

In last month's column I indicated I would begin an in-depth discussion of our strategic purpose, organizational values and guiding principles that serve in concert as our "roadmap" to serving the people of Redlands and the desired behavior of our employees. The department's recruitment and hiring practices, promotions, assignments, evaluations, budget requests and crime control strategies are all aligned with our purpose, values and principles.

Several years ago we developed our "CLEER Values" as a way to articulate the fundamental underpinnings of our organizational belief system. *CLEER* is the acronym that stands for **C**ollaboration, **L**eadership, **E**thical Behavior, **E**xcellence and the **R**espect for Human Dignity. Everything we do at the RPD must be squared with these values if they are to be meaningful. Each value promotes ongoing discussions about what it "really" means in terms of our actions. Let me explain more clearly how each of these values impacts Redlands and the people we serve.

Collaboration

We know that crime is not the sole province of the police. Without significant collaboration between the police and community groups, the schools, other city departments and the business community our ability to combat crime would be seriously stunted. Our tremendous partnership with the citizen volunteers that make up our *Citizen Volunteer Patrol (CVP)* and the Chamber's *Public Safety Subcommittee* are examples of this. So too, are the *School-Police Liaison Committee* partnership we have with the Redlands Unified School District, the *Redlands Drug Court*, the *Police and Corrections Team (PACT)*, the *Redlands Neighborhood Improvement Team (RNIT)*, the *Cops and Clergy Network*, *Micah Houses I & II* and the *Children's Community Christmas Party* to name just a few.

Leadership

When we hire employees, whether they are police officers, community service officers, dispatchers or recreation program coordinators we are specific in our intention that they have clearly identifiable leadership qualities. We don't just hire employees – we hire leaders! Whether they are providing leadership to distraught citizens at the scene of a tragic accident or crime, a troubled teen or an addicted parent it is my expectation that our employees act as "servant leaders." I truly believe Redlands deserves that I demand "every RPD employee be a leader" with all the attendant responsibilities. In addition, when we help the community better understand the dynamics of such pressing criminal justice issues as addiction or prisoner reentry we are providing a form of community leadership.

Ethical Behavior

This is simply our way of discussing how we do things "right." Winston Churchill once proclaimed "the price of greatness is responsibility." I truly believe that the members of the RPD are great. However, that greatness does come with an intrinsic obligation – to act above reproach and be responsible for our actions at all times. I could write an entire column on what I think ethical behavior for members of a police department should be. But space being limited here, let me simply say that I believe there is "no right way to do a wrong thing" and I will not tolerate unethical behavior by any member of the RPD.

Excellence

When I think of “excellent policing” I can’t help but immediately think of the RPD (OK, I’m slightly biased, I admit it!). I have had the opportunity to work with, or observe, many policing organizations in my career. I have never seen a more dedicated group of people than the members of the RPD. Take our recent anti-graffiti efforts for example. Since January, our officers have arrested more than 50 “taggers” (representing at least 20 separate tagging “crews”) for vandalizing our City’s walls and painted over more than 400 vandalized walls!

Respect for Human Dignity

This value may be the last on our list of values, but it is certainly not the least important. It is, in fact, the most important. To the members of the RPD this is the “golden rule of policing.” It is all about “policing” people the way we would like to be policed ourselves. Redlands deserves nothing less. Over the years I have witnessed countless examples of this. I only wish everyone reading this could see the selfless acts of courage and compassion I’ve seen demonstrated by our employees and volunteers. Daily, I am in awe of the goodness of the members of the RPD and realize how blessed I am to have been a part of this great organization.

If you have any questions or concerns about the RPD please do not hesitate to contact me at 909-335-4744 or via e-mail at chief@redlandspolice.org.