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**Date: Wednesday, September 29, 2021**

**From:** *Dr. Holland D. Jones, J.D., PhD.*  
*City of Kemah, Chief of Police*

**To:** **Carl Joiner**  
**City of Kemah, Mayor**

**Teresa Vazquez-Evans**  
**City of Kemah, Council Position 1**

**Robert P. Kelly**  
**City of Kemah, Council Position 2**

**Doug Meisinger**  
**City of Kemah, Council Position 3**

**Robin Collins**  
**City of Kemah, Council Position 4**

**Isaac Saldana**  
**City of Kemah, Council Position 5**

**Walter Gant**  
**City of Kemah, City Administrator**

**All Kemah Police Department Personnel (Sworn & Unsworn)**  
**City of Kemah, Police Department Personnel**

**Subject:** **90-180 Day Transition Plan – The Stop, Walk, Talk, Listen, and Learn Tour!**

**Distribution:** **Mayor, City Council, and City Administrator**

The position of Police Chief of the City of Kemah is both challenging and rewarding, which emphasizes the efficient transition of executive leadership. This is especially true when the protection, health, welfare, and safety of our citizens and community are paramount. As Chief of Police, I humbly submit my **90-180 Day Transition Plan** for your inspection and evaluation. My intended goals, objectives, and those strategies necessary to achieve them are delineated in my **90-180 Day Transition Plan**. I developed this plan to afford me the opportunity to accomplish **10** specific goals within the first **90-180** days of my tenure, as your Police Chief.

They are as follows:

**Goal 1. Meet with my direct supervisor**, the City of Kemah PD staff face-face, residents, City of Kemah Leadership, and other staff, while **collecting as much information as possible** about the type of police operations and police services historically rendered, and ongoing desired services from the community and the informal and formal community leaders.

- Goal 2. To develop and cultivate collaborative partnerships, early in my tenure, attend community meetings and **utilize my “Stop, Walk, Talk, Listen, and Learn” community-oriented policing philosophy** augmented with quarterly “meet and greet” opportunities.
- Goal 3. **Assess the current administrative needs, current leadership, supervision, develop an interim organizational chart,** and start the process of filling critical staff and leadership vacant positions, if necessary.
- Goal 4. Evaluate and **assess all departmental policies, procedures, rules, and regulations;** then take immediate actions to secure compliance to statutory/procedural best practices via the successful **pursuit of accreditations,** and then appoint an Accreditation Manager while providing public access to our Policy Manual.
- Goal 5. **Evaluate City of Kemah PD’s strengths, weaknesses, opportunities, and threats (S.W.O.T.)** to develop strategies to build on said strengths/opportunities, while addressing weaknesses/threats, and to conduct Crime Prevention Surveys.
- Goal 6. Determine City of Kemah Police Department’s **alignment with the 6 Pillars of 21<sup>st</sup> Century Policing.**
- Goal 7. Implement a “*Talent Acquisition Strategy*” that is specifically designed to recruit talented personnel and to identify and acquire critical resources like innovative technology, contemporary (internal/external) training, alternative funding sources, while ensuring **continuous communication with all of City of Kemah’s staff and community.**
- Goal 8. Identify and review all city-wide emergency preparedness plans and identify the role of the City of Kemah PD’s personnel in each plan, **integrate all emergency preparedness plans into one comprehensive emergency response plan;** and determine the availability of emergency response equipment, training, and other related emergency management protocols (including Information Technology).
- Goal 9. **Establish and maintain effective collaborative relationships with law enforcement officials** from surrounding Cities, Precincts, School Districts, Colleges/Universities, and **negotiating “Memorandums of Understanding”.**
- Goal 10. Utilize collaborative leadership and results-based management to create an environment that is conducive to achieving the mission, vision, and core values of the City of Kemah.

I approximate that a period of **90-180** days, will be necessary to assess the procedural, administrative, and operational status of the City of Kemah PD and develop innovative and progressive strategies to address our weaknesses and enhance our strengths and **lead us into the future** while developing a model world-class public safety organization.

Sincerely,

*Chief Holland D. Jones*

Chief Holland D. Jones, *JD, Ph.D.*

★ *LEMIT - Leadership Command College (LCC) Class #76*

City of Kemah Police Department

## GOALS, OBJECTIVES, AND STRATEGIES

A substantive advantage of utilizing the “**Stop, Walk, Talk, Listen, and Learn**” philosophy of acclimating oneself to the concerns of our citizens, community, and staff is the one-on-one personal learning directly received from constituents. They can share their issues and concerns with me directly. There is no better source of information than straight from your constituents.

The delineated goals and objectives not only will enhance my ability to assess the quality of the rendition of public safety services currently being rendered; but also provide critical information necessary to create a sound platform of leadership, transparency, accountability, and management of the police department thus paving the way to the professionally robust and efficient transition of executive police leadership, decision-making, and community relationship building.

**GOAL 01:** Meet with my direct supervisor, the City of Kemah PD staff face-face, City of Kemah Leadership, and the City Council Members to collect as much information about the type of police operations and police services historically rendered, and ongoing desired services from the community and the informal and formal community leaders.

**Explanation:** As your new Police Chief, it is vital to my efficacy to quickly determine the parameters of my direct supervisor’s expectations and the criteria in which I will be evaluated. Also of importance is the level of autonomy and discretion, that I will be afforded to complete City of Kemah’s mission and vision. An understanding of the services we provide, the services that our community demand, and those services that we don’t provide is vital to leading us into the future. My matriculation must be quick, yet efficient in its performance.

**Objective 1.1:** Meet with my direct supervisor one-on-one.

**Strategy:** I will meet with my direct supervisor one-on-one as soon as practical. The purpose of this meeting is to (1) gain insight on his/her expectations and standards of performance; (2) establish an open and consistent line of communication and preferred communication method; (3) gain insight from his/her leadership and organizational wisdom; (4) determine his/her style of feedback and evaluation process; (5) determine his/her concerns with City of Kemah PD; and (6) receive his/her perspectives of the strengths and weaknesses of City of Kemah PD. The first initial meeting and all others are crucial to my success and relationship building.

**Timeline:** 01 - 45 Days

**Objective 1.2:** Meet face-to-face with all Police Staff (sworn and unsworn).

**Strategy:** I will have departmental meetings, divisional meetings, and one-on-one meetings, so that I can meet and talk to (every employee) our police personnel, dispatchers, and unsworn personnel.

I will continue to have Weekly and Quarterly meetings with departmental personnel to promote a communicative environment and culture.

**Strategy:** I will share my personal leadership philosophy with our team. I will provide my definition of leadership. I will share my personal values and my managerial principles.

I will also explain my expectations. I will explain what my non-negotiables are and what I will not tolerate. I will also explain my commitment to open door communication and feedback.

**Timeline:** 01 - 45 Days

**Objective 1.3:** Establish a cooperative relationship with City of Kemah’s Executive Leadership Team and City Council.

**Strategy:** With the authorization of my direct supervisor, I will meet with each member of City of Kemah’s Executive Leadership Team and the City Council for the purpose of establishing a synergistic working relationship. The secondary purpose will be to listen to their voices, issues, and concerns with respect to City of Kemah PD’s ability to provide for the protection, health, welfare, and safety of our community. I will also inquire into their perspectives, views, and expectations of the Police Department and their future expectations (this will be an ongoing process).

**Timeline:** 01 - 180 Days

**Objective 1.4:** Meet with the leadership and staff.

**Strategy:** I will meet weekly initially and then quarterly with the leadership and staff for the specific purpose of hearing their voices, issues, concerns, and training suggestions with respect to the City of Kemah’s Police Department.

**Timeline:** 01 - 30 Days

**Objective 1.5:** Meet and greet with formal and informal community leadership.

**Strategy:** Beyond the initial introductions, I will schedule to meet face-to-face with formal and informal community leadership to hear their voices, concerns, and training suggestions to establish a close partnership and collaborative working relationship.

**Timeline:** 01 - 180 Days

**GOAL 02:** Introduce myself to the external/internal community stakeholders with the intent to establish community relationships to develop and cultivate collaborative partnerships early in my tenure, attend community meetings and utilize my “**Stop, Walk, Talk, Listen, and Learn**” community-oriented policing philosophy augmented with quarterly “meet and greet” opportunities.

**Explanation:** A salient function of City of Kemah PD is to create a sense of community that is conducive to the creation of a learning environment thusly leading to citizen and community success. Fostering credible and competent partnerships with our stakeholders, regardless of external or internal status, helps to accomplish this task. Additionally, we must demonstrate to our stakeholders, in every decision and initiative, that City of Kemah PD will be responsive to their concerns and issues.

As your Police Chief, I will not only implement Community Oriented Policing but also Problem-Oriented Policing as well. Leveraging the combined resources of our relationships and partnerships with our stakeholders to address periodic issues and concerns efficiently and competently is the very purpose of Problem-Oriented Policing. The strength of our relationships and partnerships with internal and external community stakeholders alike will enhance our delivery and rendition of customized public safety services to every community. The key is to develop and invest in these relationships prior to needing them.

**Objective 2.1:** Introduction of myself to local businesses, entertainment district personnel, neighborhood organizations.

**Strategy:** Schedule “Meet and Greet” events specifically for local businesses, management district personnel, and neighborhood organizations to listen to their concerns.

**Timeline:** 45 - 75 Days

**Objective 2.2:** Attend scheduled community meetings

**Strategy:** I will develop a calendar of community meetings, so that I can arrange my schedule and prepare to attend each community meeting.

**Timeline:** 20 - 40 Days

**Objective 2.3:** “Stop, Walk, Talk, Listen, and Learn” Leadership and Management

**Strategy:** I will personally utilize the “Stop, Walk, and Talk” method of interacting with our citizens and community.

**Timeline:** 01 - 30 Days

**Objective 2.4:** Police Chief “Chat & Coffee” with members of the Community.

**Strategy:** I will schedule on a quarterly basis a “Chat & Coffee” with members of the community. The purpose of “Chat & Coffee” with the Chief is to encourage ordinary and organic relationship development with individual members of the community. An equally important purpose is to listen to their voices, issues, concerns, and their respective long- and short-term solutions. Although each “Chat & Coffee” will be at different locations, anyone will be able to attend.

**Timeline:** 01 - 30 Days

**GOAL 03:** Assess the current City of Kemah Police Department’s leadership and supervision, administrative needs, develop an interim organizational chart, and start the process of filling critical staff and leadership positions.

**Explanation:** Deficiencies in transparent leadership, effective management, and proper supervision coupled with the failure to fill critical vacancies undermine an organization’s ability to achieve its mission. Currently, City of Kemah PD has several positions that need to be filled. We must **hire the right person, for the right position, for the right reason!**

The hiring and assignment process must reflect the not only Community Oriented Policing, but Problem-Oriented Policing as well as an organization chart that reflects the needs of PD and its community.

**Objective 3.1:** Assess the quality of City of Kemah PD’s leadership and supervision.

**Strategy:** I will interview each supervisor and review their personnel file and TCLEDDS file. I will further review their performance evaluations and disciplinary record. I will use extrapolated information for assignment purposes.

**Timeline:** 01 - 90 Days

**Objective 3.2:** Determine City of Kemah PD’s administrative needs.

**Strategy:** I will create a Criminal Investigation and Background Division, a Threat Assessment & Crime Prevention Unit, a Training Division with a Training Coordinator, a Property and Evidence Division, and NIBRS Compliance Unit, a Community Out-Reach Engagement (CORE) Division an Accreditation Manager and Incident Commander, and a Special Events Unit.

**Timeline:** 20 - 40 Days

**Objective 3.3:** Develop a “Stop, Walk, and Talk” interim Police Organizational Chart.

**Strategy:** I will create an interim police organizational chart that supports the continuity of public safety services while allowing training.

**Timeline:** 20 - 40 Days

**Objective 3.4:** Identify and initiate the process of filling critical staff/leadership roles.

**Strategy:** I will review the previous process for selecting and vetting internal/external candidates for promotion and make enhancements or modifications, if necessary. A review of their performance evaluations and disciplinary history will be necessary. I will then compile a list of meritorious candidates, conduct interviews, and then make an informed decision.

**Timeline:** 30 - 60 Days

**GOAL 04:** Evaluate and **assess all departmental policies, procedures, rules, and regulations**; then take immediate actions to secure compliance to statutory/procedural best practices via the successful **pursuit of accreditations**, and then appoint an Accreditation Manager while providing public access to our Policy Manual.

**Explanation:** My goal is to transform, the City of Kemah PD into a world-class premier model public safety organization. The implementation of law enforcement best practice policies, procedures, rules, regulations, and managerial philosophies enhance the transparency and accountability to our community and will accomplish this goal. Liability mitigation is also a vital aspect of managing the day-to-day operations of a law enforcement organization.

A world-class law enforcement agency must be resilient and flexible in considering every changing demand on public safety, crime trends, newly enacted legislation, procedural mandates, case law, investigatory methods, and advancements in technology.

For these very purposes, best practice policies assist with insulating City of Kemah PD from vicarious liability; therefore, enhancing risk management.

**Objective 4.1:** Create a “Policy & Procedure Assessment Team” to review our policies.

**Strategy:** I will create a team of departmental personnel consisting of sworn and unsworn staff of various ranks and assignments to review our policies and procedures and submit suggested changes (this will be an ongoing process).

**Timeline:** 01 - 60 Days

**Objective 4.2:** Initiate the process for obtaining National/State Police Accreditation.

**Strategy:** I will assess the feasibility of our ability to obtain the following accreditation and certifications (for example: IACLEA, CALEA, TPCA, PSCA, CCOCP)

- Commission on Accreditation for Law Enforcement Agencies
- Texas Police Chief Law Enforcement Best Practice
- Public Safety Communications Accreditation

**Timeline:** 60 - 90 Days

**Objective 4.3:** Establish an Accreditation Manager/Staff Inspector.

**Strategy:** I will designate and train a member of our staff as an Accreditation Manager/Staff Inspector to specifically oversee and ensure the implementation of contemporary policy and procedures. His/her additional duty will include evaluation and compliance inspections. The vital importance of risk mitigation necessitates the appointment of an individual that is dedicated to the drafting, editing, amending, and the implementation of public safety and law enforcement departmental best practices, policies, and procedures.

**Timeline:** 60 - 120 Days

**Objective 4.4:** Reflect Accountability/Transparency within City of Kemah PD’s Policy Manual.

**Strategy:** I will ensure that City of Kemah PD’s Policy and Procedure Manual will be completely accessible to our external/internal stakeholders and City of Kemah’s community via City of Kemah PD’s website and open records request.

**Timeline:** 90 - 180 Days

**GOAL 05:** Evaluate City of Kemah PD’s strengths, weaknesses, opportunities, and threats (S.W.O.T.) to develop strategies to build on said strengths/opportunities, while addressing weaknesses/threats, and to conduct Crime Prevention Surveys.

**Explanation:** City of Kemah’s clearly established mission, vision, and core values provide an excellent foundation for the successful management and leadership of City of Kemah PD; however, a comprehensive knowledge of specifically articulated strengths and weaknesses of City of Kemah PD will allow us to rehabilitate our weaknesses, while simultaneously enhancing our strengths.

As your Police Chief, I will need to determine City of Kemah’s level of crime risk to aid in my recognition and anticipation of criminal activity and patterns of crime with the specific intent of mitigating the occurrence of such. City of Kemah PD is tasked with the responsibility to (1) deter crime; (2) develop and execute crime reduction strategies to minimize the motivation and opportunity to engage in criminal activity.

Notable identified deficiencies in our safety and security can be addressed by deploying innovative and strategic methods. For example, an awareness of our internal/external reputation for professional competency is pertinent when developing a personalized community-oriented policing program that emphasizes transparency and accountability.

**Objective 5.1:** I will use the “S.W.O.T.” Assessment Protocol to clearly identify City of Kemah PD’s strengths and weaknesses.

**Strategy:** We will use focus groups, supervisors, sworn and unsworn City of Kemah PD staff to provide feedback and input on the current perceived internal/external Departmental strengths, weaknesses, opportunities, and threats

**Timeline:** 30 - 90 Days

**Objective 5.2:** Conduct “Threat Assessments and Crime Prevention Surveys” for each District and publish results to my supervisor.

**Strategy:** I will conduct a formal review and analysis of the current safety and security conditions of our facilities, educational activities, and available technology to determine their protection efficacy (this is an ongoing process).

**Timeline:** 01 - 90 Days

**GOAL 06:** Determine City of Kemah Police PD’s alignment with the **6 Pillars of 21<sup>st</sup> Century Policing**.

**Explanation:** The 6 Pillars of 21<sup>st</sup> Century Policing suggest that law enforcement organizations engage their communities and concentrate their efforts in building:

- trust and legitimacy.
- social media and technology.
- community policing and crime reduction.
- officer safety and wellness.



- policy and oversight.
- education and officer training.

City of Kemah PD’s community-oriented policing strategy will likewise reflect the letter and the spirit of the 6 Pillar of 21<sup>st</sup> Century Policing.

**Objective 6.1:**

I will ensure that City of Kemah PD’s strategic plan, mission, vision, values, goals and objections, policies, procedures, rules, and regulations are in strict alignment with the philosophy espoused through the 6 Pillars of 21<sup>st</sup> Century Policing.

**Strategy:** I will seek and identify credible evidence of City of Kemah PD’s procedural and managerial compliance with each of the 6 Pillars of 21<sup>st</sup> Century Policing. Evidence of compliance will be reflected in City of Kemah PD’s Quarterly and Annual Report (this will be an ongoing process).

**Strategy:** I will ensure, moving forward, that all of City of Kemah PD’s policies will align with the mission, vision, and core values of City of Kemah’s community. Our actions must foster trust and cultivate the well-being of our officers. Under my leadership, City of Kemah PD will invest in training, embrace new innovative technologies, and make community engagement a priority (this will be an ongoing process).

**Timeline:** 30 - 180 Days

**GOAL 07:** Implement a “*Talent Acquisition Strategy*” that is specifically designed to recruit qualified personnel and to identify and acquire critical resources like innovative technology, contemporary (internal/external) training, alternative funding sources, while ensuring **continuous communication with all City of Kemah’s community.**

**Explanation:**

City of Kemah serves a multi-faceted, multi-cultural community. The strength of its commitment to diversity must be reflected in all decisions including recruitment, selection, training, assignment, and promotion. To address the changes (expectations) in contemporary policing, City of Kemah PD must avail its personnel of extensive training. With limited budgetary resources, City of Kemah PD must seek alternative funding sources to augment our delivery of public safety services and make capital expenditures. To foster transparency and accountability law enforcement agencies should regularly communicate their actions to their community.

**Objective 7.1:**

Increase quality by recruiting and retaining talented personnel.

**Strategy:** I will commit my time and energy to the following:

- Designating a Recruiting Liaison to Universities/Colleges
- Enhancing City of Kemah PD’s stellar professional reputation
- Creating a recruitment video that showcases our culture/diversity
- Creating career development opportunities w/specialized divisions
- Negotiate for incentive and comparable compensation for all staff
- Streamlining the hiring process for ideal applicants and candidates
- Survey applicants to identify those incentives/benefits that matter
- Growing our own candidates (Internship Program/Police Academy)

- Creating an Internship Program and Youth Interaction Counsel
- Establishing Partnerships with Minority Police Officer Associations
- Establishing Partnerships with Women Police Officer Associations

**Timeline:** 60 - 90 Days

**Objective 7.2:** Acquire helpful innovative technology to serve our community.

**Strategy:** I will vet the utility of the following technology:

- **Mobile APP** - accessible by smartphone/desktop for security alerts
- **Social Media Sentinel** - social media monitoring software
- **IP-Compatible Cameras** - Surveillance, Traffic, and Evacuation
- **Body Worn Camera Upgrades** - made available to security staff
- **Update Police Report Writing Software** - registering property
- **Mobile Data Terminals (MDT)** - with ticket-writing compatibility

**Timeline:** 01 - 90 Days

**Objective 7.3:** Ensure City of Kemah PD's personnel receive relevant training.

**Strategy:** I will guide City of Kemah PD employees to receive the following training:

- Community Oriented Policing Training
- Cultural Diversity and Cultural Competency Courses
- Emotional Intelligence Training
- Implicit Bias Training
- De-escalation Technique Courses
- Field Training Officer (FTO) Program Training.
- Duty to Intervene Training
- Crisis Intervention Training Courses
- Civilian Interaction Training (C.I.T.)
- Field Operations Training Program
- Active Law Enforcement Rapid Response Training (ALERRT)
- Veteran Crisis Intervention Training (V.C.I.T.)
- Gender-Based Violence Response Training.

**Timeline:** 90 - 180 Days

**Objective 7.4:** Identify and seek alternative funding options.

**Strategy:** I will assess the feasibility of grant opportunities.

**Timeline:** 20 - 150 Days

**Objective 7.5:** Ensure training/educational opportunities for Staff.

**Strategy:** I will ensure these courses are open to the public:

- Civilian Response to Active Shooter Events (C.R.A.S.E.).
- Civilian Interaction Training (C.I.T.).
- State and Federal Legislative Updates
- RAD Courses/Kids RAD (once available) – Self Defense Courses
- De-escalation Technique Courses

**Timeline:** 90 - 180 Days

**Objective 7.6:** Ensure frequent communication with staff and the community.

**Strategy:** A Police Newsletter will be published quarterly. A Critical Incident Briefing will be conducted, as needed. I will ensure we have a viable interactive website.

**Strategy:** I will submit a **90 Day Plan Progress Report**, in 90 days. I will submit a Racial Profiling Report on March 1st. I will submit an Emergency Response Plan in 180 Days. I will ensure that our staff and community have the option to file complaints/compliments online.

**Timeline:** 90 - 180 Days

**GOAL 08:** Identify and review all emergency preparedness plans and identify the role of the City of Kemah’s Police Department in each plan; integrate all individual emergency preparedness plans into one comprehensive emergency response plan; and determine the availability of emergency response equipment, training, and other related emergency management protocols.

**Explanation:** An emergency response to critical incidents or natural disasters must reflect the thoughtful analysis of the strengths and weaknesses of previous responses considering preparation, available resources, and manpower. Tailored emergency response plans are efficient and effective when all pertinent parties have predetermined assigned roles and responsibility and the tools and resources necessary to carried out such tasks. When managing a multi-location response to a critical incident the incident commander must have a synergy of thought and action. This synergy of thought must be reflected in one comprehensive emergency response plan.

The avoidance of duplication and redundancy redirects our energy to obtain appropriate emergency response equipment and provides strategic guidance for pursuing necessary emergency response training for all department personnel regardless of rank, title, position, sworn, or unsworn.

**Objective 8.1:** Identify and review all location specific city emergency preparedness plans (ERP) and identify and review all city-wide emergency preparedness plans.

**Strategy:** I will collect and inspect, for completeness, each emergency response plan. I will also ensure that each plan is accessible to City of Kemah’s public safety personnel that are assigned to each location.

**Timeline:** 30 - 60 Days

**Objective 8.2:** I will ensure that all City of Kemah ERPs are created in a manner that reflects best practices in ERP protocols and preparation.

**Strategy:** I will designate a primary City of Kemah PD “Incident Commander” that will be vested with the authority to research, edit and update all ERP with consultation from City of Kemah’s Emergency Management, Risk Management, and the respective community effected.

**Timeline:** 60 - 90 Days

**Objective 8.3:** I will, furthermore, ensure that appropriate ERP supplies are available at each location and stockpiled at City of Kemah PD Headquarters.

**Strategy:** I will ensure that City of Kemah PD have a surplus of ready to eat meals, water, first aid supplies, blankets, and batteries. I will also strongly encourage each location to have an alternative means of food preparation.

**Timeline:** 60 - 90 Days

**Objective 8.4:** *I will ensure that 100% of City of Kemah’s public safety personnel, regardless of their rank or title, are trained and qualified on the incident command structure (ICS) with respect to the national incident management system (NIMS).*

**Strategy:** I will ensure every employee of City of Kemah PD complete:

- ICS Course-100: Introduction to the Incident Command System
- ICS Course-200: ICS for single Resources & Int. Action Incidents
- ICS Course-700: National Incident Management System
- ICS Course-800: National Response Framework

**Timeline:** 01 - 30 Days

**Objective 8.5:** *I will ensure that 100% of all supervisory personnel will receive advanced supervisory and management training with respect to the incident command structure (ICS) and the national incident management system (NIMS).*

**Strategy:** I will ensure that every supervisor of City of Kemah PD complete:

- ICS Course – 300: Intermediate ICS for Expanding Incidents
- ICS Course – 400: Advanced ICS for Command and General Staff

**Timeline:** 30 - 120 Days

**GOAL 9:** Establish and maintain effective collaborative relationships with law enforcement officials from surrounding Cities, Precincts, School Districts, Colleges/Universities, and negotiating “Memorandums of Understanding”.

**Explanation:** Collaborating with surrounding law enforcement agencies and developing partnership are vital to City of Kemah PD’s overall successful attainment of its mission to provide for the protection, health, welfare, and safety of our community.

I believe that strong relationships within the public safety community will avail City of Kemah PD of additional training opportunities, investigatory resources, relevant crime patterns, and emergency preparedness techniques.

**Objective 9.1:** Create a line of direct communication to city, county, state, and local law enforcement, and public safety leaders.

**Strategy:** I will meet with each Police Chief, Sheriff, Constable, Fire Marshall, and District Attorney in each jurisdiction that City of Kemah operates, leases, rents, or owns property.

The purpose of my initial meeting will be to inform them of the transition of executive police leadership, to seek their support in accomplishing City of Kemah’s mission, discuss relevant public safety concerns, and the feasibility of developing collaborative partnerships.

**Timeline:** 20 - 40 Days

**Objective 9.2:** Meet with other relevant government agencies within the city, county, and state.

**Strategy:** I will meet with other governmental public safety officials with the intent to develop a line of communication with them and eventually creating a partnership.

**Timeline:** 20 - 40 Days

**Objective 9.3:** Meet with all School District and Charter School Public Safety Officials.

**Strategy:** I will identify all public safety or law enforcement personnel officials from School Districts, Public and Private, and Charter School and schedule to meet with them to develop a line of open communication purposed with the intention to establish effective partnerships.

**Timeline:** 60 - 90 Days

**Objective 9.4:** Meet with all local university and college law enforcement officials.

**Strategy:** I will identify all local university and college law enforcement officials and schedule to meet with them to develop a line of open communication purposed with the intend to establish effective partnerships.

**Timeline:** 60 - 90 Days

**GOAL 10:** Utilize collaborative leadership and results-based management to create a community environment that is conducive to achieving the mission, vision, and core values of City of Kemah.

**Explanation:** The City of Kemah PD has established a respected and progressive community-oriented philosophy that is committed to the professional and competent rendition of public safety services with respect, integrity, and competency. Under my leadership, I will ensure that “unity” is demonstrated in every facet of our community outreach.

The City of Kemah's mission and vision statement clearly identify those priorities it deems essential for community success. As your Chief of Police, our team of highly qualified and dedicated public servants will be committed to ensuring the realization of City of Kemah's mission and vision. I will also safeguard the actualization of City of Kemah's core values, strategic plan, and goals and objectives previously established by the community and the police department.

**Objective 10.1:** Articulate to the City of Kemah Community and Police Department my vision for the future.

**Strategy:** Our leadership staff, within the Police Department will work with all sworn and unsworn staff in a synergistic manner to review and update, if necessary, City of Kemah PD's current vision and mission statements. During the transitional period, City of Kemah PD will sustain the level of high-quality rendition of public safety services to our community. An improved, mission or vision statement will be shared with external/internal community stakeholders.

I will also conference with our police personnel (sworn/unsworn) to discuss their career development, both academic and professional.

**Timeline:** 1 - 180 Days

**Objective 10.2:** Identify the essential core values of the City of Kemah PD.

**Strategy:** We will use focus groups, sworn and unsworn City of Kemah PD personnel to review current core values to determine if updates to our core values are necessary, considering contemporary police practices.

**Timeline:** 20 - 40 Days

**Objective 10.3:** Evaluate the City of Kemah PD's mission statement and its alignment with City of Kemah's mission statement.

**Strategy:** We will use PD personnel that are diverse in education, experience, thought, culture, rank, race/ethnicity, and gender to review the current mission statement based on City of Kemah's core values, vision, goals, and objectives.

**Timeline:** 25 - 45 Days

**Objective 10.4:** Develop a Strategic Plan for the police department and publish it.

**Strategy:** Strategic Planning is critical to ensure a focused effort toward the agency's future success. Using a collaboration of employees, including internal and external stakeholders, we will review all aspects of the City of Kemah's PD, develop long-term strategy and solution, identify our financial strategies, and strive for excellence for the future. This process will also be combined with efforts to review the agency mission, and the vision and value statements, which would only be one component of the strategic plan.

**Timeline:** 90 - 180 Days

# CONCLUSION

To create an inherent culture of community engagement and responsiveness, I must acquaint myself with City of Kemah's public safety concerns, strengths and weaknesses, core values, City of Kemah's overall mission, goals, and community priorities, while maintaining a sense of community, leading to community success! In short, the goal is to determine if City of Kemah PD's current performance is in alignment with law enforcement best practices and the 6 pillars of 21<sup>st</sup> century policing which fosters legitimacy and trust.

As communicated above, my intention is to gather information from both internal and external sources regarding the strengths, weaknesses, opportunities, and potential threats facing City of Kemah's Police Department from one-on-one interviews, interactions with the community, and the review of crime trends, policies and procedures, current personnel assignments, the current organizational (chart) structure, and most importantly, the concerns and issues voiced by members of the community with respect to the quality of public safety services.

Furthermore, the assessment process described in this document, my 90-180 Day Transition Plan, will help me tailor the creation of community-oriented policing strategy specifically designed to address the weaknesses and potential threats currently facing the City of Kemah PD.

The meticulously accumulated factual neutral data, both qualitative and quantitative, will support intelligence-led decision-making and a result-based managerial philosophy necessary to manage City of Kemah PD's shortcomings, while reinforcing its strengths. I want to hit the ground running. A carefully designed and systematically implemented transition plan will provide me with the best chances of long and short-term success. Please note, that during this transition of police executive leadership, I will also prevent a lull in public services by ensuring continuity.

At the conclusion of 90 days, I will submit and "**90-Day Transition Plan Progress Report**" to my supervisor and the community. Public release of said report will afford internal and external stakeholders the opportunity to gauge and evaluate my transitional progress and the achievement of my previously outlined goals, objectives, and utilized strategies for achievement. Synergy, in both thought and practice, are cornerstones to the success of our beloved City of Kemah Police Department.

Sincerely,

*Chief Holland D. Jones*

Chief Holland D. Jones, *JD, Ph.D.*

★ *LEMIT - Leadership Command College (LCC) Class #76*

City of Kemah Police Department