

Training Catalog

Texas Police Chiefs Association Foundation 2018-19



Courses Focusing on Leadership

- *Develop Leadership Abilities*
- *Improve Technical Skills*
- *Craft the Organization*

Texas Police Chiefs Association
108 Cedar Hills Drive, Elgin, Texas 78621
512-281-5400
www.texaspolicechiefs.org

The Texas Police Chiefs Association and Texas Police Chiefs Association Foundation

The Texas Police Chiefs Association was founded in 1958 to promote, encourage and advance the professional development of Chiefs of Police and senior police management personnel throughout the State of Texas.

The TPCA is a statewide law enforcement administrator's organization for Texas and, as such, it is concerned on a statewide basis with all issues involving the criminal justice system.

In 2005, the TPCA formed the TPCA Foundation for the purpose of providing a means to support the Officer Line-of-Duty Death Benefit Program, the Texas Best Practices Recognition Program and to provide low-cost training programs designed to support the TPCA mission. These training courses are all designed to focus on leadership and the development of technical skills used in leadership roles. The tuition costs all go to benefit the TPCA Foundation to further its efforts in these areas. TCOLE credit is offered for all provided training programs.

The Texas Police Chiefs Association and the Texas Police Chiefs Association Foundation is determined to advance and improve law enforcement in Texas through the Texas Law Enforcement Best Practices Recognition Program and quality training programs that focus on ethical, value-based leadership principles.



Program Focus	1
Registration and Program Delivery Information	2
Course Quick Reference	3-4
Course Details	
• Developing Leaders for Texas Law Enforcement	5
• Organizational Leadership, Courage and Character	6
• Managing Patrol Operations	7
• Managing Criminal Investigations	8
• Managing Special Operations	9
• Managing Traffic Enforcement Operations	10
• Basic Internal Affairs	11
• Performance Appraisals and Employee Accountability	12
• Pre-Employment Background Investigations	13
• Leadership for Field Training Officers	14
• Auditing and Inspections	15
• Executive Forum	16
• Recognition Training for Chiefs & Program Managers	17
• Federal and State Legislative and Legal Update	18
• Specialized or Custom Courses / “VINCIBLE” Program	19
Instructor Bios	
• James McLaughlin	20
• Michael R. Gentry	21
• Marlin Price	22
• Larry Hesser	23
• Mike Alexander	24
• Doug Kowalski	25
• James Sanders	26
• Chris Bratton	27
• Max Westbrook	28

Program Focus

Leadership Matters

In the law enforcement field, leadership matters. The internal culture and climate of a law enforcement agency determines its success and this is a product of leadership. While resources and capabilities must be managed, the true measure of an organization is its heart.

The determination to do the right thing, in the right way defines quality policing. This determination develops from a belief in the nobility of the job and a focus on service and sacrifice for the benefit of others. The courses offered by the TPCA focus on crafting quality organizations through leadership.



Healthy Organizations

The common themes in these courses focus on developing leadership skills based on trust, fairness, dignity and respect. Quality leaders understand that healthy organizations are built on human relationships that encourage the best from everyone involved. Each person must know they are valued and strong leadership actions based on healthy values fosters a sense of duty rooted in principles larger than the individual. Service and sacrifice, both in and out of the organization, based on accountability, transparency, healthy values and noble character defines quality in policing and inspires community confidence in the police.

Technical Competence

Technical competence is necessary at each level of the organization. Whether a first-line supervisor, mid-manager, function commander or executive, every person must possess an understanding of the organizational goals and the courage to implement those goals. Regardless of role, leaders must possess the technical competence to lead their unit to be successful through sound practices and processes. Many of the courses offered address applying sound leadership principles to the specifics associated with specialized assignments and roles by providing instruction on the best management practices in those specialized areas.

**Easy On-Line
Registration**

Registration and Program Delivery

Registration and Payment for Courses

Individuals are required to register through the TPCA website (www.texaspolicechiefs.org). Each scheduled course will be listed on that website and registration is easily completed on-line. Payment can be made at the time of registration unless prior arrangements are made with the individual's agency. TPCA will provide all necessary documentation for agencies to process payment.

TCOLE Reporting

All offered courses are eligible for TCOLE credit. The TPCA is a TCOLE Training Provider. TCOLE reporting may be submitted by the host agency, a regional academy or through the TPCA.

Tuition and Minimum Class Sizes

Tuitions vary and are listed with the individual class descriptions. Most courses require a minimum of 18 students to hold the course. Special arrangements are available for agencies for flat rates rather than individual tuitions if desired.

Hosting a Course

To arrange to host a course, simply contact the TPCA Training Director or the TPCA Office. Hosting agencies may be authorized 1-2 free slots in a class, provided the minimum class size is met. Hosting agencies are asked to assist in marketing a course in their area and must provide a venue for the training which includes appropriate seating, privacy and audio/visual capabilities. Individual agencies may host a closed course for only their personnel if desired.

Additional Costs

All costs for presenting the course are included in the tuition. Any additional costs for snacks, meals or lodging are the responsibility of the individual student or the hosting agency.

**Presented at
Your Location**



Developing Leaders for Texas Law Enforcement

The flagship leadership development program, this course is useful for all ranks.

Tuition: \$695.00
 Hours: 120
 Catalog Page: 5



Organizational Leadership, Courage and Character

Focusing on crafting the culture and climate of the organization, this course is for all ranks.

Tuition: \$295.00
 Hours: 16
 Catalog Page: 6



Managing Patrol Operations

Deployment strategies, staffing and shift patterns, this course is for Patrol Supervisors.

Tuition: \$295.00
 Hours: 16
 Catalog Page: 7



Managing Criminal Investigations

Best Practices for CID, case management and assignments, this course is for CID Supervisors.

Tuition: \$245.00
 Hours: 12
 Catalog Page: 8



Managing Special Operations

Selection, training and oversight of tactical operations teams. For leaders who may not have extensive tactical/SWAT experience.

Tuition: \$245.00
 Hours: 12
 Catalog Page: 9

Managing Traffic Enforcement

Data-driven traffic enforcement strategies. Focusing on overall Department objectives.

Tuition: \$295.00
Hours: 16
Catalog Page: 10

Basic Internal Affairs

Setting up IA protocols and processes. Interviews, evidence and legal concerns are addressed.

Tuition: \$295.00
Hours: 16
Catalog Page: 11

Performance Appraisals and Employee Accountability

Fair and defensible evaluations, legal basis and their benefits.

Tuition: \$245.00
Hours: 12
Catalog Page: 12

Pre-Employment Background Investigations

The importance of backgrounds and the most effective processes. Legal concerns and documentation.

Tuition: \$295.00
Hours: 16
Catalog Page: 13

Leadership for Field Training Officers

Leadership principles from the “Developing Leaders” class adapted for Field Training Officers and Supervisors.

Tuition: \$395.00
Hours: 24
Catalog Page: 14

Auditing and Inspections

The basics of auditing and inspecting police organizations. Developing processes as simple or complex as required for your agency.

Tuition: \$150.00
Hours: 8
Catalog Page: 15

Executive Forum

A topic specific forum for senior leaders with presentations and round-table discussions. Topics vary.

Tuition: Varies
Hours: 8
Catalog Page: 16

Recognition Program Training

Required for executives or program managers who are interested in the TPCA “Best Practices Recognition Program

Tuition: Free
Hours: 2-4
Catalog Page: 17

Federal and State Legislative and Legal Update

The most up to date legal changes affecting law enforcement.

Tuition: Free
Hours: 4
Catalog Page: 18

“Vincible” Program Roll-Call Training

Periodic short training outlines sent to individual agencies.

Tuition: Free
Hours: 10-15 min. ea.
Catalog Page: 19

Developing Leaders for Texas Law Enforcement

Rationale:

A leader's job is to achieve the goals of the organization and satisfy the needs of individual employees. In addition, a leader must develop individuals who are capable of making future contributions to organizational goals, acting like leaders when called upon, and becoming formal leaders in the future. Employees are increasingly looking to the leaders in their workplace to support their development as a whole person, not just as an employee who makes a job contribution. The leader must also develop the organization's capacity to adapt to rapid change brought about by new environments and missions and to perform at higher levels in more complex situations. Frequently, leaders may find themselves in situations where it seems impossible to accomplish all of these goals. This course will focus on such dilemmas.

Overview:

This is a 120 hour course which is presented in three 40 hour weeks over a three month period. The course will provide instruction from the behavioral sciences that is both scientific and practical, with discussions, question and answer sessions, readings, video instruction and case studies as presentation methods. Detailed lesson information is included in the Student Guides. The course is designed for all members of any law enforcement agency sworn or civilian from FTO/PTO/1st line supervisor through the executive level.

Course Goals:

At the conclusion of this course, the participants will:

1. Understand and apply modern behavioral science and leadership theories that enhance human motivation, satisfaction, and performance in the achievement of organizational goals.
2. Learn frameworks to organize their knowledge and experiences into effective leader actions.
3. Integrate course content into daily leadership practices.
4. Develop and achieve personal leadership abilities to the fullest potential.
5. Inspire a lifelong commitment to the study and practice of effective leadership.

Schedule of Topics:

Week One: *Area I* – The Individual System of Organizational Leadership

Week Two: *Area II* – The Group System of Organizational Leadership and 3 lessons from The Leadership System of Organizational Leadership

Week Three: Three lessons from The Leadership System of Organizational Leadership and *Area IV* – The Organizational System of Organizational Leadership

Instructors:

Mike Alexander, Police Chief (ret.)
Larry M. Hesser, Police Chief (ret.)

Leadership/Organizational Courage and Character**Rationale:**

It is necessary that police officers and supervisors remind themselves of the nobility of policing and the high ethical standards required to do the job well in the modern world. Individuals must be willing to craft the culture and climate of their organizations to value the high ideals of nobility, honesty, integrity, dignity, and respect as a backdrop for all operations. This course is written to combine these two principles and energize police officers and supervisors in their efforts to model courage and character.

Overview:

This is a 16 hour course which is presented in two days. The course will provide instruction that is both philosophical and practical, with discussions, question and answer sessions, readings, video instruction and case studies as presentation methods. Detailed lesson information is included in the presentation outline. The course is designed for supervisors and senior officers who may become supervisors.

Course Goals:

At the conclusion of this course, the participant will:

1. Describe the historical roots of policing and the noble characteristics associated with that history.
2. Articulate the principles of acting with dignity and respect as defined by various authors.
3. State the characteristics of leadership illustrated in a provided case study.
4. Define processes and individual values that combat and minimize cynicism in police work.
5. Identify leadership practices that focus on handling change and leaving a positive legacy.

Schedule of Topics:**Day One**

0800 – 0900 hrs	Welcome, Introduction and Opening
0900 – 1100 hrs	The Nobility of Policing
1100 – 1200 hrs	Leading with Dignity and Respect
1200 – 1300 hrs	Lunch (on your own)
1300 – 1400 hrs	Leading with Dignity and Respect
1400 – 1700 hrs	Servant Leadership

Day Two

0800 – 1100 hrs	Leadership Case Study
1000 – 1200 hrs	Organizational Health – Handling Change
1200 – 1300 hrs	Lunch (on your own)
1300 – 1500 hrs	Combating Cynicism
1500 – 1700 hrs	Leading for a Legacy

Instructor:

Michael R. (Mike) Gentry, Chief of Police (ret.)
Director of Training, Texas Police Chiefs Association

Managing Patrol Operations

Rationale:

This class will prepare you to understand the options available for organizing the patrol function within your department to be most productive and to use your resources to the greatest extent. Our citizens expect the police to be there when they call and our city governments expect us to do so with the least resources possible. Walking that tightrope is always a challenge.

Overview:

This 16 hour course is designed for Chiefs, Patrol Commanders as well as Patrol Supervisors. This course allows agencies to understand and manage the forces that impact your ability to provide patrol services in your community. The class addresses most of the contemporary issues that trouble Patrol Operations.

Course Goals:

At the conclusion of this course, the participant will:

1. Understand the major police patrol experiments and results from national studies.
2. Understand the advantages and disadvantages of different Patrol Shift options.
3. Understand effective patrol tactics and strategies.
4. Understand staffing options and methods of determining appropriate staffing.

Schedule of Topics:

1. What are the goals of police patrol?
2. What do we know about the historical policing experiments?
3. What should we be doing?
4. What are the most effective deployment schemes and strategies?
5. How do you determine staffing levels?
6. What shift patterns are best?
7. How many supervisors do you need?
8. What should supervisors be doing?
9. What audits and inspections should be done to ensure safety?
10. What is the impact of morale and how do you influence it?

Instructors:

Marlin R Price, Chief of Police (ret.)
Administrative Services Manager, Plano Police Department

Michael Gentry, Chief of Police (ret.)
Training Director, Texas Police Chiefs Association

Managing Criminal Investigations

Rationale:

Criminal Investigations are one of the primary functions of a police agency and must be properly managed to ensure efficient and effective investigations. Many police agencies organize their criminal investigations function based on the “way we have always done it.” Failure of police chiefs and command officers to properly manage this critical function can lead to inefficient operations and a significant waste of resources.

Overview:

This 12 Hour Program is designed for Police Chiefs and Criminal Investigation Supervisors. It is NOT a class for investigators, but is a class on managing the Criminal Investigations function within your department. The class is designed to answer questions of staffing, specialization, best organizational arrangement, and how to improve the overall investigations process. The class is highly interactive and participation is highly encouraged.

Course Goals:

At the conclusion of this course, the participants will:

1. Understand the advantages and disadvantages of different CID organizational structures.
2. Understand the goals for Criminal Investigations.
3. Understand staffing options and methods of determining appropriate staffing.
4. Carry home a list of activities to consider in improving their CID operations.

Schedule of Topics:

1. History of Investigations (major studies)
2. Goals of Criminal Investigation
3. Organizational Issues within Department (Patrol vs CID)
4. Reactive Investigations
5. Case Management
6. Proactive Investigations
7. Personnel Issues
8. Staffing Decisions
9. Specialized Investigations
10. Major Case Management
11. Child Abduction Protocols

Instructor:

Marlin R Price, Chief of Police (ret.)
Administrative Services Manager, Plano Police Department

Managing Special Operations

Rationale:

High risk events can occur anywhere that might require the use of a special operations capability in law enforcement. The understanding of when it is appropriate and beneficial to deploy a SWAT Team or a Negotiations Unit is of utmost importance. Those who have served in tactical operations at some point in their career may not have been exposed to an executive's perspective on the use of this critical resource and those who have never served in a tactical role may not have a working knowledge of the capabilities or limitations of such units. This course is designed to present the principles of SWAT and Negotiations in the context of administrative oversight for those responsible for managing and deploying the resource in any sized organization.

Overview:

This is a 12 hour course presented over 1 1/2 days. It will provide instruction on developing and managing the Special Operations function, including the selection and training of team members, training regiments, the command and control elements for Special Weapons and Tactics as well as Negotiations Teams. The methods for instruction will include lecture and video presentations, discussion as well as desktop scenarios. The course is designed for leaders assigned to manage these units.

Course Goals:

At the conclusion of this course, the participant will:

1. Describe the historical development of SWAT and Negotiations in critical incidents.
2. Articulate the principles of command and control during deployments.
3. Define the role of SWAT and Negotiations in police operations.
4. Recall the legal issues associated with the deployment of these units.
5. Identify leadership points relevant to developing operational readiness.
6. Participate in discussions and scenarios familiarizing leaders with this function.

Schedule of Topics:**Day One**

0800—0900 hrs	Welcome and Overview
0900—1000 hrs	Historical Perspectives on SWAT
1000—1200 hrs	Team Role, Selection and Training
1200—1300 hrs	Lunch
1300—1500 hrs	Command and Control Models
1500—1700 hrs	Team Design & Tactics

Day Two

0800—1000 hrs	Negotiations Principles/Legal Issues
1000—1200 hrs	Table Top Scenario Training

Instructor:

Michael R. (Mike) Gentry, Chief of Police (ret.)
Director of Training, Texas Police Chiefs Association

Managing Traffic Enforcement Operations

Rationale:

Traffic enforcement is an important duty for most law enforcement agencies. The primary goal of traffic enforcement is to improve traffic safety by securing better compliance with traffic laws and decreasing motor vehicle crashes. Whether or not an agency has a dedicated traffic enforcement unit, the responsibility to safeguard the motoring public is critical. A significant by-product of a quality enforcement program is a positive impact on crime trends within a community. This course is designed to provide those responsible for managing traffic enforcement efforts with data driven strategies for success including increased compliance, positive community interactions and effective reductions in crime.

Overview:

This course is 16 hours presented in 2 days. It focuses on leadership in the context of managing traffic enforcement efforts, policy concerns, developing positive interactions on traffic stops and utilizing effective deployment strategies. It exposes the participant to “Data Driven Approaches to Crime and Traffic Safety” (DDACTS) and the strategies that have proven effective utilizing these principles. The course is intended for managers and supervisors who are seeking to establish or improve traffic enforcement programs.

Course Goals:

At the conclusion of this course, the participant will:

1. Identify leadership strategies applicable in traffic enforcement.
2. Articulate the defensible justifications for traffic enforcement programs.
3. List the data reference points that justify directed enforcement efforts
4. Describe successful deployment strategies and performance measurements.
5. Define the principles associated with DDACTS and related crime impacts.

Schedule of Topics:

Day One

0800—0900 hrs	Welcome and Overview
0900—1000 hrs	Goals of Traffic Enforcement
1000—1200 hrs	Justifying and Creating a Program
1200—1300 hrs	Lunch
1300—1500 hrs	Developing Policies and Strategies
1500—1700 hrs	Personnel and Conduct Issues

Day Two

0800—1200 hrs	DDACTS Principles
1200—1300 hrs	Lunch
1300—1700 hrs	DDACTS and Community Impacts

Instructors:

James Sanders, Major—Texas Department of Public Safety (ret.)
 Regional NHTSA Liaison—TPCA
 Michael R. (Mike) Gentry, Chief of Police (ret.)
 Director of Training, Texas Police Chiefs Association

Basic Internal Affairs

Rationale:

The process of conducting internal affairs investigations can be complex and daunting but it is occasionally necessary. The goal of these investigations is fact finding for the purpose of supporting and protecting personnel involved in approved conducts while holding accountable those involved in unapproved conducts. Fair and unbiased internal investigations contribute to the health of police organizations and are essential to establishing and maintaining community confidence. This course focuses on the basics of establishing protocols, gathering evidence and protecting the rights of all involved while protecting the agency's ability to take appropriate follow up actions.

Overview:

This 16 hour course is presented in 2 days. It uses lectures, examples and discussions to provide the means to perform and document internal affairs investigations by examining processes, interview techniques and documentation methods providing for thorough and defensible conclusions. It is intended for those who will perform investigations, or develop internal affairs processes in an organization.

Course Goals:

At the conclusion of this course, the participant will:

1. Define the philosophy of professional standards and the IA function.
2. Describe the common causes of disciplinary problems.
3. Describe the process for conducting IA investigations and protecting the rights of those under investigation.
4. List the special issues associated with use of force investigations and officer involved shootings.
5. Identify basic methods for dealing with news media issues.
6. Articulate the points of proper records keeping and reporting.

Schedule of Topics:

1. Philosophy of Professional Standards and the IA Function.
2. Causes for Disciplinary Problems.
3. Conducting IA Investigations and Reporting.
4. Miranda and Garrity Warnings
5. Basis for Discipline.
6. Use of Force Investigations Including Police Shootings.
7. News Media Relations.
8. Record Keeping, Subpoenas, Open Records Requests and TXOAG Reporting.
9. Citizen Review Committees.

Instructor:

Doug Kowalski, Chief of Police
Assistant Chief, Dallas Police Department (ret.)

Performance Appraisals and Employee Accountability

Rationale:

Employees cannot be fully informed as to their performance if it is not periodically assessed, both formally and informally. A major tenant of leadership is to provide productive feedback and direction to those performing work. In law enforcement, it is of utmost importance to monitor, assess, develop, reward and correct deficiencies in work product. The failure to do so disempowers a law enforcement agency from holding its members accountable to its goals, objectives and standards. This course is designed to inform supervisors and managers as to the benefits of sound performance appraisal systems and how to fairly and accurately administer those systems.

Overview:

This is a 12 hour course presented over 1 1/2 days. Lectures, discussions, case studies and interactive demonstrations are used to instruct the course. It is intended for those who desire to establish or improve evaluation methodologies, using sound and value driven leadership principles as well as supervisors who are responsible for administering appraisals. Although not intended to recommend specific systems, examples of forms and documentation methods will be presented.

Course Goals:

At the conclusion of this course, the participant will:

1. Identify the purposes of performance appraisals.
2. List the required steps in formal evaluation design.
3. Describe various types of appraisals and their benefits vs. weaknesses.
4. Articulate the common rating errors in performing evaluations.
5. Identify the steps in performing appraisals and briefings.
6. Define methods for behavior tracking and trend detection.

Schedule of Topics:

Day One

0800—0900 hrs	Welcome and Overview
0900—1000 hrs	Evaluation Purpose and Design
1000—1200 hrs	Types of Systems and Forms
1200—1300 hrs	Lunch
1300—1500 hrs	Leadership in Informal Corrections
1500—1700 hrs	Behavior Tracking and Documentation

Day Two

0800—1000 hrs	Case Examples and Legal Basis
1000—1200 hrs	Policies and Supervisor Duties

Instructor:

Michael R. (Mike) Gentry, Chief of Police (ret.)
Training Director, Texas Police Chiefs Association

Pre-Employment Background Investigations

Rationale:

One of the most important issues in any police agency is the development and maintenance of a positive culture that is forward looking and oriented toward the betterment of the community. This course focuses on best practices for conducting background investigations to ensure hiring the highest quality personnel that is best suited to work in the community. Information provided centers on sound investigative techniques that meet legal requirements for gathering and maintaining background information according to the EEOC.

Overview:

This is a 16-hour course presented over two days. This course provides practical instruction through historical stories, legal case studies, and question and answer sessions. This course is designed for supervisors and any officer involved in the background process.

Course Goals:

At the conclusion of this course, the participant will:

1. Identify necessary steps to conduct thorough background investigations.
2. Describe the types of information that should and should not be collected and retained in background investigations.
3. Define the legal requirements for conducting a background investigations.

Schedule of Topics:

Day One

0800 – 0830 hrs	Welcome, Introduction and Opening
0830 – 1130 hrs	Legal Requirements for Conducting Background Investigations
1130 – 1300 hrs	Lunch (on your own)
1300 – 1700 hrs	Conducting Background Investigations

Day Two

0800 – 1130 hrs	Conducting Background Investigations
1130 – 1300 hrs	Lunch (on your own)
1300 – 1500 hrs	Conducting Background Investigations
1400 – 1630 hrs	Candidate Questioning Methods
1630 – 1700 hrs	Conclusion and Graduation

Instructor:

Chris B. Bratton, Chief of Police (ret.)

Leadership for Field Training Officers

Rationale:

Leadership for the FTO focuses on the ability to empower others and help them reach personal potential while working together to accomplish the organizational goals. This highly interactive workshop will help the field trainer understand their leadership influence; learn techniques to avoid/navigate personality conflicts, and to communicate most effectively. It is the field trainers job to know the trainee communication styles as well as how to work with them under pressure without alienating them. This course, drawn from the principles in the "Developing Leaders" class, is created to develop excellence in the FTO so as to reduce their frustrations and maximize the trainee's learning experience.

Overview:

This is a 40-hour course which is presented in five days is not conducted in a traditional lecture mode. Student contribution of insights and opinions through discussion enhance learning as a group. Personal experiences, successes and failures facilitate learning and combine academic theory with practical principals. The course is designed for FTO/PTO Coordinators, FTO/PTO's and those desiring to become FTO/PTO's.

Course Goals:

At the conclusion of this course, the participant will:

1. Articulate ways to develop enhanced communications between trainee and trainer.
2. Identify strategies to increase trainee motivation and satisfaction, thereby increasing their competencies and performance.
3. Define the process to take charge of the transformational process.
4. List the methods described to direct, coach and encourage trainees towards peak performance.
5. Describe methods to develop trainees to thrive during hardship, stress and adversity.

Schedule of Topics:

1. Conceptual Foundation, Why Leadership, and Individual Differences.
2. Attribution Theory, Expectancy Theory, Goal Setting and Equity Theory.
3. Motivation Through Consequences.
4. Job Redesign, Followership, Socialization (Case Study)
5. Bases of Power.
6. Situational Leadership and Transformational Leadership.
7. Stress, Communication & Counseling and the Ethical Dimensions of Leadership.
8. Evaluation/ Assessment/ Problem Solving

Instructors:

Michael J. (Mike) Alexander, Chief of Police (ret.)

Larry Hesser, Chief of Police (ret.)

Auditing and Inspections

Rationale:

Police agencies have a myriad of policies, procedures and rules. Many times, those standards are not universally implemented throughout an organization and sub-cultures and inconsistencies within that organization can result. Methods to ensure Department wide compliance should be developed and implemented to develop the overall competence of the organization. A rigorous set of inspections and audits can allow senior leadership to be confident that the agency's policies are being followed.

Overview:

This 8 hour course is presented in one full day. It is designed for Chiefs and Command Officers. It explores the "whys" and "how's" associated with conducting audits and inspections in police organizations through presentations, lectures and discussions.

Course Goals:

At the conclusion of this course, the participants will:

1. Articulate the importance of audits and inspections.
2. Define the tenants of the non-confrontational audit process.
3. Discuss options for how to conduct audits with limited personnel.
4. Create a list of critical audits needed in any police agency.
5. Develop an extensive list of audit ideas based on their agency needs.

Schedule of Topics:

1. Why we need audits.
2. Various types and forms of audits.
3. Benefits of audits and inspections.
4. Conducting a risk assessment to identify audit needs.
5. Steps in the audit process.
6. Statistical sampling.
7. Creating the audit report.
8. Related follow-up responsibilities.

Instructor:

Marlin R Price, Chief of Police (ret.)
Administrative Services Manager, Plano Police Department

Executive Forum

Rationale:

The law enforcement profession is continually confronted with complex and challenging issues that can have wide ranging effects on both internal operations and external perceptions. Law enforcement agencies must be quickly adapting to ever changing environments to be affective in their missions and one important component in organizational adaptation is to understand the intricacies of these issues so as to develop appropriate strategies for addressing them. This forum is designed to be topic specific and to bring together law enforcement executives to discuss and analyze emerging issues as a group.

Overview:

The Forum is 8 hours presented in one day. Each forum will have a different topic of interest for discussion. It will include a presentation by subject matter experts followed by a moderated discussion among the Chiefs attending on how they view and address the issue in their agency. Chiefs and Senior Commanders will benefit from attending and the forums may be held at various locations throughout the State.

Forum Goals:

1. To provide quality information on the selected topic.
2. To facilitate discussion among attending executives so as to share pertinent information about the selected topic.
3. To improve the professional awareness of emerging issues for law enforcement executives.

Schedule of Topics:

1. Specific topic will vary from Forum to Forum.
2. Presentation by subject matter experts
3. Moderated discussion among attendees.

Instructor/Facilitator:

Marlin R. Price, Chief of Police (ret.)
Administrative Services Manager, Plano Police Department.

NOTE: Suggestions for Forum topics may be submitted to the Texas Police Chiefs Association by contacting the Administrative Offices or the Training Director at any time.

Recognition Training for Chiefs & Program Managers

Rationale:

The Texas Police Chiefs Association Foundation “Best Practices Recognition Program” offers the opportunity for Texas Law Enforcement Agencies to participate and thereby improve the organization by complying with over 160 standards representing the industry's best practices. This training is required of agencies who seek “Recognition”. It is provided to familiarize chiefs and their selected program coordinators with the program prior to their participation and with any Program changes during their participation.

Overview:

This course is approximately 4 hours for Program Managers and includes instruction on the process to achieve recognized status, an overview of the standards, documentation methods and an explanation of the on-site inspection process. An abbreviated version of the training is also available for Agency Executives so they will have an understanding of the process and what will be required of their agencies.

Course Goals:

At the conclusion of this course, the participant will:

1. Be informed as to the number and content of standards which must be met to achieve recognized status.
2. Have a familiarity with the documentation process including file maintenance, as well as proofs of compliance.
3. Understand the process for achieving “Recognition”, including the on-site inspection requirement and the award procedures.

Schedule of Topics:

1. Overview, costs and benefits of the program.
2. Review of the standards and their requirements.
3. The process for attaining “Recognition”.
4. A review of the “on-site” inspection process.

Instructor:

Max Westbrook, Chief of Police
TPCA Recognition Program Director



Federal and State Legislative and Legal Update

Rationale:

The ability to perform law enforcement duties depends on an understanding of the current legal environment and knowledge of the most recent changes in law. This class is presented in order to provide the most up-to-date information coming from statutory and case law changes relevant to law enforcement agencies.

Overview:

This course is normally 4 hours in length, including lectures, discussions and question and answer sessions.

Course Goals:

At the conclusion of this course, the participant will:

1. Discuss the most current legislative updates arising from the U.S. Congress and Texas Legislature that impact law enforcement in Texas.
2. List the relevant case law changes affecting law enforcement procedures arising from both Federal and State courts.
3. Identify any civil impacts on law enforcement in Texas from statutory or case law changes.

Schedule of Topics:

1. Federal law changes and impacts.
2. State law changes and impacts.
3. Other procedural issues arising from the legal environment.

Instructor:

James McLaughlin, Police Chief (ret.)
General Counsel/Executive Director, Texas Police Chiefs Association

Specialized or Custom Courses

- The Texas Police Chiefs Association has the ability to build specialized or custom courses in the areas of Leadership, Supervision, Management or sub-topics within these program areas.
- Many of the programs already developed can be expanded if specific topics related to the curricula are desired.
- Courses may be combined for individual law enforcement agencies to address specific training goals or scheduling needs as desired.
- Courses may also be presented exclusively to individual agencies at flat-rate pricing.

For additional information on these training options, please contact the TPCA Administrative Office or the TPCA Training Director.



THE “VINCIBLE” Program

We are not “invincible”. We are “VINCIBLE”. Many officer injuries are preventable. This program focuses on reminding officers how to stay alive and well by following 5 specific tenants. They are:

- Watch your SPEED. Slow down and survive.
- Wear your SEATBELT.
- Wear your BODY ARMOR.
- STAY FIT. Physical Fitness is a must.
- 540 Degree Awareness. 360 horizontally X 180 vertically. Know your surroundings.



At no cost to your agency, you can subscribe to “roll-call” training presentations sent regularly for your use in improving your officers’ attention to these areas. Special thanks to the Abilene Police Department, Chief Stan Standridge and the TPCA Officer Safety Committee for their work in developing this program. For more details, see the “VINCIBLE” website at www.vincible.org

Chief James McLaughlin Jr. (ret.)

Chief McLaughlin is General Counsel/Executive Director for the Texas Police Chiefs Association. His responsibilities include reviewing court decisions that affect law enforcement administrators, contract review, responding to legal questions from members and representing the association before the Texas Legislature and U.S. Congress. He also is responsible for conducting the Association's business under the general direction of an elected board.

Chief McLaughlin retired in 1998 as Chief of Police, Addison, Texas, after over twenty-eight years in law enforcement. Those years included serving as Chief of Police/Director of Public Safety, City of Longview, Chief Investigator, Dallas County Crime Laboratory, Criminal Investigator for the Dallas County and Rusk County District Attorneys Offices, and as a patrol/tactical officer of the Longview Police Department.

He holds a Juris Doctorate degree from Texas Wesleyan School of Law and a Bachelor of Science from the University of Texas at Tyler. Chief McLaughlin holds Master Peace Officer and Instructors Certification from the Texas Commission on Law Enforcement Officers Standards and Education.

As an attorney, Chief McLaughlin is admitted to practice before all courts in Texas, the U. S. Northern District Court, the U. S. Court of Appeals, 5th Circuit, and the United States Supreme Court.

Chief McLaughlin is past president of the Texas Police Chiefs Association, East Texas Police Association, East Texas Police Chiefs Association, and the Bastrop County Bar Association. He is also a past-President of the Texas Police Association.

In addition to his association responsibilities, Chief McLaughlin is an instructor for the Bill Blackwood Law Enforcement Management Institute of Texas on law enforcement civil litigation. He has participated in training projects for the International Association of Chiefs of Police and other similar organizations.

Chief McLaughlin previously served on a committee appointed by Governor George W. Bush to revise the Texas Code of Criminal Procedure and was appointed by Governor Rick Perry to the Anti-Crime Commission. Chief McLaughlin currently serves on the Timothy Cole Advisory Panel on Wrongful Convictions and the Texas Court of Criminal Appeals Criminal Justice Integrity Unit.

Chief McLaughlin resides in Bastrop County where he and his wife, Darlene Warrick McLaughlin, M.D., a board certified psychiatrist, raise registered and commercial cattle.

Chief Michael R. (Mike) Gentry (ret.)

Chief Gentry has been in the law enforcement field since 1978 and had served as a Chief of Police for 27 years before retiring in 2018. After working almost 10 years as a patrol officer, tactical officer, investigator and supervisor, he became a Program Manager for the Law Enforcement Training Division at Texas A&M University where he was responsible for the development, documentation, marketing and presentation of tactical and special operations training programs throughout the United States and internationally. During this period, he was a repeated guest lecturer at the Federal Law Enforcement Training Center (FLETC), the U.S. Marshals Special Operations Group Training Center and the FBI Academy specializing in special weapons and tactics (SWAT), unarmed defensive and arrest tactics as well as high performance and tactical vehicle operations.

Chief Gentry has presented leadership, management and supervision training for the Penn State University Justice and Safety Institute, Bill Blackwood Law Enforcement Management Institute of Texas, Texas A & M University, United States Marshals Training Academy and the International Association of Chiefs of Police. He has presented command management training for the supervisors and senior command staffs of the U.S. Capitol Police, United States Supreme Court Police, Washington D.C. Metro Police, Newark, NJ Police, United States Secret Service, United States Marshals Service, Colorado State Patrol, Connecticut State Police, Arizona Department of Public Safety and many others. Regularly training law enforcement leaders from across the United States, he has additionally presented tactical and operational training to military units, both American and those representing over 20 foreign governments, from South and Central America, Europe and the Middle East.

With over 40 years in Law Enforcement and 27 years as a Chief of Police, Chief Gentry led the Harker Heights Police Department near Fort Hood, Texas from 1995 to 2018 after serving five years as the police chief in Bowie, Texas. He is a Life Member and the 2013 Past-President of the Texas Police Chiefs Association, a Life Member of IACP and a multi-term past president of the Central Texas Area Chiefs of Police and Sheriffs Association. He holds an Associate Degree in Business Management and a Bachelor's Degree in Public Administration and is the graduate of several nationally recognized executive development programs including the Law Enforcement Management Institute of Texas' Leadership and Command College, the Penn State University's Police Executive Development Program, the FBI's Law Enforcement Executive Development Program and the Police Executive Research Forum's Senior Management Institute for Police at Harvard University's John F. Kennedy School of Government.

He currently serves as the Training Director for the TPCA.

Chief Marlin Price (ret.)

Chief Price served in the Dallas Police Department from 1972 until 2000, retiring as the Assistant Chief of Police over the Special Investigations Bureau. During his tenure with DPD, he served in every rank from Police Officer to Assistant Chief, holding various commands during that time. He graduated from DPD Police Academy Class #123 after being elected Class President. He was assigned to Southeast Patrol until promoting to Sergeant in 1976 and being assigned as a Jail Supervisor. In 1977, Chief Price was promoted to Lieutenant and assigned to the Property Division. Promoted to Captain in 1979, he held commands in the Identification, Personnel, Planning and Research, and Crimes Against Persons Sections until being promoted to Deputy Chief of Police in 1985. As a Deputy Chief, he commanded the Criminal Investigations Division and the Southwest Patrol Division. In 1988 Chief Price was again promoted to the rank of Assistant Chief of Police. At that rank he commanded the Professional Standards Bureau, the Northeast and Southwest Patrol Divisions, the Criminal Investigations Bureau and the Special Investigations Bureau.

In 2000, after retiring from the Dallas Police Department, Chief Price accepted the position of Chief of Police for Southlake, Texas. There he was responsible for overall operations of Southlake's Police Services. He supervised a total of 58 sworn and 3 non-sworn officers providing both police and public safety services to a city of 23,000 population. He developed the first Strategic Plan format for the Department of Public Safety, conducted the detailed Threat Assessment process for City of Southlake, developed a cooperative assistance plan for major criminal investigations and implemented a Missing Child Protocol to enhance the investigations of missing children. He again retired in August, 2005.

Chief Price is known as a law enforcement management consultant and served as a CALEA assessor and team leader from 2001 to 2007. He was the Program Director for the TPCA Foundation's Best Practices Recognition Program at its inception, overseeing and facilitating the creation of the program which has continued to thrive.

Chief Price is a graduate of the FBI National Academy, the SWLEI Command and Management School and the PERF Senior Management Institute for Police. He holds a Master of Public Administration Degree from North Texas State University and a Bachelor of Science Degree in Law Enforcement and Criminal Justice from Sam Houston State University. He is a member of the International Association of Chiefs of Police, the Texas Police Chiefs Association and the North Texas Police Chiefs Association.

Chief Price is a veteran, serving as a Helicopter Crew Chief in Vietnam and a Helicopter Technical Inspector at Fort Wolters, Texas upon his return.

He currently serves as the Administrative Services Manager for the Plano Police Department.

Chief Larry M. Hesser (ret.)

Chief Larry M. Hesser has 39 years of public service in law enforcement serving 29 of those years as a chief of police. Chief Hesser is the former police chief of communities in Georgia, Colorado, North Carolina, and Texas. He has a BA degree in Criminal Justice with work on a Masters in Communications with emphasis on Leadership. He is a graduate of the Federal Bureau of Investigation (FBI) National Academy (112th Session), FBI Law Enforcement Development Seminar, Police Executive Research Forum Senior Management Institute for Policing at the John F. Kennedy School of Government, Harvard University, and Farr Associate's Leadership Development Program. He also attended the Faculty Development Workshop at the Behavioral Sciences and Leadership Department, United States Military Academy, West Point, New York.

Chief Hesser is a former President of the North Carolina Police Chiefs Association. He is a Life Member of the International Association of Chiefs of Police (IACP) and has served on numerous IACP committees. He has worked with Dr. Howard T. Prince II, Loyd Hackler Chair in Ethical Leadership, Lyndon B. Johnson School of Public Affairs, University of Texas at Austin and Lieutenant Colonel John F. Halstead (Retired), Principal, Applied Leadership Training, Consulting and Coaching, LLC for several years developing the Leadership in Police Organization course for the IACP based on the United States Military Academy Leadership in Organizations course.

Chief Hesser also worked with Mr. John Halstead over a period of several months to create the Developing Leaders for Texas Law Enforcement for the Texas Police Chiefs Association. He has successfully used the information and methods taught in the leadership courses he helped to develop. He served as a member of the IACP Center for Police Leadership staff as Field Manager and Senior Instructor from April 2006 until April 2008. Chief Hesser now teaches the Developing Leaders for Texas Law Enforcement course throughout the State of Texas. Since his involvement as a teacher of leadership for law enforcement he has taught leadership from Delaware to Hawaii, from Texas to Washington State, and in many law enforcement jurisdictions in between.

Chief Mike Alexander (ret.)

Mike Alexander attended St. Edwards University in Austin Texas where he earned a Bachelor of Arts degree in Criminal Justice. Mike has spent 31 years in law enforcement which began as a Correctional Officer and Deputy Sheriff at the Travis County Sheriff's Office. Mike continued his career at the Austin Police Department as a Patrol Officer and a D.A.R.E. Instructor, teaching adolescents the importance of staying drug free. Mike spent 25 years with the Austin Police Department where he retired as a Sergeant. Mike's last assignment with APD gave him the opportunity to lead the Continuing Education Division and the Leadership Command College. He also worked with the Louisiana Community Policing Institute where he evaluated the performance of police departments and sheriff offices in the area of community policing; he made recommendations for implementation.

He designed leadership and ethics curriculums that are currently being taught throughout the United States. After his retirement from APD Mike was employed as a Major with the Office of Inspector General Internal Affairs Section, where he was in charge of a statewide Internal Affairs investigation division. This division is responsible for investigating state employees accused of abuse, neglect, and exploitation of the elderly and people who are mentally and physically incapacitated and who reside at state supported living centers, state hospitals, group homes. Mike's team also investigated various other criminal and administrative violations committed by state employees.

Mike is currently the founder LION (Loyalty Integrity Optimism Nobility) Organizational Development Institute. LION is a leadership and development institute with a focus on Healthy Work Environments, Officer Wellness, Ethics and Leadership.

Mike is a National Certified Instructor on Ethics and Integrity through the Federal Law Enforcement Training Center (FLETC). He has traveled the nation, training officers and community members on Ethics and Integrity issues. Mike spent time in Belo Horizonte Brazil as well as the Virgin Islands, teaching and lecturing on Leadership, community policing, ethics, etc. Mike is also a licensed Texas Commission on Law Enforcement Standards and Education (TCLEOSE) instructor as well as an national instructor with the Multijurisdictional Counter Drug Task Force Training Center (MCTFT) and a Master peace officer. He is a graduate of the University of Texas Leadership Academy, which is a collaborative effort between the Austin Police Department, and the University Of Texas LBJ School Of Public Affairs. Mike is an instructor with the Texas Police Chiefs Association on Developing Police Leaders in Texas. Mike attended and graduated from the International Association of Chiefs of Police Leadership train the trainer program on Developing Police Leaders.

Chief Doug Kowalski

Chief Doug Kowalski began his law enforcement career in 1975 when he joined the New York City Police Department as an Auxiliary Police Officer. In 1977, he moved to Texas and joined the Dallas Police Department, where he advanced through the ranks of Officer, Corporal, Sergeant, Lieutenant, Captain, and Deputy Chief. During his career in Dallas he worked in Patrol, Internal Affairs, Training, Property Crimes, Narcotics, Communications, S.W.A.T. and Special Operations (Tactical and Traffic Divisions).

Chief Kowalski retired from the Dallas Police Department in July 2000 and joined the McKinney Police Department as Assistant Chief. He promoted to Chief of Police, serving in that role from January 2001 until October 2012. During this time McKinney was listed as one of the fastest growing cities in America, as the city grew from a population of 54,000 to over 140,000 citizens. Commensurate with this growth, under his leadership, the Police Department grew from a strength of 67 officers and 25 civilians (92 employees) to a force of 164 sworn and 47 civilians (211 employees). Under his command the McKinney Police Department earned recognition status under the Texas Police Chiefs Association Recognition Program for following the best practices for Texas law enforcement. In January 2014, Chief Kowalski was appointed and is currently the Chief of Police in Prosper, Texas.

Chief Kowalski holds a Master of Science Degree in Leadership and Justice Administration from the University of Texas at Dallas and a Bachelor of Science Degree from Wagner College in New York. He also attended Fordham University School of Law. He is a graduate of the Institute for Law Enforcement Administration School of Police Supervision 23rd Command and Management College and the 10th Advanced Management College. He is a vice chair of their Advisory Board and a past president of their Alumni Association. Chief Kowalski also graduated from the 180th Session of the FBI National Academy. Additionally, he is a Certified Fraud Examiner (C.F.E.).

Chief Kowalski holds TCOLE Master Peace Officer and Instructor Certificates. He has lectured at the Dallas Police Academy, the Institute for Law Enforcement Administration, the University of Texas at Dallas, the University of North Texas, and at Collin College. He is currently a faculty member of the Caruth Police Institute at the University of North Texas. He has testified as an expert witness on Tactical Operations before a United States Congressional Subcommittee. He is a member of the Collin College Law Enforcement Academy Training Advisory Board; a member of the IACP - Patrol and Tactical Operations Committee. He is a Past President of the North Texas Police Chiefs Association. He assisted the Police Executive Research Forum (PERF) in publishing a book, A Conflict of Rights, about Policing Protests, and a White Paper on Community Policing. In 2014 he was the recipient of the Dr. Gary Sykes Award for professional achievement in law enforcement presented by the Institute for Law Enforcement Administration.

Major James R. Sanders (ret.)

Major Sanders served with the Texas Department of Public Safety for 36 years, retiring in 2010 at the Rank of Major. He began his career with the Texas Department of Public Safety in 1974. After graduating from the DPS Academy he was assigned to the Highway Patrol as a Trooper in Haskell, Olney and Weatherford. In 1980 he was promoted to Sergeant and assigned to the Highway Patrol in Galveston. While there he directed the Highway Patrol response and activities following Hurricane Alicia in 1983. He served as a Squad Leader for the Civil Disturbance Management Team as a Sergeant in both Galveston and Palestine, Texas.

In 1987, Major Sanders promoted to the rank of Lieutenant and held assignments in Corpus Christi and Waco. In these locations he oversaw six Highway Patrol Sergeant areas and served as Regional Team Leader for the Civil Disturbance Management Team and in Waco was the Regional K-9 Coordinator.

In 1995, he was promoted to Captain and commanded the Highway Patrol at the State Capitol Complex in Austin where he directed all security and protective operations. In 1996, he was the Highway Patrol Division Captain in Waco where he directed all Highway Patrol operations in 26 Counties, also coordinating Highway Patrol resources with the United States Secret Service in the security and motorcade operations at the Presidential ranch in Crawford, Texas.

In 2003, he was promoted to Major and assumed Command of Region III in Corpus Christi. There he was responsible for 655 commissioned and non-commissioned employees, operations in 28 Texas counties and 400 miles of the U.S.—Mexico border.

After retiring from the Texas DPS, he became the Regional Law Enforcement Liaison for the National Highway Traffic Safety Administration (NHTSA) as a contractor through Texas Police Chiefs Association to NHTSA Region 6, in Fort Worth, Texas. He provides technical support for the Highway Traffic Safety offices and Law Enforcement Liaisons in Texas, Mississippi, Louisiana, Oklahoma, New Mexico and the Indian Nations. Has established relationships with many state police executive officers, police chiefs, sheriffs, highway safety professionals and traffic safety related interests throughout the five states in NHTSA Region 6. Has a thorough understanding of NHTSA programs including occupant protection, impaired driving, distracted driving and speed management. Has facilitated and help present workshops on “Data Driven Approach to Crime and Traffic Safety”.

Major Sanders holds a Bachelor of Science Degree in Criminal Justice from Midwestern State University and is a graduate of the Southern Police Institute and the Governor’s Senior Management Development Program. He holds a Master Peace Officer Certification and National Incident Management System Certification.

Chief Chris Bratton (ret.)

Chris Bratton is a Master Peace Officer and Certified Instructor with over 45 years in law enforcement. He served over 28 years with the Round Rock (Texas) Police Department with over 20 years in the position of Division Commander.

Bratton retired as the Chief of Police for the City of Elgin in 2017. He also served for over seven months as both the Chief of Police and the Interim City Manager while conducting the hiring process for a new Elgin City Manager. He holds a Bachelor of Science Degree in Criminal Justice from Excelsior University. He completed his Master of Science Degree in Industrial and Organizational Psychology at Capella University. He is also a graduate of the Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT), the Police Executive Research Forum's Senior Management Institute for Police (SMIP), the Texas A&M Bush School of Government's Leadership Development for Integrated Emergency Response (LDIER), and the LEAD program at the Weldon Cooper Center for Public Service at the University of Virginia.

Chief Bratton has been a trainer for over 30 years and has made presentations to various agencies including ILEETA, the Texas Department of Public Safety, Capital Area Council of Governments, Texas Sheriff's Association, Texas Attorney General's Office, Texas State Auditor's Office, SoTelligence, Institute of Forensic Science and Technology (Monterrey, Mexico), and numerous local law enforcement agencies.

He has conducted or supervised several hundred background investigations over the past 20 years.

Chief Max Westbrook (ret.)

Chief Westbrook began his law enforcement career as a reserve officer for the Rollingwood, Texas Police Department in 1983. In 1985, he began his career with the Austin, Texas Police Department after graduating from the 71st Cadet class. He served as a patrol officer with APD until 1993 when he promoted to Sergeant Investigator (Detective). In that role he worked in Homicide, Narcotics, Burglary and Theft until accepting assignment as a Patrol Sergeant in 1996.

In 2001, Chief Westbrook was promoted to Lieutenant, where he worked as legal liaison and random drug test coordinator. He was the Lieutenant over the Accreditation Inspections Unit from 2001 until 2004. He then accepted assignment over the Organized Crime Division and in 2007 he became the Commander of Detectives in the South Bureau. During his tenure with the Austin Police Department, Chief Westbrook was awarded personnel commendations 72 times.

In 2009, after retiring from the Austin Police Department, Chief Westbrook accepted the position of Chief of Police for the Texas State Comptroller's Office Criminal Investigations Unit. In 2013, he was the Interim Chief of Police for the City of Uvalde, Texas.

Chief Westbrook currently serves as the Program Director for the Texas Police Chiefs Association Foundation's Law Enforcement Best Practices Recognition Program overseeing the program and coordinating each agency's efforts to attain and maintain their recognized status. He also currently serves as the Chief of Police in Rollingwood, Texas.

Chief Westbrook is a published author who is married with 3 daughters. He holds a Bachelor of Science Degree in Criminal Justice from Southwest Texas State University. He is a graduate of Austin PD's West Point Leadership Academy, the Law Enforcement Management Institute of Texas' Leadership and Command College, the FBI National Academy and the DEA DUCA Academy.

He is a member of the International Association of Chiefs of Police, The Texas Police Chiefs Association and is a former CALEA Assessor.

TPCA TRAINING CATALOG

Texas Police Chiefs Association
P.O. Box 819
108 Cedar Hills Drive, Elgin, Texas
78621

512-281-5400

