Threats

- * The ethnic shift in Southern California, to a heavy percentage of Hispanics, could magnify the influence of Santeros who practice the Santeria and Palo Mayombe beliefs and ritualistically sacrifice animals.

- * Based on the attached survey results a typical community has little or no idea of what Occult activity is occurring nor would they be able to identify it if observed.

- * Based on reports from field officers a small portion of the middle and high school youth within the City have active involvement in Heavy Metal "Punk" type groups known to dabble in Satanism.

- * The California Institution for Men, located in Chino, provides housing for prisoners from across the state. Because 31-37 percentage of the inmate population is Hispanic and Afro-caribbean (Peters, December 1991) it can be expected that a greater involvement in Occult activities would be present within this facility. Inmate families frequently move near the institutions where their loved one is housed, which could result in more Occultists living in Chino.

- * As new laws are passed and enforcement begins to occur, media attention will be aroused. As a result, the level of public attention will increase which could encourage new youthful "dabblers" into involvement in Occult activities.

Technological

Opportunities

- * Advanced technology would provide law enforcement with equipment that could be used to monitor public locations and illegally accessed private property where Occultists gather and perform their activities.
- * Closed circuit satellite television technologies could provide improved training opportunities and the sharing of experience and actual crime scene investigations with other law enforcement agencies.

Threats

- * Because most Occult activity is enshrouded in some form of religious belief or behavior, monitoring Occultist's activities could be considered infringement on their freedom of religion rights.

Economical

Opportunities

- * Laws could be passed which include significant fines that could be designated as a funding source for equipping agencies to deal with the increase of Occult activity in their area.
- * Local churches could be enlisted as centers for training of the community in the recognition and reporting of unlawful Occult activity. This would not only increase support for our efforts within the community, but also provide a pool of possible trainers to be used in the future.

Threats

- * Increased penalties for activity involving Occultism could result in substantial increase in the state's jail and prison populations and could exacerbate the current over crowding situation.

Political

Opportunities

- * By developing the issue to its fullest extent, the problem of Occultism could more easily be identifiable by such organizations as California Chief's Association, the Police Officers Research Association of California (PORAC), and the Commission of Police Officers Standards for Training (POST) who could be enlisted to support the passage of legislation that would prohibit certain aspects of Occult activity such as ritualistically killing of animals, etc.

- * The strong association of local churches within the City of Chino could be enlisted for support, in petitions or signature drives, that might prove valuable in obtaining legislation that would make law enforcement's job easier.

- * The type of Occult activity that is the focus of concern for law enforcement is the same activity that the community, as a whole, is repulsed by. This should provided a wide basis for support within the community and provided for a strong political support base.

Threats

- * Local and state politicians may be fearful of supporting legislation that would restrict the activities of Occultists for fear of being the focus of legal groups such as the ACLU.

- * Because of the fact that much of the Occult activity is enshrouded with religious beliefs, which in and of themselves are protected by the Constitution, there may be members of the community who threaten withdrawal of support for political figures who take an aggressive stand against Occult activity.

Legal

Opportunities

- * Based on the very nature of the activity carried on by Occults, which crosses the boundaries of normal traditional religious practice, support for new legislation prohibiting certain aspects of ritualistic activity and more specifically the sacrificial killing of animals should be easy to cultivate.

Threats

- * The passing of new legislation prohibiting ritualistic crimes will surely increase the number of criminal cases submitted to the District Attorney's Office. If the District Attorney is not prepared for the additional workload, cases will be dismissed or plea bargained.

- * Any action on the part of law enforcement that restricts or attempts to restrict the activities of a group that can be, even loosely, described as a religious group will undoubtedly attract the attention of the ACLU.

Organizational Capability

Any issue that deals with change demands top level management support, visible leadership and individual involvement in the change process. The Chino Police Department is in a unique position to deal with the threats in the external environment while taking full advantage of identified opportunities. The main reason for this edge is that the Chief of Police and one of the Department's division commanders are Command College graduates and both have strong commitments to futures research and strategic planning principles. With these two individuals in positions of leadership, the organization has a great deal of leverage in confronting our strategic issue. Additionally, the management team is a highly trained and educated group who have worked together with line personnel to create a very positive law enforcement image in the community. The Department, therefore, enjoys superior community support for its programs and efforts.

Strengths

- * The Department is a full service law enforcement agency and is actively involved in such community training programs as Neighborhood Watch, Business Watch, Disaster Preparedness, and has

officers assigned to school programs such as D.A.R.E., etc. These established programs and functions would be natural avenues for the infusion of information and training in Occultism and the recognition of signs indicative of unlawful Occult activity.

- * Increased community training could significantly decrease the opportunity for Occultists to conduct their activities without being discovered and/or reported to the Department.
- * The City has several law firms on permanent retainer for various legal issues and direction that the City may need in the course of business. The Department could engage one of these specialized law firms in researching policies and anticipated approaches for law enforcement prior to implementation, thereby mitigating many of the issues that could be magnified by civil rights groups like the ACLU.
- * The Department's well established working relations between the Chief of Police, various Crime Prevention personnel and the Media could be advantaged to the point that an intense media campaign could be undertaken whereby much of the glamor of the Occult could be removed and the true danger of "dabbling" in the Occult could be revealed.
- * The Department has an established Chaplain Program and one of the members has several connections to civilians across the nation that have expertise in the workings of Occult groups who could be contacted as training resources.
- * The Department has fully functional video communications programming facilities and several members of the City staff have expertise and ability in video programming and their services could

be enlisted to conduct video tapping of informational material and training sessions for later viewing.

- * The Department's training staff is well connected through satellite hook-up to training resources throughout the nation. Once appropriate material is located it could be recorded and later used during training of community groups.
- * Funds to purchase high-tech monitoring devices could be acquired through the Department's narcotics enforcement efforts. The monies seized and forfeited to the department must be spent on law enforcement activities and equipment, and addressing this problem would be a natural inclusion for funding.
- * The Department's model automated Crime Analysis Unit has a crime analyst who belongs to many associations throughout the state. His position could be used to encourage the tracking of the more obvious Occult activity throughout the state. Statistics gathered would be of tremendous assistance in future planning and enlisting powerful supporters as the Department moves forward in addressing Occultism

Weaknesses

- * There is question in some managers minds as to the extent of the activity that can be attributed to Occultism and therefore a probable lack of their support based on the pressures of responding to the day to day operations of their Divisions
- * Lack of training among field officers in the area of recognition.
- * Limited documentation of activities that evidence the presence of Occult activity
- * As members of the community become experienced with what to look

for relative to Occult activity, they will increase their interaction with the Department which could create excessive calls for service and deplete available resources.

- * Lack of qualified instructors in the area of Occultism.
- * Limited pool from which to draw experienced investigative insight on the subject of Occult activity.

Strategic Assumption Surfacing Technique (SAST)

Stakeholder Analysis

Identifying key stakeholders and assumptions they might hold, related to the selected issue, is the final step of situational analysis and the first step toward selecting and implementing a strategy for accomplishing our goals. A Stakeholder is an individual or group of individuals who would either impact or be impacted by our strategy, or have a concern with how we implement our strategy. Included within the definition of stakeholder is the person who is described as a "snaildarter" (the name of a small fish that was an unforeseen upshot which brought the Tennessee Valley Authority Dam project to a screeching halt). As such, snaildarters are unanticipated stakeholders who could significantly impact the success or progress of the chosen strategy.

By analyzing the most critical stakeholders, a list of assumptions can be developed with regard to the individual relationship of each stakeholder towards the strategy. The final outcome of the strategy will be the collective results of the individual actions taken by the stakeholders. Based on input from the previously mentioned police captains and the results of this researchers law enforcement and animal control surveys on Occult activity, a listing of stakeholders was

developed and rank ordered as to their individual importance to the issue. After the ranked list was developed the same management members were asked to focus on some basic assumptions that could be made about each stakeholder. The assumptions were then plotted on a "SAST map" (Illustration #15) for ease in identifying where each stakeholder stands with regard to our certainty of their assumptions and the level of importance our assumptions holds in relation to the success of the strategy.

(1) **Chino's Chief of Police:** (Supportive) **A)** Would have a strong interest in seeing the entire issue addressed locally as well as state wide. **B)** Would willingly seek support for specific legislation from Cal-Chief's and local Chief's associations.

(2) **Field Officers:** (Supportive) **A)** Will be resistant to change, but see additional assignments and opportunities for promotion. **B)** Would want input on enforcement plans and reporting policies.

(3) **Investigative Personnel:** (Supportive) **A)** Will have concerns for possible increased caseloads. **B)** Will expect specialized training and look to District Attorney for direction and support in investigating unlawful Occult activity.

(4) **District Attorney's Office:** (Neutral) **A)** Will scrutinize Occult crime cases very closely. **B)** Would provide training in fine points of law dealing with religious freedoms.

(5) **Crime Prevention Officers:** (Supportive) **A)** May believe that the Occult issue is blown out of proportion. **B)** Will fear the added work load, but will be responsive to effective marketing efforts.

(6) **Allied Agencies:** (Supportive) **A)** Will be willing to cooperate in the enforcement of criminal Occult activity. **B)** Could related to the need for

increased attention on the issue.

(7) **Humane Society:** (Supportive) **A)** Would be excited about the police starting to investigate specific crimes against animals. **B)** Would want to establish cooperative investigative teams with police and be a major source of unlawful Occult crime information.

(8) **City Manager:** (Supportive) **A)** Will be concerned about the image of the City and the media's handling of the highly visible issue of Occult activity. **B)** Will be very sensitive to the City Council and the costs associated with the strategy.

(9) **Current Crime Prevention Program Participants:** (Supportive) **A)** Would be highly interested in training material, statistics and prevention methods. **B)** Caution will have to be used presenting balanced information or there might be a possibility of vigilante witch hunting.

(10) **Chino Unified School District:** {Snaildarter} (Supportive) **A)** Would encourage Department's efforts in classroom training of Occult activity. **B)** Would be concerned of the time such training would take from available classroom time.

(11) **Mayor/City Council:** {Snaildarter} (Supportive) **A)** Will be concerned about City image. **B)** Individually, members may try to claim credit for Department's efforts and control direction of enforcement.

(12) **Chino's Crime Analyst:** (Supportive) **A)** Would welcome opportunity to introduce the issue to Crime Analyst associates. **B)** Would want input in defining statistics to be monitored and the data collected.

(13) **Media:** {Snaildarter} (Neutral) **A)** Will have a high degree of interest in Occult crime issue and might sensationalize the issue by being too quick to label some incidents as "Occult Crime". **B)** While creating public awareness, they will also create conflicts over the issue with regard to

magnitude and category.

(14) **State Legislators:** {Snaildarter} (Neutral) **A)** Will be very supportive if given adequate information about the extent of the problem. **B)** Their support is in direct relation to the extent of their perceived public interest (if politically influential constituents believe its a problem it will have a greater amount of their support).

The Chino Unified School District, Mayor/City Council, Media and the State Legislators were identified as snaildarters for the reason that history suggests these groups frequently react in manners that were not initially expected when dealing with highly visible issues.

The final step in the SAST process was to plot the certainty and importance of the assumptions for each stakeholder on the SAST Map. It can be seen that the assumptions assigned to those identified as snaildarters have the least amount of certainty affixed to them.

Strategic Assumption Surfacing Technique Map

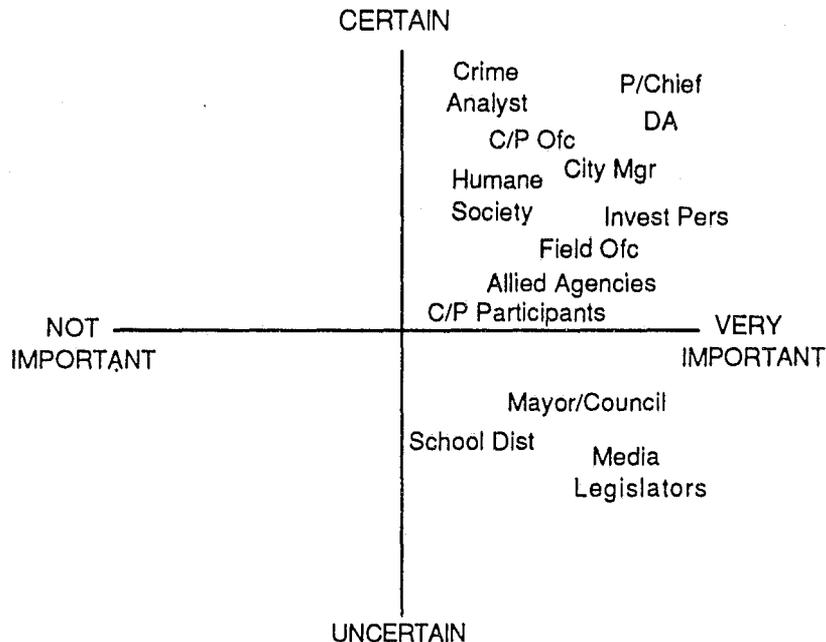


Illustration: 15

Policy Development

To this point the visible trends and possible events have been identified and forecasted, the most significant stakeholders likely to impact or be impacted by our efforts in addressing the issue of Occultism have been identified, and an assessment of the external environment and the internal capabilities of the organization has been conducted. Through this process a fairly detailed picture has been gained of the types of policy decisions that will have to be made if the Department's efforts in bring about the desired future state are to be effective. To gain greater clarity in the development of policies necessary for successfully reaching the objectives of the mission statement a Modified Policy Delphi was conducted using a two-step method of generating and rating policy alternatives. The services of five law enforcement professionals, serving at different ranks within the Chino Police Department, were solicited for this modified policy delphi process. The chosen members were provided information on the central issue, the forecasted trends and events and the "desired and attainable" future scenario. The goal was to generate, evaluate and rank alternative policies that would assist the Chino Police Department in mitigating the impact of Occult activity on California law enforcement agencies by the year 2001. After the selection and rating of the policies was concluded a discussion of the pros and cons of each policy was conducted. The group selected the following six policy alternatives as having the most promise in relation to aiding in the accomplishment of our mission statement objectives.

Selected Policy Alternatives

1. To develop an education program for police department personnel in Occultism.
2. To establish state law and local ordinances prohibiting the ritualistic killing of any animal.
3. To develop a regional informational data base on Occult activity.
4. To develop a community training program on Occult activity.
5. To develop a Occult crime prevention program in cooperation with the school district.
6. To develop a regional Occult crime investigators' association.

Analysis of Selected Policies

Through the process of selecting and ranking these policy alternatives a great deal of discussion was had with regard to their pros and cons. Following is a summary of the more substantial opinions with regard each policy.

1. To develop an education program for Department personnel: The Department should introduce a training course, both for in-service and new hires (sworn and those non-sworn employees who come in contact with the public), focused on the issue of Occultism. The training should provide the employee with basic information as to those religions and beliefs that fall within our definition of Occultism and additionally should provide instruction on the recognition of indicators of possible Occult involvement, significant elements or Occult indicators at crime scenes and an expert resource list for incidents requiring greater insight.

Pros:

- Prepares employees to effectively recognize and respond to incidents of Occult activity.
- Increases employee awareness of the issue while providing available resources.
- Communicates strong concern for the problem in the community.

Cons:

- Providing qualified instructors could be hard to do.
- Could frighten some employees who react by seeing things that are not there
- Training cost will be high in both time and money.

2. To establish state law/local ordinance prohibiting ritualistic

killing of any animal: The City of Chino should take action to enact an ordinance that would prohibit the ritualistic killing an any animal, thereby providing officers an additional tool to effectively enhance their enforcement ability in the area of Occult activity. The ordinance should contain strict guidelines for the housing and care of animals as well as the public display of animal sacrifices. The Police Department should lobby state legislators for the enactment of state laws defining and prohibiting specific ritualistic activity and a mandate of state regulated collection and statistical tracking of Occult crimes.

Pros:

- Public knowledge of the ordinance would serve to limit the frequency of ritualistic animal killings.
- Would be the first step of raising the level of awareness within the local community.
- Would provide enforcement tool for officers

- Would provide for state mandated statistical tracking of Occult activity.

Cons:

- Could subject the City to litigation stemming from perceived Civil Rights violations.

3. Develop a regional information data base: The Chino Police Department should work with other law enforcement agencies in the local region toward the goal of investigation, identification, and prevention of Occult activity. This should be achieved through the collection and exchange of information and statistics relative to Occult activity in the region through a networking of Occult crime investigators who meet regularly with other law enforcement, and animal protection agencies.

Pros:

- Networking expands information base, improves results and brings concerned agencies together.
- Preventative in nature allows for proper perspective of issue.

Cons:

- Constitutional protections may become a blocking force.
- Takes commitment. Difficult to maintain if level of activity drops off for an extended period of time.

4. To develop a community training program: The Department should develop a community training program on the issue of Occult activity. This training program should be introduced to the community through existing community programs such as Neighborhood Watch and Disaster Preparedness presentations.

Pros:

- Raise level of knowledge among community members
- Provides additional eyes in the community to assist in prevention and apprehension.

- Provides Crime Prevention personnel with additional information to present to the community. The community gets tired of hearing the same old thing.

Cons:

- Bringing trainers' knowledge up to required level will take time.
- Trainers will walk a fine line between teaching and scaring the participants.
- Community response could severely impact Department's ability to answer increased calls for service based on their new acquired knowledge.

5. To develop an Occult crime training program for the schools: The Chino Police Department should develop and implement a training program to interface with the Chino Unified School District whereby an officer is placed in the school environment to instruct on the subject of Occultism.

Pros:

- Placing police officers in school classrooms would build rapport and open lines of communication among the youth and police.
- Would provide youth and teachers with an increased awareness of the dangers associated with dabbling in the Occult.
- Improved public image.

Cons:

- Time consuming, costly, and takes officers away from other duties.
- Some youth may become involved in the Occult as a result of the increased exposure.
- Some parents might object to the issue of Occultism being brought into the classroom, Parents Groups (who were identified as stakeholders but did not make the final list) would need to be informed of the nature and goal of the training so their fears would be reduced.

6. Develop a regional Occult crime investigator's association: The Chino Police Department should organize a regional Occult crime investigators association, which involves members of local Animal Control agencies, for the purpose of exchanging information relative to Occult activity in the region.

Pros:

- Would acquaint investigators with others in the region doing the same type of work.
- Would provide additional resources and experience in a time of need.
- Would provide a environment for learning and increased networking.
- Would provide up-to-date information relative to activity in region.

Cons:

- Takes time away from other more pressing issues
- May lack interest during periods of low incident reporting

Recommended Policies

In making the final selection of the policies that would make up our strategic plan our focus was on the main points of the Normative scenario (Desired or Attainable), the micro mission statement (*While recognizing individual religious freedoms, the Chino Police Department will direct professional law enforcement services toward forestalling the incidents of ritualistic and criminal Occult activity*) and the impact of the policies on the identified trends and events as indicated in the Policy Cross-Impact Matrix (Illustration #16).

POLICY CROSS-IMPACT MATRIX

	IMPACTING POLICY	IMPACTED EVENTS (MAXIMUM IMPACT)					IMPACTED TRENDS (MAXIMUM IMPACT)				
		E-1	E-2	E-3	E-4	E-5	T-1	T-2	T-3	T-4	T-5
P-1	Development of a departmental training program in Occultism	+30	+25	+20	+30	+25	+100	-25	+50	+70	0
P-2	Development of a regional information data base/network on Occult activity	+45	+35	+75	+25	+100	+90	-25	-75	+10	+5
P-3	Local ordinance prohibiting ritualistic killing of animals	+25	+50	+100	+30	+100	+85	+50	-30	+25	0
P-4	Develop a community training program on Occult activity	+50	+45	+90	+80	+75	+75	+85	-50	+100	+10

Note: Researcher's estimates of plus or minus impact of each policy upon the NGT group medn. forecasts by year 2001

- | | |
|---|--|
| EVENTS:
E-1 State Mandated Training State/Municipal Employees
E-2 State Mandated Reporting of Occult Activity
E-3 Legislation Defining/Prohibiting Ritual Crimes
E-4 Major Case Where Evidence is Admitted to Court
E-5 Penalties Increased for Animal Mutilation Cases | TRENDS:
T-1 Law Enforcement recognition of Occult Activity
T-2 Number of Reported Animal Mutilations
T-3 Impact of New Cultural Belief Systems
T-4 Level of Community Awareness
T-5 Change in Family structure |
|---|--|

Illustration 16:

The recommended strategy includes the following policies:

POLICY# 1. Development of a Departmental Training Program on Occultism.

It is evident that the Department could not begin to address the issue of Occultism, even at its most obvious points, without providing uniform training to all employees who could come in contact with victims or suspects of Occult crimes. This was seen as the basic starting point from which all the Department's efforts will unfold. As greater understanding is gained it is likely that greater interest will develop and a larger number of employees will want to take part in receiving and ultimately providing training.

It will be incumbent that quality instructors be enlisted and a clear focus be developed so appropriate information will be communicated to provide the field officers with the necessary understanding of Occultism to enhance their recognition and enforcement abilities. In developing this training program all available resources should be contacted for input and

information. Information is available from POST, the FBI, and experts in the field across the state as well as in local church staffs. Cost of the training, if done outside of normal working hours, will require overtime compensation which will require added budgetary commitments. During this consideration process the Chief of Police will, of necessity, be required to sell the City Manager on the need for this specialized training. It will be through the vehicle of increased training of all members of the Department that sub-issues #1 and 2 will be addressed.

This policy should be implemented within three to six months.

POLICY# 2. Develop a Regional Informational Data Base and
 Investigators Association.

Occultism by its very nature is an activity where it will be absolutely vital to have statistics of actual levels of Occult activity in the area surrounding Chino. The question of activity level was one of the more obvious areas of contention across the state on the Occult survey returns. Of the 285 respondents 84% did not believe California law enforcement had an adequate picture of the extent of Occult activity. The collection of data in a regional approach could be the beginnings of a state wide tracking standard and the networking of agencies would provide greater information input. This policy is a combination of alternatives three and six above .

Again, it will be incumbent upon the Chief of Police to introduce this policy to the San Bernardino County Chief's of Police Association and gain commitment for the collection and sharing of information relative to Occultism as it may be seen as lacking importance. Through an informed presentation this obstacle can be overcome. The Chief will most likely

utilize the Investigative Lieutenant to spearhead the Department's effort on this policy due to his working relationship with other investigative bureau commanders in the region and his knowledge of the issue. This policy provides answers to sub-issues number 2, 3, and 4.

This policy should be implemented within six to nine months

POLICY# 3. Establish a State Laws and Local Ordinances Prohibiting Ritualistic Killing of Animals.

Although, there are California Penal Codes that prohibit the cruelty of animals, there is a distinct need for legislation that specifically prohibits the ritualistic killing of animals. As pointed out earlier in this study, a Federal Court has already decided that such laws are appropriate, and with the anticipated influx of the Afro-Caribbean and Hispanic nationalities into California, it is important to have these laws on the books before an agency finds itself ill prepared to deal with specific community problems which result from changing demographic patterns. These should be approached in two phases: 1) the local ordinance and 2) the state law.

At the local level the Chief of Police will need to merchandise the need of such an ordinance to the City Manager and the members of the Council, leaning heavily on the aspect of the changing make up of the community and the trends related to the issue. With proper sales technique this policy will most likely be received favorable by all stakeholders.

For the passage of a state law the Chief of Police will play a major role in the development and continued motivation for the passage of such a law. He will need to garner the support of locally elected legislators and

solicit the support of such organizations as California Chief's of Police Association, Police Officers Research Association of California and POST. This policy will provided the spring board for the enforcement efforts posed in sub-issue #2.

The local ordnance should be implemented within 3 months

The state law should be implemented within 18 months

POLICY# 4. Develop a Community Training Program on Occult Activity.

Providing training on the issue of Occult activity to the community can address a number of concerns with the least amount of resources, and possibly in the most effective manner, given the current strain on available manpower to allot to new programs. Through the training of adults of the community the Department not only enlists the help of the citizens in being observant of Occult activity, but it also provides parents with information about the dangers of their children "dabbling" in the things of the Occult. By training parents to be aware of the tell-tale signs of Occult involvement they can intervene before serious problems develop. Additionally, referral resources can be developed and provided to concerned parents. In that many of the less serious law violations associated with the Occult are committed by youth that fall into the "dabbler" category, early identification and intervention would be of major benefit to the youth and his/her family.

This policy is expected to be received very positively by the majority of stakeholders provided the trainers use temperance in their presentations and they avoid labeling or categorizing. This training will be a primary method to responding to sub-issue #1 and should be

implemented within six to nine months.

POLICY# 5. Develop an Occultism Training Program for the Schools.

Since there is such a large number of teenagers showing increased interest in things of the Occult, this policy targets the youth in the community through the school district. Development and implementation of this policy would educate the city's youth regarding Occultism and increase awareness of the issue while establishing a relationship between the youth in the community and the Police Department. The Chief of Police will need to merchandise the need and value of Occultism training being given to school age youth. It is expected that this policy will be perceived and supported by most stakeholders as a positive approach to addressing the issue of Occult crime among the youth, again, as long as adequate information laying out the goals of such training is provided to the parents and precedes the initiation of the program. This policy will be one of the new relationships questioned in sub-issue 4.

This policy should be implemented within 12 to 18 months.

Strategic Management Plan Summary

The preceding recommended policies make up the strategic plan for addressing the issue of Occultism using the City of Chino as a model. They are intended to create an environment where the "Normative" scenario will become a reality. Given the nature of the issue and the limited action now being taken to deal with Occultism in California the scope of the policies are, for the most part, agency specific and will of necessity require a critical evaluation of individual environments for adaptation to another law enforcement agency. The upcoming Transition Management section

will describe the steps required to move the organization from its current status, to our desired future state with the greatest efficiency.

SECTION FOUR

TRANSITION MANAGEMENT

To every thing there is a season
and to every purpose under
heaven:... a time to rend, and a
time to keep silence, and a time
to speak.

Ecclesiastes 3:7

TRANSITION MANAGEMENT

The Change Process

In order for the Occultism Strategic Management Plan to be successfully implemented and for the desired future state to be reached the key players that are relevant to bring about the needed change must be identified. The key individuals are referred to as the "critical mass group", without whose support the change will not occur. These "critical mass" individuals possess the management, social, political and economical influence to draw others into a supportive position and are vital in assuring a successful change process.

The Critical Mass

The "critical mass" is comprised of the fewest number of individuals, who if they support the change, can provide the influence to make the proposed change a reality. Conversely, if they do not support the change it will not occur. Normally, the critical mass is about six individuals, but very rarely more than ten. The critical mass for the transition of our strategic plan was compiled from our prioritized list of stakeholders and verified against input from the Occult survey relative to critical mass. The critical mass has been identified as:

1. Chief of Police

As the the Chief Executive Officer of the Department, no change (much less change in the magnitude of expanding the Department's capabilities to deal with the potentially volatile issue of Occultism) can come about without complete buy-in by the Chief.

2. Transition Manager (Administrative Captain)

The Transition Manager is the most important person in keeping the

entire change process on track and directing the activities of individual members of the Department toward the final transition state. He will have the responsibility of effectively identifying and using organizational resources, coordinating concurrent activities and monitoring progress toward the future state while providing on-going feedback to all Department members.

3. City Manager

The City Manager is the person in the position to authorize or deny expenditures that will result from the increased level of training related to the implementation of the strategic plan. Because of the power the City Manager holds over the budget process, he must be considered as part of the critical mass.

4. Mayor

Although the Mayor does not normally play a big roll in Department training or programs, he does take every opportunity to involve himself in issues that affect the City as a whole. When he becomes aware of the Department's efforts in implementing the Occult activity strategic plan, he will most likely desire to use the subject as a political platform. The down side to his involvement is that there are other members on the City Council who, based on historical track records, would immediately take an opposing position. For this reason, it becomes necessary to include the Mayor in the critical mass.

5. Department Training Manager

A major portion of the Occult activity strategy focuses on training and acquiring training material and instructors. Because of the numerous contacts that the Department Training Manager has, both

state wide and nationally, the value of his inclusion in the critical mass becomes obvious.

6. Investigative Lieutenant

It will be the Investigative Personnel who actually conduct the investigation, identification and tracking of persons involved in Occult activities and they will be expected to develop and participate in Occult Investigator Networks. Because the bulk of the work falls on these individuals it is imperative that their bureau manager, who can provide the motivation and direction necessary to keep them on track, be included in the critical mass.

Commitment Strategies

The following strategies have been developed for the purpose of moving each Critical Mass Actor from their current level of commitment to their desired level of commitment for successful transition.

1. **Chief of Police:** The Chief can be counted on to have a high degree of commitment to the change required in order to implement the Occultism Strategic Management Plan. He is a Command College graduate and has a firm grip on the necessary elements for managing change and the value of strategic planning for emerging and future issues. His "make it happen" personality will be necessary in gaining the required energy level from the other critical mass actors. He will also be key in communicating the desired future state to the organization as a whole, and he is in a unique position to overcome resistance or anxiety that might arise during the transition period.

2. Transition Manager (Administrative Captain): The Administrative Captain will fill the role of Transition Manager and work directly for the Chief in accomplishing the objectives of the Occultism Strategic Plan. The Administrative Captain is also a Command College graduate and is very future oriented. His current level of support is at the "Help it Happen" level as a result of his strong commitment to the Chief. He will need to be moved to the "Make it Happen" level. Because of the Administrative Captain's desire to see the Department progress and his willingness to support the Chief of Police in the accomplishment of program objectives, coupled with his own desire for success, the mere assignment to the position of Transition Manager will provide the influence necessary to move him into a "Make it Happen" position.

3. City Manager: The City Manager has a job history that includes a period in the law enforcement profession which provides him with a solid understanding of methods used by the profession to address crime problems in the community. Because of his respect for the Chief of Police and the positive reputation the Department holds in the community, the City Manager is currently at a "Let it Happen" level of commitment. It will be very important to move him to the level of "Help it Happen" to assure that adequate funding is available for training down track. To achieve this movement, the Chief of Police will have to take on an instructional posture which points out the benefits to the community and the enhancement of the City's image that the implementation of the strategy would provide. This action should be sufficient to move the manager to the desired level of commitment provided there is a connection between benefit and cost.

4. **Mayor:** Being a political animal, the Mayor constantly keeps his eye open for opportunities that provide possibilities for expanding his list of accomplishments and has a track record for being politically supportive of new programs within the Police Department. History has shown, that on occasion, as he begins to verbalize his support for specific programs or projects other key members of the Council take an opposing view which suspicion suggests is more politically motivated than based on rational thinking. Because the Occultism Strategic Plan provides just such an opportunity the Chief of Police will, either directly or with the assistance of the City Manager, have to articulate the fear of Council infighting and convince the Mayor to move his visible support from his current level of "Help it Happen" to a level of "Let it Happen". This should be relatively easy to achieve based on past working relations.

5. **Department Training Manager:** The Training Manager works directly for the Transition Manager and has shown himself to be extremely, competent, dedicated and loyal to his superiors. His current commitment to the plan is at the "Let it Happen" level. This is based on his desire to meet the needs of the organization and his personal motivation for achievement. Although much of the training will be accessed by and through the Training Manager, he will be doing little of the actual training. However, he has much to gain in terms of recognition for acquiring quality training material. By the Transition Manager taking this approach and explaining the importance to the organization of his active involvement, he can be moved to the needed commitment level of "Help it Happen" with little difficulty.

6. Investigative Lieutenant: The Investigative Lieutenant is currently at the "Let it Happen" level based on his desire to be supportive of the overall Department operations. He has a significant role in that the group of investigators that work for him will be called upon for a very significant level of involvement in the Occultism Strategic Plan. They will be the ones that are required to put the pencil to the paper, so to speak. The Investigative Lieutenant will have to provide the Investigative Personnel with the entire strategic plan picture. They will need to know why such a change is important, how they fit into the change process, what management action plans have been established to achieve the overall goals, what needs to be done to get to the future state and what benefits can be expected from transitioning to the future state. The Investigative Lieutenant is respected for his ability to bring abstract goals into clear focus and he can easily be moved from his current level of commitment to a "Help it Happen" level by the Transition Manager explaining the need for his support and his understanding of the issue. At that level of commitment the Investigative Lieutenant will buy-in to the change process and create a level of excitement among the investigators about leading the Department into this new arena of investigation.

The following Commitment Planning Chart provides a visual summary of each Critical Mass Actor's current level of commitment to the strategic plan and suggests the amount of effort that will have to be exerted on the Actors in order to move them to where they need to be to assure accomplishment of their change role.

COMMITMENT PLANNING CHART

ACTORS IN THE CRITICAL MASS	BLOCK IT	LET IT HAPPEN	HELP IT HAPPEN	MAKE IT HAPPEN
CHIEF OF POLICE				OX
TRANSITION MANAGER			X →	O
CITY MANAGER		X →		O
MAYOR		O ←	X	
DEPARTMENT TRAINING MANAGER		X →		O
INVESTIGATIVE LIEUTENANT		X →		O

X=WHERE THEY ARE O=WHERE WE NEED THEM TO BE

Illustration 17:

Management Structure

Giving birth to the idea of a strategic plan to deal with Occultism is much easier than nurturing it and helping it grow into a healthy part of the organization. In order to accomplish the process of implementing the strategic plan, a temporary management structure must be established that will allow for a planned, efficient progression to the future state. This interim management structure will affix leadership responsibilities on key managers who will direct the implementation of the policies and strategies necessary to facilitate the Occultism Strategic Plan.

The management structure selected for the Chino Police Department is the "Project Manager" structure. While the Chief of Police will retain the ultimate responsibility for the implementation of the strategic management plan, the Administrative Captain will be appointed as the Transition Manager or "Senior Project Manager". During the course of the transition, the Senior Project Manager will call upon key individuals, such

as the Training Manager, to function as an Associate Project Manager in overseeing the responsibility of training the work force, or the Investigative Lieutenant to oversee the development of an Occult Investigator's Network and general monitoring of the Investigative Personnel's progress toward the goals of the strategic plan. Placement of this responsibility can be visualized through a technique called Responsibility Charting.

Responsibility Charting

Responsibility charting is a process of identifying the various decisions and actions that of necessity must be made for the transition to become a reality. The Senior Project Manager, through a group process, can get consensus on the level of responsibility that each actor has in relation to each action or decision that must be accomplished for successful transition. The consensus is then plotted on a Responsibility Chart. The following responsibility chart is an indication of some of the action steps that must be taken to accommodate our change.

RESPONSIBILITY CHARTING

ACTIONS	LEVEL OF RESPONSIBILITY							
	Chief	Transition Manager	Tng Mgr	Invest Lt.	City Mgr	Mayor	Crime Analyst	C/P Ofc
Department Orientation Program	R	S	S	S	I	I	I	--
Meet with City Manager	R	S	I	I	--	--	I	--
Meet with Mayor	R	I	I	I	S	--	I	--
Manage Project	A	R	S	S	I	I	S	--
Monitor Progress	I	R	S	S	I	--	S	--
Develop Training Program	I	A	R	S	I	I	S	S
Enlist Instructors	I	A	R	S	--	--	S	S
Develop Statistical Tracking Methods	I	A	I	S	--	--	R	S
Establish Investigator Network	I	A	S	R	--	--	S	--
Development of Comm Training Program	I	A	S	S	I	--	S	R

R=Responsibility (Not necessarily Authority)
 S=Support (Commit Resources Toward)
 --=No Involvement in this segment

A=Approval (Right to Veto)
 I=Inform (To be consulted)

Illustration 18:

Transition Technologies

To accomplish as smooth a transition as possible and mitigate the anxiety and uncertainty that often occurs during a period of change, the following methods and technologies can be employed:

1. **Communicate the Vision of the Future:** It is vital to garner the support of as many stakeholders as possible if change is going to take place with any semblance of order. A primary method of accomplishing this is by communicating to the individual members of the organization a

vision of what the future state of the organization will be and how it might impact them personally. The Chief of Police is the person to take the initial steps in this process. He is recognized as the leader of the organization and everyone will look to him for reassurance and commitment to the change process. This communication process can take place a number of ways; video tape training, personal appearance at briefing sessions, staff meeting discussion and press conferences. Communicating the vision is not a one shot effort but is an ongoing process necessary in keeping the vision alive. Should be undertaken and completed within 30 days of the decision to initiate the change process to reduce rumors and allow all members to hear it right the first time.

2. **Establish Clear and Concise Action Statements:** Clear-cut action statements must be developed which specifically communicate each objective coveted in the future state. This needs to be accomplished at the very onset of the change process and, communicated throughout the organization. Should be completed within 30 to 60 days of change process.

3. **Team Building:** Team building will be especially valuable with the Investigative personnel. This is a close knit work group that key off of one another and one or two dissenters could severely hamper the transition process. Team building will bring these people together where they can share their feelings, information and ideas while focusing on the transition goals. This process provides an environment for recognizing heros, developing feelings of competency within the group and establishing group commitment to the transition process, while moving toward the desired future state. This tool realizes its greatest value from the honest communication and feedback which goes a great distance

in removing uncertainty and reducing anxiety. On going process should begin within 3 months of change process.

4. **Responsibility Charting:** As demonstrated previously, this technology provides the Transition Manager the ability to clarify behavioral roles needed for the change to occur. As the organization moves toward the future state new or different actions or decisions will be identified that must be addressed. As part of the progress monitoring the Transition Manager will find great benefit in gathering the transition team together and repeating the charting process. The greater understanding of individual responsibilities and requirements the less frustration will result during the change process. Initiated within first thirty days of implementing change process and updated quarterly or as needed.

5. **Midpoint Scenario:** The Transition manager writes a detailed scenario of what the organization should look like at the midway point through the transition process. The scenario will provide the stakeholders, as well as the Transition Manager, with a standard by which to gauge the progress on the implementation of the strategic plan. Should be completed within the first 60 days of the change implementation.

6. **Stakeholder Surveys:** Even the best planned organizational change identifies problems along the way that had not been properly considered. The stakeholder surveys provide the Transition Manager with an opportunity to communicate directly with each member of the organization and determine how they are reacting to the change.

Additionally, they can be used to clarify areas where problems are occurring. Should be initiated within the first 90 days and quarterly through change process.

7. **Newsletters:** Feedback to the organizational members is critical. The newsletter provides a very practical method of informing everyone of the progress being made throughout the entire transition period. Additionally, individuals who have performed in an outstanding fashion can be given accolades that the whole Department recognizes. Should be initiated at the onset of the change process and published every two months throughout the change process.

8. **Celebrate Milestones:** Another issue of major importance is the celebration of milestones. The Transition Manager will want to identify key points along the transition trail where significant achievements are made and take the opportunity to celebrate the occasion. This will serve to help keep the Department focused on the desired future state and serve as a positive feedback loop. Conducted as appropriate.

Transition Summary

Transition Management is designed to aid the implementation of our strategic management plan. The goal is to provide an environment where change can occur in an organized, orderly manner, while taking every opportunity to minimize anxiety, and uncertainty. Transition management, instituted effectively, will mitigate organizational turmoil by identifying the needs of the various stakeholders and employing the above techniques and strategies to insure a successful transition. It will

be key for the Transition Manager to stay abreast of the entire change process so he can utilize one or more of the above technologies to keep the change process flowing smoothly.

SECTION FIVE

CONCLUSIONS, RECOMMENDATIONS AND FUTURE IMPLICATIONS

For I dipt into the future,
far as human eye could see,
Saw the Vision of the World
and all the wonder that would be.

-Tennyson, *Locksley Hall*

CONCLUSIONS

Conclusions and Future Implications

This research project began with the author looking at various trends currently activity in the environment. From these trends the issue of "What impact will Occult activity have on California law enforcement agencies by the year 2001?" was developed. Through the use of a futures wheel significant sub-issues were identified as being; 1) How will agencies respond to the public perception of the level of Occult activity?, 2) What resources will be needed to enforce laws related to Occult activity?, 3) What methods can be developed to determine the level of Occult activity?, and 4) What relationships or networks could be developed to oppose Occult activity?.

Using the issue and sub-issues a panel forecasted the trends, developed possible future events and forecasted their probability for occurrence. From this information future scenarios were created which offered different possible futures. For the purposes of this project a "Normative" (desired and attainable) scenario was selected for policy development.

Working from the basis that we wanted to create policies that would guide the organization to a position which would create a future that reflected our selected scenario, department management members were brought together and policies were considered along with the internal and external environment of the organization. Using all the information developed to that point, four main policies were decided upon and those policies were cross-impacted against the trends and events to gain insight into their relative value in our change process.

After the strategic policies were selected a detailed plan was

constructed to transition the organization through the change state into its future state of effectively dealing with Occult activity. The selected policies lay the ground work for answering the questions posed in our issue and sub-issue questions. It is clear that Occult activity will significantly impact law enforcement in the future, however it is believed that much of that impact can be mitigated. It became clear that the Department would have to respond to the public's perceptions of the level of Occult activity. It was felt that training, open lines of communication and an improved understanding of the issue were the best methods of addressing this issue. It was determined that specific laws would be needed to give a broad base for defining the entire category of Occult activity, and to also provide enforcement tools for officers who are, and will continue, confronting the issue of Occultism. It was felt that the best methods for determining the levels of Occult activity were to establish some type of mandatory reporting policies. This projects starts out addressing the reporting issue on a regional basis with a look to a state-wide reporting mandate as an ultimate goal. There was a consensus that the best method of opposing Occult activity was through improved training of Department personnel and the community. Additionally, to establish regional and national networks for sharing training material, statistics and establishing an expert resource pool.

The research efforts invested in this project have substantiated, rather concretely, that Occult activity has risen over the past five years and will most certainly continue to increase. It was concluded that specific policies and procedures should be implemented that would effectively increase the level of knowledge of the issue both among the members of the department and within the community. Networks should

be established within the law enforcement community which would serve to provide an increased knowledge of the type of activity that is occurring regionally, state wide and across the nation. Laws also need to be passed that would provide definitions of criminal ritualistic and Occult activity and provide penalties for same.

Summary

It is clear that as the world rushes toward the 21 century the majority of people are very uneasy about what their role is going to be and how they are going to survive the impact of everything that the new century will bring. When these and other questions are posed against the backdrop of recession, uncontrolled gang violence, rising crime rates, unprecedented national unemployment, declining educational standards, rising taxes, reduction in social services, the AIDS epidemic and what appears to be an unbridled attack on the moral foundation that this nation was built upon, it is not unreasonable to conclude that a multitude of people will be searching desperately for answers to these and many other questions. The threat for law enforcement is that as people become desperate they may be enticed by the things of the Occult and the power and control that it offers to satisfy their feelings of helplessness. Other people will become their victims. Although there are too many facets to the Occult issue to address in a single research paper, this project provides a basis for a systematic approach to making an agency more responsive to the emerging issue of Occult activity and thereby creating a more desirable future.

Considerations for Further Research

There were several issues that came to the surface during this research project that seem worthy of further research but were outside the scope of this effort.

1. How does Heavy Metal Music affect involvement in Occultism?
2. What effect would strict school dress codes have on the visible presence of Occult activity on school campuses?
3. Occult activity reporting by such programs as "Geraldo" and its impact on law enforcement and/or youth.
4. What makes one geographical area more prone to Occult activity than another.

APPENDIX A

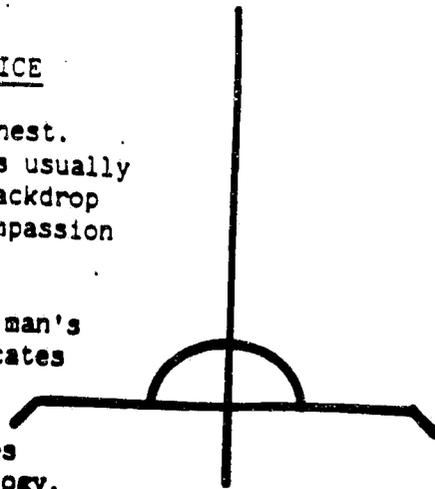
SIGNS AND SYMBOLS

SOURCE: From a paper prepared by Inspector Robert McNichol
Hillsborough Police Department

THE INVERTED CROSS OF SATANIC JUSTICE

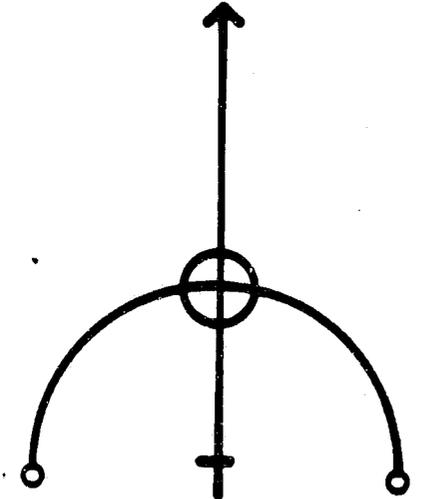
Often found carved into victim's chest. When used in such a case, victim is usually a traitor. It is also used as a backdrop near a "baphomet" for curse and compassion rituals.

The center vertical line indicates man's present. The horizontal line indicates eternity, past and future. The arch indicates the world. The inverted cross appearance symbolizes the epitome of anti-christian theology.



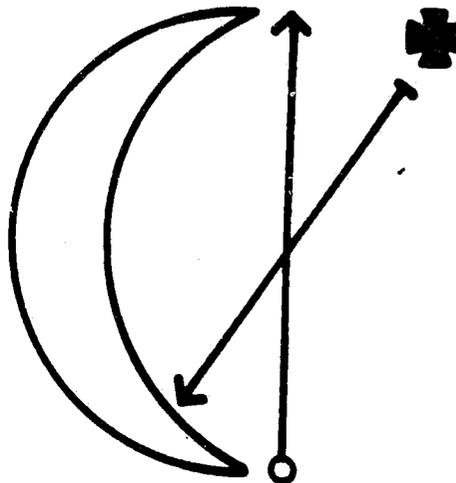
THE SEXUAL RITUAL SYMBOL

This is used to indicate the place and purpose. It is often carved into stone or painted on the side of the road to show present use of the location.

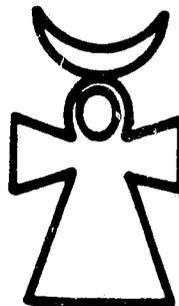


THE BLOOD RITUAL SYMBOL

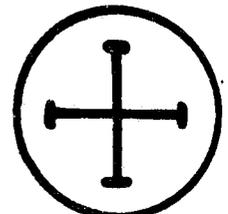
This symbol represents human and animal sacrifices.



BLACK MASS INDICATOR



BLACK MASS INDICATOR



7/6

10/9

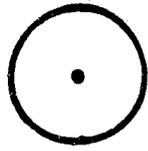
12/13

**NEMA NATAS
AMEN SATAN**

LIVE-EVIL

**REDRUM
MURDER**

ASTROLOGICAL SYMBOLS



SOL - SUNDAY



LUNA - MONDAY



MARS - TUESDAY



MERCURY - WEDNESDAY



JUPITER - THURSDAY



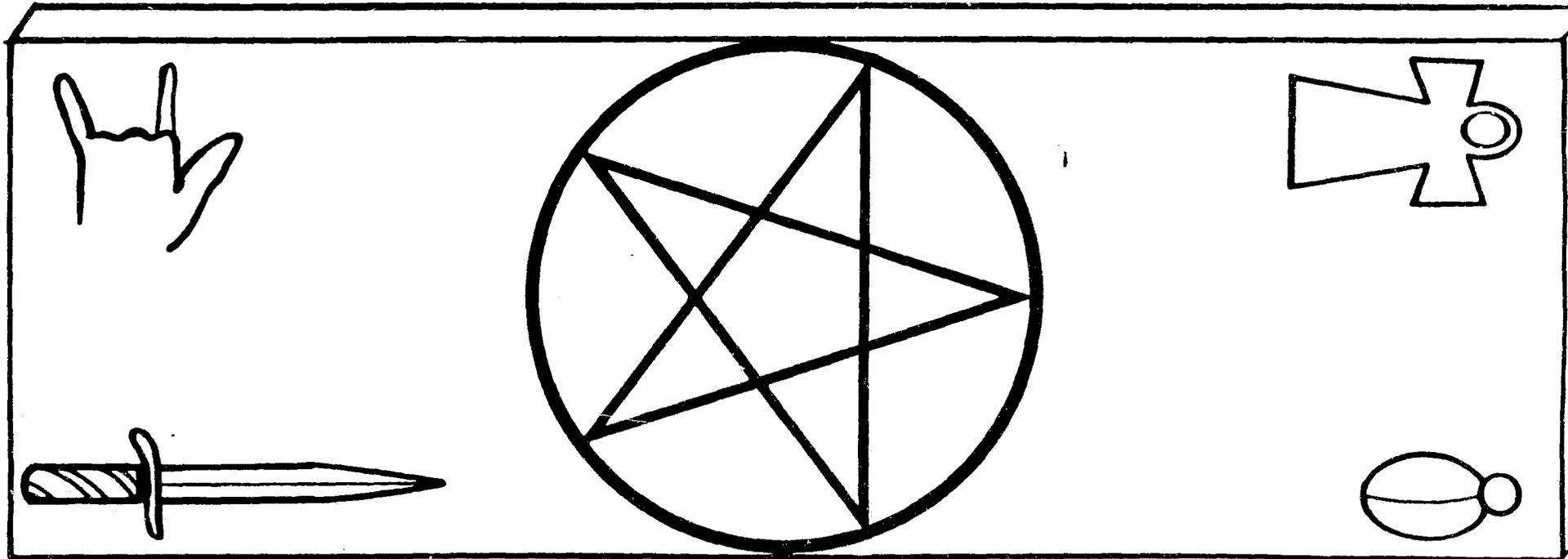
VENUS - FRIDAY



SATURN - SATURDAY

SAMPLE ALTAR

The altar may be any flat object where the implements of the ritual are placed. The altar will usually be placed within the nine (9) foot circle. This diagram shows a marble or granite slab 48"x22"x2". The pentagram in the center is etched into the slab. Human or animal blood is then poured into the etching. Other symbols may be carved into the slab as characteristic to each group. Implements that would be placed on the altar would include: athame, chalice, candles, parchment, cauldren, Book of Shadows, and other items as characteristic for each group.



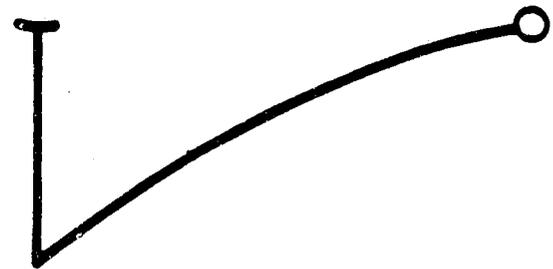
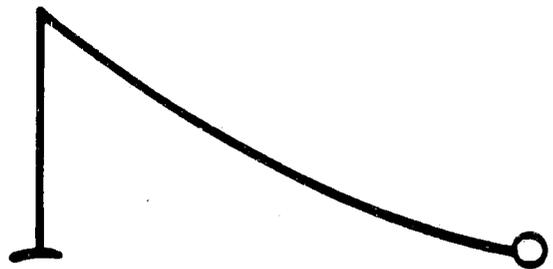
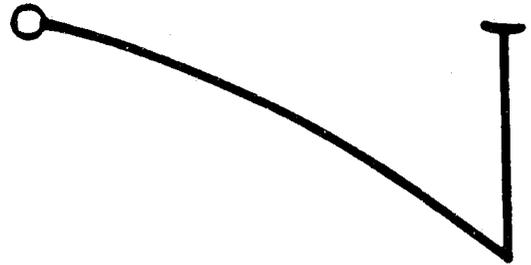
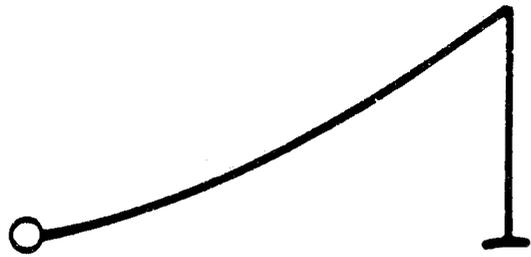
TRAIL MARKERS

There are many forms of directional trail markers which are employed by formal and casual Occult groups alike. These markers indicate locations where Occult activities may take place and how to get there.

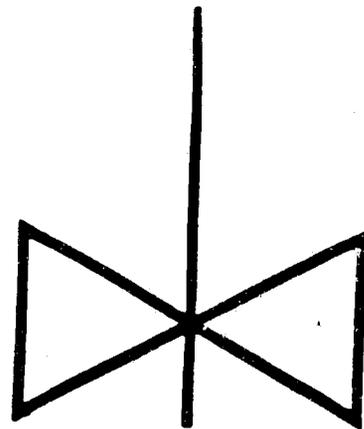
The markers depicted to the right show a small circle or starting place, then a direction to be taken. The rise or fall of the line show hills and valley type terrain.

Other marker types could be a "pentagram" on the right or left side of a road, trail, or even on a house or building.

Markers may be very unique and only apply to one group.

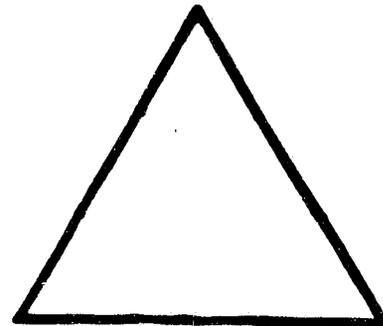


The Roman symbol of justice was a double bladed ax in the upright position. The representation of "anti-justice" is inverting the double bladed ax.

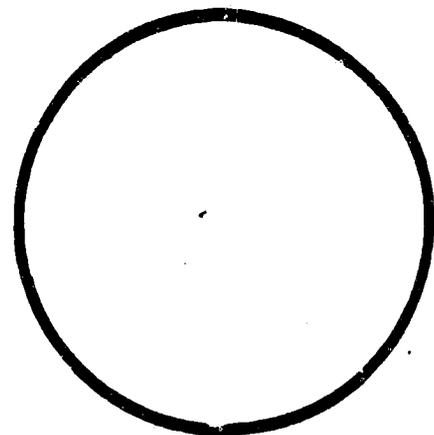


ANTI-JUSTICE

A "triangle" may vary in size, but is generally inscribed or drawn on the ground and is the place where a demon would appear in conjuration rituals.



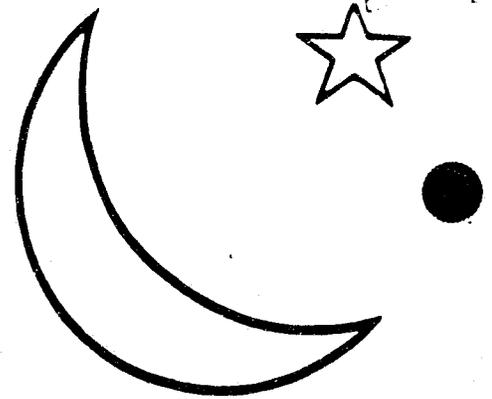
The "circle" has different meanings. One of which is to symbolize eternity. Another is that of protection from evil without and to contain power within. When used for ritual, it is nine (9) feet in diameter.



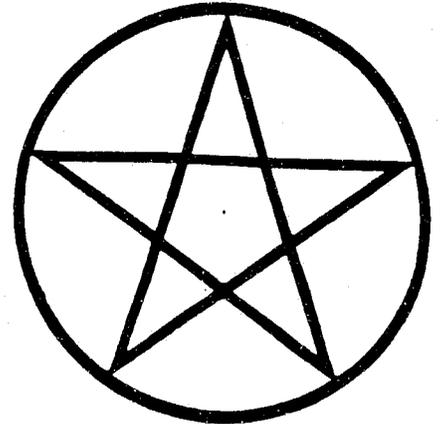
A "talisman" or "amulet" is an object with drawing or writing inscribed in it of a God name or image of a supernatural power. The majority of these are listed in the "Lesser Key of Solomon".



Here, the moon goddess "Dianna" and the morning star of "Lucifer" are represented. This symbol may be found in both White Witchcraft and Satanism. When the moon is turned to face the opposite direction, it is primarily Satanic.

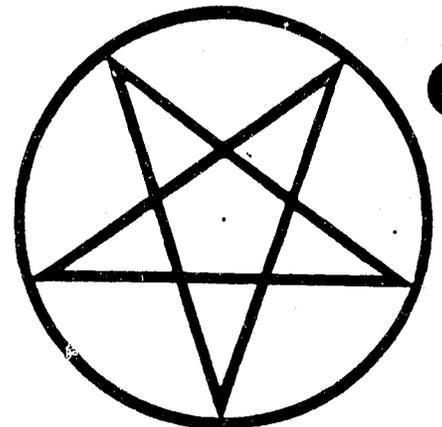


The "pentagram", or without the circle, the "pentacle", may be used in both Black and White Magic. Generally, the top point represents the spirit, and the other points represent wind, fire, earth, and water.



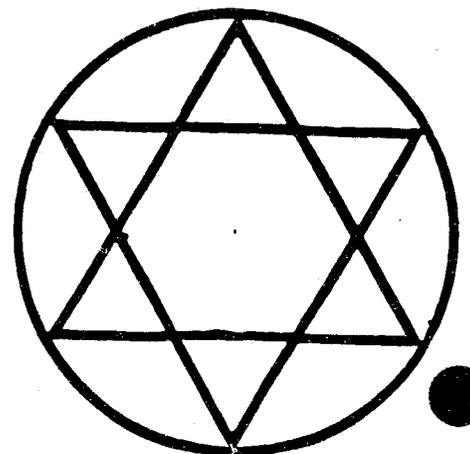
PENTAGRAM

The upside down pentagram, often called the "baphomet", is strictly Satanic in nature and represents the goat's head.



BAPHOMET

The "hexagram", also referred to as the "Seal of Solomon" is said to be one of the most powerful symbols in the Occult.



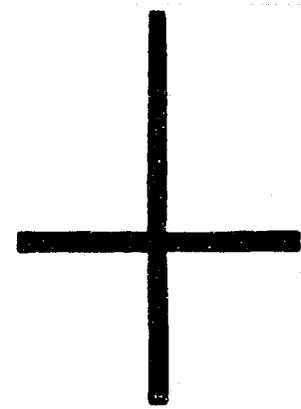
HEXAGRAM

The "upside down" cross is a blasphemy of the Christian cross.

This symbol represented peace in the early 60's; but now, among the Heavy Metal and Occult groups, signifies the "Cross of Nero". It shows an "upside down" cross with the cross member broken downward - "The Defeat of Christianity".

The "ankh" is an ancient Egyptian symbol for life. The top portion represents the female and the lower portion, the male. This symbol had magical significance.

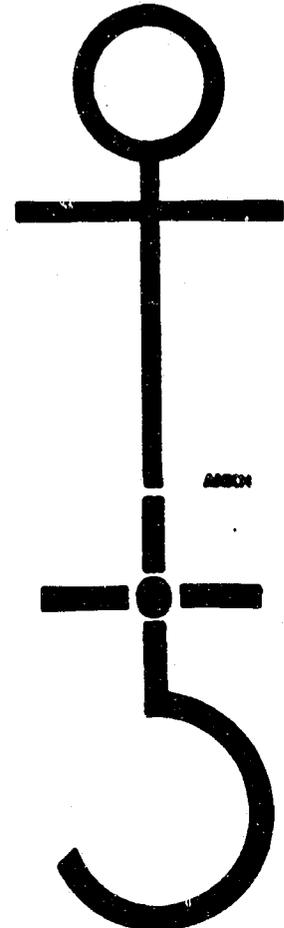
The "cross of confusion" is an ancient Roman symbol questioning the existence or validity of Christianity.



ANTI-CRIST



CROSS of NERO



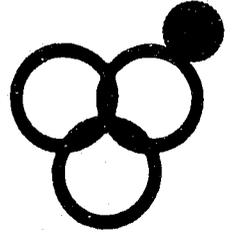
ANKH

CROSS of CONFUSION

Four different ways which refer to the "mark of the beast" or Satan. Note that the letter "F" is the sixth letter of the alphabet.

666

FFF



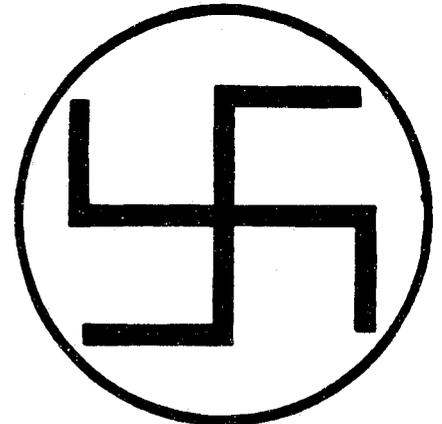
THE MARK OF THE BEAST (REV 13:16-18)

The "horned hand" is the sign of recognition between those who are in the Occult. It may also innocently be used by those who identify with Heavy Metal music.



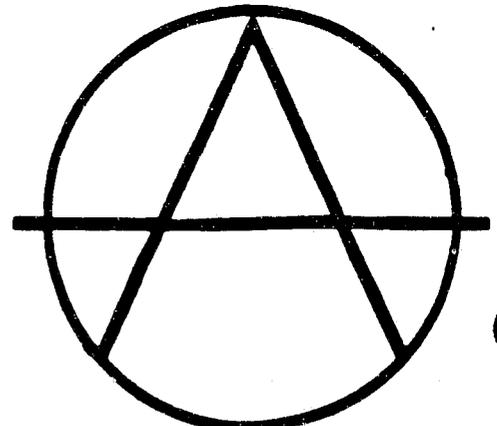
HORNED HAND

The "swastika" or "broken cross" is of ancient origin. Originally, it represented the four winds, four seasons, and four points of the compass. At that time, its arms were at 90° angles turned the opposite way as depicted here. It turned in a clockwise direction, showing harmony with nature. The "swastika" depicted here shows the elements or forces turning against nature and out of harmony. The Nazi's, SWP groups, and Occult groups use it in this manner.



SWASTIKAS

The symbol of "anarchy" represents the abolition of all law. Initially, those into "punk" music used this symbol, but it is now widely used by Heavy Metal followers.



ANARCHY

APPENDIX B

LAW ENFORCEMENT:

Part 1 (Background)

1. What is the name of your agency: (Of the 408 agencies surveyed 287 responded to most questions)

2. Population size of your city:

a. Under 25,000 57 or 20% b. 25,000-50,000 51 or 18%

c. 50,001-100,000 57 or 20% d. 100,001-200,000 34 or 12%

e. Over 200,000 20 or 7% f. Under 10,000 68 or 24%

2a. Type of area that your agency serves, by percentage:

a. Metropolitan _____ b. Sub-Urban _____ c. Rural _____

3. Number of personnel in your department:

Sworn: (284 responses)

a. Under 25 33% b. 25-49 19% c. 50-74 14% d. 75-99 7%

e. 100-199 14% f. over 199 11%

Non-Sworn: (285 responses)

a. 0-5 18% b. 6-10 17% c. 11-20 18% d. 21-50 24%

e. 51-100 12% f. over 100 11%

4. What is the approximate ethnic origin balance of your city, by percentage:

a. White _____ b. Black _____ c. Hispanic _____

d. Asian _____ e. American Indian _____ f. Other _____

5. Do you currently have a Crime Prevention Unit in your agency?
(284 responses)
a. Yes 70% b. No 30%

6. Is Occult Crime an issue that your crime prevention personnel provide training to the community on? (281 responses)

a. Yes 11% b. No 89%

7. Does your City have any laws that restrict or prohibit ritualistic or Occult activity. (281 responses)

a. Yes 4% b. No 96%

Examples: VARIOUS RESPONSES _____

8. Does your agency have an anti-graffiti program? (283 responses)

a. Yes 49% b. No 51%

- 8a. (If yes,) How do you rate the success of the program?
(140 responses)
a. Successful 51% b. Unsuccessful 2% c. Could be better 47%

9. What percentage of your officers have received at least 8 hours of training in Occult activity or Occult crime investigation?
(283 responses)
a. Less than 5% 74% b. 5-13% 2% c. 11-20% 4%

d. over 20% 9%

10. Does your agency have an investigator assigned to Occult Crimes?
(284 responses)
a. Yes 22% b. No 78%

10a. Do officers in your agency, who have responsibility for investigating Occult Crimes, belong to an Occult Crime Investigators network or association? (277 responses)

- a. Yes 11% b. No 89%

10b. Do you think that Investigator networks or associations would improve law enforcements ability to investigate Occult Crimes? (279 responses)

- a. Yes 90% b. No 10%

11. Indicate the level of concern Occult crime will be for law enforcement in the future. (i.e., animal mutilation, Satanic graffiti, trespassing, grave robbing, kidnapping, human sacrifice, ritualistic child abuse) (283 responses)

(Circle 1 - 10, with 10 being the greatest concern)

1	2	3	4	5	6	7	8	9	10
9%	14%	14%	13%	12%	13%	15%	8%	1%	1%

12. How many incidents of Occult activity were reported to your Department in the last year? (see #11 for definition of incidents) (285 responses)

- a. None 33% b. 5 or less 46% c. 5-10 10% d. 11-20 1%
e. Over 20 1% f. Unknown, we do not document 9%

13. Has there been an increase in the incidents of Occult activity in your city over the last 5 years? (275 responses)

- a. Yes 24% b. No 47% c. Unknown 18%
d. Think so, but agency doesn't document incidents 11%

14. Do you believe that it would be valuable for there to be a state-wide standard for the reporting of Occult Crime? (284 responses)

- a. Yes 76% b. No 24%

- 14a. Do you believe that it would be valuable for there to be a category added to the Uniform Crime Report to capture information relative to Occult Crime? (282 responses)
- a. Yes 57% b. No 43%
15. What level of knowledge does the public have about Occult Crime in your community? (284 responses)
- a. Low 95% b. Medium 4% c. High 1%
16. Do you feel that more reports of Occult activity would come to your agency if the community had a higher level of knowledge of Occult Crime/Activity? (280 responses)
- a. Yes 73% b. No 27%
17. Do you feel that California Law Enforcement Personnel have an adequate picture of the extent of Occult Crime or Occult activity? (285 responses)
- a. Yes 16% b. No 84%
18. Is your agency responsible for animal control within your city limits? (285 responses)
- a. Yes 39% b. No 61%
- 18a. If your agency is not responsible for animal control in your city, does your agency cooperatively investigate incidents of animal mutilation which are reported to the Animal Control Agency that services your city? (191 responses)
- a. Yes 84% b. No 16%

19. Is there a business or businesses in your city, or near your city, that sells Occult literature, materials, instrumentalities or supplies?
(287 responses)

a. Yes 32% b. No 41% c. Unknown 27%

20. Rank order the things law enforcement could do to increase its effectiveness in dealing with Occult Crime. (1 being most important)

(Numbers depict rank order after values totalled)

- a. #1 Increase training to its members
- b. #2 Increase training to community members
- c. #5 Pass new laws (City/State) restricting Occult activity
- d. #4 Establish state-wide Occult Crime Networks
- e. #7 Restrict the sale of Occult related material
- f. #6 Form state/nation-wide task forces
- g. #8 Use high-tech surveillance equipment
- h. #3 Implement a standard definition of Occult Crime and mandatory state wide reporting requirements
- i. Assorted Other _____

Part 2 (Transition)

21. In order of importance, who should be involved in the development of an enforcement program that would address Occult Crime in your community: (1 being the most important)

(Numbers depict rank order after values totalled)

- a. #1 Police Chief
- b. #2 Police Officers
- c. #5 Parent Groups
- d. #3 Crime Prevention Unit
- e. #10 Local Church Leaders
- f. #6 Currently functioning crime prevention groups
- g. #11 Media (TV/Radio/Print)
- h. #9 Council members/Commissioners
- i. #7 Animal Control Representatives
- j. #8 School Officials
- k. #12 City/Park Maintenance Personnel
- l. #4 District Attorney's Office
- m. _____ Other _____

22. In identifying the critical factors associated with implementing a strategy for law enforcement to deal with Occult Crime in your jurisdiction, please rank order the importance of the following: (1 being the most important)

(Numbers depict rank order after values were totalled)

- a. #6 Surveys of Public Perception
- b. #7 Analysis of Ethnic/Cultural Beliefs
- c. #4 Number of Personnel you have Available
- d. #8 Methods of Communicating Crime Data to the Public
- e. #5 Analysis of Crime Trends
- f. #9 Analysis of Income Levels
- g. #3 Applicable laws for enforcement
- h. #1 Officers knowledge level of Occult Crime
- i. #2 An adequate definition of Occult Crime
- j. _____ Other _____

23. How important are the following people when you consider the successful implementation of an Occult Crime prevention program in your community? **1=Absolutely vital**

2=Important

3=Of little importance

(Numbers depict rank order after values were totalled)

- a. #1 Police Chief
- b. #8 City Manager/Administrator
- c. #12 City Council/Commissioners
- d. #5 Crime Prevention Officer (s)
- e. #6 Allied Enforcement Agencies
- f. #2 Field Officers
- g. #3 Investigative Personnel
- h. #4 District Attorney's Office
- i. #7 Humane Society
- j. #11 School District Representatives
- k. #14 Citizen Volunteers
- l. #13 Media (TV/Radio/Print)
- m. #10 Current Crime Prevention Program Participants
- n. #9 Crime Victims
- o. _____ Others _____

24. When considering implementing an Occult Crime enforcement program within your agency, who are the individuals that you must have their total commitment in order to reach your objectives? (The purpose of this question is to identify that key individual(s) whose support is absolutely essential for success.)

(Numbers depict rank order after values were totalled)

- a. #1 Chief of Police
- b. #7 City Manager/Administrator
- c. #8 City Councilmember(s)
- d. #9 Police Association President
- e. #4 Criminal Investigators
- f. #2 Field Officers
- g. #5 Command Staff
- h. #6 Middle Management
- i. #3 Line Supervision
- j. _____
- k. _____

APPENDIX C

ANIMAL CONTROL:

PLEASE RETURN THIS SURVEY BY MAY 15, 1991.
THANK YOU VERY MUCH!

1. What is the name of your agency? (85 responses from 175 agencies)
 - 1a. Please list the Police Departments/Sheriff Departments that your agency provides animal control services for:

2. The size population that your agency serves.
 - a. Under 50,000 36%
 - b. 50,000-100,000 27%
 - c. 100,001-200,000 18%
 - d. above 200,000 19%
3. Type of area that your agency serves, by percentage:
 - a. Metropolitan _____
 - b. Sub-Urban _____
 - c. Rural _____
4. Number of enforcement officers in your agency:
 - a. Under 25 9%
 - b. 25-50 4%
 - c. 51-75 4%
 - d. Over 75 2%
5. Are incidents of animal mutilation documented by your agency?
 - a. Yes 79%
 - b. No 21%
6. How many incidents of animal mutilation were reported or discovered by your agency in the last:
 - a. 2years 166
 - b. 5years 251
 - c. 10years 272

7. Do you feel that there has been an increase in the number of incidents involving Occult Crime/Activity reported to your agency in the last 5 years?

a. Yes 41% b. No 59%

8. What percentage of your enforcement officers have received at least 8 hours of training in Occult Crime?

a. Less than 5% 43% b. 5-10% 11% c. 11-25% 3%

d. 26-50% 9% e. More than 50% 16%

9. Have your officers found Occult or Satanic signs, symbols or graffiti at the scenes of reported animal mutilation?

a. Yes 43% b. No 57%

10. Does your agency service a particular area that seems to have a higher level of animal mutilations than else where.

a. Yes 17% b. No 83%

10a. If Yes, describe area: (% of those that responded yes to 10)

a. Metropolitan 18% b. Rural 35% c. Sub-Urban 47%

10b. Describe type of location:

a. Parks/Rec Areas 22% b. Vacant lots/land 55%

c. Abandon buildings 21% d. Other 2%

11. Does your agency have an on-going working relationship with the law enforcement agency (ies) in your area of responsibility?

a. Yes 98% b. No 2%

11a. Does your officers notify the responsible law enforcement agency when they find evidence of Occult activity (i.e., Satanic graffiti, burnt candles, pentagrams, etc.) at the site of animal mutilations or other calls that they respond to, or come across during their duties?

a. Always 76% b. Occasionally 18% c. Very Seldom 5%

12. Do you feel that Occult Crime/Activity (Animal mutilation, Satanic Graffiti, Clandestine gatherings, kidnapping, Grave Robberies) will be a problem for law enforcement and animal control agencies in the future?

a. Yes 80% b. No 20%

13. Do you believe that it would be valuable to have a State-Wide reporting requirement for Occult Crime?

a. Yes 86% b. No 14%

13a. Do you believe that it would be valuable to have a federal agency such as the FBI, keep statistics on Occult Crime on a national level?

a. Yes 76% b. No 24%

14. What one thing could law enforcement do to increase its effectiveness in dealing with Occult Crime. *

- a. Increase training to its members_____
- b. Increase training to community members_____
- c. Pass new laws (City/State) restricting Occult activity_____
- d. Establish State-wide Occult Crime networks_____
- e. Restrict the sale of Occult related material_____
- f. Form State/Nation-wide task force_____
- g. Use high-tech surveillance equipment_____
- h. Implement a standard definition of Occult Crime and a mandatory State-wide reporting requirement_____
- i. Other_____

*NOTE: The responses to this question rated a) Increase training to its members, and h) Implement standard definition... twice as high as any of the other choices.

APPENDIX D

NOMINAL GROUP TECHNIQUE PANEL

CAPTAIN
CHINO POLICE DEPARTMENT

INVESTIGATIVE SERGEANT
CHINO POLICE DEPARTMENT

TRAINING MANAGER
CHINO POLICE DEPARTMENT

HOMICIDE INVESTIGATOR
CHINO POLICE DEPARTMENT

POLICE CHAPLAIN
CHINO POLICE DEPARTMENT

DIRECTOR
POMONA VALLEY HUMANE SOCIETY

DIRECTOR
ANAHIEM YMCA

NON-DENOMINATIONAL CHURCH PASTOR
ONTARIO, CALIFORNIA

JUNIOR HIGH SCHOOL PRINCIPAL
REDLANDS SCHOOL DISTRICT

APPENDIX E

TRENDS

1. Popularity of Heavy Metal music
2. Number of Legalized religions (Occultic in nature)
3. Level of Occultic symbols in public view
4. Ethics dealing with commercialism
(tactics used to make a sale)
5. (5) Change in Family Structure
6. (7) Level of Censorship
7. Level of involvement in Devil Worship
8. Court case decisions relative to the Occult
9. Rate of cemetery desecrations/grave robberies
10. (6a) Direction of Entertainment
11. (3) Impact of new cultural beliefs in state
12. (8) Level of interest in spiritual realm
13. Level of rebellion expressed through music
14. (2) Number of reported animal mutilations
15. Extent of school dress codes
16. Number of Occult games
17. (1) Law enforcement recognition of Occult activity
18. Availability of Occult information through computer billboards
19. Level of ACLU defense of Occultists
20. (8a) Level of satisfaction with society's moral fiber
21. (6) Level of Media hype relative to Occult activity
22. Impact of Occult youth idols
23. (9) Number of homicides attributed to ritualistic crime
24. Number of latchkey children
25. Availability of Occult related materials
26. Level of Drug/Alcohol usage in California
27. Incidents of teenage suicide
28. (4) Level of Community awareness of Occult activity
29. Number of laws related to Occult activity

APPENDIX F

EVENTS

1. Case decisions holding performer's responsible for material content
2. State tracking of individuals convicted of ritualistic crimes
3. (1) Mandatory training of State/Municipal employees in Occult crime and activity
4. (5) Increased Penalties for animal mutilation cases
5. Animal sacrifices accepted as part of religious practices
6. (3) Legislation defining and prohibiting ritualistic crimes
7. Law prohibiting sale of Occult ritual materials
(Initially ranked #2 but later dropped as three panel members felt that there was no possibility that this event would ever occur)
8. Occult television network established
9. Black market for human remains discovered
10. Ritual counselling network established for survivors and participants.
11. Numerous teen suicide pacts identified as satanic groups
12. Occult leader elected to high political office
13. Uncovering of a major political figure with satanic involvement
14. Satanic bibles placed in hotel rooms
15. Satanic material banned from public facilities
16. (4) Major investigation (i.e., McMartin case) where evidence is found and admitted as evidence in court identifying satanic ritual abuse
17. (2) State mandated reporting of Occult activity

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