

# TPCA MAGAZINE

JULY  
2026

## Feature Story:

### The Day We Gave The Future A Name

By: John M. Ray, Ph.D.

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March 22 - 25, 2027 At Kalahari In Round Rock, Texas

*From the desk of TPCA President, Carrie Ellis, MPA*

## ***Stronger Together: The Power of Involvement and Professional Unity***



Chief Carrie Ellis

Central Texas College Police Department

As law enforcement leaders, we understand that no agency succeeds alone. The challenges facing policing today—recruitment and retention, officer wellness, leadership development, public trust, legislative change, and emerging technologies—require collaboration, professional engagement, and unified leadership. That is why active involvement in the Texas Police Chiefs Association remains more important than ever.

Membership in our Association is far more than a line on a résumé or attendance at an annual conference. It is a commitment to professional excellence, ethical leadership, mentorship, and the future of policing in Texas. Every member brings experience, perspective, and value to this organization. Whether you are a newly appointed chief, a seasoned executive, or an emerging leader preparing for the next step in your career, your voice and participation matter.

One of the greatest strengths of the Texas Police Chiefs Association is its members' willingness to share ideas, mentor others, and support fellow leaders through both successes and challenges. The relationships built through this Association often become some of the most valuable professional connections of an entire career. Those connections strengthen not only individual leaders, but also the agencies and communities we serve.

As we continue to grow and strengthen our profession, I challenge every member to actively recruit others into the Association. Invite neighboring chiefs, command staff members, and emerging leaders to become involved. Encourage participation in committees, training opportunities, and professional development programs. Our Association becomes stronger when we expand our network of engaged and committed professionals.

Professional involvement also extends beyond Texas. This October, law enforcement leaders from across the world will gather for the annual conference of the International Association of Chiefs of Police in Orlando, Florida. The IACP conference represents one of the most significant opportunities for collaboration, leadership development, and advancing the law enforcement profession on an international scale.

This year's conference carries special importance for Texas law enforcement. We have the opportunity to support one of our own, Chief Derick Miller, as he seeks election as Fourth Vice President of the International Association of Chiefs of Police. Chief Miller's leadership, professionalism, and dedication to advancing policing make him an outstanding choice to represent the law enforcement profession's best interests.

***continued on next page*** 4

His candidacy reflects the strength, innovation, and leadership that Texas chiefs bring to the national stage. A strong showing of support from Texas at the conference sends an important message about our unity, professionalism, and commitment to shaping the future of policing. I encourage our members to attend the conference, participate in the election process, and stand behind Chief Miller during this important moment. This year we have changed shirts, so do not forget to order yours!

The Texas Police Chiefs Association has long been recognized as one of the strongest law enforcement organizations in the nation, thanks to its members' dedication. Let us continue building that legacy together—by remaining engaged, recruiting the next generation of leaders.

Together, we strengthen our profession. Together, we lead the future.

*TPCA President Chief Carrie Ellis  
Central Texas College Police Department*

## TPCA Professional Services



The Texas Police Chiefs Association (TPCA) is the largest association of police executives in Texas and one of the largest state police chiefs associations in the country. With a diverse group of experts in all areas of policing, TPCA provides a wide range of professional services to Texas governmental entities.

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# Protecting What Matters Most:

Understanding Compassion Fatigue & How to Stop It from Costing You Your Best Officers

*By Theresa Hedrick-Hopkins, Ph.D.*

Compassion fatigue is the cumulative emotional and psychological strain that results from repeated exposure to others' trauma, often manifesting as burnout and secondary traumatic stress. Repeated exposure to violent and traumatic incidents can lead officers to become emotionally exhausted, detached, and increasingly likely to consider leaving the profession.

Every chief knows the moment: a strong officer turns in their badge. Recruiting is difficult enough, but retention has become a growing crisis. Yet Texas agencies lost more than 1,500 officers by late 2023,<sup>1</sup> and vacancies continue to rise. New research identifies both the drivers and the solutions.

## By the Numbers: The Texas Law Enforcement Crisis

**83%**

of officers experience mental health issues at some point during their careers

**Up to 54%**

higher law enforcement suicide rates than civilians

**\$72K**

average officer salary – turnover costs up to 5× that to replace

**36%**

of officers are less likely to have performance problems with compassion satisfaction

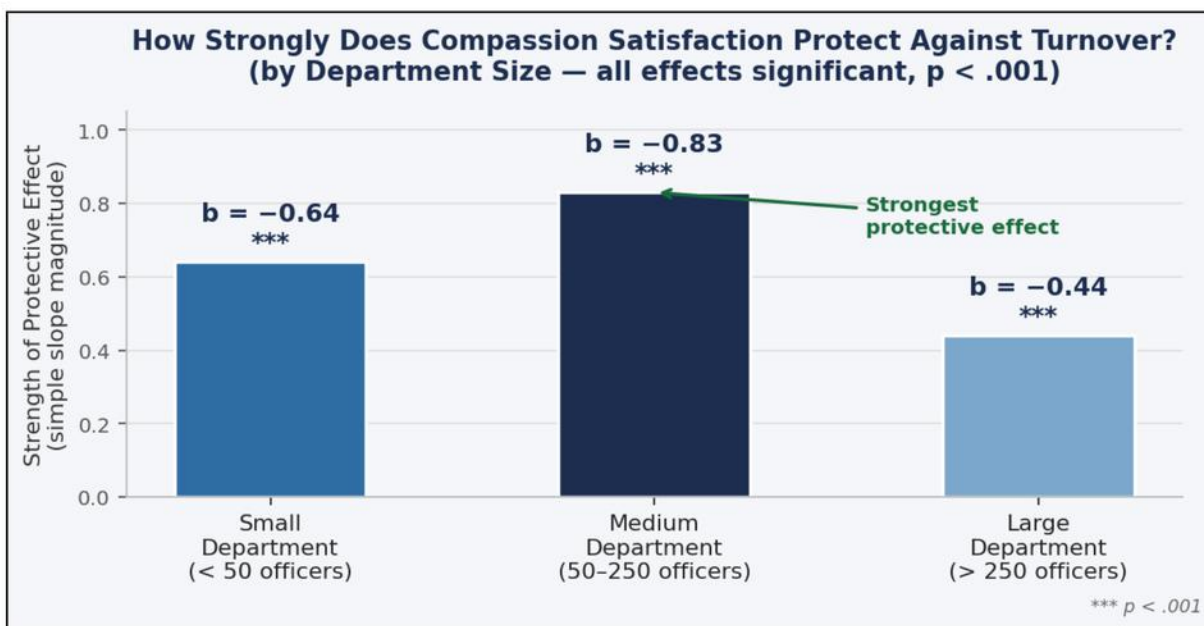
Sources: Police1 (2024)<sup>2</sup>; Violanti & Steege (2021)<sup>3</sup>; Bureau of Labor Statistics (2024)<sup>4</sup>; Gomes et al. (2022)<sup>5</sup>

## WHAT THE RESEARCH FOUND

A 2026 quantitative study using moderation analysis surveyed 308 Texas law enforcement officers and telecommunicators, examining three components of compassion fatigue: burnout (BO), secondary traumatic stress (STS), and compassion satisfaction (CS), and their relationship to turnover intention.<sup>6</sup> The findings are clear and consistent. ***Burnout and STS significantly increase an officer's intention to leave the field.*** Every department is affected regardless of agency size.

***Compassion satisfaction***, the sense of meaning, purpose, and professional fulfillment derived from the work, ***consistently reduced turnover intention***. However, its impact varies by department size.

***Continued on next page***



Source: Hedrick-Hopkins (2026). Higher values indicate a stronger protective effect of compassion satisfaction on retention.

## WHY DEPARTMENT SIZE CHANGES THE EQUATION

In **medium-sized agencies**, the relationship between fulfillment and retention is strongest. Officers who find meaning in their work are significantly more likely to stay. **Small agencies** show a similar effect, likely reinforced by close interpersonal connections. In **large agencies**, compassion satisfaction still matters, but its influence is reduced, likely due to organizational layers and increased distance between leadership and line staff.

The implication is clear: burnout and secondary traumatic stress must be addressed across all agency types and sizes. Compassion satisfaction must be built intentionally and differently, depending on agency size.

### WHAT CHIEFS CAN DO — BY DEPARTMENT SIZE

**Small agencies (fewer than 50):** Leverage cohesion. Formalize peer support and reinforce purpose through consistent recognition.

**Medium agencies (50-250):** Maximize return. Officers in this range are most responsive to fulfillment-based strategies. Invest in supervisor development, meaningful work, and trauma-informed leadership.

**Large agencies (Over 250):** Reduce organizational distance. Decentralize wellness efforts, empower supervisors, and strengthen connection between leadership and frontline personnel.

**All agencies:** Normalize mental health support. Train supervisors to recognize early indicators of burnout and make help-seeking an expected part of the culture.

**Continued on next page**

## THE COST OF DOING NOTHING

It costs agencies approximately \$72,280 to \$386,350 to replace a single officer per resignation,<sup>4</sup> equating sometimes up to 500% of the employee's annual salary.<sup>7</sup> The broader cost includes lost experience, reduced operational capacity, and diminished community trust.

Compassion fatigue is not a personal failure. It is a predictable occupational hazard. The evidence is clear: agencies that invest in meaning, purpose, and wellness do more than retain officers. They strengthen performance, resilience, and long-term organizational stability.

Article references & information here

**By: Dr. Theresa Hedrick-Hopkins**  
Founder/Executive Director  
*United Rise & Resilience Project*

A background image of a police officer in a patrol car, wearing a headset and looking at a laptop screen displaying a map. The officer's uniform has a 'POLICE' patch with a star and eagle. The background is a blue-tinted image of the car's interior.

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# Exhibit Hall

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each and every exhibitor  
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in Round Rock for #TPCA2027!



# Vendors & Exhibitors & Dealers, Oh My!!!

## Toto we're not in Kansas, but at the Texas Police Chiefs Conference

*By TPCA Conference  
Committee Chair  
Chief Delvon Campbell,  
Decatur PD*



Every year at the Texas Police Chiefs Conference energy, innovation, and opportunity collide within the exhibit hall. From the moment the doors open and the attendees flood the room, excitement takes over. The rows of booths, displays, cutting edge demonstrations, and conversations buzzing with innovative possibility create an environment where the future of policing in Texas is being discussed and experienced firsthand.

The exhibit hall brings together an impressive collection of industry leaders, each playing a crucial role in supporting law enforcement across Texas and beyond. From software developers to fleet specialists, from tactical options to wellness program innovations, the diversity found within the exhibit hall continually reflects the complexity and continuous evolution of modern policing.

I have had a front row seat over the last fifteen years to see the growth of the exhibit hall. We grew from having only seventy or so vendors to nearly 300 this past conference in Corpus Christi. What many may not see is that every booth tells a story. These stories include solutions, partnerships, friendships, innovation, and personal connections that shape our profession in meaningful ways.

Partnerships are built through conversations in which vendors are listening to policing professionals of all ranks to collaborate in making the profession better. These exchanges often spark the beginning of long-term partnerships. Whether it's implementing a new CAD/RMS system, upgrading fleet capabilities, or enhancing officer safety these collaborations translate into real improvements back at agencies across Texas.

Along every row you can find innovation that is pushing the envelope of what can be done in modern policing agencies. Data analytics and artificial intelligence are transforming how agencies manage and use information. Virtual Reality is setting a new standard for scenario-based training, delivering real-world pressure that improves decision-making under stress. Deploying drones as first responders provides rapid, valuable intelligence before officers arrive, transforming the landscape of our profession.

If you think about it, every innovation at some point came from a small conversation about how it could be applied, adapted, and implemented in agencies across the State. These conversations and innovations are happening every year within the confines of the TPCA Exhibit Hall.

Each year the bar is raised a little higher, and there is no doubt that Round Rock 2027 will be the biggest and best conference yet. When I look back, the Texas Police Chiefs Conference hasn't just grown; it has evolved into something much larger and more influential than ever before. And in Round Rock, it's poised to do it all over again, only bigger, stronger, and more impactful than ever.



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# A Rare Opportunity: Planning the Next Generation of Public Safety Facilities

Police chiefs routinely manage personnel, budgets, technology, and community expectations. Few, however, will have the opportunity to lead the planning, renovation, or construction of a police facility. When that opportunity arises, the decisions made during the process can influence an agency's operations, culture, and effectiveness for decades to come.

Unlike vehicles, equipment, or technology systems that may be replaced every few years, police facilities often serve an organization for generations. As a result, facility planning requires leaders to think beyond immediate operational needs and focus on long-term organizational success.

## **Choose partners with public safety experience.**

Police facilities are unlike most municipal buildings. Security requirements, evidence operations, emergency response functions, technology infrastructure, detention considerations, training needs, and future operational growth create unique planning and design challenges. Agencies should seek design professionals who understand public safety operations and are committed to serving as collaborative partners throughout the process. The most successful projects occur when the owner, architect, and project team work together toward a shared vision rather than viewing the relationship as a traditional client-vendor arrangement.

## **Plan for the future, not just the present.**

Facilities are long-term investments. Staffing levels, technology requirements, evidence storage needs, training demands, and community expectations will likely change during the life of the building. Successful projects account for growth and adaptability for decades to come.

## **Engage employees throughout the process.**

Patrol officers, detectives, dispatchers, detention personnel, analysts, records staff, and other professional support personnel experience facilities differently. Their input often identifies operational challenges and opportunities that may not be apparent during traditional planning discussions.

## **Technology should be integrated, not added later.**

Modern policing increasingly relies on digital evidence, real-time information sharing, drones, security systems, and advanced communications technologies. Facility infrastructure must be prepared to support future technological advancements.

## **Wellness matters.**

Fitness spaces, locker rooms, natural light, quiet/wellness rooms, training environments, and access to outdoor spaces are no longer considered amenities. They are required components of a workplace that supports employee health, morale, recruitment and retention.

## **Facilities communicate organizational values.**

The design and condition of a facility send messages to employees and the community. Buildings can reinforce professionalism, collaboration, transparency, and organizational pride or create barriers to those same objectives.

*Continued on next page*

## Closing

A public safety facility project is ultimately about much more than construction. It is an opportunity to create an environment that supports employees, enhances service delivery, and positions an organization for future success. For agencies fortunate enough to receive that opportunity, thoughtful planning can deliver benefits for decades to come. The decisions made today may shape an agency's culture, operations, and service to the community for generations.

Coby Pewitt, Ph.D  
Public Safety Strategist  
BRW Architects  
Assistant Chief of Police (ret)  
Richardson Police Department

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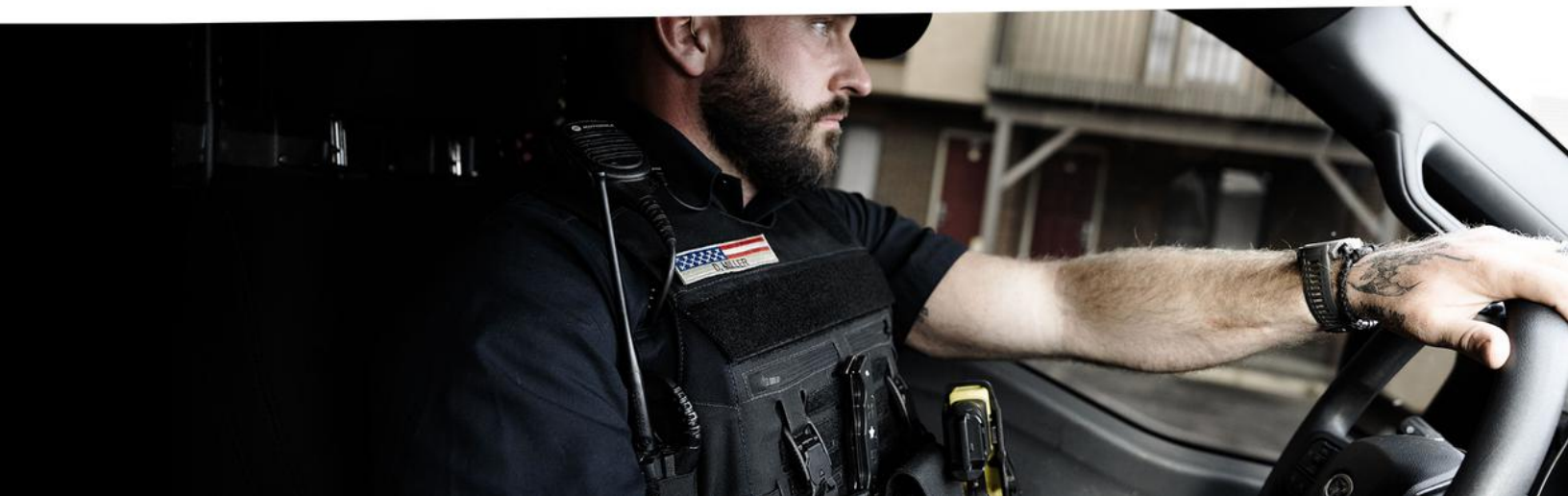
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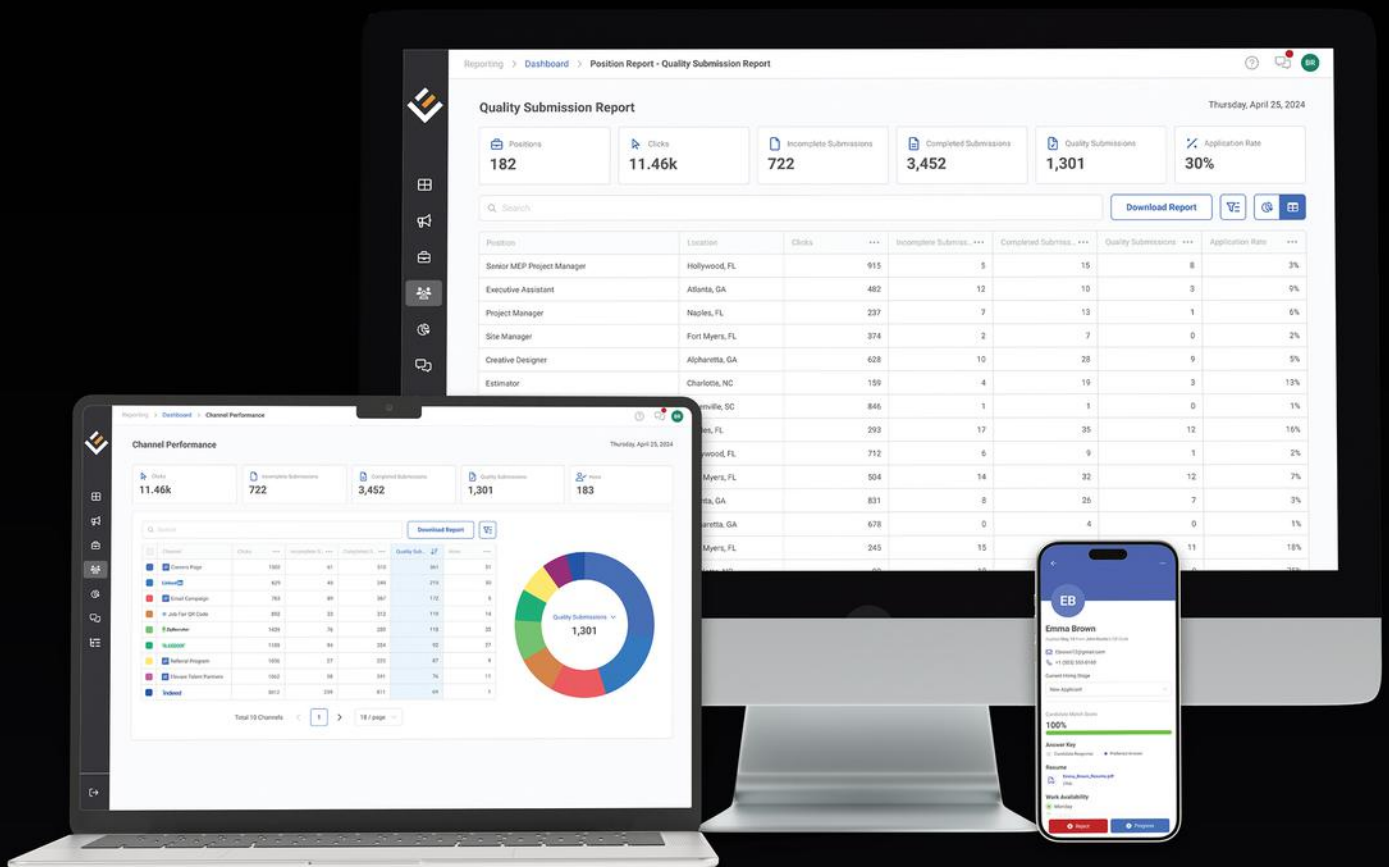


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**Feature Story By:**

Dr. John M. Ray,  
Executive Director of the  
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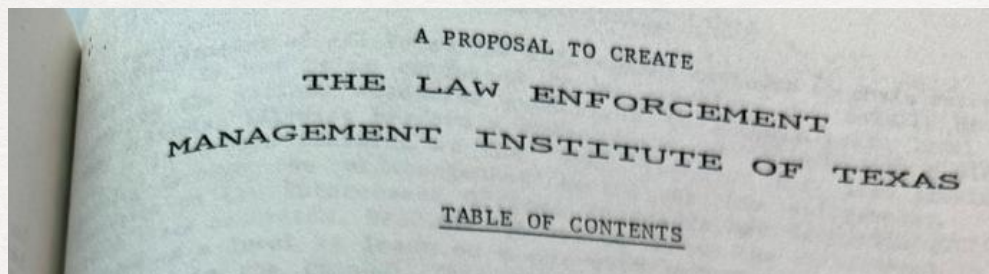
# TPCA MADE HISTORY

By John M. Ray, PhD

June 2, 2026

## The Day We Gave the Future a Name

Every reader of this publication understands that familiarity with the organizational history of the agency you lead and represent is indispensable. An organization's history is more than a chronological list of interesting facts and dates. It tells a story that helps explain many things, including the agency's culture. A leader who is well versed in that history is better positioned to discern the range of options available for the future. In the various venues where I have the opportunity to advocate for LEMIT, telling the LEMIT story is almost always part of the conversation. Over the past two years, I have tried to master LEMIT's rich history. Unfortunately, every time I think I have it down, I discover something new and fascinating. In keeping with that pattern, we recently rediscovered something extraordinary: while LEMIT itself is not quite forty years old, its name is!



### Cover page of the Task Force Report to the Governor and the Legislature

In April, while staff and I were searching the archives for information for a presentation, I was shown LEMIT's copy of the final report TCLEOSE submitted to Governor William P. Clements and the members of both houses of the 70th Legislature in March 1987. The report was submitted in compliance with instructions contained in HB 1592. That bill, passed during the prior legislative session, directed TCLEOSE to create a task force to "investigate the feasibility of creating an institute for training law enforcement officers similar in nature to the FBI National Academy, the Southern Police Institute, and the Northwestern Police Training Academy." The directive came in response to input legislators received during the 69th Legislative Session in 1985 from a variety of opinion leaders who believed Texas needed advanced leadership and management training within the state for its law enforcement leaders. TCLEOSE had identified that need as early as 1966.

*Continued on next page* 23

The significant entry in the above table is that only three (3) percent were management related while four (4) percent more were related to supervision. This does not seem to be an effort commensurate with the magnitude of the problem, but does highlight the need for a statewide management training institute. The concept of a "Central" Police Academy for Texas was first formally proposed in 1968. The bulk of this proposal is merely aimed at providing definition to how a Central Police Management Institute could be formulated. In the interest of simplicity this academy will be tentatively named the Law Enforcement Management Institute of Texas (LEMIT) pending a formal naming of the facility.

## **Paragraph where the name is tentatively proposed; it is eventually adopted**

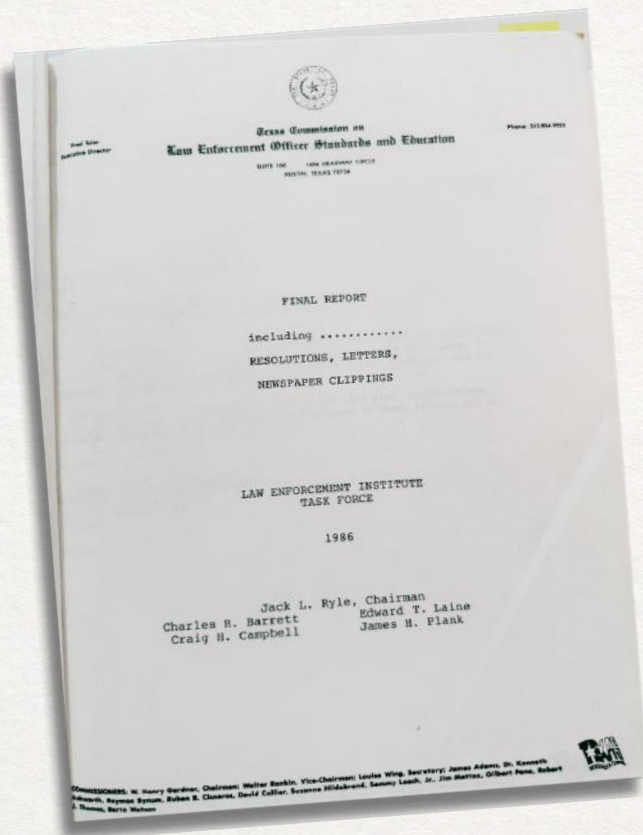
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That TCLEOSE recognized the need for advanced training for senior leaders so early in its existence is often overlooked, but it offers a hint of the reputation the agency would later gain as a national leader in police officer standards and education. The fact that Texas had such an agency at all in 1965 placed the state on the leading edge of reform. Some may not know that TCLEOSE was created two years before the President's Commission on Law Enforcement and Administration of Justice issued its final report in 1967 calling on every state to adopt such organizations. In those early years, however, TCLEOSE's focus necessarily remained on standards for peace officer licensure and basic academy training. The state also needed a training system, ultimately adopting the regional and agency-based methods for delivering BPOC training that we still use today. Consequently, the need for advanced training moved to the back burner. Within a few years, the federal government began filling this need indirectly by funding advanced education for law enforcement through the Law Enforcement Assistance Administration's (LEAA) Law Enforcement Education Program (LEEP). Many Texas law enforcement officers used LEEP funds to obtain undergraduate and graduate degrees until the program ended in 1982. Many of those officers later promoted into leadership roles and were in positions to influence the direction of law enforcement executive management training in Texas after LEEP was dissolved.

Not wanting to lose the gains achieved through LEEP, law enforcement leaders, scholars, and elected officials set about finding ways to keep Texas law enforcement leadership on the leading edge of advanced management and executive development. Looking to the examples of the FBINA, SPI, and Northwestern, thought leaders, including TPCA leadership, began discussing the possibility of creating such a program in Texas, thereby reducing both the cost of attendance and the time officers spent on waiting lists. The report notes that even the FBINA, long known for being free, had to charge a fee for attendance during the economic downturn of the mid-1980s.

As part of the study commissioned by HB 1592, eleven public hearings were held across the state over a four-month period from February through May 1986. Each meeting was coordinated by Jack L. Ryle, who would eventually become the first director of LEMIT after it was established under TCLEOSE. Each hearing was chaired by a local state senator, a state representative, or a TCLEOSE commissioner.

The third task force hearing was held on April 10, 1986, at the Tyler Public Library in Tyler, Texas. The hearing was chaired by Senator Ted Lyon and coordinated by task force chairman Jack Ryle. After introductions were made and the goals of the hearing were reviewed, Tyler Police Chief Larry Robinson, representing TPCA, stepped to the podium and made LEMIT history.



**Cover page of the position paper, created by TPCA, and submitted into the record at the hearing on April 10, 1986**

At that meeting, Chief Robinson submitted into the record a formal position paper titled "A Proposal to Create the Law Enforcement Management Institute of Texas." The position paper was the work of a select committee established by TPCA, which finalized the proposal in February 1986, just before the series of hearings began. The select committee was chaired by North Richland Hills Police Chief, and future TPCA President, J.L. McGlasson. The rest of the committee included:

- Chief Jerry Smith – Hondo Police Department
- Chief Jerry Neal – Amarillo Police Department (future TPCA President)
- Chief Larry Robinson – Tyler Police Department
- Chief Thomas Vannoy – Temple Police Department (future TPCA President)
- Chief Kenneth Rosenquest – Victoria Police Department (TPCA Past-President)
- Chief Joe M. Schultea, Sr. – Village Police Department
- Chief Charles A. Rohre – Highland Park Police Department

Supporting Chief Robinson and offering testimony at the April 10, 1986, hearing was then-serving TPCA President, and future TPCA Executive Director, Longview Police Chief James McLaughlin. Marshall Police Chief Chuck Williams, a future TPCA President, and Kilgore Police Chief Dick Headen also offered supporting testimony.

The TPCA position paper is a treasure trove of information. It contains many recommendations for the structure and operation of the program, some of which are explored below. What I found most interesting, however, is that it appears to be the first mention of LEMIT by name. The final report called for the establishment of advanced training programs for middle- and upper-management law enforcement professionals. The entity was to "be tentatively named the Law Enforcement Management Institute of Texas."

The name stuck, and so did many of the suggestions in the TPCA-prepared proposal. Several became fixtures of LEMIT. Here are just a few:

- **LEMIT should have a close relationship with a university or universities, with training offered for college credit.** This was a natural outgrowth of the relationship that developed between LEEP program participants, many of whom promoted into leadership positions, and university-based scholars. The collaboration among TPCA, law enforcement leaders, and academics during the 69th and 70th Legislative Sessions was key to the establishment of LEMIT. It followed naturally that advanced education and training would come with college credit.
- **Curriculum should focus on advanced management and leadership, organized into blocks.** This was the gap TCLEOSE identified early on. The goal was to develop an institute that would offer an alternative to the FBINA, SPI, and Northwestern. Executive-level leadership training was the aim. There was also concern about the length of the program, the FBINA waiting list, and, at the time, the cost.
- **The course would be offered to Texas law enforcement at no cost.** The Legislature established a special fund, supported by court fees, dedicated to covering these costs for Texas law enforcement.
- **Training would be open to law enforcement personnel throughout the nation and the world for a fee.** Attendance would be open not only to Texas law enforcement, but also to out-of-state law enforcement. This was similar to the other three programs mentioned above, which at that time were charging a fee. From time to time, Polish National Police leaders have attended the LCC, now GMI.
- **A base staff of practitioners should be augmented by world-renowned scholars and visiting lecturers.** Ensuring that LEMIT has staff members who previously served in the profession, remain connected to the field, and have an academic background has helped keep the program grounded for nearly forty years. Staff members rooted in both worlds help ensure that LEMIT's programs provide the value our stakeholders expect.
- **The institute needs its own facility.** This did not happen immediately, but within a decade, the Legislature appropriated funds for the building LEMIT now occupies at SHSU. Within two years of authorization, the LEMIT building was completed.

As I reflect on LEMIT's history, I find it remarkable that our elected and appointed leaders still mustered the political will to create a permanent fund for LEMIT during the Oil Bust of 1986. I recall this era well, including its impact on law enforcement agencies and personnel. Hiring freezes were common, and hiring eligibility lists expired with few hires being made. Staffing levels and pay stagnated for years. It could be difficult to get hired by an agency, and hundreds of applicants would compete for a handful of positions. The financial downturn did not affect Texas alone. As noted in the TCLEOSE report to the Legislature, the national crisis forced the FBI to charge a fee for those attending the FBINA for a time.

LEMIT was created because far-sighted law enforcement leaders, scholars, elected officials, and citizens made the hard decision to create and fund this gem of a program; one that our colleagues in other states continue to envy.

While many played important roles, it can be fairly said that no one contributed more to LEMIT's creation than TPCA. At LEMIT, we refer to the professional law enforcement associations, agencies, universities, and individuals that had a hand in our creation as "plank holders." A plank holder is a special kind of organizational stakeholder: one who was present at the creation of an organization and helped bring it into existence. It is common knowledge at the institute that TPCA is a LEMIT plank holder. TPCA's ongoing support is demonstrated by its long-standing practice of appointing a LEMIT liaison. However, this recent rediscovery, just over forty years to the day it happened, shows that TPCA's contributions go beyond that of plank holder. TPCA gave LEMIT its name.

# Texas Department of Public Safety Crime Laboratory



## FORENSIC DOCUMENT EXAMINATION

### What We Do

Forensic Document Examination involves the scientific examination of documents to determine their origin, authenticity, and authorship in a variety of crimes including homicide/suicide, forgery, fraud, counterfeiting, threatening correspondence, tampering with government documents, theft, and sexual assaults.

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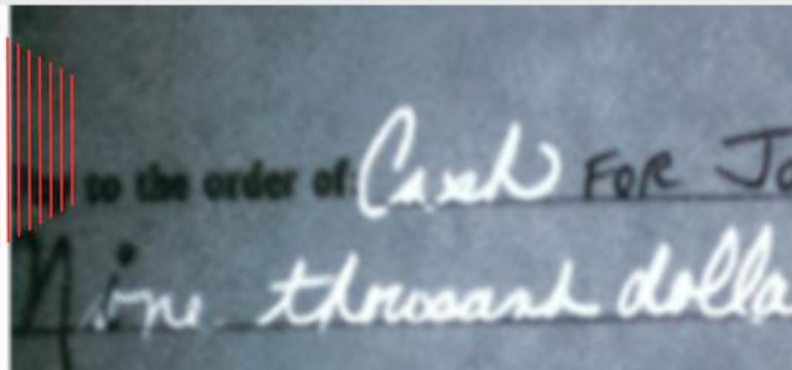
DPS Austin Crime Laboratory  
5800 Guadalupe St, Bldg U  
Austin, Texas 78752

512-424-2105

DPSForensicDocs@dps.texas.gov

### What Services We Provide

Handwriting comparison, document authentication, image enhancement, impressions and indentations, examination of paper, envelopes, charred/saturated documents, typewriter ribbon, print processes, ink, and alterations, obliterations and erasures on documents.



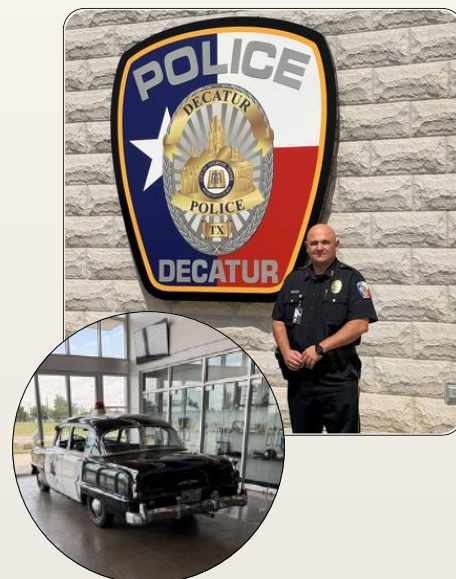
# After 20 Years of 'Deplorable' Conditions, Decatur Police Now Have a Model Facility

*By Greg Read,  
Senior Principal at  
Brinkley Sargent  
Wiginton Architects & TPCA  
Foundation Board Member*

For two decades, the Decatur Police Department operated out of a building never properly converted for law enforcement use. It didn't comply with safety standards and lacked an elevator, mold dripped from the ceiling, water seeped into the IT room, and several windows were boarded up. Worse still, the booking and evidence packaging area was the same space where officers ate their lunch every day.

"Words really can't describe how bad it was," Decatur Police Chief Delvon Campbell says about the two-story, 25,000-square-foot women's dormitory on the former campus of Decatur Baptist College, which housed the department from 2005 to 2025.

Today, the Decatur Police Department operates out of a single-story, 30,500-square-foot building whose façade features white stone patterned after the historic college (now known as Dallas Baptist University) and the Wise County Historical Museum (located on campus but destroyed by fire in 2023).



The new \$27.5 million station opened in August 2025 and was a long time coming.

As soon as department veteran Campbell was sworn in as police chief in January 2021, he began giving station tours to council members to help them understand just how "deplorable" the conditions were, he says, adding that elected officials were "flabbergasted." When the council approved funding for a new police headquarters (with no questions asked), the chief specifically requested that Brinkley Sargent Wiginton Architects design the facility.

Located a block from the old station, the new building offers a full suite of modern amenities: administrative offices, training rooms, processing areas, evidence storage, customized workspaces, and more. Plus, there's still room to grow — ideal for a department that doubled its number of employees over a 20-year period.

Natural light is maximized with large windows and indoor glass walls, a striking contrast to the previous building's dungeon-like interior; the steel construction with timber aesthetic provides a welcoming environment for officers, staff, and visitors; and perforated metal screening on windows provides sun protection and privacy.

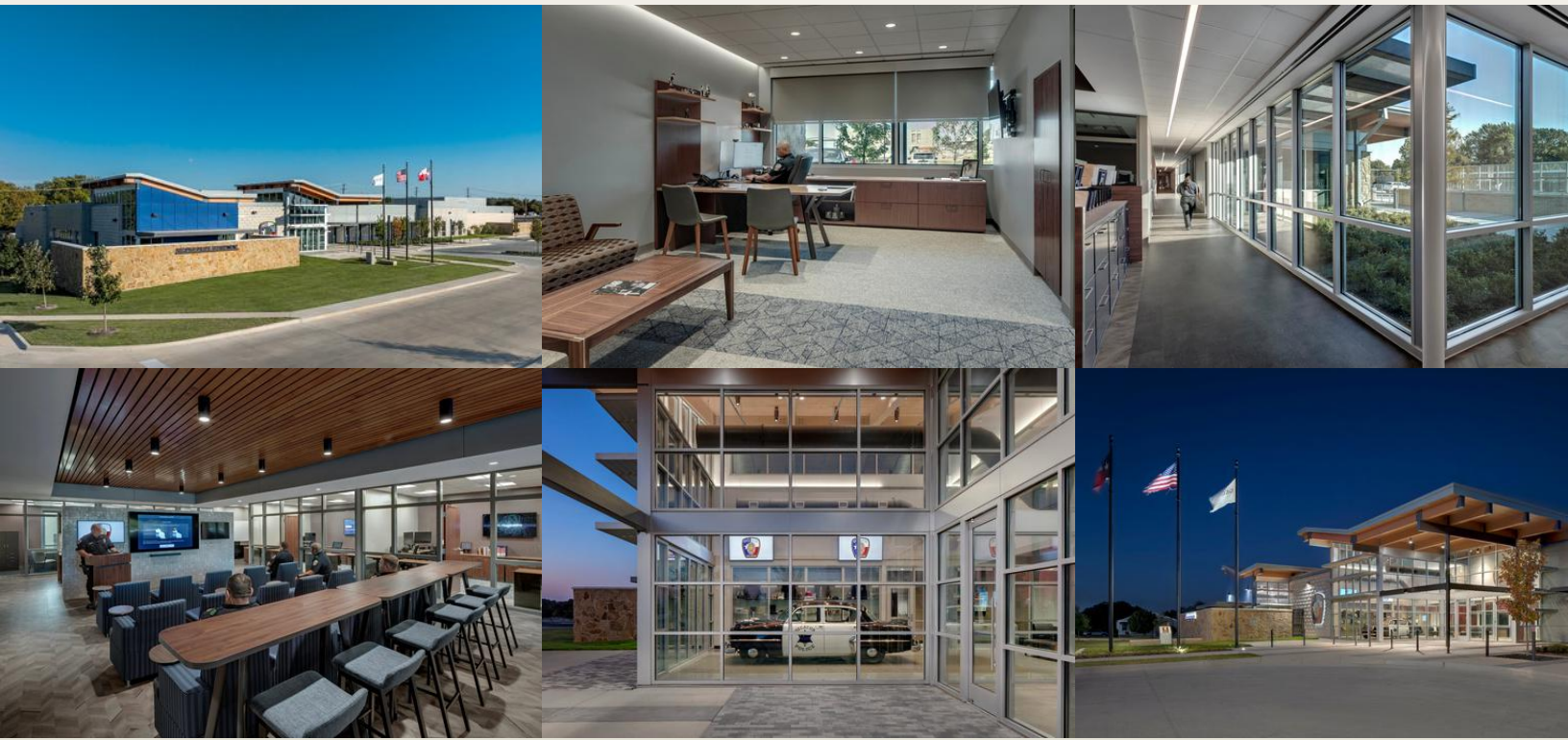
Notably, the building also incorporates several mental health-focused design elements, including the use of transitioning finishes to subtly separate work and rest zones in each department (gold hues in the dispatch area, for example, and blue in administration). An open briefing area with lounge furniture and bar seating encourages camaraderie, as does an outdoor kitchen with two grills and a fully furnished indoor break room. Already, the building's design has become a model for law enforcement agencies around the state looking to enhance employee mental health and wellness.

Additionally, for Campbell and the community, it was essential to preserve an exterior stone wall from the original campus athletic fields. BSW integrated it as a security wall along one side of the site. The wall's restoration required removing trees that had grown in the structure, drilling to drain water buildup, and a special building variance from the city. Fort Worth-based SEDALCO Construction Services, the project's lead contractor, also performed extensive shoring work.

A portion of the station's interior pays homage to the old museum and Decatur's history with a pristine 1954 Plymouth patrol car and a display case containing photos of former Decatur police chiefs and other memorabilia.

"We really felt like we were the Beverly Hillbillies; we struck gold and moved to Hollywood," Campbell says with a smile. "This is my favorite building in the county, and it sets a new standard for public facilities."

Greg Read is a senior principal at Brinkley Sargent Wiginton Architects, with offices in Dallas, Houston, Waco, and Austin.



## TEXAS BLUE CHIP PROGRAM



The Texas Blue Chip Program provides no-cost resources that support the mental health of police officers. Resources include counseling and office visits with mental health professionals that can be scheduled anonymously without having to go through Employee Assistance Programs (EAP), Officer Wellness Programs at local police departments, or insurance referrals.

[Learn More](#)



# Prayer Breakfast & Installation of New Officers





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## **Legislative Work - Preparing for 2027 Starts Today**



As a reminder, the next legislative session begins in January 2027, and now is the time to ensure the law enforcement profession has a strong voice in the policymaking process. While the Legislature is not currently in session, important work is taking place during the interim. The Texas Police Chiefs Association has remained actively engaged with elected officials, legislative staff, and key stakeholders, including providing testimony on interim charges and participating in discussions that will help shape future legislation. As TPCA finalizes its legislative priorities for the 2027 session, chiefs are encouraged to build and strengthen relationships with their elected officials during the interim. These connections help ensure lawmakers have access to the practical law enforcement perspective needed to make informed policy decisions. Your operational experience and insight are critical to developing policies that support public safety, effective policing, and the communities we serve.

If you have any questions or need assistance determining which state legislators represent your agency's jurisdiction, please feel free to contact me. I would be happy to help connect you with the appropriate elected officials and resources.

**Chief Scott Rubin (Ret.), TPCA Assistant Director**  
[srubin@texaspolicechiefs.org](mailto:srubin@texaspolicechiefs.org)



# #TPCA2026





# PM AM HCM

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*Say What We Do and Do What We Say*

### Human Capital Management (HCM)

Having the confidence of your community is probably the highest priority of any police department. HCM is the premier platform for managing your biggest asset, People. PM AM is partnered with Texas Police Chief Association (TPCA) to provide HCM as the audit platform for its accreditation program. With little more than a click of a button you can be thoroughly prepared for your accreditation audit. Through its many modules, from training to workforce monitoring, HCM will help you in every aspect of personnel management.

### False Alarm Management System (FAMS)

Over 150 police departments across the country use our False Alarm Management System to reduce the time and cost of responding to false alarms. FAMS is a turn key product that will manage every aspect of permitting, tracking and billing for excessive false alarms. Departments most often see a significant reduction in the number of false alarm and our "low key" collection process results in an over 90% collection rate that helps recover a substantial amount of the cost of responding to false alarms.

### Crime Disruptor

Crime Disruptor is a powerful, AI driven, analytical tool that will not only analyze crime data, but will also predict with amazing accuracy where crimes are likely to occur. Its many features include video camera logging, resource deployment staging and escape route predictions.



The TPCA Foundation's Fallen Officer Fund provides immediate financial assistance to the families of Texas law enforcement officers who lose their lives in the line of duty. There is no application process. Once the Foundation is notified of a qualifying line-of-duty death, financial assistance is delivered directly to the officer's designated beneficiary – typically within 24 to 48 hours.

Since 2001, the Fallen Officer Fund has provided nearly \$1.5 million in assistance to more than 300 families during their time of greatest need. What began as a \$1,000 benefit has grown to \$10,000, thanks to the generosity of donors and the success of fundraising events that continue to support this vital mission.



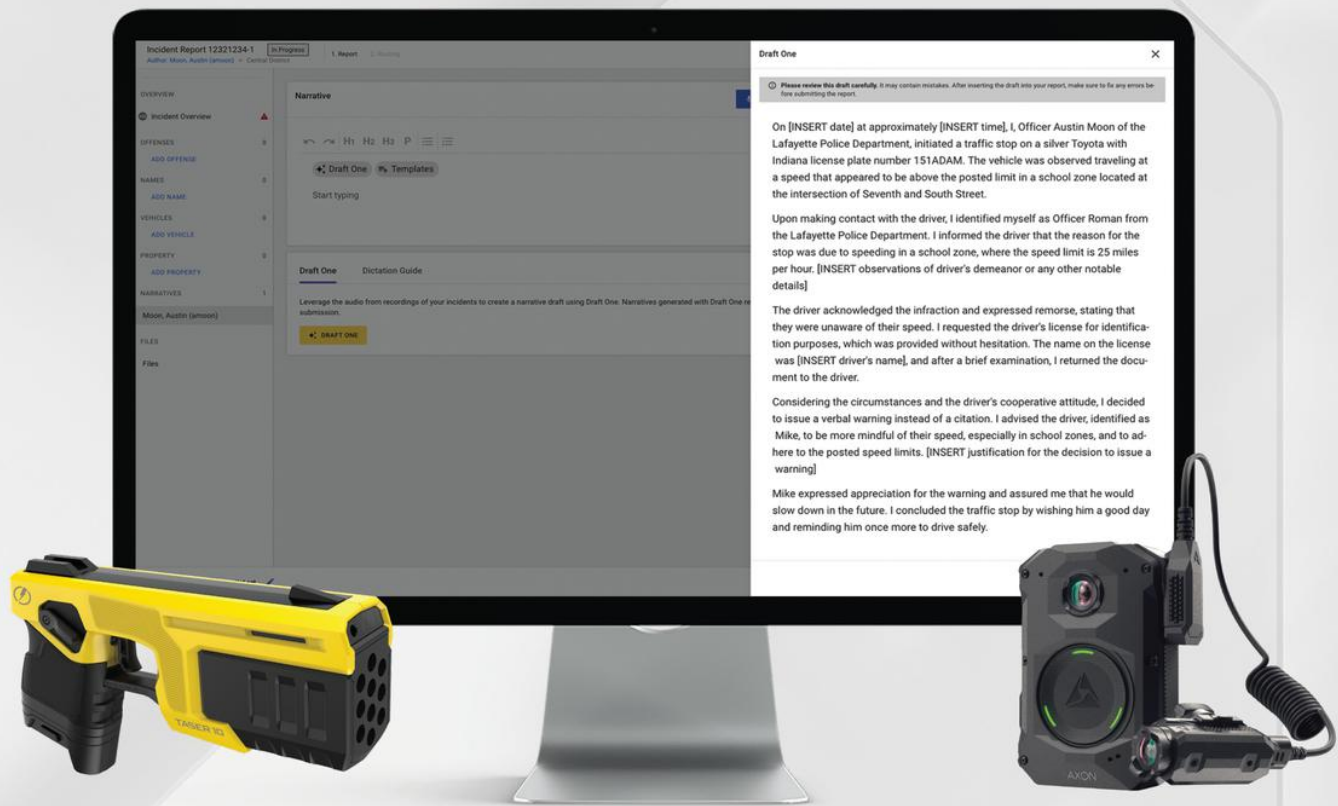
## Money raised from Annual Events

Run2Remember - \$12,120\*  
 Golf Tournament - \$55,728\*  
 Prayer Breakfast - \$48,870\*  
 Raffle - \$158,400\*  
 Live Auction (Prayer Breakfast) \$15,350\*  
 Silent Auction - \$9,996\*  
 Local Special Events - Over \$100K in 2 years

\*During 2026 Conference



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# TRAINING NOTES

Leadership  
Inventory  
For  
Female  
Executives  
(LIFE)  
Coming  
Fall 2026

School Based  
Law  
Enforcement  
Classes  
Coming IN  
2027

2027  
Classes  
TBA  
Late  
Summer '26

## Remaining 2026 TPCA Classes

- Developing Leaders for Texas Law Enforcement-Module 3, Corpus Christi 7/6/26
- Basic Internal Affairs, Huntsville 7/8-9/26
- Developing Leaders for Texas Law Enforcement-Module 2, Blinn College
- New Supervisors Course, Webster 7/20-23/26
- Pre Employment Background Investigations, Texas City 7/21-22/26
- Developing Leaders for Texas Law Enforcement-Module 2, Grand Prairie
- Managing Patrol Operations, Pampa 7/28-29/26
- Performance Appraisals and Employee Accountability, League City 7/30-31/26
- Managing Administrative Operations, Allen 8/4-5/26
- Developing Leaders for Texas Law Enforcement-Module 3, Blinn College
- Managing Criminal Investigations, Granbury 8/12-13/26
- Accreditation Program Training, League City 8/18/26
- Managing Traffic Enforcement Operations, Bryan 8/19-20/26
- Developing Leaders for Texas Law Enforcement-Module 3, Grand Prairie
- Managing Special Operations, Decatur 9/2-3/26
- Developing the FTO Leader, Jersey Village 9/8-11/26
- Managing Patrol Operations, Blinn College 9/15-16/26
- Managing Criminal Investigations, Kilgore 9/16-17/26
- Developing Leaders for Texas Law Enforcement-Module 1, Waco
- New Supervisors Course, Bryan 10/5-8/26
- Pre-Employment Background Invest., Tyler Jr. College LE Academy 10/8-9/26
- Auditing and Inspections, Shenandoah 10/9/26
- Organizational Leadership Courage and Character, Edinburg 10/13-14/26
- Basic Internal Affairs, Dumas 10/14-15/2026
- Performance Appraisals and Employee Accountability, Socorro 10/15-16/26
- Accreditation Program Training, Universal City, 10/20/26
- Developing Leaders for Texas Law Enforcement-Module 2, Waco
- Basic Field Training Officer's Course, Bedford 11/2-6/26
- Managing Patrol Operations, Georgetown 11/9-10/26
- Managing Administrative Operations, Harker Heights 11/12-13/26
- Pre-Employment Background Investigations, Waxahachie 11/18-19/26
- Developing Leaders for Texas Law Enforcement-Module 3, Waco
- Accreditation Program Training, West Tx A&M, 12/7/26

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- ❑ Line of duty family readiness programs

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# Important Notices for Accredited Agencies

## Reminder: Standards Manual Update

TPCA Accreditation is currently updating its Standards Manual. The revised edition will include the newly added Chapter 13 (SBLE and Campus Policing), along with updates and revisions to several existing standards. The updated manual is expected to be released sometime after July. Stay tuned for more information.

## COMING SOON: Annual Report Submission Process Simplified

To better serve our growing Accreditation Program and make reporting more efficient for agencies, **TPCA is streamlining the Annual Report submission process.**

Currently, Accredited agencies are required to submit an Annual Report each year between onsite assessments, with reports due by the end of the month the agency was most recently accredited. As our Accreditation Program continues to expand - now serving more than 230 Accredited agencies, with approximately 60 additional agencies in process - managing numerous reporting deadlines throughout the year has become increasingly challenging.

To simplify the process and create greater consistency, TPCA is aligning Annual Report submissions with the familiar TCOLE reporting cycle. Beginning with the 2027 reporting year, **all TPCA Annual Reports will be due between January 1 and March 1 each year.** Reports will continue to be submitted through the PMAM platform.

### What does this mean for your agency?

- If your Annual Report is due before August 1, 2026, please submit it as scheduled.
- If your Annual Report would normally be due on or after August 1, 2026, you will skip that reporting cycle and submit your next Annual Report during the new reporting window of January 1 - March 1, 2027.
- Thereafter, all Annual Reports will be due annually between January 1 and March 1.

This new process takes effect August 1, 2026, and is designed to provide a more efficient, predictable reporting schedule for agencies and TPCA staff alike.

For questions, contact Kevin Lunsford, Director of Accreditation and Training:  
[klunsford@texaspolicechiefs.org](mailto:klunsford@texaspolicechiefs.org) or 936-662-1844.



# Blauer®



## CELEBRATING 25 YEARS OF PARTNERSHIP

Blauer wishes to recognize the outstanding professionalism and integrity of the Texas Police Chiefs and the officers they lead. We thank you for your service to our communities and for allowing Blauer to be worn everyday by the nation's finest law enforcement agencies. We are proud to serve you.

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# New & Re-Accredited Agencies



*Congrats on a job well done!*

YOUR TPCA  
ACCREDITATION  
TEAM





**DRONESENSE**  
by Versaterra



# Ready to Scale Your Drone Program?

Scaling is where complexity hits.

Workflows, compliance, coordination, it all gets harder.

Get the guide public safety agencies are using to scale with confidence.

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10 Best Practices to Scale  
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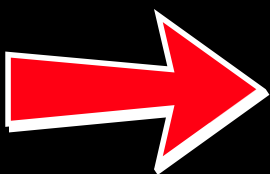


# WHAT IS ACCREDITATION?



## ***TPCA Accreditation Is...***

- Voluntary accreditation program for Texas Law Enforcement Agencies demonstrating compliance with more than 170 Texas Law Enforcement Best Practices.
- Best Practices were developed by Texas law enforcement professionals to:
  - Improve the efficient and effective delivery of services.
  - Reduce organizational risk.
  - Protect the rights of individuals.
- Designed specifically for Texas, making it:
  - Easier to administer than national accreditation.
  - More cost-effective.
  - Focused on meeting the unique requirements of Texas law enforcement.
- Helps agencies meet Texas legislative expectations while providing the highest quality of service to their communities.
- Since launching in 2006:
  - More than 250 Texas law enforcement agencies have earned accreditation.
  - Many additional agencies are currently working toward accreditation.
- Recognized as the Gold Standard for Texas Law Enforcement
- Open to all types of Texas law enforcement agencies, including:
  - Municipal police departments
  - Sheriff's offices and county agencies
  - State law enforcement agencies
  - School district police departments
  - College and university police departments
  - Special district law enforcement agencies



**View Conference  
Photos Here**



## *Leadership Inventory for Female Executives*

### ***The Legacy of LIFE: A Tradition of Leadership, Sisterhood, and Service***

For nearly four decades, the Leadership Inventory for Female Executives (LIFE) Program has empowered women in law enforcement and criminal justice to become stronger leaders, more confident decision-makers, and lifelong mentors.

What began as a visionary leadership program has evolved into a statewide network of women who continue to influence agencies, communities, and the future of public safety throughout Texas. The LIFE Program was co-created by Diane Lowe and Dr. Magdalena Denham, whose shared vision was to develop a leadership program specifically designed for women serving in law enforcement and criminal justice. Recognizing the unique challenges women often faced in advancing to executive leadership positions, they created an environment where professional development, mentorship, and authentic leadership could flourish.

Their vision became much more than a leadership course, it became a community.

Offered through the Bill Blackwood Law Enforcement Management Institute of Texas (LEMITE), the five-day program provides 40 hours of TCOLE credit while challenging participants to examine leadership styles, emotional intelligence, communication, strategic planning, ethics, conflict resolution, mentorship, and personal growth. More importantly, LIFE creates an environment where women from diverse agencies and disciplines come together to learn from one another and build relationships that often last a lifetime.

Over the years, graduates have represented municipal, county, state, and federal law enforcement agencies, corrections, communications, prosecutors' offices, judges, and criminal justice professionals from across Texas. While their uniforms and titles may differ, they all share a common commitment to servant leadership and improving their organizations through integrity, collaboration, and service. One of the program's greatest strengths is that the experience does not end when the classroom instruction concludes.

The creation of the LIFE Alumni Association ensures that graduates remain connected through networking, continuing education, mentoring, scholarships, annual conferences, and leadership opportunities. The association serves as a resource where graduates continue learning from one another while supporting women throughout every stage of their careers.

Each annual conference brings together graduates from multiple LIFE classes to reconnect, exchange ideas, develop professionally, and inspire the next generation of female leaders. Whether serving as patrol officers, investigators, supervisors, command staff, prosecutors, judges, or executives, LIFE graduates continue investing in one another long after graduation.

For many participants, LIFE becomes one of the defining experiences of their careers. Graduates frequently describe the program as transformational, not only because of the leadership curriculum, but because of the relationships developed throughout the week. It is a place where women openly discuss challenges, celebrate successes, mentor one another, and discover they are not alone in navigating the complexities of leadership within public safety.

As the Texas Police Chiefs Association begins its stewardship of the LIFE Program, we are excited for the opportunities this next chapter will bring. While the organization supporting the program has evolved, the mission remains unchanged: to empower women in public safety through education, mentorship, leadership development, and professional excellence.

The Texas Police Chiefs Association is uniquely positioned to build upon the strong foundation established by Diane Lowe, Dr. Magdalena Denham, and the many leaders who have faithfully carried the program forward. By preserving the traditions that have made LIFE so impactful while embracing new opportunities for growth, the future of the program has never been brighter.

#### Looking Ahead

The 2026 LIFE Alumni Conference will be held December 7–10, 2026, in Bandera, Texas, where graduates from across the state will once again gather to learn, reconnect, and continue investing in one another. This year's conference will feature nationally respected instructors, leadership development sessions, networking opportunities, and the fellowship that has become the hallmark of the LIFE experience.

Conference registration opens July 6, 2026, and we invite all LIFE graduates to join us as we celebrate our rich history while embracing this exciting new chapter with the Texas Police Chiefs Association. We also encourage women across the law enforcement profession who have not yet attended the LIFE Program to explore this unique leadership opportunity. Whether you are beginning your leadership journey or serving in an executive role, LIFE offers an experience unlike any other one that equips, inspires, and connects women who are committed to leading with purpose, integrity, and service.

We look forward to welcoming both returning alumnae and future LIFE graduates as we continue building the next generation of women leaders in public safety.

Leadership is not measured solely by rank or title. It is measured by influence, service, integrity, and the willingness to help others succeed.

That has always been the heart of LIFE.

And it will continue to define its legacy for generations to come.

#### ***A Message from the President***

"I am one of hundreds of women whose lives and careers have been enriched by the LIFE Program. LIFE equips women with more than leadership skills, it builds confidence, fosters lifelong friendships, and creates a statewide network of professionals who genuinely want to see one another succeed.

The relationships formed through LIFE extend far beyond the classroom. They become a source of mentorship, encouragement, collaboration, and inspiration throughout every stage of a career.

As we begin this exciting new chapter with the Texas Police Chiefs Association, we remain committed to honoring the vision established by Diane Lowe and Dr. Magdalena Denham while continuing to grow opportunities for women in public safety. We look forward to welcoming future classes of LIFE graduates and ensuring this incredible legacy continues for generations to come."

~ Lisa Chandler

President, LIFE Alumni Association

#### ***LIFE at a Glance***

- Leadership Inventory for Female Executives (LIFE)
- Co-created by Diane Lowe & Dr. Magdalena Denham
- Established through the Bill Blackwood Law Enforcement Management Institute of Texas (LEMITE)
- Now proudly hosted by the Texas Police Chiefs Association
- 40 Hours TCOLE Credit
- Annual Alumni Conference
- Leadership Development
- Professional Networking
- Mentorship Opportunities
- Continuing Education
- Scholarships & Alumni Engagement

#### ***2026 LIFE Alumni Conference***



Bandera, Texas



December 7–10, 2026



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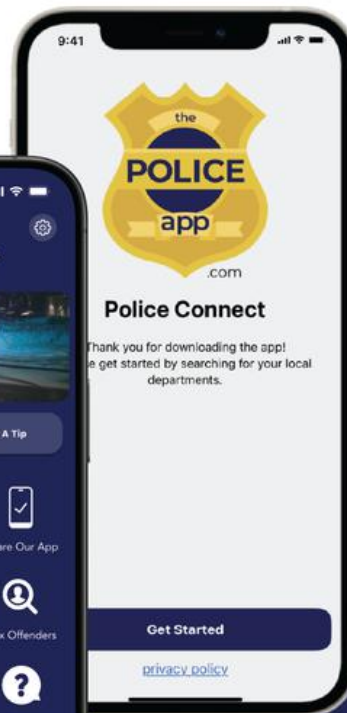
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Kevin Johnson  
kjohnson@thepoliceapp.com  
(281) 713-4241



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Sincerely,  
Jerry Gonzales  
Law Enforcement Sales Specialist

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# RUN 2 REMEMBER

Supporting the TPCA Fallen Officer Fund



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With Those Who Serve,  
Ensuring No Texas 1st Responder  
Faces Trauma Or Crisis Alone**

**Confidential 24/7 Peer-Driven Support  
Built by 1st Responders for 1st Responders**

After Amber Hagerman went missing outside Arlington Texas in 1996, the football community stepped up and created the National Child ID Program. At the time, less than 2% of parents had a copy of their child's fingerprints in case of emergency.

Since, sports legends including Pro Football Hall of Famers from all 32 NFL markets have helped the National Child ID Program and local, state, and federal law enforcement partners provide this gift of safety to families through prevention, education, and awareness efforts including these inkless Child ID Kits, which do not enter a database, and save law enforcement critical time in the search for a missing child. For 25 years, Texas leaders have worked with the National Child ID Program.

In 1999, Governor George W. Bush and the Texas legislature formally recognized the program followed by Governor Rick Perry increasing support in 2006 and 2010. In 2021, Governor Greg Abbott signed Senate Bill 2158 into law and provided resources for the TEA to distribute inkless child ID kits to parents across Texas.

At the 2024 IACP Meeting, Cowboys Hall of Famer Randy White spoke to the TPCA and signed a letter with TPCA President Trevor Barnes and over 50 sports legends with Texas ties including Mike Singletary, Emmitt Smith, Nolan Ryan and Reggie Jackson urging increased support for providing inkless child ID kits to Texas school children and law enforcement.



Learn more at: [childidprogram.com](http://childidprogram.com) & [minorityandmissing.org](http://minorityandmissing.org)

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FOR PUBLIC SAFETY**

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# *Save The Date*

**For TPCA's 2027**

**"Challenge Accepted" Conference**

**March 22 - 25, 2027**

**Round Rock, Texas**



**2027  
CONFERENCE  
REGISTRATION  
WILL OPEN  
IN SEPTEMBER!**

*Watch your email and social media for updates*