

# LEAN Strategic Planning

Texas Police Chiefs Association  
Stakeholder Engagement Results

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# Stakeholder Feedback

## Stakeholder Feedback

To support the Texas Police Chiefs Association's strategic planning process, stakeholder input was collected through interviews with the Board of Officers, a full Board Survey, and a Membership Survey. The full Board and Board of Officers feedback was guided by the SOAR framework—examining Strengths, Opportunities, Aspirations, and Results—while the membership survey focused on perceived value, satisfaction, desired programs and services, and overall experience and engagement. This approach provided a well-rounded perspective to inform priorities and future initiatives. In addition, several TPCA staff members participated in a visioning session and shared their perspectives and feedback as well.

### Stakeholder Engagements

- 1 Board of Officers Interviews
- 2 Full Board Survey
- 3 Membership Survey

# SUMMARY MEMBERSHIP SURVEY



# Introduction & Methodology

## Introduction

Texas Police Chiefs Association (TPCA) contracted with Omni Tech, Intl. to create a strategic plan. The process included gathering relevant information from the entire TPCA membership to identify opportunities to address in the strategic plan.

## Methodology

A nine-question survey was distributed electronically to all members, which contained multiple choice and open-ended questions.

### • Quantitative Analysis

- Calculated percentages for satisfaction, perceived fairness, and program value ratings.
- Weighted averages used for program/service value rankings.

### • Qualitative Analysis:

- Open-ended responses coded into themes (e.g., mentorship, training, small agency representation).
- Sentiment analysis applied (Positive, Negative, Neutral, Unknown).
- Tools: Manual coding + keyword grouping for themes; sentiment tags from provided data.

178

Number of TPCA Member Responses Collected

### Response Rate

- Total Responses: 178
- Skipped Questions:
  - Minimal (0-8) per question
  - Fair engagement on open-ended questions (84 responses for Q4, 77 for Q5, 67 for Q6), however many open-ended question response fields contained “N/A or No.”
- Comments provide actionable insights for training, mentorship, governance transparency, and legislative priorities.

# Introduction & Methodology

## Survey Questions

1. Overall, how satisfied are you with your TPCA membership?(If less than satisfied, please comment why.)
2. Do you believe your TPCA membership investment is fair, less than fair, or more than fair for the value you receive?(If less than fair, please explain why.)
3. How would you rate the VALUE of the following TPCA programs/services:
  - Legislative/Governmental Affairs
  - Legal Consultation
  - Staffing Studies
  - VINCIBLE
  - Accreditation
  - Weekly Bulletin (newsletter)
  - Digital Magazine
  - Training (LECOP program)
  - Annual Conference
  - Foundation (Fallen Officer Fund)
  - Police Chief Searches
4. What programs/services would you like to see added that we are not doing right now?
5. Is there anything we can do to improve your TPCA membership experience?
6. Are there any other specific issues or topics that you think need to be discussed or addressed during the upcoming TPCA strategic planning sessions?
7. What size agency do you have?
8. Is your agency located in a Metro (MSA) area?
9. What type of agency do you have?

# Key Findings

## Overall Findings

The Texas Police Chiefs Association Membership Survey indicates high overall satisfaction, however, open-ended feedback highlights three emerging themes to address:

### Top 3 Emerging Themes

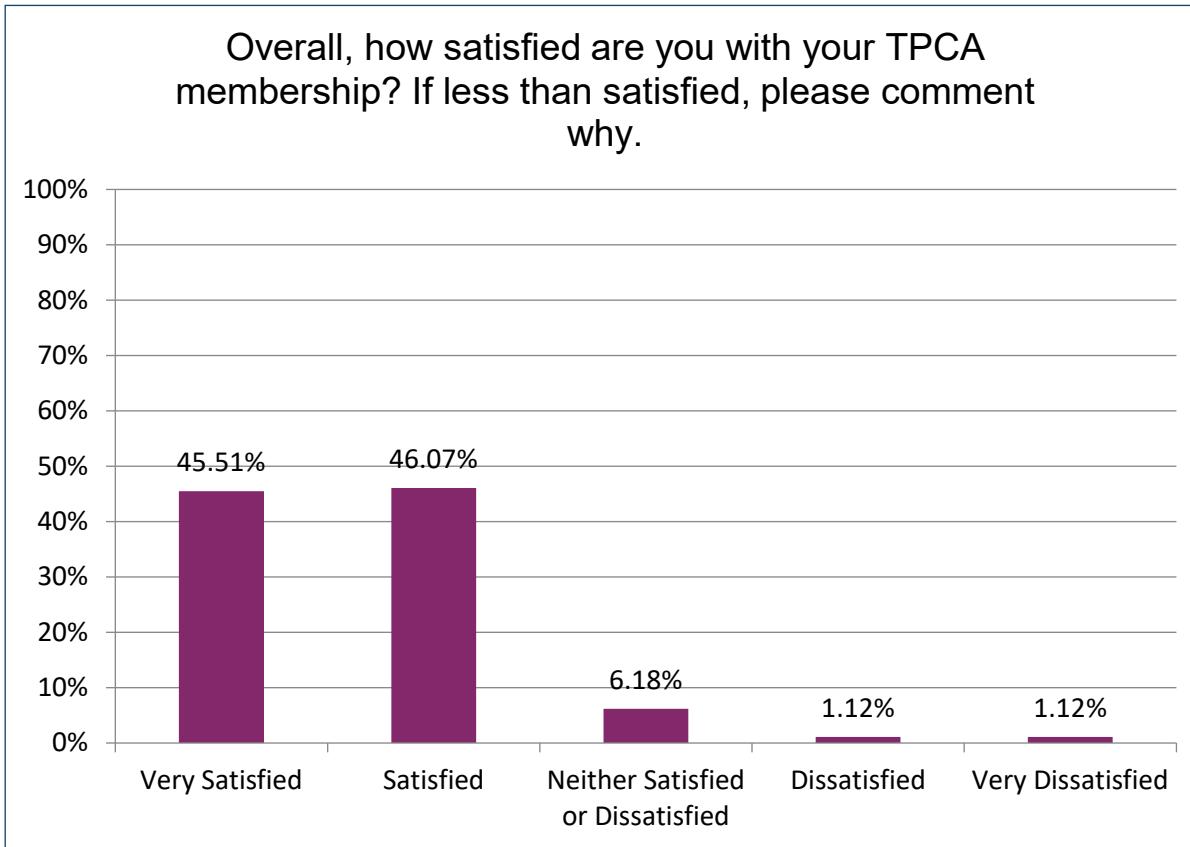
- 1 Training and Professional Development
- 2 Small Agency Representation and Support
- 3 Mentorship and Leadership Development

Additional themes include legislative advocacy, officer wellness, and recruitment challenges. While TPCA is viewed positively for its accreditation program and communication improvements, concerns persist about equitable access to resources and governance transparency. These insights suggest that strategic planning should focus on balancing the needs of large and small agencies, enhancing professional development, and fostering inclusive leadership pathways.

Agency size strongly influenced the feedback. Smaller agencies consistently express concerns about cost-benefit fairness, lack of representation in TPCA leadership, and limited access to training. Larger agencies tend to report higher satisfaction and emphasize accreditation and conference value. This demographic imbalance means TPCA's strategic priorities must address small agency challenges—such as funding, mentorship, and legislative advocacy—while continuing to deliver value for larger departments.

- **Membership Satisfaction.** 92% of respondents were very satisfied or satisfied with the membership. Key concerns included mentorship for new chiefs, limited representation for small agencies, and rising dues vs. perceived value.
- **Value of Investment.** Almost all respondents found the value to be more than fair or fair. The fee structure based on salary was criticized as inequitable for small agencies. Retirees generally find their dues fair.
- **Value of Programs and Services.** The programs and services found to be most valuable include the Fallen Officer Fund, Annual Conference, Accreditation, Legislative/Government Affairs, and VINCIBLE.
- **Programs and Services Members Would Like to See.** Respondents would like to see improvements in training, mentorship for new chiefs, small agency representation, and legal support/case law updates.
- **Improving Membership Experience.** Experience could be improved by addressing the conference location and accessibility by reducing travel burden, improving small agency representation, and creating transparency for the board selection process.
- **Issues/Topics for Strategic Planning.** Strategic priorities should include small agency support, legislative advocacy, modernizing training, wellness, and recruiting initiatives.
- **Agency Size, Location, and Type.** Most respondents lead small to mid-sized agencies. Respondents were almost evenly split between metro and non-metro locations. Vast majority of respondents were municipal departments.

# TPCA Membership Satisfaction



92%

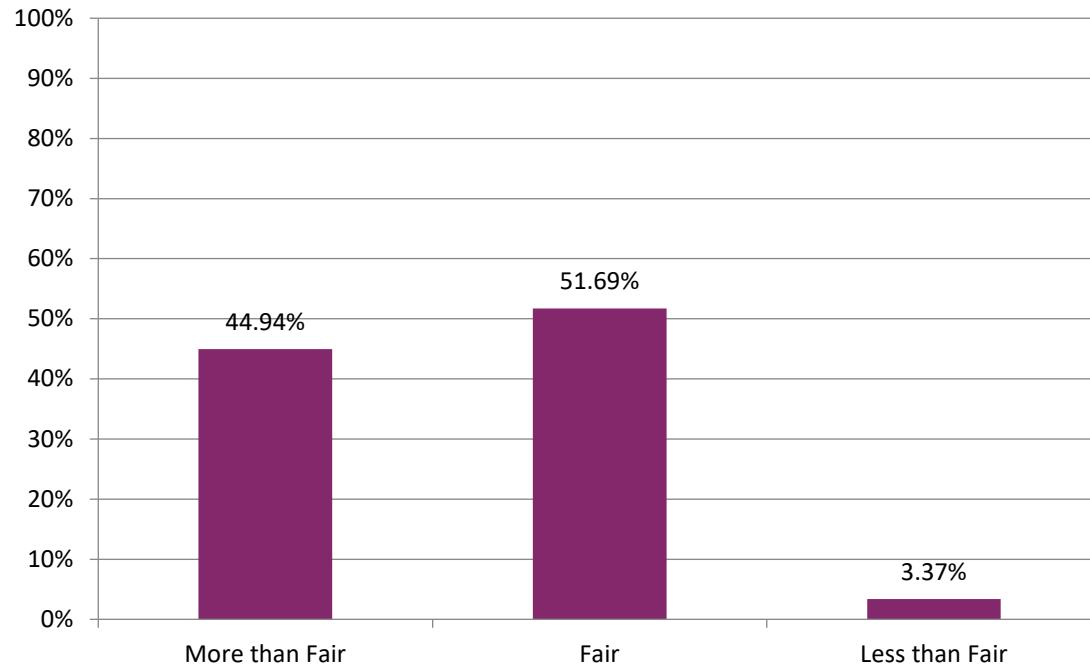
Members are Very Satisfied or Satisfied with their membership

## Comments on Dissatisfaction:

- Lack of mentorship and guidance for new chiefs
- Lack of advocacy for smaller agencies and representation in legislative actions
- Would appreciate more communication regarding legislation, law or procedure changes
- Would like more public information on how to run for a board position
- Not knowing if accreditation gets the department a discount through TML or if helps in criminal court
- Cost of membership
- Cost of conference
- Social club vs. providing real support

# TPCA Membership Value of Investment

Do you believe your TPCA membership investment is fair, less than fair, or more than fair for the value you receive? If less than fair, please explain why.



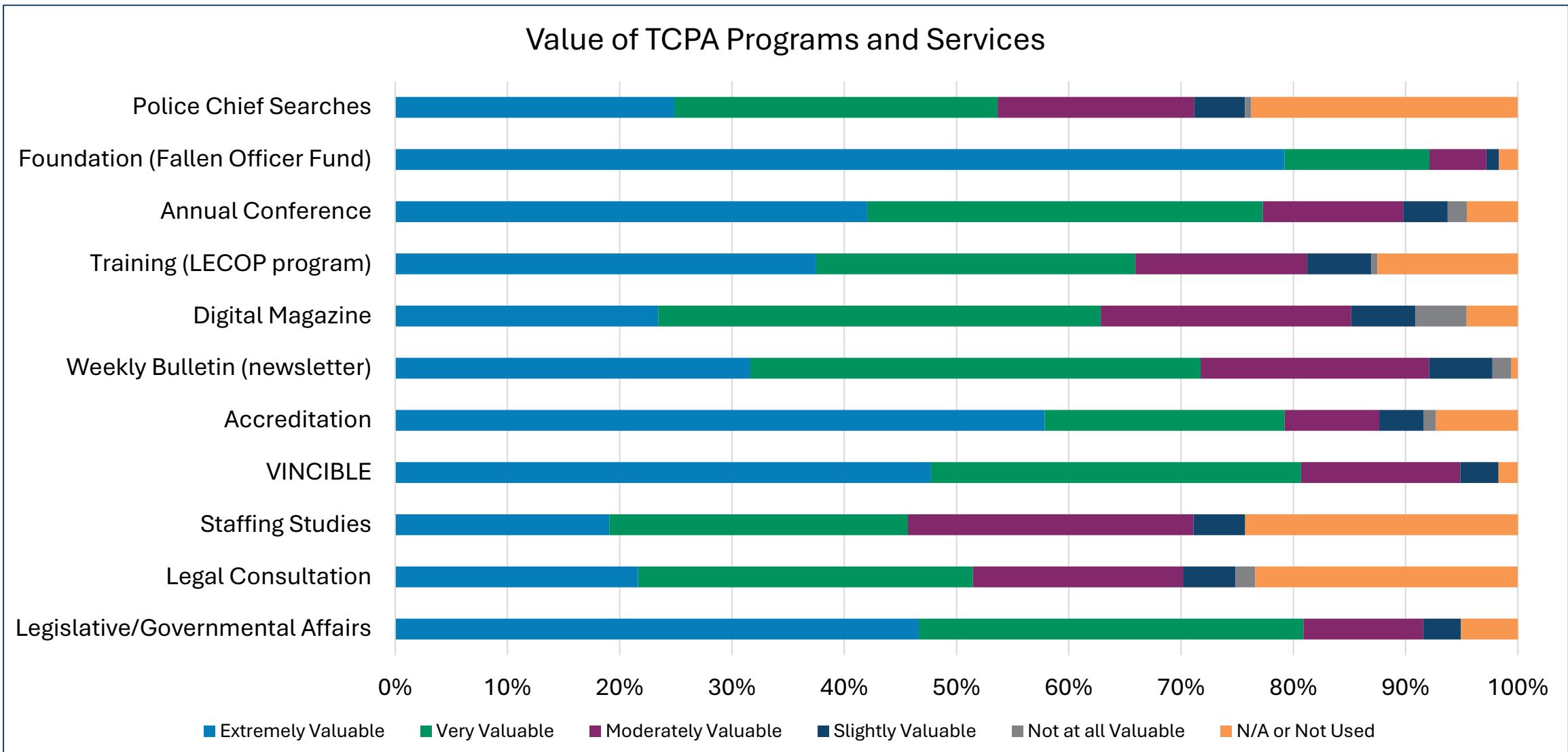
97%

Members believe membership investment is More than Fair or Fair

## Comments on Investment Being Less than Fair:

- Member not taking advantage of offered programs
- Lack of training and representation for smaller agencies (1-10 officers)
- Basing fee on salary
- Cost of dues

# Value of TPCA Programs and Services



# Programs and Services Members Would Like to See

## Top 3 Comments/suggestions



### Training Improvements

*“...Training that is available via internet (webinars, zoom, etc.)... Record training classes at the annual conference so that everyone can access all the classes that were presented...Improved quality and variety of training at the annual conferences...”*



### Mentorship for New Chiefs

*“...Chief mentorship program for new chiefs. New chiefs are assigned a mentor to help them navigate their new position...Mentoring or leadership engagement for new Police Chiefs. Pairing them with other Chiefs to discuss challenges, expectations, issues, and so on...being a new chief can be rough if you've never done it...”*



### Small Agency Representation

*“...See more input from smaller department's Chiefs. Majority of our departments are under 20 sworn, but limited leadership or input seems to come from smaller department Chiefs... Committee on/for small agencies to give a better voice in the organization and throughout the state and legislature...”*



# Improving TPCA Membership Experience

1

## Conference Location & Accessibility

*“...Alternate the conference back to Ft. Worth again...Could it be placed on a rotation between the northern and southern part of the state? Midland, San Angelo, Dallas, Waco etc. Corpus is awesome. However, for most of the State, that is a long trip...It would be beneficial to some agencies if the conference were held in a more centrally located venue...”*

2

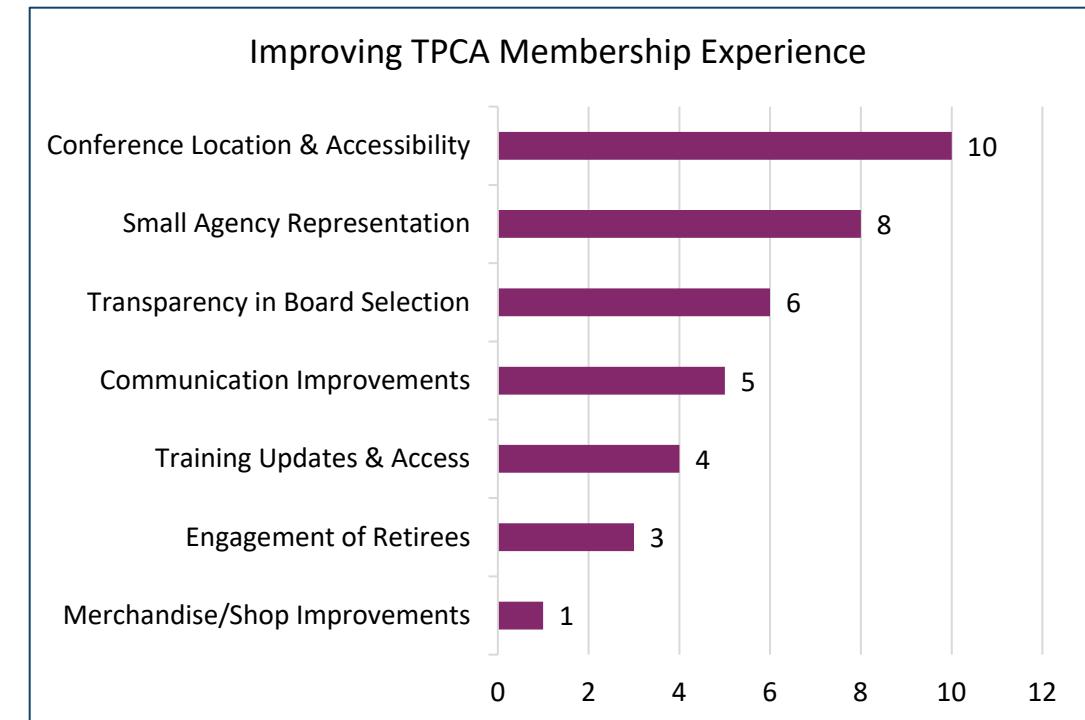
## Small Agency Representation

*“...More representation for small departments. It appears that the counties have much better representation when it comes to officers' benefits and pay...Leave dues as they were. Find more to offer smaller departments and not focus solely on large metro departments...Need to visit the smaller agencies more often throughout Texas. Smaller agencies are the biggest part of TPCA, should involve them more...”*

3

## Transparency in Board Selection

*“...Transparency in the board selection process. I cannot find the route that is needed to get on the executive board...I would like to see a more formal democratic voting process, where Chiefs submit to run for an office and then voted on by the membership....”*



# Issues/Topics for Strategic Planning



## Small Agency Support

*“...We need to invest in the smaller agencies. Their budgets are limited, with limited resources and often Chief's who truly need the guidance. Establish a mentor program, larger agencies run totally different than smaller agencies...Being from a small agency I do not see small agency representation on the boards or committees within TPCA organization. We believe small agency's Chiefs should be represented on the board and should have a voice in the organization...”*



## Legislative Advocacy & Policy Reform

*“...TPCA should take a more active and proactive role in addressing unnecessary or confusing TCOLE rules that impact licensing....As we look ahead to the next legislative session, I would like to see TPCA, in collaboration with the Sheriff's Association, advocate for legislation that supports and strengthens the lawful use of Automated License Plate Reader (ALPR) systems by law enforcement...”*



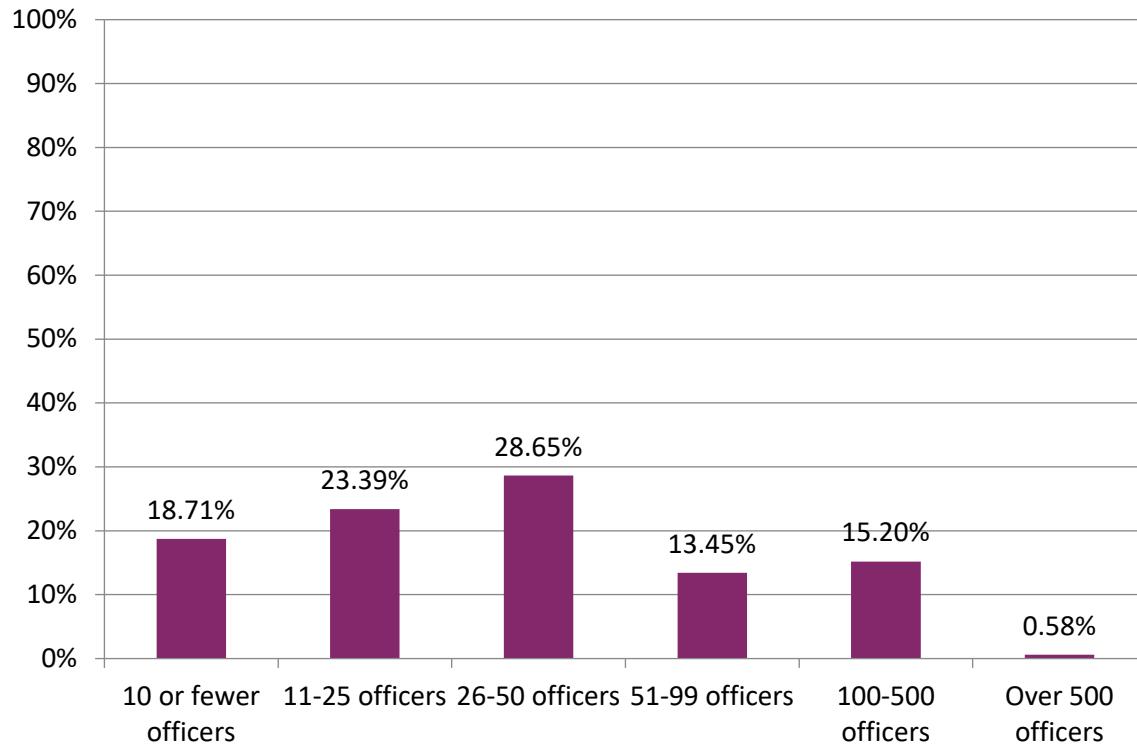
## Training Modernization & Conference Topics

*“...Conferences – breakout sessions were sometimes taught by Chiefs or dynamic leaders. Topics were geared toward chief work. Maybe have topics from TCOLE on preparing for an audit, standardizing TCOLE files...Updated training. While the training TPCA provides value many of the topics and strategies are outdated and not applicable to modern policing...”*



# Respondent Agency Size

What size agency do you have?



## Key Insights

**Smaller agencies ( $\leq 25$  officers)** show the highest proportion of **negative sentiment**, mainly due to:

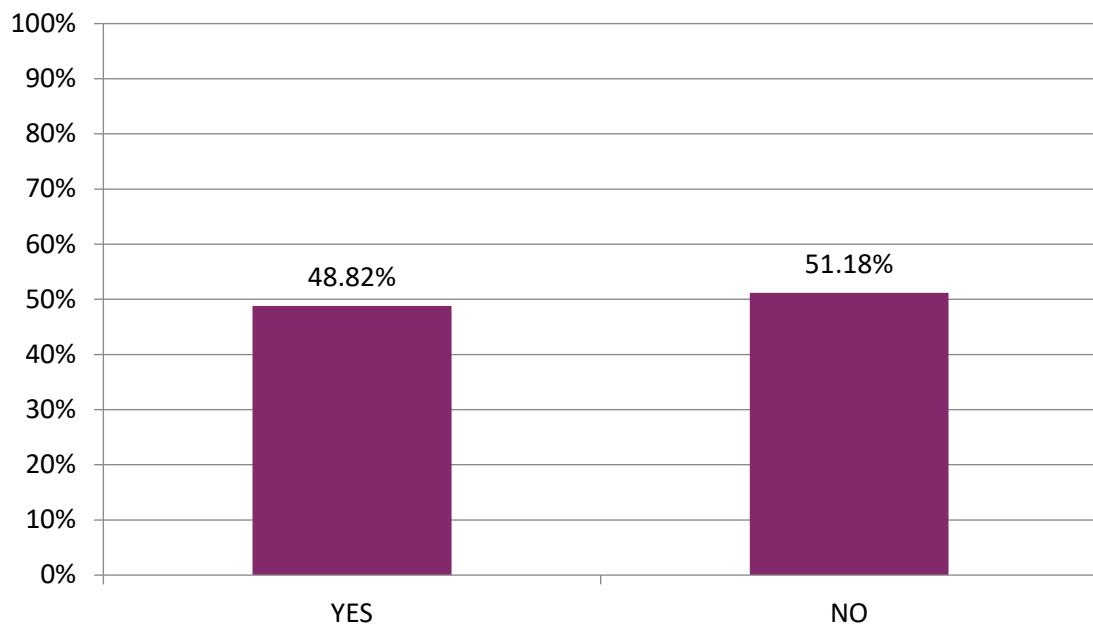
- Lack of representation in TPCA leadership.
- Cost concerns and perceived inequity in dues.

**Larger agencies ( $\geq 100$  officers)** lean more positive, citing:

- Value in accreditation and training programs.
- Stronger engagement with TPCA resources.

# Respondent Location

Is your agency located in a Metro (MSA) area?



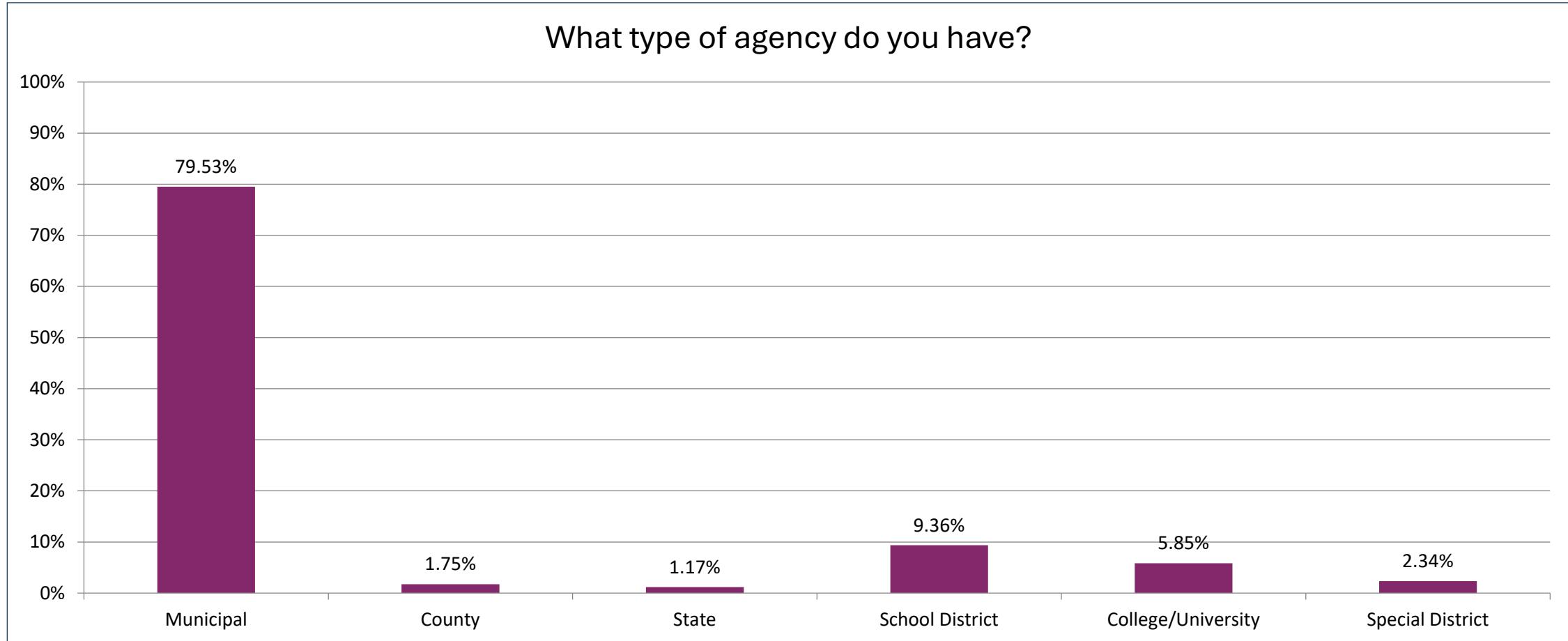
## Key Insights

**Metro agencies** show higher positive sentiment (48%), likely due to better access to TPCA programs and conferences.

**Non-Metro agencies** have more negative sentiment (30%), driven by:

- Limited training availability in rural areas.
- Perceived lack of representation and support for small agencies.

# Type of Agency



# Survey Themes and Recommendations

## Top 3 Themes

### 1. Training & Professional Development

- Improved quality and variety of training at annual conferences.
- Training available via internet (webinars, Zoom, etc.).
- Updated training topics relevant to modern policing.

1

### 2. Small Agency Representation & Support

- More input from smaller department chiefs.
- Better state funding for small agencies to implement mandates.
- Representation on TPCA boards and committees.

2

### 3. Mentorship & Leadership Development

- Mentorship program for new chiefs.
- Leadership engagement opportunities for new chiefs.
- Development tracks for future leaders.

3

# BOARD OF OFFICERS INTERVIEWS SUMMARY



# Introduction and Methodology

## Introduction

Omni Tech, Intl. gathered relevant information from the TPCA Board of Officers to identify opportunities to address in the strategic plan. The Board of Officers were given the opportunity to schedule an interview to provide their feedback.

## Methodology

1:1 interviews were scheduled and conducted with willing officers. A survey alternative was offered for those who could not engage in an interview.

13

Number of TPCA Board of Officers Interviews Completed

(1 survey response received)

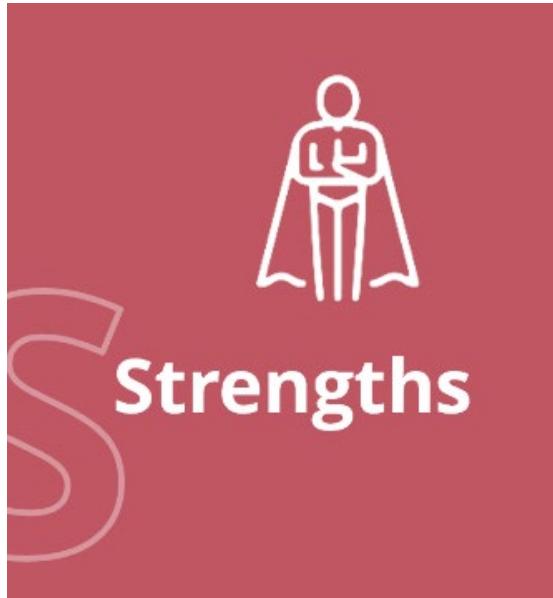
## Questions

1. Please share your initial perceptions of the Texas Police Chiefs Association. What is the very first thing that you think of when you hear their name?
2. What do you see are the key STRENGTHS of Texas Police Chiefs Association? What do we do really well?
3. What OPPORTUNITIES/ISSUES do you think Texas Police Chiefs Association should work on over the next 3 years? In other words, what issues or obstacles should we address to help reach our vision? What new opportunities should we focus on?
4. What are your ASPIRATIONS for Texas Police Chiefs Association? What would we look like or accomplish in the next 5+ years?
5. As we continue to develop a framework to measure and track success and outcomes – are there any specific measurements that you would like to see reported?
6. What do you think should be the top (three) priorities for Texas Police Chiefs Association?
7. Is there anything specific that Texas Police Chiefs Association could do to make your board experience more engaging or fulfilling?
8. Please comment on the level and type of communication you receive from Texas Police Chiefs Association. Is the frequency of communication enough? Too little/Too much? What type of communication do you prefer (email, text, phone call, social media, etc.)?
9. How could we promote membership engagement and receive membership feedback?
10. Any other issues, opportunities, ideas you think should be addressed in the strategic planning process?

# SOAR Analysis



## BOARD: What are our **STRENGTHS**? In other words, What do we excel at? What are we most proud of? What should we continue to build upon?



- We have a strong influence in Austin; recognized as subject matter experts
- Training & accreditation programs – widely valued for professionalizing policing
- Communication improvements – weekly bulletins, newsletters, and executive updates praised.
- Foundation support – benevolence for fallen officers and their families
- Networking opportunities, conferences and partnerships
- Gene as the new ED
- VINCIBLE
- Leadership team and support staff
- Regional directors
- Collective voice for chiefs
- Financial solvency, well managed
- Not afraid to tackle the major issues across Texas and the nation
- Leaders looking to do what is morally right for our communities
- Innovative, look at the big picture and look to see what we can do to resolve issues and conflict



# What *Opportunities or Challenges* do we need to address?



- Growth in membership – need more outreach and education
- Governance structure, including roles, bylaws, conflict of interest, voting privileges, transparency in board selection
- Develop new board member onboarding material/training/education
- Regional director consistency and effectiveness
- Endowment or perpetual funding for fallen officers/foundation
- Modernize training programs and content
- Membership cost structure and affordability
- Grow organizational staff
- Diversity & succession planning – need new blood, mentorship programs, and leadership pipelines
- Strengthen footprint w/ legislators
- Expand general council role
- Expand advertising and service level studies
- Offer career transition assistance
- Location of annual conference



# Aspirations



- Significant growth in membership, true representation of all agencies
- Expanded legislative influence/major impact – being the first call for lawmakers.
- National leadership role – model association for other states.
- Modernized governance that is transparent, business-oriented, and scalable
- Create a more objective process for chiefs to get involved with committees and legislation, more transparency in how they can serve in leadership roles
- Enhanced training portfolio with cutting-edge topics, more instructors, and affordable options
- When people think of policing and best practices, they think of TPCA (Statewide and legislative)
- Membership knows they have a voice
- Financial stability
- Full time employed regional representatives that do training and outreach
- Growing partnership program for vendors



# How will we be accountable? How should we track/measure our *Results*?



- Membership growth and levels
- Training participation and opportunities, number of new instructors and training evaluations
- Internal vs. external dollar contributions for the Fallen Officer Fund, financial security of the fund, adequate funding in the foundation (e.g., increase fallen officer benefit from \$10k to \$15k in 5 years)
- Outreach and communication effectiveness.
- Growth of legislative efforts.
- Data that is easy to understand (e.g., one metric per newsletter).
- Development of educational resources for future leaders and succession planning.
- Growth in legislative engagement and influence, bills passed and those blocked
- Measures of success for legislative activities.
- Number of accredited agencies and those in pipeline.
- Vincible program tracking (e.g., agencies reporting TCOLE).
- LECOP number of graduates
- Number of members in all categories (including community/business partnerships).
- Number of consultation services provided.
- Program growth (accreditation, training, etc.)
- Revenue growth and infrastructure scalability
- Engagement metrics for committees and volunteer roles
- ED goals and measures of success tied to accomplishments
- Tracking outreach efforts by regional directors
- Surveys and feedback loops for communication effectiveness



# Board of Officers Engagement and Communication

- Communication efforts are seen as positive since leadership change; weekly bulletins and newsletters appreciated. Some want shorter, more concise updates; others suggest social media and video clips for outreach.
- Cost concerns for small agencies
- Develop a former president mentorship program to work with a sitting chief to engage more fully in TPCA
- Lead the THC legislative efforts
- Keep meeting to less than 1.5 hrs.
- Move away from our board meetings that are transactional (report outs, don't use consent agenda) need to talk about solving problems, advocating, community, etc.
- Elevate meetings for the brain power in the room
- Shorten length of time to make president, look at term limits



# Promoting Membership

- Regional & district in-person or virtual roundtable discussions
- Encourage regional directors to actively engage and gather feedback
- Publicly post opportunities for committees (structured process), fundraisers, and leadership roles
- Create programs pairing former presidents or experienced chiefs with new members
- Build a pipeline for future leaders
- Regular member surveys on communication, programs, and priorities
- Include feedback sessions during conferences and training events
- Develop an online portal or chat feature for member Q&A
- Use social media for outreach and updates
- Waive first-year membership or conference fees, offer scholarships or grants for initial membership
- Promote tangible benefits of membership (training, legislative advocacy, accreditation)
- Share success stories and program highlights via newsletters and video clips.
- Add mid-year mini-conferences for more touchpoints, extend networking opportunities during events.

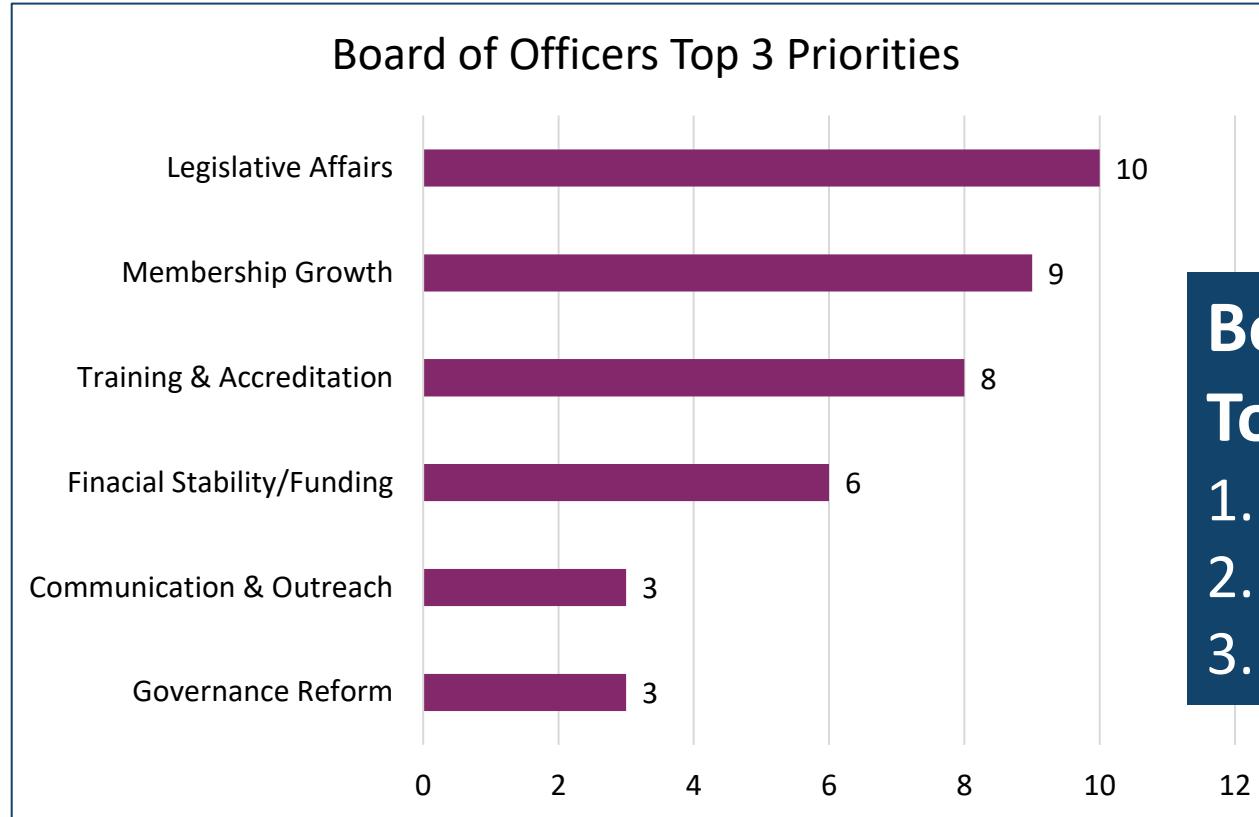


# Additional Thoughts/Considerations

- Bylaws and foundation bylaws
- Affordability of training
- Move training from the foundation to the association
- Board of Officers selection process – don't always know who is doing what
- Grow the conference
- Defined duties for regional directors and board members
- Build an online chat portal
- Need board term limits
- Education for new board members about TPCA
- Address short-term mid-term and long-term general council position



# Board of Officers: Top Three Priorities



**Board of Officers  
Top Three Priorities**

1. Legislative Affairs/Advocacy
2. Membership Growth
3. Training & Accreditation



# FULL BOARD SURVEY SUMMARY



# Introduction & Methodology

## Introduction

Omni Tech, Intl. gathered relevant information from the full TPCA Board to identify opportunities to address in the strategic plan. It was not feasible to engage in interviews due to the number of board members, as such a survey was sent to the full board to capture their feedback.

## Methodology

A seven-question survey was distributed electronically to all board members. All questions were open-ended to gain as much perspective as possible.

- **Qualitative Analysis:**
  - Open-ended responses coded into themes (e.g., mentorship, training, small agency representation).
  - Sentiment analysis applied (Positive, Negative, Neutral, Unknown).
  - Tools: Manual coding + keyword grouping for themes; sentiment tags from provided data.

29

Number of TPCA Board Member Responses Collected

### Response Rate

- Total Responses: 20
- High engagement: Questions 1–3 had full participation with 29 responses
- Moderate engagement: Questions 4–6 had 24–28 responses
- Lower engagement: Question 7 had 18 response, most likely due to question type of any other thoughts/ideas

# Introduction & Methodology

## Survey Questions

1. What do you see as the key STRENGTHS of TPCA? In other words, what do we do well?
2. What OPPORTUNITIES or issues do we need to address in the next 3-5 years to ensure we remain relevant?
3. What is your ASPIRATION or VISION for TPCA? In other words, if we were performing at the highest level, what would it look like?
4. How should we measure the RESULTS of our work? Are there any specific outcomes or measures that you think would help us track progress?
5. What specific goals or initiatives should TPCA focus on in the new strategic plan to better support member agencies?
6. In your opinion, what are the TOP THREE priorities for TPCA over the next 3-5 years?
7. Are there any other thoughts, issues, or considerations that need to be addressed in the strategic planning process?

## BOARD: What are our **STRENGTHS**? In other words, What do we excel at? What are we most proud of? What should we continue to build upon?



- Strong legislative presence
- Leadership training/development
- Accreditation
- Vincible
- Communication
- Collaboration
- Recognition of efforts of members
- Diversity of thought and styles of leadership
- Networking opportunities
- Commitment of the board
- Advocacy
- Conference
- Foundation- support for fallen officers



# What *Opportunities or Challenges* do we need to address?



- Grow Membership by targeting non-members, new chiefs, and large agencies
- Expand accreditation by identifying barriers to start the process and support smaller departments
- Update courses, recruit new instructors, add modern topics to enhance training
- Evaluate LECOP training for relevancy
- Improve technology- could host Tech Summit, improve data sharing, explore AI
- Be proactive with legislative efforts, build bipartisan relationships
- More infrastructure to support membership services and growth
- Build on current leadership and legislative efforts in building relationships, trust, and communication amongst members and the legislative committees
- Reassess member benefits such as legal counsel, HR support, grant assistance, and communicate benefits to members
- Do a better job of communicating grant opportunities to our members in a more formal way, utilize DOJ grants
- Examine overlap of affiliate organization leaders and regional directors
- Reevaluate board structure, roles, responsibilities, and process for becoming president
- Promote the brand, enhanced marketing



# Aspirations



- Gold standard of policing, benchmark for professionalism and ethics in law enforcement statewide, model for other states
- High membership engagement – 90%+ participation
- Top provider of advanced training, leadership courses, and best practices for chiefs and command staff
- TPCA is the trusted resource for lawmakers and media on policing issues and legislation
- Stronger partnerships among agencies, especially large and small departments, for crime intelligence and resource sharing
- Mandatory or near-universal accreditation for Texas law enforcement agencies to ensure consistency and quality
- Centralized training & leadership center- A state-of-the-art facility for education, networking, and technology integration
- Statewide inclusivity to ensure representation and support for agencies of all sizes—urban, suburban, and rural
- Adapt to evolving community expectations by strengthening trust, transparency, and accountability, outward looking to the community



# How will we be accountable? How should we track/measure our *Results*?



- Number of new members and renewals
- Participation in committees and events
- Satisfaction surveys every 1–2 years
- Number of agencies accredited and re-accredited, agencies that fail to re-accredit
- LECOP awardees and accreditation program adoption
- Attendance at conferences and training programs
- Feedback on training quality and relevance, evaluation of instructors and course updates
- Legislative impact, legislative wins (good bills passed, bad bills thwarted)
- Influence on policy and recognition by lawmakers
- Feedback from legislators on TPCA's role
- Usage of TPCA services (legal, HR help desk, etc.)
- Engagement with Vincible and other safety initiatives
- Financial & organizational health
- Growth in sponsorships and partnerships
- Impact on public trust and visibility of TPCA's work



# Goals/Initiatives to Support Member Agencies

- Consider incentives like free first-year membership for new chiefs
- Increase outreach through regional visits and marketing of TPCA benefits
- Provide support for smaller agencies (scholarships, mentorship)
- Update accreditation policies to reflect legal changes quickly
- Expand leadership training beyond the current new chiefs' class, offer specialized courses (HR, budgeting, succession planning)
- Provide resources for executive-level peer support
- Legal counsel for chiefs
- HR help desk
- Retirement planning resources
- Vendor partnership with member discounts
- Address emerging tech such as AI, provide guidance for tech adoption
- Provide resources for mental health, resilience, and retention
- Regularly share trends and best practices in law enforcement
- Aggressively recruit new chiefs and non-participating agencies

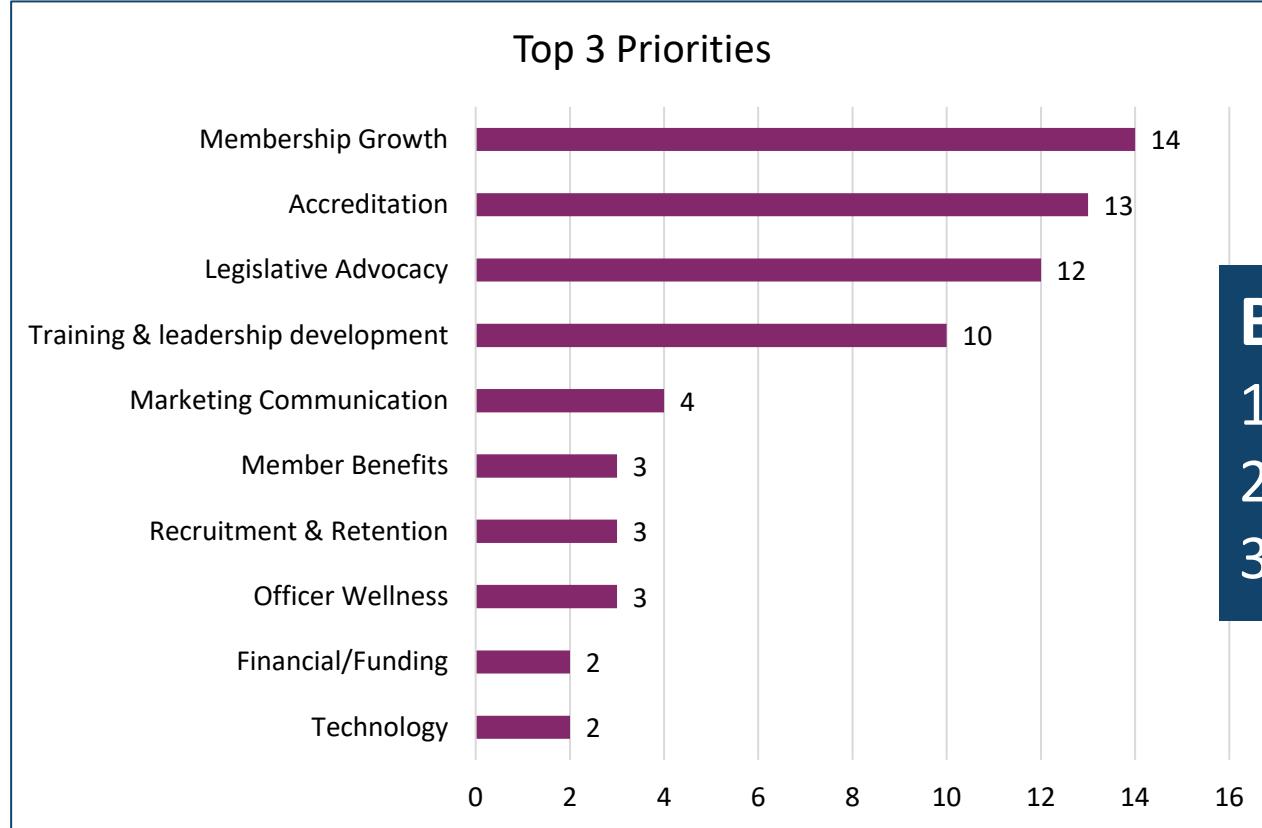


# Additional Thoughts/Considerations

- Need short-term and long-term goals to maintain consistency as leadership changes annually.
- Strategic plan should guide operations regardless of turnover
- Refresh and modernize accreditation standards, manuals, and assessor practices
- Establish a clear emergency management model before TDEM defines it
- Create a committee to formalize TPCA's role in disaster response
- Continue focusing on recruiting new members and demonstrating benefits
- Increase impact on legislation, especially around TCOLE mandates
- Develop tiered training for metro, mid-size, and rural agencies, include advanced topics like protests, demonstrations, technology, surveillance, AI
- Address problems with reserve officers and “rogue” depts
- Share strategies for managing public expectations and rhetoric
- Promote TPCA's wins and influence more visibly



# Full BOARD: Top Three Priorities



**Board Top Three Priorities**

1. Membership Growth
2. Accreditation
3. Legislative Advocacy



# STAFF VISIONING SESSION



What are our **STRENGTHS**? In other words, What do we excel at? What are we most proud of? What should we continue to build upon?



- Customer service, always available
- Foundation and fallen officer death benefit; providing assistance to those families
- Work great together; help each other
- Willingness to adapt to change

# What *Opportunities or Challenges* do we need to address in our strategic plan?



- Keeping up with our growth, can be challenging
- Technology- minutes, recording meetings, use to our advantage
- Reaching parts of the state we are not active in
- Better way to keep up with partners (spreadsheet), updated logos -- can't keep in spreadsheet/need updated information

# Aspirations – What is your vision for TPCA in 5 – 10 years?

- More familiar/proficient with systems/program management; using them to their fullest potential
- Streamlined accreditation
- Conference is run in an efficient way for staff and members
- Growth in membership; members are engaged
- Consistent renewal of partnerships; more benefits that are appealing
- More staff to support the growth



# Staff Top Three Priorities

*If we were to focus our future strategy on just three priorities, what would they be?*

- Training for staff (2)
- Additional staff (2)
- Define priorities for staff/workload (2)
- Using programs to highest potential, learn what we are already using
- More opportunities to meet members and be engaged
- Continued growth at a manageable pace

