

**KEYNOTE SPEAKER – Jim Burack, Town Administrator and Chief of Police**  
***THE ARCHITECTURE OF INNOVATION:***  
**How to build a positive vision while facing obstacles**

GOOD AFTERNOON,

ALTHOUGH I'M LISTED AS THE KEYNOTE SPEAKER I MADE THE MISTAKE A FEW DAYS AGO OF READING GREG AND GERRY'S "POLICE PBL BLUEPRINT" AND I WAS REMINDED THAT EXTENDED LECTURES ARE ANTITHETICAL TO THE SPIRIT OF OUR GATHERING SO I'LL BEG YOUR FORGIVENESS IF I EXCEED THE 20 MIN. LIMIT ON ONE WAY CONVERSATION BUT WE DO NEED TO FILL THE INSTRUCTIONAL BLOCK.

I'M GRATEFUL FOR THE OPPORTUNITY TO JOIN YOU AND I WAS HONORED BY GREG'S INVITATION. I HAVE A SPECIAL RELATIONSHIP TO PTO AND PBL THAT GOES BACK A DECADE. IT IS INSPIRING AND ENCOURAGING TO SEE YOU HERE TEN YEARS AFTER THIS JOURNEY BEGAN SO I THANK YOU ALL FOR YOUR INTEREST AND KEEPING THIS REVOLUTION ALIVE.

AS GREG SAID I HAD A SMALL PART IN THE PROJECT – LARGELY IN THE WAY OF FACILITATING BRAIN-STORMING MEETINGS WITH RENO PD AND PERF, AND GREG AND GERRY, WHO AS WE SAY IN MY MILITARY CIRCLES, WERE THE GUYS IN THE ROOM WITH THE 50 LB. BRAINS. I FIRST MET GREG WHEN I WAS THE COORDINATOR FOR THE HERMAN GOLDSTEIN POP AWARDS AND WE UPGRADED THE EVALUATION PROCESS AND WE BROUGHT HIM IN AS JUDGE GREG.

I WAS EXCITED TO REPRESENT PERF ON THE DEVELOPMENT TEAM BECAUSE I MYSELF WAS A PRODUCT OF TRADITIONAL FTO IN 1986 AND I REMEMBER SO CLEARLY THE DAILY ROUTINE OF THE DOR WITH ITS MANDATORY FAILING SCORES AND ENDLESS CHECK MARKS. I VIVIDLY RECALL BEING TOLD BY MY FTO EVEN IF I DID SOMETHING OK THAT SINCE IT WAS EARLY IN THE FTO PROCESS I HAD TO RECEIVE A FAILING GRADE BECAUSE THE PROGRAM SAID I HAD TO RECEIVE A FAILING GRADE. SO YOU CAN IMAGINE MY EXCITEMENT NEARLY 15 YEARS LATER WORKING ON A REPLACEMENT FOR FTO MAY HAVE HAD SOMETHING TO DO WITH RETRIBUTION AND FINALLY STICKING IT TO THE MAN.

I WAS ADMITTEDLY SOMETHING OF A POLICE RECRUIT OUTLIER DUE TO SOME LUCKY EXPERIENCES, BUT I WAS CERTAINLY NOT BETTER PREPARED TO BE A PATROL OFFICER. I WAS A RECENT IVY LEAGUE GRADUATE WHO HAD SPENT FOUR YEARS WORKING AS A "CAMPUS PO" OFFICER THROUGH COLLEGE, AND I HAD HAD THE COMPLETELY COINCIDENTAL GOOD FORTUNE OF HAVING GEORGE KELLING OF BROKEN WINDOWS FAME (ALTHOUGH HE HADN'T WRITTEN IT YET) AS MY RESEARCH ADVISER ON A PAPER I WROTE IN LONDON ABOUT THE BRITISH POLICE, AND I HAD SPENT FOUR MONTHS INTERNING AT THE DENVER DISTRICT ATTORNEY'S OFFICE, SO I WAS NOT COMPLETELY NAÏVE ABOUT POLICING OR CRIMINAL JUSTICE. I TOOK NOTHING FOR GRANTED DURING FTO, AND APPLIED MYSELF VERY SERIOUSLY BECAUSE I HAD SO MUCH INVESTED AND IT SEEMED SO EASY TO BE PUNTED FROM THE PROGRAM AS WE WERE REGULARLY REMINDED. I FEEL LIKE I'M AMONGST FRIENDS SO I CAN SHARE - I RECALL THAT MY INNERDS THROUGHOUT THE

FTO PROGRAM DID NOT FUNCTION NORMALLY BECAUSE I WAS SO NERVOUS EVERY DAY. GREAT LEARNING ENVIRONMENT!

THE FORMALITY OF WHAT APPEARED TO BE A SEEMINGLY SCIENTIFICALLY STRUCTURED FTO PROGRAM WAS INTIMIDATING. AND I REALIZE THAT BUT FOR THE REALLY DECENT FTO I DREW WHO SOMETIMES SEEMED TO WINK AND NOD AT THE INHERENT DEFICIENCIES IN THE PROGRAM I COULD WELL HAVE BEEN SENT AWAY ASHAMED AND HAVING TO EXPLAIN TO ALL MY PREP SCHOOL AND COLLEGE FRIENDS WHO WERE WORKING ON WALL STREET OR GOING TO BUSINESS SCHOOL WHY I COULDN'T HACK IT AS A COP.

YOU NEED TO KNOW SOMETHING ABOUT COLORADO STATUTES ON PEACE OFFICERS BACK IN THE GOOD OLD DAYS OF 1986 THAT CONTRIBUTED TO MY NERVES. IN RETROSPECT I PROBABLY WOULD HAVE BEEN A GREAT GUINEA PIG FOR PTO RESEARCH BECAUSE BACK THEN A NEW POLICE OFFICER COULD WORK FULL-TIME UNSUPERVISED ON THE STREET FOR A WHOLE YEAR WITHOUT HAVING FIRST ATTENDED ACADEMY AND OR BEING POST CERTIFIED. THAT'S RIGHT – I WAS HIRED, WENT TO THE RANGE THE NEXT DAY AND FIRED A HANDGUN FOR THE FIRST TIME IN MY LIFE AND FINALLY BARELY QUALIFIED, AND THEN MY FTO HELPED DRESS ME IN MY SPANKING NEW LAPD BLUE UNIFORM COMPLETE WITH MY STAINLESS SMITH & WESSON 686. THEN AFTER TEN WEEKS OF FTO, AND AGAIN NO ACADEMY, I WAS UNLEASHED TO TORMENT THE CITIZENS OF WESTMINSTER, COLORADO FOR FOUR MONTHS AS A SOLO PATROL OFFICER ON SUMMER DAY SHIFT BECAUSE THERE WAS NO ACADEMY SEAT FOR ME UNTIL FALL AT THE JEFFERSON CO. SHERIFF'S ACADEMY. IF YOU'VE EVER WONDERED WHAT THE MOST EFFECTIVE TRAINING PROGRAM IS IT HAS NOTHING TO DO WITH FTO OR ACADEMY OR EVEN PTO ALTHOUGH I KNOW THAT'S BLASPHEMY – IT WAS FOUR MONTHS OF DOING INCREDIBLY STUPID STUFF, USUALLY TO MYSELF AND ONLY SOME OF WHICH THE SUPERVISORS OR FELLOW OFFICERS FOUND OUT ABOUT BECAUSE I WAS TOO EMBARRASSED TO ADMIT IT. IT WAS BASIC STUFF, LIKE LEARNING NOT TO TURN THE STEERING WHEEL WITH THE SAME HAND THAT IS HOLDING THE RADIO MIKE BECAUSE YOU WILL WRAP THE RADIO CORD AROUND THE STEERING WHEEL AND THEN YOU CAN'T STEER. BUT I LEARNED HOW TO DRIVE AND TALK ON THE RADIO, AND MAKE TRAFFIC STOPS AND TO WRITE REPORTS. MY NERVOUSNESS GRADUALLY SUBSIDED, ALTHOUGH I HAD BEEN INDOCTRINATED INTO THE OFFICER SAFETY CULTURE AND I WAS TOLD THAT DANGER LURKED AROUND EVERY CORNER, AND IN FAIRNESS DENVER-AREA POLICING IN THAT ERA HAD BEEN PARTICULARLY VIOLENT SO THAT HAD AN EFFECT. BUT ABOVE ALL I DESPERATELY WANTED TO BE ACCEPTED BY MY COLLEAGUES ALL OF WHOM SEEMED LIKE MINOR DEITIES BECAUSE I ASSUMED THEY ALL KNEW WHAT THEY WERE DOING AND I DIDN'T.

AFTER FOUR MONTHS OF FAILING FORWARD PERIODICALLY BUT FIGURING OUT HOW TO GO THROUGH THE MOTIONS, I REPORTED TO ACADEMY WITH 25 DEPUTIES AND A COUPLE COLLEAGUES FROM MY DEPT. AND A FIRE MARSHAL AND 12 WEEKS LATER I WAS THE HONOR GRADUATE MOSTLY BECAUSE I HAD HAD FOUR MONTHS OF OJT. I EVENTUALLY BECAME A COMPETENT PATROL OFFICER IN THE CLASSIC REACTIVE STYLE. I ACTUALLY RECALL THINKING A COUPLE YEARS LATER THAT I REALLY KNEW WHAT I WAS DOING. I HAD DEVELOPED MY STYLE. THE STREET DIDN'T SCARE ME ANYMORE. I LOVED GOING TO WORK EVEN IF WINTER GRAVEYARDS COULD BE REALLY BORING. I LOVED ASPECTS OF JUST

BEING A PATROL OFFICER, ESPECIALLY BECAUSE AT THE END OF SHIFT AND ALL MY REPORTS AND TICKETS WERE TURNED IN I WAS COMPLETELY AND UTTERLY DONE – NO FOLLOW-UP REQUIRED AND NO RESPONSIBILITY. IT WAS A GREAT LIFE BRIEFLY BUT IT WAS VAGUELY UNSATISFYING WHICH HELPS EXPLAIN WHY I RELUCTANTLY ABANDONED IT, ALTHOUGH ONLY BRIEFLY, FOR LAW SCHOOL.

SO MY EXPERIENCE AS AN FTO TRAINEE MADE THE PTO PROJECT AT PERF STARTING IN 1999 INTERESTING BECAUSE I HAD BEEN AN FTO SUBJECT. AS WE WORKED THROUGH THE PTO DEVELOPMENT AND ITS CULTURAL UNDERPINNINGS I ASKED MYSELF ABOUT THE PROCESS I UNDERWENT TO EVENTUALLY REJECT THE TRADITIONAL POLICING CULTURE AND HOW I HAD COME TO ACCEPT THE COMMUNITY ORIENTED POLICING AND PROBLEM-SOLVING OR COPPS MODEL.

I REMEMBER DISCUSSING COMMUNITY POLICING IN 1991 WITH MY BEST POLICE OFFICER FRIEND - A NARCOTICS DETECTIVE AND A GREAT COP. I CLEARLY HAD NO IDEA WHAT I WAS TALKING ABOUT BUT AS A COP THAT DOESN'T MATTER – I WAS CERTAIN I KNEW A LOT AND WORSE I WAS JUST COMPLETING LAW SCHOOL AND AS YOU HEARD GERRY COMMENT THIS MORNING LAWYERS KNOW ABOUT EVERYTHING – JUST ASK 'EM. I WAS CERTAIN COMMUNITY POLICING EVIDENCED A COMPLETE LACK OF UNDERSTANDING OF THE CRIME PROBLEM. AFTER THREE AND A HALF MINUTES OF CRITICAL ANALYSIS I HAD ABSOLUTELY EVISCERATED AND DISMISSED COMMUNITY POLICING AS THE PRODUCT OF DELUSIONAL SOFT-ON-CRIME LIBERALS.

BUT A FEW MONTHS LATER, ITCHING TO LITIGATE WITH A FEW GOOD MEN, I MARCHED OFF FOR FOUR HAPPY YEARS OF MILITARY ACTIVE DUTY HELPING WOMEN GET DIVORCED FROM THEIR MARINE HUSBANDS AND VICE VERSA, AND PROSECUTING BAD MARINES.

SO MY POLICING CATHARSIS HAD TO WAIT FOUR YEARS WHEN I JOINED THE STAFF AT PERF AND WAS THROWN INTO WORKING ON THE POP CONFERENCE AND THIS TIME I ACTUALLY READ BROKEN WINDOWS AND I CAME UNDER THE SPELL OF NUMEROUS MENTORS TO INCLUDE HERMAN GOLDSTEIN AND I QUICKLY BECAME A COPPS DISCIPLE BECAUSE I FINALLY HAD AN OPPORTUNITY TO HEAR FROM AND TALK WITH FOLKS WHO HAD THOUGHT DEEPLY ABOUT THIS STUFF.

I APOLOGIZE FOR FORCING YOU TO LISTEN TO MY PERSONAL JOURNEY FROM BABY COP TO A SEMI-ENLIGHTENED COPPS COP BUT I DID SO BECAUSE I ASSUME EVERY ONE OF YOU AT LEAST OF THE OLDER GENERATION HAS A SIMILAR TRANSFORMATIONAL ODYSSEY. UNLESS AS A BABY COP YOU FOUND A RARE PIONEERING MENTOR LIKE A CHRIS BRAIDEN IN YOUR AGENCY, YOU HAD TO EVOLVE THROUGH THE SAME PROCESS I DID. I FOUND IT AT PERF WITH FOLKS LIKE HERMAN AND GREG AND THE WHOLE CAST OF POP CHARACTERS, AND LATER PEOPLE LIKE GERRY CLEVELAND.

THE FACT I WORKED ON THE PTO PROJECT INITIALLY MAY BE HALF THE REASON FOR THE INVITE HERE; THE OTHER HALF IS THAT IN 2001 I WAS HIRED TO BE A SMALL-TOWN COLORADO POLICE CHIEF AND WITHIN MONTHS I SENT OFFICERS DOWN TO COLORADO SPRINGS, ONE OF THE PTO PILOT SITES ALONG WITH RICHMOND, CA, FOR PTO TRAINING.

WHEN THE PTOs CAME BACK AND GOT TO WORK, I IMMEDIATELY WITNESSED THE IMPACT OF PTO. IT MADE OFFICERS AND PTOs MORE INDEPENDENT AND MATURE, CRUCIAL TRAITS IN A VERY SMALL AGENCY WHERE AN OFFICER IS FREQUENTLY WORKING SHIFTS BY HIM OR HERSELF. IT MADE OUR TEAM PROUD BECAUSE IT DISTINGUISHED US FROM THE REST OF THE HERD. OUR PTO INVESTMENT MODIFIED AGENCY CULTURE AND EXPANDED OUR COPPS APPROACH THAT NOT ONLY HELPED RECRUIT AND TRAIN THE RIGHT OFFICERS IN THE RIGHT WAY, BUT FRANKLY MAY HAVE HELPED CONVINCE SOME PTOs THEY WERE LESS COMFORTABLE STAYING ON BOARD DUE TO THE DIRECTION WE WERE GOING AND SO THEY MOVED ON. AND IT HAS CERTAINLY HELPED THAT BY NOW UNDER MY WATCH I HAVE HIRED EVERY OFFICER, SAVE THE COMMANDER BUT WHOM I TWICE PROMOTED.

THE RESULT IS THAT OUR “ARCHITECTURE OF INNOVATION” OR ‘ALIGNMENT’ OF FORCES HAS PRODUCED A PRETTY HEALTHY ORGANIZATIONAL CULTURE – MEANING THAT OFFICER SELECTION, PTO TRAINING, EVALUATION TOOLS, THE DEPLOYMENT OF A FULL-TIME SCHOOL RESOURCE OFFICER, AND COMMUNITY EXPECTATIONS THAT WE HAVE INSTILLED IN OUR CITIZENS, HAVE ALL CONSPIRED TO GENERATE A PRETTY HEALTHY DEPARTMENTAL CLIMATE.

THERE’S ANOTHER ELEMENT THAT I THINK HAS BEEN LONG OVERLOOKED IN OUR POLICING CULTURE IN THAT COMPILATION OF FACTORS THAT CAN CONTRIBUTE TO A HEALTHY ORGANIZATIONAL ENVIRONMENT, AND THAT’S THE ARCHITECTURAL ENVIRONMENT WE WORK IN, MEANING POLICE STATION DESIGN. FOR THE LAST FOUR YEARS I’VE BEEN DEDICATED TO DESIGNING AND BUILDING A MODEL POLICE STATION THAT PROMOTES A COPPS SERVICE DELIVERY MODEL. I THINK WE’RE STUCK WITH PATROL CARS FOR THE NEAR-TERM SO WE MAY BE LIMITED ON THAT SCORE, BUT WE CAN DO SOMETHING ABOUT OUR BUILDINGS.

SO WHEN I HEARD MARC OR CARRIE LYNNE SAY YESTERDAY DURING THE LEGO EXERCISE THAT WE WERE SUPPOSED TO BUILD “A POLICE STATION,” I ALMOST FELL OUT OF MY CHAIR BECAUSE IT SEEMED TOO COINCIDENTAL. IDEALLY IF I WERE A PBL PURIST WE WOULD PULL OUT THE LEGO KIT NOW AND HAVE ALL OF YOU HELP DESIGN A MODEL POLICE STATION. GREG HAS EVEN PARTICIPATED IN THE PROJECT – HE KINDLY ACCEPTED MY INVITE A COUPLE YEARS AGO TO A COPS OFFICE-SPONSORED FOCUS GROUP IN MILLIKEN TO DISCUSS OUR POLICE STATION DESIGN, BUT I THINK IT WOULD HAVE BEEN EVEN MORE EFFECTIVE IF WE HAD HAD ROGER, MARC AND CARRIE-LYNN THERE WITH THEIR LEGO!

I RAISE MY PROJECT BEFORE YOU BECAUSE I SEE DISTINCT PARALLELS BETWEEN THE EFFORT TO ACHIEVE ACCEPTANCE AND ADOPTION OF PTO, AND THE SAME FOR NEW IDEAS IN POLICE STATION DESIGN. AS I HAVE GONE THROUGH THAT DESIGN AND CONSTRUCTION PROCESS I HAVE MADE SOME OBSERVATIONS ABOUT INNOVATION AND I WANT TO SHARE THEM WITH YOU.

THIS IS A BUILDING THAT ATTEMPTS TO ENHANCE COMMUNITY POLICING AND HARNESS SOME CPTED PRINCIPLES. BUT I FOUND THAT WHEN I TRIED TO PUSH THE VARIOUS IDEAS THERE WAS RESISTANCE, BUT CURIOUSLY NOT FROM THE QUARTERS WHERE I INITIALLY

EXPECTED IT. I IMAGINED THAT THE PUBLIC MIGHT BE SKEPTICAL OF INNOVATIVE IDEAS, PREFERRING A TRADITIONAL LAW & ORDER BUILDING. BUT I WAS SO WRONG.

THE PUBLIC LOVED IT; IT IS THE SO-CALLED EXPERTS IN VARIOUS RELATED FIELDS WHO WERE CONSISTENTLY THE SKEPTICS. WHY THE HOSTILITY?

LET ME TELL ABOUT THE CONCEPT FIRST. WE HAVE BUILT A POLICE STATION SPECIFICALLY TO SUPPORT COMMUNITY POLICING. IT'S SITED IN THE CENTER OF TOWN ON OUR MAIN STREET, WITH STOREFRONT WINDOWS PROTRUDING WELL ABOVE GRADE TOWARD THE SIDEWALK TO SUGGEST PUBLIC ACCESSIBILITY, COMMUNITY ENGAGEMENT AND ORGANIZATIONAL TRANSPARENCY. THE LARGE GLASS WINDOWS AFFORD POLICE OFFICERS SURVEILLANCE OVER THE TRAFFIC ON THE STATE HIGHWAY, AND OF THE 7-11 AND THE BANK ATM DRIVE-UP ACROSS THE STREET. AT NIGHT LIGHT EMANATES FROM THE LARGE WINDOWS TOWARD THE STREET TO SUGGEST TO PEDESTRIANS AND PASSING MOTORISTS THAT THE PD SERVES AS A BEACON OF SAFETY.

ADDITIONAL INNOVATIVE ELEMENTS ARE IN THE LOBBY. THERE IS A GAS FIREPLACE AND COUCHES WHERE OFFICERS CAN MEET INFORMALLY WITH RESIDENTS OR WITNESSES. BY THE WAY, WE STOLE THAT IDEA FROM A PD HERE IN IDAHO – POST FALLS? WHOEVER DID THAT WAS BRILLIANT. PLEASE PASS THAT ALONG. THERE ARE BOOKSHELVES FOR OUR KID'S LIBRARY NEXT TO THE FIREPLACE. THE FRONT COUNTER WHERE OUR COMMUNITY SERVICES ASSISTANT GREETES THE PUBLIC OPERATES MORE LIKE A DESK FOR A NEW ACCOUNTS REPRESENTATIVE AT A BANK – VISITORS SIT DOWN IN CHAIRS ON THE OPPOSITE SIDE OF THE SECURITY COUNTER VICE STANDING THERE LIKE THEY'RE WAITING TO BE SERVED THEIR FRENCH FRIES.

INTERNALLY WE SHOOK UP THE WORK ENVIRONMENT AND DESIGNED OUR VERSION OF A FUSION CENTER BY COMBINING IT ALL INTO WHAT WE CALL OUR GREAT ROOM, WORK SPACES FOR PATROL AND INVESTIGATIONS, INTEGRATING SUPERVISORS IN TOO, AND PLACING MY OFFICE AND THE COMMANDER'S OFFICE ON THE PERIPHERY WITH ONLY SLIDING GLASS DOORS SO WE TOO ARE PART OF THE DAILY LIFE OF THE DEPARTMENT. WE ELIMINATED DEDICATED BRIEFING AND REPORT WRITING SPACES SINCE WE THOUGHT THOSE DID NOT REFLECT HOW WE DID BUSINESS. IT ALL OCCURS IN OUR GREAT ROOM. EVEN THE BREAK ROOM WAS INTEGRATED INTO A SPACE ADJACENT TO THE GREAT ROOM, BECAUSE THAT'S HOW WE WORK – FOLKS EAT AT THEIR DESKS OR NEARBY BECAUSE THEY'RE ALWAYS ON DUTY.

THE INDIVIDUAL OFFICER WORK STATIONS ARE INTEGRATED INTO A SINGLE LARGE CONFERENCE TABLE WITHOUT CUBICLE DIVIDERS SO WE ENCOURAGE THE FREE FLOW OF INFORMAL COMMUNICATION AND CONVERSATION WHICH IS THE LIFEBLOOD OF POLICE WORK. DATA SYSTEMS ONLY CAPTURE A SMALL PORTION OF THE USEFUL INFORMATION THAT POLICE DEPARTMENTS AND OFFICERS COLLECT AND GENERATE EVERY DAY. WE PUSHED THE EXTERIOR GLASS WALL OF THE GREAT ROOM TO PROJECT INTO THE SIDEWALK, AND I REITERATE ABOVE THE SIDEWALK, TO AVOID THE OBVIOUS OFFICER SAFETY PROBLEM OF THE PUBLIC PRESSING THEIR NOSES AGAINST THE GREAT ROOM WINDOW.

NOW OFFICERS HAVE VISIBILITY UP AND DOWN THE STREET AND EVEN HAVE WINDOWS THAT OPEN SO THEY CAN HEAR THE SOUNDS FROM THE STREET.

I THINK WE BEHAVE THE SAME WAY INTERNALLY AS WE DO EXTERNALLY. TREAT OFFICERS WITH RESPECT AS PROFESSIONAL MATURE PRODUCERS OF PUBLIC SAFETY AND GIVE THEM A WORK ENVIRONMENT THAT REFLECTS THAT AND THEY WILL TREAT THE PUBLIC ACCORDINGLY.

I KNOW WE'RE ON TO SOMETHING BECAUSE HOW WE ARRANGE WORK SPACES MAKES A DIFFERENCE. REMEMBER YESTERDAY WHEN WE CAME INTO THIS ROOM FOR A SESSION AND SOME ONE HAD THE BRIGHT IDEA TO REARRANGE THE FURNITURE FROM THE TRADITIONAL THEATER STYLE SEATING ARRANGEMENT INTO CONFERENCE TABLES BECAUSE IT ABSOLUTELY CHANGES THE DYNAMICS OF RELATIONSHIPS AND BY EXTENSION THE WAY WE LEARN AND WORK. I'M CONVINCED OUR CONFERENCE TABLE ARRANGEMENT WILL YIELD BETTER COMMUNICATION AND TEAMWORK. AFTER ALL, WE'RE A PTO AGENCY BASED ON THE SUCCESS OF THE COHORT AND I THINK THAT WILL ENHANCE OUR EMOTIONAL INTELLIGENCE AND HELP US AVOID SOME OF THOSE NIGHTMARE SCENARIOS WE HEARD ONE AGENCY DESCRIBE THIS MORNING OR GERRY'S WARNING THAT THE MOST DANGEROUS PLACE IS THE "GUARD" HOUSE AS THEY SAY IN CANADA. SO LET'S FIX THE GUARD HOUSE.

ULTIMATELY IT'S ABOUT DESIGNING A FACILITY THAT REFLECTS OUR CULTURE AND THE WAY WE DO BUSINESS. I READILY CONCEDE IT WOULD NOT WORK FOR AGENCIES THAT DON'T DO BUSINESS LIKE WE DO. BUT IF YOU'RE ANY AGENCY WITH CULTURAL UNDERPINNINGS THAT INCLUDE PTO I THINK THE FOUNDATION IS THERE TO SUPPORT IT. I DOUBT WE WOULD BE DOING THIS PROJECT TODAY IF IT WERE NOT FOR OUR SHIFT TO PTO BECAUSE THE INTERNAL SUPPORT WOULDN'T BE THERE.

IN THE FINAL ANALYSIS WE TRIED TO DESIGN A BUILDING THAT WILL IN OUR CASE REINFORCE HOW OUR PUBLIC SEES US AS TRUSTED COMMUNITY PARTNERS. AND I'M GOING TO BET THAT SIMULTANEOUSLY IT WILL REINFORCE HOW OFFICERS TREAT THE PUBLIC AND SEE THEMSELVES AS COMMUNITY SERVANTS AND LEADERS. I'M A BIG BELIEVER THAT OUR ARCHITECTURAL ENVIRONMENT GIVES US QUEUES SUGGESTING APPROPRIATE BEHAVIOR.

BUT THERE ARE FORCES THAT OPPOSE INNOVATION, AND WHETHER WE'RE TALKING ABOUT A NEW POLICE BUILDING OR PTO, THE DYNAMIC IS IDENTICAL: THE BASIC TRUTH IS THAT THOSE INVESTED – WHETHER THEY BE POLICE, OR PARKS AND RECREATION EXPERTS, OR GOVERNMENT GRANTS PEOPLE – THOSE EXPERTS IN THEIR OWN CULTURAL SILOS CAN BE DOWNRIGHT HOSTILE BECAUSE WE ARE CHALLENGING THE STATUS QUO AND CHALLENGING THEIR PROFESSIONAL CULTURE TOO. I RECALL MAKING A ROUTINE PRESENTATION ASKING FOR GRANT DOLLARS FOR THE PROJECT AND BEING SURPRISED BY THE SKEPTICISM OF SOME LOCAL GOVERNMENT REVIEWERS – THEY ROUTINELY APPROVED A HALF MILLION DOLLARS FOR EXCITING NEW SEWER LINE PROJECTS PRESENTED THAT DAY BUT NOT OUR PROJECT BECAUSE IT WAS DEEMED TOO "AMBITIOUS," EVEN THOUGH I WAS CONFIDENT THREE YEARS AGO THAT THIS DESIGN WOULD BE A NATIONAL MODEL. BUT THERE WERE KEY COLLABORATORS ALONG THE WAY WHO GOT IT - THE PROFESSIONAL STAFF AT THE STATE

GRANTS AGENCY SAVED THAT ONE AND WE GOT THE MONEY. THE PEER REVIEWERS WHO RECOMMEND THE EXPENDITURE OF STATE LOTTERY GRANT DOLLARS FOR PARKS HAVE PROBABLY BEEN A BIT SKEPTICAL ABOUT A PARK SYSTEM NEXT TO A POLICE STATION. IT'S NOT THE CONVENTION – WHY WOULD YOU PUT A PARK THERE? I'LL TELL YOU WHY – IT PROVIDES A PLACE FOR COPS AND KIDS TO MIX, AND WHAT BETTER PLACE IS THERE FOR A PARK WHERE PARENTS WILL THINK THEIR KIDS ARE SAFE, THAN SMACK NEXT TO A POLICE STATION?

BUT THE MOST SKEPTICAL ARE NOT THE OUTSIDERS – IT'S OUR COLLEAGUES. FOR LOTS OF POLICE FOLKS THIS DOESN'T COMPUTE – POLICE STATIONS ARE OFFICE BUILDINGS FOR DETECTIVES AND STAGING AREAS FOR MOTORIZED POLICE PATROLS AND IN SOME PLACES THEY'RE OFFICIOUS MONUMENTS TO OUR CONCEPTION OF OUR ROLE IN THE COMMUNITY. THE POLICE SKEPTICS ALWAYS SEEM TO GRAVITATE TOWARD “OFFICER SAFETY CONCERNS” ABOUT POLICE STATION DESIGN, BUT CURIOUSLY NOT “PUBLIC SAFETY CONCERNS.” THEY CERTAINLY DON'T THINK PDS ARE PLACES FOR KID'S LIBRARIES AND THEY DON'T NEED PARKS NEXT TO THE BUILDING OR ROCKING CHAIRS IN THE PLAZA OUT FRONT.

BUT HERE'S THE CURIOUS THING: WHEN I EXPLAIN THE CONCEPT TO RESIDENTS OF MILLIKEN OR AT MY ROTARY CLUB, THESE ORDINARY FOLKS INTUITIVELY SAY IT IS A WONDERFUL IDEA BECAUSE THEY IMMEDIATELY RECOGNIZE THAT WE ARE CREATING A SAFE PLACE FOR KIDS TO PLAY BECAUSE IT'S NEXT TO THE POLICE STATION. THEY LIKE THE LIBRARY IDEA BECAUSE OUR TOWN DOESN'T HAVE A KID'S LIBRARY AND THEY ACTUALLY ENVISION COPS THEY LIKE PERIODICALLY READING TO KIDS NEXT TO THE FIREPLACE.

THAT STORY IS THE SAME STORY WE HEARD YESTERDAY ABOUT THE 8 DAY-OLD BABY COP WHO FIGURED OUT THE LEGO EXERCISE AND GOT THE GROUP TO WORK TOGETHER TO BUILD THE LEGO POLICE STATION BECAUSE HE HAD YET TO BE CORRUPTED AND WARPED BY OUR EVIL POLICING CULTURE AND ITS MYTHS AND LEGENDS. I SAY THAT SOMEWHAT FACETIOUSLY OF COURSE BECAUSE I LOVE OUR PROFESSION AND I LOVE COPS AND I EVEN LIKE SOME OF OUR MYTHS AND LEGENDS. IN TRUTH I'M A SKEPTIC TOO SOMETIMES.

AS I HAVE CONSIDERED THESE TWO EXAMPLES OF POLICE INNOVATION, PTO AND NOW FACILITY DESIGN, I'VE GONE BACK TO ASK WHAT IT WAS THAT GENERATED THEM? WHAT WAS THE SPECIAL INGREDIENT THAT GERMINATED PTO & PBL AND PRODUCED THE 'AHA' MOMENT? IN THE CASE OF PTO IT HAD A LOT TO DO WITH TWO FORMER POLICE OFFICERS WHO WERE AT THE TOP RUNG OF BLOOM'S TAXONOMY WHEN IT CAME TO THE BUSINESS OF POLICING, BUT THEY ALSO WERE EXPERTS IN EDUCATION. THEY WERE NOT STUCK IN A SINGLE PROFESSIONAL SILO; THEY WERE OPERATING AT A HIGH LEVEL IN MULTIPLE SILOS. THE SKEPTICS ARE COMFORTABLE IN ONE SILO; THEY MAY BE VERY COMPETENT AND GREAT AT THEIR JOB, BUT THEY'RE NOT GOOD AT CROSS-POLLINATION AND IT CAN MAKE THEM SKEPTICS WHEN PRESENTED WITH INNOVATION THAT CROSSES SILOS.

GERRY'S CITE YESTERDAY TO JOHN KOTTER'S EIGHT-STEP CHANGE MODEL IS INSTRUCTIVE AND I'D LIKE TO EXPAND ON A FEW OF HIS POINTS IN CLOSING.

STEP TWO: COALITION BUILDING:

IT'S ADMITTEDLY EASIER IN A SMALL POND LIKE MILLIKEN BUT NO LESS CRITICAL BECAUSE IT ONLY TAKES ONE PERSON TO FORM A SIGNIFICANT OBSTACLE. DON'T UNDERESTIMATE THE PERCEPTION OF POLICE AS COMMUNITY LEADERS. SURELY PART OF IT IS HARD WORK AND ACCUMULATED GOODWILL BUT THE OTHER PIECE IS THAT THE LAW ENFORCEMENT COMMUNITY FOR TWENTY YEARS NOW HAS WORKED WITH THE COMMUNITY. WE ACKNOWLEDGE THE IMPORTANCE OF COMMUNITY SUPPORT AND PARTNERSHIPS. I'M NOW THE TOWN MANAGER AND I'M ACUTELY AWARE THAT THAT TRADITION IS SIMPLY NOT IN THE ORGANIZATIONAL DNA OF OTHER TOWN GOVERNMENT SILOS. COMMUNITY PUBLIC WORKS? NO. COMMUNITY SEWERING? NO. YOU GET THE IDEA.

THE OTHER PIECE THAT ADMITTEDLY GIVES ME A DISTINCT ADVANTAGE OVER MOST MANAGER COLLEAGUES IS THAT I'M THE MANAGER, AND CHIEF. YOU ASK ANY CITY MANAGER AROUND THE COUNTRY IF SHE WOULD LIKE TO LEGALLY CARRY A .40 CAL. TO EVERY COUNCIL MEETING AND DRIVE AROUND TOWN WITH A CONSPICUOUSLY DISPLAYED PATROL RIFLE, I'LL BET I KNOW THE ANSWER. IT PROVIDES SOME PERSUASIVE POWER. SERIOUSLY, THERE IS COMMUNITY LEGITIMACY THAT COMES FROM YOUR POSITION AS POLICE OFFICERS. USE IT.

STEP FOUR: COMMUNICATE THE VISION: I'VE SUPPOSE I'VE BEEN INCESSANT AND I APOLOGIZE TO MY POOR WIFE – SHE'LL BE RELIEVED WHEN THE DAMN BUILDING IS DONE IN A COUPLE WEEKS. BUT I'VE BOTH STAYED ON MESSAGE EVEN WHEN IT WAS UNCOMFORTABLE AND RECOGNIZE WE MODIFY THE MESSAGE DEPENDING ON THE AUDIENCE. SOMETIMES IT WAS ABOUT BROWNFIELDS REMEDIATION – WE BUILT ON GROUND PREVIOUSLY CONTAMINATED WITH LEAKING GAS STATION STORAGE TANKS. FOR OTHERS IT WAS ABOUT ENERGY SUSTAINABILITY. FOR OTHERS IT WAS ABOUT A SAFER POLICE FACILITY, AND SOME ABOUT DOWNTOWN REVITALIZATION AND ECONOMIC DEVELOPMENT. BUT FUNDAMENTALLY IT'S ABOUT SOCIAL SUSTAINABILITY. AS SIMPLE AN IDEA OF SITING OUR BUILDING IN THE CENTER OF TOWN ON MAIN STREET WHERE IT CAN SERVE AS A SECURITY ANCHOR FOR THE ENTIRE COMMUNITY, BUT ESPECIALLY THE AT-RISK NEIGHBORHOODS AND APARTMENTS THAT ARE VISIBLE RIGHT FROM THE PROTRUDING WINDOW OF THE GREAT ROOM. THESE IDEAS SUPPORT NEW URBANISM MODELS AND WALKABLE COMMUNITIES. AND YET SOMETIMES IT IS DISCOMFORTING BECAUSE I SENSE BOREDOM OR DISINTEREST FROM THE AUDIENCE AS I DID LAST WEEK FROM BIG CITY CHIEFS IN DENVER. BUT WE SOLDIER ON, JUST AS GREG AND GERRY HAVE DONE FOR THE BETTER PART OF THE LAST DECADE. BY THE WAY, LEST I FORGET, YOU'RE ALL INVITED TO VISIT. I'D BE HONORED. I'LL BUY YOU LUNCH.

STEP EIGHT: MY FAVORITE. ANCHOR CHANGE IN YOUR CULTURE. GREAT, BUT I DON'T THINK IT'S ENOUGH. I'M SUGGESTING WE TAKE IT A STEP FURTHER: ANCHOR CHANGE IN CONCRETE. AND GLASS, LOTS OF GLASS. AND A CONFERENCE TABLE. DESIGN THE RIGHT ENVIRONMENT INTERNALLY AND EXTERNALLY.

I HEARD A SAD STORY YESTERDAY THAT ACTUALLY SOUNDED LIKE A PTO URBAN MYTH, BUT IT MAKES FOR A GOOD ILLUSTRATIVE STORY. I WAS TOLD THAT ONE OF THE ORIGINAL

PTO PILOT SITES, AN AGENCY ONCE ON THE CUTTING EDGE OF FORWARD THINKING POLICING, THAT HELPED PIONEER THE PTO AND PBL APPROACH, MAY HAVE DISCARDED PTO, EVEN AFTER NEARLY A DECADE OF INVESTMENT. EVEN IF NOT TRUE I'LL BET THAT SOME AGENCIES THAT HAVE ADOPTED PTO HAVE WAVERED ON THEIR COMMITMENT AND CONSIDERED GOING BACK TO THE TRIED AND TRUE FTO WAY. THE QUESTION IS WHETHER BRICKS AND MORTAR CAN HELP ANCHOR THAT CULTURAL CHANGE.

I'VE TAKEN FAR TOO MUCH OF YOUR TIME IN THIS TRADITIONAL METHOD OF SHARING IDEAS, BUT I APPRECIATE YOUR PATIENCE, AND YOUR EFFORTS TO CARRY THE PTO AND PBL MESSAGE AROUND THE CONTINENT. AND THANK YOU, GREG AND GERRY, FOR BEING SUCH GOOD FRIENDS AND MENTORS AND FOR BETTERING THE PROFESSION FOR ALL OF US. THANK YOU.