

2012
COMMISSIONER'S VISION



DEPARTMENT OF
CALIFORNIA HIGHWAY PATROL
601 NORTH 7TH



“A position of command does not define one’s leadership abilities - it reveals them.”

– J. A. Farrow

The Mission of the California Highway Patrol is to provide the highest level of safety, service, and security to the people of California. This is accomplished through five departmental goals:

1. Prevent Loss of Life, Injuries, and Property Damage -

To minimize the loss of life, personal injury, and property damage resulting from traffic collisions through enforcement, education, and engineering. To enforce the provisions of the California Vehicle Code and other laws to prevent crime.

2. Maximize Service to the Public and Assistance to Allied Agencies -

To maximize service to the public in need of aid or information, and to assist other public agencies when appropriate.

3. Manage Traffic and Emergency Incidents -

To promote the safe and efficient movement of people and goods throughout California, and to minimize exposure of the public to unsafe conditions resulting from emergency incidents and highway impediments.

4. Protect Public and State Assets -

To protect the public, their property, state employees, and the state's infrastructure. To collaborate with local, state, and federal public safety agencies to protect California.

5. Improve Departmental Efficiency -

To continuously look for ways to increase the efficiency and/or effectiveness of departmental operations.

Mission Statement

**Do Your Part
to Make the CHP
Mission a Reality**



California Highway Patrol

Dedicated to protecting Californians since 1929



MESSAGE FROM THE COMMISSIONER

As Commissioner of the California Highway Patrol (CHP), I expressed my expectation of management in a document entitled *2008 Commissioner's Planning Guidance*. The six overriding themes in the document detailed my expectation of our leaders to take charge and vigorously and enthusiastically enforce our policies, procedures, and the values which distinguish who we are. The purpose of this *Commissioner's Vision* is to thank you for managing our fiscal constraints and to provide strategies and practices that will effectively enable us to address our law enforcement mission and emerging trends. It is my firm belief the higher the position you hold in our Department, the more responsibility you accept to utilize these strategies and practices to achieve our mission. This *Commissioner's Vision* is provided to reinforce the standard of excellence I expect from every member of this organization.

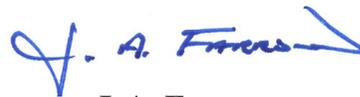
The Department utilized its Professional and Organizational Values to maintain our standard of excellence while being faced with an economic recession. This situation has caused the Department to adapt over the last four years. Moreover, the recession has negatively impacted every one of us and our families in some way. During this time, we also experienced the unimaginable loss of officers in the line of duty. However, even with these sacrifices, your commitment never wavered. It is through adversity we learn valuable lessons about ourselves and others, which makes us stronger as individuals and ultimately stronger as an organization. I truly thank all of you for your continued dedication, integrity, loyalty, and most importantly, passion for our collective goal — saving lives.

As I have said many times — I firmly believe the CHP is one of the finest law enforcement organizations in the world. However, I have never said, or suggested, that we are perfect. It would be absurd to make such a claim. In any organization with our level of responsibility, there are numerous moving parts and continuing challenges. To confront these challenges, we have adapted an innovative way of thinking and enhanced our standards to fulfill our commitment to those we serve. As an organization we have a responsibility to continually evolve. We must look internally to better utilize our resources, which will enhance our efficiency. Throughout our entire history, we have strived for excellence through self-assessment and evaluation. In 2010, we earned international accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). This was a major accomplishment that validated our departmental policies and procedures.



As Commissioner, my expectation for management is outlined in the following pages. I trust and empower you, and I expect leaders at all levels to provide indispensable Safety, Service, and Security to the public; persevere through adversity; enhance the essential link between nonuniformed and uniformed employees and promote their well-being; develop our future leaders through coaching, mentoring, and succession planning; manage departmental risks to strengthen public trust; and reaffirm our Vision Statement.

Within the next 30 days, I expect all managers to review my Commissioner's Vision document and discuss it with your staff. Mona, Warren, and I plan to visit many of you over the next several months to seek your feedback and ideas on how we can continue our success, best serve the people of California, and forge the next great chapter in the history of the CHP.



J. A. Farrow
Commissioner



“The California Highway Patrol is proud to serve all Californians and all who visit this great state. We are working hard to provide the highest level of Safety, Service, and Security each and every day.”

- J.A. Farrow



OVERRIDING THEMES

- 1) Provide indispensable Safety, Service, and Security to the public.
- 2) Persevere through adversity.
- 3) Enhance the essential link between nonuniformed and uniformed employees and promote their well-being.
- 4) Develop future leaders through coaching, mentoring, and succession planning.
- 5) Manage departmental risks to strengthen public trust.
- 6) Reaffirm our Vision Statement.



“Leadership and learning are indispensable to each other.”

- John F. Kennedy



1) PROVIDE INDISPENSABLE SAFETY, SERVICE, AND SECURITY TO THE PUBLIC

Since its inception, the CHP has been committed to our core mission — saving lives. Throughout our 83-year history, the Department has evolved as California’s population and licensed drivers have increased exponentially. California is one of the most diverse populations in the world; housing two of the busiest ports in the United States (US); and is regarded as a world center of technology and engineering businesses, US agricultural production, and the entertainment and music industries. As California has evolved, the responsibilities of the CHP have changed. Although our primary responsibility of providing traffic Safety, Service, and Security to the people of California remains the same, our enforcement responsibility has expanded dramatically and we have continued to learn and grow.

To ensure our primary mission is realized, we have a responsibility to support local, state, and federal agencies. We work side by side with these organizations. Through the regionalization of law enforcement, organizations can ensure a safe and efficient transportation system producing positive results within communities. In addition to supporting agencies through our community assistance programs, the CHP currently has 147 uniformed employees statewide participating in local, state, and federal task forces (TF) targeting drugs, gang-related activity, computer crimes, and vehicle theft issues. As a matter of reference, the CHP has more personnel participating in TFs alone than the total size of 90 percent of the law enforcement agencies nationwide. Additionally, since the tragedies of September 11, 2001, the CHP has expanded its Homeland Security Program by providing enhanced security for state assets and infrastructure, participating in numerous joint terrorism TFs, and creating the departmental 24/7 information conduit, the Emergency Notification and Tactical Alert Center. By continuing to provide invaluable assistance to local law enforcement and participating in multiagency TFs, the Department’s foundation within our communities will continue to stay strong.

As managers and supervisors, I expect you to be visible and become active in your community, be adaptable to your environment, keep an open mind, be available to assist when appropriate, ensure your employees report any suspicious activity, and continue to provide our communities with indispensable Safety, Service, and Security.



“Desire is the key to motivation, but it’s determination and commitment to an unrelenting pursuit of your goal — a commitment to excellence — that will enable you to attain the success you seek.”

– Mario Andretti



I expect all CHP managers and supervisors to:

- *Ensure your employees are safe and work safely.*
- *Be adaptable to our evolving environment.*
- *Make each and every day a “training day.”*
- *Be proactive in your communities (e.g., key contacts and local constituents). The command should never turn down an opportunity to speak to the public about traffic safety or the CHP.*
- *Maintain strong relationships and shared cooperation with the state sheriff’s and police chief’s associations, boards of supervisors, and community groups.*
- *Participate and be proactive in collective law enforcement efforts, which promote traffic and public safety (e.g., corridor safety TFs, California Gang Reduction, Intervention and Prevention Program, vehicle theft and gang-related TFs, and Safety Services Programs).*
- *Ensure your command participates in joint terrorism TFs and has a designated terrorism liaison officer.*
- *Search for the “next best way.”¹ Once you find it, commence looking for the next best way, and share your findings with others.*
- *Be committed to high-quality service and proactively identify the needs of the public within your sphere of influence.*
- *Assist communities regardless of jurisdiction.*
- *Ensure your Area’s Community Service Survey is utilized to gather public feedback and follow-up.*



¹ Gordon Graham - CHP Operations - 2011 and Beyond: Some Thoughts on Managing Risk.



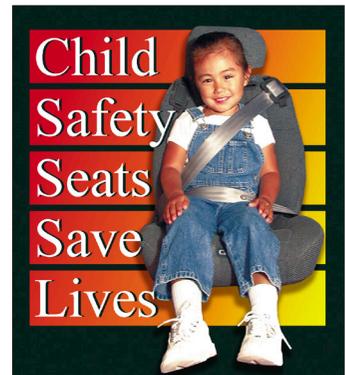
2) *PERSEVERE THROUGH ADVERSITY*

The Department's mission is accomplished daily by our dedicated employees. Our uniformed and nonuniformed employees approach this daunting task with an impressive level of professionalism unrivaled anywhere in the world. The CHP is a premier law enforcement agency because of our outstanding personnel and commitment to our mission. Our employees demonstrate their commitment through the Department's Professional Values of CHP PRIDE: Courage, Honesty, Professionalism, Principles, Respect, Integrity, Dedication, and Esprit de Corps and through our Organizational Values: Respect for others, Fairness, Ethical practices, and Equitable treatment for all. These values define and motivate us. I thank all of you for displaying CHP PRIDE and by persevering even in the face of adversity.

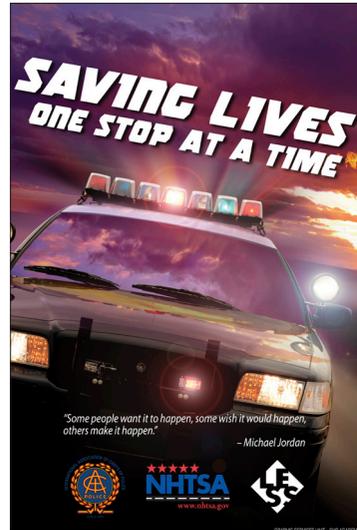
Over the last four years, the Department has experienced unprecedented challenges (e.g., furloughs, a large number of retirements, a statewide hiring freeze, severe restrictions on purchasing, training and travel, flood and fire emergencies, demonstrations, and a departmental budget reduction of over \$72 million). As a result, today's CHP is now working with less funding and personnel. These challenges make it difficult for our Department to conduct daily operations and require us to refocus our attention, not on the challenges, but what we can do to overcome them.

Due to these challenges, the Department changed to a "new normal" which assisted us in the perseverance of our goals. I am proud of how CHP employees continue to achieve success in improving traffic safety on California's highways. For example, the occupant restraint compliance rate increased to 96.6 percent in 2011. Further, CHP employees assisted in reducing the mileage death rate (MDR) to 0.83 in 2010, which is the lowest MDR in California's history. A significant portion of this reduction may be attributed to the strict enforcement of traffic safety laws and the employment of innovative traffic safety programs targeting California's highest primary collision factors (PCF) (e.g., driving-under-the-influence [DUI], improper turning, and unsafe speed). By employing programs targeting PCF collisions, we educate the public on traffic safety and further decrease the number of collisions resulting in death or injury on California's highways. Through our budgetary efforts and departmental efficiencies, the Department has begun to slowly fill critically needed positions directly related to public safety (e.g., cadets, public safety dispatchers [PSD], motor carriers, and commercial vehicle inspection specialists) in further support of our mission.

As you know, the job of a CHP officer is extremely dangerous. From 2001 through 2011, 27 uniformed members made the ultimate sacrifice while fulfilling our mission. The deaths of these individuals remind us of the inherent dangers of the job. Therefore, we must enhance officer safety through discussing, sharing, and learning from these incidents. In 2007, the principle "Enhance Employee Safety" was added to the Department's Vision. As a result, the



Department produced several roll call training videos with the purpose of improving the safety of our personnel. The video, *“Saving Lives One Stop at a Time”* focuses on the dangers of traffic stops as a way to improve officer safety and emphasizes the positive impact of traffic enforcement from preventing collisions to capturing criminals. As managers, it is your responsibility to be engaged, show support for departmental policies and training protocols, and promote officer safety.



Our employees continued to show perseverance by maintaining the Department’s stance as the nation’s leader in wireless 9-1-1 call answering with over 7.4 million wireless 9-1-1 calls received in 2010. I met with Division commands to reemphasize the importance of meeting National Emergency Number Association (NENA) Standards². You responded by surpassing the NENA Standards for answering wireless 9-1-1 calls in both the 10-second and 20-second categories by December of 2010 (94.9 percent for the 10-second category and 98.1 percent for the 20-second category). In 2011, we further surpassed the NENA Standard of answering wireless 9-1-1 with 95 percent for the 10-second category and 98.2 percent for the 20-second category. I personally want to thank all PSDs for setting the highest example of determination in continuing to surpass the NENA Standards.



We have also maintained our national leadership in commercial motor vehicle (CMV) enforcement with one out of every six CMVs in the nation being inspected by the CHP. In order to continue this progress, I met with Division commanders to reemphasize the importance of the Biennial Inspection of Terminals (BIT) and commercial enforcement programs. You responded by increasing BIT inspections 21 percent during the first ten months of 2011 compared to the same time period in 2010. I want to thank commercial enforcement personnel for their ongoing efforts in increasing CMV compliance with the national standards. While these efforts were impressive, there is more work to be done. As such, I expect commanders and supervisors to continue to take an active role in learning, understanding, and providing the necessary management oversight for the commercial enforcement and BIT Programs.



² For the 10-second category, the NENA Standard is 90 percent of all calls shall be answered in 10-seconds or less during the busy hour. For the 20-second category, the NENA Standard is 95 percent of all calls to be answered in 20-seconds or less during the busy hour.



As managers and supervisors, you have a responsibility to adapt in order to persevere through adversity. Therefore, I challenge all managers and supervisors to:

- *Continue to increase officer safety through engagement and full use of departmental training opportunities.*
- *Set the example of CHP Professional and Organizational Values for your employees to emulate.*
- *Continue to lower the MDR by implementing innovative and educational traffic safety programs (e.g., Start Smart, Right Turn, and Impact Teen Driver).*
- *Continue to target PCFs specific to your individual commands.*
- *Continue to monitor and hold employees accountable for their daily work.*
- *Continue to educate the public and enforce all occupant restraint compliance laws.*
- *Continue to educate the public and enforce distracted driving compliance laws.*
- *Continue to improve wireless 9-1-1 call answering times.*
- *Continue to increase compliance of commercial vehicle operators through on- and off-highway enforcement efforts.*



“Success is not final, failure is not fatal: It is the courage to continue that counts.”

– Winston Churchill



3) ENHANCE THE ESSENTIAL LINK BETWEEN NONUNIFORMED AND UNIFORMED EMPLOYEES AND PROMOTE THEIR WELL-BEING

The importance of each and every employee in this Department cannot be overemphasized. Our organization could not accomplish its mission if not for the expertise and service provided by all employees regardless of the position they hold. This organization uniquely links nonuniformed and uniformed employees together as neither could thrive without the other. Throughout my career I have said, “Nonuniformed employees are essential to the daily operations of this Department.” We have a responsibility to promote our employees’ well-being and continue to recruit, hire, and retain our nonuniformed employees in order to support our officers and to achieve our mission.



Nonuniformed employees make up the “nuts and bolts” of this organization. Most nonuniformed CHP employees are tenured and have many years of historical and technical knowledge. They take care of our vehicles, equipment, and a number of programs and services (e.g., budgeting, contracting, purchasing, travel, telecommunications, information technology, wireless 9-1-1 call answering, human resources, accounting, facilities, vehicle maintenance, grant-funded programs, departmental training, statistical analysis, commercial inspections, and strategic planning).

In order to accomplish our mission, this organization requires both uniformed and nonuniformed employees to work together as a team. Using a NASCAR® analogy was immediately obvious to me because we are a team-oriented organization. When you watch NASCAR® the primary focus is on the driver, not the individuals who maintain the vehicle, change the tires, manage communications, clean the windshield, refuel, manage the pit, and acquire sponsors. If one of those important duties is not accomplished, then the driver cannot compete in the race. Similar to the CHP, the public focuses on the uniformed officer and does not see the behind the scene efforts of the individuals who support the officer. Like the NASCAR® driver, the uniformed officer must have the support and cooperation from nonuniformed employees to conduct every aspect of their daily duties or we may not achieve our mission.



Over the years, many CHP employees have dedicated their lives in serving their communities both in the US military and through law enforcement service. When these employees (both nonuniformed and uniformed) were called upon to serve, they left behind the comforts of their home and family. Many times when a “brother” or “sister” is called to duty, their CHP colleagues at home assist their soldiers’ loved ones in times of need. We, as the CHP family and as an organization, realize the sacrifices made for the sake of our nation.

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Enough cannot be said about how much we are all indebted to those individuals for responding to the call to duty and putting our country's welfare and freedom before their own. I am grateful for their selfless efforts. We must continue to support one another during these times and model the compassion and Esprit de Corps we hold so dear.



In order to enhance the essential link between nonuniformed and uniformed employees and promote their well-being, managers and supervisors must:

- ***Enhance their command operations by utilizing programs which complement the duties of both nonuniformed and uniformed employees:***
 - ***Establish a Senior Volunteer Program in your Area.*** Senior volunteers can assist with administrative duties, public information, managing the foreign registration program, installing child safety seats, and assisting automotive technicians.
 - ***Establish an Explorer Program in your Area.*** Explorers can participate in officer ride-alongs and assist with events such as DUI checkpoints, CHiPs for Kids, administrative duties, community service, and traffic control.
- ***Show your employees regularly how much you value them. Formal documentation and awards are also encouraged, but sometimes just a simple “thank you” goes a long way.***
- ***Ensure your employees are aware the Office of Employee Assistance and Safety, the Office of Equal Employment Opportunity, and the Managed Health Network are available to them during times of crisis or personal struggle.***
- ***Ensure your employees are aware the Department’s Military Deployment Program is available to members actively serving in the military and their families.***
- ***Ensure you and your employees watch out for, and support one another as “keepers of your CHP brothers and sisters.” To this end, I would ask each of you to always ensure your employees are working safely and within policy. If there are issues, address them at the lowest possible level.***



“It is not fair to ask of others what you are unwilling to do yourself.”

– Eleanor Roosevelt



4) *DEVELOP FUTURE LEADERS THROUGH COACHING, MENTORING, AND SUCCESSION PLANNING*

I am proud of this Department for earning and maintaining our outstanding reputation. We are committed to upholding our reputation by promoting our strengths, identifying and adjusting to present and future vulnerabilities, and being in a continuous mode of change. I expect our leaders to continually adapt to how we approach and confront challenges, conduct business, and work with others. You have my trust and you have been empowered to continue the standard of excellence associated with this Department. Our strengths are found in our people who are perhaps the best employees found in any organization.

To achieve our mission and adapt to a changing environment, we encourage all management personnel to continually strive to improve the effectiveness of departmental operations. Further, managers are requested to identify, develop, implement, and share innovative ideas for achieving our departmental objectives.

Our Coaching/Mentoring Program was developed to assist the CHP with succession planning and long-term development of departmental personnel. This program provides valuable assistance to newly assigned or newly promoted employees by pairing them with a veteran employee to ease the transition into a new position. A mandatory training course is available as an online module and is designed to train mentors and coaches statewide. A mentoring handbook is also available and provides checklists and mentoring processes beneficial for newly assigned mentors. These tools ensure every mentor or coach involved in the program is provided with the appropriate guidance and direction to be effective.

To develop our future leaders, you must:

- *Communicate all coaching, mentoring, and succession planning ideas to the statewide succession planning TF through your Division commander.*
- *Develop relationships and be actively involved with your people in order to recognize future leaders to assist in their development.*
- *Listen and talk to your supervisors/managers on a regular basis about their roles as “the keepers of their brothers and sisters” and how their input and assistance is critical in preventing problems before they occur.*
- *Create a personal enrichment program for yourself (e.g., reading, writing, learning, and studying) and seek a mentor to assist you with emerging issues and efficiencies.*
- *Develop a recommended reading program for those individuals with the desire to promote (i.e., utilize the reading list available on the Office of Organizational Development’s Web page), and expose those individuals to tasks and processes with increasing responsibility.*





- *Seek out and encourage internal (online) and external training opportunities.*
- *In order for us to be an effective Department, we should actively recruit and retain good people, supervise employees to ensure policies are being followed, and make difficult, unpopular decisions when necessary.*
- *Complete meaningful, timely, and honest performance evaluations.*
- *Instill accountability in subordinate staff by communicating expectations and following up.*
- *Listen to your employees' ideas and thoughts and consider them.*
- *Communicate effectively through generational boundaries.*
- *Model the values and philosophies you espouse. Set the example.*
- *Encourage self-development at all levels.*
- *Most importantly, empower and take care of our own people.*



“An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success.”

– Stephen Covey



5) *MANAGE DEPARTMENTAL RISKS TO STRENGTHEN PUBLIC TRUST*

Every modern law enforcement agency strives to increase their effectiveness in fulfilling its commitment to the public it serves. The CHP is no different. We constantly strive to identify new ways of enhancing departmental efficiency and further advance our vision of being a recognized leader in law enforcement and emergency incident management. We must also look to minimize risks, which can threaten the safety of the public and our officers, our standing among the public, and the financial stability of our organization. I established a Citizens' Advisory Board (CAB) to provide objective, community-based input regarding issues of departmental significance in order for us to optimize our accountability. Board members were nominated by every Division based upon active involvement and leadership in their community, prominence in their profession, and demonstrated integrity and judgment. The composition of the CAB and our thoughtful discussions help us ensure that we consider the needs and expectations of the communities we serve statewide. I believe this helps strengthen trust in our Department.



The Department employs several methods to manage risks and optimize accountability to ensure all of our operations are in compliance with federal, state, and local laws, regulations, policies, and procedures. The Command Inspections Program (CIP), reestablished in 2008, allows management to identify and resolve problems before critical issues arise (e.g., an early warning system). The CIP was designed as a resource tool for commanders and to enhance departmental policies and programs. The audit and inspection program highlights the Department's best practices, assists in learning where deficiencies are and how to correct them, and ultimately promotes growth.

The CHP also manages risks through CALEA. In November 2010, the Department was formally recognized internationally as an accredited law enforcement agency, making us the largest accredited law enforcement agency in the world. This prestigious accreditation confirms and validates our professional excellence and adherence to sound policies and procedures. Participation in CALEA ensures our policies and procedures are defensible and will afford us the opportunity to demonstrate how our policies and procedures measure up against internationally established standards for law enforcement excellence. The CALEA supports transparency in governmental operations and was the logical next step after reestablishing the Department's CIP.

I know some of you have questioned my desire to participate in CALEA. I understand your concern and value your input. I want you to know that I have always believed we have outstanding policies and procedures. As such, I knew our policies and procedures would measure up consistently with CALEA's Standards, thus validating our policies. However, because we are an evolving organization, we must take every opportunity to learn and to continuously strive for improvement. We would be naïve if we thought we could not learn from other organizations.



By entering into CALEA, our policies and procedures were proven to be sound, our professional excellence was validated, and we learned invaluable lessons. The CALEA challenges us to maintain our standard of excellence now and into the future. As such, I will not back away from this endeavor and ask that you embrace it.

The safety of our officers is a crucial element in managing departmental risks. We must ensure our officers develop and maintain the physical skills and technical knowledge necessary to provide maximum safety for themselves, the public, and other departmental personnel. In order for our officers to remain safe, they must be trained, which is the cornerstone upon which the foundation of the Department is anchored. With the acceptance of positions of higher responsibility, managers and supervisors have the obligation to train personnel properly and provide them with the necessary tools to make the right decisions. The position of Training Officer is one of the most critical in your command, requiring all training to be accurately and promptly documented. I expect managers and supervisors to monitor the conduct of all training closely and ensure instruction takes place in an environment commensurate with the importance of the material and in a manner consistent with the solemnity of the message. With emphasis on the quality of our training message, vigorous attendance, and accuracy of documentation our training program will continue to be successful and truly protect the safety of our employees and the Department.

It is also incumbent upon managers and supervisors to become actively engaged in such critical incidents as vehicle pursuits. I expect managers and supervisors to participate in or respond to the termination of pursuits involving our employees. Through direct involvement, we can make the observations necessary to critique our actions, provide additional training, or propose corrective measures to achieve the intended results. Our pursuit policy has been tested recently and while many law enforcement agencies are moving away from the pursuit of violators, the CHP has stayed on course. We have been successful because of the training and dedication of our employees regardless of rank or position. We must all remain committed to the safety of the public and our uniformed personnel must always use proper officer safety tactics.

In order to minimize our risks and reduce liability during dangerous incidents such as vehicle pursuits, officer-involved shootings, civil disturbances, and times where we use conductive energy weapons, it is imperative that managers and supervisors ensure these duties are performed in a manner that is consistent with departmental policy. Ensure your team weighs all mitigating factors and applies sound, professional judgment in the totality of circumstances for each individual event.



In order to manage departmental risks and strengthen public trust, you must:

- ***Recognize the job you have chosen is full of risks and there is always a potential for “the unthinkable” event to occur in our workplace.***
 - *Recognize the risks your employees face in all job descriptions.*
 - *Prioritize those risks.*
 - *Act to prevent the problem from occurring.*
- ***Be proactive with the CIP (e.g., dates of scheduled audits, type of audit and inspections, and resources required).***
- ***Ensure your Area Training Officer(s) take a proactive role in all training opportunities.***
- ***Ensure your officers review the Department’s pursuit policy on a quarterly basis. Ensure Standard Operating Procedures are provided to uniformed personnel on local pursuit training, which addresses local terrain and conditions unique to the Area.***
- ***Analyze all significant events after an occurrence to ensure actions and procedures were not only in compliance with policy and law, but also were the most prudent actions taken to keep our people safe.***



“Identifiable risks are manageable risks.”

– Gordon Graham



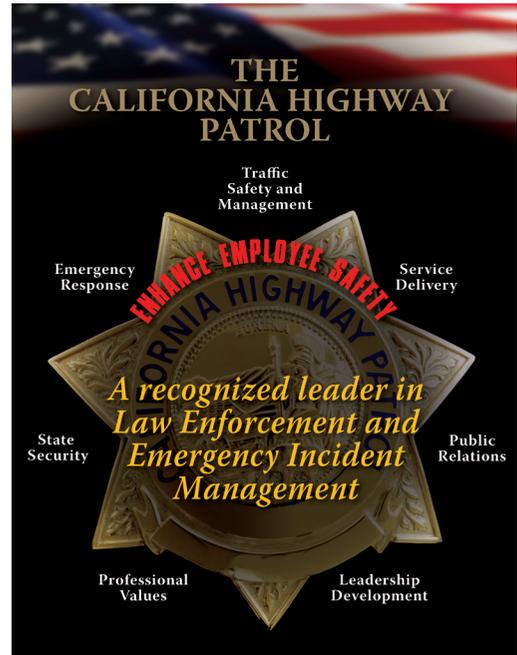
6) REAFFIRM OUR VISION STATEMENT

The Vision Statement of our Department is a proclamation of a desired outcome at some point in the future. Our Vision Statement was designed to answer the question, “What is the defining statement about the CHP?” The CHP is seen as a “recognized leader in law enforcement and emergency incident management.” We accomplish this through the following methods:

1. Traffic Safety and Management: The CHP is dedicated to saving lives through the safe and efficient use of the highway transportation system.
2. Emergency Response: The CHP continuously pursues excellence in emergency preparedness, response, and incident command.
3. Service Delivery: The CHP is committed to quality service.
4. State Security: The CHP is committed to providing security for the public and protecting state assets and infrastructure.
5. Public Relations: The CHP proactively establishes effective community relationships and partnerships to educate and improve our services to the public.
6. Professional Values: The CHP promotes ethical practices through CHP PRIDE (Courage, Honesty, Professionalism, Principles, Respect, Integrity, Dedication, and Esprit de Corps).
7. Leadership Development: The CHP empowers and facilitates leadership at all levels through coaching, mentoring, modeling, and succession planning.

In order to achieve our vision, I expect all managers and supervisors to:

- *Vigorously and enthusiastically ensure all seven aspects of the Vision Statement are understood and employed.*
- *Ensure all goals and strategies in the Strategic Plan are addressed by your command.*
- *Ensure all employees are provided the training needed to complete their daily duties.*
- *Ensure all employees represent the Department in a manner consistent with our Professional and Organizational Values.*



“Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful.”
– Albert Schweitzer



CONCLUSION

The CHP is an organization made up of over 12,000 moving parts where each part contributes to the whole. Every employee has a vital role in helping to achieve our ultimate mission, which is saving lives. This organization requires both nonuniformed and uniformed employees to collaborate and work in harmony in order to accomplish our mission. The uniformed officer must recognize the support from nonuniformed employees and the nonuniformed employee must recognize the officer is on the front line. We will not accomplish our mission without the cooperation and support of both nonuniformed and uniformed employees to conduct daily duties.

We must stay committed to our vision of being a recognized leader in law enforcement and emergency incident management. We must continue our unwavering commitment to providing the highest level of Safety, Service, and Security to the people of California. We will achieve this through enforcing the law fairly, equitably, and partnering with local, state, and federal agencies as well as the people of California to form the vital collaborations we currently enjoy. In creating and enhancing these relationships, we can work together as a collective whole to best assist the people of California.

The public doesn't always see or hear about the selfless efforts our employees make on a daily basis. Countless acts of kindness are performed daily by our dedicated employees for one another and for the public. Our employees participate in events such as CHiPs for Kids, Toys for Tots, Special Olympics, and food and coat drives. Our employees continually donate to blood drives throughout the state. Finally, during California's economic crisis, CHP employees contributed the highest dollar amount to the United Way Campaign among all other state departments. These actions demonstrate our commitment to the community and compassion to the people we serve. It is these efforts that make us a professional organization others seek to emulate.

Through our dedicated efforts we will continue to persevere. Our employees have proven their integrity and professionalism regarding our shared goal of saving lives. I thank each and every one of you for your exemplary efforts over the past four years. Your continued passion and dedication help inspire others to uphold our standards of excellence.

I continue to challenge you as managers and supervisors to be engaged in your communities, educate people within your sphere of influence, become actively involved with your subordinates, coordinate efforts with neighboring agencies and CHP Area offices, manage departmental risks, and never turn down an invitation to speak to your communities about traffic safety or the CHP. We have had many great leaders in our organization and more than ever, we need you to step forward to inspire and lead this Department to a higher level of achievement. It is up to us to continue our proud traditions and build upon what has been put in place by our predecessors.

I believe each and every CHP employee is the key to achieving our mission. Every individual contribution allows us to stand together as a family and as an organization. Your actions today can inspire others to join our ranks to proudly serve our great state as employees of the CHP, now and into the future. You have my utmost respect and confidence and I am proud and honored to walk beside you.



J. A. Farrow
Commissioner



“Exercising common sense and courtesy on the road will go a long way in this traffic safety endeavor.”

– J. A. Farrow



CHP PRIDE

Courage **H**onesty **P**rofessionalism

Principles **R**espect **I**ntegrity **D**edication **E**sprit De Corps