

# FY24 Strategic Plan

## Executive Summary

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### Overview of TPSA

The Texas Public Safety Association (TPSA) is a non-profit 501(c)(3) Career Technical Student Organization dedicated to promoting interest in and readiness for careers in the public safety sector. Our mission has always been to ensure a well-prepared, career-ready public safety workforce in Texas. We provide an array of programs and initiatives, including skills training, networking opportunities, leadership development, and education outreach, that are instrumental in preparing the next generation of public safety professionals.

Our diverse member base consists of high school students, educators, and public safety professionals across Texas. Through rigorous competitions, scholarship opportunities, and statewide conferences, TPSA facilitates exposure to real-world public safety scenarios and challenges, thereby preparing students for future careers in law enforcement, emergency medical services, fire services, security, corrections, and more.

### Purpose of the Strategic Plan

The purpose of this strategic plan is to set the direction for TPSA for the next year, aligning our organization's initiatives and operations with our overarching mission, vision, and goals. This plan will provide a comprehensive roadmap for our organization, guiding decision-making, prioritizing resource allocation, and ensuring we stay focused on what matters most - preparing Texas students for careers in public safety.

Our strategic plan will not only guide our internal operations but also communicate our intentions and directions to our partners, stakeholders, and the community at large. It will

help set expectations, stimulate engagement, and foster a culture of transparency and accountability.

By establishing clear strategic priorities, specific goals, measurable objectives, and effective strategies, we aim to enhance the impact of our work, continuously improve our performance, and, ultimately, contribute to a safer, more secure Texas.

## Key highlights from the previous year

- **Member Growth:** In the past year, TPSA membership grew by 31%, demonstrating the increasing interest and commitment to public safety careers among students in Texas. This growth extended our reach and influence, helping us to make a broader impact across the state.
- **Skills Training and Competitions:** Our annual State Conference saw a record number of participants, with students showcasing their skills in over 27 different events. This significant participation underscored the value of our hands-on, practical approach to learning.
- **Scholarship Awards:** TPSA awarded \$5,000 in scholarships to 3 deserving students pursuing public safety careers. These scholarships will provide critical financial support, helping these students further their education and career goals.
- **Financial Sustainability:** Through careful fiscal management, TPSA maintained a strong financial position, enabling us to weather the uncertainties of the pandemic and continue to invest in our mission and programs.
- **Organizational Restructuring and Staff Expansion:** In a significant step towards enhancing our capacity, TPSA underwent a strategic restructuring of our staff. We introduced coordinator positions across several critical areas of our operations, increasing our dedicated team to 21 volunteers. This move not only boosted our operational efficiency but also broadened our ability to manage programs and serve our members effectively. The commitment of our volunteers continues to be the lifeblood of our organization, and this expansion marks a pivotal moment in our growth and impact.

Each of these achievements emphasizes our ongoing commitment to fostering a well-prepared, career-ready public safety workforce in Texas. As we look ahead, these highlights

from the past year will serve as a foundation for our continued efforts and new initiatives.

## **Organizational Overview**

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### **Current Structure**

At the core of TPSA's structure is a dedicated team of 21 volunteers, structured into different coordinator positions, councils, and boards. These include our Executive Council, Regional Board, and Coordinator Staff, who work collaboratively to ensure smooth operations, effective program delivery, and robust engagement with our members and partners. Overseeing the organization's operations is the Executive Director, supported by a Board of Directors who provide governance, strategic direction, and fiscal oversight.

### **Key Achievements and Challenges**

Over the past year, TPSA has made significant strides in achieving its mission. We've seen substantial growth in membership and expanded our partnerships with agencies. The successful restructuring of our staff and expansion to 21 volunteers has enhanced our operational capacity. Our community engagement has soared, and we've successfully navigated the challenges of the COVID-19 pandemic, bouncing back our financials and operations.

Despite these achievements, we faced several challenges. One impact of the pandemic has been a decrease in interest from high school students. This may be attributed to various factors, shifts in educational focus or changes in career aspirations in the context of the pandemic. Ensuring equitable access to our resources and opportunities across Texas, given its vast geographic and demographic diversity, remains a constant challenge. Lastly, while we have managed to maintain financial sustainability, diversifying our revenue streams and securing long-term funding continue to be areas requiring focused attention.

### **Key Stakeholders and Partners**

Our key stakeholders include our members (students, educators, and public safety professionals), and the communities we serve. They are central to our mission, influencing our programming and strategy, and benefiting directly from our initiatives.

Our partners play a critical role in extending our impact. These include local universities and community colleges, public safety agencies, industry associations, and non-profit organizations aligned with our mission. Our future corporate sponsors and donors will also be key partners, providing the future financial support crucial for our operations and initiatives.

In the coming year, we will continue to work closely with all our stakeholders and partners, seeking their input, meeting their needs, and strengthening our collaborations for maximum impact.

## **Vision, Mission, and Values**

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### **Vision Statement**

Our vision is to be the premier organization in Texas that successfully bridges education and public safety careers. We aspire to cultivate a diverse, competent, and dedicated workforce that contributes to a safe, secure, and resilient Texas.

### **Mission Statement**

The mission of the Texas Public Safety Association is to provide Law Public Safety Corrections and Security students with knowledge, skills, leadership, and student growth through real world career preparation, experience, training and competition opportunities.

### **Our Purpose**

The purpose of the Texas Public Safety Association (TPSA) is to extend learning beyond the classroom for teachers/advisors and students. TPSA is a co-curricular non-profit student

organization across the state of Texas. TPSA provides leadership opportunities and real world experience exposure to high school students through the means of leadership roles and competition. TPSA focuses on expanding the knowledge of current students enrolled in the Law and Public Safety (LPS) Career and Technical Education (CTE) Pathway.

## Core Values and Principles

- **Excellence:** We are committed to maintaining the highest standards in all we do, instilling a culture of excellence among our members.
- **Integrity:** We uphold the highest ethical standards, promoting honesty, transparency, and accountability in our operations and interactions.
- **Service:** We believe in serving our communities, instilling this sense of civic duty in our members as we prepare them for their public safety careers.
- **Diversity:** We respect and value diversity, fostering an inclusive environment where all individuals are welcomed, respected, and given equal opportunities to succeed.
- **Collaboration:** We believe in the power of partnerships, working closely with educational institutions, industry, and the broader community to achieve our mission.
- **Innovation:** We strive to stay abreast of evolving public safety needs and educational best practices, continually innovating our programs and initiatives to meet these needs.

## SWOT Analysis

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Our SWOT analysis allows us to take a comprehensive look at our internal strengths and weaknesses, along with the external opportunities and threats we may encounter. This enables us to strategize more effectively for our growth and success.

### Strengths

- **Collaborative Culture:** TPSA's strength lies in its ability to listen to and collaborate with stakeholders. We value their input and incorporate their feedback in making changes to the organization.
- **Advanced Operational Systems:** We pride ourselves on our cutting-edge operational systems that enable us to perform at an optimal level.

- **Growth Mindset:** We always push the status quo and strive for growth. We are unafraid of innovation and taking calculated risks.
- **Motivated Staff:** Our team is passionate, committed, and driven towards our mission. This zeal enhances our work and impact.

## **Weaknesses**

- **Staffing Challenges:** We have unfilled staff positions which might hamper our operational efficiency and service delivery.
- **Responsibility Fulfillment:** Not all staff are fulfilling their assigned responsibilities consistently, leading to occasional inefficiencies.
- **Leadership Skills Gap:** We have identified a lack of leadership skills throughout all levels of the organization, from chapter to state levels. This is an area we need to address to enhance our organizational capacity.

## **Opportunities**

- **Partnership with TEA:** Becoming recognized by the Texas Education Agency offers a significant opportunity for TPSA to enhance our credibility and outreach.
- **Partnership with Texas Department of Public Safety (TxDPS):** Collaborating with TxDPS could provide additional resources and support for our mission.
- **Competency Standards in Forensic Career Cluster:** Implementing these standards could improve our educational and training offerings.
- **Summer Teacher Conference:** This event could enhance our visibility, networking, and professional development opportunities.
- **TxDOT LEADRS DWI Reporting System:** Incorporating this system into our DWI competitive event could enhance the practical learning experience for our members.

## **Threats**

- **Misinformation in the Community:** Instances of people spreading misinformation about TPSA pose a threat to our reputation and credibility. We need to be proactive in dispelling these inaccuracies.

- **School Funding Constraints:** School funding issues, including federal funding for school districts, may hinder member participation. We need to explore diverse funding sources to mitigate this challenge.

## **Strategic Priorities**

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### **Priority 1: Enhancing Organizational Capacity and Sustainability**

Our first strategic priority is to strengthen TPSA from within. We aim to enhance our organizational capacity by investing in our team, improving operational efficiency, and harnessing technology. We also seek to ensure our sustainability through diversifying our funding sources, enhancing our financial management, and building a resilient organization that can adapt to changes and overcome challenges.

### **Priority 2: Expanding Education and Training Opportunities**

Our second priority focuses on our core function: providing education and training opportunities for our members. We will expand and enrich our offerings, ensuring they align with current industry needs and best practices in public safety education. This includes broadening the range of skills training, intensifying the rigor of our competitions, and incorporating emerging trends and issues in public safety into our programs.

### **Priority 3: Fostering Partnerships and Community Engagement**

Recognizing the power of collaboration, our third strategic priority is to foster partnerships and enhance community engagement. We aim to forge new alliances and strengthen existing partnerships with educational institutions, industry, and non-profit organizations. We also plan to deepen our engagement with the communities we serve, encouraging our

members' active participation in community service, advocating for public safety, and increasing public awareness and understanding of our mission and impact.

These strategic priorities provide a focused roadmap for TPSA in the coming year, guiding our efforts and resources towards areas that will have the most significant impact on our mission and the individuals and communities we serve.

## Goals, Objectives, and Strategies for Each Priority

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### Priority 1: Enhancing Organizational Capacity and Sustainability

#### Goals

To strengthen TPSA's internal capacity, enhance operational efficiency, and ensure financial sustainability.

#### 1-Year Objectives and Strategies

- **Accumulate \$40,000 in capital reserves.** Implement a robust fundraising strategy, targeting diverse sources, including corporate sponsorships, individual donations, and grants.
- **Maintain an expense tracking system for yearly analysis.** Regularly monitor and evaluate expenditure against budget forecasts, identifying areas for savings and financial efficiency.
- **Capital investment in technology.** Allocate resources for the purchase and upgrade of necessary technological tools and platforms that enhance operational efficiency.
- **Launch TPSA Member Store.** Develop an online member store, offering branded merchandise, with proceeds contributing to our capital reserves.



- **Create a State Competition Location Cycle.** Establish a rotation of competition locations to ensure equitable access and share the hosting responsibilities among different regions.

### 3-Year Objectives and Strategies

- **Increase capital reserves to \$60,000.** Continue diversified fundraising efforts and maintain financial prudence to grow reserves.
- **Start Technology Asset Tracking.** Implement a system for recording and monitoring all TPSA's technology assets to manage their lifecycle effectively.
- **Launch Staff Operations System.** Introduce a comprehensive operations system to streamline staff workflows, enhance collaboration, and improve efficiency.

### 5-Year Objectives and Strategies

- **Accumulate \$80,000 in capital reserves.** Persist in fundraising endeavors and financial management strategies to reach this milestone.
- **Launch a new Conference registration system.** Invest in a user-friendly, efficient registration system to streamline the process for annual conferences.
- **Capital Investment in Competitor Technology (laptops for competitors to use during the conference).** Allocate funds for acquiring necessary technology for competitors, ensuring they have the necessary tools to participate effectively in competitions.

## Priority 2: Expanding Education and Training Opportunities

### Goals

To broaden and deepen educational and training opportunities for members, aligning with industry trends and needs.

### 1-Year Objectives and Strategies

- **Create Career Cluster Workgroups.** Establish workgroups focusing on different public safety career clusters, enabling specialized discussion, learning, and collaboration.
- **Start a Summer Teacher Conference.** Organize a conference for educators in the public safety domain, providing opportunities for professional development, networking, and sharing of best practices.

### 3-Year Objectives and Strategies

- **Begin out-of-state networking for Public Safety Association of America (PSAA).** Engage with similar organizations and industry partners across the country, fostering knowledge exchange and collaboration.

### 5-Year Objectives and Strategies

- **Host 1st National PSAA Conference.** Organize a national-level conference to bring together public safety professionals and students from across the country, providing a platform for learning, competition, and networking.

## Priority 3: Fostering Partnerships and Community Engagement

### Goals

To cultivate meaningful partnerships and promote active community engagement.

### 1-Year Objectives and Strategies

- **Develop a volunteer program.** Create structured opportunities for members to volunteer in their local communities, fostering civic engagement and practical learning.
- **Achieve recognition as a CTSO by the Texas Education Agency (TEA).** Ensure alignment with TEA standards and engage proactively with the agency to demonstrate our value and impact.

- **Find partners for workgroups.** Identify and engage potential partner organizations that can contribute expertise and resources to our career cluster workgroups.

### **3-Year Objectives and Strategies**

- **Start a Statewide service project.** Initiate a large-scale community service project involving TPSA members across the state, fostering unity, engagement, and a spirit of service.

### **5-Year Objectives and Strategies**

- To be decided based on the evolving context and organizational capacity.

## **Performance Metrics and Key Performance Indicators (KPIs)**

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To ensure the success and impact of our strategic plan, we will use the following key performance indicators (KPIs) for each strategic priority:

### **Priority 1: Enhancing Organizational Capacity and Sustainability**

- Increase in capital reserves to the targeted amounts in years 1, 3, and 5
- Successful implementation and utilization of the new technology systems and assets
- Launch of the TPSA Member Store and its revenue generation
- Implementation of the state competition location cycle

### **Priority 2: Expanding Education and Training Opportunities**

- Number of career cluster workgroups created and their active members

- Successful organization and attendance at the Summer Teacher Conference
- Number of out-of-state connections established for PSAA
- Successful hosting of the 1st National PSAA Conference

## **Priority 3: Fostering Partnerships and Community Engagement**

- Successful development and participation in the volunteer program
- Recognition as a CTSO by the Texas Education Agency (TEA)
- Number of new partners engaged for workgroups
- Implementation and participation in the statewide service project

## **Implementation Plan**

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### **Roles and Responsibilities**

Each strategic priority, goal, and objective will be assigned to an appropriate team or individual within TPSA. This will include board/council members, coordinators, and staff, with clear responsibilities and expectations outlined.

### **Timeline and Milestones**

A detailed timeline will be created for each strategic priority, goal, and objective. This will include specific milestones to achieve within the 1-year, 3-year, and 5-year time frames, serving as a roadmap for implementation.

### **Resources and Budget Allocation**

Each strategic priority, goal, and objective will be backed by an allocated budget, sourced from our capital reserves and operational budget. This includes resources for staff time, technology investments, event organization, partnership development, and other necessary

expenses. The budget will be reviewed regularly to ensure financial efficiency and effectiveness.

Through this strategic plan, we hope to guide TPSA towards further growth and success, ensuring we continue to nurture and empower the next generation of public safety professionals.

# **Communication and Stakeholder Engagement Plan**

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## **Internal Communication Plan**

Effective internal communication is crucial to the successful execution of our strategic plan.

We will:

- Regularly update all team members about our progress towards achieving strategic objectives through emails, team meetings, and internal newsletters.
- Encourage open, two-way communication channels for team members to provide feedback, ideas, and voice concerns.

## **External Communication Plan**

We aim to maintain transparency and foster strong relationships with our external stakeholders. To achieve this, we will:

- Regularly update our website and social media platforms about our activities, achievements, and impact.
- Send newsletters to our partners, donors, and supporters, updating them on our progress and seeking their continued engagement and support.

## **Stakeholder Engagement Strategies**

Stakeholder engagement is critical to our success and sustainability. We will:

- Involve our members in decision-making processes, ensuring their voices and needs are taken into account.
- Regularly engage with our partners and donors, keeping them involved in our activities, acknowledging their contributions, and seeking their continued support.
- Continually reach out to potential new partners, supporters, and members, expanding our community and impact.

## **Review and Evaluation**

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### **Process for Monitoring Progress**

To ensure we stay on track, we will:

- Regularly monitor our KPIs, assessing our progress towards achieving our strategic objectives.
- Have regular review meetings where team members report on their tasks, challenges, and achievements.

### **Adjusting Strategies as Needed**

We understand the need to remain flexible and adapt to changing circumstances. Therefore, we will:

- Regularly reassess our strategies and make necessary adjustments based on our progress, feedback, and the changing environment.

### **Annual Review Process**

To ensure continuous learning and improvement, we will:

- Conduct an annual review of our strategic plan, assessing our overall performance, learning from our experiences, and making necessary revisions for the coming years.

## Conclusion

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As we embark on this exciting journey towards further growth and impact, we thank everyone in our community - our members, staff, partners, donors, and supporters - for being part of the TPSA family. We are confident that, with your continued support and engagement, we can achieve our ambitious vision and mission.

We invite you all to join us in this strategic journey, contribute your ideas and efforts, and help us create a safer, stronger Texas. Together, we can make a difference. Let's get started on this exciting journey!