

# **Texas Police Chiefs Association Foundation**



*Presents*

## ***Managing Administrative Operations***

*16 Hours*

TCOLE COURSE #37013



Welcome to a Texas Police Chiefs Association Foundation (TPCAF) training session. Thank you for participating in some of the best leadership focused training in Texas. Whether you are seeking the coveted Law Enforcement Command Officer Professional (LECOP) status or taking an individual class to sharpen your skill set, we hope you find this class personally and professionally rewarding.

Proceeds from training sessions like this support the TPCA Foundation's work, including the Fallen Officer Fund. The Fallen Officer Fund provides a \$10,000 check to the family of any peace officer killed in the line of duty in Texas. This includes Federal, State, county, local, and other peace officers working in Texas. The goal of the Fallen Officer Fund is to assist the family with any immediate needs by providing funds within 24-48 hours after the line of duty death. The family of a fallen officer should not have to worry about having money to pay a bill, flying in family from out of town, buying groceries, or any other need. Your attendance at this training session directly supports these families.

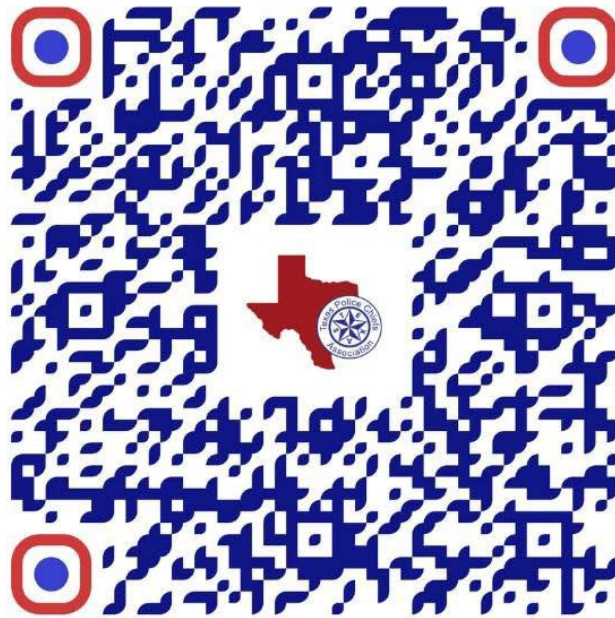
We encourage you to consider becoming a member of the Texas Police Chiefs Association (TPCA). TPCA is the largest association of police leaders in Texas and one of the largest state police chiefs associations in the nation. TPCA provides members with professional networking opportunities, a voice on legislative matters, resources, training opportunities, and access to model policies through the Texas Law Enforcement Accreditation Program. Please visit [www.texaspolicechiefs.org](http://www.texaspolicechiefs.org) for more information.

We hope you will check out our course catalog at [Texas Police Chiefs Association Conference & Training Site](#) to learn more about other training opportunities available.

Please consider donating to the Fallen Officer Fund

## TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

To make a difference, please scan below



TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

# TRUCK RAFFLE

2025 Chevrolet Trail Boss Valued at \$60,000  
Approximate Value

 100% of Proceeds Benefit the TPCAF Fallen Officer Fund

**Tickets**  
**\$100 each**

[Click Here To Purchase](#)

Drawing to be held:  
April 17, 2025

Winner need not be present to win

[SCAN ME](#)



Actual Truck Not Pictured

Winner assumes responsibility for all taxes and registration fees.

TPCA Foundation | PO Box 1030 | Elgin, TX 78621 | [www.texaspolicechiefs.org](http://www.texaspolicechiefs.org)



# TPCA Training



## Open To All Texas Law Enforcement Agencies

-  Classes offered throughout different regions of Texas
-  Aims to provide the very best of executive and command level training for chiefs, commanders and supervisors to lead and manage throughout their organizations
-  Classes are focused on leadership with common themes of fairness, dignity, respect, trust and non-biased practices that create healthy organization and community confidence.

Details &  
Registration  
Here



## TRAINING TOMORROW'S LEADERS TODAY!



# LECOP

## Law Enforcement Command Officer Program

Earn acknowledgment as a trained Law Enforcement Command Officer by completing a series of 10 training courses. Classes are open to all Texas Law Enforcement Agencies and designed to develop leadership skills and apply those skills to specific assignments.

### TRACK A

Focuses on Individual Leadership Skills

### TRACK B

Focuses On Leadership In An Organization & Influencing Culture



# TEXAS POLICE CHIEFS ASSOCIATION

## 66th Annual Conference

APRIL 14-17, 2025  
Galveston Convention Center



Training Opportunities

200+ Vendor Booths

Speakers

Golf Tournament

Run 2 Remember

Networking



Plan on attending the annual TPCA Conference.

Register at [Texas Police Chiefs Association Conference & Training Site](#)

# Texas Law Enforcement Accreditation Program



*The Texas Police Chiefs Accreditation Program allows Law Enforcement Agencies to voluntarily demonstrate compliance with over 170 best practices, developed by professionals, to ensure efficient service delivery and protection of individual rights.*



External Review of policies & operations



Enhances knowledge of policing & procedures



Decreased exposure to liability risk & cost



Demonstrates to the community the police department meets or exceeds the highest standards of Law Enforcement excellence





## WHAT YOU NEED TO KNOW:

- Open to all Law Enforcement Agencies
- Financial obligations: new application fee, annual program fee, travel costs for review team
- Program manager is required to complete 8 hours of program training - Agency heads are highly encouraged to attend
- Agency has two years to complete the process
- Accredited status is granted for four years. During this period, agencies are required to submit annual reports to demonstrate ongoing compliance with relevant standards
- Participating entities may qualify for scholarship to cover initial fee



[www.texaspolicechiefs.org](http://www.texaspolicechiefs.org)

# 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.

## Police Chief Search and Selection

### Staffing Studies

### Executive Level Training

## Comprehensive Organizational Studies

### Strategic Planning

### Accreditation Program

## POLICE CHIEF SEARCH AND SELECTION

The Texas Police Chiefs Association offers valuable technical assistance in evaluating resumes and pinpointing credible candidates. Utilizing these resources can enhance your ability to choose the most suitable candidate for your department. Additionally, the Association can deliver a comprehensive selection process, typically at a significantly lower cost than many consulting firms.

## STAFFING STUDIES

We provide Staffing Studies that use the IACP and ICMA recommended workload models to determine the staffing options for various policing strategies.

## COMPREHENSIVE ORGANIZATIONAL STUDIES

A comprehensive Organizational Audit is beneficial, as it examines all departmental operations to ensure adherence to legal standards and best practices. This evaluation provides an analysis of crime control strategies, necessary staffing levels, and may include an anonymous employee survey.

## STRATEGIC PLANNING

A roadmap providing organizational direction can be an effective management and budget tool. TPCA can assist law enforcement agencies in developing a strategic plan and can facilitate the strategic planning process for other city departments.

## EXECUTIVE LEVEL TRAINING

TPCA provides quality training around the state. The Law Enforcement Command Officers Program (LECOP) offers a series of 10 courses to command level officers and supervisors covering the full range of law enforcement operations including Developing Leaders, Managing Administrative Operations, Patrol, Traffic, Special Operations and Criminal Investigations. Upon completing the full course series, they receive a LECOP Certificate and special recognition. All TPCA classes emphasize the importance of Leadership.

## ACCREDITATION PROGRAM

A nationally recognized program with over 170 standards outlining best practices for law enforcement agencies in Texas. This program includes independent review of policies and operations of an agency, ensures efficient service delivery to the public, protection of individual rights, and decreased exposure for liability and risk.

FOR MORE INFORMATION PLEASE EMAIL  
GELLIS@TEXASPOLICECHIEFS.ORG  
OR CALL 512-281-5400





# Table of Contents

- Texas Police Chiefs Association Foundation
- Instructor Bio
- MAO Presentation
- Texas Public Information Act
- Gallup Research
- On-Boarding Handout
- Public Access Option Form



## Texas Police Chiefs Association Foundation

*Overview and Macro Curriculum*

### Managing Administrative Operations

#### **Rationale:**

Supervisors over law enforcement support and administrative operations, including communications, records and other civilian sections, as well as administrative/executive assistants, require knowledge of leadership, motivation and disciplinary actions to successfully serve in their roles. Because of their responsibilities to manage people and information, a working knowledge of employment law, information security, leadership methods and organizational culture is as critical to them as those working in any other part of a law enforcement agency. This course is designed with these needs in mind

#### **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. The course will include instruction in leadership, motivation, scheduling options, and employee counselling as well as overviews of employment law, open records issues, internal affairs and organizational cultures. It is designed for non-sworn supervisors and administrative assistants in law enforcement agencies.

#### **Course Goals:**

At the conclusion of this course, the participants will:

- Identify key elements of successful leadership practices as identified in the course.
- List human motivators for employees and how those relate to performance.
- Articulate the basic principles associated with information security relating to internal affairs and employment records.
- Discuss the primary administrative concerns associated with public information and open records in Texas.
- Define key issues associated with organizational culture and methods to craft that culture.
- Describe several scheduling formats and their advantages and disadvantages.

#### **Schedule:**

Day One	0800 – 0900 hrs	Welcome, Introduction and Opening
	0900 – 1200 hrs	Information Security, Open Records and Public Information
	1200 – 1300 hrs	Lunch
	1300 – 1700 hrs	Internal Affairs, Discipline and Counselling
Day Two	0800 – 1200 hrs	Leadership Principles, Employee Development and Scheduling
	1200 – 1300 hrs	Lunch
	1300 – 1700 hrs	Motivation, Ethics and Organizational Health

#### **Instructor:**

Billy Tidwell, Chief of Police (ret.),



## Instructor Bio

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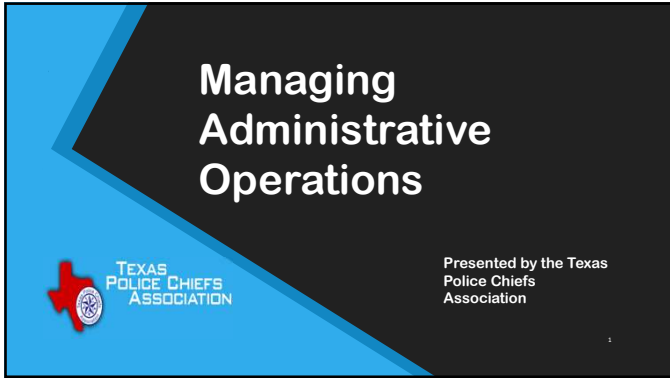
### **Billy Tidwell**

[brtidwell@comcast.net](mailto:brtidwell@comcast.net)

Chief Billy Tidwell retired from the Tomball Police Department in 2020 after serving 5 years as Chief of Police. Prior to that he was the Chief of the Liberty Police Department, on two separate occasions, for a total of 17 years. He currently provides professional coaching, consulting and training through BRT Consulting, LLC.

He has conducted training for many law enforcement agencies and departments across the country, as well as organizations and associations, including the Texas Sheriff's Association, the Texas Narcotics Control Program and the Texas Jail Association. He has also conducted numerous training sessions for LEMIT in the Texas Police Chief's Leadership Series, Constables Continuing Education, Command Staff Leadership Series and New Chief Leadership Series.

Chief Tidwell has a Bachelor's Degree in Sociology from Texas Tech University and a Master's Degree in Public Administration from the University of Houston. He holds a Master Peace Officer Certificate and is a licensed TCOLE instructor, TCOLE Firearms Instructor, and Emergency Driving Instructor.



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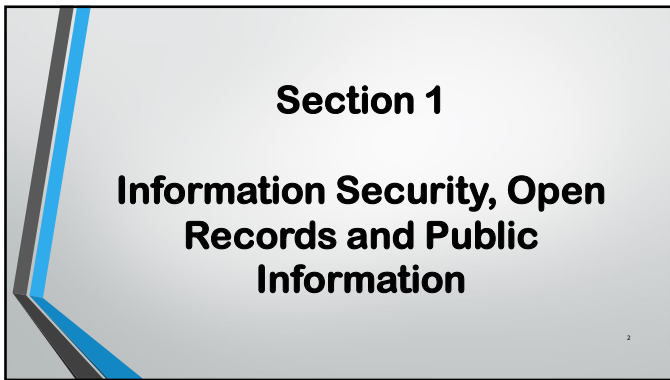
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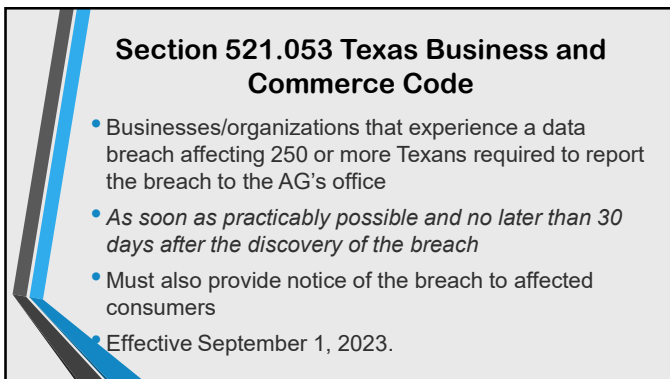
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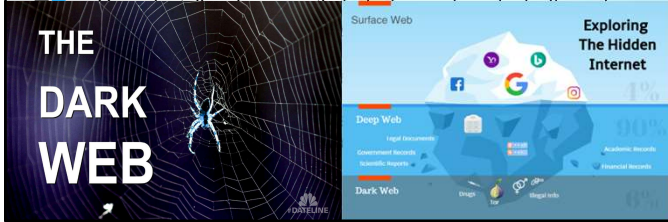
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### Malware/Spyware

- **Malware** - a virus, worm or other code-based program that attacks a device, to steal private information, gain access to systems or for other malicious purposes



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### Ransomware

- Ransomware -a type of malicious software that prevents you from accessing your computer files and demands you pay a ransom for their return
- It is unknowingly downloaded onto a computer by opening an email attachment, clicking an ad, following a link, or visiting a website that's embedded with malware
- It locks access to the computer itself or data and files stored there. Most of the time, you don't know your computer has been infected. You discover it when you can no longer access your data or you see computer messages letting you know about the attack and demanding ransom payments.

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### Will Your Organization's Name Be Here?

- |  |   |
|--|---|
| • City of Lakewood, WA                   | • George County, MS                             |
| • Kansas Judicial Branch, KS             | • City of West Jordan, UT                       |
| • <b>Harlingen Police Department, TX</b> | • Forsyth County, GA                            |
| • City of Victorville, CA                | • Montclair Township, NJ                        |
| • City of Hayward, CA                    | • <b>Stephen F. Austin State University, TX</b> |
| • Langlade County Sheriff's Office, WI   | • King County Sheriff's Office, WA              |
| • Town of Cornelius, NC                  | • <b>City of Nassau Bay, TX</b>                 |
|  | • <b>Lumberton ISD, TX</b>                      |

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### Will Your Organization's Name Be Here?

- City of Dallas, TX
- Lake Dallas Independent School District, TX
- Curry County, OR
- City of Augusta, GA
- Stroud Area Regional Police Department, PA
- San Bernardino County Sheriff's Department, CA
- City of Lowell, MA
- Town of North Kingstown, RI
- City of Waynesboro, VA
- Shelby County, TN
- Saks Fifth Avenue, NY
- City of Oak Ridge, TN
- Wayne County Police, MI
- City of Oakland, CA
- City of Modesto, CA
- U.S. Marshals Service, VA

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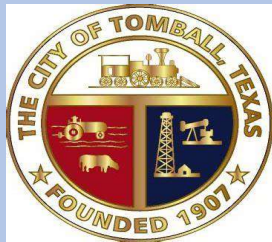
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### It Can Happen to Anyone!




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The one mistake our agencies make that leaves them vulnerable to phishing attacks is...Not having the right tools in place and failing to train employees on their role in information security!

**STOP**

All it takes is for one employee to take the bait for your agency to be out of business!




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**Email Safety Tips**

- Look at the email address
- Don't give out personal information
- Look for bad grammar or misspelled words
- Don't click links. If you're not sure go directly to the company website
- Call the person and ask if they sent you the email
- If you didn't order it or if you don't have an account with them – don't respond!

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**Phishing Scams**

- Government emails. Emails designed to look like they are from the FBI, IRS, or Medicare or other government agencies designed to trick you to give away your personal information
- Update Your Account! Message from a Bank, trusted organization, or your own IT asking you to update your information due to a problem with your account and providing a link.

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**Phishing Scams**

- Extortion. Referred to as "sextortion", usually in the form of an email saying that they have figured something out about you that could be compromising
- Cloud Files. Spoofed email from Microsoft Outlook or Office 365 telling you that your account has been hacked and you need to log back into your account to show you are actually you. Or, you get a message that someone has shared a document with you.

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### Phishing Scam

- Package Delivery. You are told that there is a problem with your UPS, FedEx, DHL, or the USPS delivery and that you need to complete more information to complete the delivery
- Hackers send an email that looks like it's from someone you know. Could be someone in your own organization. The name will be the same, but the email address will be different, even slightly (i.e. letters in different order or duplicate letters in the email address). To be safe, create a new email and send it to the person that sent you the email, asking them if they sent it to you.

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### Phishing Scams

- When possible use two factor authentication
- Hackers are getting good at social engineering. They research government agencies, reading blogs, news articles, websites and other information to determine who works at a company, what their email address is, what their position is and with whom they might be communicating.

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The screenshot shows an email interface with the following content:

**Billy Tidwell**  
**From:** NO-REPLY <no-reply@fgfhgh3sa.com>  
**Sent:** Saturday, July 18, 2020 8:13 AM  
**To:** brtidwell@comcast.net  
**Subject:** We have placed a hold on your account and all pending. Your Amazon account has been locked

Dear [brtidwell@comcast.net](mailto:brtidwell@comcast.net)  
 We have placed a hold on your account and all pending orders, We took this action the billing information you provided did not match the information on file with the card issuer. For the convenience and security of your account, we have locked all accounts registered with Amazon, to unlock your account, you can click the link button below and proceed with identity verification to prove that it is your account.

We will complete verification of your account in 24 hours. Please be patient.  
 Thanks for using Amazon

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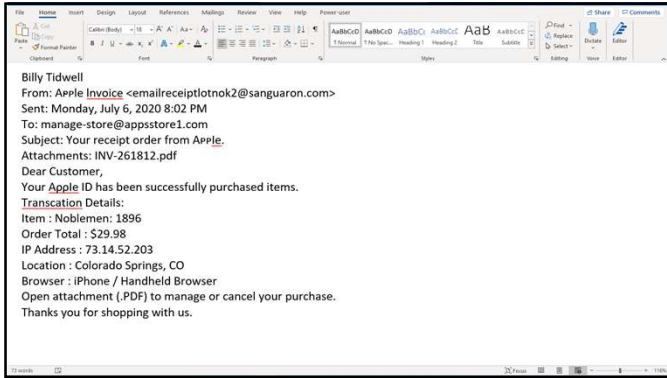
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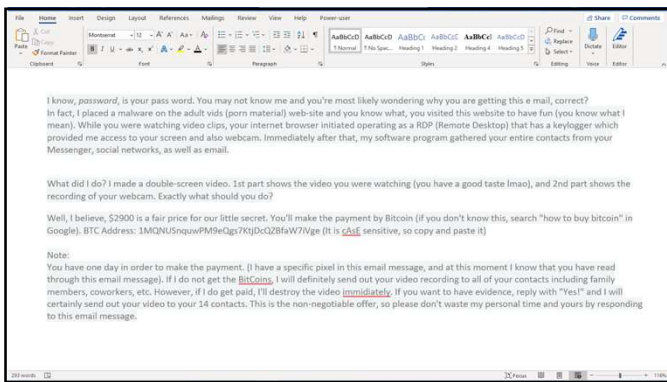
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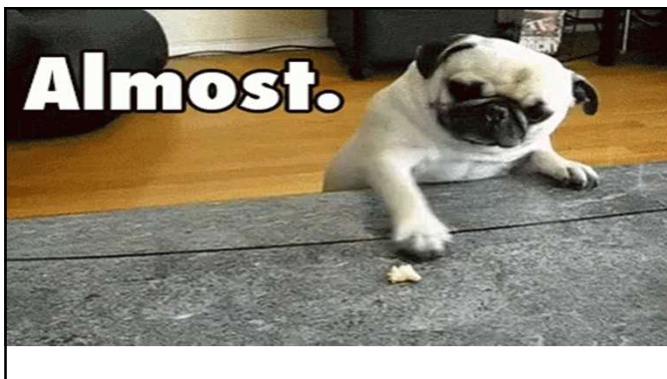
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**Most Prevalent Scams**

- Cryptocurrency-Romance Scam
  - Lured unsuspecting individuals into romantic relationships before gaining access to their cryptocurrency wallets
- One-Time Password (OTP) Bot Scam
  - Exploited one-time passwords (OTP) to gain unauthorized access to accounts by posing as legitimate service providers or financial institutions, tricking victims into revealing their OTPs

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**Most Prevalent Scams**

- Bank Impersonator Scams - Pretend to be from banks or financial institutions, claim there were issues with the victim's account, request sensitive information or instruct victims to transfer funds to a fraudulent account
- Business Email Compromise - Impersonate company executives or vendors and manipulate employees into making unauthorized payments or revealing confidential information
- "Work from Home" Scams - Victims promised lucrative work-from-home jobs and ultimately lose money or have their personal information stolen.

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### 2023 Data

- FTC Data Book revealed that imposter scams remained the top fraud category, accounting for reported losses of \$2.7 billion
- Scams involved people pretending to be various entities, such as a bank's fraud department, the government, a relative in distress, or a well-known business
- Social media scams related to online shopping were also prevalent, with 44% of reports pointing to fraud related to buying or selling products online.

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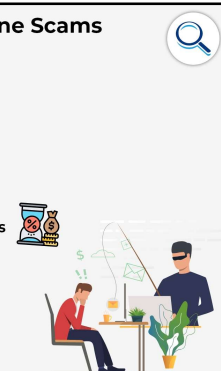
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### Most Common Types of Online Scams

- Phishing Scams
- Charity Scams
- Investment Scams
- Payment App Scams
- Tax, IRS, and Social Security Impersonation Scams
- Job or Hiring Scams
- Cybersecurity or Malware Scams
- Romance Scams



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### Stealing The Numbers

- Gift cards are scanned with a mag strip reader and placed back on the shelf and then the scammer calls customer service numbers on the card and enters the copied gift card numbers
- This will tell the scammer if the actual card has been purchased and how much of a balance remains
- The scammer uses the gift card number to make online purchases
- Don't buy gift cards off publicly displayed racks in retail stores.

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**Personal Identity Theft Statistics**

- There is an Identity Theft Case Every 22 Seconds
- 33% of Americans Faced Some Form of Identity Theft at Some Point in Their Lives
- Consumers Aged 30-39 Were the Most Victimized
- Georgia Ranked #1 for Identity Theft and Fraud Cases - Texas was 16<sup>th</sup>.

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**Identity Theft Statistics Parents Should Know**

- 3 out of 4 child identity theft victims know the thieves
- Children are 51 times more vulnerable to identity theft than their parents
- Children aged 15-18 were at the highest risk for identity theft, accounting for 43 percent of the cases
- One in five 2- to 5-year-olds knows their way around at least one smartphone app. Only one in 10 of them knows how to tie their own shoelaces

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**What to Do If Your Identity Is Compromised**

- If your identity has been stolen
  - Check your credit reports and contact them about issues
  - Report to your local law enforcement
  - Report to [identitytheft.gov](http://identitytheft.gov)
  - Notify any retailers of your identity theft
  - Place Fraud Alerts and Credit Freezes.

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**Computer Safety Tips**

- Turn on Automatic Updates for your operating system
- Use web browsers such as Chrome, Firefox or Edge that receive frequent, automatic security updates
- Make sure to keep browser plug-ins (Flash, Java, etc.) up-to-date
- Be suspicious of any official-looking email message or phone call that asks for personal or financial information.

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**Computer Safety Tips**

- Avoid visiting unknown websites or downloading software from untrusted sources. These sites often host malware that will automatically install (often silently) and compromise your computer
- If attachments or links in the email are unexpected or suspicious for any reason, don't click on it
- A **password management program** can help you to maintain strong unique passwords for all your accounts. These programs can generate strong passwords for you, enter credentials automatically, and remind you to update your passwords periodically.

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**Computer Safety Tips**

- If you need to leave your laptop, phone, or tablet for any length of time - lock it up so no one else can use it
- If you keep protected data on a flash drive or external hard drive, make sure their encrypted and locked up as well
- For desktop computers, lock your screen or shut-down the system when not in use.

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### Laptop or Mobile Device Safety

- Lock your device with a PIN or password - and never leave it unprotected in public
- Only install apps from trusted sources (Apple AppStore, Google Play)
- Keep the device's operating system up-to-date
- Don't click on links or attachments from unsolicited emails or texts
- Avoid transmitting or storing personal information on the device.

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### Confidential Files Guidelines - Personnel Files

- Personnel files contain no medical information (physicals, workers compensation, off duty injuries or illnesses, HIPPA)
- Employees ability to view their own file
- Consider policy regarding
  - Request forms for viewing own file
  - Rules for viewing own file.

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### Confidential Files Guidelines - Personnel Files

- Know retention periods for items in personnel files
  - *Local Government Retention Schedule*
  - *State Records Retention Schedule*
- Texas State Library and Archives Commission
- See your Human Resources Director if unsure.

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### Confidential Files Guidelines - TCOLE Files

- TCOLE files are maintained separately from personnel files
- Contents are regulated by form *AGF 03.001 Law Enforcement Agency Audit Checklist* on TCOLE website
- Proposed TCOLE rules require personnel files be sent to TCOLE when the individual leaves the agency's employment
- The file may be audited by TCOLE.

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**TEXAS COMMISSION ON LAW ENFORCEMENT**  
 6500 East Highway 286, Suite 400, Austin, Texas 78752-1000  
 TCOLE Form 03.001 (Rev. 01/2023)

Law Enforcement Agency Audit Checklist  
 All Agencies - Please Office Audit:  Self-Audit:

Agency Name: \_\_\_\_\_ Agency Number: \_\_\_\_\_ Agency Address: \_\_\_\_\_

**Personnel Files**

<input type="checkbox"/> Personnel files	<input type="checkbox"/> Training records	<input type="checkbox"/> Disciplinary records
<input type="checkbox"/> Complaint records	<input type="checkbox"/> Other records	<input type="checkbox"/> Other records

**Other Records**

<input type="checkbox"/> Other records	<input type="checkbox"/> Other records	<input type="checkbox"/> Other records
<input type="checkbox"/> Other records	<input type="checkbox"/> Other records	<input type="checkbox"/> Other records

All record retention shall be in full compliance with the TCOLE record retention schedule. Auditors to complete this checklist and provide a copy to the TCOLE office. A copy of this checklist and the record retention schedule may be obtained from TCOLE. For more information, contact TCOLE at 512-463-5300 or visit our website at [www.tcole.org](http://www.tcole.org).

Auditor Name: \_\_\_\_\_ Date: \_\_\_\_\_

TCOLE Form 03.001 (Rev. 01/2023)

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**Confidential Files Guidelines - TCOLE Files**

- Texas Occupation Code Sec. 1701.451
- A law enforcement agency that obtains a proper consent form shall make the person's employment records available to a hiring law enforcement agency
- Includes all files related to their employment
- Authorization form found on TCOLE website

[TCOLE Information](#)    [BCF Form](#)    [Hiring Process](#)

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**Internal Affairs Files**

- Most policies require IA files to remain sealed and separated from personnel files
- The following items go into the employee's personnel file
  - Complaint
  - Officers response
  - Disposition
- As an employee, it is your responsibility not to discuss or speculate about IA investigations.

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**Attorney Generals  
Public Information Act  
Handbook 2020**

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*Under the fundamental philosophy of the American constitutional form of representative government that adheres to the principle that government is the servant and not the master of the people, it is the policy of this state that each person is entitled, unless otherwise expressly provided by law, at all times to complete information about the affairs of government and the official acts of public officials and employees. The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is not good for them to know. The people insist on remaining informed so that they may retain control over the instruments they have created.*

*Section 552.001 Texas Government Code*

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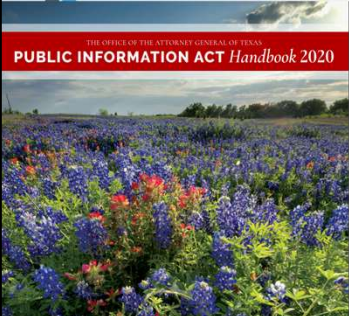

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**Reference Documents**

 <p>THE OFFICE OF THE ATTORNEY GENERAL OF TEXAS <b>PUBLIC INFORMATION ACT Handbook 2020</b></p>	<p>TEXAS PUBLIC INFORMATION ACT LAWS MADE EASY</p>  <p>2020 Editor</p> <p>Zindia Thomas Assistant General Counsel Texas Municipal League <a href="http://www.tml.org">www.tml.org</a></p>
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**What is Public Information (Section 552.021)**

- Public Information defined
  - Information that is written, produced, collected, assembled, or maintained under a law or ordinance or in connection with the transaction of official business:
    - By a governmental body,
    - For a governmental body and the governmental body owns the information, or paid for its production,
    - By an individual officer or employee of a governmental body in the officer's or employee's official capacity and the information pertains to official business of the governmental body.

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**Open Records Training (552.021)**



- Elected and appointed officials required to attend a one hour course
- May designate a public information coordinator
- May provide your own training with correct curriculum
- Provide a certificate of course completion maintained agency
- No specific penalties for failure to comply but may result in an increased risk of criminal conviction if accused of violating the Act.

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**Entities Subject to Public Information Act (552.003)**

- Governmental bodies
- Private Entities supported by public funds (campus police)
- Property owners' associations in county of exceeding 2.8 million and adjacent counties
  - Harris, Waller, Fort Bend, Brazoria, Galveston, Chambers, Liberty and Montgomery Counties
- Private entities holding records for governmental bodies.

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**Information Subject to the PIA (552.002)**

- Includes a book, paper, letter, document, e-mail, Internet posting, text message, instant message, other electronic communication, printout, photograph, film, tape, microfiche, microfilm, photostat, sound recording, map, and drawing and a voice, data, or video representation held in computer memory.
- In short, everything!

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**Information Subject to the PIA (552.002)**

- Any electronic communication created, transmitted, received, or maintained on any device if the communication is in connection with the transaction of official business
- The Act does not distinguish between personal or employer-issued devices, any government business conducted on a device is public information.

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**Procedures for Access to Public Information (552.205)**

- Must display a sign containing basic information about
  - rights of a requestor,
  - responsibilities of a governmental body, and
  - procedures for inspecting or obtaining a copy of public information under the Public Information Act.

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**Requesting Public Information (552.234)**

- May require the requestor to submit that request in writing
- Must attempt to relate the request to information held
- Cannot ask why, but can ask for clarification
- May discuss how the scope can be narrowed if large amount of information.

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**PIA Request Form (552.235)**

- AG's Office required to create a public information request form
- Provide requestor the option of excluding information that is confidential or is subject to exception
- Form located on the Attorney General's website
- If governmental body chooses to use this form it must post the form on its website if a website exists.

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**Requesting Information (552.235)**

- Applies only to information already in existence
- Does not require government to prepare new information in response to a request
- Governmental body not required to inform requestor if the information comes into existence after the request
- Not required to comply with a continuing request to supply information on a periodic basis as such information is prepared in the future.

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**Subpoena duces tecum (552.0055)**

- A subpoena duces tecum or request for discovery issued in compliance with a statute or rule of civil or criminal procedure is not considered to be a request for information under the Public Information Act.

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**Duty to Produce Public Information Promptly (552.221)**

- Must “promptly” produce public information in response to an open records request
- “Promptly” means you may take a reasonable amount of time to produce the information but may not delay
- There is no rule that says you can wait ten days!

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**Duty to Produce Public Information Promptly (552.221)**

- If the requested information is in active use or in storage
  - the officer for public information shall certify this fact in writing to the requestor, and
  - set a date and hour within a reasonable time when the information will be available for inspection or duplication.

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**Requestors Right to Access (552.222)**

- Can ask for identification to establish proper identity
- Can inquire if qualified to receive crash information
- Not required to accept or comply with request from:
  - person imprisoned or confined in a correctional facility; or
  - agent of that individual, other than the individual’s attorney when the attorney is requesting information that is subject to disclosure.

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**Requestors Right to Access (552.228)**

- Requests might contain both publicly available and excepted information
- Cannot type a new document with only public information unless the requestor agrees
- Must make available to the public copies of the actual public records the governmental body had collected, assembled, or maintained, with the excepted information excised.

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**Requestors Right to Access (552.228)**

- If unable to provide the information in the requested medium the government shall provide the information in another medium acceptable to the requestor
- If a governmental body releases nonconfidential information to one person, then they must release the information to all members of the public who request it.

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**Attorney General Opinions**

- JM-757 (1987) — may refuse to allow portable copying equipment to copy records
- No. 571 (1990) — the Act does not give a member of the public a right to use a computer terminal to search for public records
- No. 243 (1980) — not required to compile or extract information if the information can be made available by giving the requestor access to the records themselves.

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**AG Determines Exceptions (552.301)**

- Requests for information the governmental body wishes to withhold
- Must seek an attorney general decision within ten business days of its receipt, and
- State the exceptions that it believes are applicable
- Unless there is a previous AG Opinion that addresses the exact same information.

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**AG Determines Exceptions (552.301)**

- Must request AG opinion within 10 days
- Must notify requestor within 10 days
- Sending the requestor a copy of the AG request will comply with 10-day rule

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**Requesting AG Opinion (552.301)**

- Submit, by fifteenth business day after request:
  - written comments why exceptions apply,
  - copy of the written request,
  - verification of date request received, and
  - copy of the specific information or representative samples, indicating which exceptions are claimed.

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**Requesting AG Opinion (552.301)**

- Submit a copy of the written request
- Submit a clean, legible copy (not originals) of the information at issue
- Becomes public information if time requirements are not met
- AG has 45 days to decide.

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**Charges for Providing Public Information**

- All charges must be calculated in accordance with the rules promulgated by the attorney general under section 552.262.185
- Cost rules are available on the attorney general’s website
- Also available on the website is the Public Information Cost Estimate Model.

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**Penalties and Remedies (552.352)**

- Criminal penalties for:
  - releasing nonpublic information, and
  - the withholding public information
- Constitutes official misconduct:
  - punishable by confinement in a county jail for not more than six months
  - a fine not to exceed \$1,000, or
  - both confinement and the fine.

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**Penalties and Remedies (552.352)**

- Misdemeanor offense for the willful destruction, mutilation, removal without permission, or alteration of public records
- Punishable by confinement in a county jail
  - minimum of three days and a maximum of three months
  - a fine of a minimum of \$25.00 and a maximum of \$4,000
  - both confinement and the fine.

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**Penalties and Remedies (552.352)**

- Provides for a suit for a *writ of mandamus* to compel a governmental body to release requested information if the governmental body:
  - refuses to seek an AG decision
  - refuses to release public information
  - refuses to release information in accordance with an AG decision.

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**Confidential Information (552.101)**

- Confidential by state statute:
  - medical records
  - documents involving an investigation of child abuse or neglect
  - records between a patient and a mental health professional
  - personal information in a government-operated utility customer's account if requested confidentiality.

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**Attorney General Opinion**

- In Open Records Decision No. 641 (1996), the attorney general ruled that information collected under the Americans with Disabilities Act, from an applicant or employee concerning that individual's medical condition and medical history is confidential under section 552.101 of the Government Code, in conjunction with provisions of the Americans with Disabilities Act.

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**Information Confidential Under Common Law (552.101)**

- To be within this common-law tort, the information must:
  - contain highly intimate or embarrassing facts about a person's private affairs such that its release would be highly objectionable to a reasonable person and
  - be of no legitimate concern to the public.

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**Informers Privilege (552.101)**

- Government can withhold from disclosure the identity of persons who furnish information of violations of law to officers charged with enforcement of that law
- Protects not only the informer's identity, but also any portion of the informer's statement that might tend to reveal the informer's identity.

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**Certain Law Enforcement Exceptions (552.108)**

- Exceptions for four categories of information:
  - information which would interfere with the detection, investigation, or prosecution of crime or law enforcement
  - information relating to an investigation that did not result in a conviction or deferred adjudication
  - information relating to a threat against a peace officer or detention officer
  - information prepared by a prosecutor in anticipation or in preparation for criminal litigation.

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**Information Relating to the Detection, Investigation, or Prosecution of Crime (552.108)**

- No. 531 (1989) — police department’s use of force policy may be withheld in some circumstances
- No. 508 (1988) — dates on which specific prisoners are to be transferred from a county jail to TDC may be withheld
- No. 506 (1988) — cellular telephone numbers assigned to county officials and employees with specific law enforcement duties may be withheld
- No. 413 (1984) — certain security measures that TDC plans to use for its next scheduled execution may be withheld.

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**Attorney General Opinions**

- No. 394 (1983) — except for juveniles, a jail roster may not be withheld
- No. 369 (1983) — prosecutor’s comments about former jurors may be withheld
- No. 211 (1978) — information that would reveal the identities of undercover agents may be withheld
- No. 143 (1976) — where employees travel on sensitive assignments may be withheld.

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**Information Relating To Concluded Cases (552.108)**

- Information relating to a criminal investigation or prosecution that ended in a result other than a conviction or deferred adjudication may be withheld
- Governmental body must demonstrate the requested information relates to a criminal investigation that concluded in a final result other than a conviction or deferred adjudication.

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**Information Relating To A Threat Against A Peace Officer Or Detention Officer (552.108)**

- Threat against a peace officer or detention officer that is collected or disseminated under section 411.048 of the Government Code
- DPS required to create and maintain files regarding threats of serious bodily injury or death made against a peace officer
- AG determined this is not public information.

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**Prosecutor Information (552.108)**

- Information, including an internal record or notation
- Prepared by a prosecutor in anticipation of or in the course of preparing for criminal litigation
- Information that reflects the prosecutor's mental impressions or legal reasoning.

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**"Front Page" Information (552.108)**

- Houston Chronicle Pub. Co. v. City of Houston, 536 S.W.2d 559 (1976)
- Court of Civil Appeals held Houston Chronicle was entitled to certain information contained in the Offense Reports which that court identified as "front page" of the offense report
- The court then identified information in law enforcement records that was deemed public information.

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**"Front Page" Information (552.108)**

- name, age, address, race, sex, occupation, alias, social security number, police department identification number, and physical condition of the arrested person
- date and time of the arrest
- place of the arrest
- offense charged and the court in which it is filed
- details of the arrest
- booking information.

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**"Front Page" Information (552.108)**

- notation of any release or transfer
- bonding information
- location of the crime
- identification and description of the complainant
- premises involved
- time of occurrence of the crime.

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**"Front Page" Information (552.108)**

- property involved, if any
- vehicles involved, if any
- description of the weather
- detailed description of the offense
- names of the arresting and investigating officers.

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**What is not "front page" public information?**

- What is excluded as public information?
  - Identity of deceased person if deceased family has not been notified
  - Witness names, and addresses, and telephone numbers
  - Names of juvenile crime suspects
  - Names of sex crime victims or information that could identify them
  - Details of an investigation (not to be confused with details of the crime).

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**Complaints Against Officers (552.108)**

- Generally, no exception for
  - the names of complainants
  - the names of the officers who are the subjects of complaints
  - an officer's written response to a complaint and
  - the final disposition of a complaint.

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**Complaints Against Officers (552.108)**

- Information about complaints against public officers may be withheld under section 552.108 if the police department can demonstrate release of the information will interfere with the detection, investigation, or prosecution of crime
- This does not apply when an administrative complaint against a law enforcement officer does not result in a criminal investigation or prosecution.

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**Personnel Files of Police Officers Serving in Civil Service Cities**

- In civil service cities the release of officer personnel files is governed by section 143.089 of the Local Government Code. It addresses two different types of personnel files
  - a police officer’s civil service file that the civil service director is required to maintain pursuant to section 143.089(a) and
  - an internal file that the police department may maintain for its own use pursuant to section 143.089(g).

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**Personnel Files of Police Officers Serving in Civil Service Cities**

- Investigatory records relating to a complaint investigation and disciplinary action, are required to maintained in the officer's civil service file and are considered public information under Chapter 552. This includes
  - complaints
  - witness statements, and
  - documents of like nature from individuals who were not in a supervisory capacity.

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**Personnel Files of Police Officers Serving in Civil Service Cities**

- Information maintained in a police department's internal file, regarding an officer, pursuant to section 143.089(g) is confidential and must not be released.

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**Juvenile Law Enforcement Records (Texas Family Code Section 58.008(b))**

- Generally prohibited from releasing basic information from an investigation file when a juvenile is a suspect
- Cannot withhold a child's law enforcement records from the child's parent, guardian, the child, or in certain instances, the chief executive officer or the officer's designee of a primary or secondary school where the child is enrolled
- Personally identifiable information of a juvenile suspect, offender, witness is not public
- When in doubt contact your attorney.

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**911 Calls (Health and Safety Code)**

- Originating telephone numbers and addresses of 9-1-1 callers furnished on a call-by-call basis by a telephone service supplier to a 9-1-1 emergency communication district are confidential
- Chapter 772 does not except from disclosure any other information contained on a computer aided dispatch report that was obtained during a 9-1-1 call.

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**Body Worn Camera**  
**Chapter 1701, Subchapter N, Occupations Code**

- Unlike other public information requests requestors must provide specific information in the request including
  - the date and approximate time of the recording
  - the specific location where the recording occurred and
  - the name of one or more persons known to be a subject of the recording.

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**Body Worn Camera**  
**Chapter 1701, Subchapter N, Occupations Code**

- BWC recording confidential if not required to be made under a law or department policy
- BWC recording documenting the use of deadly force or related administrative or criminal investigation of officer is confidential until all criminal matters are adjudicated, and all administrative investigations completed
- Law enforcement agency may choose to release such information if doing so furthers a law enforcement interest.

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**Body Worn Camera**  
**Chapter 1701, Subchapter N, Occupations Code**

- Before a law enforcement agency releases a body-worn camera recording that was made in a private place or in connection with a fine-only misdemeanor, the agency must receive authorization from the person who is the subject of the recording, or if that person is deceased, from the person's authorized representative.

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**Body Worn Camera**  
**Chapter 1701, Subchapter N, Occupations Code**

- Extends the ten and fifteen business day deadlines associated with requesting a ruling from the attorney general to twenty and twenty-five business days, respectively
- Up to 21 days to provide the information if it is considered a “voluminous request”.

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**Video Recordings of Arrests for Intoxication Offense**  
**Article 2.1396, Code of Criminal Procedure**

- Applies to a person stopped or arrested for
  - Driving While Intoxicated
  - Driving While Intoxicated with Child Passenger
  - Intoxicator Assault
  - Intoxication Manslaughter.

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**Video Recordings of Arrests for Intoxication Offense**  
**Article 2.1396, Code of Criminal Procedure**

- Suspect or arrestee entitled to receive copy of any video of
  - the stop
  - the arrest
  - the conduct of the person stopped including during the administration of a field sobriety test or
  - a procedure in which a specimen of the person’s breath or blood is taken.

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**Confidentiality of Government Employees Section (552.117)**

- Expects from disclosure information that relates to the
  - home address
  - home telephone number
  - emergency contact information
  - social security number or
  - that reveals whether the person has family members.

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**Confidentiality of Government Employees Section (552.117)**

- This section applies to
  - a current or former official or employee of a governmental body
  - a peace officer or a security officer commissioned under the Education Code
  - a peace officer killed in the line of duty
  - a firefighter or volunteer firefighter or emergency medical services personnel.

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**Confidentiality of Government Employees Section (552.117)**

- Employee must complete form provided by the governmental body stating they choose to have their information remain confidential
- Form can be found on the last page of the Public Information Handbook
- If there is no form in an employee's file, these items are public information.

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**PART NINE: TEXAS GOVERNMENT CODE SECTION 552.024  
PUBLIC ACCESS OPTION FORM**

(Note: This form should be completed and signed by the employee no later than the 15th day after the date the employee begins employment, the public official is elected or appointed, or a former employee or official ends employment or service.)

Name: \_\_\_\_\_

The Public Information Act allows employees, public officials and former employees and officials to make certain information about them confidential. Unless you choose to keep it confidential, the following information about you may be subject to public release if requested under the Texas Public Information Act. Therefore, please indicate whether you wish to share public release of the following information.

	PUBLIC ACCESS	
	NO	YES
Home Address		
Home Telephone Number		
Social Security Number		
Emergency Contact Information		
Information that reveals whether you have family members		

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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**Confidentiality of Certain Photographs of Peace Officers (552.119)**

- Governmental body must demonstrate release of the photograph would endanger the life or physical safety of the officer
- Does not apply to officers who are deceased, their photographs are public.

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**Confidentiality of Certain Photographs of Peace Officers (552.119)**

- A photograph of a peace officer cannot be withheld if
  - the officer is under indictment or charged with an offense by information
  - the officer is a party in a civil service hearing or a case in arbitration
  - the photograph is introduced as evidence in a judicial proceeding or
  - the officer gives written consent to the disclosure. <sup>99</sup>

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**Confidentiality of Certain Work Schedules (552.159)**

- A work schedule or a time sheet of a firefighter or volunteer firefighter or emergency medical services personnel as defined by Section 773.003, Health and Safety Code, is confidential and excepted from the requirements of Section 552.021.

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**Texas Government Code Sec. 2054.519  
State Certified Cybersecurity Training Programs**

- DIR shall annually
  - Certify minimum 5 training programs for state and local employees
  - Update standards for maintenance of certification
- A cybersecurity training program must
  - focus on habits and procedures that protect information resources
  - teach best practices to address information security threats
- List of approved training programs to be listed on DIR website
- Can be done by local agency if it employs a dedicated IT department.

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**DIR Training Program Standards**

- The principles of information security
- Best practices to safeguard information (all forms) and information systems
- Best practices for detecting, assessing, reporting, and addressing, information security threats
- Awareness of how to identify, respond to and report on information security threats and suspicious activity
- Assessment of learning outcomes.

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**Texas Government Code Sec 2054.5191**

- Applies to any local government employee who has access to a local government computer or data base
- Must be completed by June 14 of each year
- Must be reported to DIR by local agency on Cybersecurity Training Certification for Local Governments
- Individual certificates to be maintained by local agency.

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**Changes Made By 88<sup>th</sup> Legislative Session (2023)**

- 552.031 - Business Days re-defined
  - Not Friday or Monday if holiday falls on the weekend
  - Not optional holidays
  - Schools cannot designate more than 10 non-business days
- 552.012 - AG can require PIA training course if governmental agency has troubled complying
- 552.036 – Must include the AG’s office in notice of charges to the requestor or if you can’t produce requested material in required time after issuance of the AG’s opinion.

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**Changes Made By 88<sup>th</sup> Legislative Session (2023)**

- 552.3031 – Required to request AG Opinion electronically unless:
  - Requestor’s agency has fewer than 16 full time employees, or is located in a county with a population of less than 150K
  - Amount of information at issue makes use of the AG’s electronic filing system impractical or impossible
  - The request is hand delivered to the office of the attorney general.

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### Changes Made By 88<sup>th</sup> Legislative Session (2023)

- Addition to 552.108
- Prosecutor can allow a person to view evidence in the death of a person which includes:
  - Medical Examiner Report
  - Video evidence of the crime
- Must be a family member or victim
- Cannot duplicate or capture the evidence
- May be required to sign a confidentiality agreement
- Not considered a voluntary disclosure under 552.007.

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**Managing  
Administrative  
Operations**

TEXAS  
POLICE CHIEFS  
ASSOCIATION

Presented by the Texas  
Police Chiefs  
Association

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**Section 2**

**Internal Affairs,  
Counseling and  
Discipline**

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**Internal Affairs**

- What does Internal Affairs Mean?
- The department, division, or person within a law enforcement agency that is responsible for dealing with lawbreaking or professional misconduct issues within the agency.

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**AKA**

- Internal Investigations Division
- Professional Standards Division
- Inspectorate General
- Office of the Inspector General (OIG)
- Office of Professional Responsibility
- Internal Review Board.

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**Complaints**

- Established process for how someone files
- Each employee should be trained in the policy
- Often made public through website, copies in lobby , etc
- It should not be difficult to obtain one.

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**Receiving and Processing Complaints**

- Know your department's process
- Follow your department's process
- Facilitate the convenient, prompt and courteous receipt and processing of any complaint
- Minor complaints may be assigned to the supervisor.

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Sometimes we are tested on our process!



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### Procedures

- Chief, Sheriff, etc, determines level of complaint
- Status of employee
- File maintained separately and locked
- Complaint, employee response, disposition public information.

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### What We Tell Other Employees

- Administrative leave does not mean wrongdoing
- Administrative leave only means it was in the best interest of the department or the individual
- Gossip or speculation may cause tension or hurt feelings
- Do not discuss with affected employee, possibly a violation of policy.

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### Counseling

- A face to face encounter between two people to
- Acquire information
- Understand their abilities, strengths, weaknesses
- Clarify options or alternatives to solve problems.

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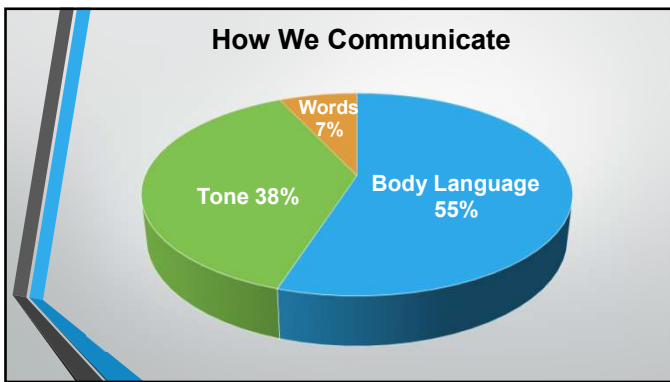
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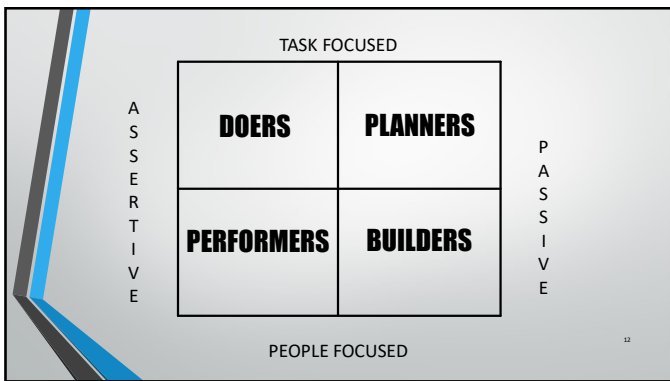
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**Supervisor Responsibilities**

- Know your personnel by observing conduct and appearance
- Be alert to behavioral or performance changes
- Employ counseling techniques sanctioned by the department
- Document discussions.

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**Maintain Professional Boundaries**

- Listen for the source of their issue – shift, marital, financial
- Employee Assistance Program
- Chaplain
- Never tell them how to solve their problem.

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• Cha... on or  
 con...  
 • Deli...  
 • Ref...  
 • Bec...



Officer Karl Hettinger      Officer Ian Campbell

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**Guidelines**

- Identify behavior and why it is a problem
- Explain the need for change
- If possible, reach agreement
- Have employee help in setting improvement goal.

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**Counseling Preparation**

- Advanced notice
- Location
- Time
- Reason
- Atmosphere.

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**When Counseling**

- Discuss performance not person
- Avoid absolute words – never, always,
- Facts not assumptions
- Expectations.

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**When Counseling**

- Focus on future not past
- Summarize
- Encourage improvement
- Schedule next meeting.

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**Personal Improvement Plan (PIP)**

- Establishes a written commitment to solving the problem
- Lets the employee know specifically what they must do to improve
- Specified time limit – 30, 60, 90 days
- Establishes documentation if discipline or termination is indicated later



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**Encourage Feedback**

- Watch non-verbal cues
- Ask open ended questions
- Reward questions
- Have them repeat information for clarification.

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**After Counseling**

- Try to catch them doing things right
- Be positive encouraging and supportive
- Remember the power of expectancy
- Work to make them successful.

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**Attitude Problems**

- Tie the attitude to a performance problem
- Discuss with employee following policy and counseling procedures
- Document all conversations
- Be prepared for termination if all else fails.

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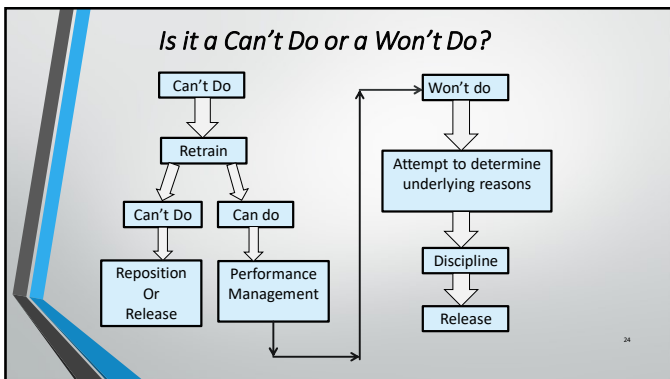
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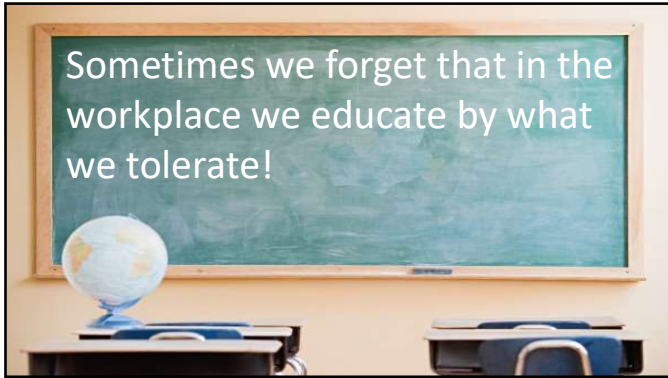
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**Progressive Discipline**

- Informal talk
- Verbal warning
- Verbal counseling
- Written warning
- Disciplinary action (suspension, demotion, transfer)
- Termination.

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**Document, Document, Document**

- If we have been consistently holding employees accountable for their performance, then none of the steps in the disciplinary process should come as a shock
- Each encounter that we have with an employee regarding either positive or negative performance should be documented.

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**Manager's Documentation Diary**

- Document key events, positive and negative, regarding an employee without initially putting it in their personnel file
- Anything in your documentation file should have been discussed with the employee
- Provides a more accurate picture of the entire year when completing an annual evaluation.

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**Supervisor's Documentation Diary**

• *Monday April 12, 2001 Counseling Note - 9:00 a.m. Visited with Bob in his office concerning his arriving an hour late for work today. He explained that his car broke down and he was not able to call. Bob has advised me that in the future he will contact his supervisor and let him know of the situation if this ever happens again.*

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**Disciplinary Documentation**

- Focus on the behavior — not the person
- Be careful not to embellish the facts
- Do not contradict previous documentation
- Identify the rule or policy violated.

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**Disciplinary Documentation**

- Establish the employee was aware of the rule or policy
- Determine consequences for not correcting the problem
- Always present the write up in person and get a signature.

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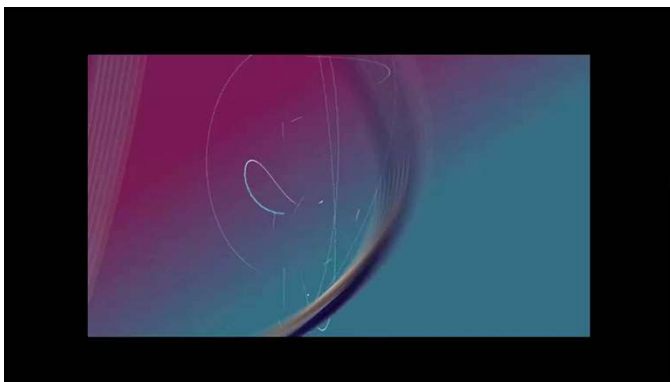
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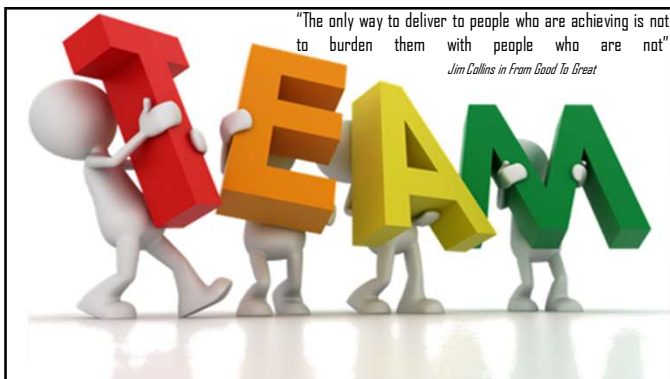
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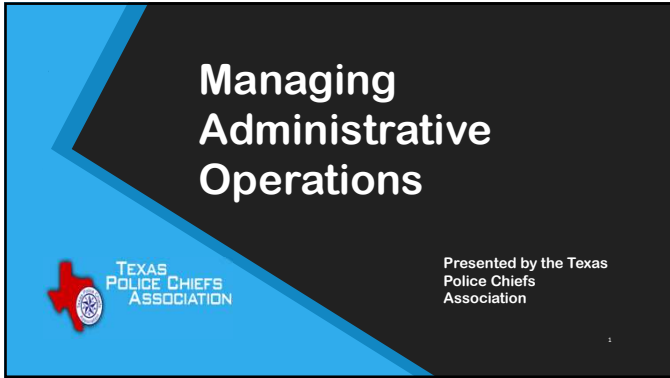
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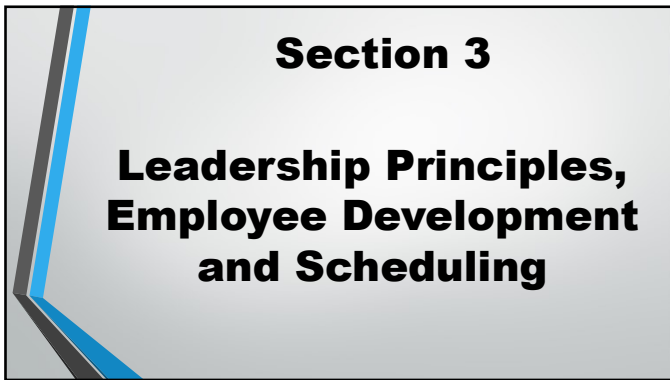
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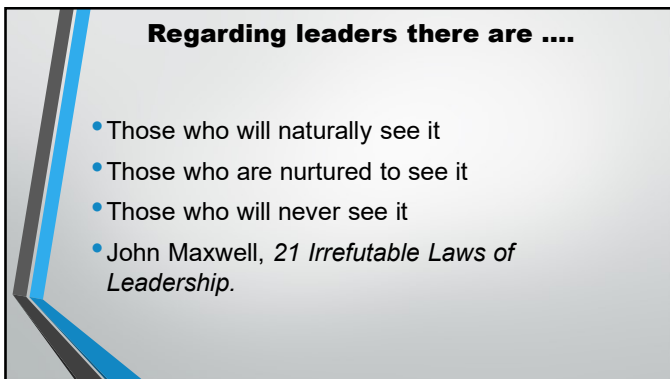
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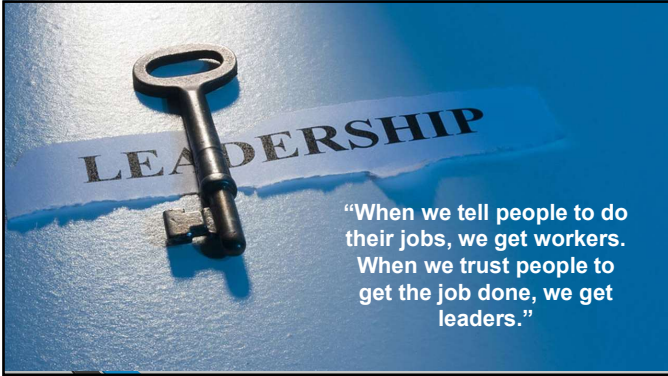
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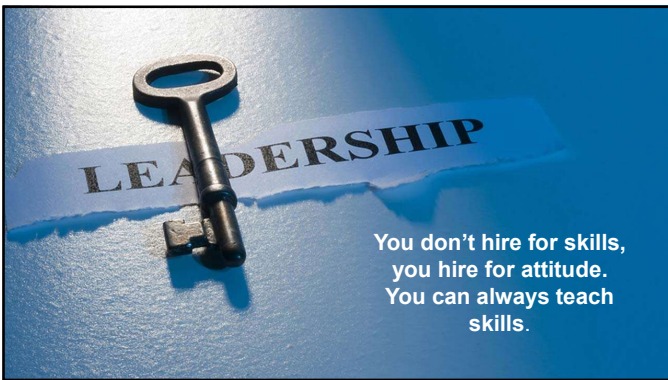
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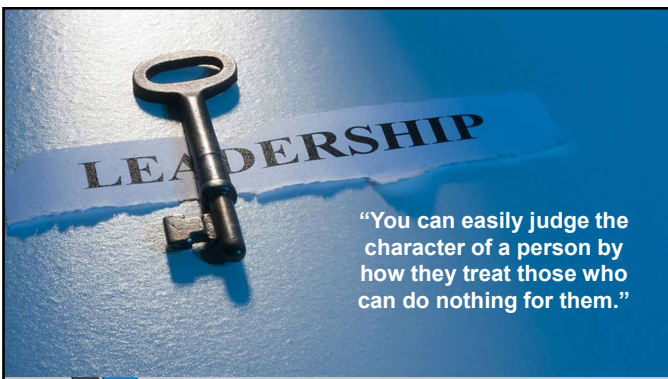
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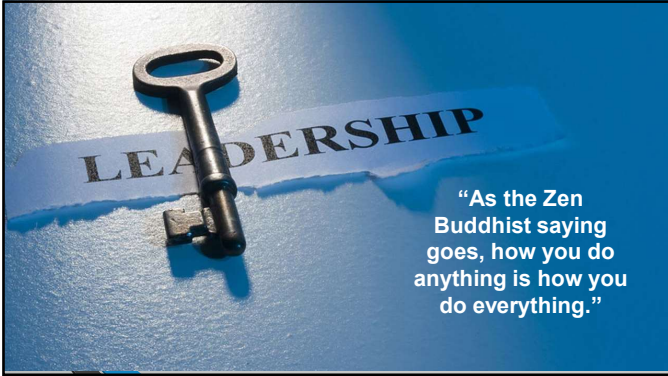
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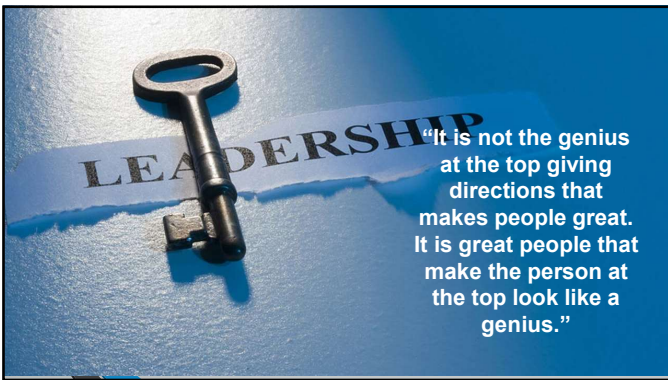
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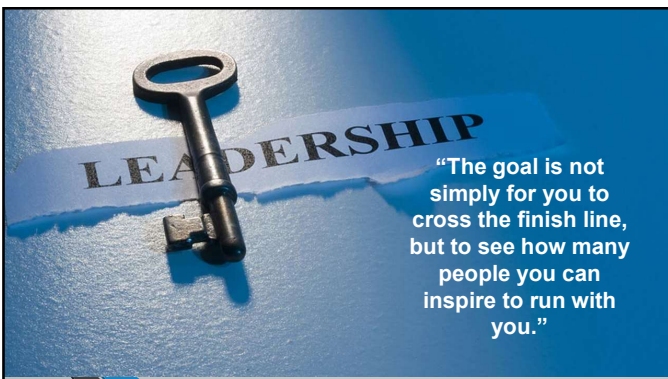
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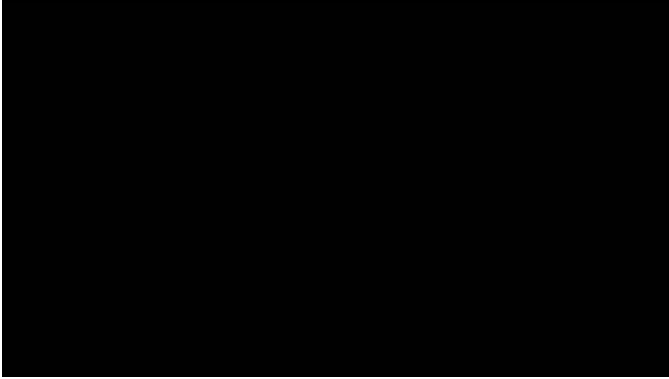
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**Franklin Covey Research**

- 81% of employees did not have clearly defined goals in their job
- 56% did not understand their management's most important goals
- 91% did not believe their work had a strong link to their organization's top goals.

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**Orientation or On-boarding**

- Opportunity to mold new team members
- First step in teaching the culture
- Should involve many people
- Trainers should be champions of the culture.

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### The Four Phases of Competency

<p><b><u>Unconscious Incompetent</u></b></p> <ul style="list-style-type: none"> <li>• We lack the knowledge and the skill.</li> </ul>	<p><b><u>Unconscious Competent</u></b></p> <ul style="list-style-type: none"> <li>• It is now a habit and performed without thought.</li> </ul>
<p><b><u>Conscious Incompetent</u></b></p> <ul style="list-style-type: none"> <li>• We have the knowledge, but we lack the skill.</li> </ul>	<p><b><u>Conscious Competent</u></b></p> <ul style="list-style-type: none"> <li>• We have some knowledge but the task requires thought.</li> </ul>

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### On The Job Training

- Who does the field training in your department
- What gets taught in field training
- Talent never trumps character.

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### Performance Evaluations

- Evaluates KSA's on job description
- Documents employee met expectations
- Can be a tool for performance improvement
- Should establish personal objectives.

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**SMART Objectives**

- Specific
- Measurable
- Achievable
- Relevant
- Time bound

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**Scheduling**

- Most Common in Texas
- 8 Hour Shifts
- 10 Hour Shifts
- 12 Hour Shifts.

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**Rules**

- Must pay for lunch breaks if they must work
- Can't combine two weeks to make 80 hours for civilian employees
- Must pay OT over 40 in a week.

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**Philadelphia Police Research**

- Study regarding rotating shift
- Shift later, not earlier
- Hold new shift at least three weeks.

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**National Police Foundation**

- 10 hour shifts get more sleep
- 10 hour shifts cost less overtime if used properly
- 12 hour shift fatigue factor creates danger for employee and public.

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<p><b>Urgent and Important</b></p> <ul style="list-style-type: none"> <li>• Deadlines</li> <li>• Crisis</li> <li>• Last minute</li> </ul> <p><b>Manage</b></p>	<p><b>Not Urgent but Important</b></p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Self development</li> <li>• Problem prevention</li> </ul> <p><b>Focus</b></p>
<p><b>Urgent Not Important</b></p> <ul style="list-style-type: none"> <li>• Some calls and emails</li> <li>• Some meetings</li> <li>• OPP's</li> </ul> <p><b>Avoid</b></p>	<p><b>Not Urgent Not Important</b></p> <ul style="list-style-type: none"> <li>• Social Media</li> <li>• Gossiping</li> <li>• Goofing off</li> </ul> <p><b>Limit</b></p>

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<b>Goal:</b>		
<b>Motivation:</b>		
<b>Project Start Date:</b>	<b>End Date:</b>	
<b>Action Steps:</b>	<b>Responsibility:</b>	<b>Timeline:</b>
<b>Potential Obstacles (reference by number):</b>	<b>Preventive Strategies:</b>	
<b>Performance Indicators:</b>		

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<b>Goal:</b> The overall objective of this goal is to equip patrol officers with Tasers.		
<b>Motivation:</b> The primary motivation for this goal is the safety of officers. Tasers provide another option for non-lethal force for the officer. The concern being primarily for the safety of the officer, but also for the use and accountability of the Taser, we feel it best to purchase Tasers with cameras, if that is a possibility.		
<b>Project Start Date:</b> January 1,	<b>End Date:</b> December 15	
<b>Action Steps:</b>	<b>Responsibility:</b>	<b>Timeline:</b>
1. Research Tasers including styles, training, equipment, costs.	Capt. M	3-31*
2. Determine best funding source	Admin. Staff	4-15*
3. Purchase Tasers and related equipment	Chief	5-15*
3. Certify a Trainer	LL, T	6-15*
4. Train all officers	LL, T, F	12-1*
<b>Potential Obstacles (reference by number)</b>	<b>Preventive Strategies:</b>	
1. Didn't receive grant funding. Not included in city budget.	1. Use seizure funds or a combination of seizure and budget.	
2. Locating a Taser instructor class	2. If unable to locate a class within the allotted time frame the entire plan may need to be adjusted. Or, find someone (pay if necessary) to come to our location to teach everyone Taser until we have an in-house instructor.	
<b>Performance Indicators:</b>		
1. All officers will be equipped with a Taser while on duty. 2. All officers will be trained in the use of the Taser prior to carrying one on duty.		

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### Backward Planning

- Choose target date
- Work backwards to the present
- More likely to achieve the goal than forward planning.

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# Managing Administrative Operations



Presented by the Texas Police Chiefs Association

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## Section 4

### Motivation, Ethics and Organizational Health

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### What Employees Want From You

- Honesty (91.5%)
- Fairness (89.2%)
- Trust (81.7%)
- Respect (84.7%)
- Dependability (81.2%)
- Collaboration (77.4%)
- Genuineness (76.2%)
- Appreciation (74.4%)
- Responsiveness (73.9%).

**What percentage of employees want their boss to be their friend?**

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### What Managers Believe

- Research consistently shows most managers believe employees are most concerned about
  - Salary
  - Benefits
  - Working Conditions.

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### How To Motivate Employees

- Determine their values
- Clear and consistent expectations
- MBWA
- No demotivators
- Immediate feedback.

#### Guidelines For MBWA

- ✓ Do it to everyone
- ✓ Do it as often as you can
- ✓ Go by yourself
- ✓ Ask questions
- ✓ Watch and listen
- ✓ Share your dreams with them

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### Rewards

- Above and beyond performance
- Performance that achieves vision and mission
- Specific
- Soon after the incident.

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**Invisible Bragging**

- It must be visible
- It must be lasting
- Must say something was done to move toward the vision or mission.



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**ETHICS**

- Having a right doesn't mean it's right
- Shouldn't bring discredit
- Not based on fear of discovery.



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**RESPECT IS THE KEY**

- Obey the rules
- Take responsibility
- Accountability
- Build TRUST.

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**Unethical Workplace Behaviors**

- Lying
- Abusing time, sick, work, non-business work
- Verbal harassment and abuse
- Theft
- Sexual harassment.

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**Unethical Workplace Behaviors**

- Taking credit for others work
  - When others do it – they did it
  - When you do it – we did it
  - When it goes wrong – I did it.

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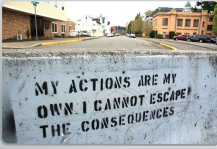
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**How to Solve Unethical Issues at the Workplace**



- Consistently enforce rules and policies
- Accept feedback and complaints
- Consequences for unethical behavior
- Discipline regardless of who they are.

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**Most Common Unethical Behavior**

- Misusing department time
- Abusive behavior
- Employee theft
- Lying to employees.



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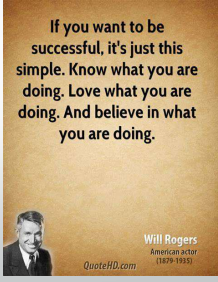
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**In order to be successful we must**

- Display loyalty
- Ask advice
- Be an SME
- Manage impressions
- Share information
- Don't blind side the boss
- Don't withhold critical information
- Don't criticize the boss publicly
- Be a problem solver
- Be honest admit mistakes.



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**Gallup Research**



- Outcomes of great workplaces
  - Employee retention
  - Customer satisfaction
  - Productivity
  - Profitability (effectiveness).

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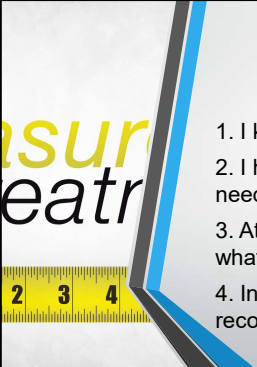
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**12 Dimensions That Measure Greatness**



1. I know what is expected of me at work
2. I have the materials and equipment I need to do my work right
3. At work I have the opportunity to do what I do best everyday
4. In the last 7 days, I have received recognition or praise for doing good work.

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**12 Dimensions That Measure Greatness**



5. My supervisor, or someone at work, seems to care about me as a person
6. There is someone at work who encourages my development
7. At work, my opinions seem to count
8. The mission/purpose of my organization makes me feel my job is important.

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**12 Dimensions That Measure Greatness**

9. My associates (fellow employees) are committed to doing quality work

10. I have a best friend at work

11. In the last six months, someone at work has talked to me about my progress

12. This last year, I have had opportunities at work to learn and grow.

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So if you want to change the world,  
start off by making your bed.

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# Texas Public Information Act -- Items Considered “Front Page”

Items that are known as the “front page” of the offense report are considered public information. These include:

- 👤 Name, age, address, race, sex, occupation, alias and physical condition of an arrested person
- 👤 Date and time of the arrest
- 👤 Offense charged and the court in which it is filed
- 👤 Details of an arrest
- 👤 Booking information
- 👤 Notation of any release or transfer
- 👤 Bonding information
- 👤 Location of the crime
- 👤 Identification and description of complainant
- 👤 Premises involved
- 👤 Time of the occurrence of the
- 👤 Property involved
- 👤 Vehicles involved, if any
- 👤 Description of the weather
- 👤 Detailed description of the offense
- 👤 Names of the arresting and investigating officers



Also included as public information are:

- 👤 Any documents created as part of the business

What is not considered public information?

- 👤 Identity of deceased person, if deceased family has not been notified
- 👤 Witness names, addresses, and telephone numbers
- 👤 Names of juvenile crime suspects
- 👤 Names of sex crime victims or information that could identify them
- 👤 Details of an investigation (not to be confused with details of the crime)

# Texas Public Information Act – Items Considered Restricted Information

Texas Government Code 552.117, 552.024, 552.102

- Information restricted for public employees
- Information restricted for law enforcement
- Home address
- Home telephone number
- Emergency contact information
- Social security number
- Information that indicates family



*Must have a signed form requesting the organization restrict access to your information.*

## **Auto Crash Reports**



Texas Transportation Code §550.065 allows for the release of a crash report on written request and upon payment of the required fee to any person directly concerned in the accident or having proper interest therein, including:

- Drivers, owners, parents or legal guardians
- Insurance companies
- News outlets
- Anyone who can sue because of death resulting from the accident
- Any government agency

*If a person or entity does not meet any of these criteria, TxDOT does provide the option on the CR-91 form to provide a detailed explanation as to how they meet the criteria in a manner that is not listed. Persons or entities who do not meet the criteria will receive a redacted copy of the crash report.*

After 80,000 in-depth interviews with managers in over 400 companies, Gallup Organization says that measuring the strength of a workplace can be simplified to these questions.

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

From *First, Break All the Rules, What the World's Greatest Managers Do Differently* by Marcus Buckingham & Curt Coffman, Simon & Schuster, 1999.

# Your Police Department

New Police Orientation Agenda For : Great Employee  
Employee #

## Week 1

Begin Date:

### Day 1

8am – 9am	Welcome Orientation rules, History of Department Vision/Mission, Organizational chart	STAFF
9am – 930am	Police Department new hire forms, Issue Manuals/books	Admin Asst
930am – 11am	Tour public safety complex, meet and greet	Lieutenant
11am – Noon	City Hall, Complete new hire forms, Meet City Hall Personnel	Lieutenant
Noon – 1pm	Lunch	
1pm – 2pm	Police department forms, City personnel Policy	Admin Asst
2pm – 5pm	City Ordinances	Lieutenant
<b>Day 2</b>		
8am – 10am	Begin report writing	Lieutenant
10am – 12pm	Human resource topics Workers compensations Code enforcement Public works Municipal Court Best Practices	HR Director City Secretary Public Works Director Public Works Director Prosecutor BP Manager
Noon – 1pm	Lunch	
1pm – 2pm	Animal control	ACO
2pm – 5pm	Policy and Procedure manual	Chief
<b>Day 3</b>		
8am – Noon	Report writing (will include offense reports arrest reports, PC affidavits, etc)	Lieutenant
Noon – 1pm	Lunch	
1pm – 3pm	Report writing continued	Lieutenant

## Your Police Department

New Police Orientation Agenda For : Great Employee  
Employee #

3pm – 5pm	Policy and procedure manual	Lieutenant
<b>Day 4</b>		
8am – 9am	Secretary of State Public Information Information course	On-line video
9am – 10am	Evaluations and personal objectives	Chief
10am – 11am	PD programs, local agencies	Lieutenant
11am – Noon	(Issue Equipment)	Lieutenant
Noon – 1pm	Lunch	
1pm – 3pm	Sex offender registration and rules	Detective
3pm – 5pm	Policy and procedure manual	Lieutenant

<b>Day 5</b>		
8am – Noon	Policy and procedure manual Weekly notebook check	Lieutenant
Noon – 1pm	Lunch	
1pm- 5pm	Practical Application (If need to go to Houston to pick up needed equipment)	TBA

## Week 2

<b>Day 1</b>		
8am – Noon	NIMS online courses	On-line
Noon – 1pm	Lunch	
1pm – 3pm	NIMS online course (if needed)	On-line
3pm – 5pm	Areas of Responsibility	AOR Coordinator
<b>Day 2</b>		
8am – Noon	Patrol standard operating procedures	Lieutenant

## Your Police Department

New Police Orientation Agenda For : Great Employee  
Employee #

Noon – 1pm

Lunch

1pm – 5pm

(CID and/or Dispatch)

### Day 3

8am – 10am

Stop stick training

Officer

10am – Noon

Radar proficiency

Officer

Noon – 1pm

Lunch

1pm – 5pm

Vehicle introduction  
Vehicle/equipment inspections  
Mobile video operations  
(Homework – 7 step approach, citation writing)

Officer

### Day 4

8am – Noon

Traffic stops  
(7 step approach, citation writing)

Officer

Noon – 1pm

Lunch

1pm – 5pm

Traffic stops  
(Mock traffic stops)

Officer

### Day 5

8am – 9am

Weekly notebook check

Lieutenant

9am – 10am

Swear In  
(at city hall)

Municipal Judge

10am – Noon

Basic driving test

Staff

Noon – 1pm

Lunch

1pm – 5pm

Practical application

TBA

## Week 3

### Day 1

8am – Noon

Glock training, qualifications

Firearms Instructor



# Your Police Department

## New Police Orientation Agenda For : Great Employee Employee #

Noon – 1pm	Lunch	
1pm – 5pm	Glock training, qualifications	Firearms Instructor
<b>Day 2</b>		
8am – Noon	Glock training, qualifications (Rives Rifle Range)	Firearms Instructor
Noon – 1pm	Lunch	
1pm – 5pm	Patrol rifle training, qualifications (Rives Rifle Range)	Firearms Instructor
<b>Day 3</b>		
8am – Noon	Building searches	Tactical Instructor
Noon – 1pm	Lunch	
1pm – 5pm	Active shooter training	Tactical Instructor
<b>Day 4</b>		
8am – Noon	Taser, OC spray and Baton (proficiency)	Less Lethal Instructor
Noon – 1pm	Lunch	
1pm – 5pm	Handcuffing, frisk, pat downs Searches, self defense	Tactical Instructor
<b>Day 5</b>		
8am –	Weekly notebook check	
	Crime Scene 1 <sup>st</sup> Responder	Detective
<b>Week 4</b>		
<b>Day 1</b>		
8am – 5pm	Police emergency driving training (Pasadena driving track)	Chief

## Your Police Department

New Police Orientation Agenda For : Great Employee  
Employee #

### Day 2

8am – Noon Classroom driver training Chief

Noon – 1pm Lunch

1pm – 5pm Classroom driver training Chief

### Day 3

8am – Noon Crash investigation Officer

Noon – 1pm Lunch

1pm – 5pm Crash investigation Officer

### Day 4

8am – Noon Evidence collection and processing Evidence Tech

Noon – 1pm Lunch

1pm – 5pm Evidence collection and processing Evidence Tech

### Day 5

8am – Noon Weekly notebook check and  
End of orientation testing

Noon – 1pm Lunch

1pm – 5pm Field training overview, Meet FTI, begin Lieutenant, Chief

# Your Police Department

New Police Orientation Agenda For : Great Employee

Employee #

Explained (EXP); Demonstrated (DEMO); Practiced (PRAC); Instructor Initial (SIGN)

TASK DESCRIPTION	EXP DATE	DEMO DATE	PRAC DATE	INSTR SIGN	TRAINEE SIGN
Welcome					
Police Department New Hire Forms					
TCOLE L-1					
Sworn Officer Statement					
CCH Related Laws & Sanctions					
Probationary Release Agreement					
City Internet Usage Policy					
Email Usage					
Personal Appearance					
Uniform Size					
Emergency Procedures					
Employee Contact List					
Emergency Contact Form					
Holiday/Vacation/Sick Form					
PD ID Card Form					
Personnel Action Form (HR)					
Direct Deposit Form (HR)					
Visitor (explanation)					
Issue Policy & Procedure Manual					
Issue Criminal/Traffic Law Field Guide					
Orientation Form					
Public Safety Complex Tour					
Meet and Greet					
City Hall					
City Hall Tour					
Meet City Hall Personnel					
Visit HR Dept, new hire forms					
Orientation Rules					
History of Department					
Vision and Mission					
Organizational Chart					
City Personnel Policy Manual					
Discipline					
Progressive					
Discretionary					
Terminal					
Offenses for Discipline					
Rules of Conduct					
Holidays / Leave of Absence					
Police Department Forms					

**Your Police Department**  
**New Police Orientation Agenda For : Great Employee**  
**Employee #**

TASK DESCRIPTION	EXP DATE	DEMO DATE	PRAC DATE	INSTR SIGN	TRAINEE SIGN
City Ordinances					
Human Resource Topics					
Workers Compensation					
Code Enforcement					
Public Works					
Municipal Court					
Best Practices					
Animal Control					
Police Department Policy and Procedure Manual					
Report Writing					
Offense Reports					
Arrest Reports					
PC Affidavits					
OAG Public Information Video					
Evaluations and Personal Objectives					
PD Programs					
Pals of the Pound					
Silver Santa					
National Night Out					
Bike Patrol					
Areas of Responsibility					
All Hands on Deck					
Offender Watch Night					
Safety Committee					
Initial Assessment Team					
Background Investigators					
Interview Board					
Local Agencies					
Sex Offender Registration					
Rules					
Federal / State Law					
City Ordinance					
NIMS On-Line Courses <a href="http://training.fema.gov/IS/NIMS.aspx">http://training.fema.gov/IS/NIMS.aspx</a>					
IS-100.b Intro to Incident Command					
IS-100.LEb for Law Enforcement					
IS-200.b ICS for Single Resources					
IS-700.a NIMS, an Introduction					
IS-800.b National Response Framework					
Areas of Responsibility Program					
Patrol Standard Operating Procedures					
Crime Scene First Response Training					
Stop Stick					
Radar Proficiency					

**Your Police Department**  
**New Police Orientation Agenda For : Great Employee**  
**Employee #**

<b>TASK DESCRIPTION</b>	<b>EXP DATE</b>	<b>DEMO DATE</b>	<b>PRAC DATE</b>	<b>INSTR SIGN</b>	<b>TRAINEE SIGN</b>
<b>Patrol Vehicle</b>					
<b>Introduction</b>					
<b>Vehicle Inspection</b>					
<b>Equipment Inspection</b>					
<b>Mobile Video Operation</b>					
<b>Traffic Stops</b>					
<b>Policy and Procedure</b>					
<b>7 Step Approach</b>					
<b>Walk Up Training</b>					
<b>Roll and Stop Training</b>					
<b>Writing the Citation</b>					
<b>Basic Driving Test</b>					
<b>Glock Training</b>					
<b>Glock Qualification</b>					
<b>Patrol Rifle Training</b>					
<b>Patrol Rifle Qualification</b>					
<b>Building Search</b>					
<b>Active Shooter</b>					
<b>Taser</b>					
<b>OC Spray</b>					
<b>Baton</b>					
<b>Handcuffing Techniques</b>					
<b>Frisk</b>					
<b>Pat Down Search</b>					
<b>Self Defense</b>					
<b>Classroom Driver Training</b>					
<b>Police Emergency Driving Training</b>					
<b>Crash Investigation</b>					
<b>Evidence Collection and Processing</b>					
<b>Orientation End .... Test</b>					
<b>Field Training Overview</b>					
<b>Meet Field Training Instructor</b>					

<b>Date Completed:</b>	<b>Date turned in TCOLE #1999:</b>
<b>Patrol Lieutenant:</b>	<b>Chief of Police:</b>

**Sec. 552.024. ELECTING TO DISCLOSE ADDRESS AND TELEPHONE**

**NUMBER.** (a) Except as provided by Subsection (a-1), each employee or official of a governmental body and each former employee or official of a governmental body shall choose whether to allow public access to the information in the custody of the governmental body that relates to the person's home address, home telephone number, emergency contact information, or social security number, or that reveals whether the person has family members.

(a-1) A school district may not require an employee or former employee of the district to choose whether to allow public access to the employee's or former employee's social security number.

(b) Each employee and official and each former employee and official shall state that person's choice under Subsection (a) to the main personnel officer of the governmental body in a signed writing not later than the 14th day after the date on which:

- (1) the employee begins employment with the governmental body;
- (2) the official is elected or appointed; or
- (3) the former employee or official ends service with the governmental body.

(c) If the employee or official or former employee or official chooses not to allow public access to the information:

(1) the information is protected under Subchapter C;  
and

(2) the governmental body may redact the information from any information the governmental body discloses under Section [552.021](#) without the necessity of requesting a decision from the attorney general under Subchapter G.

(c-1) If, under Subsection (c)(2), a governmental body redacts or withholds information without requesting a decision from the attorney general about whether the information may be redacted or withheld, the requestor is entitled to seek a decision from the attorney general about the matter. The

attorney general by rule shall establish procedures and deadlines for receiving information necessary to decide the matter and briefs from the requestor, the governmental body, and any other interested person. The attorney general shall promptly render a decision requested under this subsection, determining whether the redacted or withheld information was excepted from required disclosure to the requestor, not later than the 45th business day after the date the attorney general received the request for a decision under this subsection. The attorney general shall issue a written decision on the matter and provide a copy of the decision to the requestor, the governmental body, and any interested person who submitted necessary information or a brief to the attorney general about the matter. The requestor or the governmental body may appeal a decision of the attorney general under this subsection to a Travis County district court.

(c-2) A governmental body that redacts or withholds information under Subsection (c)(2) shall provide the following information to the requestor on a form prescribed by the attorney general:

- (1) a description of the redacted or withheld information;
- (2) a citation to this section; and
- (3) instructions regarding how the requestor may seek a decision from the attorney general regarding whether the redacted or withheld information is excepted from required disclosure.

(d) If an employee or official or a former employee or official fails to state the person's choice within the period established by this section, the information is subject to public access.

(e) An employee or official or former employee or official of a governmental body who wishes to close or open public access to the information may request in writing that the main personnel officer of the governmental body close or open access.

(f) This section does not apply to a person to whom  
Section [552.1175](#) applies



**PART NINE: TEXAS GOVERNMENT CODE SECTION 552.024  
PUBLIC ACCESS OPTION FORM**

[Note: This form should be completed and signed by the employee no later than the 14th day after the date the employee begins employment, the public official is elected or appointed, or a former employee or official ends employment or service.]

\_\_\_\_\_  
(Name)

The Public Information Act allows employees, public officials and former employees and officials to elect whether to keep certain information about them confidential. Unless you choose to keep it confidential, the following information about you may be subject to public release if requested under the Texas Public Information Act. Therefore, please indicate whether you wish to allow public release of the following information.

	PUBLIC ACCESS?	
	NO	YES
Home Address		
Home Telephone Number		
Social Security Number		
Emergency Contact Information		
Information that reveals whether you have family members		

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)