

A QUALITATIVE STUDY OF RURAL POLICE CULTURE (RPC)

By

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A Dissertation Presented in Partial Fulfillment
of the Requirements for the Degree
Doctor of Management in Organizational Leadership

University of Phoenix

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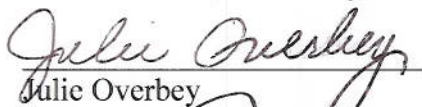
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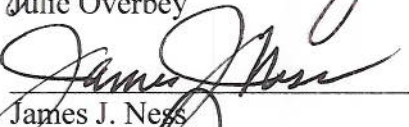
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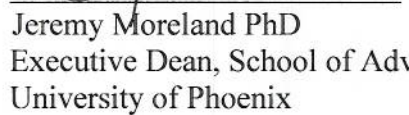
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Abstract

American policing evolved from a British policing model and developed first in urban cities across the United States. The problem was a lack of information on rural police culture (RPC). This research question sought to reveal RPC. This non-experimental qualitative grounded theory study explored 20 rural police departments in Montana, North Dakota, South Dakota and Wyoming to determine if rural police culture was separate and distinct from what was found in literature on urban police culture. The purpose of this study was to describe rural police culture (RPC) to create a better understanding of rural police. Thirty-nine interviews were conducted using snowball method and using the Strauss and Corbin approach to Grounded theory by validation through a systematic method. The central research question what common themes developed and what theory was discovered that helped describe the genetic makeup of RPC? A five part model developed by the researcher was the vessel that helped establish the genetic makeup of rural police culture as a composite of social, psychological, physical, internal, and external influences. The central research question generated 271 categories and 274 subcategories for a total of 545 categories and subcategories. A two-stage checks-and-balances procedure ensured reliability. First, in the presumptive stage data were collected through *open* and *axial* coding analysis and coding to develop *selective* data. The data analysis resulted in 21 primary themes, 30 secondary themes, and 54 tertiary themes. Second, in the confirmatory stage, the *selective* data results were coded into data files and verified by highlighting repetitive content using a color coding traffic light system. The result indicated RPC theory emerged as distinct from urban police and was later described using the five-part model. The significance of this study was to improve understanding of RPC so effective training can be developed for rural police.

Dedication

This dissertation is dedicated to rural police specifically in the northwest, Montana, North Dakota, South Dakota, and Wyoming. Northwestern rural police protect and serve often with a lack of resources, manpower, and backup. Thank you for your professionalism and dedication to the communities in which you serve.

I would also like to dedicate this dissertation to my significant other, Monty Wallis, who encouraged me throughout the doctoral journey for over 4 years. Also I could not have completed the journey without professor support from Doctors Maria Aguilar-Amaya, James Ness, Julie Overbey, Macharia Waruingi, and Paula Young. Dr. Aguilar-Amaya helped with the edits especially with format and encouraged me to finish. Dr. Ness identified gaping holes in logic in my research that needed to be fixed. Dr. Mac was my sounding board for grounded theory research. Dr. Overbey was a positive encourager and also my writing reference master. Dr. Young was the brilliance behind transforming my piecemeal work into the whole dissertation.

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I want to acknowledge Doctor Olivia Johnson, Deputy Chief M. Jay Farr from the Arlington Police Department in Virginia, and my doctoral classmates, Class of 2012/2013, that listened, helped, shared experience, provided friendship, and edited sections in my dissertation. I would also like to acknowledge a few of John Bedford at the Billings Police Department for brainstorming, editing, and providing valuable feedback for my dissertation.

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Preface

The purpose of this dissertation was to determine if rural police culture (RPC) was separate and distinct from urban police culture. Strauss and Corbin's Grounded Theory research was used to develop theory by integrating rural police expert opinions to develop a new five-part model of RPC. The new five-part model developed by Kathleen A. Carson includes Physical, Social, Psychological, Internal, and External aspects that affect rural policing. Rural police were interviewed from rural departments including police, sheriff, and park rangers in Montana, North Dakota, South Dakota, and Montana in 2013. Data was coded then recoded to develop themes through content analysis using repetitive frequencies. Primary, secondary, and tertiary themes were identified using a traffic light color system for coding repetitive content to develop the theme. Urban police culture was first identified in the literature review then compared to the RPC after the data was processed. RPC was found to be separate and distinct. The significance of this study was to improve understanding of RPC so effective training can be developed for rural police. A potential benefit of the study was to introduce a new image of postmodern policing as defined by rural police. The importance of identifying RPC as the baseline for the research was the majority of police officers are rural officers.

This dissertation should be of interest to high-level decision makers in the U. S. Government Office of Management and Budget, in federal law enforcement agencies, in urban law enforcement agencies, and in rural law enforcement agencies. It should also be of interest to scholars of law enforcement research, and practitioners of law enforcement policy, planning, and law enforcement strategy.

This research was completed without federal, state, or local funding.

Chapter 1: Introduction

American policing followed practices derived from British common law before developing its own distinct policing approach based on the United States Constitution (Miller & Hess, 2002). American policing was distinct from that of other countries because federal and state laws required a balancing act to ensure the protection of peoples' rights against unlawful arrest, search, and seizure.

American urban police were officers who work in metropolitan areas. Urban police share commonalities, such as a large number of sworn employees, generous operating budgets, more equipment, and greater available resources. American rural police were distinct from urban police because rural police had fewer sworn officers, smaller operating budgets, less equipment, and a lack of available resources. Rural police seldom had a training budget (Page and Jacobs, 2011). Rural police still have small to no training budgets according to this research.

Besides the differences between urban and rural police, rural police possibly operated differently from urban police because of a distinct rural police culture (RPC). The main reason that RPC needed defining was that unless RPC was understood, training for rural police continued to be misaligned. Previous research had not clarified RPC in the United States. Further, no research to date was located on rural police in the northwest. According to Wallace, Hunt, and Richards (1999) organizational scientists limited the study of organizational phenomena because they only study certain aspects of organizations, such as leadership, structure, and technology.

Rural police in the northwest areas of Montana, North Dakota, and South Dakota, and Wyoming were the focus of this study. The purpose of this research was describe RPC to

create a better understanding of rural police by conducting a qualitative analysis using Glaser and Strauss's (1967) *grounded theory* to obtain subjective results that identified the theoretical culture in rural police departments, specifically in the northwest (p. 1). The significance of this study was to improve understanding of RPC so effective training can be developed for rural police. Training influences police culture, so if the training was misaligned police behavior may negatively be affected. The purpose of this research was to describe RPC to create a better understanding of rural police.

This research is divided into five chapters. Chapter 1 provides the historic background on the development of American policing. Chapter 1 also covers the problem statement, purpose, and the significance, and nature of the study of RPC. Chapter 1 further develops conceptual and theoretical underpinnings for researching RPC while providing definitions, assumptions, scope, limitations, and delimitations of the study.

Chapter 2 covers a literature review on rural police. Chapter 3 wraps up with the research design using Glaser and Strauss's (1967) *grounded theory* method. Chapter 4 covers the research findings while Chapter 5 wraps up the interpretations and recommendations. The following subsection of Chapter 1 begins with the background of what was known on rural and urban police culture.

Background of the Problem

As explained in the introduction, RPC has never been identified. As of 2013, what is known about American policing culture has been expressed from an urban police standpoint. American policing culture has been polarized by episodes of crime shows depicting all police from the urban standpoint (Weisheit, Falcone, & Wells, 2004). For instance, the programs *Miami Vice* and *Nash Bridges* showed American police from a large agency. Further,

television programs like *Crime Scene Investigations* (CSI) again showed American policing from a large agency with vast resources standpoint.

The publications specifically on rural police only covered rural police from the “community oriented policing” standpoint as an explanation to how rural police conduct business (Miller & Hess, 2002, p. 15). The background of police culture contained literature about urban police from metropolitan police departments. Seldom, if any literature, was found that specifically addressed rural police as separate and distinct. No documentation was found about RPC as of 2013

The distinction between the viewpoints of American policing as only being from urban police is important for several reasons. First, rural police may work a lower call load as reported annually (Crime Reports, 2009) but rural police generally work the call for police service from start to finish without having anyone else to delegate the call to like a detective division for follow up. Second, rural police are expected to have the same resources, namely modern technology, as urban police to solve the crime in a rapid period of time.

Rural police and urban police have some similarities as well as general differences. For instance, when comparing and contrasting general differences between urban and rural police a general observation is the location of the departments in reference to the population served (Maguire, Snipers, Uchida, & Townsend, 1998). . Urban police work in more populated communities whereas rural police work in less populated communities. Urban police have a larger budget for staffing, equipment, and manpower than do the rural police. Urban police are exposed to higher crime frequencies than rural police according to the Federal Bureau of Investigation’s National Crime Information Center (NCIC).

Rural communities tend to use informal means like community service to control crime. Smith (2010) reported the amount of crime in rural areas was often underreported for several reasons including considering crime as petty or trivial, fear of acts of vengeance, and “an ingrained culture of silence within rural communities” (p. 375). Crimes prevalent in rural areas included felony personal crimes committed among acquaintances, agricultural crimes, and wildlife crimes.

Rural departments were said to have smaller budgets (Shane, 2011) and less formal policies. Rural departments had officers from the community who understand and respect the community culture. Key problems in rural areas included slow response times to the crime and a lack of backup units. Rural areas also tended to have a larger more spread out jurisdiction to cover.

Rural areas seemed to have more stable populations, which aided the police in identifying perpetrators of crimes (Mawby, 2009). Weisheit, Falcone, and Wells (2004) described a typical rural police department as similar to the fictional television program, *The Andy Griffith Show*, which characterized rural police as back woods and backwards (p. 8). This stereotype generalized police and ignored other agencies involved in rural policing, such as state police, rural municipal departments, conservation or park rangers, the Immigration, and Naturalization Service, campus police, railroad police, or tribal police (Weisheit, Falcone, & Wells, 1994).

Gilling (2007) reported researchers had negated publishing information on rural safety in part because rural police do not have well-resourced departments. Gilling also reported because rural police had informal links with the community crime was handled informally through the social network connections. Gilling referred to the use of informal

measures as turning a “blind eye” (p. 10) to crime. Mesko, Fallshore, Rep, and Huisman (2007) said “rural areas have more ‘communitarian societies’, meaning a dense network of individual interdependencies with strong cultural commitments to mutuality of obligations” (p. 79).

Sun and Chu (2009) reported rural officers were geographical isolation, which resulted in greater officer independence, but lower social connection between officers. Sun and Chu further stated rural officers engaged in order maintenance to solve crimes rather than arrest. Informal and less aggressive police strategies were used by rural police (Sun and Chu, 2009, p. 79). Page and Jacobs (2011) found that rural police differed from urban police in regards to (p. 13) their working conditions, sense of isolation, and lack of activity were investigated” as well as with education and training.

Yearwood (2003) survey suggested 80% of smaller agencies lost officers to larger department because of salary and better benefits. Rural police departments paid about \$31,500 per officer per year, as opposed to urban departments spent \$62,600 per officer (Weisheit et al., 1994). These numbers showed rural police made about half as much as urban police, yet the public expected the same services, protection, and knowledge. Hickman and Reaves (2003) reported rural police departments had less than a \$200,000 budget to work with rather than an urban department with a \$552,500,000 budget.

Winfree and Taylor (2004) related rural police demands differ in type and number from urban police. For instance, a local municipality in a large city in Montana responded to about 61,450 calls for emergency service in 2009, while a neighboring rural police department with the same basic functions responded to fewer than 200 calls (Crime Reports, 2009). The differences in type of calls between these two communities included an increase

of violent crimes in the urban community as opposed to calls for service of non-violent nature like neighbor disputes.

Schulenberg (2010) described the police decision-making process or officer discretion as “a dynamic process was a progression in the application of formal social control from least to most intrusive of personal liberties both in the quantity and style of law” (p. 109). However, Schulenberg acknowledged officers working in rural communities used discretion differently. For instance, Schulenberg said rural officers considered the relationships within the community between the victim and the offender before taking formal action.

Schulenberg attributed rural police discretion as influenced by strong community involvement. Rural police discretion is affected by living and working in the same community where offenders and residences live in close proximity and know one another. Sun and Chu (2009) said rural officers tended to have closer social connection with the community because rural officers generally had grown up in the community and thus participated in community events.

The main differences between urban and rural policing were the location of the departments and the composition of officers in the department. Literature over the past century popularized policing as corrupt, nonprofessional, and disorganized, with a focus on urban police as representative of all police in America (Miller & Hess, 2002). While isolated cases of police corruption and non-professionalism certainly existed, the majority of police across America are professionals that work in an organized effort to maintain public order. Rural and urban police alike take an oath to defend their communities to the best of their ability honorably. The genetic makeup of police is the culture of police.

Winfree and Taylor (2004) described urban police culture as insulated, whereas rural police were distanced from such a culture. Winfree and Taylor recognized rural police saw less “negative bureaucratic effects,” (p. 245) such as lack of autonomy, or interaction with supervisors who had been away from the street for a longer time. Finally, rural police may have had a more diversified role because lower crime rates provided more time to work on crime prevention (Winfree & Taylor, 2004).

The intent of this research was to define RPC if it was found to be separate and distinct from urban police culture. Consequently, if RPC was distinct, how urban police trained may not work for rural police. One example of urban police training involved training for reacting to an active shooter (Reynolds & Uy, 2009). The general philosophy for training involved four officer teams responding in formation to address the active shooter. The problem with this urban police philosophy for training for rural police is that rural police generally have less than four officers working at any one time.

Another example of urban police training revolves around manpower. According to Church, Sorenson, and Corrigan (2001), manpower is the most expensive cost in emergency services. For instance, urban police departments may send upward of 20 officers to training for up to 40 hours. Urban police departments generally may backfill the officer’s slots when he or she is attending training or post an overtime slot to be filled whereas rural police departments generally do not have the manpower to backfill an officer’s slot.

Congress took the lead first in 2005 when it identified rural police needed separate and distinct training to address the rural police working environment, but RPC, the context for training, had yet to be identified. Congress’ step was in the right direction for rural police training, but RPC still needed to be understood first because if the context was not identified,

the training was still misguided. The lack of information on rural police hindered the generation of relevant knowledge about rural policing. Some of the first steps in developing training are to identify the training audience and to conduct a training needs assessment. If the audience was not known training cannot effectively be developed.

According to Brosius (2010), Congress established the Rural Domestic Preparedness Consortium (RDPC) in 2005 to fulfill the needs of rural police for all hazards across America. The RDPC identified rural police lack training facilities, funding, and curricula to attend to rural policing needs (Brosius, 2010). Eastern Kentucky University headed the consortium with five other universities, namely East Tennessee State University in Johnson City, Indiana, Central Community College in Fort Dodge, North Carolina, Central University in Durham, North Carolina, North West Arkansas Community College in Bentonville, Arkansas, and the University of Findlay in Findlay, Ohio (Brosius, 2010). A needs assessment at RDPC was conducted every two years to analyze rural police training needs (Brosius, 2010).

The needs assessment from 2009 identified the following rural training needs: rural aviation safety, decontamination of emergency equipment and vehicles, early identification of large-scale expanding events, and shelter-in-place parameters for citizens of all populations and ages (Brosius, 2010). The RDPC delivered 94 on-site courses to more than 2600 students (Brosius, 2010). RDPC training was also conducted through Online programs (Brosius, 2010).

Congress also took lead by recognizing in 2007 a need to train rural police separately because rural police were being trained the same way as urban police. Public Law 110-53, enacted August 3, 2007, established the implementation process of the recommendations

from the 9/11 Commission for 2007 (U.S. Government Printing Office, 2007). Public Law 110-53 appropriated \$16 million and established the Rural Police Institute (RPI) under the administration of the Federal Law Enforcement Training Center (FLETC) (U.S. Government Printing Office, 2007). “Public Law 110-53 requires the RPI to evaluate the needs of law enforcement agencies and other emergency responders in rural areas; develop expert training programs based on identified needs; deliver training programs to rural law enforcement officers and other emergency response providers; and conduct outreach efforts to ensure rural agencies are aware of the training” (FLETC, 2007, p. 1).

Pelfrey (2007) recognized more research exists on urban police than on rural police. Pelfrey related the excessive focus on urban police created a black hole in knowledge on rural police. According to Law Enforcement Management and Administrative Statistics (LEMAS) in 2000, this neglect of focus on research failed small, rural agencies because of the majority of law enforcement agencies were small (U.S. Department of Justice, 2000). Pelfrey (2007) argued police work was separate from the working environment because of the police mission to protect and to serve. Pelfrey (2007) contended rural police had a distinct and unique working environment.

Despite that the majority of police departments across America were rural in jurisdictional population and department size; rural police had not been represented in research. This lack of attention to the differences of rural from urban police meant the RPC was not well-understood. Rural police had a unique culture not sufficiently represented in literature. Thus the RPC portrayed to the public was from an urban police standpoint. As a consequence, rural police training did not meet unique rural needs. The following section covers the problem with a 2012-2013 literature review and RPC.

Statement of the Problem

Reaves (2000) found 52.9% of departments in America had less than 10 officers. Falcone, Wells, and Weisheit (2002) found 78.1% of departments had 25 officers or less. Reaves and Goldberg (1998) found 90% of departments served less than 25,000 in population. Edwards (2002) reported 90% of rural departments had a local population less than 25,000, with fewer than 50 officers.

According to Reaves, these same small town departments do not fall into the category of rural based on the OMB's definition during 1998 because small departments fall under the county, making them municipal departments. Consequently, federal funding for personnel, equipment, training, and infrastructure became a problem for rural police.

The problem was that RPC was not separate and distinct from urban police therefore rural police training was misaligned. According to FBI's 2012 Uniform Crime Report, the rural police definition was "in a county, borough, parish or land under the jurisdiction of an Indian Tribe with a population of no more than 50,000" (U. S. Office of Management & Budget, 2008, p. 1). Rural police had 792,881 officers in 12,041 rural departments of 956,322 working full time in 14,006 agencies (Uniform Crime Report, 2012). Eighty-three percent of the officers working in departments were from rural police agencies (UCR, 2012).

To address the problem of a lack of RPC, rural police, sheriff, and park ranger departments were interviewed in Montana, North Dakota, South Dakota, and Wyoming to determine if RPC was separate and distinct. The following paragraph describes the purpose of this study.

Purpose of the Study

The purpose of this non-experimental qualitative *grounded* theory study was to describe RPC to create a better understanding of rural police by generating themes with the goal of developing a theory on RPC. Collection of information on RPC occurred by personal phone interviews of rural police officers in Montana, North Dakota, South Dakota, and Wyoming. The northwestern states were selected based on a cluster of states together with the largest rural populations as listed in Table 1: Census Bureau Resident Population Estimates July 2010 below.

A search of the 2012-2013 literature only uncovered a few studies on rural police. The rationale for the interviews was to obtain enough personal content to develop theory on rural police culture until saturation of data occurred. This study used Milgram's (1967) "snowball recruiting" (p. 1) to gain participants to express their ideas about RPC. The *snowball recruiting* used interviewees' contacts to establish rapport with others possible participants (Grupetta, 2005).

The population was full-time sworn law enforcement officers who work both traffic and criminal investigations. This population excludes state troopers who do not respond to criminal calls for service, such as in cities or counties, involving anything other than traffic. The demographic questions included fill in the blank type questions consisting of gender, years of service, years of higher education, rank, shift work, size of department, wages, and rotation duration.

The use of a qualitative research method was appropriate to help uncover theoretical concepts about rural policing and the RPC based on police behavior in the rural setting. The rationale for the interviews was to obtain enough personal content to develop theory on rural

police culture until saturation of data occurred from full-time active rural police. This research used the OMB (2008) definition of rural police.

Rural policing departments in Montana, North Dakota, and South Dakota, and Wyoming were selected to cover the northwestern region of the United States. The research design was *grounded theory*, based on Glaser and Strauss's (1967) ideology core concepts emerge from the phenomena of RPC perceptions without predetermined endings. The significance of this study is below.

Significance of the Study

The significance of this study was to improve understanding of RPC so effective training can be developed for rural police. The problem was a lack of information on RPC (Oliver & Meier, 2004). A potential benefit of the study was to introduce a new image of postmodern policing as defined by rural police. The importance of identifying RPC as the baseline for the research was the majority of police officers are rural officers.

Identifying RPC across America represented American rural police for the first time in history. The effort of representing rural policing signifies a new beginning of policing in America. According to Oliver and Meier (2004) rural police serving in communities of under 50,000 need specialized training that is appropriate and practical to their specific communities (p. 16). Consequently, leadership should continue or begin to think outside of previous traditional policing models characterized by urban police to include rural police.

This research recognized the new generations of officers including Generation X (age 26-40), Generation Nexters (age 18-25), and new equipment used to develop more technologically advanced crime fighters in rural police departments (Van Dyke, Haynes, &

Ferguson-Mitchell, 2009, p. 19). The salient stakeholders were the rural police themselves. The fringe stakeholders were the communities rural police serve. The primary audience was criminal justice leadership and fellow criminal justice researchers. The nature of this study follows.

Nature of the Study

The nature of this study followed Strauss and Corbin's *grounded theory* structure, which emphasized validation of data by using a systematic approach. The qualitative method was appropriate because the research sought new phenomena not previously documented. The significance of the qualitative method was to capture subjective social information and observations from personal interviews using *grounded theory* to reflect the RPC participant's perspective accurately (Glaser & Strauss, 2008).

The research design used Glaser and Strauss's (1967) *grounded theory* original premises of the emergence of theory, but with the Strauss and Corbin position that *grounded theory* requires validation. The *grounded theory* design helped construct the theoretical concepts based on the data (Glaser & Strauss, 2008). The research method for this study was qualitative.

Allowing the interviewees to answer open-ended comments freely brought in free participant response without researcher censorship. Nachmias and Nachmias (1987) wrote using qualitative research allowed the researcher to identify personal beliefs and emotions in their natural environment. The qualitative research method was selected rather than quantitative so as not to create predetermined constraints on the research. Although quantitative research provides numerical results, quantitative research will not capture new social phenomena.

Qualitative *grounded theory* research captures new social phenomena so the data can be categorized, dissected, and clarified for analysis. This research used *snowball recruiting* to solicit a random sample of interviewees (Gruppetta, 2005). Black (2009) explained snowball sampling involved interviewed persons providing the names of fellow associates or coworkers who may choose to participate in the research (p. 125).

The demographic information helped develop the theory of rural police culture (RPC). The qualitative research method started from inductive methods without presumptions. Frankel and Devers (2000) stated when inductive reasoning was used research can be modified in the beginning stages as information was processed. Frankel and Devers recognized qualitative research was quite dynamic because the relationship between researchers and participants developed progressively and changed accordingly.

Creswell (1994) and Neuman (2006) described qualitative research as focused on interactive events or processes, data, and theory fusion, based on social reality developed cultural meaning, and as situational constrained. The general guidance for using the qualitative research method was the ideology rural policing in America had a unique culture separate from urban police drives rural police action. Frankel and Devers (2000) wrote open-ended questions filled in the puzzle of missing information simple yes or no answers do not.

Frankel and Devers (2000) identified several reasons to use qualitative research. One reason was information obtained in the beginning often directed the progression of the research (Frankel & Devers, 2000). Further, Frankel and Devers reported qualitative research took into consideration people, environments, experience, situations, and conditions before formalizing theory. Frankel and Devers distinguished qualitative research as emergent, flexible, and a rough draft rather than as an exact inflexible blueprint (Frankel &

Devers, 2000). Frankel and Devers recognized the qualitative research process was often neither predictable nor predetermined because data collection and analysis often occurred simultaneously (Frankel & Devers, 2000).

The use of qualitative research was appropriate when little was known about phenomena, or the phenomena changed rapidly, or when the research required new knowledge discovery (Frankel & Devers, 2000). The key with qualitative research was to ask the right questions. The research questions began with generic idea to direct the interview inward to elicit subjective answers based on internal self-reflection regardless of hierarchical structure. This purposive sampling sought personal experience and information only rural police would know from working in a rural environment.

Frankel and Devers (2000) stated the research design was dependent on the researcher's goals and objectives for the research. Frankel and Devers cautioned occasionally after beginning the qualitative research the research questions themselves may need changing. Changing the research questions was not a flaw, but rather a required action when the research questions were too broad. The central research question evolved to what common themes developed and consequently what theory was discovered that helped describe the genetic makeup of RPC, but the subset questions stayed in line with the five-part model.

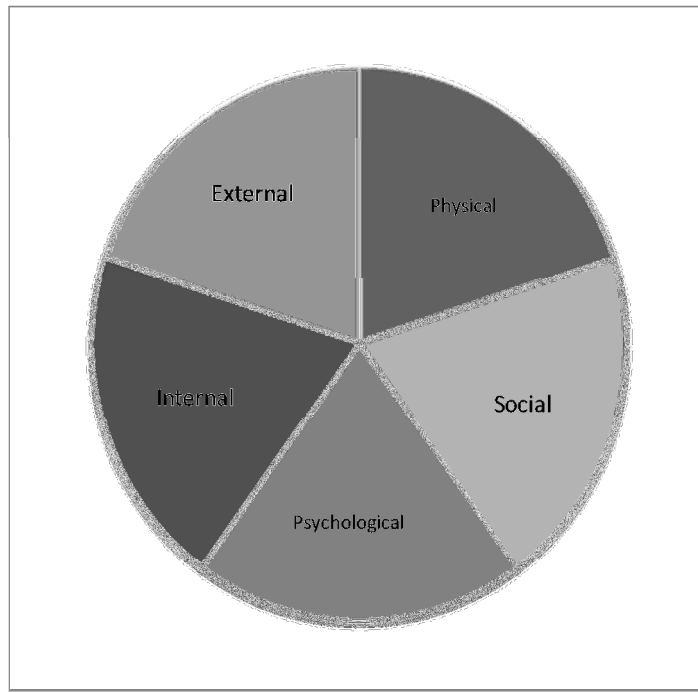


Figure 1 *Five Part Police Culture Model*

Changing the research questions may also result from the simultaneous data collection and analysis uncovering a new direction (Frankel & Devers, 2000). Researchers must take into consideration a change of questions when data points the research in a different direction (Frankel & Devers, 2000). Frankel and Devers cautioned research bias may occur when data was analyzed. The following section covers what was known about rural police.

Definitions

Police terminology needed clarification because common definitions were relevant for a shared understanding of the perspectives for a coordinated response (Briggs, 2009). Common terminology in one jurisdiction of the country was distinctly different from in other parts of the country. An example of this was the use of 10 codes for police response. In one jurisdiction 10-23 meant arrival on scene, whereas 10-97 meant arrival on scene for other agencies.

Understanding RPC required a definition to be established as a baseline for which jurisdictions constituted rural police. Consequently, the government definition of rural police was a baseline for this research. The two definitions in this section are of police culture and rural police.

Police culture. Barley, Meyer, and Gash (1988) related the study of culture began in the 1970s, continued into the 1980s, and reached saturation around 1982. Moon (2006) defined culture as the members of an organization shared similar norms, beliefs, and values provided guidance or direction for performance of duties, solving problems, and interacting with other members. As with most research, agreeing on a common definition of any theory was nearly impossible. For instance, Moorhead and Griffin (1998) described organizational culture as an environment in which people shared values based on what deemed perception of what was and was not acceptable within the organization.

Goodman, Bazerman, and Conlon (1980), Paoline (2001), and Schafer (2000) theorized that culture passed to new hires through the organizations' distinct socialization processes (Moon, 2006). Paoline (2001) related police organizations had their own culture because of the working environments, which included high stress, danger, and police roles. Paoline (2003) further defined police culture as included crime fighting, conflict, loyalty, and isolation. The next definition that follows is on rural policing.

Rural policing. The OMB defined rural police as officers working "in a county, borough, parish or land under the jurisdiction of an Indian Tribe with a population of no more than 50,000" (OMB, 2008, p. 1). Notice rural police did not include state troopers or highway patrol. This research conformed to the OMB definition of rural police and thus excludes state troopers and highway patrol officers.

Rural police for this research were defined as officers working full-time for department sizes less than 50 officers in jurisdictions with a population of less than 50,000. Rural officers included officers working criminal law as well as traffic enforcing local ordinances if applicable, misdemeanors, and felonies. The next section covers the general research questions.

Research Questions

The central research question was what common themes developed and consequently what theory was discovered that helped describe the genetic makeup of rural police culture. The five part model developed by the researcher was a vessel that helped establish the genetic makeup of rural police culture as a composite of the categories that emerged from the social, psychological, physical, internal, and external influences. This research addressed the genetic makeup of RPC in the states of Montana, North Dakota, South Dakota, and Wyoming. These northwestern states were selected because each state was a cluster of states together with the largest rural populations as showing in the U. S. Census Bureau (2010).

This research had one central research question. What common themes developed and what theory was discovered that helped describe the genetic makeup rural police culture? The genetic makeup of police is the culture of police. In essence, genetic makeup most nearly means what emergent concerns, knowledge, and attributes presented in the rural police interviews.

This research had five broad subset research questions about RPC to elicit personalized knowledge, experience, and attributes about rural police culture from the rural police. The categories that emerged compose the five part model identified as social, psychological, physical, internal, and external influences. The subset questions follow: (a)

What are the identity of RPC as a composite of social culture? (b) What are the psychological factors of RPC? (c) What are the physical attributes of rural police? (d) What are the internal influences comprised RPC? (e) What external influences makeup RPC?

Appendix F contains the central research question and subset research questions provided to the participant during the interview. These umbrella constructs according to Hirsch and Levin (1999) were the beginning points of this *grounded theory* research. The narrow labels or theoretical constructs developed as the interviews progress with the rural police officers in the northwest. What follows is the course of action required to generate theory. The conceptual framework outlines the course of action in this research.

Theoretical Framework

The theoretical framework in this research revolved around *grounded theory*. This research used Strauss and Corbin's grounded theory principles. This theoretical framework also covered social theory involving communication, naturalistic inquiry, ethics and privacy rights. Finally, this research illustrated police socialization and culture.

Grounded Theory

Grounded theory was about discovering theory as the data evolved (Glaser & Strauss, 2008). *Grounded theory* gave the researcher a theory *fit* to the particular research (Glaser & Strauss, 2008). Theories explained phenomena or predict phenomena (Glaser & Strauss, 2008). Providing an explanation of a misunderstood topic like RPC before conducting the research would be a mistake.

Grounded theory provided the researcher not only with relevant predictions and explanations but also with interpretations and applications of the data from the research

(Glaser & Strauss, 2008). Glaser and Strauss (2008) credited Weber, Durkheim, and Mannheim for the developed comparative analysis, which was the basis for *grounded theory*. Glaser and Strauss (2008) chose qualitative research to tackle the social “structural conditions, consequences, deviances, norms, processes, patterns, and systems not easily verified under quantitative data research” (p. 18). Glaser and Strauss also chose qualitative research because with this type of analysis researchers can move beyond the known into the unknown to determine relevance and meaning of the data

Grounded theory originally was either formal or substantive (Glaser & Strauss, 2008). Selden (2005) described formal theory as conceptually based, and substantial *grounded theory* as more empirically based. Examples of formal grounded theories included deviant behavior, official organization, and socialization (Glaser & Strauss, 2008). *Grounded theory* allowed substantive concepts to emerge from the data, allowing the researcher to formulate formal or substantive theory objectively without forcing the theory to fit because of deduction (Glaser & Strauss, 2008). Finally, *grounded theory* required simultaneous processing of data collection, data coding, and data analysis (Glaser & Strauss, 2008).

Conney (2010) stated that *grounded theory* originally showed the generation of theory as only an inductive process. Glaser and Strauss ultimately split because of separate beliefs about the structure of *grounded theory* (Conney, 2010). According to Stern (1997), Smith, and Biley (1997), McCann, and Clark (2003), Boychuck, Duchscher, and Morgan (2004), and Conney (2010), two main *grounded theory* structures evolved as either Glaserian or Straussian. According to Conney (2010) Glaserian *grounded theory* followed the premise theory development occurred solely from inductive research methods. On the other hand,

Straussian *grounded theory* followed the sequence of inductive research followed by deductive analysis, and finally verification (Conney, 2010).

Strauss and Corbin Grounded Theory

This research followed Strauss and Corbin's *grounded theory* structure, which emphasized validation of data by using a systematic approach. Conney (2010) clarified Straussian *grounded theory* moved the research toward social constructivist ontology, which may be more appropriate to postmodernism thinking. Strauss and Corbin's *grounded theory* logic illustrated theory fit the given situation (Conney, 2010). Data analysis in Strauss and Corbin's *grounded theory* has three distinct processes.

First, as data were collected the researcher processed the new data as *open coding* (Van Mook, De Grave, Gorter, Zwaveling, Schuwirth, & van der Vleuten, 2011). *Open coding* allowed the inclusion of new topics, which allowed the researcher to redirect the questions in the interview to address the new topics (Van Mook et al., 2011). The next process in Strauss and Corbin's data analysis was reorganizing, recoding, and renaming the *axial coding* (Van Mook et. al., 2011). The final process of Strauss and Corbin's data analysis was the connecting of themes to develop into categories referred to as *selective data* (Van Mook et al., 2011). Besides understanding the conceptual framework of this Strauss and Corbin's *Grounded theory* research, it was important to discuss the interconnections or theoretical framework surrounding RPC.

Social Theory

The theoretical framework in this research was social theory. Neuman (2006) defined social theory as ideas connected to form knowledge about the world. Social theory revolved around the idea most human interaction connects. Neuman wrote social theory was like a

visual map of the social world because social theory helped to explain why things happen in society.

Social theory expanded knowledge in an unfolding open way with neutrality, consistency, and congruity (Neuman, 2006). Further, social theory evolved as evidence accumulated, and it acknowledged uncertainty (Neuman, 2006). No study of social theory would be complete without expanding on communication.

Communication.

This research used communication through personal interviews to reveal the rural police culture. Greider (1992) said to create a positive outcome began with communication. Communication was conversation. Networking was a powerful investment into any community or situation to obtain the information necessary to have influence (Dumas, 2010).

Conversations generated new insight triggering action (Dumas, 2010). The premise conversation generated action was contradictory to many cultures (Dumas, 2010, p. 100). For instance, in the Native American culture, the elders are the influencers who stimulated conversation to start action, whereas the younger Native Americans should actively listen to pay respect to the elders (Garrett, 1994).

According to Dumas (2010), change resulted from conversation because it was the simplest way to produce the desired effects. Further, conversations contained a web of assumptions about one's connections to understanding the world (Dumas, 2010). A trend in firms was to host "café" learning conversations to unfold learning and action (Dumas, 2010).

The Institute for Research on Learning (IRL) found communication was a social act rather than an individual's action stimulated knowledge (Dumas, 2010). Dumas said when people with a common purpose engaged in conversation at work, conversations developed

“self-organizing networks” (Dumas, 2010, p. 101). Dumas postulated conversations built camaraderie, a sense of purpose, and identity through connections enrich information sharing.

Webber (1993) argued new technology may inhibit business value because people learn from having conversations with one another in person to share knowledge and experience to create innovations and solutions to problems. Dumas (2010) stated the leader’s primary responsibility to build collaboration in the work environment, including trust and conversation, to access the collective knowledge of the employees (Dumas, 2010). This leadership process was known as “conversational leadership” (Dumas, 2010, p. 105). Cooperrider (2003) believed personal growth stemmed from the questions people ask.

A powerful question was simple, clear, thought provoking, and focus directed (Dumas, 2010). The question generated energy, and had surface assumptions (Dumas, 2010). The question invited deeper reflection, sought useful information, and opened new possibilities (Dumas, 2010). Dumas (2010) related the quality of the questions affected the outcome of learning. Communication through questions for learning purposes needed to take place in the natural setting.

Naturalistic inquiry.

This research used naturalistic inquiry to reveal rural police culture. Erlandson, Harris, Skipper, and Allen (1993) researched naturalistic inquiry, which focused on how people behave in a natural or authentic setting. Naturalistic data collection took place where people live and work (Dumas, 2010).

Naturalistic inquiry researchers believed control was problematic because control interrupted the process and the social environment in which people interact (Dumas, 2010).

Naturalistic researchers studied people where they usually interacted in their own environment, such as examining how people engaged in their everyday activities (Dumas, 2010). Naturalism was the study of phenomena in the natural surrounding conditions.

This research therefore sought to study rural police in their natural setting or rural work environment to uncover social theory about their culture. Another theoretical underpinning involved ethics. Researcher ethics and police ethics are addressed in the following paragraphs because social research required a keen understanding of ethics. Suva (2012) quoted Lyotard's definition "the main goal of a code of ethics (in a nutshell) is to put forward a set of moral standards, values and commitments which shall be abided by those who willingly accept it" (p. 18). The following paragraphs express a global perspective on police ethics and a domestic perspective on research ethics.

Grupetta's (2005) research on New South Wales Police recruits follows to provide a global perspective. Grupetta's (2005) research took place in Sydney, Australia under the New South Wales (NSW) Privacy Act of 2002, which provided for protection for recruits in studies. Grupetta's (2005) research focused on ethics and privacy rights for obtaining information during background investigations in the hiring of new police recruits.

Ethics and privacy rights.

From a researcher ethics standpoint, Grupetta (2005) provided written consent to participate anonymously in her study, and full disclosure so the adult participants, who could choose to exit the study at any time without penalty. From the right to privacy standpoint, Grupetta (2005) illustrated "key informants" (p. 12) who made referrals for recruits needed the same anonymity as the recruits who participated. Grupetta's (2005) study demonstrated

research ethics was important in social theory research as well as for the participants, who provided background information on potential police recruits.

Another example of ethics came from a domestic report, *The Belmont Report*, which discussed how to treat research subjects in America (Zimmerman, 1997). The three key principles of ethics from *The Belmont Report* included respect for persons, beneficence, and justice (Mack, Woodsong, Macqueen, Guest, & Namey, 2005). Mack, Woodsong, Macqueen, Guest, and Namey (2005) added respect for communities to *The Belmont Report* as another key principle of research ethics. Researchers must safeguard participants' individual interests as well as the interest of communities (Mack et al., 2005). Furthermore, anonymity was a key issue when conducting social research.

Police Socialization and Culture

The broad theoretical assumption was rural policing was more family-based than clique because of the smaller department size. Prior research results reflected peer influence was crucial in the informal culture, which often influenced police behavior (Butterfield, Edwards, & Woodall, 2005). Peer influence was one characteristic identified as part of the internal informal culture in police departments across America. Important rural policing issues dealt with backup, funding for equipment and training, cross-training, communication, and technology.

Wanous (1977) and Eagly and Johnson (1990) argued newcomers were socialized, shaped, and molded into an organization through the socialization processes. Bartol, Marin, and Kromkowski (2003) wrote persons who worked their way up through an organization engaged in behavior the organization respected for leadership. Jaramillo, Nixon, and Sams (2005) recognized the perception of nonconformity to the organizational norms established a

stressor to promotion. Bartol et al. (2003) found different “generational factors might influence leader behaviors” (p. 7).

Further, gender norms may influence a woman’s ability for promotion in the workplace, and when females promoted they faced a “double bind” or gender and minority status complications (Bartol, Marin, & Kromkowski, 2003, pp. 7-8). Gender does play an issue in both urban and rural police departments from my experience. For instance, only one female was ever promoted on the largest urban police agency in Montana as of 2013. Also, only two females in the State of Montana were working full-time in urban law enforcement agencies as commanders as of 2012. Further, Tharenou, Latimer, and Conroy (1994) found female managers had less training opportunities than their male counterparts.

Rural policing, unlike urban policing, had more direct community input because of the rural environment. Rural police were more readily recognized living and working in their own communities, which in turn placed the needs of the community on the forefront. Controversies in rural policing possibly stemmed from an inaccurate public perception because of a false reflection of urban policing on rural police (Oliver and Meier, 2004).

This inadequate following of urban policing did not accurately reflect the needs of rural police for training, equipment, and public image (Oliver and Meier, 2004). A review of 2012-2013 literature in the field reflected knowledge and familiarity with the historic perspective of American policing, but lacks rural distinctiveness, which was more reflective of the 2013 rural policing generations. Certain assumptions were made before starting the field research so as to build on what was known on police culture in general.

Assumptions

According to Neuman (2006), social theory had assumptions researchers accepted to begin the research. Seven assumptions were identified. The primary assumption of this study was rural police had their own distinct culture separate from urban police. The basis for this assumption about RPC was that rural police vastly outnumber urban police in America. According to Edwards's (2002) statistics up to 87% of police in America were rural police.

The second assumption was participants would be honest in the interviews when providing responses to the research questions. The third assumption was participants had enough knowledge and experience in rural policing to provide an accurate reflection of their rural policing experience. The fourth assumption was not all 39 departments would produce participants who wanted to voluntarily participate. The fifth assumption was rural police organizations outnumbered urban police departments across America, regardless of the exact number.

The final two assumptions were through the use of snowball sampling interviewees produced other potential interviewees for this research (Black, 2009) and that a theory would be discovered about RPC that previously had not been identified or reported. The following paragraphs cover the scope, limitations, and delimitations of this research.

Scope

The scope of this research was rural police working, specifically in Montana, North Dakota, South Dakota, and Wyoming consisting of 481 departments with a sample size of 9,268 officers. The methods for collecting data consisted of interviews with the option for a hard copy of the demographic and research questions. Interviews were typed on Microsoft

Word. The data analysis was transcribed into Microsoft Excel program. The limitations of this research follow.

Limitations

The primary limitation was generalizability. This limitation was because of the regional differences between rural policing in the northwest, southwest, west, and the east coast or Alaska. Additionally, a limitation was the number of referrals from snowball sampling. Other limitations of this study included interviewee misinterpretation or purposeful misleading (Glaser & Strauss, 2008). Lastly, a limitation was the confined OMB definition of rural police, which excludes rural police traffic officers. The delimitations of this research follow.

Delimitations

This study was confined to interviews of rural police in 20 different police, sheriff, and park ranger departments, which covered four of the least populated states in the continental United States. The four participating states, namely Montana, North Dakota, South Dakota, and Wyoming, were based on eight identified rural states according to the 2010 Census Bureau. Table 1 lists the eight lowest populated states in the continental United States, making them viable states for this research.

Table 1

Census Bureau Resident Population Estimates, July 2010

State	Population
Alaska	708,862
District of Columbia	610,589
Delaware	891,464
Montana	980,152
North Dakota	653,778
South Dakota	820,077
Wyoming	547,637
Vermont	622,433

Note. Adapted from Preliminary Annual Estimates of the Resident Population for the United States, Regions, and States, and Puerto Rico, April 1, 2000, to July, 2010 (U.S. Census Bureau, 2010).

Covering four of the eight least populated states in the continental United States provided a 50% sample of rural populations and their respective rural police. Travel was not feasible, practical, or economically possible for travel to Alaska, Delaware, the District of Columbia, or Vermont to conduct a qualitative study on their respective rural police. Nevertheless, given this study conducted qualitative research in half of the rural states listed in Table 1 above, the research results may be similar to those in the four non-researched states. However, a police officer's function in one state may be entirely different in another state. Interviewing rural police in the various jurisdictions in Montana, North Dakota, and South Dakota, and Wyoming may have revealed startling differences (Glaser & Strauss, 2008).

Determining whether to conduct the literature review before or after the research was a question many scholars ponder. Suddaby (2006) explained researchers who use *grounded theory* should not conduct an extensive literature review up front because the data phenomena emerged during the simultaneous data collection process. Suddaby cautioned with *grounded theory*, researchers must not ignore literature. Frankel and Devers (2000) wrote by reviewing the literature earlier, the literature review may have interfered with communication and active listening while observing for phenomena. Conversely, a thoroughly review of the literature prior to conducting the research may have aided with conciseness of research questions and prevented unguided sailing, which may have wasted valuable time in research. The next section covers the delimitations of this research.

Delimiting for *grounded theory* occurred at two levels: the theory level and the category level (Glaser & Strauss, 2008). At the theoretical level, data collection and data analysis occurred simultaneously (Glaser & Strauss, 2008). By choosing grounded theory, simultaneous data collection and data analysis proved very time consuming. After each interview, data were analyzed and categorized to develop first themes as it emerged then later theory.

At the category level, phenomena were categorized before the development of theory (Glaser & Strauss, 2008, p. 110). Access to rural police was delimitation. Even as a full-time police officer, access to rural police who wanted to interview for this research was limited to the leader of the organizations discretion. If the chief of police or sheriff did not want the information about my research to go to his or her officers' snowball recruiting did not occur. However, on the opposite side when police leaders chose to participate by signing the required waivers then interviewees generally agreed to participate.

Maguire, Snipes, Uchida, and Townsend (1998) cautioned that finding random samples of small or rural police agencies may be difficult because a lack of existence in major police research databases, such as the Federal Bureau of Investigations (FBI) database. However, since each state had a Police Officer Standards and Testing (POST) and state police or sheriff associations, this concern was minimized. The final section in Chapter 1 is a review of the content in the Chapter Summary.

Chapter Summary

Contained within this research was a request to bridge the gap in literature on RPC. This research used Glaser and Strauss's (2008) formal *grounded theory* to determine RPC. Chapter 1 began with a review of the history of policing in America, which helped establish the background of urban police philosophy. This research defined RPC and explained how police training needed to change to accommodate rural police in their rural environments. The rationale for describing RPC research was to produce knowledge about rural policing to create a better understanding of rural police.

The northwest rural police in Montana, North Dakota, and South Dakota, and Wyoming produced enough interviews to develop theory on rural police culture until saturation occurred through snowballing sampling (Black, 2009). This research had one central research question namely what common themes developed and consequently what theory was discovered that helped describe the genetic makeup rural police culture. The genetic makeup of police is the culture of police. The genetic makeup of culture was based on the five part model defined as the social, psychological, physical, internal, and external influences I developed.

This research had five broad subset questions described RPC as follows: (a) What were the social influences affect rural police? (b) What were the psychological influences that affect rural police? (c) What were the physical attributes that shaped rural police? (d) What were the internal factors that affect rural police? (e) What were the external factors that affect rural police?

The desire of this research was to determine the commonalities or trends in the northwest rural policing so as to paint an accurate description of rural police in their respective environments. The genetic makeup of RPC is discussed in further detail in Chapter 5. The review of available police literature in Chapter 2 follows.

Chapter 2: Literature Review

Chapter 2 highlights the historic and 2012-2013 literature research review from general police culture to specifically rural police. The chapter begins with an explanation of the research topics, title searches, and categorization of the topics into table illustrations. Chapter 2 continues with the historical aspects of general police culture and a summation of 2013 trends in rural police.

The following section contains a summary of the topic searches and the research studies available on rural police and police culture in general. The 2013 findings follow the research information to provide an overview of the 2012-2013 literature on police culture.

Title Searches, Articles, Research Documents, Journal Research

Various search engines were used to gather supporting literature for the research. Three search engines were used in this research: EBSCOhost, ProQuest, and Gale Power Search. All search engines were available through the University of Phoenix. There exists sparse literature on rural policing culture. The vast majority of literature is on urban policing. The amount of supporting literature used for this research is in the following areas: (a) 257 peer-reviewed articles (73%), (b) 4 dissertations (1%), (c) 75 books (21%), (d) 11 government reports (3%), (e) 2 thesis (1%), (f) 3 working papers (1), and (g) 3 websites (1%). Nineteen percent (n=69) of all references are dated 2007 or newer, and 81% (n=285) are dated 2006 or older. There is minimal literature on rural policing culture that is dated 2007 or newer. The vast majority of literature pertaining to policing culture is older than 2006.

The title searches involved independent topics and blended topics. The terms hiring, stress, and peer relations were first searched independently then blended with the term police

added to each concept. Titles searched used in the search engines included key terminology such as: budget, family dynamics, training, shift work, chain of command, geographic location, media, socioeconomics, climate, hiring, peer relations, stress, police culture, police history, police politics, teamwork, police discipline, laws, power, police tradition, police equipment, police lawsuits, public relations, training, experience, police leadership, and race.

The first topics categorized based on similarity of the topics and divided according to internal or external influences. Five broad categories of police culture developed after compiling the topics. The five broad categories of police culture include physical attributes of police organizations, the psychology, the social aspects, internal factors, and external influences. The broad categories narrowed into manageable subcategories from the topics list for additional title searches. The five categories for police culture are shown in Table 2.

Table 2

Title on Rural Police and Police Culture Classified into Five Categories

Physical attributes	Psychology of policing	Social aspects	Internal factors	External factors
Organizational structure	History	Socialization	Leadership & management styles	Socioeconomics
Chain of command	Culture	Politics	Voluntary & mandatory training	Public relations & public perception
Power and influence	Tradition	Teamwork & peer relations	Budget	Gender, race, & family dynamics
Discipline	Climate	Stress	Shift work	Media
		Experience	Equipment	Laws & lawsuits
		Hiring process	Performance evaluations	Geographic location
				Crime frequency

The articles and research documents found in the title searches composed the literature review in the historical and 2013 trends section of this research. The journal articles searched included national and international law enforcement articles, government publications, and government laws. Title searches included journal articles from the policing professional organizations, such as articles from the International Association of Chiefs of Police (IACP). Most of the research was gathered through University of Phoenix library using ProQuest and EBSCO host databases. In addition, some of the journal articles came from the Emerald database and Google Scholar searches.

More difficult to locate journal articles came from other university libraries and through *GoogleScholar* searches. Most of the journal articles are peer reviewed; however, some of the resources may not be peer reviewed. For instance, this research contained a few unpublished dissertations from a variety of universities. Furthermore, professional articles in policing publications, like those from the IACP may not have been peer reviewed but still contain authoritative information through professional experience of the authors.

Several books were used as historic documents when journal articles lacked information on the subject. The journal articles selected for this research are documented in the reference section of this paper. This research continues with a historic review of police culture.

Historical Overview: Police Culture

First, to understand culture one must understand social norms. Social norms affected compliance with mores and laws by forming preferences and by changing existing preferences (Etzioni, 2000). Social norms served as the foundation for social order in a community (Etzioni, 2000). Policing like any community has social norms.

According to Posner (1996), social norms constrained people from their own preferences for self-satisfaction. Furthermore, Davis (1949) said social norms helped shape predispositions. Social norms specified the process by which actions took place in a society. Social norms influenced people and how the social norms form (Etzioni, 2000). Finally, social norms affected individual behavior. Human development includes the development of one's ethical values.

According to Elmore, Anitsal, and Anitsal (2011), most research into cognitive-based ethics followed Kohlberg's (1981) model, which identified three stages of moral

development. Kohlberg's three stages of moral development included the pre-conventional level (fear of punishment), the conventional level (ethics), and the post-conventional level (individual rights or social contracts; Elmore et al., 2011). Police as a community also develop ethical values as a culture. Social norms and ethics helped to develop a group's culture.

The Center for Advanced Research on Language Acquisition (CARLA) defined *culture* as "the shared patterns of behaviors and interactions, cognitive constructs, and affective understanding are learned through a process of socialization" (p. 1). CARLA added shared patterns identified group membership yet distinguished the group culture from another groups' culture. Police therefore like other groups have a culture.

The historical background in American policing began as a result of British common law practices. Kelling and Moore (1988) described three distinct policing periods as the political era, the bureaucratic era, which was also known as the reform era, and the community era. The transition from British police practices to a distinct American policing style began in 1840 (Hess & Miller, 2002). The transition from British policing to American policing continued until 1930, and this was often referred to as the *political era* (Miller & Hess, 2002, p. 7).

The *political era* in policing placed control under the authority of the municipality where police worked (Oliver, 2006). During the *political era*, the police chief had no authority to fire officers, and often did not discipline the officers because of political connections or friendships (Miller & Hess, 2002). The term *Keystone Cops* came during the *political era*. Zegart (2007) described how incompetent police were and referred to police as *Keystone Cops*, or officers which were clumsy, botched calls for service, and worked on foot

patrol (p. 166). Police officers during the *political era* held strong relationships with the communities they served (Oliver, 2006). The *political era* was noted for vast corruption (Oliver, 2006).

The next American policing era was known as the *reform era* or *progressive era*, which lasted from 1930 until 1980 (Miller & Hess, 2002, p. 8). Oliver (2006) described the *reform era* as lasting from 1920 to 1970. Vollmer and Wilson (n.d.) theorized important and drastic policing changes occurred during the *reform era* because of physical changes to the structural makeup of police organizations (Miller & Hess, 2002). When the organizational structure changed to a more centralized model, American policing became more professional with greater officer accountability (Oliver, 2006).

The *reform era* disassociated policing from politics, but as a result it created what was known as the *Thin Blue Line*, which distances police from the public (Miller & Hess, 2002, p. 9). The *Thin Blue Line* distinguishes those who are police from those who are not police. The *reform era* moved policing from community-based relationships to focus inward on the internal police organization, which created an “us versus them” mentality among police and the community (Miller & Hess, 2002).

The birth of problem-oriented policing occurred during the reform era in 1979. Herman Goldstein’s (1990) *Problem-Oriented Policing* placed discretion in the hands of the line officers to solve problems instead of possessing decisions made by command (Miller & Hess, 2002, p. 13). Another well-known police theory emerged during the reform era when Wilson and Kelling published an article titled *Fixing Broken Windows* in the *Atlantic Monthly* in 1982. The article expanded into a 1996 book called *Fixing Broken Windows: Restoring Order and Reducing Crime in Our Communities*. Coles and Kelling (1996)

explained leaving a community broken and dysfunctional generated more corruption, and fixing the broken window positively reinforces crime reduction.

Finally, the *community era* replaced the *reform era* in 1980 (Miller & Hess, 2002, p. 14). The *community era* shifted from crime fighting to crime prevention (Miller & Hess, 2002). Oliver (2006) found the *community era* focused on citizen satisfaction. This era was also known as Community-Oriented Policing (COP), because neighborhood policing involved citizen input into problem-solving (Miller & Hess, 2002, p. 15).

The *community era* moved police back to the community relations ideology as previously discussed in the *political era* (Miller & Hess, 2002). The *community era* reflected proactive instead of reactive policing (Miller & Hess, 2002). Proactive policing means patrolling to deter crime rather than responding to calls after the crime occurred.

The political, reform, and community eras each formed American police culture, which contains of both urban and rural policing. Traditional American police culture did not separate urban from rural police. The next discussion covers an international perspective of rural policing to further the idea of RPC from a global perspective.

International Rural Police

Rural police are also found in every country of the world. However, no specific studies were located that cover world RPC. The following example on rural policing was from a global perspective. First, the example illustrates rural policing through the eyes of New Zealand rural police literature, and through the eyes of police from a number of other countries. Next the section continues with domestic literature on rural police, involving informal controls and pressure, the effects of crime number and type, population, and social

network influences, and the impact of environment on rural police. This section ends with a 2012-2013 review of rural police training.

New Zealand rural police. Winfree and Taylor (2004) divided the New Zealand police into three types of departments, including metropolitan, rural, and three-person or less departments. Winfree and Taylor's research used descriptive questions to determine if police in New Zealand had specialized training. The specialized training categories included armed offender squad, special tactical group, dog section, law-related education program, youth aid, community constables, youth education service, scene of crime officers, and search, and rescue personnel (Winfree & Taylor, 2004). Winfree and Taylor suggested officer personalities might influence who sought specialized training.

Winfree and Taylor found the officers' personalities determined department roles. For instance, Winfree and Taylor found one police role was "traditional law-enforcement," (p. 249) or reactive policing. According to Roberg and Kuykendall (1993), another police role was fighting crime proactively. Proactive policing involves the prevention of crime through patrolling and partnerships with the community to problem solve.

The rural and small-town police in New Zealand were found to have more specialized training than police in metropolitan areas (22% in rural, 18.9% in small-town, and 7.4% in metropolitan) (Winfree & Taylor, 2004, p. 252). Winfree and Taylor (2004) found search and rescue skills were crucial in rural and small-town departments. Winfree and Taylor also found rural police had more social services skills and training because of the distance to social services from their rural department. New Zealand Police (NZP) viewed policing as a cooperative effort regardless of the jurisdiction (Winfree & Taylor, 2004).

Rural and small-town police differed in this study from metropolitan police in three distinct ways (Winfree & Taylor, 2004). First, rural and small-town police perceived better supervisor support (Winfree & Taylor, 2004). Second, according to Winfree and Taylor, rural and small-town police had higher work satisfaction than their metropolitan counterparts. Finally, rural and small-town New Zealand police had different views on community policing (Winfree & Taylor, 2004). The next subsection covers rural police in other countries.

Rural police in other countries. Mawby (1990) sought to test public perception of rural police in Cornwall, England. British policing defined rural areas as having a population of 20,000 or less. Mawby (1990) mailed a 50-question survey to participants to determine police perception. Mawby's return rate was 36.5% or 3752 surveys. Mawby found public perception categorized and distinguished between rural and urban police, and rural police believed they were part of the community in which they worked. Public perception was centralization of police caused feelings of social and physical isolation from the police leading to feelings of vulnerability (Mawby, 2004).

Mawby (1990) cited the Royal Canadian Mounted Police as providing the law and order in rural areas in Canada, and Italy, and Spain as having a paramilitary type policing because the officers lived in barracks (Mawby, 2004). Jobes (2002) said rural Australian police were isolated and co-dependent on the community. Aust and Simons (2002) found England and Wales had 43 forces; mostly urban but also rural. Loveday and Reid (2003) and Mawby (2004) found patrol cars and portable radios transformed rural policing through centralized operations. The following subsection continues with police culture but through a new rural police culture model.

Police Culture Review

The new police culture model developed involves a holistic view of policing. The five part police culture model begins with the physical makeup of police organizations, and covers the psychological and social components of police culture. The remaining two parts of the model included environmental factors shaped police culture, both internal and external.

A brief description of each section of the five part model follows. Each part of the model below has a more detailed description of each part of the model in sequential subsections of this research. After the more detailed descriptions of the five part model a brief synopsis of urban police culture follows.

The physical attributes included the paramilitary police structure, chain of command, power, and influence, and discipline. The psychological attributes included culture, climate, and tradition. The social attributes composed of police socialization, politics, teamwork, and peer relations, stress, experience, and the hiring process. Finally, the internal factors included police leadership, and management, training, the budget, shift work, equipment, and performance evaluations whereas the external factors included socioeconomic; public relations, and public perception; gender, race, and family; media; laws, and lawsuits; geographic locations and types of crimes and crime frequency. The historical literature review was organized according to this model and begins with the physical attributes that affect police.

Physical Attributes

The structure of a police department was relatively consistent and did not change very much because police departments are highly formal institutions (Morabito, 2008). However,

this fact did not mean police departments cannot change because police departments do change, usually through growth.

Note that no specific research was found that described the physical attributes of rural police. However, in the new five part model of police culture was known at the time of this research about physical attributes of policing was covered. The following were the physical attributes or pillars of a police department. The department's organizational structure, chain of command, power, and influence, and discipline procedures composed the physical attributes of a police department.

Organizational structure. Folgelson (1977), Maguire (1997), Maguire (2002), and Reiss (1992) found police agencies centralized operations, had deep vertical hierarchies and large administrative staff, and a mixture of duty specialties. Maguire, Shin, Zhao, and Hassel (2003) described police organizational structure as possessing three core activities: control and accountability of employees, work coordination, and work division. However, Weber (1977) saw work organizational structures as two dimensional: horizontal and vertical. According to Wilson (1968), the division of labor dimension was the vertical dimension (Maguire et al., 2003). Wilson recognized organizations with a more formal hierarchical authority control the internal informal behavior inside the organization better than those with less formal authority organizations.

Maguire, Shin, Zhao, and Hassel (2003) typified police department organizations as legalistic, watchman, or service-oriented. The legalistic police organization was rigid, formal, and controlling whereas the watchman police organization was community-oriented policing with police as the craftsmen or problem-solvers in their community (Maguire et al., 2003). The service-oriented police organization was formal when necessary or lax when

formality was not necessary (Maguire et al., 2003). Furthermore, Blau (1970) described organizations as having spatial, occupational, hierarchical, or functional dimensions. Spatial dimensions described physically separated units. For example, Hassell, Zhao, and Maguire (2003), Langworthy (1985), and Zhao (1996) described patrol beats and specialty assignments as separate units.

The hierarchical dimension was a span of control either tall or flat, according to authority structure within the organization. Langworthy (1985) and Zhao (1996) explained the number of ranks in a police department indicated the organizational hierarchy (Maguire, Shin, Zhao, and Hassel, 2003). Maguire et al. (2003) reported an increasing 30-year trend in police departments toward using civilian employees. Crank and Wells (1991), Langworthy, Maguire et al. (2003), and Zhao referred to hiring civilian employees as *specialization differentiation* because the civilians were performing duties police once performed.

The functional dimension described the division of labor at the street level (Maguire, Shin, Zhao, and Hassel, 2003). Different functions for police at the street level included police jobs like patrol officer, bike officer, school resource officer, etc. Crank (1990), Langworthy, and Zhao described the centralization of authority as pertaining to the percentage of sergeants and persons of higher rank on a police department (Maguire et al., 2003).

Beginning 1978, the Division of Governmental Studies and Services (DGSS) at Washington State University surveyed police departments with populations larger than 25,000 in 3-year intervals (Maguire, Shin, Zhao, and Hassel, 2003). According to Maguire et al. (2003), characteristics in an organization made up the organizational structure. Maguire (2002) defined *organizational structure* as an official a machine to divide labor.

However, Mintzberg (1979) defined *organizational structure* as the division of labor through task coordination.

Langworthy (1986) differentiated division of labor according to function, occupation, geography, and hierarchy. One form of division of labor was *spatial*. Langworthy defined *spatial* as the geographical spread. *Spatial differentiation* was the process of dividing workers across the community by setting up patrol beats by neighborhood boundaries, opening police substations, and creating new districts, in essence to decentralize the department, which was the “heart of community policing” (Maguire, Shin, Zhao, & Hassel, 2003, p. 261).

Maguire, Shin, Zhao, and Hassel (2003) explained the vertical aspect as the hierarchy of the organization. Vertical differentiation occurred in the layers, segments, or levels of command; the degree of socialization or height between officers and command staff, and the concentration or number of personnel above or below others in the organization (Maguire et al., 2003). Vertical hierarchies created levels between patrol officers and command staff.

In paramilitary terms, patrol officers were the noncommissioned officers, who worked the criminal cases, while command staffs were the administrators, who supervised and delegated responsibilities to patrol officers. Schafer (2000) recognized officer-supervisor conflict came from the paramilitary structure and the centralization of the decision-making process, which limited officer discretion. Furthermore, Evan (1993) noted different police hierarchies based on rank associated with authority, seniority, status, and presumed skills.

In addition, according to Maguire, Shin, Zhao, and Hassel(2003) “status ranks” (p. 267) in police departments did not hold any supervisory authority over others but may be

associated with prestige and pay. For example, detectives and master patrol officers were examples of “status rank” (Maguire et al., 2003, p. 267). However, in some departments detectives’ and master patrol officers’ had official rank.

Maguire, Shin, Zhao, and Hassel (2003) added three more components of organizational structure: centralization, formalization, and administrative intensity. *Centralization* referred to an individual or small group making decisions (Maguire et al., 2003, p. 254). When the decision was down to the lowest level, the organization was more centralized (Maguire et al., 2003). Higher formalization meant more rules, guidelines, and policies (Maguire et al., 2003). *Codification* referred the extent to which a department had formal policies, whereas *enforcement*, according to Pennings (1973), referred to the degree to which a department enforced the policies.

Lawsuits and accreditation affected police departments and made the departments more formalized (Maguire, Shin, Zhao, & Hassel, 2003). For instance, lawsuits structural changed police departments by adding specialized internal affairs units or external police review committees. Maguire et al. (2003) referred to certain structural changes as described above as “administrative overhead” (p. 254) resources, which caused the organization to be more bureaucratic.

Maguire (1997) found police departments from 1987-1993 had higher functional differentiation or specialization than in other periods. Further, Wycoff (1994) found 61% of the police executives surveyed from large departments agreed community policing required fundamental changes in policy and the mission of police departments while 34% surveyed believed fundamental changes were not required. According to Hodge, Anthony, and Gales

(1996) decentralization occurred when an organization shared decision making, which was the trademark of community policing came about in the 1990s.

Community policing was supposed to curb department's specialization and flatten the organization. On the contrary, Maguire, Shin, Zhao, and Hassel (2003) reported programs such as Community- Oriented Policing Services and Making Officer Redeployment Effective (COPS MORE) were supposed to put police back out on the street by providing technology and more civilian employees to handle paperwork. Maguire et al. found COPS MORE did not result in more police on the streets. Maguire et al. (2003) referred to the COPS MORE movement as "occupational differentiation (p. 259) because civilian volunteers or paid civilian employees handled previous functions police had done like writing parking tickets.

Maguire, Shin, Zhao, and Hassel (2003) focused on the effects of structural changes in police departments but the results indicated fundamental change to community policing did not occur, especially in larger police organizations. Police organizations like other industries were affected by change. According to Maguire et al. (2003), police organizations can change organizational culture, and leadership, and management styles as well as programs and operations. However, Birzer (2003) asserted changing an organization or even a profession "requires training and education" (p. 30). Another physical attribute on police departments was the chain of command.

Chain of command. American police structure was similar to the lines of the military hierarchy, making police structure paramilitary because police had formal ranks, formal lines of authority based on top-down management, and "a chain of unquestioned and unquestioning command" (Toch, 2008, p. 62). The police chain of command was responsible for establishing order and maintenance within the organization. The head of a

police organization were usually appointed and referred to as the chief. However, in a sheriff's department, the head of the organization was usually elected to the office of sheriff.

Different police organizations had different titles for the second in command. For instance, some police departments referred to the second in command as the assistant chief while other departments referred to the same position as the deputy chief or major. Sheriff departments, on the other hand, sometime referred to their second in command as the undersheriff or the colonel. Regardless of the title, different responsibilities were assigned to different ranks within the chain of command or line management system (Kassing, 2009).

These responsibilities were delegated to the appropriate entity within the police department. For instance, Toch explained the powers of arrest were delegated to every member in the chain of command, but the hierarchy remanded the arrestee over to a separate organization, the jail or detention center, to assume responsibility for the arrestee.

One problem in policing arose from the chain of command because sometimes the appropriate people did not receive promotions or those promoted received areas of responsibility that he or she could not effectively handle. These types of promotions were based on objective rather than on subjective promotions criteria. Another problem with the chain of command was perceived favoritism. For instance, one chain of command in a Montana agency had 22 men, of which seven commanders were from the special weapons and tactical (SWAT) team. "SWAT team members are routinely exposed to violent, dangerous situations in which strength and aggression are essential to the job" (Dodge, Valcore, & Gomez, 2011, p. 701) so a close bond forms with the team.

An additional problem with using a paramilitary-type chain of command occurred when the persons promoted had not been in the military. When commanders had not been in

the military, he or she did not necessarily understand the concept of chain of command, which entails a moral obligation to follow the commands of those appointed over him or her (Fitchelberg, 2006). This means that personal agendas, “initial differences” (p. 689) and political motives need to be set aside for the better of the organization (Fitchelberg, 2006). The chain of command was established to provide a formalized structure to provide guidance to line officers through line management (Dodge, Valcore, & Gomez, 2011).

The chain of command is a give-and-take type function required respect to operate effectively. The commanders in authority needed the members of the department to follow orders for the organization to function. However, if the commanders did not understand the police officers were the followers and respect was earned, a breakdown in the chain of command occurred. Other physical attribute of police culture were power and influence.

Power and influence. Fiedler, Chemers, and Maher (1976) described positional power as having official rank, status, tactical, and technical knowledge, decision-making ability for task assignment, and the ability to recommend rewards or punishments accordingly. Positional power meant an organization had a hierarchy. Perretti and Negro (2006) studied the extent to which hierarchies affected the composite of task-related teams. Those researchers suspected when a hierarchy was in place, employees had unequal access to services which modified employee behavior. Perretti and Negro (2006) discussed a theory about how organizational balance was affected by power, which was gained through knowledge and influence.

According to Perretti and Negro, power and influence in police departments were either strategies of exploration or exploitation. According to Perretti & Negro (2006) “Old timers” (p. 759) were characterized as using “exploitation” (p. 759) whereas “newcomers”

(p. 759) were seen as using “exploration” (p. 759). *Exploitation* meant old timers’ experiences were captured and used as a teaching model. *Exploration* meant newcomers sought or explored avenues for information.

Furthermore, Morand (2010) explained in most organizations, a status-leveling effect took place, stating status leveling created power distance or social status within the organization. Finally, Perretti and Negro defined *prestige* as the honor and approval of someone because of certain qualities deemed above average. Examples in policing of prestige were the medal of valor and officer of the year selections. Perretti and Negro supported the idea hierarchy and social status in an organization affected managers’ decisions about future team selections. Another physical attribute in police culture revolves around police discipline.

Discipline. According to Ivkovic and Shelley (2010), Kutnjak, Ivkovic, and Klockars (DATE) developed three models to explain the relationship “between disciplinary fairness and the willingness of officers to report misconduct” (p. 552). Ivkovic and Shelley indicated the three models as follows: simple deterrence model, discipline indifference model, and the simple justice model. The simple deterrence model was the perception harsh discipline produced higher misconduct reports and too lenient discipline produced lower reporting (Ivkovic & Shelley, 2010).

The discipline indifference model viewed discipline as fair (Ivkovic & Shelley, 2010). However, the simple justice model illustrated officers wanted to see misconduct punished swiftly (Ivkovic & Shelley, 2010). Ivkovic and Shelley found the simple deterrence model did not work well.

According to Kassing (2009), Graham (1986), Hegstrom (1995), and Kassing (1997) employees brought dissention as a means to protest workplace troubles. Kassing (2009) said that Van Dyne, Ang, and Botero (2003) reported that employees often fail to report concerns about workplace trouble out of fear of repercussions. According to Kassing (2009), Milliken, Morrison, and Hewlin (2003) reported in their research that up to 85% of employees remain silent on work related issues (p. 312).

Over the years, a lack of willingness of officers to report misconduct within the department became known as the *code of silence*. The *code of silence* carried on through the socialization process of new officers by veteran officers (Ivkovic & Shelley, 2010). Ivkovic and Shelley described the *code of silence* as a police protective mentality against anyone outside the department and an attempt to limit officer discretion or authority. These researchers identified two distinct *codes of silence*: those of line officers and those among supervisors. Ivkovic and Shelley found line officers and supervisors agreed about appropriate and expected discipline.

In addition, Ivkovic and Shelley found a direct correlation between the *code of silence* and officer perception of discipline in the workplace regardless of rank, line, or supervisor. Ivkovic and Shelley reported attempts to mitigate the *code of silence* were difficult if officers did not accept department discipline or if officers perceived the discipline as too harsh. These researchers suggested fair discipline was a way to curb the *code of silence*. Another way to mitigate the *code of silence* was to educate officers to change their perceptions about police discipline and integrity (Ivkovic & Shelley, 2010). As Marenin and Caparinin (2005) noted, integrity was key to governing because police with integrity act without discrimination, excessive use of power, and corruption.

Discipline, power, and influence, chain of command, and organizational structure composed the physical attributes made up one portion of the five components of police culture. Beyond the physical attributes, the psychological attributes comprised the second part in the model of police culture. The psychological attributes consisted of police history, culture, tradition, and climate. The psychology of policing follows in the second subsection.

Psychology of Policing

The mental attributes were the aspects of policing considered the soft matter. Mental attributes were soft because psychology represents a “touchy-feely” (p. 494) type of science police avoid (Crang, 2003). The psychology of policing meant the mental aspects that affect the police’s mind (Davis and Buskist, 2008). Most police have a mentally tough attitude to deal with the danger and crisis that go along with the job.

Note that no specific research covered specifically the psychology of rural police. The mental makeup of police helped determine how and why police act and react to situations. In the new five part model, physical and social attributes have been discussed above. The third section of the model, or the psychology of police is covered and includes descriptions of the culture, climate, and tradition in police departments.

Culture. Peck (1994) referred to police as a canteen culture because he considered police to be conservative, authoritarian, and judgmental. Peck further suggested police were not receptive to outside stakeholders or researchers looking in. Reiner (1985) also recognized the canteen culture exploited the rift between management and the subordinate or the beat officer.

Furthermore, Jones (2006) reviewed the book *Crime, Punishment, and Policing in China*, which was edited by Bakken in 2007. Jones noted the concept of “culture of

containment,” (p. 1) referred to China’s prison system. The significance of Jones’ statement was the recognition certain groups who live and work together had a distinct culture passed from experienced persons to newcomers. Policing had officers who live and work together for a common purpose to protect and serve. The police culture had both formal and informal aspects.

Blau and Scott (1962) recognized both formal and informal dimensions as contributing to the organization. Peters (1978) began studying the informal relationships inside organizations. Informal relationships were the connections between workers in an organization based on the needs and demands of the job. Formal dimensions involved the supervisor-to-peer relationships based on authority. Formal and informal relationships in an organization helped compose the organizational culture.

Pettigrew (1979) defined culture as the cognitive system explained how people think and reason when making decisions. Both Pettigrew and Pfeffer recognized more than one culture may be present in an organization, depending on the size of the organization. In addition, Moon (2006) defined *culture* as an organization shares norms, values, and beliefs about how to perform duties, solve problems, and interact with others in the organization. Moorhead and Griffin (1998) defined *culture* similarly to Moon (2006) but added members understood the organizations’ perception of acceptable and unacceptable behavior. Pettigrew (1979), Schein (1985), Sackmann (1991), and Hatch (1993) defined *culture* as the totality of values and beliefs of an organization.

Moon recognized police isolation as a trait of police culture while Harrison (1998), Paoline, Myers, and Worden (2000), Paoline (2003), and Waddington (1999) also recognized the continual possibility of danger, coercive authority, detachment from citizens, and

professionalism as other attributes of police culture. Harrison, Herbert (1998), and Paoline said officers tended to be suspicious of citizens. Police also became skeptical, conditioned by having suspects frequently lie to them (Moon, 2006).

Hofstede (1980) presented four dimensions of culture as follows: individualism, uncertainty avoidance, power distance, and masculinity. Individual culture referred to an officer's personal beliefs and understandings of his or her place in the organization. Most, if not all, officers dislike uncertainty in the workplace and avoided uncertainty with the exception of those encountered during calls for service. Usually, police had a sense of thrill about uncertainty during calls for service because the unstructured environment challenged them mentally and physically as well as boosted adrenaline, causing a natural high. Hofstede's *power distance* meant officers accepted the power in a police organization was unequal.

Furthermore, Hofstede's *masculinity dimension of culture* meant men's and women's roles in an organization reflected the male perceptions of how the organization functions. Roles in police organizations have generally reflected the male perception over the development of American policing, but are slowly changing. Furthermore, Bayley (1991), Chan (1996), Harrison (1998), Paoline (2003), Waddington (1999), and Weisheit, Wells, and Falcone (1994) recognized the general understanding of police culture was not universally applicable to departments (Wallace, Hunt, & Richards, 1999).

Alvesson (1991) described culture as created from both internal and external influences. Internal influences in police organizations included police shifts, teams, and departments like detectives, narcotic units, and gang units. External influences in police organizations included the court system, probation system, detention centers, media, and

attorneys. This research followed Alvesson description of culture because the research also explored the impact of internal and external influences on organizational culture.

Wallace, Hunt, and Fisher (1999) combined organizational values into 12 categories as follows: power, elitism, reward, effectiveness, efficiency, economy, fairness, teamwork, law, and order, defense, competitiveness, and opportunity. The high-index results reflected police, regardless of country, worried more about power, efficiency, fairness, and law, and order (Wallace et al., 1999). This research on RPC covers six of Wallace et al.'s categories. Wallace et al.'s study tied organizational culture to climate.

Climate. Drexler (1977), O'Driscoll, and Evans (1988), and Moran, and Volkwein (1992) defined *organizational climate* as the behavior and characteristics made up of the collective attitudes in an organization. Jones and James (1979) defined six dimensions of climate as follows: leadership facilitation and support; workgroup cooperation, friendliness and warmth; conflict and ambiguity; professional and organizational morale; job challenge, importance, and variety, and mutual trust. The key dimensions of police climate affected perceived trust among patrol officers and management and union and management as well as overall leadership of the organization.

Climate can rise and fall, depending on the trust within the police organization. Climate strongly influenced perception of fairness in the hiring, promotion, and specialty assignments in police organizations. As Ostroff and Schmitt (1993) stated, climate was the perception of the members make up an organization of how the organization ran under a particular management. A part of the organizational climate was the willingness of officers and specialized departments to share information or knowledge both inside and outside the organization.

Wasko and Faraj (2005) found some research supported knowledge as the most valuable organizational resource because knowledge affected all organizational levels. Wasko and Faraj identified intangible assets and operational procedures as knowledge assets and the creative process in decision-making. Furthermore, Wakefield (2005) described the information cycle as beginning with knowledge creation. Wakefield said once knowledge creation began, the process continued through compiling information through communication before the knowledge internalizes the shareholders.

Berg, Dean, Gottschalk, and Karlsen (2008) related there were two forms of knowledge, namely “explicit and tactic knowledge” (p. 272). In addition, Berg et al. (2008) wrote “explicit knowledge is used as guidance for police actions and decision-making” (p. 272) through capturing the information “in the form of documents” (p. 272) like policies, general orders, and standard operating procedures. Tactic knowledge was competency of skills gained through experience (Berg et al., 2008).

Berg, Dean, Gottschalk, and Karlsen (2008) indicated officers needed the ability and motivation to share information, but a sharing environment was also necessary to help facilitate the willingness to share knowledge with others in policing. Police managers and leaders needed to create an information-sharing environment accepted by all. The next subsection covers police tradition as an influencing factor on police culture development.

Tradition. Some social norms in an organization stemmed from tradition, customs, and habits within the organization and transferred from generation to the generation (Etzioni, 2000). The norms became institutionalized by virtue of the authority inherent in tradition (Etzioni, 2000). Examples of police tradition included wearing a badge and uniform and proving oneself on the street.

Furthermore, traditional policing involved reactive crime fighting (McCoy, 2006). Ortmeier (1997) stated pre-service and in-service training in college, in police academies, and in-the-field training programs predetermined police behavior. Tradition also seemed to follow in police families as in military families because the children follow in the parents' footsteps. The traditional training environment for police used the teacher as the expert whereas the student was a passive participant (McCoy, 2006). In addition, traditional police training instructors generally taught as a reflection of the environment in which they worked (McCoy, 2006).

The physical attributes and psychological attributes are two sections of the five part model make up police culture. The historical literature review next continues with the social aspects of the model of police culture. The social aspects of police included police socialization, politics, teamwork, and peer relations, stress, experience, and the hiring process.

Social Attributes

The social attributes in policing revolve around the relationships within and outside the organization like court, jail, probation, and parole. Social networking in law enforcement is exceptionally influential because training; equipment, assignments, and pay are frequently discussed and decided based on relationships (Roberts and Roberts, 2007). Note that no specific research was located that specifically described the social attributes of rural police.

The new model of police culture describes the social aspects of policing as resulting from the officer socialization process, politics, teamwork, and peer relations that was found at the time of this research. Further, other social attributes in the new model of police culture

include officer stress, experience, and the officer hiring process. The social aspects begin with the police socialization process.

Socialization. Chao, O’Leary-Kelly, Wolf, Klein, and Gardner (1994) found seniority or rank does not accurately measure an officer’s police socialization and culture. Chao et al. identified performance proficiency, politics, people, and an organization’s goals and values as dimensions of organizational socialization. The American police socialization process started with pre-hiring, continued through the hiring process and the basic police academy.

Generally, when officers returned from the police academy, they began the field training program or job shadow, which was a specified period of on-the-job training. Upon successful completion of the field-training program, the new officers progressed through a probationary period for usually up to a year. After the probation period, the new officers became regular officers in the department. The socialization process continued as the officers met new challenges with the variety of roles they had on the street.

Yarmey (1990) identified three police roles as order maintenance, law enforcer, and community-service worker. Perrot and Taylor (1995) identified the law enforcer role as the primary role officers saw as relevant. Schafer (2000), Trojanowicz, and Carter (1988), and Trojanowicz, Kappeler, Gaines, and Bucqueroux (1998) indicated community policing attempted to balance the different roles of order maintenance, law enforcer, and community service (Moon, 2006). Community policing emphasized crime prevention and community-service roles (Moon, 2006). Community policing also pushed more proactive problem-solving partnerships down the chain of command.

Traditional policing was reactive because police provided a rapid response to crimes whereas community policing was proactive because officers developed solutions with the community with a preventative nature (Moon, 2006). McCoy (2006) found officers became problem solvers when working under the community-policing philosophy and police departments practiced community-oriented policing became learning organizations. Moreover, Senge (1990) recognized learning organization had shared leadership. Senge wrote learning organizations were the type of integrated adaptive agencies effectively transition with new technology into the vision and direction of the agency, changed the organizational culture.

Goodman, Bazerman, and Conlon (1980), Paoline (2001), and Schafer (2000) asserted culture passed from one generation to the next through the socialization process of new members by experienced members (Moon, 2006). Police culture was separate then other organizational cultures according to Paoline (2001) because of constant threat of danger and various police roles. Paoline suggested police departments had a distinct culture because of the unique working environment. Paoline (2003) identified factors influence the various police roles as crime fighting, isolation, supervisor versus officer conflict, and group loyalty. The following example merges the police socialization process and the development of police culture from global perspectives.

Moon (2006) studied police socialization in South Korea and looked at police organizations and officer attitudes toward community policing. Moon indicated the more the officers socialized into the police culture, the more likely the officers accepted the community-policing philosophy. Lewis, Rosenberg, and Sigler (1999), Lurigio, and Skogan (1994), Peak, and Glensor (1996), Seagrave (1996), and Trojanowicz, and Bucqueroux

(1990), wrote the success of implementing change in policing philosophy related to the acceptance of the philosophy by line officers.

Wilson, and Bennett (1994), Winfree, and Newbold (1999), and Yates, and Pillai (1996) also supported the notion change in policing philosophy occurred when line officers accepted the change. According to Cordner (1995), street officers considered community policing as gentle on crime (Moon, 2006). However, Wilson, and Bennett, Winfree, and Newbold, Yates, and Pillai, and Moon reported prior research lacked officer input into and about the community-policing philosophy.

The socialization process in American police departments continued as officers either received promotion or went to a specialized assignment like detectives. Promotion meant the officers indoctrinate into the formal chain of command as line managers (Kassing, 2009). The first step for promotion was usually sergeant, though some police departments had master patrol officers' or corporals' filling the first-line supervisor rank.

The chain of command had a distinct socialization process for the newly promoted officer while the detective division had its own socialization process for the new detective (Kassing, 2009). Promotion and transfer into a specialty assignment each added to the overall socialization process of the officer by incorporating the ways, customs, and influences of the specialty assignment. Another major influence on police culture was politics.

Politics. Chao, O'Leary-Kelly, Wolf, Klein, and Gardner (1994) defined *police politics* as active networking to gain knowledge because knowledge was power in the workplace. Police departments and politics were inseparable, much like the struggle between

church and state. Politics played a large role in hiring and promotion in American police departments.

Blau (1970) and Donaldson (2001) described organizational structures as shaped by the external environment, by the use of technology, and the size of the organization. Wilson (1968) found the police organizational structure linked to the political culture of the governmental structure (Maguire, Shin, Zhao, & Hassel, 2003). Wilson characterized local governments as either high- or low-professional council-managers or nonpartisan or partisan mayor-council structure (Maguire, 2002).

Furthermore, Wilson described the partisan mayor-council as a traditional government and associated with the watchman-type police organization. Wilson described the nonpartisan council-manager as a professional government with the legalistic-type police organization (Maguire, Shin, Zhao, & Hassel, 2003). Finally, Wilson described the nonpartisan mayor-council or partisan council-manager as a mixed type government favored the service-oriented police organization (Maguire et al., 2003).

On the contrary, Maguire, Shin, Zhao, and Hassel (2003) found the original theory of Wilson (1968) local political cultures influenced police organizational structure was no longer a valid theory. Liederback and Travis (2008) attributed their findings to police training, education, changes in laws toward more civil rights, and government intervention to standardize policing. The movement toward professionalism made police training more standardized, leading police to believe they are experts in their field (Moon, 2006).

Maguire, Shin, Zhao, and Hassel (2003) indicated the size of the city as well as the percentage of minorities determined the number of patrol beats. In addition, Maguire et al. found police organizations with the mixed-type government structure had more civilian

employees. Maguire et al. (2003) found larger city population and greater diversity correlated with an increase in police ranks. Thus, they concluded the greatest determinant of police organizational structure was the external environment (Maguire et al., 2003).

Furthermore, Crank and Wells (1991) found urbanization affected the organizational structure while Maguire, Shin, Zhao, and Hassel (2003) found police organizational structures were more professional and bureaucratic than the police departments of 40 years earlier, when Wilson (1968) studied police organizations (Maguire et al., 2003). Other factors contributed to police organizational structures and professionalism included the 1990s community-oriented police movement, technology like COMPSTAT, and intelligence-led policing. According to Liederback and Travis (2008), another factor influenced police departments through politics was the increase of minorities and women in policing. Another influence on police culture from a global perspective was the use of religion through politics as discussed below.

Mohammad and Conway (2005) conducted personal interviews of Pakistani police in the North Western Frontier Province (NWFP) of Pakistan from June 1992 until March 1993. Mohammad had access to the Pakistani police because he was an instructor at a police training college. Mohammad and Conway interviewed a variety of officers with different ranks in three separate languages to obscure the identity of the interviewees. The following excerpts discuss the political climate for Pakistani police.

Pakistan's political culture was rooted in hegemony. According to Goldman and Rajagopal (1991), *hegemony* was authority shaped by consent under the ruse the power was legitimately shared among the people. The paramilitary Pakistani police followed the Musharraf military rule, which contained much random violent behavior (Mohammad &

Conway, 2005). Mohammad and Conway (2005) reported intense stress on the Musharraf military because of political decisions to support the role on terrorism.

According to Mohammad and Conway (2005) police corruption in Pakistani was rampant. For instance, Amnesty International in 1997-1998 made many reports about police corruption, including police brutality, rape, and prisoner abuse, and deaths (Mohammad & Conway, 2005). Police corruption in Pakistan is attributed to in part because of religion.

The Pakistani legal system followed Islam, which implemented punitive practices publically, by exposing the opposition as enemies of the Islamic process, government, and state (Mohammad & Conway, 2005). Crenshaw (1988) stated hegemony succeeded because hegemony masks under the united philosophy of between classes. “To be Muslim and Pakistani is first; to be poor or oppressed is a secondary distinction” and “anyone who disturbs the public order is understood as a threat to national security, a hence becomes a legitimate target for coercion” (Mohammad & Conway, 2005, p. 636). Terrorist President Musharraf was ousted in the next election, but his reign of terror continued as a result of his strict dictatorship and continued use of police as a strong arm of political will. The next subsection of social aspect deals with teamwork and peer relations in the police organization.

Teamwork and peer relations. Ellickson (1991) stated members of a close-knit group informally encouraged cooperative behavior because according to Cooter (1996), the small groups created efficient rules for group membership. One prime example of a close knit group is members of a SWAT team. American SWAT teams train together and undergo highly intense stressful combat type situation, which generally pull the team together.

Informal, formal, and social statuses were organizational traits affected choice, which also affected team assignment (Perretti & Negro, 2006). Team composition developed at the

organizational level (Perretti & Negro, 2006). Authority and position of power affected the control commanders had over others behavior (Perretti & Negro, 2006). Morrison (2002) found empirical evidence showed the distinction between newcomer and old-timer matters at both the team and the organization level and was relevant for organizational socialization, group interactions, and group effectiveness.

Lord (1998) wrote new officers were blindly initiated into a police organization because little time was spent socializing the new officers into the police organizational culture. Furthermore, Perretti and Negro (2006) noted social status helped with member distinction. Rostamy, Asghar, Hosseini, Azar, Khaef-Elahi, and Hassanzadeh (2008) defined *status* as achievement and ranking among peers while Nicholson (1995) described status as social, organizational, or occupational prestige. Moreover, Dumas (2010) described prestige as “the esteem, respect, or approval granted by an individual or a collective for performance or qualities they consider above the average” (p. 762). Carter and Beier (2010) indicated trainers should have incorporated older learners experience into the training because of the cumulated knowledge massed over time.

Peer retaliation was a consequence of going against the collective whole in police departments. Whistle blowing in police departments was low frequency, but did occur. In addition, peer retaliation in police departments included failing to provide backup to calls for service, having a slow response time for backup assistance, or posting rude or inappropriate jokes on the bulletin board for members to see. Other peer retaliation may have involved the theft of department equipment or personal belongings so the officer had to pay for the item or be written up for the loss of the equipment.

For example, Cancino and Enriquez (2004) used data collected and processed from 18 agencies from smaller and rural police departments in the southwest by Cancino (2001). Cancino (2001) gathered data through semi-structured interviews with 600 patrol officers to determine if peer retaliation was present and what type of peer retaliation occurred if an officer broke the *code of silence* on excessive use of force (Cancino & Enriquez, 2004). Cancino and Enriquez (2004) selected 18 patrol officer interviews to study using content analysis to assess peer retaliation. The findings supported the hypothesis peer retaliation was a part of police culture and police failed to report misbehavior out of fear of rejection or peer retaliation (Cancino & Enriquez, 2004). The next subsection of social aspects of police culture involves stress.

Stress. Sandy and Devine (1978) of Maine made four observations related to rural police and small towns, but never researched their theory. Sandy and Devine postulated rural police faced four stressors urban police do not necessarily face: security, social factors, working conditions, and inactivity. Later, Oliver and Meier (2010) researched Sandy and Devine's theory about rural police in West Virginia. In terms of security, Oliver and Meier indicated backup was an issue because of the amount of time it took to get secondary officers' assistance.

Most rural departments had one or two officers working at night, so backup may have been from another jurisdiction. For social factors, Oliver and Meier found rural police were known to the members of their community, so encounters off-duty were frequent. Further, according to Oliver and Meier, rural police had smaller or no peer support groups. Oliver and Meier identified low pay, poor equipment, and lack of training as unique working

conditions for rural police. These researchers also identified lower sensory stimuli because of a low call load and lower self-esteem for rural police.

According to Oliver and Meier (2010), 664 rural police trained on stress, representing 32% or 105 of 267 agencies in West Virginia. Of these agencies, 60% were police and 39% were deputies (Oliver & Meier, 2010). Students completed a pre-survey prior to the training on aspects of stress.

Oliver and Meier supported Sandy and Devine's (1978) hypothesized security was a major stress factor in rural police rather than the working conditions or social factors. The research indicated higher stress with the increase in department size and lower stress with an increase in training. Furthermore, inactivity correlated with higher stress (Oliver & Meier, 2010).

Another factor affecting stress was gender. Brown and Fielding (1993) reported that male officers thought higher stress came from working in isolation and a lack of control over vacation time, whereas women reported higher stress from violent encounters, death reporting, dealing with sex offenses, and family relations. According to Blok and Brown (2005), a study by Kerber, Andes, and Mittler (1977) found public perception did not show favoritism toward officers of either sex.

Martin (1994) said that all organizations have a "*negotiated order*, cultural patterns and work practices, which often results in women bargaining over employment rights and benefits that men take for granted" (Schulze, 2011, p. 138). Schulze (2011) reported that Westmarland (2001) statement "the relationship between gender and police culture suggests that masculinity prevails as a dominant characteristic" (p. 142). In addition, according to Block and Brown, Kerber, Andes, and Mittler (1977) reported male officers were perceived

as more competent in dealing with violence encounters, whereas female officers were more competent when dealing with children and sexual assault victims. The next subsection covers prior experience.

Experience. Prior law enforcement experience was good and bad. Experience was more cost- effective for the hiring agency, but law enforcement experience may prove to be problematic because the officer may have learned behavior may not be appropriate in the new hiring organization. In addition, the experience of law enforcement officers may not be equivalent to the experience needed in the new organization.

For instance, rural officers' exposure to felony cases was typically more limited than with urban officers. Further, some sheriff departments did not investigate accidents whereas city police investigate accidents. The urban police experience was certain to be different from the rural police experience because of an increased call load. Another subsection of police social attributes was police hiring.

Hiring. According to More and Miller (2007), officers were more "likely to be better educated, more intelligent, emotionally stable, and more compassionate" (p. 197). Police recruiting and minority selection increased over the years. According to statistical records, about 7% women, 10% Black, 6% Hispanic, and 1% other worked in large municipal police departments (Kim & Mengistu, 1990). Police hiring over the years in the United States involved some type of aptitude testing (McCrary, 2007).

Kirmeyer and Diamond (1985) indicated the paramilitary organization of policing had greater frequencies of officers who were competitive, uptight, and impatient. Applicants were rank ordered by his or her aptitude tests score, usually combined with an oral interview score (McCrary, 2007). Years of litigation in the 1970s and later changed police aptitude

testing in an effort to avoid disparity. McCrary (2007) described disparity as “An employment practice with no apparent racial motivation may nonetheless be interpreted as tentative evidence of discrimination in the testing itself and to make the testing job-related” (p. 321).

Stucky (2005) suggested local politics influenced hiring practices and government policies in municipalities. In addition, police policies may not be effective or practiced, possibly resulting in discriminatory hiring practices. Law enforcement agencies tended to recruit prior military members because of the assumption military members were better prepared to deal with the high stress of burnout, but according to Ivie and Garland (2011), no research confirmed the assumptions about stress and burnout.

However, some benefits to hiring prior military members included weapons training and discipline because police departments were paramilitary in structure (Ivie & Garland, 2011). According to the National Institute of Justice (NIJ) (2004), officer trends showed officers working only a few years in a jurisdiction before leaving for another jurisdiction. NIJ also found a 20% decline in hiring in smaller agencies, which attributed to finances and recruiting issues. A final interesting hiring report called *House Documents 40*; the Commonwealth of Virginia Report of the Department of State Police listed the conflict in the Middle East as producing an interest in police recruiting in Virginia in 2007. The following example covers an international police-hiring success story.

The Swedish National Police (SNP) had exceptional hiring success from 1993-1998 hiring 17,000 officers and terminating only 12 of the new hires (Lord, 1998). The SNP standardized and centralized their recruit selection and training (Lord, 1998). Part of the hiring success for the SNP was attributed to the oral interview process (Lord, 1998), the

purpose of which was to measure communication and decision-making skills as well as applicants' demeanor (Lord, 1998). The SNP required a minimum of 2 years of college, including studies in English, government, and community (Lord, 1998). The SNP focused on recruits who could solve problems, had good interpersonal, and communication skills, and could apply appropriate human relations (Lord, 1998). SNP emphasized job task training, including conflict resolution, human behavior relations, and crisis management (Lord, 1998).

The SNP hiring process from start to finish took only 5 months, but recruit training lasted 3 years (Lord, 1998). This organization required an 8-week basic academy and 12 weeks of on-the-job training, and after 40 weeks, the senior officers evaluated the recruits (Lord, 1998). Lord wrote the SNP recruits returned to the academy for 20 weeks of follow-up training. In addition, Ackerman (1994) found SNP recruits received almost 300 hours of social science training, including psychology and human relations, as compared to recruits in the United States, who receive fewer than 20 hours of social science training.

The SNP example illustrated a successful hiring example. Hiring, socialization, politics, teamwork, and peer relations, stress, and experience makeup the social attributes of police culture. The social attributes made up one of the five parts of this new police culture model.

The social aspects, physical attributes, and the psychology of policing make up three sections in the five part model of police culture. The fourth section of police culture revolves around internal factors. The internal factors in police culture included police leadership, management styles, voluntary, and mandatory training, budgets, shift work, equipment, and performance evaluations. The section on interval factors that affect police culture follows.

Internal Factors

Internal factors influenced relationships within the organization (Martin, 2009). Internal factors in policing were the factors directly related to organizational morale and functioning. Note that no specific research was located that specifically described the internal factors of rural police.

The new five part model for police culture has covered the physical, psychological, and social attributes of police culture. This section addressed the internal environment, which consisted of leadership and management, training, the budget, shift work, equipment, and performance evaluations. This section begins with the subsection leadership and management.

Leadership and management. More and Miller (2007) wrote leaders had three leadership behaviors, including consultative, directive, and participative. Furthermore, Porter, Neal, and Medina (2000) characterized leaders as networkers who developed open trusting relationships and ethics. Employees expected their supervisors to participate and to resolve conflict with “seasoned judgment and visionary thinking” (More & Miller, 2007, p. 15). Seasoned judgment revolved around a person’s character.

The cornerstone of one’s character was loyalty (More & Miller, 2007), but loyalty should never compromise integrity. Leadership required integrity and seasoned judgment. Integrity required excellence in performance, outstanding professionalism, and a commitment to the organization, organizational mission, and the employees. Integrity was an uncompromising attribute leadership developed.

More and Miller described integrity as fair and impartial justice in administrative transactions. Baker (2002) said leaders were optimistic and confronted challenge with positive consistent persistency. Furthermore, More and Miller indicated effective leadership

involved relationships between followers and leaders in changing situations. According to More and Miller, leaders used “telling, selling, ordering, coaching, joining, or consulting” (p. 134) to achieve influence.

Avolio, Kahai, and Dodge (2001) said leadership buy-in was instrumental because leadership influenced change in followers by altering personal and social attitudes, actions, and performance. According to Street, Weer, and Shipper (2011), once the managers bought into the proposed change, the organization became a reflection of shared leadership. Furthermore, Lindahl (2008) indicated shared leadership moved the organization from a mediocrity to a collectively shared responsibility with an emphasis on teamwork. Leaders were visionary while managers were action-oriented.

Expressing the distinction between leaders and manager was necessary. Some leaders were managers while others were not. Karlsen and Gottschalk (2002) identified six police roles from the six manager roles of Mintzberg (1994) and applied the terminology to policing.

Karlsen and Gottschalk’s six roles included the motivation role, resourcing role, networking role, problem-solving role, liaising role, and gate-keeping role. Berg, Gottschalk, and Karlsen (2008) studied Norwegian police and information sharing. Berg et al. found the networking role was the only statistically significant manager function in terms of information sharing. In addition, Berg et al. indicated the networking role-filled the gap between investigators and other police with information sharing. Karlsen and Gottschalk’s other roles encompassed the insight of managers’ perceptions of supervisors and employees’ perceptions of supervisors, management, and leadership.

According to More and Miller (2007), managers expected supervisors to have had a positive attitude, been loyal, had integrity, been responsive to management demands, and been able to produce performance. Those researchers found 85% of employees responded positively to supervisor participation while 15% responded negatively. Unfortunately, managers spent most of their time dealing with those who fell in the 15% (More & Miller, 2007). The following paragraphs address how changing environmental conditions affect police managers, consequently affecting officers.

Organizational change affected managers, officer morale, and productivity. According to Robinson (2008), law enforcement agencies faced budget cuts, increased violence, terrorism threats, immigration responsibilities, and continued technological renovations. As a result, law enforcement agencies received new responsibilities with fewer resources. In addition, local law enforcement agencies faced challenges with crime increases affect their way of doing business.

Furthermore, Robinson (2008) referred to the U.S. government as “missing in action” (p. 329) because of “a low priority in the Bush administration” (p. 329) toward policing. Robinson reasoned because the state courts handled 94% of felony convictions, the federal courts were missing in action in 2004. The following international example was from research on structural changes in an organization and how changing the structure affected first-line supervisors in policing.

The British police introduced a New Public Management (NPM) system in Great Britain in 1995 (Butterfield, Edwards, & Woodall, 2005). The NPM decentralized operations by peeling away the layers of responsibility related to staff management and increased accountability through the new performance management systems (Butterfield et al., 2005).

Butterfield stated the thought process behind changing the police structure in Great Britain was to develop a new organization focused on customer relations through the sergeants and to build a new police culture within the organization by changing the structure to the NPM. This research took place in 1998-1999 and sought to measure the impact of NPM on first-line supervisors, namely sergeants, through 50 interviews of six focus groups from three unidentified divisions (Butterfield et al., 2005). Only 42 first-line supervisors agreed to interview (Butterfield et al., 2005).

Over the past 20 years in the NPM, the police administration moved the focus from management through administration to professionalism, then to a business-management model (Butterfield, Edwards, & Woodall, 2005). Horton, and Farnham (1999), and Pollitt, and Bouckaert (2000) wrote police departments also moved away from formal centralized hierarchical organizations to more decentralized organizations during that period. Ferlie, Ashburner, Fitzgerald, and Pettigrew (1996) and Jackson and Lapsley (2003), suggested police organizations shifted toward business management with the focus on value for product and services because business management used key performance indicators like cost analysis reports, budget reports, and accounting to track value.

On the other hand, Ferlie, Ashburner, Fitzgerald, and Pettigrew (1996) and Kowalczyk (2002) asserted police organizations moved toward customer service through quality management for improved customer satisfaction (Butterfield et al., 2005). The result of the new business focus changed the type of organization from Mintzberg's (1979) machine-type bureaucracy in which leaders made key decisions and managers supervised day-to-day operations. As Mintzberg indicated, under the machine-type bureaucracy, information management became standardized.

Prior to the introduction of NPM, the police sergeants' roles in Great Britain included some supervisory duties, mentoring, training, discipline, and team leadership (Butterfield et al., 2005). The NPM changed the sergeant's role from a custodian to one of a practitioner-manager (Butterfield et al., 2005). The results yielded two separate management styles. First, the inner city sergeants showed a modern-management police style while the suburban police showed a traditional police-sergeant style (Butterfield et al., 2005). The results indicated the closer a manager was to the command staff, the more his or her management reflected the appearance of command staff values, whereas the further the manager was away from the command staff, the more the manager administered like traditional management.

The NPM moved the sergeants from operational sergeants, who generally patrolled the streets, to practitioner-managers (Butterfield et al., 2005). Butterfield et al. postulated the sergeants' new roles hurt morale because the department saw an increase in sergeants' absences in the form of sick time (Butterfield et al., 2005). The new role of sergeants took them away from the day-to-day contact with his or her officers, thus making them pencil and paper pushers. The result of using NPM was the sergeants' farther from controlling their constables because NPM reduced time for direct supervision (Butterfield et al., 2005). Butterfield et al. (2005) wrote sergeants were "physically divorced from the 'street'" (p. 338) and "isolated from senior management" (p. 338) through the NPM role.

Furthermore, training was minimal at best for these new sergeant responsibilities (Butterfield, Edwards, & Woodall, 2005). One key result of the NPM was peer influence was crucial, rules were bent, and the informal culture ran the patrol division (Butterfield et al., 2005). Butterfield et al. found the NPM made the police department dysfunctional in part

because communication lines broke down. These researchers also found strong evidence to support informal organization and subcultures thrive during adversity.

No discussion of leadership and management would be complete without including ethics. Wright (1999) noted corruption included illegal activity, unethical practices, and inappropriate actions and corruption occurred in all organizations to some extent. Wright (1999) also indicated the culture of policing involved secrecy and internal trust, and consequently, police developed us-versus-them mentality. Wright attributed the amount of corruption directly to leadership inactivity, tolerance, or action, noting if leadership established ethical standards but did not practice the ethical standards, corruption flourished. Ethical standards must be practiced and maintained consistently (Wright, 1999).

Leadership must not allow demeaning or dehumanizing language inside the agency, nor should leadership let a lapse of ethics go unchecked (Wright, 1999). Leadership needed to set high and professional standards and incorporate accountability (Wright, 1999). When ethics was prominent in the culture, ethics becomes part of the officers' identity and thus, his or her character, which translated to appropriate police action (Wright, 1999). Ethics then became part of the spirit of the police organization by internalizing the values with pride (Wright, 1999).

Furthermore, Wright (1999) explained when a police department had excessive use of force complaints that corruption and illegal behavior were also prevalent. Wright explained an organization that practices unethical behavior was an unhealthy workplace, and consequently, staff members were unhappy, and morale was low. Wright referred to such an organization as broken. Wright characterized a broken organization as lacking a common purpose or mission, which bred corruption. Wright also found a rift existed between

command and officers when corruption was present and those officers lack organizational commitment.

As Wright (1999) asserted, prevention was crucial to curbing unethical and illegal activity in the workplace. Wright also stated prevention required a “package deal,” (pp. 68-69) meaning leadership must “inspire loyalty, encourage personal achievement, gain consensus and commitment to the organizational mission, promote dedication and hard work, foster care for one another, moderate job stress, and expect moral and ethical behavior” (pp. 68-69). Finally, law enforcement agencies needed guidance from leadership to develop their mission with respect to human rights (Wright, 1999). The next internal aspect that affects police culture is training.

Training. Police organizations invested time and resources into recruitment, hiring, the basic police academy, field training programs, and advanced training. Some police training was mandatory, such as use of force and firearms, while other training, like forensic science and investigations was voluntary. Torrence (1993) found a stressful training environment did not promote openness between the trainee and the instructor or student participation. Self-directed group discussions reduced stress in the training environment because this type of learning allowed all skill levels to contribute experience to the discussion (Birzer, 2003). Finally, according to Parker (2008), “training sends a message of organizational commitment” (p. 174) not only to the individual officer but also to the collective organization.

In some ways, rural police departments were at a disadvantage in terms of training because of having little or no training funds. Police training sometimes required travel and included registration costs, per diem pay, gas, and lodging. Large departments tended to

have bigger training budgets for sending their officers to advanced or specialized training (Page & Jacobs, 2011). Lord (1998) found small departments lost their trained officers to larger departments because larger departments tended to pay better and have more job opportunities for advancement or specialized training. Traditional police training emphasized the experienced officer as an expert and superior to the trainee.

McCoy (2006) recommended police training should implement the principles of adult learning, such as in Knowles (1990) *The Adult Learner*. Knowles recommended adult training needs to incorporate the learners' experience. Knowles suggested adult learning was self-directed, problem-centered, experience-based sharing and simulate real-life situations.

This type of training was *andragogy*, whereas traditional police training with the instructor as the expert was *pedagogy* (McCoy, 2006). Birzer (2003) was also a proponent for andragogy police training. McCoy added learners should assist in the curriculum development process. Andragogy produced a learning environment for the officer who stimulated learning and encouraged student participant through engagement (McCoy, 2006).

Although the role of the police officer changed over the years, training of police officers remained the same (McCoy, 2006). Traditional police training was teacher-centered rather than learner-centered (McCoy, 2006). While traditional law enforcement training developed technical and procedural skills, police training did not promote non-technical competencies, such as problem-solving, judgment, and leadership (McCoy, 2006). Ortmeier (1997) noted colleges offered law enforcement training needed to focus on "communications, human relationship, and critical thinking, problem-solving, and leadership skills" (McCoy, 2006, p. 79).

The focus of police training on social skills improved internal and external communication, which helped promote a healthy learning organization. In turn, healthy learning organizations promoted positive morale. McCoy (2006) recommended police organizations became learning organizations.

McCoy (2006) wrote the way to create a learning organization was to change the way the organization conducted training. Further, Dumas (2010) said “a learning organization was a place where people are continually discovering how they create their reality and how they can change it” (p. 114). The teacher in a learning organization was more of an equal with the students because the teacher acted as a resource to build trust with the student.

McCoy found the lecture method of instruction was least effective, but that police respondents “felt compelled to lecture due to system constraints and lack of sufficient teacher preparation” (p. 82). Nevertheless, these same police respondents or experienced instructors, believed in a need for hands-on activities, such as role-playing, demonstrations, and simulations using weapons training systems like the firearms training simulator (FATS) system (McCoy, 2006). McCoy added higher levels of learning involved the use of demonstration, simulation, active student participation, and learner experience.

Furthermore, police training in the United States was far from uniform (Birzer, 2003). Birzer indicated the basic police academies across the United States were the type of training most similar. According to McCreedy (1983), police-training programs functioned as paramilitary training model that was punishment-centered, required trainees to prove themselves or be screened out. Commonly, basic police academies were behavior and paramilitary training (Birzer, 2003). In addition, Lorinkas and Kulis (1986) attributed this paramilitary-type law enforcement training with causing cultural problems within policing.

According to Birzer (2003) “Behaviorist theory equates humans to machines,” (p. 31) leaving out intellect, feelings, emotions, and discretionary decision-making. Moreover, police training was commonly designed to teach new skills, polish existing skills, or to improve performance through standard measures (Birzer, 2003). Pedagogy was necessary for common tasks like police vehicle operations, firearms, or defensive tactics, but was not effective to develop decision-making capabilities.

Law enforcement instructors usually attended a 40-hour block of instruction to become police instructors. The 40-hour block taught basic skills for lesson-plan development but did not usually cover teaching styles, methods, or adult-learning principles (McCoy, 2006). Once an officer completed the basic instructor development course, usually there were no follow-up training requirements.

Each state has a Police Officer Standards and Training (POST) council dictated mandates for training, but no continuity exists across the United States for police instructors. Finally, Birzer (2003) found many police instructors held to the idea because training worked before; the training should not be changed. Another subsection of internal factors develops the police culture involves the annual police budget.

Budgets. Krimmel (1997) indicated consolidation may be an option for smaller departments to increase efficiency through shared resources. However, losing local control and authority was a major concern for police leaders and possibly the main reason departments did not consolidate (Krimmel, 1997). Crank (1990) found with consolidated police departments, the departments paid lower insurance premiums and had higher quality police training, higher paid officers, and higher quality officers. Furthermore, Krimmel established communication gaps between police and fire departments were eliminated by

consolidation, indicating the Northern York Consolidated Police Department functioned at 70% less personnel than non-consolidated police departments in their region, with 34% fewer officers per 1000 population, 56% fewer vehicles, and 37% fewer officers. One concern with consolidation of police department resources revolved around police unions.

Farber (2005) wrote unions were prevalent in police and fire departments and these unions had up to 60% membership. According to Edwards (2010), the U. S. Bureau of Economic Analysis indicated state and local employees made up 20 million of the 23 million government's civilian jobs in 2008 in the United States. Police were just one of many government workers who fell in this category.

According to Edwards, the Federal Reserve Board in 2009 reported the state and local outstanding debt for 2000 was \$1.2 trillion and the debt increased to \$2.3 trillion in 2009. According to *The Economist* in 2009, state pension plans funded at only 80%, underfunded by almost \$1 trillion (Edwards, 2010). Finally, according to Shane (2011), police budgets were restricting manpower, indicating police departments needed to learn efficiency through fewer resources. Another way to make police departments more efficient was to move manpower by changing the shift work.

Shift work. Several standard police shifts were available for police managers to choose from. For instance, some police departments worked four 10-hour shifts per week (Kecklunda, G., Eriksenc, C. A., & Akerstedta, T., 2008). Another shift schedule for law enforcement was five 8-hour shifts (Kecklunda, G., Eriksenc, C. A., & Akerstedta, T., 2008). Still another option for police managers was the 9-hour shift with rotation among days, nights, and afternoons. Also, some departments work a 12-hour shift working 3 days a week then 4 days a week in rotation (Kecklunda, G., Eriksenc, C. A., & Akerstedta, T., 2008).

Other shifts included the swing shift, which included part afternoon and part night shifts. The swing shift helped as a force multiplier with busy times for law enforcement agencies but also served as an additional shift for traffic details, such as targeting drunken drivers. Some police departments dictated the shift rotation while others allowed officers to bid for shifts and days off based on seniority. Shift work may have been a union factor as well. A consideration with shift work was the effects on officer morale and health.

Costa (1996), Finn (1981), and Owen (1985) identified problems with officers' health as partially attributable to shift work. Wilson, Polzer-Debruyne, Chen, and Fernandez (2000) also attributed lower officer attendance at social events to shift work. Furthermore, Folkard, Waterhouse, and Minors (1985) and Minors and Waterhouse (1986) identified night shift work as the cause for disturbance of normal heart and biomedical systems and mental functioning. Costa (2003) identified night shift disturbance as shift-lag syndrome, which included such symptoms as fatigue, digestive problems, and poor mental functioning. Bohle and Quinlan (2000) asserted shift workers experience a role conflict and consequently social alienation.

Moreover, Pisarski, Bohle, and Callan (1998) indicated role conflict between an officer's workplace and family life increased officer stress, which according to Burke (1988), Frone, Russell, and Cooper (1992), and Greenhaus (1988) linked to higher job burnout and employee turnover as well as lower job satisfaction. Finally, Cooper, and Cartwright (1994), Friedman, and Greenhaus (2000), and Quick, Quick, Nelson, and Hurrell (1997) noted an unbalanced work-family life added to stress, which increased absenteeism, tardiness for work, sick time, turnover, job satisfaction, and performance. Another subsection of internal factors that affect police culture was police equipment.

Equipment. Police equipment in America over the past 100 years changed drastically from the billy club to computerized and robotic technology. Examples of police equipment included the police radio, batons, bicycles, Segways®, tear gas, high-pressure water guns, special riot guns, handcuffs, leg irons, stun devices, firearms, pepper spray, and so on (Huang, 2011). Other police equipment included mobile data terminals (MDTs), alcohol sensors, thermal imagers, tactical casualty combat care kits, and databases storing criminal justice information. Huang divided police equipment into weapons, which caused injury or death, and police apparatus, which controlled or subdued behavior through “expelling, falling upon and binding” (p. 185).

U.S. police organizations usually referred to police equipment as either lethal or less than lethal. Police firearms evolved from revolvers to semi-automatic handguns and from rifles to automatic weapons for the tactical or special operations teams. Other, police tools included communication tools, such as Crisis Intervention Training (CIT), which originated with the Memphis Police Department, and Verbal Judo®, which originated in Canada.

The relevance of police equipment with police culture was threefold. First, police equipment, such as police radio capabilities, influenced police information about calls and suspects. Timely information through the police radio helped officer assessment before, during, and after arriving on scene. Second, police MDTs assisted police officers with suspect information more globally. For instance, officers run the suspect’s license plates on the MDT when the dispatcher was busy this made better use of the dispatcher’s time for emergency calls.

Finally, police equipment, such as the Taser© were stopping assaults on officers and excessive use of force on suspects. Police equipment influenced police culture because

officer perception of the use of police tools affected how the officer reacted on the job. The next subsection under internal factors affected police culture was performance evaluations.

Performance evaluations. Frederick Taylor was a management guru whose philosophy spanned 25 years from 1890 to 1915 (Robinson, 1992). According to Robinson, Taylor focused on perfecting the process of the job rather than focusing on the person. Robinson described Taylor's philosophy as gathering the traditional knowledge passed from work generation to the next work generation. According to Robinson, Taylor's philosophy of managing the worker also included science, harmony, cooperation, and development of the employee through standardized processes. Taylor's process became known as *scientific management* (Robinson, 1992). According to Drucker (1976), Taylor's focus was on productivity.

Police productivity was a point of contention. Police measured their performance based-on difficult arrests or complex cases, whereas police management look at the number of complaints and number of contacts. Police organization performance was sometimes quantified by results like the number of arrests, number of traffic tickets, and so on, but little research focused on a measurement the public stakeholder wanted (Carmona & Gronlund, 2003). Some states outlawed quota systems for tracking quantifiable numbers so individual and organizational performance were elusive metrics. Moore and Poethig (1998) recognized the *code of silence* in policing hurt the public image of the police department because the public was not privileged to the contributions police made on a routine basis. One way to assess the extent of the *code of silence* was through surveys or scorecards.

The police scorecard was sometimes used as a tool to improve vertical and horizontal communication to review success, staff, citizens, and resources for organizational

performance (Carmona & Gronlund, 2003). Carmona and Gronlund (2003) used traffic light colors to indicate performance, with red as an indicator of poor performance, yellow as an indicator of acceptable performance, and green as an indicator of excellent performance. Employees received a questionnaire asking about their perceived job satisfaction, commitment, and responsibility (Carmona & Gronlund, 2003).

Ittner and Larcker (1988) found government agencies weighed external-stakeholder input greater rather than performance. External stakeholder input had to do with perception of police performance. In addition, Kaplan and Norton (1992), and Kaplan and Norton (1996) also used the balance scorecard to view financial report, customer surveys, internal business, innovation, and learning as determinants of performance and as complementing financial indicators (Carmon & Gronlund, 2003).

The Swedish law enforcement also used the scorecard to assess police organizational performance to address past, present, and future success or failure of policing according to stakeholder perceptions of police performance (Carmona & Gronlund, 2003). The Swedish police leaders aligned their study from 1998 to 2000 with Lipe and Salterio (2000), which identified performance indicators align with the goals, strategies, and objectives of the organization. The Swedish scorecard was successful in terms of internal standards, but unsuccessful in measuring organizational performance externally because it did not measure relationships in the community (Carmona & Gronlund, 2003).

Police performance evaluations, equipment, shift work, budgets, voluntary, and mandatory training, leadership, and management styles comprised the section of internal factors made up a portion of police culture. Internal factors, physical attributes, psychology of policing, and social aspects composed four of the five part model on police culture. The

final section of the model of police culture was external factors. Socioeconomics, public relations, and public perception, gender, race, and family dynamics, media, laws, and lawsuits, geographic location, and type of crime and frequency were the subsections of external factors made up the final section of the five part model of police culture.

External Influences

External influences involved key players, decisions, such as changes in the law or from lawsuits, and political decisions affected budget and personnel staffing issues. Note that no specific research was located that specifically described the external influences of rural police.

The new five part model for police culture covered the physical, psychological, social, and internal aspects of police culture thus far. The final section of the model, external influences included organizations and people outside of the police organization. External environmental factors affected police culture and included socioeconomics; public relations and public perception; gender, race, and family dynamics; media; geographic location, and types and frequency of crime. This subsection begins with socioeconomics.

Socioeconomics. Levitt (1997), Marvell, and Moody (1996), and Nalla (1992) suggested evidence supported the assumption crime rates and minority populations affected police manpower. Zhao, Ren, and Lovrich (2010) reported community socioeconomic characteristics helped determine the police budget and thus, expenditures. Police budgets usually reflected the local economy, with cuts during recessions or increases during prosperous times (Zhao et al., 2010). Studies from the 1990s to the 2010 on socioeconomic factors focused on law and order, economic conditions, and minority populations (Zhao et

al., 2010). Studies on law and order were focused on police expenditures in relation to crime rates (Zhao et al., 2010).

Chapman (1976), Jacobs (1979), Jacobs, and Helms (1997), and Nalla (1992) found a positive relationship between police expenditures and crime rates (Zhao , Ren, & Lovrich 2010). The Violent Crime Control and Law Enforcement Act of 1994 increased federal expenditure \$9 billion to hire 100,000 new officers (Zhao et al., 2010). Zhao et al. reported the crime rate affected police staffing less than the perceived threat of crimes in the minority community. From 1992 to 2003, cities with large minority populations saw budget increases to supplement police services (Zhao et al., 2010).

Bozeman and Straussman (1982) found municipal budgets are relatively stable over time and, according to Zhao, Ren, and Lovrich (2010), based on the previous year's budget. Zhao et al. noted the budgetary process was a trial-and-error process used to make small changes according to prior budgets to avoid large mistakes. In the study of 188 municipalities, Zhao et al. found police expenditures in 2003 were about 12.5% of the general city budget. The next external influence subsection covers public perception and public relations.

Public perception and public relations. The form of government in a country, state, and locality influenced public perception of police. For instance, Sung (2006) sought to explain the impact of a democracy on public perception of security as a reflection of police service. Sung hypothesized the explanation for the impact of democratization on police security revolved around four hypotheses: positive linear, negative linear, convex curvilinear, or concave curvilinear. Sung used a multiple regression quantitative analysis on a sample

size of 59 countries but his cross-sectional analysis limited the ability to generalize the information to other populations.

Sung's (2006) research results reflected a convex curvilinear relationship between democratization and police effectiveness, indicating countries with fully seated democratic government styles had higher rates of police effectiveness. Sung further found that ethnic inequality hampered effectiveness (Sung, 2006). Another influence of public perception and relations involves the community.

Weitzer and Tuch (2004) and Smith (2005) considered the community where people lived as a determining factor in police satisfaction. For instance, in a community where officers live and work it is possible that job performance perception may be higher or lower based on the proximity or connection the community has with its officers and department (Sung, 2006). Further, perception of police in rural may vary from perception of urban police too based on many factors.

Also, Jobes (2002) sought to determine whether the perceptions of rural police about crime in their respective jurisdictions were accurate or obscured by other factors, such as police culture or demographics. Jobes also investigated whether individual or community perceptions influenced police officer's perception of crime and policing. Jobes postulated if the community influenced police perception officers had a like perception in similar work settings. Jobes also used the findings of Chan (1997) to question if rank, experience, and urban police were different from those of rural police, and if so if police culture affected police behavior. The following paragraph explores police culture as a factor in public perception and relations.

Bouza (1990), Manning (1977), and Skolnick, and Bayley (1986) identified police culture as an influencing factor in how police acted and thought about crime in their communities. On the other hand, Jobes believed rural police were inaccurate about crime in rural jurisdictions. Police perception influenced police culture, which was learned through the police socialization process throughout an officer's career.

Chan (1997) indicated police socialization took place within the organization, which guided officers' decision-making because of the officers' defined roles. Harring (1983) wrote police were secretive and socialized within the police departments themselves. Jobes (2002) noted rural police behaved differently from urban police. Jobes also recognized informal influences affected the way rural police functioned within the organization. Chan attributed rank, training, and education with mediating a prejudiced police culture.

Furthermore, Hochschild (1983) asserted people became officers because they sought job security, the possibility of making a difference, excitement, and a sense of social responsibility. Some internal influences came to policing like the reason people wanted to become officers. A person's internal perceptions affected police culture because the perceptions were shared at work and in police behavior.

According to Jobes (2002), police culture was contradictory to the concept of community policing. Jobes noted officers were conditioned through police training and the socialization process in police cultures. In addition, Jobes indicated small agricultural towns had less crime because rural police provided more community service. Jobs also believed agricultural towns had less crime because people living in rural towns confided in rural police to help solve crimes. Furthermore, Weisheit, Falcone, and Wells (1999) typified rural police as using a local style of policing rather than an urban or legal style of policing.

Jobes (2002) showed rural police enjoyed their work setting, like being a part of the community, and like the independence from the urban phenomenon or police culture. Jobes' findings also showed complications for rural police because of tension with personal life and enforcing laws as a rural police officer. In addition, according to Jobes, a complication with rural police perception was the distance to services, such as jails or hospitals, and a lack of backup officers. More experienced and higher ranking officers misperceived crimes in their rural jurisdictions more frequently than younger less experienced officers (Jobes, 2002).

Jobes attributed the misperception to a negative police culture grown with job experience. Jobes (2002) described effective rural police as committed and sensitive to policing. In addition, Jobes indicated bureaucrats defined policing through police culture and identified local social and environmental conditions as key factors to rural police perception. Cook and Campbell (1979) recommended further studies focused on the structure of a community and police culture because rural police and isolation had unique features of police culture needed to be identified.

Wu and Sun (2010) studied college students' perceptions of the police in China to determine the factors contributed to the students' perceptions of police. Wu and Sun used a multi-dimensional study to address the student perception to capture the multi-focused responses for better accuracy. The specific views Wu and Sun sought included student perceptions of police fairness, effectiveness, and integrity, which were the dependent variables. In addition, Wu and Sun investigated student perceptions about law enforcement contact, quality of life, and locality, which were independent variables.

The factors of student perception included individual demographics, experiential factors, and attitudinal factors (Wu & Sun, 2010). Over half of the students found police to

be generally acceptable (Wu & Sun, 2010). Students rated police as treating the wealthy better than the poor, up to 84% of the time, and treating local people better than nonlocal people 80% of the time (Wu & Sun, 2010). Furthermore, Chinese police were rated as honest only 42% of the time, corrupt 62% of the time, and abusive 66% of the time (Wu & Sun, 2010).

Wu and Sun (2010), and Cao, Stack, and Sun(1998), Homant, Kennedy, and Fleming (1984), Koenig (1980), Weitzer, and Tuch (2004), and Wu, Sun, and Triplett(2009) findings showed fear, media, and prior victimization influenced citizen perceptions of police action. The results reflected variations in the populations because the Northern city of students had more training and education than the Southern city of students (Wu and Sun, 2010). Other factors in public perception and relations follow.

Brown and Benedict (2002), and Wu, Sun, and Triplett (2009) found race was the biggest predictor of perception of police and the perception was usually negative. Bridenball and Jesilow (2008), Dunham, and Alpert (1988), Hurst, and Frank (2000), Murty, Roebuck, and Smith (1990), Sullivan, Dunham, and Alpert (1987), Weitzer, and Tuch (2002), and Wu, Sun, and Triplett (2009) found younger people had a less favorable perception of police than older people. Walker (1992) explained lower perception of the police by youth resulted in higher police contact. Bittner (1990) and Walker (1992) also found more contact with police by youth caused greater conflict (Wu & Sun, 2004).

Furthermore, Brown and Benedict (2002) hypothesized a college major, such as liberal arts as opposed to courses like math or science, helped form attitudinal differences for or against police (Wu & Sun, 2010). In addition, Cao, Stack, and Sun (1998), Percy (1980), and Sampson, and Jeglum-Bartuch (1998) found that people with a lower socioeconomic

status tended to have negative perceptions of police. This finding may be a correlation of higher contact with police.

Carter (1985) revealed as the number of police contacts go up, citizen satisfaction decreased. Bordua, and Tifft (1971), and Dean (1980) found voluntary police contact usually resulted in better police perception than involuntary contact (Wu & Sun, 2010). Carter (1985), Percy (1980), and Priest, and Carter (1999) found police response time resulted in positive or negative police perception (Wu & Sun, 2010). In addition, Furstenberg and Wellford (1973) found positive citizen perceptions related better to police communicators, who explained police actions more thoroughly. Finally, Correia, Reising, and Lovrich (1996), Cox, and White (1988), Engle (2005), Frank, Smith, and Vovak (2005), Skogan (2005), Thurman, and Reisig (1996), and Tyler (2005) found police fairness affected police perception.

Most public perception of police formed through vicarious experience of family and friends (Wu & Sun, 2004). According to Wu and Sun (2010), Chinese citizen experience with crime also factored into citizen perception of police actions (Wu & Sun, 2010). Extensive news coverage and frequency of police misconduct, such as police brutality and corruption, resulted in negative perceptions of police (Wu & Sun, 2010). Wu and Sun wrote citizen perceptions of his or her own quality of life and neighborhood conditions were also indicators of police perception.

Furthermore, Cao and Hou (2001) found citizens with a higher satisfaction with their quality of life rated police higher. In addition, Wu and Sun found citizens who viewed the quality of life lower also rated police action as lower with regard to satisfaction. Victimization and media exposure seemed to shape student views of police negatively (Wu

& Sun, 2010). Finally, Wu and Sun (2010) found Americans tended to think positively of police as opposed to the Chinese and their police. Another subsection of external factors affect police culture includes race, gender, and family dynamics.

Gender, race, and family dynamics. Brown (1997), Brown (1998), Brown, and Heidenshohn (2000), and Martin, and Jurik (1996) reported women in policing maintained about a 15% share of the business but even lower numbers of women in senior management. However, Metcalfe and Dick (2002) reported studies on women in policing were few. Women in policing in rural departments rarely represented the digits if at all.

Regine (2009) referred to women who succeed in a largely male world as “iron butterflies” (p. 5) because, in this context, women were catalysts for growth and change. Iron butterflies were strong-willed women with a gentle touch (Regine, 2009). When challenges arose, iron butterflies greeted the challenge as an opportunity for growth rather than as a male greeted the challenge as a problem to fix (Regine, 2009). In addition, according to Regine, women preferred collaboration, compassion, and cooperation in the workplace as opposed to traditional male-oriented hierarchies, which supported self-interest, personal empowerment, and a competitive environment.

Rabe-Hemp (2007) indicated women had made strides toward acceptance in the traditional male job of policing. Rabe-Hemp conducted a qualitative study using a snowball effect to solicit interviewees for her study. Rabe-Hemp interviewed 24 women officers across a Midwest state. The female police officer interviewees consisted of 12 administrators, three sergeants, one corporal, and 12 line officers (Rabe-Hemp, 2007). Eighteen of the 24 interviewees were from urban police departments, and six interviewees were from rural police departments (Rabe-Hemp, 2007). Two officers declined interviews.

Rabe-Hemp indicated almost all interviewed felt accepted by their departments. The average years of service of the interviewees was 10 (Rabe-Hemp, 2007). According to Rabe-Hemp, female officers reported acceptance as an officer was achieved by negotiations or through nurtured actions rather than through a sense of achievement. During the negotiations, women officers' roles changed to achieve equal recognition with the male officers (Rabe-Hemp, 2007). All participants reported experience with sexual harassment, discrimination, or disrespect (Rabe-Hemp, 2007).

Common reasons for not seeking promotion included child-care issues, content with work assignment, and not wanting to fight the system (Rabe-Hemp, 2007). Some women improved their acceptance and promotion potential through higher education, and most of those interviewed had bachelors' degrees. Finally, three mechanisms used to gain acceptance in policing for women included having physical success in a violent encounter, achieving a rank demanded respect, or being unique, or different from male officers (Rabe-Hemp, 2007).

Gaston and Alexander (1997) found few women reached senior-management levels in policing. Lyness and Thompson (2000), and Morrison (1992) indicated a better understanding of promotion influenced, which gender and ethics played a part in middle management (Bartol, Martin, & Kromkowski, 2003). In addition, Cleveland, Stockdale, and Murphy (2000) wrote some successful women leaders conformed to the norms of the organization while others did not conform and consequently overlooked for promotion (Bartol, 2003). Bartol (1978) and Kanter (1977) recognized discrepancies existed in role norms, status, and power for women and minorities. Bartol et al. (2003) investigated gender and organizational norms to explain the influence of leadership.

Furthermore, Bartol (1978) wrote men usually assumed the task-oriented role while women assumed the interpersonal role (Bartol, Martin, & Kromkowski , 2003). Wanous (1977) and Eagly, and Johnson (1990) asserted the organizational socialization process shaped the new employees. Bartol et al. noted officers promoted through the ranks of the organization were usually the officers socialized by the commanders who promoted them. London and Wohler (1991) stated women more than men tended to be concerned about interpersonal relationships, but according to Adams (1978), Bass, and Avolio (1997), and Baird, and Bradley (1979), limited evidence supported this nurturing notion. Moreover, Dobbins, and Platz (1986), and Eagly, and Johnson (1990) characterized women as more democratic and participative men who tended to be more autocratic (Bartol et al., 2003). According to Adams (1978) and Parker (1976), Hispanic and Asian American groups also characterized as having participative leadership skills as were African American groups.

Bartol, Martin, and Kromkowski (2003) found generational factors influenced leaders' actions. Bartol et al. found some support for organizational and gender norms influencing upward mobility of women. The results reflected female minority managers faced a double bind because of their gender and minority status when trying to get promoted (Bartol et al., 2003).

However, Ragins and Sundstom (1989) indicated women used femininity and competence to achieve power positions. Furthermore, Tharenou, Latimer, and Conroy (1994) found women received fewer training opportunities than men. Finally, Burke, Richardsen, and Martinussen (2006) suggested further research to ascertain if gender played a role in the police experience in foreign countries.

Hymowitz and Schellhardt (1986) related the term *glass ceiling* arose in the 1980s to describe the barriers women faced in promotion. Catalyst (2007) reported female executives held about 7% of the working population in the United States. Hoobler, Wayne, and Lemon (2009) researched women's personal, organizational, and performance for promotion. Hoobler et al. researched management perception of female promotion and employee reports of selection. Hoobler et al. results reflected managers' characterized women as having more family-work conflict, which resulted in fewer promotion recommendations from management for women.

In addition, Hoobler, Wayne, and Lemon (2009) research supported the notion of women as nurturers, a trait considered incompatible for promotion because it affected the perceived fit of women in the organization and their performance. Hoobler et al. found managers' perceptions of women's fit for promotion was more frequently used to determine promotion potential rather than work performance. A limitation of Hoobler et al.'s study was that the research represented only one organization. Further, the findings of Burke, Richardsen, and Martinussen (2006) did not support differences in gender in policing. The next subsection of external influences that made up police culture involves media.

Media. According to Pearson (1983), the English blamed violence on the Irish for centuries. According to Hogg and Brown (1998), "One nation blames immigration policy and multiculturalism for unemployment, crime, disease, and so on, and calls for an end to immigration and multiculturalism to protect 'one nation, one people, one flag'" (Warner, 2004, p. 347). Warner indicated how police report crimes to media influenced how minorities were portrayed. For instance, police reported the gang rape of a female in New South Wales (NSW) and attributed the criminal behavior to cultural factors (Warner, 2004).

During the broadcast, police leadership used the terminology “Lebanese gangs” as an ethnic descriptor to describe the suspects and justified the terminology by the need to apprehend the offenders (Warner, 2004).

According to the NSW Anti-discrimination Board (2003), when the media used ethnic descriptors, the content painted a negative picture of all people with a similar ethnic background, feeding the community prejudices (Warner, 2004). Other misleading terminology according to Warner (2004) included “Middle-Eastern appearance” (p. 352) and “Arab-looking suspect” (p. 352). This type of terminology increased hate crimes and harassment of Muslim people (Warner, 2004).

Poynting (2002) related during fall 2000 that when police informants contacted the media about upcoming court cases involving charges of sexual assault against youth had ethnic overtones (Warner, 2004). At the time, the media focused on the Sydney Olympics (Warner, 2004). Then, in 2001, when the Olympics finished, the media ran with the stories about Lebanese-Muslim Australians (LMAs) targeting white Australian women for rape (Warner, 2004). The LMAs were sentenced as follows: 6 years with a minimum of 4 years for one suspect, 5 years 7 months with a minimum of 3 years 6 months for the second suspect, and 6 years with a minimum of 4 years for the third (Warner, 2004). The media published and aired biased stories during the trial and sentencing.

On appeal, the sentences were more than doubled. The first LMA offender’s sentence went, from 6 to 14 years with a minimum of 9 years. The second LMA offender’s sentence went from 5 years 7 months to 13 with a minimum of 10 years. The third LMA offender’s sentence went from 6 years to 13 years with a minimum of 10 years (Warner, 2004). In addition, the controversy over a racial gang rape was exposed nationally in 2002 when a

judge handed down a 55-year sentence for aggravated sexual assault for four assaults on three separate occasions (Warner, 2004).

Furthermore, sentencing guidelines in England and Wales increased when an aggravated element for race factored into the case (Warner, 2004). Warner asserted suspects possibly selected cross-race victims to avoid their own race. Warner stated determining whether prejudice or racial hatred was the motivation for the crime was not easy.

Legislation in Australia changed in 2003 imposing a minimum of 10-years sentence for sexual assault and a 15-year minimum for gang rape (Warner, 2004). Another outcome of the debate about ethnic crime was the statistical tracking of ethnic-related information on crimes (Warner, 2004). Collins, Noble, Poynting, and Tabar (2000) indicated ethnic crime-data collection helped identified the problems behind high ethnic crime rate to assisted policy makers with decisions to address the problems (Warner, 2004). Furthermore, Collins et al. and Mukherjee (1999) stated if problems were not addressed, law enforcement continued to view high crimes “through the lens of ethnicity, divorcing it from socioethnic background” (Warner, 2004, p. 353). Finally, Samuels (2002) reported in the NSW case, the criminals were encouraged to sexually assault as a part of their cultural beliefs.

Also, Doyle (2006) explored articles about crime in the media and crime stories in written and televised entertainment. According to Doyle, tabloids focused on tertiary knowledge by eliciting emotional or sensational accounts of crime. Facts were often manipulated to sell more papers. According to Chibnall (1977), Hall, Critcher, Jefferson, , Clarke, and Roberts (1978), Fisherman (1980), and Chermak (1995), police were the source for crime news and according to Ericson, Baranek, and Chan (1989), Mawby (2002), Doyle

(2003), and Leishman, and Mason (2003), police controlled and dispensed the information on a need-to-know basis (Doyle, 2006).

In television media, according to Freedman (2002) and Potter (2003), publicized violence in television caused more violence. According to Sparks (1992), police dramas replaced western television shows starting in the 1970s. As a result, according to Davis (1951), Hall, Critcher, Jefferson, Clarke, and Roberts (1978), Fishman (1978), Fishman (1981), and Voumvakis, and Ericson (1984), the media were blamed for crime waves and according to Best (1999), for freeway violence.

Further, Graber (1980) described media reported individual crime news and not broader social implications of crime like high unemployment rates or inflation. Another influence from television entertainment was certain types of crime like murder and sex offenses showed the police solving most of these types of crimes (Doyle, 2006). The quick crime solving shows strongly influence how police are perceived in the area of job performance. Other types of media organization and organizational behavior follow.

Ericson, Baranek, and Chan (1991) referred to some media as participating in pack journalism, which was usually malicious. News media organizations varied format, content, production, audiences, and the way each organization influenced the public (Doyle, 2006). Female and male viewers influenced differently by the media, according to Schlesinger, Dobash, Dobash, and Weaver (1992) because of their experiences in life.

Furthermore, Altheide, and Snow (1979), Ericson, Baranke, and Chan (1989), Schlesinger, and Tumber (1994), and Doyle (2003) indicated news media had tremendous effects on organizational and individual behavior. If news media and police worked together

toward presenting the social causes behind crimes, they may have had an even bigger influence on public perception of crime (Doyle, 2006).

Ericson, Baranke, and Chan (1991) stated by relying only on police as a source, media often lost sight of the individual sources to balance the story against police bias. Crime news and media also influenced public perception on issues related to gender and race (Doyle, 2006). Another subsection of external factors influenced police culture was laws and lawsuits.

Laws and lawsuits. Like their civilian counterparts, police agencies were not immune to lawsuits against the organization because of failure to train and to supervise properly. Police agencies were also subject to lawsuits for negligent hiring, police pursuits, excessive force, and violations under the color of the law. Franklin (1993), Kappeler (2001), and McCoy (1987) found litigation across the United States increased since the 1960s. In addition, Archbold, Lytle, Wetherall, Romero, and Baumann (2006) conducted content analysis using more than 6500 newspaper articles from the *New York Times*, *Los Angeles Times*, and *Chicago Sun-Times* from 1993-2003 to assess police litigation. Archbold et al. found 30% of the lawsuits filed against police agencies were race- and gender-related issues.

Archbold, Lytle, Wetherall, Romero, and Baumann(2006) also found 73% of the lawsuits against police agencies were filed by citizens, whereas 23% of the lawsuits filed by police officers against the agency where they worked. Lawsuits against police also came from media, organizations, and other individuals with either direct or indirect contact with police. An example of an indirect contact with police may be the loss of a loved one through direct police action. Worrall and Gutierrez (1999) found police employees filed lawsuits

against their agencies largely for issues related to hiring, promotion, firing, and sexual harassment.

However, Archbold, Lytle, Wetherall, Romero, and Baumann (2006) reported the top three reasons for police discipline or firing dealt with physical abuse, discrimination, or coercion. Finally, Archbold et al. reported 92% of the newspapers did not report police organizational changes as a result of the litigation. In media, controversy increased revenue through sales of newspapers or broadcast advertising. The next subsection of external factors focuses on geographic location as a factor in police culture.

Geographic location. Location mattered in policing for several reasons. Jurisdiction was a main consideration when officers were dealing with crimes. For instance, a traffic accident occurred in the city limits on a highway but investigated by the municipality because of mutual agreements on the specific location. The geographic location mattered, especially when the jurisdiction was in question, as on an Indian reservation, on a military base, or in a national park.

Moon (2006) found the location of the department influenced officers' perceptions. For instance, Decker (1979), Meagher (1985), and Weisheit, Falcone, and Wells (1994) concluded rural police had closer relationships with the community because of local networking and low population compared to urban police. Location was also relevant when determining which type of law to apply, whether the laws were local city or county ordinances, state laws, federal laws, tribal laws, or even military laws.

The location of an offense may have been described in terms of locale, but may be referred to as a town, a city, a village, or a borough (Maguire, Snipers, Uchida, & Townsend 1998). Definitions of geographic locations were as broad as the type of police or sheriff

agencies that served the communities, making it difficult to determine an exact number of police in the United States (Maguire et al., 1998). The following paragraph explores location in terms of geography.

Maguire, Snipes, Uchida, and Townsend (1998) subdivided police into geographically specialized and functionally specialized police. Maguire et al. characterized hospital police as geographically specialized, whereas fish and wildlife police were functionally specialized. Crank (1990) concluded rural police, much like their urban counterparts, endorsed the police professionalism ideology, although rural and urban police environments, demographics, and organizational factors were extremely different. According to the Law Enforcement Directory (LED), in 1992, approximately 4367 agencies across the United States employed two or fewer full-time employees (Maguire et al., 1998). Counting small or rural agencies was a difficult task because rural and small agencies may close because of budget deficits, personal issues, or contract consolidation (Maguire et al., 1998).

Determining population within a particular geographic location was also a concern. Population and crime rates determined the number of police in a given jurisdiction. Population also helped determine the police budget. An important key with populations was police departments were reflective in terms of race of the population in which they served. Another external factor of police culture was crimes and crime frequency.

Crimes and frequency. Types of crimes were personal crimes, property crimes, or crimes against society. Types of crime may be classified differently because of the value given by the people in a particular location on the type of crime. For instance, in Montana, driving under the influence (DUI) was a misdemeanor until the fourth arrest during a

lifetime. However, in other states like Washington, DUIs were considered more serious as evident by their fines, requirement for an ignition-locking device, and mandatory minimum jail time.

Types of crime may also be dependent on the geographic location. Priorities for policing are usually set by the public. For instance, if protecting elderly victims are community priority police may focus a large part of time investigating white collar theft and abuse of elderly (Johnson, 2008). Also, if the community deems that traffic violations are a priority for police in a given community then traffic enforcement becomes the priority. Further, geographic location matters because the laws are established by the people in the location or his or her representative based on the priorities of the people. Frequency of crime in particular geographic locations contributes to the priorities.

Ratcliffe (2010) recognized several types of identification of crime concentrations or crime clusters. Chainey and Ratcliffe (2005) identified these crime clusters as hotspots or geographic locations of concentrations of crime. Crime analysts reported a large number of crimes were frequently committed by a small number of suspects (Ratcliffe, 2010). Another way crime frequency was calculated through the use of geographic information systems (GIS), which created boundary maps organized around administrative boundaries, commonly referred to as police beats or districts in the United States (Ratcliffe, 2010).

Decker (1979) found rural police responded reactively to calls for service, similar to the urban police response. However, with lower crime frequency rural police tended to have more time for proactive patrol. Decker also found rural police, like urban police, had less frequent felony calls for police service.

Crime and crime frequency influenced police culture and was one subsection in the external factors section. Socioeconomics, public relations, and public perception, gender, race, and family dynamics, media, laws, and lawsuits, and geographic location were the other subsections in external factors. The external factors along with physical attributes, psychology of policing, social aspects, and internal factors made up the five parts of the police culture model. The historical literature review follows with an urban police culture summary.

Urban Police Culture Summary

The five part model was used to assess urban police departments so that a comparison could be done to determine whether rural police had a separate and distinct culture. The urban police culture description follows. The physical attributes was the first part in the five part model and is discussed below.

Urban Police Culture Physical Attributes

The literature review of urban police showed that urban police departments tended to have formal paramilitary type organizational structure and hierarchy (Toch, 2008). Urban police also had a formal chain of command in that officers answered to first line supervisors, who answered to a higher ranking officer etc. (Toch, 2008). The power and influence inside the urban police departments was strongly influenced by the informal as well as formal relationships in the departments (Roberts and Roberts, 2007). Discipline in urban police departments tended to be more structured and in line with formal policies and sometimes a discipline matrix (Maguire, Shin, Zhao, and Hassel, 2003). The urban police culture social attributes follows.

Urban Police Culture Social Attributes

The literature review of urban police showed that the socialization process in urban police started with the hiring process, continued through the police academy and field training programs, and into specialty assignments like Detectives and promotions (Ortmeier, 1997). Both formal and informal politics played a large part in urban police departments (Chao, O'Leary-Kelly, Wolf, Klein, and Gardner, 1994). Teamwork and peer relations in urban police departments appeared strong with some cliques in the workplace (Lindahl, 2008).

Urban police experience was vast with a higher number of calls and exposure to more types and frequency of crimes (Ratcliff, 2010). The hiring process in urban police departments was more standardized and formal (Lord, 1998). The urban police culture psychological attributes follows.

Urban Police Culture Psychology of Policing

The literature review of urban police showed that urban police shared a traditional culture that continued to be passed down to the new officers throughout the various field training and police academy programs (Ortmeier, 1997). Overall, the climate in urban police departments depended on leadership, training, and socioeconomic factors (Butterfield, Edwards, and Woodall, 2005). Urban police tradition showed a strong must prove yourself to be accepted mentality, yet had strong dedication and loyalty to one another (McCreedy, 1983). The urban police culture internal factors follow.

Urban Police Culture Internal Factors

The literature review of urban police showed that leadership and management styles strongly influenced the department and the departments' progressiveness to change with the times (Maguire, Shin, Zhao, and Hassel, 2003). Urban police budgets were definitely larger

(Hickman and Reeves, 2003). Shift work at urban departments accounted for a variety of options for officers to change in addition to more specialized shift assignments (Kecklunda, G., Eriksenc, C. A., & Akerstedta, T., 2008). Urban police departments tended to have police equipment more available (Huang, 2011). Performance evaluations in urban police departments varied greatly but were frequently in place. The urban police external influences follow.

Urban Police External Influences

The literature review on urban police showed that socioeconomics was a factor (Zhao, J., Ren, L., & Lovrich, N. P., 2010). Urban police leadership played a large part of public perception and public relations (Warner, 2004). Gender, race, and family dynamics were influence on urban police departments (Burke, R., Richardsen, A., & Martinussen, M., 2006). Urban police tended to have a greater number of women and minorities on the departments (Burke et. al, 2006). Urban police had more formalized operational plans like using a public information officer to deal with media concerns.

Laws and lawsuits affected the business of urban policing especially the fact that urban police had larger budgets that civil attorneys would sue (Maguire, Shin, Zhao, & Hassel, 2003). Urban police were geographically located in the larger cities thus had more resources for persons with mental illness and medical personnel to deal with medical emergencies (Shane, 2011). Urban police dealt with higher crime rates, higher call loads, and higher frequencies of violent crimes and assaults on officers (Zhao , Ren, & Lovrich, 2010). The next subsection covers rural police trends.

Rural Police Trends

Weisheit, Falcone, and Wells (1994) indicated because rural police were closer to the community, their relationship may more closely represented community values and customs. Consequently, according to Weisheit et al., rural police used informal means to address low-frequency type crimes. Decker (1979) also asserted rural police sought community solutions to problems in policing. Furthermore, according to Pelfrey (2007), rural police were reluctant to use the formal legal process, such as arrest and prosecution, and instead used alternative solutions that demonstrate the community policing ideology.

According to Bryett, and Harrison (1993), Chan (1996), Ericson (1982), Waddington (1999), and White, and Alder (1994) police culture was similar in America, Canada, and Australia. Ames (1981), Baylery (1991), and Miyazawa (1992) also found Western police culture characterized by the words *macho* and *cynical* but had a us-versus-them attitude in Japan and India. Television programs like *Miami Vice*, *Reno 911*, and *Cops* polarized American policing.

On the other hand, Maguire, Faulkner, Mathers, Rowland, and Wozniak (1991) suggested rural police did not “resemble the Andy Griffith and Mayberry image,” (p. 621) where community policing philosophy was present (Pelfrey, 2007). Maguire et al. noted rural police chose the formal legal process when involved in arrest and prosecution (Pelfrey, 2007, p. 621). Crank (1990) referred to formal legal processing as the traditional policing model instead of the community-oriented policing philosophy.

The Police Executive Research Forum (PERF) and the Police Foundation conducted two symposia about violent crime in America (Robinson, 2008). Robinson noted the

following seven recommendations resulted from the symposia. First, federal leadership was necessary to ensure rural, state, and local public safety (Robinson, 2008).

Second, the federal government needed to listen to the needs of rural, state, and local police (Robinson, 2008). Third, experienced professionals needed to fill the Senate and positions of power in the Justice Department to reflect rural, state, and local police (Robinson, 2008). Fourth, federal government needed to study social causes of crime to address prevention and control techniques for rural, state, and local policing (Robinson, 2008). Fifth, stakeholders from every facet of the criminal justice system needed representation to develop a collective plan for fighting crime (Robinson, 2008). Sixth, politics needed to be set aside (Robinson, 2008). Finally, federal law enforcement grants needed to be awarded based on merit with integrity and “without political favoritism” (Robinson, 2008, p. 320). The following are 2013 trends in rural policing.

The COPS organization studied statistics on rural police, but the organization had not published the findings. The intent of the Rural Police Institute (RPI) was to train rural police to the same standards as urban police, taking into account RPC constraints. Although this intent was of significance, the RPC must first be understood before changes to the training programs could be accomplished.

The National Institute of Justice (NIJ) and the Rural Law Enforcement Technology Center (RULETC) sponsored a summit in 2009 in Oklahoma, expressing their concerns about rural police. The *Report on Small and Rural Agency Summit* (2010) identified three key primary issues with small and rural police, including policy, and funding, recruitment, and retention, and training (National Institute of Justice, 2010). This research addressed the rural police training issue in the recommendations section.

The problem with establishing RPC was few articles existed on the topic. Congress recognized a training deficiency in rural police in Public Law 110-53 and tasked the Federal Law Enforcement Training Center (FLETC) with creating the Rural Police Institute (RPI) to address rural training needs from a federal point of view (U. S. Government Printing Office, 2007). After the RPC was better understood, the training needs of rural police can be addressed.

Chapter Summary

Chapter 2 included the introduction of the problem that literature on rural police insufficiently reflects an adequate picture of rural police culture. Consequently, the RPC had not been defined. As a result, rural police training had not been adequately addressed. The literature review included published works examining police culture in terms of both internal and external environments.

In addition, the literature review covered police culture from national and international perspectives for a more rounded view. The lack of literature covering rural police appeared to be more than just a national problem because rural international police appeared to be faced with the same issues with training. Chapter 3 follows with an in depth look at the *grounded theory* research design and methods.

Chapter 3: Research Methods

Chapter 3 is divided into several subsections including research method and design appropriateness, population, sampling, and data collection procedures, and rationale, validity-internal and external validity, and organization and clarity. In Chapter 3 the following are included: pilot study, informed consent, the population, data collection, data analysis, rationale, validity; and, includes Table 4, which is a breakdown of RPC using the five part model.

The research method was a qualitative *grounded theory*. *Grounded theory* builds theory from personal insight with professionals in the field. In the case of this study professionals in the field came from rural police in the northwest region of the United States.

The purpose for this study was to describe RPC to create a better understanding of rural police. Data collection was accomplished through personal phone interviews with rural police officers in Montana, North Dakota, South Dakota, and Wyoming. These northwestern states were selected because each state was a cluster of states together with the largest rural populations as shown in the U.S. Census Bureau (2010) in Table 1. Chapter 3 begins with a discussion on the research method and design.

Research Method and Design Appropriateness

Reiter, Stewart, and Bruce (2011) focused their research on determining if delaying the research method was better for determining the most appropriate research method. Reiter et al. (2011) said that by delaying to determine the research, the researcher must first pay attention “to the research setting and research question, secondly on the mode of data generation and lastly the most suitable research method to be selected based on the data generation and data pre-analysis (pilot study)” (p. 36). According to Reiter et al., research

needs to be flexible in the developmental stage so that problems in the literature review can be viewed through multiple lenses. Reiter et al. indicated newer researchers struggle with determining, first, whether to use a qualitative or a quantitative study and then, which method within the discipline was appropriate to address the research problem.

Qualitative research was used because the research questions follow social theory. *Grounded theory* was appropriate as the qualitative research method because *grounded theory* allows the observation of phenomena and the development of theory from the beginning of the research. Two types of *grounded theory* are substantial theory and formal theory. This research developed formal theory because the research addressed an area of social inquiry, “such as stigma, deviant behavior, formal organization, socialization, status congruency, authority and power, reward systems, or social mobility” (Glaser & Strauss, 2008, p. 32).

This research was guided by Strauss and Corbin’s *grounded theory* structure, which emphasized validation of data by using a systematic approach. This research had three steps for developing *grounded theory*. Although all three steps are crucial, following a defined track from the very beginning was the most important step because if the research veers off path, the results are less reliable.

First, the researcher conducts a content analysis, to ensure the data were understood as though in a story line (Glaser & Strauss, 2008). Second, as the data build from the interviews, the researcher identifies and compares the phenomena to develop broad categories. Third, as the categories emerge, themes develop in the data, leading to the development of theory.

Hammersley (1999) said method selection depends on the situation, goals, and objectives of the research rather than on the development of a philosophy about the research. *Grounded theory* was appropriate as the research method because this research resulted in new ideas or categories of RPC. Wynkoop and Russo (1997) indicated the research method selected should reflect the 2013 trends in the area of study.

Trends found in 2013 research were important in this research because historical phenomena from the past may not be available or applicable to the 2013 trends. Over-time the phenomena may evolve in rural police. The area of study was RPC, which previously had not been addressed in other research.

This research had one central research question: What common themes developed and what theory was discovered that helped describe the genetic makeup rural police culture? The genetic makeup of police is the culture of police. This research had five broad subset research questions about RPC to elicit personalized knowledge, experience, and attributes about rural police culture from the rural police follows: (a) What was the identity of RPC as a composite of social culture? (b) What are the psychological factors of RPC? (c) What are the physical attributes of rural police? (d) What are the internal influences comprised RPC? (e) What external influences makeup RPC?

Reiter, Stewart, and Bruce(2011) recognized research requires a rigorous structured process from problem identification through determining the scope of the research questions to collecting data and discussing findings and conclusions. *Grounded theory* is rigorous yet different from other qualitative research methods because the information obtained from the personal interviews is simultaneously collected, categorized, and analyzed. *Grounded theory*

also follows a structured process because the data drive the research. The *grounded theory* process allows the data to lead the process rather than the researcher's a priori experience.

Grounded theory using personal interviews covers the interviewees' experiences. The use of additional interviews helps in investigating emerging phenomena and developing the observations into theory (Reiter, Stewart, & Bruce, 2011). Furthermore, Suddaby (2006) suggested that using *grounded theory* allows the researcher to be more attentive to how theory emerges from subjective experiences although phenomenology deals more with the individual's experience (Reiter et al., 2011). A survey was considered for this research, but a survey does not capture participant's perception in the natural environment.

Prior to conducting the full research, a pilot study to test the interview process on a smaller scale and pretest the research questions to ensure the open-ended questions are appropriate in scope and depth. A rural police department in Carbon County, Montana was used to pretest the five general research questions. The intent of the pilot study was to verify the validity and determine the reliability of the general research questions. The information obtained in the rural police pilot study guided this *grounded theory* research on documenting RPC.

The lack of information on RPC hinders the generation of relevant knowledge about rural policing, which consequently affects rural police training. The use of qualitative research method was appropriate because qualitative research revealed social theoretical concepts about rural policing culture that stimulates the behavior of police in the rural setting. This qualitative study included enough interviews until the data collection reaches saturation.

The interviewees were full-time active rural police as defined by the Office of Management and Budget (OMB; 2008): officers working “in a county, borough, parish or land under the jurisdiction of an Indian Tribe with a population of no more than 50,000” (p. 1). The definition of *rural police* does not include state troopers or highway patrol officers. The participants resided in rural policing departments in Montana, North Dakota, South Dakota, and Wyoming.

The research design was *grounded theory* using Glaser and Strauss (2008) *grounded theory*. Using *grounded theory*, this research developed core concepts from data to develop formal theory on RPC perceptions without a predetermine ending. Next is a description of the pilot study.

Pilot Study

A pilot study was conducted for a rural police department in Carbon County, Montana. The rationale of the pilot study was to test the central research question and five general subset research questions. The pilot study established validity and reliability of the general research questions. This research had one central research question: What common themes developed and what theory was discovered that helped describe the genetic makeup rural police culture? The genetic makeup of police is the culture of police.

This research had five broad subset research questions about RPC to elicit personalized knowledge, experience, and attributes about rural police culture from the rural police follows: (a) What was the identity of RPC as a composite of social culture? (b) What are the psychological factors? (c) What were the physical attributes of rural police? (d) What are the internal influences that comprise RPC? (e) What external influences made up RPC?

The pilot study helped determine if a sufficient and appropriate number of demographic questions are used in this research. The pilot study also determine if the research questions were vague, ambiguous, or too broad. The demographic questions were fill-in-the-blank questions addressing: (a) Gender, (b) Years of service, (c) Years of higher education, (d) Hours of training beyond the basic police academy, (e) Rank, (f) Shift, (g) Size of department, (h) Marital status, (i) Parental status, and (j) Rotation duration (Appendix A).

One rural officer from a one officer rural department in Montana was used for the pilot study. The pilot study was done in person outside of the rural officer's agency per his request. The pilot participant voluntarily signed the informed consent waiver to participant. The interview was conducted followed by later coded, and analyzed as the first content analysis for this research outside of the participant's view.

The voluntary participant readily made suggestions for improvement, which were taken into consideration before conducting further interviews. The main recommendation for improvement was the ordering of the research questions to build rapport with the participant. Therefore, the research questions were placed in order as follows: (a) What was the identity of RPC as a composite of social culture? (b) What are the psychological factors? (c) What were the physical attributes of rural police? (d) What are the internal influences that comprise RPC? (e) What external influences made up RPC?

Before conducting this research, volunteer participants must understand the informed consent and sign a waiver. The informed consent form is included in Appendix C along with the Non-Disclosure Agreement. A summary of the informed consent procedure follows.

Informed Consent

After approval by University of Phoenix School of Advanced Studies Institutional Review Board (IRB), letters of introduction to the head of the police, sheriff, and tribal departments in Montana, North Dakota, South Dakota, and Wyoming were be mail or emailed. Enclosed in the mailings was the implied consent letter which is located in Appendix C. The letters of introduction to the department and to the perspective participants informed potential participants of the nature of the study, the risks, and the contributions that participants made through personal interviews to generate needed knowledge about RPC to be used in developing post-basic academy training. The letter to the perspective department's participants is in Appendix B. Before conducting the interview, a commander signed the premise permission form, which was found in Appendix D.

Participants were informed demographic information would be gathered in the interview. The informed consent letter also indicated participation was voluntary and participants may choose not to participate or to withdraw at any time before, during, or after their personal interviews were conducted. The letter to potential participants also stipulates participants have to be more than 18 and working full-time in a rural police department, defined by the OMB (2010) as 50 officers or less working in a jurisdiction of 50,000 people or less. Finally, participants were informed their demographic information was kept confidential and anonymous as was their responses to the research questions.

Research field notes and the data and analysis spreadsheet are locked at the researcher's residence. The only known risk for the participant was a loss of anonymity. If the demographic data and the data and analysis spreadsheet were stored together, an unknown person may determine which participant made particular comments. However, this

scenario was unlikely because the data material were locked separately. The population, sampling, data collection procedures, and rationale follows.

Population, Sampling, and Data Collection Procedures, and Rationale

The population helps direct the research to a specific group of people. In this research, the target population was rural police in the northwest. The sampling size was important so as to not over saturate the data. Stopping before saturation may skew the research product. Data collection and procedures are important to accurately describe the phenomena.

The rationale for this research was important because the research contained new theory. This subsection begins with a more in-depth presentation of the research population, sampling, and data collection procedures of data collection and data analysis. Finally, this subsection covers internal and external validity, organization, and clarity of the research.

Population

The purpose for this non-experimental qualitative *grounded theory* study was to describe RPC to create a better understanding of rural police. RPC data collection was conducted through in-person interviews of rural police officers in Montana, North Dakota, South Dakota, and Wyoming at his or her respective departments. The selection of these northwestern states was a cluster of rural states together with the largest rural populations as shown in Table 3 below.

Table 3

Census Bureau Resident Population Estimates July 2010

State	Population
Alaska	708,862
District of Columbia	610,589
Delaware	891,464
Montana	980,152
North Dakota	653,778
South Dakota	820,077
Wyoming	547,637
Vermont	622,433

Note. Adapted from Preliminary Annual Estimates of the Resident Population for the United States, Regions, and States and Puerto Rico, April 1, 2000, to July, 2010 (U.S. Census Bureau, 2010).

Sampling

The rationale for the interviews was to obtain enough personal interviews until saturation of data occurred. Morse (1995) defined *saturation* as the point at which no new information presented in the data. Participant selection was based on Milgram's (1967) "snowball recruiting" (p. 1) to uncover concepts about RPC. *Snowball recruiting* used participants' contacts to identify more participants to interview (Gruppette, 2005).

A random sample of participants for this research project was selected through snowball recruiting (Gruppette, 2005). The leaders of each rural police agency either decided to participant, not to participate, and whether to share or not to share the research with his or her employees voluntarily. Black (2009) explained snowball sampling involves

interviewed persons providing the names of fellow associates or coworkers who may choose to participate in the research.

The population was full-time sworn law enforcement officers who work both criminal and traffic investigations. The demographic fill-in-the-blank questions addressed: (a) Gender, (b) Years of service, (c) Years of higher education, (d) Hours of training beyond basic police academy, (e) Rank, (f) Shift, (g) Size of department, (h) Marital status, (i) Parental status, and (j) Rotation duration (See Appendix A). Next, a more in depth discussion follows on the data collection procedures.

Data Collection Methods

Grounded theory requires simultaneous data collection and data analysis. Data review occurred as data were gathered and categorized into similar themes during open coding. Open coding was the development of the categories in the data base as new topic emerged from the content analysis (Van Mook, De Grave, Gorter, Zwaveling, Schuwirth, & van der Vleuten, 2011). Once saturation was researched the data were recoded into *axial* coding, which were when the themes developed into formal theory about RPC were generated (Van Mook, De Grave, Gorter, Zwaveling, Schuwirth, & van der Vleuten, 2011).

A two-stage checks-and-balances procedure ensured reliability. In the presumptive stage data were collected as described above through *open* and then recoded into *axial* coding to develop *selective* data. In the confirmatory stage, the *selective* data results were transferred into data file and verified by highlighting repetitive content. Further details on data collection and data analyses are listed below in the following subsections of data collection. Finally a detailed assessment on qualitative research was discussed in the subsection rationale.

Data Collection

Establishing some beginning parameters was necessary to target rural police, so a list of all law enforcement departments in each state was obtained from the Police Officer Standards and Training (POST) and from sheriffs and police officer associations for each state. The list of departments contained rural and urban police departments, sheriff's offices, campus police departments, tribal departments, and a few consolidated agencies. A letter of introduction to prospective department participants with instructions was mailed to all departments on the list for Montana, Wyoming, North Dakota, and South Dakota (See Appendix B). These departments included police, sheriff, park, campus, and Indian police. The premise permission form was included with the letter of introduction to prospective department participants.

Once the commanders of the department agree to participate then a letter of introduction to prospective participants was mailed to the departments. A letter to prospective participants is found in Appendix B. A premise permission form was included in Appendix B. The instructions cover the definition for rural police departments and request for voluntary participation. The implied consent advisory form and a non-disclosure statement accompanied the letters of introduction and are found in Appendix B and Appendix C respectively.

Data collection occurred during the interview while simultaneously typing the responses to each question as the interviewee spoke. During the field research, content analysis to determine the structure of the data. Personal names or other identifiable traits, such as department name, were removed for anonymity. Further, all documents were

assigned a number correlating to the particular document. For instance, interview 1 was marked F1 for field notes one. Interview two was coded F2 in numeric order.

Participants were informed in the implied consent advisory form of confidentiality he or she does not have to answer any questions he or she do not want to. Furthermore, participants were instructed in the letter to prospective department participants in Appendix B he or she can choose to participate, not to participate, or to stop during any part of the interview process.

The informed consent and non-disclosure agreement cover further details about voluntary consent in an effort to mitigate and to minimize any stress factors related to this interview process. The informed consent is found in Appendix C. Further, participant's privacy and confidentiality are key concerns therefore every effort to protect and to maintain anonymity of the interview content (Appendix E).

These first three research steps, namely data collection, analysis, and *open* and *axial* coding, are the presumptive stage in the two-part structural process for generating theory. Patton (1990) said analysis was an art and a science. The art of analysis in *grounded theory* was the presumptive stage, whereas the science was the confirmatory stage. The second part in generating theory or *selective* data was the confirmatory stage.

During the confirmatory stage, the data were recoded into *axial* coding using frequency distributions. The *axial* coding was identified by highlighting the highest frequency distributions using a traffic light coloring system. Note there are five data spreadsheets representative of the five subsequent research questions. Each spreadsheet was identified via a topic tab, i.e. physical, social, psychological, internal, and external.

If the presumptive stage and confirmatory stage were similar, the research findings were correlated as substantial. However, if the presumptive stage and confirmatory stage did not reasonably match, the research results were found less substantial. The main option should an error occur would be to start from the beginning with a new set of participants. By using frequency distribution researcher bias was reduced. Another benefit to using frequency distributions was standardization of the data processing through logical clustering.

The qualitative research method was appropriate because new phenomena not previously documented were sought. The research design was Glaser and Strauss' (2008) *grounded theory*, which helps construct the theoretical concepts based on the data. The purpose of the qualitative method was to capture subjective information and observations from interviews using *grounded theory* to reflect accurately RPC from participant's perspectives (Glaser & Strauss, 2008). Allowing participants to answer open-ended questions freely brings in character without preconceived notions or researcher censorship. Nachmias and Nachmias (1987) wrote using qualitative research allows the researcher to understand participants' emotions and beliefs in the natural setting.

Data Analysis

Data analysis in Strauss and Corbin's *grounded theory* has three distinct processes. First, the new data was processed as *open coding* (Van Mook, De Grave, Gorter, Zwaveling, Schuwirth, & van der Vleuten, 2011). *Open coding* is a procedure for analysis of interview data. *Open coding* allowed the inclusion of new topics, which allows the researcher to redirect the questions in the interview to address the new topics (Van Mook et al., 2011).

The next process in Strauss and Corbin's data analysis were reorganizing, recoding, and renaming the *axial coding* (Van Mook et. al., 2011). *Axial coding* is a process for

analyzing the *open* codes from the interviews to classify them into categories. The final process of Strauss and Corbin's data analysis were the connecting of themes to develop into categories or *selective* data (Van Mook et al., 2011).

Data analysis begins with the interviews because with *grounded theory* research data collection and data analysis continue simultaneously. As the data were gathered during the interview process the researcher documents the data, which in this research was the participant's statement. The participant's statements direct the research because of his or her perception to answers the central research question and the broad subset research questions. Field notes were used to list *open* coding for processing into *axial* coding from the participant's statements.

The field notes helped refocus the interview should the data show areas that need further exploration. The final field process of the data analysis created *selective* data or themes. The creation of *selective* data signals the end of the presumptive stage of data collection and data analysis. The key in data analysis in *grounded theory* was the use of participant's perception in the natural working environment, which in this research was in the rural police setting.

After saturation interviews conclude. Upon the completion of field research or presumptive stage, the confirmatory stage began. During the confirmatory stage, the field data were recoded into *selective* data in the spreadsheets by determining the highest frequency distribution. *Selective* data were coded using the colors of a stop light.

Selective data with the highest frequency was recoded in red on each spreadsheet. The *selective* data with the next highest frequency were re-coded in yellow. The *selective* data with the next highest frequency was recoded in green.

The top three frequency distributions of *selective* data were then compared with presumptive data to determine content verification. If the *selective* data compared then the research deemed significant whereas if the *selective* data were dissimilar the research was considered insignificant. In this research the presumptive and confirmation stages proved similar thus substantive.

Content analysis requires the development of categories that are comparable. The rationale for developing a two-stage process was to bring structured systematic rigor to the process. The rationale for selecting qualitative research follows.

Rationale

Creswell (1994) described qualitative research as focusing on interactive events or processes, data, and theory fusion. Creswell also said social reality develops cultural meaning and consequently data faces situational constraints. The general reason for using the qualitative research method was the idea rural policing in America had a unique culture that drives police action.

The qualitative research method may use inductive reasoning. Frankel and Devers (2000) stated because of the use of inductive reasoning the research methods are modifiable in the beginning stages as information processes. Adaptive research methods allow the data to emerge without restraint. Frankel and Devers recognized qualitative research was dynamic because the relationship between researchers and participants develop progressively and change accordingly.

Frankel and Devers (2000) identified several reasons to use qualitative research. One reason to use qualitative research was information obtained in the beginning often directs the furtherance of the research throughout the research (Frankel & Devers, 2000). Further,

Frankel and Devers reported qualitative research takes into consideration people, environments, experience, situations, and conditions before formalizing theory.

According to Frankel and Devers, qualitative research was flexible because of the emerging data. Frankel and Devers also said, “rather than thinking of a qualitative research design as a blueprint containing exact specifications” (p. 253) or a “gold standard, a more appropriate image was of a rough sketch” (p. 253). Frankel and Devers recognized the qualitative research process was often not predictable nor predetermined because data collection and analysis often occur simultaneously.

According to Morse and Richards (2002), data abstraction occurs in *grounded theory* but can include data from previous research. Until the hands-on research was conducted in this study, it was unknown if prior research was applicable. Further according to Morse and Richards (2002), categories emerge from the data through in-person interviews in the natural setting.

Frankel and Devers (2000) stated the research design was dependent on the researcher’s goals and objectives for the research. Frankel and Devers cautioned after the qualitative research begun, the research questions may need changing. Changing the research questions may result in simultaneous data collection and analysis, revealing a new direction for the research (Frankel & Devers, 2000). When using *grounded theory*, the researcher must take into consideration a change of questions when data indicates further information was available.

In addition, the researcher must be cautious of research bias influencing the direction of the research (Frankel & Devers, 2000). The importance of *grounded theory* research was to address a gap in the literature. The purpose of this research was to establish a baseline of

RPC to create a better understanding of rural police. By established the RPC the ultimate hope was to adjust training for rural police to be practical for their working environments. A discussion on validity follows.

Validity-Internal and External

The strength of social theory research was in the language gathered during the research. The research must have both internal and external validity to be sound. The power in qualitative research occurred when internal and external validity was consistent through rigor and minimizing bias. The following paragraphs cover validity in *grounded theory*.

Validity

Selden (2005) clarified the significance of *grounded theory* was in the gathering of phenomena and generating categories procedurally step by step. According to Glaser and Strauss (2008), the process of generating theory was important in verifying the theory. Validity in *grounded theory* was important as in all other research.

Furthermore Fendt and Sachs (2008) said experience in the field was a plus, but experience can influence the outcome of the field interview during data collection. Researcher bias was a reason to conduct an internal validity check. The following subsection explains internal validity.

Internal validity. Herbert, Cook, Wells, and Marshall (2002) defined *internal validity* as the reflection or representativeness of the research when compared to the original content. Steinfatt (1991) defined internal validity as the situation represented what it claims to represent. For instance, the claim in this dissertation that rural police have a separate distinct culture from urban police represented an internal validity question.

This research sought to define RPC as separate from urban police may have distinct cultural differences. Internal validity occurred before external validity (Steinfatt, 1991). Internal validity was also influenced by the purpose of the study (Steinfatt, 1991). Explanations of external validity follow.

External validity. Ferguson (2004) defined *external validity* “as the validity of inferences about whether the identified causal relationship is maintained over variations in person, settings, time, or treatment variables” (p. 17). Ferguson (2004) added external validity was associated with generalizability, which was the ability to apply findings to other people, places, or times in other situations. Further, Christensen (2001) found general statements could apply to other populations as long as the representativeness of the research was applicable to the target population.

Herbert, Cook, Wells, and Marshall (2002) described external validity as “the extent to which the experimental findings in the study represent the true effect in the target population” (p. 1291). External validity had to do with effectiveness of a procedure or method, whereas internal validity refers to efficacy or scrutiny of the internal procedures (Herbert et al., 2002). External validity was associated with construct validity in the identified variables are representative of the variables (Ferguson, 2004, p. 18). The organization and clarity of the research key to ensuring internal and external validity. The final pieces of this research include organization and clarity.

Organization and Clarity

The organization of this research began with a research problem. After several attempts to clarify a research problem a problem statement was written. The next step in the organization of this research was to develop the purpose statement. The significance of this

study was to improve understanding of RPC so effective training can be developed for rural police.

The organization continued by developing an outline. The outline helped direct the title searches for the literature review. The title searches included independent topics and blended topics. For instance, the terms hiring, stress, and peer relations were searched independently then blended with the term police added to each concept.

The titles searched included the following terms: *budget, family dynamics, training, shift work, chain of command, geographic location, media, socioeconomics, climate, hiring, peer relations, stress, police culture, police history, police politics, teamwork, police discipline, laws, power, police tradition, police equipment, police lawsuits, public relations, training, experience, police leadership, and race*. Topics evolved randomly through brainstorming. The next step of organization of this research involved the development of a five part model.

The five part model for police culture became clear as the literature review revealed content was categorized into like topics. The process for developing the five part model was conducted like Strauss and Corbin's *Grounded theory* by *open coding*, *axial coding*, and *selective analysis*. The selective analysis portion was the process of determining connections between the content subjects.

The five categories of police culture include (a) physical attributes of police organizations, (b) psychology, (c) social aspects, (d) internal factors, and (e) external influences. The categories were narrowed into manageable subcategories for additional title searches. The five categories for police culture are shown in Table 3.

Clarity was achieved starting with an outline, gathering content in the literature review, and writing annotated bibliography. Clarity was enhanced through organizing content into categories, recoding, and finally into defined categories. The five categories for police culture are shown in Table 4 below.

Table 4

Title on Rural Police and Police Culture Classified into Five Categories

Physical attributes	Psychology of policing	Social aspects	Internal factors	External factors
Organizational structure	History	Socialization	Leadership & management styles	Socioeconomics
Chain of command	Culture	Politics	Voluntary & mandatory training	Public relations & public perception
Power and influence	Tradition	Teamwork & peer relations	Budget	Gender, race, & family dynamics
Discipline	Climate	Stress	Shift work	media
		Experience	Equipment	Laws & lawsuits
		Hiring process	Performance evaluations	Geographic location
				Type of crime & frequency

By using content analysis during the literature review, the five part model for police culture became clear. Field research of rural police in the rural police environment helped develop RPC. This was only one model of police culture. The Chapter 3 summary follows.

Chapter Summary

Chapter 3 included a summary of the research method for this qualitative study was formal *grounded theory*. The research design method of *grounded theory* was appropriate for this research to discover new social theory. The social theory of RPC emerged during the initial presumptive stage from the participants' reported experiences. The data were analyzed for categories or *open* coding and themes *axial* coding, resulting finally in theory or *selective* data.

During the presumptive stage, the data were simultaneously collected, analyzed, and categorized. The process of simultaneously collecting, analyzing, and categorizing data proved method for qualitative research for decades. During the confirmatory stage, the data were analyzed and developed through repetitive content or frequency distribution for later development into theory. *Grounded theory* uses a combined process of handling the data in an organized, purposeful, and deliberate fashion. Finally, *grounded theory* development in the presumptive stage and in the confirmatory stage provided quality assurance and quality control in the research method.

A limitation of *grounded theory* was the lack of generalizability to the broader population. This limitation may be addressed through further research in other rural police departments across America. However with further research on RPC researchers may use this foundational research to develop a broader perspective of RPC to improve rural police training.

Chapter 3 was divided into several subsections including research method and design appropriateness, population, sampling, and data collection procedures, and rationale, validity-internal and external validity, and organization and clarity. Chapter 3 also covered the pilot

study, informed consent, the population, data collection, data analysis, rationale, validity, and included Table 4 a breakdown of RPC using the five part model. The findings of this research follow in Chapter 4.

Chapter 4: Findings

The findings of this research indicate that rural police in the northwest have a separate and distinct genetic makeup or RPC. The genetic makeup refers to the culture of the police. The purpose of this qualitative *grounded theory* study was to describe RPC to create a better understanding of rural police.

This chapter includes a description of the data analysis procedure. Chapter 4 also covers the outcome of the pilot study and impact of the pilot study on changes to the research procedure. Finally, the other findings from the interview questions and *selective* data or themes are discussed along with the research demographics findings.

Data Analysis Procedures

The data analysis procedure began with phone interviews. The phone interviews were conducted with rural police volunteers from departments in Montana, North Dakota, South Dakota, and Wyoming during the months of January and February 2013. During the phone interviews, the data were typed into a field notes file.

Next, the interviews were coded to *open* coding and recoded to *axial* coding during the presumptive stage into data spreadsheets. The data were placed into categories and subcategories as the data emerged. As each interview took place the *open* coding and *axial* coding grew in the data spreadsheets vertically down the column. Next, during the confirmation stage, the *selective* data coding occurred based on the highest frequency distributions.

The frequency distributions were identified primary, secondary, and tertiary themes. The frequency distributions were traffic light color coded with red for primary themes, yellow for secondary themes, and green for tertiary themes. Table 5 provides an example of

one of the data spreadsheets, according to the color coding system, namely the data from the research question on the physical attributes that affect rural police subset question.

Table 5

Physical Attributes that Affect Rural Police Sample Data Spreadsheet

Category	Subcategory	F1-Pilot
Uniforms Provided (Red)	Pants (Red)	
	Shirt (Green)	
	Alternative	
	Polo	
	Shorts	
	Khaki Pants Summer	
	Command Stripes on Pants and Sleeves	
Bike Patrol		
School Resource Officer		
Motorcycle		
Honor Guard	Stripe on Pants and Sleeve	
Plainclothes		
Uniforms Not Provided		x
	Annual Uniform Allowance \$1k	
	\$100	
Sweater		
Hat		
Tie		
Turtle Neck/Dickie		
Duty Belt Provided	Leather (Yellow)	
	Nylon	
Bought Own Duty Gear	Nylon	
Department Provided	Sidearm (Red)	
	Rifle (Red)	
	Shotgun (Yellow)	x
	Own Sidearm	x
	Interest free Loan for weapon purchase	
	Own Rifle	x

Table 5 includes the *open* and *axial* coding or categories and subcategories in the first two columns. The colors of red, green, and yellow show the *selective* data based on the

highest frequency distributions in the spreadsheet. The red was a primary theme. The yellow was a secondary theme. The green was a tertiary theme.

The same data analysis procedure was used for reliability, beginning with the demographic questions through the five subset interview questions. The interview questions were asked in the following specific order: physical, social, psychological, internal, and external. The next subsection covers the pilot study.

Pilot Study

The pilot study was very beneficial. The pilot study was conducted in a mutually agreed-upon location outside the interviewee's department. The interviewee signed the informed consent and premise permission form, which allowed permission to use the department involved in the will. The interviewee worked for the Fromberg Police Department (FPD) in Carbon County, Montana.

The FPD was a one-officer department in rural Montana. The pilot study field notes were hand written and later typed into a field notes file; the notes were then coded and recoded into the data collection spreadsheets. Once the highest three frequency distributions were determined and color coded then the themes emerged. Note that the field notes were typed using the participant's exact words. An example of the field notes from the subset question on physical attributes follows in Table 6.

Table 6

Physical Attributes that Affect Rural Police Sample Field Notes

Pilot Study F1 Pilot Study-What are the physical attributes that affect rural police?

Rural police operate independent with no back up force.

Rural officers are generally only one officer working at a time.

For instance, I work as the only officer with another officer in Bridger, Montana, which is 6 miles away or 5 minutes as back up if he or she is not busy.

Or, I have another back up officer living in Joliet, which is 8 miles away but has to drive on a dirt road generally to get to my location, which takes between 10 and 15 minutes.

Otherwise, my back up is county deputies from Carbon County, which is about a half hour at code, which is emergency lights and sirens depending on the weather, roads, and time of day.

Back up response also is dependent on how busy the other officers are.

Rural officers have to always approach with more caution because of the lack of immediate back up issue.

I believe that rural officers have to fall back to the basics of situational awareness and officer positioning on calls.

Rural officers know the community and individual members so rural officers adjust response accordingly.

At one point I had a reserve officer that I could pick up at Bridger on my way to calls.

As the only officer on my department I am tied to the duty phone as the lone officer 24 hours a day, 7 days a week, 360 days a year.

I do not live in the community I serve.

I socialize with people both in and outside of the law enforcement community.

Social activities I see no difference.

This method using handwriting then typing the interview into field notes for data collection proved tedious. As a result, the data collection procedure was modified to interview the other participants by typing responses into the field notes directly while conducting the interview rather than digitally recording the interview for later transcription.

For the pilot study, the handwritten notes were typed into a document as seen in Table 6. This research modification proved essential.

Because of the pilot study, another slight modification occurred involving the research questions. During the pilot study, the first research question was about the social attributes that affect rural police. This question was not a good icebreaker because explanation of what was meant by *social* was required. In addition, during the pilot study, the demographic questions were asked last.

This order was ineffective, so the demographic questions became the icebreaker questions, which were followed by the first research question about the physical attributes that affect rural police. Otherwise, the research plan was followed as previously outlined. The next section includes the findings of this research.

Findings

The main finding of this qualitative research was the theory rural police have a separate and distinct culture, referred to as RPC. One surprise finding was rural police and small rural police departments exist. Rural police as defined by the Office of Management and Budget (2008) as working in a population of less than 50,000 people and in a department with fewer than 50 officers, with small rural department described as having 10 officers or less serving a population of less than 10,000. Weisheit, Falcone, and Wells (1999) and Winfree and Taylor (2004) described some rural police departments as small-town police, which was consistent with these findings on rural and small rural police departments. One common complaint throughout the interviews was the definition of *rural police* because the definition affects federal funding for small rural departments located close to larger rural and even urban departments.

Interview Questions

The interview questions were asked in the same order each time as a result of the pilot study. The ice breaking research question as about what physical attributes affect rural police. By physical I explained to the participants that “physical” meant anything tangible. By social I explained to the participants that “social” meant anything in the socialization process. The psychological, internal, and external influences questions did not need further explanation.

The following paragraphs detail the *selective* data from the research questions. The five research questions generated 271 categories and 274 subcategories for a total of 545 categories and subcategories. These categories and subcategories made up the *open* coding. The interview questions included demographic questions and five independent research questions.

The first research question addressed the physical attributes that affect rural police. The second research question was about the social aspects that affect rural police. The third research question addressed the psychological influences that affect rural police. The fourth research question asked about the internal factors that affect rural police. The fifth research question addressed the external factors that affect rural police.

These data in the 545 total categories and subcategories resulted in 21 primary themes, 30 secondary themes, and 54 tertiary themes. These themes made up the *axial* coding. The following paragraphs detail the *open* coding, the transcription of the frequency distributions found, and thus the themes emerged.

The first interview question was about the physical attributes that affect rural police. The physical attributes question generated 33 categories and 117 subcategories, which were

separated into four primary themes, five separate but related secondary themes, and nine tertiary themes. The primary themes were rural police departments issue uniforms, specifically pants, sidearms, rifles, marked patrol cars with emergency lights, and Tasers[®].

The secondary themes were rural departments issued leather duty gear, shotguns, car sirens, and sports utility vehicles as alternatives to patrol cars. The tertiary themes included departments issuing uniform shirts, asp, oleoresin capicum (OC) spray, radar with front and back operation, new patrol vehicles as opposed to used or salvage through a state bid or local purchase, and take-home patrol vehicles equipped with Mobile Data Terminals (MDTs).

Other interesting findings from the first interview question included the variation of no uniform and equipment being issued or if issued rural officers had up to \$1,000 a year for allowance. A few departments still required rural officers to buy their duty uniforms and duty weapons and gear. Patrol vehicles were rotated out of the fleet in 2–7 years or at 75,000–100,000 miles.

One department even had a full-time National Guard crime analyst. The miles an officer must cover to take an arrestee to jail varied from 10 to more than 31. The oldest jail still in operation in the study was built in 1896. One of the rural police departments bordered the Arapahoe and Cheyenne Reservations.

The second interview question about the social aspects affecting rural police generated 51 categories and 76 subcategories, with 14 subcategories branching to secondary subcategories. These social categories and subcategories were separated into six primary themes, seven secondary themes, and 18 tertiary themes. The social factors question generated the most responses of all the interview questions.

The primary themes were rural police departments advertised locally when hiring and had formal field-training programs. A strong primary theme was rural officers did not believe they have enough backup. Another primary theme was officers had prior law enforcement experience and were readily accepted when beginning their careers in the rural department.

One primary theme was rural officers often participated in off-duty functions, such as awards banquets. This response skewed slightly higher because of the high number of WPD participants. For instance, five WPM of the 10 responded affirmatively to attending off-duty functions. Removing WPM from the analysis caused the number of participants responding affirmatively to drop by half, making this a tertiary response instead of a primary theme.

The secondary themes were hiring involved a written test, an interview panel, and phone background investigations. Another secondary theme was rural officer turnover was higher than in the past 10 years because of the higher paying natural resource jobs in the states in this research. Other secondary themes included tending to hire already-certified police officers and having no physical fitness requirement.

The tertiary themes showed most departments used on-the-job training or job shadowing to teach new hires, which were recruited statewide and online, about department procedures. Another tertiary theme showed potential new hires were interviewed only by a chief or sheriff, who then conducted a background investigation. Other tertiary themes identified included hiring practices requiring physical fitness testing, a medical evaluation, and full background investigation, including travel to prior places of employment in or out of state along with phone reference calls. Another tertiary theme illustrated written tests and performance evaluations as criteria for promotions.

Furthermore, a tertiary theme included rural officers leaving for larger departments as the reason for the high turnover. Other tertiary themes included believing other officers and commanders were bullying them, the need to prove oneself before acceptance, socializing or not socializing off-duty with other rural officers, and participating in off-duty sports with other rural officers. The number of officers participating in off-duty events with other rural officer may be slightly high because of the teamwork and a sense of belonging with the WPD. Finally, the last tertiary themes included rural officers never feeling off-duty, having feelings of isolation, and not having a social life because they were always in public view.

Other interesting findings from the second interview question on social aspects affecting rural police included the effect of the Bakken and oil exploration on the price of housing for rent and for purchase. Minnesota has a criminal justice program that graduates students with an associate's degree in criminal justice. The associate's degree was sometimes used as a substitute for the formal basic police academy.

Furthermore, rural departments appeared to be engaged in the community through youth programs and other partnerships. WPM was the only department that had a program designed for the spouses of officers: Women Beside the Badge. WPM also had voluntary detail committees consisting of one commander, officers, or other department volunteers. These voluntary detail committees follow: awards driving under the influence, policy review, budget, information technology, training, research, and grants, facility planning, fleet maintenance unit, training team, hiring, and advisory committee.

The Driving under the Influence (DUI) Detail Committee reviews the DUI arrests and statistics to target problem areas in the city. The Policy Review Committee meets monthly to review police policy. The Budget Committee reviews and approves monthly expenditures.

The Information Technology Committee works on IT related equipment and software, specifically for police mobile data terminals. The Training Research and Grants Committee advised on mandatory and voluntary training and sought money for specialized training.

Further, the Facility Planning Committee was instrumental in lobbying city bonds to build a new police department in 2008. The Fleet Maintenance Unit accesses the status of cars, bikes, and other equipment and makes recommendations for new cars and equipment. The Police Officer Training Team Committee coordinates the SWAT and Field Training Officers (FTOs) programs. The Hiring Committee runs the hiring process for new officers. The Advisory Committee was composed of two council members, one businessperson, one school superintendent, and the fire chief. The Advisory Committee works with the city council and other organizations to make sure problems and complaints are addressed properly and other department functions run smoothly.

Responses to the third interview question about the psychological factors affecting rural police resulted in 64 categories and six subcategories. The psychological question yielded five primary themes, nine secondary themes, and 12 tertiary themes. The primary themes were rural officers are on-call 24 hours a day, 7 days a week; everybody knows the rural police officers by name; and rural officers believed themselves to be isolated. Another primary theme was the stress from being under the microscope when off duty.

The secondary themes were rural officers frequently worked alone, they were never off-duty, and it took a long time for backup to arrive, usually from another department. For instance, most rural officers said that receiving backup took between 15 and 30 minutes. Secondary themes also indicated that rural officers lived in the county where they worked, and community involvement was strong, as was teamwork. Another secondary theme was

that people stopped by rural officers' houses with complaints even when the rural officers were off duty.

The tertiary themes revolved around officer safety concerns, feelings that rural officers just survive, and backup was usually from the same agency. Note these tertiary themes support the secondary themes about safety concerns but the frequency distribution showed to a lesser degree. A tertiary theme indicated backup in this theme took an hour and over. Another tertiary theme was the officers had few or no other social activities. Other tertiary themes included high turnover, close-knit connections within the department, and a strong dependency on one another. The final tertiary themes indicated rural officers were competent and well-trained, had a strong agency-assist philosophy, and practiced community-policing philosophies and communication was a big factor.

The fourth interview question about the internal influences affecting rural police resulted in 68 categories and 31 subcategories. The responses yielded three primary themes, six secondary themes, and 10 tertiary themes. The primary themes were internal politics, concern about pay, and government structure.

The secondary themes were concerns about less training, small budgets, and manpower and staffing shortages. Another secondary theme showed POST required 40 hours of advanced training every 2 years. Other secondary themes indicated most rural departments had unions and officers worked well together.

The tertiary themes addressed concerns over scheduling, low morale, no training budget, and excessive work hours and overtime. Other tertiary internal themes covered training coming largely from local and free training, positive attitudes about policing, too few officers, and leadership mentoring. The findings on leadership mentoring were again skewed

because four of the five responses in this category were from WPD. Without WPD in the states, leadership mentoring did not have a significant frequency distribution. Other tertiary themes showed rural police had policy manuals, less experience with major crimes, but more experience overall.

Other interesting internal influences included discrepancies in rural police retirement plans. For instance, some rural police retirement plans are based on 20 years of service, whereas other retirement plans are based on the officer attaining a certain age plus the number of years of service. Retirement under the second type ranged from 65 to 85 for age, plus years of serve. Another retirement option was having at least 4 years of service and being 60 years of age. One question posed concerned fitness for duty for an aging rural police officer.

Mandatory POST requirements ranged from 20 hours a year to 80 hours every 3 years. All four states had mandatory training hour requirements. Commanders said they obtained training budgets by showing the mandatory state laws to their government councils or commissioners. Rural police policy in some departments lacked procedures with or without formal discipline procedures or had procedures were outdated. One rural police agency hired Lexipol to update policy for a fee.

Responses to the fifth interview question about external influences affecting rural police resulted in 55 categories and 44 subcategories. The external influences question yielded three primary themes, three secondary themes, and six tertiary themes. The primary external themes indicated good media relations, weather being a significant factor, and community support being strong.

The secondary themes addressed a rising transient-worker population with a high rate of crimes and rising public perception of rural police. By transient-workers the participants listed workers coming in to the community to build housing, and to work in the mining and oil fields. Also, participants reported that transient-workers usually stayed a short while in the community before moving on to the next community.

The tertiary external influences included laws, working well with other agencies, and having a good working relationship with the press. For instance, one department reported the new laws when enforcing DUI require officers to obtain a blood sample for testing alcohol content. The processing of blood samples was more costly than a breath sample. Other tertiary influences were high alcoholism, distance to calls for service, and good government support.

Other interesting external influences included dealing with anti-government constitutionalist organizations like the Sovereign Citizen Organization (SCO). The SCO was reportedly active in Wyoming. The SCO supposedly believes there was no power other than that of the sheriff, so the organization generates bogus paperwork to overwhelm city government in an effort to bankrupt the level of government.

Another interesting external influence on rural police was the blood draws mandated for DUI investigations in Wyoming. In addition, some rural officers indicated feeling the effects of bad urban police events on the rural departments. Other rural police reported strong community partnerships involving rural police with the schools, citizen and teen police academies, businesses, and Camp Chance. Community support seemed extremely strong for most rural police agencies, including donations of dog food, veterinarian services, and money to purchase K9s.

Demographics

The pilot study was the only in-person interview. The rest of the interviews (39) were conducted over the phone in an approximately 6-week period during January and February 2013. The phone interviews lasted from 45 minutes to a 1:45 minutes usually conducted during the evening any day of the week. The participants participated voluntarily while on or off duty. The distance was more 4000 road miles to reach all participating departments, so travel for face-to-face interviews was not practical.

Originally, 39 departments signed the premise waiver to allow recruitment of participants in this research. Twenty of the departments generated participants through snowballing recruiting. The participating departments agreed to allow the name of the departments to be used in this study. Table 7 shows the gender of the participants. Table 8 shows the higher education level of the participants. Table 9 shows years of experience of the participants.

Table 7

Gender

Gender	Frequency
Males	36
Females	3

Table 8

Education

Years of Higher Education	Frequency
None	12
Associates	8
Bachelors	14
Masters	5

Table 9

Years of Experience

Years of Experience	Frequency
Less than a Year	2
1 to 5	3
6 to 10	6
11 to 15	4
16 to 20	4
20 to 30	10
30+	8

The Montana departments included Dawson County Sheriff's Office, Ennis Police Department, Fromberg Police Department, Granite County Sheriff's Office, Havre Police Department, Miles City Police Department, and Stillwater County Sheriff's Office. Ten rural officers from Montana participated in this research. Five of the participants were from police departments while five were from sheriff's departments.

The North Dakota departments included Bowman Police Department, Belfield Police Department, Jamestown Police Department, McLean County Sheriff's Office, and Morten

County Sheriff's Department. Seven rural officers from North Dakota participated in this research. Five officers were from police departments while two were from sheriff's offices.

The South Dakota departments included Clark County Sheriff's Office, Butte County Sheriff's Office, Hand County Sheriff's Office, Huron Police Department, Perkins County Sheriff's Office, and Watertown Police Department. Eleven rural officers from South Dakota participated in this research. Eight of the rural officers were from police departments while three were from sheriff's offices.

The Wyoming departments included Newcastle Police Department; Riverton Police Department; Rock Springs Police Department; and Wyoming State Parks, Historical Sites, and Trails. Ten rural police officers and three park rangers from Wyoming participated in this research.

Most of the rural officers interviewed ($n = 25$) were from rural police departments. The police departments, on average, had 24 officers. However, the Watertown Police Department (WPD) had seven participants, which may have skewed the number of officers slightly higher because WPD had 36 officers. Removing the WPD data from the calculation caused the average number of officers from the remaining 31 departments to be 10.

The remaining interviews consisted of 11 interviews with county officers and three interviews with Wyoming park rangers. The average number of officers working in the rural county departments was seven. The Wyoming park rangers had only three full-time officers at three different locations in the state.

The participants were predominantly male (36). Only three women were interviewed. Female officers comprised less than 5% of the officers in the departments interviewed in this research. Excluding the two females from WPD reduced the rural female ratio to 1% or less

in the rural departments. The number of years of experience of rural officers in police departments and sheriff offices are shown in Table 10.

Table 10

Rural Police and Sheriff's Officers Experience in Years

	< 1	1–5	6–10	11–15	16–20	20–30	30+
Police departments	1	2	5	3	2	7	5
Sheriff's offices	1	1	2	0	1	4	1

The experience level of rural officers working in the Wyoming State Parks was more than 30 years in law enforcement. On average, 11 of the rural officers worked as reserve officers or deputies before working full-time in law enforcement. Almost half of the rural officers (17) worked the streets for months before going to the basic law enforcement academy, with five officers working the streets for a year before attending training.

Just over 69% of the rural officers who participated in this research had an associate's degree or higher. The higher education level of the rural officers included eight with associates' degrees, 14 with bachelors' degrees, and five with masters' degrees. Twelve rural officers had little or no higher education.

Training beyond the basic academy included any POST-approved hours, which are divided into the following categories: Less than 1000 hours of advanced training, 1000–1500 hours, 2000 hours, and 3000-plus hours. Table 11 shows the advanced training for the rural police interviewed.

Table 11

Rural Police Advanced Training Hours

Less than 1,000	1,000–1,500	2,000 plus	3,000 plus
16	10	7	3

Over 50% of the rural police had 1,000 hours or more of advanced training beyond the basic police academy. Participants acknowledged specialized assignments such as special weapons and tactical (SWAT), accident investigation, investigations in general, Internet crimes against children (ICAC) investigations, digital investigations, canine (K9) duties, and attending the FBI National Academy as contributing to the number of advanced hours. Participants also noted some states allowed credit for college degrees as advanced training hours on the Peace Officer Selection and Training (POST) transcript.

Furthermore, the ranks of the rural officers were separated into eight different categories. Table 12 shows the ranks of the participants. Almost 62% of the rural officers interviewed had the rank of sergeant or above. The position of detective in some of the departments was a lateral transfer while other departments considered detectives as a promotion. Because most rural officers interviewed were command staff, the most common shift was day shift, working 5 days a week, 8 hours a day, because of administrative duties and paperwork related to court and jail duties. A little over 25% of the rural officers worked night shifts.

Table 12

Rural Officers by Rank

Rank	<i>N</i>
Probationary Officer	2
Officer or Deputy	7
Detective	6
Sergeant	4
Lieutenant	1
Captain	4
Assistant Chief or Undersheriff	3
Chief or Sheriff	12

The most common shift was 5 days a week, 8 hours a day. The next two common shifts were working 4 days a week, 10 hours a day, and working 4 days one week with 12-hour days followed by 3 days the next week with 12-hour days. However, most rural officers were on-call 24 hours a day, 7 days a week, regardless of rank. Time in rank of rural officers ranged from less than a year to 26 years, with two officers having 26 years. The shift rotation schedules did not yield any significant findings, but shift rotation scheduling varied across no rotation, 2 months, 3 months, or self-appointed.

The rural police officers, on average, patrolled 41 square miles while the rural deputies patrolled, on average, 2410 square miles. The population size of the area served by rural police officers was, on average, 16,925 while for rural deputies it was 9,425. The park rangers' jurisdiction was specifically state property, estimated in two interviews at about 76 square miles. The total service calls for police averaged about 11,774 while for rural

deputies they averaged 6,869. The average number of written reports varied from 10% of the number of service calls to 100%.

The Wyoming State Parks had approximately 2.5 million visitors per year, but usually less than a handful lived at a park for as long as a year. Some rural departments separated accident reports from total service calls while others included accident reports with service calls. Some rural officers did not know the specific numbers, so the averages for the jurisdictions, populations, and total service calls include only specific data reported by rural officers who had the correct information to report.

Other demographics included non-sworn positions on rural departments, including evidence technician, jailer, animal control, dispatch, dispatch/jailer, and victim's advocate. Other duties assigned to the full-time rural officers included airport duty, school resource officers, and transport officers. Furthermore, some rural departments did not investigate accidents. Finally, most rural officers were married with an average of two children. The findings chapter summary follow.

Chapter Summary

The *open* and *axial* coding resulted in primary, secondary, and tertiary themes. The highest repetitive content or frequency distribution determined primary themes, followed by secondary and tertiary themes. The following is the summary of findings in this research.

Rural departments and sheriff's offices issued uniform pants, sidearms, rifles, Tasers[®], and marked patrol cars with emergency lights. Most rural departments have formal field-training programs and hire former law enforcement officers by advertising locally. Rural officers were often immediately accepted in a department, possibly because of prior law enforcement experience. Rural officers believed they worked in isolation and were on

call 24/7, which increases stress from being under the microscope while off-duty. Rural officers reported receiving backup from other agencies, such as park rangers; fish, wildlife, and parks; and city or county officers.

Rural officers reported pay and politic issues as well as problems with the government structure. Rural officer also indicated weather as a significant factor in responding to calls for service, safe driving, and working conditions. Finally, rural officers reported good media relations and strong community support. The findings supported that rural police do have a separate and distinct culture. The interpretations, implications, and conclusions follow.

Chapter 5: Interpretations, Implications, and Conclusions

The reason for this study was to determine whether rural police have a separate and distinct culture from urban police. The findings indicated rural police do have a separate and distinct culture. This *grounded* theory research developed the theory that rural police have their own culture by developing the RPC using the new five part model on police culture.

The following subsections include the conclusions and implications of this study. The subsection also include the five part model namely, the physical, social, psychological, internal, and external themes that makeup the genetics of RPC. The genetic makeup is the culture of the police. This chapter also includes the interpretations of the study and recommendations for practice and future research. Note that although the following findings were interpreted using this model other interpretations may be applicable should other research conduct further research on rural police.

Interpretations

The themes from the five part urban police culture summary were compared with the themes from the five part rural police culture summary to guide the following interpretations. Using the five part model, 39 rural police interviews were first analyzed through *open* coding in the interview stage then categorized and subcategorized during the *axial* coding before the emergence of themes presented during the *selective* coding. A color coding system using red, yellow, and green helped to identify the highest frequencies in the text data. The results were themes separated into the five part model using the themes of physical attributes, psychological, social, internal, and external influences. The interpretation of the results follows in the rural police culture summary.

Urban and Rural Police Culture Interpretations

The five part model was used to assess both urban and rural police departments for interpretation comparisons. This analysis helped determine whether rural police had a separate and distinct culture from urban police. The urban and rural police culture descriptions follow.

The comparison begins with urban police culture because the summary of urban police culture is general interpretations taken from literature. The comparison then covers rural police because the RPC was more specific and taken from this research. The urban police culture physical attributes begins this interpretation and is the first part in the five part model.

Urban Police Culture Physical Attributes

The literature review of urban police showed that urban police departments tended to have formal paramilitary type organizational structure and hierarchy (Toch, 2008). Urban police also had a formal chain of command in that officers answered to first line supervisors, who answered to a higher ranking officer etc. (Toch, 2008). The power and influence inside the urban police departments was strongly influenced by the informal as well as formal relationships in the departments (Roberts and Roberts, 2007). Discipline in urban police departments tended to be more structured and in line with formal policies and sometimes a discipline matrix (Maguire, Shin, Zhao, and Hassel, 2003). The new rural police culture interpretations of physical attributes of rural police follows.

Rural Police Culture Physical Attributes

The primary physical attributes themes were rural police departments issue uniforms, specifically pants, sidearms, rifles, marked patrol cars with emergency lights, and Tasers[®].

The secondary physical attributes themes were rural departments issued leather duty gear, shotguns, car sirens, and sports utility vehicles as alternatives to patrol cars. The tertiary physical themes included departments issuing uniform shirts, asp, oleoresin capsicum (OC) spray, radar with front and back operation, new patrol vehicles as opposed to used or salvage through a state bid or local purchase, and take-home patrol vehicles equipped with Mobile Data Terminals (MDTs).

Interpretations of this research showed that urban and rural police share a similar paramilitary type structure, were generally issued the same or comparable equipment, and drove similar usually new police cars. This research showed that power and influence were strong with both urban and rural departments, but that informal relationships played a larger part for rural police. Discipline in rural departments was less formal and most rural departments did not have a formal discipline matrix. The urban police culture social attributes is the second part in the five part model.

Urban Police Culture Social Attributes

The literature review of urban police showed that the socialization process in urban police started with the hiring process, continued through the police academy and field training programs, and into specialty assignments like Detectives and promotions (Ortmeier, 1997). Both formal and informal politics played a large part in urban police departments (Chao, O'Leary-Kelly, Wolf, Klein, and Gardner, 1994). Teamwork and peer relations in urban police departments appeared strong with some cliques in the workplace (Lindahl, 2008).

Urban police experience was vast with a higher number of calls and exposure to more types and frequency of crimes (Ratcliff, 2010). The hiring process in urban police

departments was more standardized and formal (Lord, 1998). The new rural police culture social attributes follows.

Rural Police Culture Social Attributes

The primary social attributes themes were rural police departments advertised locally when hiring and had formal field-training programs. Also, a strong primary social attributes theme was rural officers did not believe they have enough backup. Another primary social attributes theme was officers had prior law enforcement experience and were readily accepted when beginning their careers in the rural department.

One primary social attributes theme was rural officers often participated in off-duty functions, such as awards banquets. This response skewed slightly higher because of the high number of WPD participants. The secondary social attributes themes were hiring involved a written test, an interview panel, and phone background investigations. Another secondary social attributes theme was rural officer turnover was higher than in the past 10 years because of the higher paying natural resource jobs in the states in this research. Other secondary social attributes themes included tending to hire already-certified police officers and having no physical fitness requirement.

The tertiary social attributes themes showed most departments used on-the-job training or job shadowing to teach new hires, which were recruited statewide and online, about department procedures. Another tertiary social attributes theme showed potential new hires were interviewed only by a chief or sheriff, who then conducted a background investigation. Other tertiary social attributes themes identified included hiring practices requiring physical fitness testing, a medical evaluation, and full background investigation, including travel to prior places of employment in or out of state along with phone reference

calls. Another tertiary social attributes theme illustrated written tests and performance evaluations as criteria for promotions.

Furthermore, a tertiary social attributes theme included rural officers leaving for larger departments as the reason for the high turnover. Other tertiary social attributes themes included believing other officers and commanders were bullying them, the need to prove oneself before acceptance, socializing or not socializing off-duty with other rural officers, and participating in off-duty sports with other rural officers. Finally, the last tertiary social attributes themes included rural officers never feeling off-duty, having feelings of isolation, and not having a social life because they were always in public view.

Interpretations of this research showed that the socialization process is similar among urban and rural departments, but with rural departments everyone inside the department and outside the department knows every action that the rural officers take. This interpretation reinforces that rural police do not have anonymity in their communities or job. Another interpretation was the both urban and rural police have internal and external politics that played a part in police operations. Additionally, another interpretation was that teamwork and peer relations were also present in both urban and rural police departments. However, rural police were frequently dependent on other departments and off-duty officers for backup more so than their urban police counterpart.

Urban police were exposed to higher number and frequency of calls whereas rural police were exposed to calls for police service like a barking dog complaint that urban police may not even respond. Urban police hiring was much more formal and standardized than rural police hiring procedures. The urban police culture psychological attributes is the third part in the five part model.

Urban Police Culture Psychology of Policing

The literature review of urban police showed that urban police shared a traditional culture that continued to be passed down to the new officers throughout the various field training and police academy programs (Ortmeier, 1997). Overall, the climate in urban police departments depended on leadership, training, and socioeconomic factors (Butterfield, Edwards, and Woodall, 2005). Urban police tradition showed a strong must prove yourself to be accepted mentality, yet had strong dedication and loyalty to one another (McCreedy, 1983). The new rural police culture psychological factors follow.

Rural Police Culture Psychology of Policing

The primary psychological themes were rural officers are on-call 24 hours a day, 7 days a week; everybody knows the rural police officers by name; and rural officers believed themselves to be isolated. Another primary psychological theme was the stress from being under the microscope when off duty.

The secondary psychological themes were rural officers frequently worked alone, they were never off-duty, and it took a long time for backup to arrive, usually from another department. For instance, most rural officers said that receiving backup took between 15 and 30 minutes. Secondary psychological themes also indicated that rural officers lived in the county where they worked, and community involvement was strong, as was teamwork. Another secondary psychological theme was that people stopped by rural officers' houses with complaints even when the rural officers were off duty.

The tertiary psychological themes revolved around officer safety concerns, feelings that rural officers just survive, and backup was usually from the same agency. Note these tertiary themes support the secondary themes about safety concerns but the frequency

distribution showed to a lesser degree. A tertiary psychological theme indicated backup in this theme took an hour and over. Another tertiary psychological theme was the officers had few or no other social activities. Other tertiary psychological themes included high turnover, close-knit connections within the department, and a strong dependency on one another. The final tertiary psychological themes indicated rural officers were competent and well-trained, had a strong agency-assist philosophy, and practiced community-policing philosophies and communication was a big factor.

Interpretations of this research showed both urban and rural departments had a strong sense of tradition and culture. The climate varied between urban and rural departments again as an influence of leadership and management. Some rural departments also showed a strong must prove you to be accepted mentality, but not all rural departments showed this psychological attribute. The urban police culture internal factors attributes is the fourth part in the five part model.

Urban Police Culture Internal Factors

The literature review of urban police showed that leadership and management styles strongly influenced the department and the departments' progressiveness to change with the times (Maguire, Shin, Zhao, and Hassel, 2003). Urban police budgets were definitely larger (Hickman and Reeves, 2003). Shift work at urban departments accounted for a variety of options for officers to change in addition to more specialized shift assignments (Kecklunda, G., Eriksenc, C. A., & Akerstedta, T., 2008). Urban police departments tended to have police equipment more available (Huang, 2011). Performance evaluations in urban police departments varied greatly but were frequently in place. The new rural police internal influences follow.

Rural Police Culture Internal Factors

The primary internal factor themes were internal politics, concern about pay, and government structure. The secondary internal factor themes were concerns about less training, small budgets, and manpower and staffing shortages. Another secondary internal factor theme showed POST required 40 hours of advanced training every 2 years. Other secondary internal factor themes indicated most rural departments had unions and officers worked well together.

The tertiary internal factor themes addressed concerns over scheduling, low morale, no training budget, and excessive work hours and overtime. Other tertiary internal factor themes covered training coming largely from local and free training, positive attitudes about policing, too few officers, and leadership mentoring. Other tertiary internal factor themes showed rural police had policy manuals, less experience with major crimes, but more experience overall.

Interpretations of this research showed that leadership and management at both urban and rural police departments were crucial to the progressiveness of the department. Leadership and management on the participating rural departments were divided in that some rural departments came across as progressive while other rural departments were not. Urban police budgets were definitely larger than rural police budgets and included training budgets. Not all rural departments had training budgets to send officers to advanced police training after the police academy.

Other interpretations from this research showed urban and rural police departments both had shift work, but the variety of schedules for full coverage on rural departments was extremely varied. Urban departments had much more specialty assignment and promotion

opportunities than rural departments. Both urban and rural departments had similar equipment, but that rural departments did not have access to replacement equipment as readily as urban departments because the equipment was often ordered out of state. Urban police departments had formal performance evaluations were most rural departments had either informal evaluations or no performance evaluations. The urban police culture external influence is the fifth part in the five part model.

Urban Police Culture External Influences

The literature review on urban police showed that socioeconomics was a factor (Zhao, J., Ren, L., & Lovrich, N. P., 2010). Urban police leadership played a large part of public perception and public relations (Warner, 2004). Gender, race, and family dynamics were influence on urban police departments (Burke, R., Richardsen, A., & Martinussen, M., 2006). Urban police tended to have a greater number of women and minorities on the departments (Burke et. al, 2006). Urban police had more formalized operational plans like using a public information officer to deal with media concerns.

Laws and lawsuits affected the business of urban policing especially the fact that urban police had larger budgets that civil attorneys would sue (Maguire, Shin, Zhao, & Hassel, 2003). Urban police were geographically located in the larger cities thus had more resources for persons with mental illness and medical personnel to deal with medical emergencies (Shane, 2011). Urban police dealt with higher crime rates, higher call loads, and higher frequencies of violent crimes and assaults on officers (Zhao , Ren, & Lovrich, 2010). The new rural police external influences follow.

Rural Police Culture External Influences

The primary external influences themes indicated good media relations, weather being a significant factor, and community support being strong. The secondary external influences themes addressed a rising transient-worker population with a high rate of crimes and rising public perception of rural police. By transient-workers the participants listed workers coming in to the community to build housing, and to work in the mining and oil fields. Also, participants reported that transient-workers usually stayed a short while in the community before moving on to the next community.

The tertiary external influences included laws, working well with other agencies, and having a good working relationship with the press. Other tertiary external influences themes were high alcoholism, distance to calls for service, and good government support.

Interpretations of this research showed that socioeconomics played a part in both urban and rural departments. However, rural police tended to move from a smaller department to a larger department frequently for higher pay and for more opportunities for specialty assignments and promotions. Public perception and public relations were tied to leadership on both urban and rural departments. Urban departments had more women and minorities than rural departments. Family dynamics played an influence on both urban and rural departments.

The media was generally handled by a public information officer or commander on urban departments whereas media was generally handled by the officer on scene or referred to the chief or sheriff. Laws and lawsuits affected both urban and rural departments, but lawsuits impacted urban budgets at higher rates. Geographically, urban departments were at the center of the city where the higher crime frequency occurred whereas rural departments

responded to crimes driving in difficult terrain, road conditions, and distances frequently without backup. The next subsection covers the implications of this research.

Implications

The interpretations section covered the rural police culture summary. One implication was that the urban police culture summary was a very general analysis from the literature review whereas the rural police culture summary was specific with the interpretations taken from this research. The comparison of the urban police culture to the rural police culture may indicate other results, such as similarities yet stark differences depending on the region and size of the departments compared. This research is by no means an absolute and needs to be viewed within the scope of the population. While common findings indicate that rural police culture is similar to urban police culture this research indicates a distinction that is noteworthy of identification.

Another implication was that the information contained in this research was slightly positively skewed as far as overall positive attitudes and department participation by the Watertown Police Department because of the high number of participants. WPD is noteworthy for their leadership's openness to officer involvement in management decisions, community involvement, and police operations.

Conclusions

In conclusion, the findings indicated rural police have a separate RPC. The majority of the 39 officers interviewed believed that they had a separate and distinct culture from urban police. The RPC was described in terms of the new five part model for police culture. However, up to two rural officers expressed the contrary idea that they believed that their culture was identical as urban police.

Further, the findings indicated rural police departments had between 11 and 24 officers and small rural departments, usually sheriff's offices, had an average of seven officers. Contrary, some of the rural departments had less than 10 officers. Rural police generally know the people in their community, live in the community in which they work, and thus never have a day off because rural officers are on duty 24/7. Rural officers generally cannot blend into their community with anonymity as their urban counterparts can because of the larger number of citizens in the urban communities.

According to rural officers, they believed their stress seem to be higher than urban police because of the lack of anonymity and lack of social outlets. Contrary, research indicated that urban police too experience high job stress, but for different reasons like higher call load. RPC entails professional organizations generally having formalized field training programs and officers with former law enforcement experience dedicated to 24/7 service in rural locations where people know the officers and their families by first names. Likewise, urban policing entails professional organizations too that served their respective community 24/7.

RPC was distinct because officers serve rural and isolated areas and generally have little readily available backup. Urban police generally have more officers working, but sometimes the additional officers are tied up on calls for service so backup may also be an issue. In the RPC, the police generally conduct investigations from start to finish with no one else to delegate work to. Police in the RPC make daily decisions about people they know, which affect the community. Contrary, urban police have more specialized job functions like detectives that may take over a case to do the follow-up.

However, RPCs generally have good media and strong community support. Likewise, urban police can have strong media relations and community support as well. RPCs are affected by weather causing longer response times and longer periods of inactivity, especially during the winter in the northwest. Finally, RPCs generally have the same equipment as larger rural and urban departments, but rural police need training budgets to teach the officers to be masters of the police trade. The assumptions and limitations of this study follow.

Assumptions

The first assumption about RPC was rural police have their own distinct culture separate from urban police. Rural police do the same job as their urban counterparts, but rural police are on-call even on their off days and have a lack of anonymity within the communities they serve whereas urban police were not found on-call 24/7 with the possible exception of command officers. RPC was similar in the states of Montana, North Dakota, South Dakota, and Wyoming, with little to no differentiation in terms of social, psychological, physical, internal, and external attributes.

Other assumptions included the honesty, and knowledge and experience of the participant in rural policing. This assumption was supported by the open interviews at the participant's convenience. Phone interviews were conducted except in the case of the pilot study, which was done in person. Participants seemed enthusiastic about being heard about their opinions, thoughts, and perceptions of rural police with the exception of three participants.

Another assumption was that not all 39 rural departments would produce voluntary participants. Only 20 departments produced participants, but in three cases two officers

participated out of requests to participate from a commander's strong influence while one participated reluctantly for fear of reprisal for comments.

The assumption that rural police outnumbered urban police was clearly supported by the 2012 Uniform Crime Report. Another assumption was, through snowball sampling, interviewees would produce other potential interviewees for this research (Black, 2009). The assumption about snowball sampling was also supported. The commanders approving the research readily provided the names of employees for interviews.

Finally the assumption about whether or not the data themes would produce a viable theory proved supported. Rural police clearly have a separate and distinct culture. The following paragraphs address the limitations.

Limitations

The first limitation identified at the beginning of this research was the generalizability of this research because of regional differences. This limitation still applied. A second limitation was the use of snowball sampling for obtaining participants. This limitation was reduced by the number of referrals for interviews, namely 20. The limitation of interview misinterpretation was reduced by asking the research questions in a specific order as determined by the pilot study.

Additionally, one limitation result was the ability to travel to conduct the interviews in person in the rural officer's natural environment. However, most interviews took place when officers were in his or her natural environment just without researcher presence. Another limitation result was information given in response to some interview questions sometimes crossed over to topics of other interview questions, creating redundancy. For instance, the theme of not having enough backup could have been coded under the

psychological factors affect rural police as well as under internal influences affect rural police. Thus, the theme was coded under both interview questions, but used as a theme only if the frequency distribution showed the content to be in the primary, secondary, or tertiary themes.

Another limitation result was the reluctance of tribal and campus departments to participate in the research. Only one tribal department in Montana agreed to participate, but the officers did not follow up on the commitment to do the interviews. Because this was the first known study of RPC, researchers need to conduct research in other communities to determine whether the RPC described here applies to rural communities elsewhere.

Another limitation result was the strong influence the representatives of the Watertown Police Department (WPD) had on the study. Watertown rural officers were empowered by the leadership in their department and by a sense of commitment to law enforcement and to the community in which they served. Rural officers in WPD also showed leadership at all stages. All seven rural officers provided inspirational information about this larger rural department positively altered the results of this research. Because of the strong positive input WPD had because of most of its officers participating in interviews, the data had to be separated at times to find the norm for the other 31 interviews.

The limitation was seven officers participated voluntarily in the research, more than from other departments, thus positively skewing the numbers. WPM empowered rural officers through voluntary participation in committees and the community through partnerships with solutions. A review of the research themes emerged from the responses to the five interview questions follows.

Review of Themes

A review of the themes indicated rural officers generally received the necessary tools of the trade, such as uniforms, duty belts, sidearms, rifles, and Tasers®, as well as fully equipped marked patrol units or SUVs. Rural officers' socialization into rural police or sheriff's departments occurred through a formalized field-training program. Having prior law enforcement service helped with their acceptance into the new organizations. Rural officers were socially affected by a lack of readily available backup. Finally, rural officers believed they experienced excess stress from not being able to blend into the community.

One common theme was everyone in the community knowing the rural officer affected rural police when off-duty because they felt they could never genuinely relax and just be themselves without scrutiny from the public. Rural officers were affected by a sense of isolation and of being law enforcement 24/7. The internal themes rural police expressed included the influence of government structure on the department in terms of being supportive or not. Rural police were also affected by internal politics and pay issues. Finally, the external themes for rural police showed good media relations and strong community support.

Another key external theme for rural police was the effect of weather on rural policing increasing the need for driving safely and increasing primary and backup response time. Weather was also an issue during the winter because of snow removal capabilities, roads and driving. The research recommendations follow.

Recommendations

One recommendation was for the federal government to rewrite the definitions for rural and small rural police departments. For instance, OMB described rural police

departments as having 50 or fewer officers in a jurisdiction with a population of 50,000 or less because most of the departments from which officers were interviewed had 25 or fewer officers. With up to 90% of the police and sheriff's departments across the United States having 10 officers or fewer, federal funding affects equipment and training and causes other funding issues for rural police.

A closer reflection of rural departments may be 21–40 officers while a better definition of *small rural departments* may be 20 officers or fewer. The difference in the definitions would be beneficial for rural and small rural departments, making each type of department eligible for grants for training, equipment, and other federal funding. Note both small rural and rural departments were represented in this research as the genetic makeup of RPC, but there was some distinction. The genetic makeup of police is the culture of police.

Another recommendation was for rural departments not to provide 24-hour-a-day 7-days-a-week service without minimum staffing of at least two officers per shift. Officer safety suffers, morale suffers, and officer burnout occurred when officers do not feel they are safe and rested without constant interruptions for requests for backup when off duty. A breaking point exists between full-time rural departments and part-time rural departments.

The smallest rural full-time department involved in this study had seven officers. Those small rural officers were working 5 days a week, 8 hours a day. The department had three shifts, usually with only one officer usually working alone and having to request backup from off-duty officers from the same department. Thus, officers never really felt as though they had a day off because of the commitment to 24/7 coverage. One solution could be to partner with other local jurisdictions through memorandums of understanding for dual coverage or cross-deputization. The recommendations for best practice follow.

Practice

Best practices for rural police training should include larger rural and urban police departments recognizing their role in assisting rural police with affordable local training. Larger rural and urban departments should seek input from rural and small rural departments when planning annual training to accommodate requests for training for these smaller departments. Larger rural and urban departments need to build regional training centers and coordinate with state POST to fulfill training requests. Training for rural and small departments needs to be shorter and more frequent to permit shorter durations of absence because rural departments have difficulty filling in for personnel when rural officers are away for training for more than 3 days.

Furthermore, rural and small departments have limited funding for travelling to training. If larger rural and urban departments could assist with scholarships and grants to help with overtime, lodging, per diem, and tuition, the smaller and rural departments would benefit. Rural police deal with urban sprawl and crimes spreading into their communities; consequently, they need adequate training to meet the needs. Considering rural officers generally start and finish a police case without referring the case to a specialist, such as detective, larger rural and urban departments could send investigators to train officers at the rural departments. The future recommendations follow.

Future Recommendations

The RPC in this study of northwestern states may be only a regional definition, so further studies on RPC in the southwest, east, and west are recommended. Another recommendation for future research was to study rural police training in a longitudinal study to compare training with the annual crime report and check for alignment of police priorities.

Finally, addition comparison contrast studies involving this research and urban police culture research are recommended. The Chapter 5 summary follows.

Chapter Summary

This chapter has addressed the idea a RPC exists as separate and discussed certain RPC themes. RPC involves rural police as professional, dedicated officers who work an assigned shift and then respond to calls when off duty as though they were working a 24/7 shift. The prevalent theme was everyone in the community knowing the officer adds to the stress of working in isolation with limited backup. The limitations included the federal definition of rural police as departments with 50 or fewer officers or a jurisdictional population of 50,000 or less.

The main recommendation for federal agencies was to redefine rural police departments as having between 21 and 40 officers and to define small rural departments as having 20 officers or less. Another recommendation was to help rural officers by ensuring a minimum staffing of two officers per shift for full-time departments. Finally, larger rural and urban departments should recognize their role and take the lead in helping rural agencies access training through scholarships and grants as well as by offering input into future training would benefit rural officers.

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Appendix A: Demographic Questions

1. What is your gender?
2. How many full-time years of police service do you have?
3. How many years of higher education do you have?
4. How many hours of training past the basic police academy do you have?
5. What is your rank?
6. How many years have you been in your rank?
7. What shift do you work?
8. How does your shift rotate?
9. How many sworn full-time officers are in your department?
10. What is the size of your jurisdiction in miles?
11. What is the size of your jurisdiction in people?
12. How many service calls do you have a year?
13. How many hours do you work a day?
14. How are days off structured?
15. How many command staff do you have?
16. What is your marital status?
17. Are you a parent?

Appendix B: Letter of Introduction to Prospective Department Participants

Dear Chief or Sheriff,

My name is Kathleen A. Carson, and I am working on a doctoral degree at University of Phoenix School of Advanced Studies. I am a full-time police officer in Montana studying full-time officers for research for my dissertation. I am conducting a qualitative (social studies) research study titled *A Qualitative Research Study on Rural Police Culture* (RPC). The purpose of my research is to explore rural police to establish RPC and issues concerning training rural police. The population for my research is rural police in Montana, North Dakota, and South Dakota, and Wyoming. I am following guidelines based on a definition by the Office of Management and Budget (OMB). According to its September 1, 2008, *Bulletin*, OMB defined rural officers as working “in a county, borough, parish or land under the jurisdiction of an Indian Tribe with a population of no more than 50,000” (U. S. Office of Budget & Management, 2008, p. 1). I am specifically looking for full-time rural municipal police officers, tribal police, and county deputies of any rank to participate in my research.

Personal or phone interviews will be conducted in your department setting with permission of the person in charge. I will be asking five broad research questions about rural police in an in-person interview and collecting demographic information. The interview is estimated to last about one-hour and will be digitally recorded for later transcription and further analysis. This research has five research questions about RPC. The first research question seeks to identify RPC as a composite of social. The second research question sought the psychological factors. The third research question identifies the physical attributes of rural police. The fourth research question covers internal influences that affect RPC. The fifth research question seeks the external influences that make up RPC. The demographic questions are fill-in-the-blank questions addressing gender, years of service, years of higher education, hours of training past the basic police academy, rank, shiftwork, size of department, wages, and rotation duration.

If you will please share my letter with other members of your department, I would appreciate it. If you or any other officers or deputies are interested in participating in my study please contact me via e-mail or call me. I will try to schedule the interviews around officers or deputies work schedules, but I will have to travel Friday through Sunday to your respect locations. If you have any questions or concerns, please contact me.

Respectfully, Kathleen A. Carson

Appendix C: University of Phoenix Informed Consent Advisory Form

Informed Consent: Participants 18 years of age and older

Dear _____,

My name is Kathleen A. Carson and I am a student at the University of Phoenix working on a Doctorate of Management degree. I am doing a research study entitled A Qualitative Research Study of Rural Police Culture. The purpose of my research is to explore rural police to establish RPC and issues concerning training rural police. The nature of the study is to interview rural police in his or her own environment to determine rural police culture.

Your participation will involve describe what is expected of the subject, the time commitment, any intended recording of data, the circumstances under which subject participation may be terminated without subject consent, and sample size. You can decide to be a part of this study or not. Once you start, you can withdraw from the study at any time without any penalty or loss of benefits. The results of the research study may be published but your identity will remain confidential and your name will not be made known to any outside party.

In this research, there are no foreseeable risk to you.

Although there may be no direct benefit to you, a possible benefit from your being part of this study is to contribute.

If you have any questions about the research study, please call me [REDACTED]. For questions about your rights as a study participant, or any concerns or complaints, please contact the University of Phoenix Institutional Review Board via email at IRB@phoenix.edu.

As a participant in this study, you should understand the following:

1. You may decide not to be part of this study or you may want to withdraw from the study at any time. If you want to withdraw, you can do so without any problems.
2. Your identity will be kept confidential.
3. Kathleen A. Carson, the researcher, has fully explained the nature of the research study and has answered all of your questions and concerns.
4. If interviews are done, they may be recorded. If they are recorded, you must give permission for the researcher, Kathleen A. Carson to record the interviews. You understand that the information from the recorded interviews may be transcribed. The researcher will develop a way to code the data to assure that your name is protected.
5. Data will be kept in a secure and locked area. The data will be kept for three years, and then destroyed.

6. The results of this study may be published.

“By signing this form, you agree that you understand the nature of the study, the possible risks to you as a participant, and how your identity will be kept confidential. When you sign this form, this means that you are 18 years old or older and that you give your permission to volunteer as a participant in the study that is described here.”

☐ **I accept the above terms.** ☐ **I do not accept the above terms.**
(CHECK ONE)

Signature of the interviewee _____ Date _____

Signature of the researcher _____ Date _____

Appendix D: Premise, Recruitment, and Name (PRN) Permission

University of phoenix®

PREMISES, RECRUITMENT AND NAME (9010893070) USE Permission

Please complete the following by check marking any permissions listed here that you approve, and please provide your signature, title, date, and organizational information below. If you have any questions or concerns about this research study, please contact the University of Phoenix Institutional Review Board via email at IRB@phoenix.edu.

☐ I hereby authorize Kathleen A. Carson, a student of University of Phoenix, to use the premises (facility identified below) to conduct a study entitled *A Qualitative Research Study on Rural Police Culture (RPC)*.

☐ I hereby authorize Kathleen A. Carson, a student of University of Phoenix, to recruit subjects for participation in a conduct a study entitled *A Qualitative Research Study on Rural Police Culture (RPC)*.

☐ I hereby authorize Kathleen A. Carson, a student of University of Phoenix, to use the name of the facility, organization, university, institution, or association identified above when publishing results from the study entitled *A Qualitative Research Study on Rural Police Culture (RPC)*.

Signature

____ / ____ / ____

Date

Name

Title

Address of Facility

Appendix E: Confidentiality and Privacy Statement

A Qualitative Research of Rural Police Culture

Kathleen A. Carson

UNIVERSITY OF PHOENIX®

CONFIDENTIALITY AND PRIVACY STATEMENT

As a researcher working on the above research study at the University of Phoenix, I understand that I must maintain the confidentiality of all information concerning all research participants as required by law. Only the University of Phoenix Institutional Review Board may have access to this information. “Confidential Information” of participants includes but is not limited to: names, characteristics, or other identifying information, questionnaire scores, ratings, incidental comments, other information accrued either directly or indirectly through contact with any participant, and/or any other information that by its nature would be considered confidential. In order to maintain the confidentiality of the information, I hereby agree to refrain from discussing or disclosing any Confidential Information regarding research participants, to any individual who is not part of the above research study or in need of the information for the expressed purposes on the research program. This includes having a conversation regarding the research project or its participants in a place where such a discussion might be overheard; or discussing any Confidential Information in a way that would allow an unauthorized person to associate (either correctly or incorrectly) an identity with such information. I further agree to store research records whether paper, electronic or otherwise in a secure locked location under my direct control or with appropriate safe guards. I hereby further agree that if I have to use the services of a third party to assist in the research study, who will potentially have access to any Confidential Information of participants, that I will enter into an agreement with said third party prior to using any of the services, which shall provide at a minimum the confidential obligations set forth herein. I agree that I will immediately report any known or suspected breach of this confidentiality statement regarding the above research project to the University of Phoenix, Institutional Review Board.

Appendix F: Research Questions

Central Research Question: What common themes developed and what theory was discovered that helped describe the genetic makeup of rural police culture? The genetic makeup of police is the culture of police.

Five subset questions:

1. What physical attributes affect rural policing?
2. What are the social factors that affect rural policing?
3. What are the psychological factors that affect rural policing?
4. What are the internal influences that affect rural policing?
5. What are the external influences that affect rural policing?

Appendix G Interview Data

F1

What are the physical attributes that affect rural police?

Rural police operate independent with no back up force. Rural officers are generally only one officer working at a time. For instance, I work as the only officer with another officer in XXXX, which is 6 miles away or 5 minutes as back up if he or she is not busy. Or, I have another back up officer living in XXXX, which is 8 miles away but has to drive on a dirt road generally to get to my location, which takes between 10 and 15 minutes. Otherwise, my back up is county deputies from XXXX County, which is about a half hour at code, which is emergency lights and sirens depending on the weather, roads, and time of day. Back up response also is dependent on how busy the other officers are. Rural officers have to always approach with more caution because of the lack of immediate back up issue. I believe that rural officers have to fall back to the basics of situational awareness and officer positioning on calls. Rural officers know the community and individual members so rural officers adjust response accordingly. At one point I had a reserve officer that I could pick up at XXXX on my way to calls. As the only officer on my department I am tied to the duty phone as the lone officer 24 hours a day, 7 days a week, 360 days a year. I do not live in the community I serve. I socialize with people both in and outside of the law enforcement community. Social activities I see no difference. I was hired through a standard interview process through the city council. I started in June 2009 full time. I worked 6 years as a reserve officer before being hired full time. I went through the XXXX County Sheriff's Office Reserve Academy. I did not go to the basic law enforcement academy for 10 months. Once I graduated from the basic law enforcement academy I received my basic and intermediate certificates. I next got my advanced certificate after a 2 year waiting period. I received my command and supervisory certificates in 2011 then my administrative certificate in 2012. If I was not receiving my Marine Corps retirement I could not afford to live and work in rural policing. I like every day as a rural police officer as a new day.

What are the social factors that affect rural police?

Politics change within a rural police department when the mayor or city council members change. When I have a good mayor and good city council then rural policing is good. When I have any other mix like a good mayor and a bad council member then rural policing becomes difficult. For instance anything over \$100 I have to beg to go to training or pay on my own. I bought my own gun, uniform, duty belt, pistol, cuffs, magazines, leather gear, and ballistic vest (3A). The city buys my ammunition and provides the Remington model 870 shotgun. I am the only firearms instructor and I piggyback on the county's qualifications. I have a 2000 Ford Crown Victoria marked unit but the police car does not have the police package because it was cheaper to buy without the extra power and accessories. I bought the car from a Ford lot. I do not have narrow band radio. I am presently driving an unmarked sport utility vehicle that has emergency lights and siren, but the vehicle was used with low mileage when I bought the SUV. The SUV does not have a cage. I carry my own assault rifle an AR 223 rifle that I annually qualify with along a backup gun. I also carry off duty. My duty pistol is a Sig Sauer 45 caliber. I wear my duty vest while working and on calls. There is presently no physical fitness standard, but if I was able to maintain standardized hours I would maintain fitness. I work generally a 10 hour day shift. I work court on Wednesdays for 4 hours. I rotate Tuesday and Thursdays off. I work evenings on Friday and

Saturday generally from 6 to 8 hours. There are two bars in my jurisdiction. I get overtime, sick time, and vacation, but do not receive compensation or in lieu of time. Sunday is always at an overtime pay rate. I have no budget for training, but when I serve civil papers in uniform the city lets me keep \$75 into the police budget. I do not get a retirement pension. The city pays for vision and dental, which I negotiated into my contract. I have medical through the military so I did not need that particular benefit from the city.

What are the psychological factors that affect rural police? No Comment

What are the internal influences that affect rural police?

The governing body, the mayor and city council affect rural police. There are 4 city council members and a mayor. The Town of XXXX only has three full time employees including my job as Chief, a city clerk, and a public works director. The council and the mayor can fire me, but must have consensus from the council. The mayor must coordinate the firing with the council. I served a one year probationary period so the mayor and council must have a legitimate reason to fire me. I work in a close knit community and thus issue a lot of verbal and written warnings rather than going through formal proceedings. I do not believe that with my jurisdiction that the system is a good ole boy system, but rather a “baby sitter” of the public to keep social order. I believe rural officers are more effective communicators because of officer safety. I am also the deputy coroner for the county. I have a department policy, which was borrowed from XXXX County. I also have town policies and follow the state model policies that come from the XXXX Law Enforcement Academy.

What are the external influences that affect rural police?

Other agencies in the county influence my job as a rural officer. Most other deputies are reserves and we train with the reserve officers. I manage the reserves and managing reserves is like “herding cats” because I cannot always meet the needs of the reserve officers and the different agencies pulling on one another for agency specific needs. I strongly believe that rural policing is about ethics, integrity, and honor. I am everybody to the rural community including the traffic cop and the investigator. Where urban police would have separate and distinct departments I have no one else to do follow up investigations nor delegate too. The Chief or Town Marshall must be the authoritative figure and confident. A lack of confidence in rural police will get you killed. I need a budget for training and I need local training. The county deputies pick up calls when I am unavailable. XXXX is a closed environment. I have a computer do do my reports and manually keep intelligence binders. Anything NCIC comes out of XXXX County. My computer software for police reports is from Information Management Corporation.

F2

What are the physical attributes that affect rural police?

The citizens are my boss because the community elects me, no town council in XXXX. I answer to the county commissioners for the budget and oversee monetary, buildings, the jail. The undersheriff assists in disciplinary duties and some administrative duties but doesn’t do much unless the sheriff is gone. Undersheriff is the next in command. No major need for a chain of command because the department is so small. I do not look at myself as being powerful. Deputies and dispatchers are in a union. No one currently incarcerated. Beds for jail are 11. I have a written policy manual.

What are the social factors that affect rural police?

New officers hit the road with a field training officer. The new officer goes to the academy as soon as the officers can. The field training program is usually 2 weeks. I usually hire

reserve officers or have already had law enforcement experience. Generally the undersheriff have the officers observe then work the officer into the calls sometimes up to a month. I generally post the position then the sheriff and undersheriff go through the applications to narrow down the applicants from 3 to 5. I contact previous employers and reference check, a civilian background investigator out of XXXX. After reference check then have interviews. Had to terminate one dispatcher. The field training program generates notes but no standardized form. Politics always influences the department. For instance, a county commissioner may not be fond of law enforcement and will consequently not agree with funding the department with additional requests. Rumors and false accusations affect rural police. Teamwork is fantastic on rural police departments and would bend over backwards to help one another. Rural dispatchers are phenomenal. They give up personal time and come in off days to help out. Dispatchers work all holidays. Deputies are the same way. The community is a reflection of the police and thus a reflection of the community. Sheriff purchases trousers and shirts. Deputies purchase weapon. Sheriff supplies ammunition. Deputies all have take-home vehicles. 30 years ago the deputies drove their own vehicle and the county paid insurance and gas. Eventually purchased old highway patrol vehicles that were worn out, then leasing some used vehicles, now replace one vehicle every year with reconditioned used vehicles out of a company that reconditions police vehicles for the past 13 years. We currently do not have any 4 wheel drives. 2012 bought 3 brand new Ford SUVs all-wheel drive explorer vehicles. We have Tasers® third or fourth department in the state to have Tasers. We lost one officer off duty in an automobile accident. We have digital video cameras in vehicles that automatically come on when the lights are turned on. All officers have digital photo camera. Each officer has a handheld radio and a car radio. High band radios about three years old. We do annual performance evaluations. All officers are very respected in the community. No training budget for training past the academy. Try to get officers to regional schools free training. All other training I have to get funds. The sheriff is the county coroner. We have two deputy coroners. Coroners go to the basic coroner then have additional training 20 hours every other year. No computers in the cars. Officers do the reports in the office on a computer.

What are the psychological factors that affect rural police?

Rural police can be very stressful. Hours of mundane and then terror. The job grows on you and the job is stressful. Most of the stress the officer can deal with and sweep under the carpet but eventually the carpet will get full. We are more fortunate in some ways because in the rural environment we generally know who the true criminals are versus the ones that we know are just having a bad day or off medications or fell off the wagon and started drinking again. I believe we can treat the people we know as individuals because we know our neighbors. Community oriented policing is prevalent. Consequently, more in line with informal discipline instead of criminal proceedings. Much more relaxed working environment. Does not run in the family with the exception of one a father son team, but the two do not work the same shift.

What are the internal influences that affect rural police?

Limited resources, deputies have to follow up all the way through the crime, major crimes have to be run through the sheriff for outside agencies and for the state then the sheriff will call in the outside resources. The initial officer is the investigating officer and that helps the officer get better at what the officers due. No training, not detectives, no swat teams, smaller

budget. I am a participative manager. You have to be involved when it is a rural department. Visibility is very important in law enforcement.

What are the external influences that affect rural police?

Pay is generally less for rural police because of the structure. Pay is set by Montana code based on the classification of the county and then the undersheriff's pay is 90 to 95 percent of the sheriff's salary then the deputies are 90 to 95% of the undersheriff. I cannot be a full time administrator as a patrol officer because we do not have the manpower to do it any other way. I believe public perception and public relations are very well received. I cannot compare to an urban department because I have never worked there. I seldom receive a complaint on an officer. Great public relations. No women officer, but I do have women dispatchers and all are women. Jail and the dispatch center are co-located. Only one door separates the cell from the dispatch center but has cameras and audio. The jail was built in 1896 and is still in operation and is clean and adequate and secure. Only white male officers. The makeup of XXXX county has few ethnic minorities. Everything media related is referred to the sheriff unless then the sheriff would assign a public information officer. We are 70 miles from XXXX and 56 miles from XXXX. We see the same times of crime as in a metropolitan areas except gangs but at a lesser degree. It has been two years since the last homicide mostly traffic followed by medical calls. Two deputies are emergency medical technicians and trained on the ambulance service. I require all officers to go to a medical and fire calls to help out and to relay information if there aren't other calls going on. We are a 24 hour a day operation. During the weekends two on nights and two on days. The reset of the week it will be one on days, usually the sheriff then one on nights. I believe that most people are good, but you just do not know upon a first contact.

F3

What are the physical attributes that affect rural police? I only have one patrol car, I have only \$5000 a year for operations, narrow banding on the radio has really affected me because I had to by the portable and the car radio in different budgets. The radio company actually let me have the radios at the same time and pay on different budget, I do not have a backup patrol car so I have to call the state for a used highway patrol car that just came off the line, I sold my last car to Joliet so I had enough money to get the new car, I bought a salvaged car 2010 out of Oklahoma, the car has only 2000 miles on it, West Yellowstone did the same thing, I paid \$17500 for the Crown Victoria, I had to pay extra for the light barn and cage so I had \$20000 in the capital fund to get the new car. The car has digital video ally with the radar readings interfaced, plastic hard seats in the back, bars on the side windows, I piggy backed off of XXXX PD to get a matching grant for a Toughbook so I only paid \$500 for the computer, I used a fire fighter out of XXXX to install all the equipment. I picked the guy up as a reserve so he did the installation for free. There are 13 agencies that piggy back off XXXX County so you can see CJIN and instant message. My office is like an old closet inside of city hall, it is about 7x7 I have to run a router to the front office to get linternet into my office, the uniforms come out of the budget including belt, vest, uniform, XXXX gives me a credit card and it comes out of my budget so I make purchases out of the \$5000 on the credit card. The credit card receipts go to the council, mayor is not a voting member 5 city council members, police chief appointed by the council indefinitely until I retire, the mayor and the council have a 4 year position. I have all certificates, Basic, Intermediate, Advanced, Supervisory, Command, and Administrative.

What are the social factors that affect rural police? I have a little bit of an attitude on rural sheriffs because the relationship is not good and the sheriff uses power to make the city follow their guidance. The county wants 17 city mills per year to give us services, everyone pays 92.5 mills whether you live in the city or in the county. These services include backup and dispatch. What do you do with an intoxicated person for 24 hours. I used to contact with an armed service company to sit on my psych holds, the sheriff's department to cover when I am off shift. Each city has their own mills for Ennis it equates to over \$35,000 per year. 1 mill in XXXX equates to about \$2000. XXXX County gets the 17 mills. The XXXX County sheriff pays when I take prisoners to XXXX County under this agreement. The only way a city gets charged is if the you put someone in jail under a city ordinance the sheriff cannot give you a bill.

According to Ken Weaver, political scientist out of XXXX, county government is created for the state government whereas the city government is a reflection of the needs, county governments exist to do state business. Officer shopping in small communities in that the community will wait for their favorite officer so people will wait for days and hours to call in a police report or call me on my days off or hours off to deal with their needs. I give far more warnings on minor violations to keep community support to report crimes have to work hard as an outsider, schools there will never be a school resource officer in the schools because we want the kids to feel safe, there will never be school resource officer in the school according to the old superintendent. Over the past several years I have been allowed to go into the schools to teach. I hope that I will be able to add another officer, but I got hired in 2007 and then the economy crashed so the fear of laying another officer off the city will not hire one. Since the sheriff's department service is cheap there isn't an urgency to increase funding. I am funded out of the general fund there are no special police mills. The sheriff's office gets 24% of the general budget. Income revenue is only around \$375,000 not including enterprise funds like ambulance, I get about \$90000 a year which includes the payment of \$35000 to the sheriff's department.

What are the psychological factors that affect rural police? Everything is on a first name basis. Very informal in that everyone calls me "Officer XXXX" I know the community the alcoholics, drug addicts, mental health, I have to hid my car so that people would not know what shift I was working. I have people come to my house in the city for police service. I was required to live in the city, people come over at any time, I have had domestics come to my door at 1am in the morning, or stray dogs at 10pm, to get peace I have to leave XXXX, just to turn the phone off to get away because someone in Ennis they are always in crisis. I will go to Idaho Falls, which is 120 miles away. The one person cop really wears on you. I am the longest officer Ennis has had. It is really easy to get burned out. You really have to stay up on your officers' safety skills.

What are the internal influences that affect rural police? If you are a town or third class city I can just pay PERS but state law says that when a town puts in the state refunds money to training money. On average I would only be able to afford \$3000 of training a year. I pay 4% into pers and the city pays 7%. West Yellowstone is still a resort town. Their officers are in MPORS because of the resort tax. Under the statute possibly title 19 the state has to send back money for training based on how much I contribute a certain amount back to the training. To be effective as a rural police and budget you need to really know the law. The rural towns are breeding grows for urban departments. MCA 19-19-305.

Other internal factors include the city politics, you write someone a ticket that person gets convicted then they go directly to the mayor or council to complaint. The rumor mill is very bad in the rural community. Very big misinterpretation about quotas, writing tickets to just generate revenue, we have a local newspaper that comes out county wide, I have 3 reserve officers, they supply their own equipment and they work for free, we have a local paper that doesn't publish anything bad so the real situation is not presented. One respect the media is nice to us but they do not report both sides of the fence.

What are the external influences that affect rural police?

In the small communities we talk about deflection. Large communities put together task forces, but the suspects leave and go to the small community because they don't feel the pressure of law enforcement so the crime is showing up in the rural communities more. With less resources we cannot do much proactive policing. My contact with the prosecuting attorney is only over the phone and we only talk just before the trial legal advice used to cost \$48 per email. We now pay a flat rate for legal services, \$20 a flat fee, we had 8 lawyers apply. I sat on two hiring boards one for city attorney, and one city judge. Equipment is horrible. I do not have a record management system, the Montana Board of Crime Control requires electronic statistics so I cannot get a grant to send the data. There are only 12 vendors out there that are compliant for reporting in Montana. 8 of the 12 vendors would not even look at them. We need a big brother with the bigger agencies like with New World. Everyone owns a scanner in rural America so everyone knows when you air a license plate to run. When we get bolos in the county no one airs them, but rather the bolo is put on a clipboard in Virginia City. Working relationships between the Chief and the County are not good. Communication is lacking. For instance, the sheriff put a reserve officer in a City of XXXX school and did not even tell him. He found the officer in the school when he picked up his daughter. Deputy Sheriff are great I just do not like the position of sheriff.

We have quarterly meetings with the Park Service, they spear head the meetings with all local agencies. Idaho participates, with the surrounding agencies to communicate needs. Fish and game do not often share.

F4

What are the physical attributes that affect rural police? Officers receive an uniform allowance so we purchase our own uniform, dark navy, department issues the duty belt in leather, the department issues a Glock model 22 40 caliber, issued one pair of handcuffs with a case, they may issue 2 pairs of handcuffs now, pepper spray with a holder, carrier for rubber gloves, no asps, department issues a Taser®, and they have some holsters available for use for the Taser but most officers purchased their own Taser holder, the sergeants and command have take-home cars, below that patrol officers share cars, typically there are officers on opposite shifts using the same car so the cars are used for more than 10 hours a day but less than 24, likely 20 out of 24 hours, we have Crown Victorias, we rotate cars by buying used cars every two years, most of the cars that we are using have been here my whole career 9 years, the one I am driving has 181,000 miles on it, we do not have functioning MDTs, we did have MDTs in the car but there were too many problems, 10 new units are on the way, go to the station and use the computer, all the newer cars have front and back radar, 3 or 4 units that only have front radar, we have shotguns in the car, they are issuing each officer a rifle, they have a crime scene van but it has been used very little, it is an old panel van, no swat van or robotic equipment

What are the social factors that affect rural police? Definitely an element of having to prove yourself as a new officer, as a new sergeant it was more of an automatic acceptance, but I had been with the department for over 8 years when I was promoted so I was readily accepted. We have had some social parties like Christmas in the past but the last 3 years there has been so much turnover in the past the social functions have stopped. Socially the us versus them thing kind of ebbed and flowed but I do not see the us versus them thing going on right now. I certainly see some personality difference but everything is good right now. At this point everyone is white male, we have one with a little Native American background but not a lot. We do not have any female officers. Every three months the junior officers they rotate to a different shift with a different supervisor because they are lower on the seniority.

What are the psychological factors that affect rural police? Backup can certainly be an issue, the minimum staffing is 2 officers at any one time, the last couple of years we have been able to maintain it, we have a lot of National Guard members so on the guard weekends we could not maintain minimum staffing, it is definitely much better to have 2 on. concerns about training, concerns wondering if you have enough training to suffice should you need it, I think there is a certain amount of dependence on one another we are hiring younger people from outside the community, we need to support one another outside the organization too because the younger people do not know one another

What are the internal influences that affect rural police? I think that the upper level of politics within the city council and the county attorney affect things in a small community more in the rural department, upper level politics within the department there is certainly some of that, competitive natures and personalities, for promotions from sergeant is established in our union contract the procedure, no written test, there is an interview, there is a minimum of 3 years of service for sergeant, no minimum service for lieutenant or above is not covered in the contract, the chief could appoint anyone he wants to lieutenant or captain, the chief may have to have the mayors approval to promote or to demote, I am not sure if the council has to approve, but they may, to move to detectives is a promotion, they have had different types of structure in the department there was at one time a sergeant in detectives, we have two K9 units, they are both patrol officers and bid shifts like anyone else, they are subject to call out and overtime pay, both dogs were through donations, we have a blood hound for search and rescue, we have a Dutch shepherd drug dog, not a certified attack dog, the officers were selected for K9 by showing an interest and requesting a dog, upon chiefs approval they assisted in the process for getting the dogs, we have a drug task force full time assignment for patrol level is not a determined amount of time for a position, the officer makes the call, the longest I have seen in the drug unit was 4 years, usually 1 to 2 years because of high burnout, we are not staffed with school resource officers anymore because the county funding ran out, the issue was put on a city only ballot but it did not pass, we have one high school and one middle school, we have a private catholic school through 8th grade in the city limits

What are the external influences that affect rural police? Being in a small community everyone knows that you are a police officer so your off duty activities are scrutinized by the citizens, the newer younger guys that come to town without friends, being able to socialize outside of work the officers are limited to what they can do because the bar scene is not able to do things without encountering the people that they deal with on the jobs, we have had high turnover, who left on their own not retirements, it has almost been a revolving door at least 10 in the last 5 years, we have had some of the officers leave for bigger cities or for

bigger departments at least 3 left for other departments in the western part of the state, we sent them through the academy, my earlier years we lost a lot because of our pay scale but last march we go a pretty good pay raise, not the only reason people were leaving, officers left because of the stress from the job and because of pay we lost some to the railroad and a lot more money and a lot less stress, we used to do contracts that said we had to pay back for training if you did not work a certain period of time 3 years, we have a new contract to that effect, they pay back the cost of the academy and the pay that they received while at the academy, we do not have an officers wives club, we have a local police protective association, they association assists with the Christmas party, and the union help with social activities, sergeants are in the union, lieutenants and up are not in the union,

F5

What are the physical attributes that affect rural police? We are issued our uniforms, our own patrol take home cars, clean patrol car affects how we operate from a standpoint that on a rural department the public or the suspect will look at you a lot different than if you have a clean uniform or clean patrol car, I wear the same pants and shirt but I do not wear a badge, my badge and collar brass is embroidered on my uniforms, I wear nylon but I used to be the only one but now everyone can wear nylon, I used to be the only one wearing a polo shirt now other officers are wearing the polo shirt for night shirt, our uniform shirt is brown and our polo shirt is black, I had to buy my own gun and it has to be approved by the firearms instructor, we are responsible for our duty gear and boots, they provided us with coats. After you buy your duty gear the department will replace it if it breaks. No uniform and equipment allowance. Purchasing of equipment is one of the sergeants duties, I have a Crown Victoria 2009 with 77000 miles and in July I will get a new car, they rotate the fleet every 4 to 5 years, the cars are brand new, my car has a 3/4 cage and 1/4 prisoner transport cage, we bought special pipes so that the air conditioning goes to the area to the dog, there is a car alarm so that if the car gets to 90 degrees inside the car the alarm goes off to alert the handler, I do not have a door popper on the car because the button would accidentally get pushed and the dog would get out, my dog is just narcotics and tracking, we do not use the aggression tactic because it is too much training and upkeep. I train with my canine once a week, 4 hours within my shift, I train a lot with XXXX County and XXXX County. I recertify once a year with my dog, I raised the money to buy the dog, the county pays me \$150 every two weeks to cover the dog, the food and the vet bills are donated. I received 6 weeks of training to be a K9 handler in XXXX.

What are the social factors that affect rural police? I believe that I fit in right away as a reserve deputy then full time deputy because I knew a lot of policies and procedures on the department having been a dispatcher for a year in XXXX County, reserves are still looked down upon by the full-time officers, I do not believe that they trust the reserves as much because they haven't been through the full law enforcement academy, I never experienced these problems but I have seen them. My brother was a deputy here before I was, there used to be a lot of camaraderie back then but outside of work we do not really hang out together anymore, it may be a difference in age, no Christmas parties, no New Year's parties, our command staff are in their 50's, sergeants are in their 40's, then we have a few guys in their 20's and 30's, hobby wise no one has the same hobbies as one another. All but one is married so the deputies may be busy with their families; maybe years ago the deputies did not have kids. There are generational differences and communication problems because of the age differences, there was an anti-command staff because the night shift didn't know what the

day shift guys were doing so there is a perception that the different shifts are not pulling their weight, the day shift are doing finger prints, verbal things, vin inspections etc. that are not producing arrests or citations, so the numbers are skewed.

What are the psychological factors that affect rural police? The sheriff's department is pretty isolated, the police department is in its own building, court is on the 3rd floor, probation and parole is out of billings, the sheriff's department is in the court house, the county attorney is in their own building, our working relationship with the deputy county attorney is good but not so good with the county attorney, I believe that our relationship with the county attorney may be a lack of communication, the county attorney is an elected position, the deputy county attorney comes out in the field, distance and weather are a big factor in the rural climate, for instance, there was a fire last week, I could not even get to the house because the house was on a hill, the fire trucks could not even get up to the house so it burned down, for instance, it took me 32 minutes running code to get to a homicide last year. Our range is here in XXXX.

What are the internal influences that affect rural police? Pay affects rural police, XXXX County is probably one of the highest paid agencies in the state, incentives affect rural police, we have a high turnover rate because we do not have any incentives, no certificate pay, no physical fitness pay, promotions are limited because there are only two steps besides being elected sheriff that one could make

What are the external influences that affect rural police? We get along well with our local newspaper. The community treats us very well and is supportive of law enforcement. We give more verbal warnings than criminal sanctions. Urban sprawl is impacting us from XXXX. For instance, we get a lot of people hiding out in our community thinking that they can get away with crime because we do not have the amount of law enforcement that urban departments have. The interstate and Town Pump is one of the busiest gas stations in the state. We get a lot of traffic violations, disturbances, and drugs as a consequence to having the gas station right off the interstate.

F6

What are the physical attributes that affect rural police? There are 3 commissioners that are elected officials. The commissioners are elected for 6 years. The sheriff is elected for 4 years. Commissioners work with the sheriff on the budget. The sheriff's office is a standalone department except for the budget. The sheriff is also the coroner's office. We have a civilian deputy coroner, and 4 deputies. The civilian deputy coroner was before but then the sheriff allowed this civilian to recertify. He receives a monthly stipend but it is a voluntary position. No law enforcement background other than law enforcement training as a coroner. The chain of command is always on call. We have our own written sheriff's policy and the sheriff updates the policy. We have a written discipline manual and the sheriff is the disciplinarian.

We provide uniforms and coats to the officers. The deputies buy their own duty belt, boots, and firearm. The department requires a certain caliber but the officers can chose which weapon they want. We carry Tasers®, OC10, night sticks side handle or ASPS as long as the deputy is certified. No recertification qualifications with the less than lethal. Do not have the time nor manpower for interdepartmental training. We do have a training budget and we try to get the deputies to training. We are happy about the Post mandate for the mandatory training of 40 hours every two years. I believe that this will help our training budget.

Deputies have to frequently cancel because of court, etc. I believe that we are budgeting 20 to 30 hours of training per year for the deputies. This is new.

We have half crown Victoria and SUV pickups. We buy the Crown Victoria's new with the police package when the cars are available. If the SUVs come with a police package we will buy it new. We usually keep the cars 6 to 7 years before auctioning off the cars. The good ones will be given to the reserve deputies. All deputies have their own take home cars. Night shift deputies go off shift at 3am and are on call from 3am to 5am. The day shift is on call from 5am to 7am but starts their shift at 7am. Day shift is from 7am to 5pm, afternoon is from 1pm to 3pm to 11pm to midnight, and night shift is 5pm to 3am. Thursday, Friday and Saturday an afternoon shift and two nights otherwise the afternoon and night shift overlap some but otherwise are solo.

The command staff has their own office, then share a common space. We have a specific report writing program. We have access to Global but we have access to our own intelligence program called IMC. We use disposition codes. A lot of the calls we handle that do not necessary generate incident reports.

We have good equipment. Most of the cars have in car camera. We have digital cameras and digital recorders along with digital videos. We have mobile data terminals in our cars. We can access the state files and global in our cars. We have a new dispatch center that brought our technology. We are switching over to the narrow band.

What are the social factors that affect rural police?

The people in XXXX County expect a high degree of service. Allot of the residences work in XXXX and live in XXXX County. There is a lot of expectation for rationalizing the police response to give the people a high degree of service. Our biggest industry is the mine. We have a lot of residents that work at the mine. Two weeks on or 12 days on. It is a tough working schedule. Politics play into rural policing. The county attorneys had a tendency to let cases go for unknown reasons. Politics pays a lot in how long someone is incarcerated because of the jail bill. Political pressure on the budget. Criminal problems are coming from the larger cities to rural. Understaffed with urban crime sprawl. We have 8 deputies but according to the Montana Board of Crime Control should have 13.

My perception is that team work and peer relation and open communication is better and strong with the rural police because we are smaller. We have one female deputy and one African American 25% diversity, rest are all white males. I delegate as much as I can, but I have to judge the deputies abilities to handle the specific work load. We do not have performance evaluations. When we hire new deputies the deputy is on probation for the year.

The distances in the county are so great that if you are on a critical call on one end of the county to the next it may take 50 minutes code in good weather with light traffic. Response time is longer, but we will call in a closer deputy if possible. XXXX and the XXXX Police Officers, and XXXX will help on backup. Columbus PD is cross deputized.

What are the psychological factors that affect rural police? I think that rural officers have to develop a different skill set because of the lack of backup and distance you have to be able to talk to people. You have to keep a low profile until other officers get there to help you. I believe that rural officers learn to communicate better because of no back up.

What are the internal influences that affect rural police? Command staff affect and policy affect rural police. At time politics play a part in rural county response. We only arrest in violent crimes or with a DUI. We take as few people to jail as possible. We find

informal ways to deal with the disturbance rather than formal because of the budget. It costs about \$70 to \$75 a day for XXXX County to house a prisoner.

What are the external influences that affect rural police?

We have had a lot of deputies leave for higher paying jobs working 1 to 4 years then move. I feel like we are on a treadmill because we train the deputies then the deputies leave. High turnover affects morale for me as well as for the department. I believe that the pressure is tougher in urban areas because there are more witnesses, may be scrutinized than officers in rural areas. We have a public information officer and the sheriff and patrol sergeant put the information out to the press. The evidence technician doubles as the PIO and has been trained as such. The changes in the medical marijuana laws has muddied the water for deputies on drugs so no formal actions were taken unless a major case. We have one lawsuit pending and the case is a false arrest complaint after the county attorney dropped the charges. XXXX is 40 miles west of XXXX on XXXX. The most prevalent crimes in our community are violent crimes, domestics, and assaults, followed by property crimes burglary and theft. Over the last 7 to 8 years the intensity of the violent crimes has increased. Increase in sex crimes against children.

F7

What are the physical attributes that affect rural police? I should come out and ride with us sometime. I split my time between XXXX and XXXX, the towns are 30 miles apart. I see all the animals on the highway XXXX 1. It is very beautiful to work. My present car will be able to get to the remote places when my other car would not. The ballistic vests that we are wearing was a gift and now we have a grant for the replacement of the vests since it has been 5 years. The vests are level 2a. All white males, we have a reserve program but there is only 1 reserve at this time, other nearby counties that put on the reserve training. Our uniforms are black cargo trousers and a dark gray shirt. Any intelligence we get we give to one of the taskforces. We send XXXX the intelligence. The changes with the laws in medical marijuana affect rural police. XXXX pretty said hands off on the dope smokers, we arrest the kids who come up here to ski if they do not have medical marijuana cards. XXXX is 45 miles to the west of XXXX. XXXX has a ski area, there is a great deal of theft going on up there. Burglaries, thefts of automobiles, domestics, DUIs, we had a drug problem for a while with marijuana and methamphetamine. We have a jail facility and it is staffed by the dispatchers. We can house 10 prisoners. The jail and the sheriff's office is in XXXX. The sheriff is in charge of the jail.

What are the social factors that affect rural police? Hiring I had to put in an application and had an interview with the sheriff, undersheriff, and one other law enforcement, and a member from the community, they asked standardized questions, possibly three put in and interviewed for the one job, I was notified within a week, they did some type of background but I am not sure who did what, I was post certified already, not medical testing, no written testing, no physical fitness. The department supplies the shirts and trousers, the department supplies a Taser®, I had to buy my own weapon restricted to 40 caliber but not restricted on the brand, the department supplies the ammunition, we had our choice on duty belt it just had to be black, if less than lethal requires training then we generally do not carry it, we recertify on the Taser® annually, no longer have a Taser instructor, we write our reports at the station on the computer, the report template is called swift, we do not investigate accident, we receive a uniform allowance \$300 a year. I have a brand new 2013 Ford Police Interceptor and it is silver, no mobile data terminals, dual radio, digital video camera, GPS

unit, radio and lights, rifle and a shotgun personally paid, we qualify semi-annually on our weapons. We have a range on my ranch that the department uses. We qualify with stationary targets, we satisfy the state requirement with 50 rounds then do another qualification. I am a deputy coroner, and one other the sheriff, but no other mandated training. I am not sure if we have a training budget. New deputies start in the FTO period usually before going to the academy, it is possibly 8 weeks. I usually work solo but 3 nights of the 5 I have a partner on my shift. Being a rural police officer is very different in that the call volume is less, are range of problems is not as nearly as broad as in the city. Response times are upwards of 30 minutes because of the miles traveled. Terrain is also a difficulty because of mountain roads, down trees over the road. Isolated and remote residences. I believe that we have to know our community better and I know the vast majority of the people. I live in the county that I work in.

What are the psychological factors that affect rural police? I believe that working in the rural community has far less stress because we have the ability to leave the particular area drive away and look at the beautiful scenery. The call load is less but certainly there are moments of terror. What are the internal influences that affect rural police? We consider the undersheriff one of us because he has to work the road and pull a shift. There is internal politics, but it doesn't seem to affect us greatly. I believe that we are well equipped I would like more ammunition but we have top notch stuff. We have county commissioners as a form of government. The sheriff does a good job to get funding to supply equipment to us.

What are the external influences that affect rural police? We are paid ok for the department size. We understand what the county has to offer for pay. Our spouses are working otherwise we would not be able to afford to live here. I love doing traffic stops. There is very few things that I dislike about this job. I enjoy law enforcement and I will be retiring in the next few years, but I will miss it a great deal. You feel for the victims, but it is nice to engage with the people we contact.

F8

What are the physical attributes that affect rural police? I had a 1982 Ford LTD, then the Ford Crown Victoria. I had a hand held radio then finished up with dash mounted radar front then back, the department sent me to the store in XXXX and charged my uniform to the city, the uniforms are polyester so my wife came back came back with cloth and made me 6 or 7 cotton shirts including epaulets, we had navy blue trousers with Columbia blue shirt, I wore a navy blue baseball hat for duty uniform, I had a 8 point navy blue hat with a badge for court and for funerals, leather duty belt, the city had some leftover but I bought my own, I had my own weapon, the city had a pair of Ruger revolvers so I carried my own smith and Wesson 38 special revolver, 45 colt smith and Wesson, I was one of 4 percent to carry a revolver on duty, revolvers are more reliable and quicker to get out of the holster, I bought my own ballistic vest 2a, the city issued a straight baton, then took the PR24, no laptop, I had a film camera, I had a computer in the office but it was so old I had time to go get the mail while it was booting up, I got some grant money and I bought a new computer, 99% of my reports I did on my home computer, when I submitted my reports I would keep the reports on file if the report had something criminal it would go to the states attorney for prosecution, most of my police reports went to the insurance company, I am the only cop I know that had to do a police report on flying crow, and pork chops, I had a \$20 barking dog complaint go to the supreme court, I had a 9 year old call police because his dad was getting after him for not taking a bath

What are the social factors that affect rural police? Everybody knows you and you know them, if you are a deputy or cop in the rural area they know you so when they screw up, they try to get out of it by saying we went to school together, whining you are not going to write me, you have to be able to take action and yet go to coffee with the guy the next day, when I started in 1991 I was writing tickets to my classmates, when you are in a small closed community, there was not a lot of outside influences you dealt with the same people over and over again, it affects you socially one of the hardest things about the job was to be out in the middle and not allow yourself to be tarnished, the people knew you by name and they always want you to take their side of the argument, in my case I always made sure I was part of the community the first year I became an emergency medical technician, becoming an EMT it really helped, I have been told more than once thank God XXXX you are here, I still and always get invited to the social events, I was lucky enough to know how to draw the line to be a policeman, but I can still be your friend, I still go to weddings and funeral, before the oil boom you were always hauling your friends off to the hospital, my replacements are from XXXX so it has been quite the eye opener for them, my badge number was XXXX, and my wife was Mrs. XXXX

What are the psychological factors that affect rural police? If you are always on call the people will call you at your house instead of calling the police line you never really get a chance to relax, I would have to go out of town to have a beer, XXXX is 120 miles, XXXX 142 miles, a person might work harder or feel more committed if everyone around him is acquainted with his friends or relatives, it is an easier deal to take care of a stranger than to take care of a friend or family member, you sometimes have to serve paper and there is not a damn thing you can do to help, backup is difficult for the first 15 minutes because the nearest towns are 20 miles away, town of XXXX, city ordinance requires XXXX Officers to do at least one bar check every hour during the night, average night 10 to 30 in the bar but if there was a street dance it could be up to 200 people and I was the only officer unless we hired some security guards. Krave Maga the only martial art out there that is not a sport, it is so violent that someone would get killed disarming techniques

What are the internal influences that affect rural police? It is very hard on the marriage, if I had been married to someone other than Ruth she was very forgiving and helpful, she got her plans changed multiple times because something came up, I have high school friends that still check up on me, when you are on a first name basis with the mayor and the city council it is hard to keep that professional barrier they will try to use you to get what they want you have to draw that line in the sand to maintain the barrier, Since you know everyone they expect special treatment even for a violation of code for 3 inch encroachment on her property, when you grow up I would think it becomes more internal than external as if you were a member of the family

What are the external influences that affect rural police? Financing affects rural police, equipment that officers need to do the job, once these officers know where their territorial references are so they do not exceed their boundaries, the mayor thought I was his exclusive police department, there must be 300 police licenses in town because everybody knows my job, you have to dwell on the fun and the funny stuff, public opinion affects rural police, it upsets me when an officer comes out in the media as going back, or even if he screwed up, if all officers did their job the best they can, when someone screws up and pisses the public off then it makes the other officers job hard, if you are doing your job and you haven't deliberately done something wrong you are on the take, you are showing favoritism, I would

be the first to put you up against the wall, public opinion matters, how much we are allowed to do constitutionally matters. Rural police did not invent community policing I believe community policing was already there because you grownup in the community. Rural police are generally involved in the community in multiple ways like being an EMT, firefighter, community policing just comes with our background and upbringing in the community.

F9

What are the physical attributes that affect rural police? We issue the pants, jacket, hats, and the shirt, the deputies buy their duty belt and gun, the department issues special tactical gear, we have our own entry team for search warrants and we cross train for cell abstraction, we issue the ballistic vest, we are issued ball caps and for those who request we issue campaign hats, the hat is optional, the duty belt can be leather or nylon we require it to be black, the department issues H and K 40s you can carry any weapon as long as it is a 40 and approved by the sheriff, out of 20 officers 12 carry the h and k 40, shotgun and AR15 or M16s in every squad car, we got the M16s on a law enforcement program for the military surplus where the military signed the weapons over to law enforcement, the command staff have take-home vehicles, supervisors usually have take-home vehicles, two officers assigned to each car, they can take the car home if the other officer is off, the two one man posts have their own take home cars, we buy our police cars new, we have Ford Crown Victorias, expeditions, Dodge Charger, Ford interceptor utility, 5 new police sedans interceptor, depends on the bid and the department needs, we buy them off the state purchasing bid. We have 3 k9 officers and they have take-home cars, one has an SUV with a kennel, the other two drive dodge chargers with canine kennels in the back seat, our dogs are tracking and narcotics only, the dogs ride the full shift, we have computers Panasonic Toughbooks with GPS in our cars for 911 mapping and reports to upload, digital cameras in each car, the officers have to manually download into the computer in the car and the video is burned on DVDS from the car, radar in front and back, there is a cage dividing the seat in every squad car, we also issue Tasers©, but it is not mandatory.

What are the social factors that affect rural police? Generally not easily accepted as a reserve until you prove yourself, full-time accepted more readily, Christmas parties have gone by the waste side, staff meeting at a barbeque, somewhere in the middle of the county, being we are so spread apart, the deputy in XXXX and XXXX are 50 miles apart, new officers may not meet the other officers for 3 to 4 months, distance creates a problem, every 2 to 3 times a year I rotate the deputies so that they get to know the other areas, socialization goes by station and community, for example in garrison we have 5 deputies they are single so they do their own thing, the sheriff is 58 and our youngest deputy is 24, in corrections there is one husband wife, no relatives working on the department, no relatives except the corrections on our department. We have about 50/50 in corrections, 1 road deputy, 1 property evidence and crime prevention deputy, two Native Americans, one native American sergeant, we have a reservation in the county XXXX Reserve XXXX. We respond to calls for service on the reservation if it involves someone not enrolled in the tribe and if we are requested. The reservation has its own tribal police. One big factor that affects rural police is that you live there so long that you know everyone so there are some social factors because you know them personally and you have to arrest them or their kids, the worst thing with knowing everyone is that if there is a death that it really hits home because you know everyone, you know whose door you are going to before you get there. Living and working in a rural community a rural officer never really gets the day off.

What are the psychological factors that affect rural police? Backup is a concern for some officers especially younger officers because sometimes your backup is 20 to 30 miles away and it is commonly taught that you have a backup officer on every call, but it is not true in the rural department, if you have a hot call everyone pretty much will respond to the call, I think that rural officers learn to communicate better with both dispatch and the people they are dealing with, you try to de-escalate the situation, we have not done the CIT training, it negatively affects officers to be working rotating shifts, I think it is very hard on officers, they have had this schedule for 30 years, it is hard to push through administration, we contract police, we do not have any city police in the county, XXXX pays for x number of hours, Wilton pays for x number of hours, on the schedule it looks dedicate, if we split the county into 3 sectors we could work 4x10s selling it to the cities that contract for service has been difficult, it gives the officers 12 days off, there would be some on call time because there would not be 24 hours of coverage,

What are the internal influences that affect rural police? Some internal influences are the old school way of thinking I have always tried to keep up and adapt to the times, but old school does not work that way, for instance, it is very hard to sell new ideas to old dogs, it is a slow process, other influences include the county commissioners, funding, one issue we have had is wages, we are in the two 4 for lowest pay in the state, it is hard to recruit and hard to retain people, people can pay their own way through the academy and the new graduates do not want to work where they are getting paid low so we get the bottom of the barrel, we got a pay raise that put us in a mid-range in pay for law enforcement in XXXX \$32000 starting no experience after a year \$36000, experience between \$32000 to \$36000, we could get it higher for more experience but the commission would have to approve of \$36000, 75% new unexperienced, 25% from other agencies, this department is very proactive on training including specialized training, after 3 years if the deputy has interests in advanced training like investigations or narcotics we generally send the officers, we get a lot of training for a rural department, I am not sure on our training budget, we have written performance evaluations certain percentage for merit raises, we do the annual performance evaluation, new officers get them at 3 months, 6 months, and 1 at a year, annual evaluations are done in April, we have an investigator the chief deputy and a narcotics investigator, but no detective division, we are part of a two county taskforce with XXXX County, who has 2 deputies 80% of the drug cases are in our county, we have highway 83 and more activity. Our patrol guys develop a lot more self-initiated traffic cases.

What are the external influences that affect rural police? One issue we have we have different communities wanting different things done like city ordinances in each city, some cities want parking ordinances enforced, Garrison is 1800 people they charge \$98000 a year, the county charges half of what it costs the county each year, the county seat is XXXX, we have a good relationship with media they are not super demanding, it is kind of a love hate relationship but it is better than other places I have worked, a few years back we got bashed by the media because the guy had a lot of opinions, we haven't had any crazy laws lately, XXXX is generally conservative. The latest is smoking in public places, no lawsuits against the department that I am aware of, we are rural farming, we are in about the middle of the state XXXX so a lot of recreation, oil boom and the lack of housing for officers as for everyone else, transient population is up, lots of people living in RV parks, out of state people working in our community, vehicle registrations, out of state driver's licenses, Montana, Wyoming, Utah, Georgia, Louisiana, definite increase in Hispanics doing

construction some are working oil field, our biggest crime in the county is probably assaults, marked increase in officer related assaults has tripled, we have not had a homicide in 16 years and the assaults are more aggravated, property crimes we have our share of farm and business burglaries it was on the rise but we locked up a few people and the crimes have gone down, also DUI and MIP and Minor in Consumption. Rural police officers have to develop more of a community rapport and a personal relationship where officers have to get to know the community. I have had community members jump in and help. 2% per year so age plus years of service must equal 85, we can convert unused sick leave to years of service.

F10

What are the physical attributes that affect rural police? My department issues the uniform and duty belt, gun, single handcuff holder, magazine, Taser®, Taser holder, extra Taser cartridge holder, no ASP, OC10, but I was told not to carry the OC10 for lack of decontamination, radio, radio holder, I carry a Glock 40 caliber, I have a shotgun behind the driver's seat and an M16 both are assigned to me. I also carry a Gerber knife and latex glove holder that I purchased. Our uniform is brown 511 cargo pants, brown button up shirts with a zipper, we wear our ballistic vests on the outside it doesn't look as nice and it is not as comfortable, I believe the ballistic vest is a level 2, we will get a new vest in a few years, we do not have any riot gear, I have a 2006 Ford Crown Victoria with MDT Genesis radar front and rear, ICOP with sound and microphone, standard partition Plexiglas with a sliding window, lights, and siren. The car has 120,000 miles I am supposed to get a new car in March or April. Each deputies usually drives the car for 2 to 3 years, the department does not like to go over 100,000 miles. When the department buys new cars it generally by new cars. We have a Ford Expedition in XXXX, one out of XXXX and XXXX also has an Expedition. We are expected to drive the other deputies 4 wheel drive vehicles on bad winter nights. We do our reports in the car the program is called "Cop Desk" we do crash reports in the car, we can also do reports in the 3 district offices, if there is a fatality the highway patrol does the report I have done accident reports on the freeway. We have a higher population growth because of oil, our equipment is wearing out because we are travelling further, higher fuel cost, a headache getting deputies. We do 28 years before we 80 plus, age plus experience has to equal 80 at the time of retirement.

What are the social factors that affect rural police? My department is only hiring people who have graduated from the academy to become licensable, I filled out an application, a written test 70 percent or better, background, interview, 12 people applied I was one of 2 selected, departments are going away from hiring new persons, there is a new academy in Fargo, Bismarck, Devils Lake, Grand Forks, and planning one in Minot 30 students every semester 150 people every 5 months. There are not that many jobs in North Dakota so it is pretty competitive. The only people that go to the XXXX academy are highway patrol. It is rare that they would hire and pay for someone to go to the academy. Promotions take a very long time, 8 to 10 years to deputy first class, 14 to 15 years as a sergeant, my department has a shared SWAT team with XXXX and XXXX. I will have to work patrol there are no other specialized positions, whoever the deputy is that is working responds to the schools for calls. There is a drug task force position, but the sheriff will put in a mandate that you have to live in a certain location for certain positions. Detectives are permanent positions. The state crime lab is in XXXX and every department has to use that lab. There aren't any private labs. The on call really affects rural deputies because we cannot go anywhere or do anything

because you have to get into your uniform and go in a moment's notice. You cannot go out and socialize in the local bars because it is career suicide.

What are the psychological factors that affect rural police? The on call was a psychological factor I suffer from insomnia so it is difficult knowing that I had to be on call. I last about 30 pounds. The schedule is horrible and not conducive with an off duty life. Hopefully we will get to the 12 hour shifts that were promised for March of 2012 and that did not happen so now we are looking at April or March of 2013. We are authorized 23 but at 21 right now only 15 road deputies the rest are day shift office deputies. I came from XXXX, but the small town factor doesn't really kick in because your work is your job. I am under a microscope my neighbor's watch everything, the community comes to my door, people think you are at their beck and call, there is no private space in a small town. I am tied to the town and cannot leave.

What are the internal influences that affect rural police? I believe that there is a lot of politics, I rarely see my colleges except when another deputy drops off paperwork, I see my college for about 5 to 10 minutes per shift, I am the only female patrol officer, there are only two deputies on the department, the female civil process server is the only other female, I do not socialize with the guys too much because I do not talk about guns and hunting as the guy deputies do, I get along fine with the other deputies, I have never gone out to dinner or to movies with anyone I work with, I once went to a law enforcement dinner and no one sat around us, but it may have been because I was new, I talk more to my west deputy first class way more because I do not work with the XXXX deputies, the other deputies that work XXXX ask what am I doing at the sheriff's office to download my videos, there is an us versus them thing it may be because I am the only female

What are the external influences that affect rural police? Everything I do and say gets scrutinized by the public, XXXX just implemented a no smoking law, everything you say gets twisted to fit the community will, a bar complained about me and the deputy chief told me that if the bar doesn't like me that they can go to the counsel and get me fired, everything gets talked about twisted, turned, you're a cop your automatically a bad person you have to develop a very thick skin quickly, we refer the media to the sheriff, dog at large is the most prevalent call, followed by burglaries and domestics, I would respond to the domestic by myself, my nearest backup is about 25 to 30 miles away. Separate the parties, if there is more than 2 then I would have to wait, interview one then interview the other to obtain probable cause, generally my backup arrives before I arrest. I do a lot of stall tactics. I worked in a prison in XXXX so I learned to talk to people, my words are my first line of defense.

Weather is a big factor in rural police. There is a rumor about getting all-terrain vehicles, but it is just a rumor. We have a lot of dirt roads, and few paved, everything in the county is dirt, we have three main paved county roads one that used to be a highway. The county roads are graded but not that well. Rural policing covers the county parks including 3 parks with lakes with boats, some deputies will go on river patrol mostly highway patrol and game and fish. The river patrol is a summertime overtime function, we have one dive team member and it is volunteer, the department sent him to scuba school. I get paid pretty well for what I do. I have no other cops in my family.

F11

What are the physical attributes that affect rural police? We issue the officer uniforms, duty belt, Taser®, and OC10, no ASP or straight baton, we do a payroll deduction on a

weapon and we allow an interest free loan for 5 year on loan from the city, 40, 45 or 9 millimeter any reputable brand Glock, Smith, Sig Sauer, we provide the holster and magazine pouch and ammunition, we provide \$100 a year for a pair of boots, officer put in a wish list and then the officer assigned as the department resource officer orders the equipment, just established this year also evidence and property, parking, sex offender checks, junk ordinance violations, we have a mixture of cars mostly dodge chargers, 3 dodge chargers, just ordered a new interceptor sedan and SUV, 1 expedition, civilian cars for patrol, we have 4 four full time and one narcotics officer in a task force, the 4 position in detectives include a captain of detectives, permanently assigned to detectives always a position of rank captain, lieutenant, and two sergeants, k9 officer, school resource officer assigned to all of the schools, 4 grade, junior high school, and the high school with the main office in the high school, 75% school pays, 25% is the city pays, it is a rotational spot but it has only been around for 3 years, the established time frame has not been determined. We just got mobile data terminals in the car, but we have had them for many years but the prior chief was afraid of technology so the officers could not use them. Shotgun and M4 rifles and stalker radar. AEDs were added last week. We just did a refresher on the AEDs, the AEDs were done on a LEPC grant bought 17 total. We have a multijurisdictional tack team with 25 team members includes hostage negotiators, we have the XXXX Special Operations Committee, there is a state fund that is contributed to by all county jurisdictions that supports bomb, swat, k9, negotiations, and dive teams that fund helps with training and call out each team that meets the qualification then the county is assigned certain counties, we have 11 counties and staffed by 5 jurisdictions.

What are the social factors that affect rural police? We hire an officer through human resources advertises for two weeks, hiring is difficult because XXXX is not paid well, average 5 to 15 for any opening, we sort through the applications by hand then we interview and a background check no written testing thorough background, no physical test, medical physical, officers go to the FTO we hire only licensable officers and some no experience, we hire mostly lateral transfers or someone who has graduated the academy, our FTO program has been dependent upon the individual, for me I was in the FTO program for 2 weeks, most of the time the FTO program is 8 to 12 weeks, the FTO program is not as formal as it needs to be, there is a checklist, but the officer just have to get through the checklist, the basic academy is not regularly scheduled they try to do 3 a year but sometimes it occurs just 2 times a year, sometimes it is 2 months before the new applicant goes to the academy and it is in XXXX, the academy is paid for by the state, the XXXX police department has their own academy.

What are the psychological factors that affect rural police? My old department backup was an issue, in XXXX it has always been pretty good with backup with high patrol, probation and parole, fish and game, county, and city. Training has always been an issue, up until this year we only had a \$6500 training budget for 29 officers now we have \$15000 for training and travel, we didn't do in-service training at all until I started now we do monthly in-service training. Unless the training was free we could not go. Our policies and procedures are out of date, we are working with Lexipol which is customized policies for our department our policies date back to the 1980s. Lexipol was started by Gordon Graham. Only works at the state level because it is too expensive for just a local jurisdiction.

What are the internal influences that affect rural police? There hasn't been any updating with the department, we work here until retirement age and it is tied with social security 62-

66 now it is 67 years old, generational differences, we do not have a 20 year retirement, the good thing is that we get the pension and the social security, rule of 85 for the retirement, considerably smaller if you do not wait until social security retirement, it falls on cobra for the health, rule of 85 is years of experience and your age have to equal 85. We pay in to social security. The highway patrol is different and has a higher contribution, we are in PERS there is another law enforcement program of law of 80, we fight with injuries and disabilities in that officer may be not fit for duty.

What are the external influences that affect rural police? Pay is lower we start at about \$36000 a year and you can get about \$46000 on the western part of the state, we are more rural and are busier, it is difficult to make it on the income compared to other locations, but there the housing is more. My badge number is 247 in 20 years we have turned over 69 officers most leave to XXXX for more pay, better retirement, better equipment. Types of crime, cost of living is cheaper, rent and housing costs have been low but are climbing due to oil boom, not a lot of violent crime. Something that affects us with the turn over there is a lot less things to do.

F12

What are the physical attributes that affect rural police? Our uniforms are issued including pants, shirt, vest, gun belt, boots, we can choose our weapon but the purchase price is deducted from our pay check, we get a government discount, but we pay for the weapon, we get OC issued, we currently only have 8 to 10 Tasers© so we share the Tasers on each shift, minimum number of officers is 3, today we have 2 on the street but 4 guys in uniform, one is in dispatch, the other guy is working on other details like vehicle maintenance, the cars are in use 24 hours a day and not assigned, two dodge chargers, 1 Ford Expedition, old Suburban, every two years we rotate cars into the fleet, we are waiting on the manufacturer, we rotate out the whole every two years, we buy the cars brand new, Sig Sauer 40 cal., AR15 and a 12 Gauge Remington 870, we have mobile data terminals in the cars we have enough right now, we are going to order a spare, we have a civilian that he works for the county but he is contracted to the city for IT, we save to the server print the reports out at the station then the sergeant or lieutenant approves the reports, in car digital camera systems, front and back radar, no riot gear, mixed matched chemical equipment but I would not depend on it, have defibrillators in car, old respirators are supposed to be in the trunk but I do not know for sure, we have first aid kits but they are not maintained, camera, seat belt cutter, lift belt, restraints, and spit mask in bag that we carry to the car each day.

What are the social factors that affect rural police? There was some have to prove yourself when I first came on, we are a young department now so we take the new officers and put them under your wing, not as much you have to prove yourself, some socialize with others off duty, there are some cliques, there is some hostility on the department because of attitude conflict, summer picnic, city Christmas party, awards is a city banquet, no teams for outside events, no spouses club, there is a rift between officers and the command, the issue is with the patrol lieutenants, who have lost touch with the patrol job, lieutenants no longer take calls, one lieutenant does scheduling, the other one is in charge of grants, the lieutenant works the street as a night shift lieutenant, each shift has a lieutenant, sergeant, and a corporal. Corporals have to go through a testing procedure oral interview, written test, and then the chief judges your work performance including schooling and in-service, sergeant and lieutenant go through the same process, the captain is possibly handpicked but there has not been one promoted, each shift is its own clique and for being a small department we do

not get along that well, I think more social events may improve, more department functions, lots of favoritism going on, consequently specialized assignments and promotions are going to the favored people, the prior chief never graded work performance he just picked who he wanted so that was who got the promoting, our new chief has been here just a year, equipment and some attitude wise we have seen improvement, new chief is more active than the prior chief was, almost 100 percent turnover in the past 10 years

What are the psychological factors that affect rural police? Backup is not really an issue for my department, being in a smaller city everyone knows who you are, even off duty everyone recognizes who you are, they know where I live before I know where they live, they know our kids, on the other hand I think being in a small community there is a bond between the citizens because they will come to you with information because we are bonded, but it is uncomfortable to live where everyone knows you it is uneasy, I feel like I am always on duty, my wife always questions me on carrying my duty weapon off duty, stress is higher because I am always on guard,

What are the internal influences that affect rural police? The city council helps us out a lot and work with the current chief on budget issues, the prior chief gave money back, the current chief asks for more money, the highway patrol and county deputies work well together, always a little bit of politics, the chief seems more open to listening, my sergeant just walked through here so I have to be quite, the policies affect us, some problems are swept under the rug and some are not depending on who you are, now policies are enforced more equally than with the old chief

What are the external influences that affect rural police? The media is fair here, the majority of the public is starting to come around to work with us thanks to the new chief, he is more of a baby kisser, the old chief did not leave his office, the new chief is doing what he is supposed to be doing giving us a better name, our shifts are based on seniority and the officer's needs, some of the younger officers ask to work nights because they do not have children, I do not know our Mayor, I met her once, but she seems to be active, I work and then I go home, I am not a drinker so I do not socialize with members of the department as much related to the cliques, we have a new smoking ordinance which so far has not been too much of an issue, no lawsuits against the department but if there were it is kept quiet,

F13

What are the physical attributes that affect rural police? The sheriff answers to the county commissioners, there are 5 and he is an elected official. The sheriff has been there since 2001 but he started as a deputy in 1995. The sheriff is given the sheriff's budget and justify how he is going to get the money and account for expenditures. We have a 2008 Chevy Trail blazer, 2008 GMC Envoy, and 2009 Trail Blazer were all purchased from the only local car dealer in XXXX. The police vehicles were used and they bought two in the summer 2012. All are different colors including white, beige to gold, and black. The vehicles are all standardized with "XXXX County SO" on the door with a 5 point star. We have the state radio, radar, light bar, siren, and local radio. We just went to narrow band. The state radio is an EF Johnson and the local radio is a Kenwood. The sheriff usually programs the radios otherwise the radios go to the state call center for programming. My uniform was issued black tactical pants, two short and two long sleeve button up shirts, ASP, issued leather belt, Glock 40 caliber issued, no shotgun or pepper spray, ar15 and 22 rifle for shooting vermin. I purchased my own boots. I do not have a ballistic vest. No less than lethal weapons. We use the 10 codes most of the time on the state radio. Local we use

common language. Generally, go to calls on our own, but can call our dispatch center out of XXXX. XXXX is about 45 miles from XXXX. The state radio works ok. The mutual aid channel is hit and miss. The local radio is just local. During the day the dispatch will call on the radio and at night they call on the phone. The depart issues everyone a department cell phone. I do my reports on a computer at the station as a word document with a template. Tickets go to XXXX County. We keep a local intelligence and records file. Discipline is handled by the sheriff. There is no sheriff's policy, but there is a county policy book.

What are the social factors that affect rural police? The hiring process involved the posting of the deputy sheriff job in the local newspaper. I just submitted an application, the sheriff picked the ones to interview, and asked the commissioners to hire. The application had the background and reference information. Checked through ncic and reference check. The hiring process took just over a month. The socialization process so far has been on the job training. Sometimes when there was a case that needed two deputies we would work as a team. For instance, a theft case. It was more of a training thing than a team work experience. I believe that it is a tight bond between the officers. The new guy just started today so I do not know him as well. Because the sheriff is elected rural policing is affected by politics. The sheriff always has to be fair and equitable he has to predetermine how the community will interpret his decision. Even in the short time I meet the people in the community. I have met a lot of people and rural law enforcement is tight knit.

What are the psychological factors that affect rural police? The sheriff holds tradition very high. How we do what we do is very important. How we serve civil papers and why we serve papers. The proper way of doing it. There is a sheriff's fee for serving paperwork and it goes into our budget for expenses. I always look to serve paper at the beginning of my shift and document the attempts and service. Most of our calls for service is community service and a presence in the community. The lack of backup makes rural police more cautious. We are doing the same job but with a different quantity. We may only see one or two serious offenses a year rather than in an urban department.

What are the internal influences that affect rural police? XXXX County does not have a training budget outside of the basic academy and if there is one it is very small. When I go to the basic academy I do get paid. I do not know what our annual budget is. I do not know if I have a performance evaluation or not. My pay is set by the county.

What are the external influences that affect rural police? If I wasn't retired from the military I would not be making enough money to be in law enforcement. We are part of the state retirement and the retirement is based on years of service and age, but I am not sure of the breakdown but you must be 65 to 70 years. We do get compensation or in lieu of time and overtime. My car is a take home car. The public sees my department favorably. The county holds the sheriff's office in high regard. My department is strictly white male. 98% of the community is white. The community is basically farming in the north and ranching in the south mostly cattle but also horse ranches. The hospital and the nursing home have the most jobs in the community. The average home costs probably \$160k, three bedroom and two bath. We have a local newspaper and we get along great with them. No lawsuits pending. No major state law changes lately. XXXX is about 45 miles west from Huron, 11,000 people. 170 miles to XXXX, 110,000 people. Weather plays a big part in rural policing. 20 to 30 below with 30 mile an hour winds on average 60 inches of snow a year. We generally have snow from November to April. The county roads are not plowed during the winter. Most of the county roads are gravel roads. Our elevation is about 1500 feet.

F14

What are the physical attributes that affect rural police? As the detective sergeant I wear plain clothes, gun, handcuffs, and an extra magazine, all detectives have the ballistic vest read. We have two Intrepids and one Crown Victoria. We share the three cars in my division we do not have take-home cars, the cars are someone older and have lots of miles, we have radios, the two dodges have lights and sirens, we have crime scene gear in the trunk, flags, forms, fingerprint kits, buccal swabs, DCI is the state law enforcement agency and we have two DCI agents that work with us in detectives, one is narcotics, and one general crimes, and a National Guard Criminal Analyst assigned full time, the crime analyst is part of the drug reduction program that the National Guard. We have a sergeant that is qualified in finger print identification, we have an ICAC lab at our department for analyzing cell phone data and complete computer forensics, I am being promoted to assistant chief in April, we are not a certified lab but we are certified forensic lab, I am training a replacement, we have an evidence room, drying chambers, finger print fuming chamber, enclosed washing chambers for washing contaminants, arson room, we have a crime scene team it is a special assignment, they come from patrol and one of our detectives.

What are the social factors that affect rural police? The reserve program has changed a lot, there is a lot more restrictions, when I started you had your own car and were basically a full time officer, now there are more restrictions, the reserves are an asset that we do not want to lose, no problems with the transition to full time I did not have to prove myself, when I started I went through the San Jose Model of 12 weeks field training program, we now follow the Reno Model and I believe it is 15 weeks long, once I graduated I was let loose, no time limits to being a detective sergeant. Detectives assignment is a lateral no promotion. We have a program call Wives Beside the Badge, my wife participates. Good way for the wives to get together and social and do things for the community, they come to our special events, Camp Chance, Drug and Alcohol Safe and Health (DASH) for youth and the Wives Beside the Badge. Most of our officers live and play together, we have an annual awards banquet, we have a strong FOP, softball, fireworks show, parade, it is part of our culture with the same core value, we are usually successful doing it. We have a Chaplin program with 4 chaplains assigned to help with any counseling we need. They have uniforms and they come to all our events.

What are the psychological factors that affect rural police? The climate is a challenge, same weather as you do, different than a big city you are out there in the public you cannot go to the store or to the bar without being recognized, you deal with gossip and the politics, you are always being watched so the officer's conduct themselves well both on and off duty, there isn't much to do here except hunting and fishing you have to go to XXXX to do something different, 100 miles 1.5 hours, so it is hard to keep people on the department, you are always dealing with the same people, a certain clientele so it can become frustrating so it is challenging, we have 4 districts, we have a small airport so officers are assigned that task throughout the day to help with TSA, we rotate every 3 months we just went to 12 hour shift, 2 or 3 days off in a row it rotates so that each officer gets a weekend off every other week, when I was in patrol we did not get weekends off, it helps with moral and families, we usually have 5 or 6 on each shift, if you are short then it is difficult so detectives may have to fill in the shift, the assistant chief and a corporals follow in the footsteps of a relative, I believe officers come to our department because of core values and progressive we stay in front of technology, we have the ticketing equipment, it is a family atmosphere, very ethical

honest department that cares about the community, I think that is why people come and they stay here.

What are the internal influences that affect rural police? We have made a dramatic change from leading from the bottom up and offering leadership training to everyone everyone is accountable, the culture is changing everyone feels important and has a say in what is done. Our chief has a book club and she assigns each shift a book any type of leadership training it is successful, we have a gap between new officers and older officers, in the next 10 years our experienced officers will be leaving, we have a huge generational gap, generational Y, the older supervisors are having difficulty, hard to mentor, coach, and supervise the managers and the Generation Y and Gen X. Average years of service is less than 4 years, we have probably hired 40 people in the past 4 years, one of the best things we did was to negotiate a higher wage so it puts us up there with the rest of the state, our union was responsible for it, sergeants and below are a part of the union, people can opt out of the union

What are the external influences that affect rural police? We have a mayor and city council, the chief of police falls under the mayor, we have a supportive city council and mayor, we are constantly sending out surveys, community policing is huge here, every day officers are assigned to the schools and at least once a week the officers have to get out and have lunch with the kids or play with them, we have 2 school resource officers, we have 6 elementary, 1 middle (7 & 8) 600 students, and 1 high school (1300) with about 3600 students, students can go to whatever elementary they chose to go to, farm blue collar town, not many high paying jobs, we have a sheriff's office that handles the county, our surround counties work well together, our 911 dispatches for 7 counties around us, the police department runs the dispatch center, we have 12 full time communications officers, no part time, non-sworn, we contract out our animal control, we have a part-time vehicle mechanic, and a building maintenance guy, and our records department, we have two clerks and one records supervisor, operations and chiefs secretary, one thing about Watertown we got a grant so we provide the MDTs to other counties, the counties pay the maintenance contract but XXXX handles the updates.

F15

What are the physical attributes that affect rural police? My department issues pants, shirt, jacket, patches, badge, duty belt, under belt must be bought on our own, utility belt is provided radio, mace, holders, gun, do not have Taser®, less lethal shotgun, ASP baton, department issues Glock 40 cal., each patrol vehicle has a shotgun and an M4 rifle, we bought the M4 rifles through a federal grant, we use the national guard range for weapons qualification, our state only requires qualification once a year but our department policy requires every quarter with all three weapons, we have 2 Ford Crown Victorias, and dodge chargers, we buy the cars new, we put out a bid and we usually buy locally, the department buys the new cars, we try to buy 4 cars a year, but it is budget dependent we get between 2 to 4 cars a year, just command staff has take-home cars, each car is assigned to a specific officer, so each car may have up to 4 officers assigned to it, most of the cars are driving 24 hours a day, probably about 16 cars, the detectives share the unmarked cars, we have 4 detectives, we have a crime scene mobile vehicle provided by the state but it is here and we have access, we have a swat vehicle big panel van or cargo truck to transports the swat officers, we have a joint swat team with the XXXX County Sheriff's Office and is in Watertown, we have two K9 officers and they have their own take-home cars, one is a

German Shepherd and one is a Malinois, one was trained in-state by the highway patrol and the other was sent to Alabama, "Alabama Pam," mobile data terminals in the cars, one motorcycle a Harley Davidson, only one officer certified, digital cameras in car video

What are the social factors that affect rural police? When I first started I had to prove myself, officers still have to prove themselves to the peers, no formal training for sergeant nor captain we just learn as we go with mentoring, I eventually went to a first line supervisor class but not right away, when I got promoted my prior friendships maintained but for other people the promotion changes the relationship, sort of became a command us versus them, I did the same exact things off duty as we did before the promotion, I did not change anything that I did, we have a softball and dodge ball team, hunting and fishing together, different sporting activities and events, we have a Wives Beside the Badges and they socialize and help different events, we have a picnic so that the families come together, the fraternal order of police have events, we try to keep in touch with the officers and their families off duty, all 3 captains get along very well, the command staff is only 5 and does not include sergeants, each one of our division is responsible for certain things, the assistant chief is in charge of the budget, each captain provides input, administrative captain oversees the communication center, special activities events parades, motorcycle runs, fund raising, crime prevention, youth activities, school resource officers, I supervise 2 school resource officers, we have a training coordinator with the administrative captain, we have a training budget, it isn't very much possibly \$8k, we keep getting cut, we have a state requirement for a mandatory minimum of training of 40 hours every two years, I think that we are such a small community everyone knows who we are we cannot ever get away because the community knows us, we have to be careful, people are always watching they know who we are, it is tough for us unless we leave town, once you are out of town we do not have to go far because people are scares once you leave the city, the closest city is Sioux Falls, which is about 100 miles away.

What are the psychological factors that affect rural police? We are always on call 24 hours a day we are required to have a cell phone with us, there is rarely any downtime, unless we go out of state, I do not carry off duty, most do not carry, our crime rate is pretty low, most of our officers are hunters, most people have multiple weapons, but a few carry, response times and backup are not major factors, backup is usually there if we need it, our relationships with the county there is a little strain we are switching our software so the relationship is strained because of a difference of opinion on the software, officers and deputies help one another without any problems, the police department is responsible for dispatch, we are going to Zerker technologies from New World, we have to reprogram all the counties MDTs. My understanding with new world we were having problems so we are going to try Zerker, the customer service with new world takes too long, everyone knows the police officers family and kids, I do not know that they get treated any different but they all know our families, there are a few that are not so friendly they know who you are or the family, it sometimes causes extra stress,

What are the internal influences that affect rural police? The city council and mayor very much support the department, the mayor is the main boss, we have a lot of volunteers that help with records, reserve officers, police explorers, special events, anything that we need, chaplain program, we have about 50 explorers and reserves, the citizens academy, the chief is a positive influence, the chief has been here about 8 years, leadership provides mentoring and training, the chief challenges me to be a better captain every day including down to the newest patrolman, my department will pay a certain percentages, maybe 25%, of a college

class if a certain grade is met, there is one college within our jurisdiction that offers associates and bachelors, internal incentives include to be part of the team, a close working relationship with everyone does what they can to help, communication is very good within our department, prior chiefs were completely different, making it a really good place to work open to other persons opinions and ideas, being involved and allowing for a team decision, being open

What are the external influences that affect rural police? We have outstanding support from the community on every level, we are very open with the media we hold back little, the businesses in the community give us great support, communication is open, we really do not have any negative contacts or disputes with the community, support is as good as it has ever been, we are working to get pay above average, but right now we are at about average in comparison to the state, we are negotiating a contract right now, a starting officer starts at about \$40,000 if passed in the new contract, when I got promoted I actually made less, we have a step program when officers get promoted, as a sergeant the promotion was very little as was the captain, we have specifically worked on the us versus them attitude on the department, we have a good relationship with the state, some other city and county departments we have a good working relationship with everyone

F16

What are the physical attributes that affect rural police? My department issues the pants, shirt, leather gear, gun, officers buy the boots, the ballistic vest is purchased by the department, we have Glock 40 caliber, command staff has smaller model of Glock 40, I wear a uniform to work, we have 9 marked patrol car, each of the squads uses 7 cars per shift three different officer use the car the same day, command has take-home unmarked cars, I have a trailblazer, work 2 days off 2 work 3 off for 3 repeat, 4 squads 2 work days 2 work nights, they work 12 hour shifts, 4 crowne victorias, 2 k9s have take-home one Tahoe, one Crown Victoria, we are transitioning to the dodge charger, we rotate cars depending on the budget we get 3 new cars each year but it is flexible we may get 2 or none or 4 just depending on the sales tax. We have a local sales tax that contributes to the budget, I believe the first penny goes toward the operations and second penny towards capital. Not 100% sure. We have Panasonic computers in all the patrol cars, shotguns that shoots bean bag rounds, Ar15s that stay with the squad car in the lock box in the trunk of the squads, radar front and rear, we also have some handheld that are laser, we have a record managements system so the reports are entered in the computer, our RMS is out of XXXX, once approved the records get approved and go to records to be merged, DocU log into our website to get a copy of our report, it goes to a vendor that generates the report and sends it to them and charges them money.

What are the social factors that affect rural police? I believe my socialization process was like any other workplace you have to prove yourself, I believe it is a little more personable because I know most of the people I am dealing with because I went to high school with them or go to their business, I don't think it would be the same way in a larger jurisdiction, we have a required potluck, other than that we have a wives group and summer picnics, the wives group helps the new officers spouses acclimate to the law enforcement career, some is for fun and some is training, all designed to help family life be better, they get together once a month, people seem to like it and it has been functional for about a year, some of the officers have a softball team, and they played dodge ball once, politics is like any other place people posturing, about 60 total employees, the school system is the largest along with the

manufacturing we are pretty large with 60 employees there is still some drama. I believe teamwork and peer relations are more important in a rural community because we rely on one another and don't have the ability to call for additional backup and they are always together as a small group. If we an officer that does not fit in well they do the job but are not very socialized with the others they can still do their job. We hire both lateral and new hire officer. Everyone starts at the same pay grade as anyone else. Hiring is a standardized test, interview, and background.

What are the psychological factors that affect rural police? I have never worked in a large department but I do not think there is really anything different I would imagine rural policing is the same as a large agency the job is similar, our officers specialize in more stuff but they are simply a patrol officer, our officers are crime scene technician, the officers do some investigations but the detectives handle some of it too, the detectives mostly handle felonies, I believe we are the same as a larger city, there are small little clicks of people that hang out together.

What are the internal influences that affect rural police? We have a mayor and all know the city council members and all can talk to them down to the officer level, because you know them some feel like they are above the law.

What are the external influences that affect rural police? We haven't had any significant state law decisions, Arizona versus Gants supreme court decision on how we search vehicles in 2009 change from New York's 1981 law, no major lawsuits affecting department operations, female Chief, and one female patrol officer, 35 officers 1 is vacant, we have had as high as 5 of the 36, we are a white department, but we are reflective of our town, 1% native American, 99% white, a fraction of a percentage African American, we are an older town with a technical school with only about 1700 students, XXXX is 10 miles down the road and they have a larger college town. We just did a community survey people were mostly concerned with crimes against the children, underage drinking, and property crimes vandalisms, burglary and theft,

F17

What are the physical attributes that affect rural police? Uniforms are issued, the officer has to buy boots, underwear, undershirts, officers wear collar, captains wear collar brass, sergeants wear stripes, no collar brass on the class B, yes collar brass on the class As, command staff and sergeant are gold, anything below is silver, the weapon is provided, K9 has a more durable material with sewing on, a captain manages the K9 unit of 2 and he trains with them but does not have a dog, SROs same uniform as patrol, detective division wears plainclothes, we host regional training, a captain over professional standards and he coordinates training, every fall we determine the training needs of the agency and determine the needs of the department, we then schedule the training, we have a college, XXXX Community College, suicide prevention for officers, what we can do with our veterans coming back from the war and how to integrate them into the community, health and wellness, this is a grant they wrote through COPS, which includes training, Sea of Good Will through IACP, we host a Leading by Legacy, some of the sergeants and the captains have been trained, Swat training through the NTOA, as many as we can, We have \$8k per year, prior to the recession it was \$12k, hosting is a better deal than sending one, one guy going to XXXX EVOC to a train the trainer, Emergency vehicle operations Course, EVOC is not a state requirement but we will be doing the training annually, we just purchased a trailer and the cones to set up the course, after that it will be annually, we get three new cars every year

brand new, we went with Dodge Chargers, we are trying to keep a uniform fleet so transferring the equipment works better especially for a cost savings, in 2009 we created a police fund through the community foundation it supports our K9 and youth programs through private donations and grant money, every summer we have Camp Chance for 3 weeks, 1000 volunteers, for 7 years, 800 kids through the program, our goal is to build a better repertoire with our kids, making healthy choices, safety and prevention, south Dakota day take the kids to a ranch where the kids ride horses, they meet characters and they learn things about XXXX, cultural talks first week 1st graders, second week 2nd and 3rd, third week 4th and 5th, explorer program extension of the boys of America, they participate in teen court, teen academy that is similar to the citizens police academy, it's a week long, two SROS, we do a lot of partnerships, we invest in the kids, in XXXX, 65% of the prison population do not have a high school diploma, every police officer serves as a truancy officer, we take the kids to school in the back of a patrol car, it doesn't take long to let the kids know that cops care, camp chance Christmas, every three years we do a fundraiser, the kids get a new bicycle, each day officer adopts a school, one a week the officers go into the school and has lunch at the school, it is a philosophy that we have adopted that making an investment in the kids is making an investment in the community, we are not perceived as I got you police.

What are the social factors that affect rural police? The rural officer is from and works in the community they police so they have a vested interest in the area they police, there is more accountability because everyone knows who you are so you are always in the fishbowl, you have to hire someone of good character because they know you, we know that less than 10% of what we do is lock someone up, we are very much a social role in a rural community because after 5pm nothing else is open, so everyone is calling cops for everything, 2011 built a new police department, we have a Nun that volunteers her time to help officers with wellness

What are the psychological factors that affect rural police? It doesn't matter where you work, it is a higher purpose when you become a police officers, golden apple, Abraham Lincoln silver frame was made to protect those rights so the officer is performing something very sacred, if an officer comes across evidence that would exonerate then we have to do service is dual, service convict and exonerate, we make decisions, problem solve, and make judgments, partnership with the community, we do traffic, bar checks, a variety of services, fundamentally we protect and uphold the state and US constitution Life, Liberty, and Pursuit of happiness, it is a high calling, Nobel guardians of a republic, when you are rural everyone knows who you are then we ensure that the persons core values a line with courage, self-less service, integrity, wellness program, when we hire people, we embrace an environment where it is ok to fail, do your best in good faith, we will work through that do nothing unethical, unmoral, or illegal, it is a social contract that officers give up certain things to live in the community, I teach on night a week and nationally with the IACP. H2O 20 vision of XXXX in 2020.

What are the internal influences that affect rural police? Leadership is huge, even though we are doing a lot of things right we need to give it our best, knowledge is one of our core values and we recognize that it is a lifelong education, in the journey we never reach the destination but the motivation comes from the journey itself so if you embrace that you are always trying to do something better or taking care of the core values our mission, making good decisions, we exist to serve the community in a variety of ways, you have to care about wanting to do this job to do it right, mindful that you are entrusted with a lot,

What are the external influences that affect rural police? With everything globalized it impacts us, for instance, police misconduct in another area of the country will have a shine on us, something that someone else does impacts us, our community evaluates our police conduct in reference to national events, 2008 XXXX was hit hardest in the state, highest unemployment in the state approaching 8%, 15% were already under the poverty line, some officers wives lost their jobs, what is more important, paying the ticket or putting food on the table, have a heart and exercise a discretion, for every one ticket there were two to three warnings, our revenue has gone way down, our accident rate has remained the same, go to our website watertownpd.com report statistics, look at the 6 year trend of what we do, we made just as many traffic stops as we have, but the officers have written more warnings, but it has not affected the revenue, act civilized campaign, zero tolerance for DUI, plan ahead and don't drive and drink because this is what it is going to cost you, we get no enjoyment at arresting DUIs, voluntary compliance in violators, partnership with the community to reduce DUIs, DUI checkpoints in the newspaper, we walked in to every bar in town tell the bartenders to help us out, we did PSAs telling the violators to plan ahead, we do compliance checks, we remain non-judgmental on drinking we seek voluntary compliance yet zero tolerance, the cab supports the program, the bar owners allow folks to park in the parking lot, the economy is bigger than us, politics is an external influence, you never know who will be the next council member or mayor, we try to be transparent, we are a trusted police department, not just with intelligence, but as someone they can come to as a problem solver resource, in line with community policing and partnerships. Small police departments are the vast majority of the departments across America, the rural police is where the heartbeat of America is we have an obligation to lead by example, being close to your community and ethical you can do it

F18

What are the physical attributes that affect rural police? My department provides all uniform and equipment, we have ASP batons, chemical agents, each vehicle has a less than lethal shotgun with rubber pellets, we do not carry Taser®, chief does not allow the Taser, it has been requested but administratively decided not to purchase Tasers, have MDTs, we have 7 spare MDTs, every marked patrol vehicle has MDTs 12 units, command staff units do not have MDTs, our detectives receive an MDT laptop and sergeants have their own MDT so that they can take it home or to their office, they have the NCIC access and are required certification, as rural police agencies that are large may not have all the equipment in each and every car, 5000 officers or above, each vehicle has rifle, shotgun, less than lethal, video camera, e-ticketing including printer and software, radios, light bar, siren, it is a myth that rural police have less tools I found it to be opposite it, 35 to 40 officers 20-30000 people are pretty well equipped

What are the social factors that affect rural police? Often times in smaller communities the department has to gain the trust respect the support of the community in order to be a viable department in the community, even if we do everything that we can to establish partnerships if the community trust isn't there it is hard to get the community involved so there is no reason or incentive to bring members of the community into programs in the department, if you are not transparent and you are not involving the same response but it is from a negative response, there is sometimes the same result but one from a positive point and one from a negative point, provide for a safe place for the people to live and work to raise their families, community surveys, national night out, safety type programs, large

turnout shows that you are meeting that respect and trust from the community, you may not have a lot of community involvement because the PD is doing a good job or the department is not. The national night out is sponsored through target it is a time for the community to come together on the police department property to celebrate that there is a stand to prevent violence and crime, to support safety through prevention of crime and violence. Second Tuesday in August people come and set up booths, it is like a carnival, food available, we have been doing it for 8 years. Everybody knows everybody, a day doesn't go by in the community when you are talking about someone to someone that knows who you are talking about, information can come in quicker, less information because they don't want to get someone into trouble that they know. It usually works in our favor, because of safety,

What are the psychological factors that affect rural police? I think culturally at least on our department there is a culture of friends, family, transparency, community, and organization everything ties together from a psychological standpoint there is a notion or belief the community, the organization and the community are intertwined, it takes the trifold to work together, we do not have a culture of us against them, where the agency exists but there is a culture of don't ask don't tell, we are totally the opposite, we encourage involvement outside the department bring all three together to offer service, I think that there can be a breaking point but I cannot put a number on the size of the city or the size of the department, I think that there is a responsibility in leadership to instill the core values on the department if you want to be part of this agency this is what we expect, in some organizations they do not focus on the core values, but rather the day to day activities like the budget. And to believe in the mission statement,

What are the internal influences that affect rural police? We have to have an objective and beliefs that guide us, those beliefs are based on responses back from our community on how they want us to police, we need the values to guide us by having community partnerships, being involved in various events, values, mission, transparency, honesty, and integrity,

What are the external influences that affect rural police? Most of our employees are comfortable with their pay and it does not have an influence on how we perform our jobs, the pay is not an influence, there are external influences including the community, or within our own city government, there has to be a connection between the community and the government that are necessary for police we have the same mission purpose and goal, politically the community through surveys, and other influences are able to show what they expect as a resident in the community, provide the resources, tools, and the budget for the administration to deliver the services, our city ordinances and laws has the community approval. I do not see any questionable laws or laws that hinder our jobs, we have had zero lawsuits in the past 8 years, prior to that we had one situation leaning toward a lawsuit in reference to a pursuit, we have a restricted pursuit policy, serious crime or in progress felony, 6 to 8 years with restricted pursuit, We do not have the densely populated areas, the concentration of officers is not as dense, we staff the 27 square miles are staffed with a minimum of 2 at a call, but there are times that we have one officer, we are sparsely populated, were are fortunately to stay in line with the national standard of 2.5 officers per square mile, sometimes that can be a hindrance, property crime is near the highest crime, traffic is the highest including DUI, property is number two followed by person crimes.

F19

What are the physical attributes that affect rural police? Standard police issue on uniforms, duty belt has dual magazine carrier, Taser®, ASP, gun, flashlight, OC10 spray, key carrier, spare handcuff key on my belt, the department issued my gun, I have a 2005 Ford Crown Victoria police interceptor, we remove sensitive items and take the patrol car to the city shops for work, sensitive items include weapons and the computer. We have fleet cards to fuel our cars. We can use the city shop wash bay to wash my car. We I arrest someone I take them to the XXXX County jail.

What are the social factors that affect rural police? Being a new officer the other officer pick on you, once you are on your own everyone pretty much accepts you, when I first started they called me the “new guy,” “rookie,” and “rookie”. I get ready at my house for work. I have a take home car. Our system we have 3 areas assigned and a couple guys that roam called “detailed patrol”. The backup the area officers.

What are the psychological factors that affect rural police? Each city has its differences. We have a different culture in rural policing than back East including on and off duty. The interaction is different with rural police. For example, back east I hear that if a cop gets pulled over that if you flash your badge your will get out of a traffic ticket. Also if you flash your badge in a bar you get free drinks, and where I work that is not acceptable police behavior. Even if you go into a restaurant it is not acceptable to take a gratuity in rural policing.

What are the internal influences that affect rural police? If people come into the policing business with a bad attitude then the career will be negative. Whereas I go into policing with a positive attitude and respectful of the public to gain the public’s trust and a positive attitude toward police and public.

What are the external influences that affect rural police? Law enforcement in general is affected by case law. The case law and either restrict or help law enforcement. The perception that Hollywood gives off that police officers are cold hearted people is not accurate. I care about the public and try to help the public the best I can. I believe that if you become an officer in your hometown you will be interacting with your friends, your friends’ friends, your family, which I believe is harder because they still expect the friendship in light of a crime. For instance, driving under influence’s and fighting in public it is hard to be a friend when you need to enforce the law.

F20

What are the physical attributes that affect rural police? The overriding issue that affects rural police is funding. Mayor commission form of government with four commissioners. The commissioners are elected and one is appointed over the department. Everything goes to the commissioner then approves or changes. I report directly to him, the commissioner can make policing decisions, for the budget it goes to him then the committee then to the full commission for approval. Commissioners are elected for 4 years and the mayor is elected for 2 years at a time. No term limits on the commissioner or mayor. The commissioner can make policing decisions, but it seldom happens. The commissioner is my rater. Recruiting for rural departments is different, but although we have a lot of things going people do not want to move to rural XXXX. For instance, we had 2 openings and after a nationwide search we only got 12 applicants. We have Standards and Associates national post-test and a physical agility, oral board, chief’s interview, psychological, drug, medical exam, and background check.

What are the social factors that affect rural police? In XXXX they only run 2 basic academies a year, the state tells us when the officer goes. So the officer may enter the field training officer program based on the San Jose model for 10 weeks. They spend 2 weeks with the first field training officer (FTO), second FTO, and the 3rd FTO depends how well the officer is doing, then goes back to the first for the final week. The 10 week FTO may be interrupted by the academy. South Dakota has one academy in the spring (March) and one in winter (November). The basic academy is 13 weeks 520 hours in XXXX. Societal attitudes affect rural police, rural denial about crime, it doesn't happen here, it is not as dangerous to be a rural police, television shows DNA in 8 minutes causes unrealistic expectations on crime scene processing. Politics affects rural police in varying degrees, I believe politics is minimum where I work now compared to my other rural department, it goes back to perception. My other department had a mayor that said you cannot hire a women because she cannot do police work also you cannot write my son a ticket type attitude, but where I work now it is not that way. I do not think teamwork and peer relations are different in urban or rural departments. I do not see a huge difference. The biggest difference the metro officers have less experience investigating major crimes because they call in others to do the investigation. The rural officers have to investigate from start to finish. In some respects the rural officer has to do more work but with a smaller call load.

What are the psychological factors that affect rural police? I believe there are some psychological differences such as training over time, the big agencies will have exposure to more training internally for instance, it was us versus them. The rural officers do not get the exposure when things chain from their initial training. I believe we do more informal community policing because we are a part of the community. Like in New York no one knows you are a copy but in rural communities everyone knows you are a cop. Rural police are more active with the community. Rural police have a false community police are learning from hands on rather than going to formal training on community policing. Big cities practice traditions than rural areas because they have more officers and resources, like doing funeral details. Rural areas do not have the manpower to get together for more formal traditions because of a lack of opportunities.

What are the internal influences that affect rural police? Rural police until 2013 XXXX has never done any management training for Chiefs of Police like the big cities have. I moved here from Oregon where they had mandatory minimum standards for Chiefs to better serve the department and the community. I believe that rural police are more empowered than urban police because you are the only officer you have to make the call even if you have two weeks of experience as opposed to big cities where there are many layers of management. Rural police are very much more in the leadership role.

My department has 5 Mobile Data Terminals (MDT) of the 11 patrol vehicles. We have dodge chargers 6 and 8 cylinders. We buy our patrol cars new with the police package. We usually rotate every 4 to 5 years, we buy two new cars a year, officers share the patrol cars, no officers or detectives have take-home cars, one k9 officer does have a take home car, no Taser®, pepper spray and ASP. We issue everything but footwear. We have Sig Sauer 40 calibers; we have a mixture of AR and M16. I have a training budget of \$16k. The basic academy is free in South Dakota including room and board and advanced training is free too. The only mandated schools are for ongoing training.

What are the external influences that affect rural police? I would say that the lack of attention rural police get from the federal government is a big issue to overcoming. It is

everything legislators forget about rural police. The stimulus bill of 2009 defined rural police as under 50,000 like XXXX County in XXXX, I was not a rural agency. There is a definition with what a rural agency is and just because the agency is in a county with a metropolitan area the understanding of what is rural is the problem. This problem affects the availability of funding.

F21

What are the physical attributes that affect rural police? The department issues black pants and a uniform shirt that is tan, the department pays for the duty belt and we can wear what we want, we all wear leather, we carry a Glock 45 and it was issued, Taser©, we can carry an ASP but I do not know that any of us do, we can carry OC I carry it in my car, we have a shotgun provided and a 223 rifle that was provided. The department pays for our boots, we have a uniform stipend between \$200 \$300 per year and it requires receipts, we each have take-home cars, the department buys newer cars with few miles from a car dealership and they match state bid so we can buy from a local dealership, 2 Chevy and 1 Ford pickup and I have a Durango, we have in car video digital, radar in front and back, GPS, lights, siren, and a radio, two have cages for prisoner transport, mine and the sheriff's do not have cages. We do our reports at the station, I carry my own laptop, if we have a in custody report we can do it at the jail, we have an initial probable cause, an observation form like on the fight, suicide, flight risk, the report is written at the office and it is called a narrative, we have a records management system called Zooker is out of Sioux Falls, Leds law enforcement data system, we have a training budget because of the mandatory POST time.

What are the social factors that affect rural police? All deputies did reserve work before becoming full- time deputies, we went to the academy in Pierre for 12 weeks, the state pays for the academy the county pays my salary, XXXX is 200 miles away. We live in the same county, I live right next to the city of XXXX, another lives out of town of XXXX, and two live in the city. Most everyone knows that I am a deputy, I get called on my time off and if I can take care of the people I do. People just show up at my house sometimes and the type of calls vary I had a domestic come to my house. I think anyone in policing is under the microscope and it doesn't matter because everyone has a camera on a cell phone.

What are the psychological factors that affect rural police? If you are rural law enforcement there is a lot more space between people there is a lot more driving time, it can be almost 70 miles, we do not always have backup. We can ask for backup but we frequently work without backup. Normally you are aware of your surroundings and you do what is necessary to get your job done. You have to treat people like how you want to be treated. Communication is a big factor. We have fired one or two deputies for not doing his job and the other one was downsizing because we lost a contract with the bureau of reclamation so we lost a position. The Bureau of Reclamation hired their own law enforcement. You learn to work around the shiftwork and on call. There has been times that the wife and I would be at a function and I would have to leave. We sometimes travel in two vehicles.

What are the internal influences that affect rural police? Politics always affects law enforcement. We have 5 county commissioners that serve 4 year terms no term limits, sheriff is a 4 year term with no term limits, the sheriff has been in position for about 10 years. The sheriff was elected in but he had prior law enforcement. For the most part all three of us get along well. The sheriff has provided time for leadership and management courses. I would ask the department if I could go to training but if the department did not pay then I would go on my own. Once a year the sheriff will visit with us about our performance. We

do shift reports that document our work. We do not have quotas. Our performance evaluation is more a coaching session but if it is something that needs to be addressed he will write it out. The sheriff is the final disciplinarian but he runs discipline by the commissioners.

What are the external influences that affect rural police? I do not work a second job. I think that public perception is important, we have a good working relationship with the community, we talk to kids at schools, we have decent media relations, the sheriff usually handles the crime reports, if it is a death I will handle it, I share my office with the other deputies, no lawsuits, the biggest crime in the county is probably burglary and then thefts, and a lot of domestics. Mostly a white community but some oriental and Hispanic, and a small amount of African Americans. Weather can be a factor because of the rural roads because we are so far from help but cellular phones have really helped.

F22

What are the physical attributes that affect rural police? I wear plain clothes, if I am doing follow up or a search warrant I wear a vest, we get a uniformed allowance of \$300 in January and \$300 in July we just get the money and do not have to provide receipts, detectives wear a pancake holster, our badge, and 1 extra magazine, and 1 pair of handcuffs. Detectives have unmarked Crown Victoria and have lights, we have a radio in the cars, no cages, take home. There is an assigned fleet of cars for detectives a couple SUVs all different colors, dark grays and blacks, the sergeant assigns the cases, our department is very well organized by the chain of command, any problems go through the chain of command, everyone is in the union XXXX Workers Association, the city council is a little politically motivated, but there is a good understanding and if the chief needs money as long as he can justify the money then we will get it. Discipline we have a policy manual but there is no formal discipline structure, it is not outlined but rather a case by case basis, the first line supervisor handles the discipline, I do not think that people get disciplined that much, I think that the rural culture seems harder to find people and the supervisors are less reluctant to discipline because they want the rural officers to stay.

What are the social factors that affect rural police? For the majority of my career we have an open minded department with most of the officers but with the older officers I had to prove myself to the older officers before they would accept me, at the academy everyone was about my age so we all got along well from the start. There is an average amount of politics going on at the department. Selections no written tests, you have to write a letter outlining why you want to be in that assignment and outline the training, next year in Detectives they are going to do an oral panel. I believe that the assignment selection is totally fair and based on merit. We do not have a lateral transfer program. Our Chief prefers brand new no experience people. I believe that the Chief wants to build the department new without experience so he can socialize the new officer in the direction he wants the department go. I think that morale is about average because we have a couple sergeants that are dragging patrol morale down right now. When I got back from the academy I went through the Kaminsky FTO program. I had both kids when I was first on the department

What are the psychological factors that affect rural police? We have one father son officers, we used to have two father son officers, the dad was a sergeant and the son is now on traffic, one dad retired so one is the community service officer, no problems or issues with relatives on the department, we had two husband and wife, both ended badly so one from each couple is no longer with the department, I think that rural police are much more close

knit, we become friends and spend a lot of time together, I can tell you something about every person on the department including first and last names and the officers kids names, it helps to know about everyone so we can help one another out, if something bad happens to a rural officer it affects the department a whole lot more, it is a big support group pretty much.

What are the internal influences that affect rural police? I think on average that rural police departments have less money and on average have less training, if the officers are not getting trained appropriately and there is less money for tools, the really small departments get little training, but my department seems to get more, shift work is hard, we switch shifts every few months on patrol especially hard and stressful with kids and a husband, we do have performance evaluations, we do self- evaluations then our sergeant does the performance evaluations, but the last two years the evaluations have decreased, performance evaluations are used for promotions and specialty assignments, the weight for each is not given, we will take things into consideration

What are the external influences that affect rural police? I think that in rural police culture we have closer relationships with our community, so one bad thing can really damage the departments reputation, I think the officers are reminded of their behavior, I don't think that gender is really an issue with the younger, nor is race an issue, my kids play with other officers kids, I have several officers that I am closer with, my husband is also a city employee, we have a public relations sergeant so we always refer the media to him, the media always does an article on each officer that starts on the department when the officer starts, we have a sworn and a non-sworn employee of the quarter, and it is a nice media story, the K9 officers are always doing training at the school, we have a new law where blood tests are mandatory on DUIs so the officer will have to write a search warrant if the suspect refuses, but if he still refuses the hospital will not hold the suspect down to get the blood, we have an increase in marijuana use, recently we were sued by a female officer for disparate treatment, the female officer quit, we had another suit where an officer used too much force by hold a guy at gunpoint, after the female complaint the guys sort of changed because they were afraid to be themselves, it is getting better now, we are in south west XXXX about 180 miles east of XXXX. We are at 6200 elevation, desert, harsh climate, cold and windy, not a lot of perception, it is my home town and my family lives here, transplants do not last very long, we have people that come in and leave, our community is a lot of rougher because of the oil fields, lower education, transient, people that are familiar with Rock Springs look at our community as a bad one because of the transient, I would say there is a high ratio of men to women, our strip clubs are very popular because of the larger male population, patrol is at the strip clubs frequently for disturbances, I see a lot of child sexual crimes mostly by family members dads, grandpa, and boyfriends, 90% white, some African Americans, Hispanic has blown up in the past 3 years probably 20%, the Hispanic are working a lot of construction and some in the oil field, there are a lot of jobs right now. I think rural police has to be a lot more careful because the community knows us and where we live so our officer safety is a lot more alert because the community knows us.

F23

What are the physical attributes that affect rural police? The uniform for detectives is professional or semi-professional clothes, suits, two females, one large detective 6 foot 350 pounds, button up shirts, occasionally detectives have to work the street in patrol uniform, there is a uniform and equipment allowance for everyone \$600 a year dispersed twice a year no receipts are required. Department supplies us with semi-automatic, rifle, shotgun,

handcuffs, Taser®, initial uniform with duty belt, we have a variety of detectives cars, early 2000s Crown Victoria, explorers for crime scene technicians, several Chevrolets all are unmarked, all other vehicles are off the lot some bought new some used, the Crown Victoria were purchased from XXXX used but they are new because they only have 8 to 10000 miles on them. Department buys the duty vest and replaces them every 5 years. We are blessed living in a community that a strong tax base is here because of the mining industry, the swat team is outfitted well, the computer everything is very nice, we have a smart board, new 2 room interview system that records to a server, we are pretty well outfitted. We have the largest budget within the City of XXXX.

What are the social factors that affect rural police? The new detectives shadow another detective but there is no formalized training process, for about the first 3 months the new detective is on call with which other detective is assigned call out for that particular weekend, including court and testimony, the in and outs of the city and county attorney's office, we all get along well, we are very close, work well together, eager to help, they always drop to help the patrol officer, a lot of the patrol officers put in for the 40 hour new detective class before I become a detectives, we encourage Reid interviewing school, we send them to homicide and death investigation schools, street crimes does meth lab certification, drug recognition expert, and the Drug Enforcement Agency basic two class. We have two female detectives who have been in detectives for about 1.5 and 2 years, and the limited duty officer is generally only for 3 months. One female is a school resource officer and one is a K9 officer, one in field training, one more female in patrol that worked in patrol and is presently on light duty. Total of four on light duty right now including 1 sergeant, 1 patrol officer, 1 female patrol officer, 1 detective.

What are the psychological factors that affect rural police? I believe that rural police are affected equally when a situation arises I believe it affects us the same way like in Connecticut, all police officers were in the high school and junior high schools all week long, big events affect us too, some teachers were upset that we were in the schools, we have copycats, like Rodney king, we get the brunt of the national trend going on. Weather affects us as any other agency. When I went to work this morning it was 4 below. We really follow the national trends maybe not as strong but we experience the same thing.

What are the internal influences that affect rural police? The biggest influence on rural police is the first line supervisors, how they treat their employees. We generally send our new sergeants and patrol officers looking to promote take the first line supervisor course, introduction to leadership for one week, then the second week is the first line supervision, administration, discipline, supervision. If they haven't had this training they get it within 6 months of promotion, the rotating sergeant works 4x10 and works as a swing shift sergeant and night shift covering when the regular sergeant is off, new supervisor fills in for the. Everyone goes to the FBI command college for a week of supervisory training, we send some of the older sergeants to the schools like generational differences, I am going to the FBI National Academy in 2013. I am the first one sent in the last 10 years. The FBI national academy will let sergeants go on rural departments as opposed to agencies above 50 you would have to be a lieutenant. Morale issues, pay though rarely, short-handed, affect rural police, the four patrol spaces that we are missing and 4 in training hurts patrol, our patrol shift is typically a sergeant and 7 but right now it is a sergeant and 4 or 5, the number of hours is detrimental to their well-being.

What are the external influences that affect rural police? Media in XXXX is not a major factor, we give written press release so that the paper will get it right, we are influenced for the type of community and thus the people we work for are transient workers, who make a lot of money in a short period of time, they work hard, and play hard, our crime rate is affected by violent crime, burglaries, and drugs, the transient workers drink a lot and do a lot of drugs. Other external factors like Columbine affect rural policing and our role in the community. We have a policy and procedure manual, when I was first hired it was about 5" huge, in the 1990s we streamlined into a policy manual and since we do not have a written procedure we have lost some efficiency on how things should be done, the sergeants all have their own way of doing things which is different from one another, our officers shift bid at the beginning of the year, the sergeants rotate, this causes confusion for the officers, consequently lacks consistency, we need the procedures back into policy. The biggest city is XXXX and 180 miles away, 350 miles from XXXX, XXXX is about 220 miles, XXXX is 180, we are right on I80. We do not have a lot of stores or shopping. The XXXX is about 30 miles away for fishing and boating camping and hunting, mountain biking is nearby. There is a lot of bureau of land there is nothing fenced around here so you can ride for days and not come to any fence. We are high desert at about 6700 elevation, sand, sandstone, lack of trees, outside of XXXX there isn't much. We have either Winter or Summer, Fall or Spring are very short.

F24

What are the physical attributes that affect rural police? We have take-home cars, I drive a Ford Explorer the other detectives have a Ford Crown Victoria. We are one of the busiest departments in Wyoming and get paid the most. We have 5 in the field training program right now. Two of the officers have been through the basic academy three have not. The three will go to the academy in January. All 3 were hired in October. The other 2 were hired in April or May 2012 and went to the academy in June. We have a lot of oilfield and mining jobs here that pay a lot of money so officers quit law enforcement and take the higher paying jobs. We also had a couple move out of state. We got quite a few applicants. It seems like one of our commanders is out of touch with modern police technology related. We are just barely getting MDTs and the network up and going. We are issued our uniforms then receive \$650 per year for clothing allowances. We are issued Sig Sauer 40 caliber handguns, are Bushmaster or Olympic Arms AR15, and a Remington 870s shotgun. Most everyone has Tasers © x26. Patrol officers can carry ASP and pepper spray. We have Motorola radios. Patrol cars are Chevy impalas and Ford Crown Victorias. The last few years we have been buying new cars instead of used. We all have laptops that were issued. The paperless system is setup with hotspots throughout town so officers can access the network so the officers can do the reports in their cars. We share one large room with desks in the same room. The detective sergeant has his own office.

What are the social factors that affect rural police? It seems like we take care of our own. We work well with the other departments. There is a little politicking going on for special assignments. Detectives are not a promotion in our department but they ask for letters of interest the commanders get together and decide who they want for the special assignment. We investigate accidents. Everyone is pretty strong with one another. Good public relations.

What are the psychological factors that affect rural police? XXXX is a big alcohol town. Everyone thinks that it is ok to be drunk at any time. XXXX is very blue collar and private.

XXXX definitely a lot of drinking and driving as well as drugs with I80 going through town. XXXX is very cold and windy in the winter time. We get some snow, but the wind is constant and with the wind chill it is usually below zero for a few weeks. Oil and mining and natural energy stuff is prevalent.

What are the internal influences that affect rural police? We have double the case load. Probably 2 of the past 2.5 years we have been short so the rotational call requires us to work a lot of overtime and weekends. I know patrol has some burnout and a little lower morale because we are short and because there is indifference on the part of command staff. I believe that we have a couple commander is out of touch with how to supervise the new generation and they aren't open to new ideas. I think retirement would help them.

What are the external influences that affect rural police? We have a mayor and council form of government (4 members). We seem to be taken care of well by the city government. We have a union but I do not do not know at what point the union membership stops. The public letters to the editor become annoying. We do pretty well with backup. Department numbers require a minimum of officers so we have the backup when we need officers. We have a swat team. We have a crime scene team including myself, another detective, and a patrol officer. Our crime scene does any big felonies like homicides, armed robbery, anything with blood.

F25

What are the physical attributes that affect rural police? Department issues the uniform everything but boots, we wear leather, but we are going to test some simulated leather duty belt, the only ones wearing nylon are the two k9 officers, we wear 511 BDU class 2 uniforms, we have the same uniform year around, but we have short or long sleeve, we also have dark blue polo shirts for the summer and the polo shirts are issued, the bike patrol division have shorts, 511 BDU shorts, officers wear their own shoes either ¾ or boots but the shoes must be black, two motorcycle officers, one active and one slot to fill, they wear a high top boot, different pants and shirt and a helmet, and leather jacket, the rest of the department is issued a 3 in 1 jacket, or the officers can have a pull over sweater and a pull over wind jacket, we just started an honor guard, we are looking at class a for funerals, the command has a stripe on the pants and sleeve along with the honor guard, shield badge that has the state of XXXX seal, we wear a patch that we developed Mullet House one of the governors used to live here, a train, a river, lake, and an evergreen, surrounded to "to Protect and serve" and XXXX, police in gold, established 1880. 2012 transitioned into the dodge chargers so the badge is up on the front fender behind the wheels, new cars are black and white prior cars were Crown Victorias and all white, we replace 3 to 4 cars a year, we have a fleet of 11, we currently have 3 chargers, we have not noticed a savings on gas from the 8 cylinder to a 6 cylinder because we drive mostly in town, it would take about 20 minutes to the farthest point, if you jumped on the highway 212 with traffic lights, probably 10 to 13 miles across, all patrol vehicles have MDTs, light barn, radar front and back, two lidar units, one hand held basic Kustom radar, patrol rifle, shotgun is less than lethal and painted orange for beanbag rounds, there is a shotgun in the trunk, all but two are full backseat, most are standard vinyl, we put a plastic seat in the back seat of one of the new car, it is easier to clean out more leg room, we are going to go to the plastic seat in the charger from here on out on the dodges, we just purchased new PBTS the digital readout there is a built in audible bell to tell if the person is blowing, the SRO has one, pull up a case report program in the car the report goes to the supervisor to review he puts the note then rejects it, approves send it to the records

division, three people in the records merge the report into our data system where it is stored, the records division would only print a copy for an attorney, victim, etc. We charge civilians for copies, the officers just read it from the database, a sergeant in detectives reviews the reports and either assigns to the officer or the detective, a secretary sends a reminder after 10 to 14 days,

What are the social factors that affect rural police? Our command staff has Monday weekly meetings, the detective sergeant and the patrol sergeant are invited, they talk about their schedules, they talk about special events for staffing, detective sergeant will talk about upcoming cases or weekend cases, generally lasts 1 hour but can be up to 3 hours, we review statistics, we can look at years past from petty offences to homicides, we monitor monthly stats but we compare the numbers to other persons to see where things are at, we do not have quotas, we leave it up to the officer for discretion for written tickets or warnings, we have about 15 different detail committees, for example, a policy committee, we review yearly or every two to three years, makes suggestions then goes to the whole department then it goes to the chief, each committee has a team leader monthly by monthly or yearly, each team has a command staff member, DUI detail coordinate monthly sobriety checkpoints, bike patrol, awards committee, awards banquet in February, budget committee corporal, detectives, sergeants, and command staff (8 members) we go over expenses monthly turned back in \$60k at the end of the year, information technology committee, training, research, and grants committee, facility planning committee built new police department 2012 things we need to add, update, or fix, fleet maintenance unit bicycles, motorcycles, cars helped determine new cars and car equipment, police training officer team all training officers, assistant chief, captain training of the new officers, swat team, crime scene team, accident reconstruction team, crime prevention team, safety committee in conjunction with the city meets monthly and provides safety briefing monthly, a lot of the people involved in the committees have an interest in the committee, one records clerk is on the accident reconstruction team because he is retired highway patrol, two of the fleet management committee members are former mechanics, submit a letter of interest then they put them on the team, typically the committees meet on department time for the squad and shift for compensation time, no overtime,

What are the psychological factors that affect rural police? I think our department is big enough that all of our officers feel safe and have backup and they can rely on the people you work with, like a deputy in the county it may not be as safe, in town officers feel safe and they are competent, trained well, have the equipment that they need, we work long term on training that does not fit in the budget over a longer period of time for example the train the trainer for the emergency vehicle operations,

What are the internal influences that affect rural police? I think by forming all these committees we have involved sergeants and first line patrol officers hiring promotions we include officers to get their opinion and come to consensus. It works well, we have a hiring committee we have a panel they come up with the questions and make a recommendation to the check, we have buy in and it helps with the officers attitudes, the officers are much more productive than forcing the officers to hand down decisions, for example, the Glock over the expensive Sig Sauer, politics we are governed by a Mayor there are 10 council members it can be anyone from a factory manager to a mother or unemployed man, council members will call with concerns so you have to weigh the individual members agenda, it can be tricky, as soon as you accept it and learn to work with the city council it works better, we try to be

transparent and let the council know what is going on, we give the council monthly reports, for example, if we wrote 50 tickets last month they can compare to see if we wrote more this month, I have worked for 3 different chiefs, the prior chiefs did the budgets and worked with the politics, our current chief has involved the command staff do the budgets, capital budgets, succession planning, everything from gas to equipment, delegation, an opportunity to learn and grow to learn the process, the chief mentored us along, one person does not make that decision anymore, now it is a committee from 5 to 6 for promotions, written testing and an oral interview,

What are the external influences that affect rural police? We have a lot of partnerships from businesses, to school districts, to the community foundations including funding for the K9 endeavors, bought dog and the training, the state funded the car and equipment, two resource officers one in middle school and he is responsible for the grade schools, two school resource officers in the high schools, we recently formed the PD advisory committee, two councilman on the committee, one from the business and one from the superintendent, and the fire chief, one of the things we are looking at an indoor shooting range, the outdoor range is the National Guards and the houses have moved in, when we were looking at building a new police department we had to get community support, they saw our building and how old and outdated it was, it went to a city vote and it was close to 70% wanting the building built downtown, it would have been cheaper to be on the outskirts of town but the people wanted it to be downtown. We get input from throughout the community. Every year we create more partnerships Camp Chance is grades 1-5 for underprivileged, citizen's police academy is 12 weeks, Wednesday 6 to 9, attendance rate is great, 27 first time 20 second time, and a teen academy is a week-long (18 or 20 hours) Monday through Friday 9 to 2pm during summer,

F26

What are the physical attributes that affect rural police? We issue uniforms option to carry department issued gun or the option to carry his own weapon everything except underwear and boots, we have a combination of 511 cargo and polyester, some polo, optional tie or a dickey, nylon coats, and a rain jacket, leather duty belt basket weave each officer is issued an ASP x36 Taser®, pepper spray, magazine pouch, cell phone holder and department cell phone, each officer has their own patrol car, 2012 Chevy Impala, I drive a 2004 Ford Crown Victoria, 2007 Crown Victoria, generally we mile the cars out around 75,000 miles, we buy new cars, we usually buy locally or pick up our vehicle off of state bid, each vehicle has a radio, radar, in car camera, fire extinguisher, 12 gauge shotgun and a carbine rifle, pavement paint measuring device, and a first aid kit, each vehicle has a laptop Toughbook, the officers can do reports in the field or in the office, we are using Speelman software out of Utah, our system is internet based our record keeping is geared toward smaller departments, the reports are stored in XXXX, Citadex is the software, our accidents are done on the Tracs10 system and we email them to the state, this program is also internet based which is based in Bismarck, tickets we write into city court otherwise we write them into district court at the county courthouse, for instance, a dui arrest it goes to district court, speeding and stop sign are written to municipal court, no special vehicles, a few years back homeland security we got a bomb blanket and some ballistic shields in two vehicles if we have an active shooter to make a building entry, no crime scene investigation tools, if it is a major case we call the Bureau of Investigations out of XXXX

What are the social factors that affect rural police? For the most part you have to be approved by your peers, you have to be approved by your community, I worked in XXXX a

community of 50,000, and another department with 4,000 people, my perception of rural policing is that I had to break through a lot of barriers, I came in with a lot of dissatisfaction from the prior chief of police, more community oriented, we have made tremendous strides I think we are more accepted, on a personal level I came from a law enforcement family since I was 10 years old, my father and sister were law enforcement and her husband was in law enforcement it was always something that I wanted to do, I got out of it for a year and a half then I found this smaller community, I was well excepted in the community coming from XXXX, I have always made a large emphasis on anything can be solved by putting in the man hours to address it, in a smaller community the people sometimes say you are picking on my because I am not affluent, he said that he would treat everyone equally, when I first came on I hired an officer just out of the academy and had him for 6 months, he was terminated I picked up another officer and he saw that there was more money to make so he moved on, the current officer has been here since 2010, the previous chief had a horrible problem was that he did not maintain officers, a lot of guidance issues not receiving the support, a new officer every 6 months, we advertised in the state, the current officer knew the officer that was leaving so the new guy heard and we hired him by word of mouth, it is hard to find good qualified people, we are not the garden spots, we do not pay that well, we hired a guy that was post certified through XXXX, I did the background investigation, he had to take a psychology and medical exam from the state, 2 week legal equivalency, they get a temporary license and they have a year to do the reciprocity training, they throw them in with a basic academy the last two weeks of their training, there is a college in XXXX that falls under the guidelines of Post, but the academy is in XXXX has a 60 hours training in 3 years, the state offers free training, the state picks up the basic academy training the officers are just paid by the departments, the academy pays for the food and lodging, everybody knows me and where I live, they won't wait until Monday they will come to my house even when I am off and knock on my door, moving to a smaller community everybody knows your business your wife your kids,

What are the psychological factors that affect rural police? The one thing that I noticed first hand working at departments that had backup working in the smaller department you have to John Wayne it because backup is not available, we have one trooper stationed in the County of XXXX, we have a sheriff's department with four deputies three full-time and one part -time, I am on call if my officers need backup, I respond for backup in bar fights or with domestics, we are not a 24 hour department, after the officer gets off at 2am I am the on call officer, our bars close at 1am, the party continue continues to some ones house, we have a truck stop with an all-night restaurant and a Kum N go, we are the southwest we are about an hour north of XXXX, 60 miles from XXXX, 35 to 40 miles from XXXX, I like the excitement of the job, I am still an adrenaline junky, I still like sorting out the mess

What are the internal influences that affect rural police? Our form of government has not really affected us, the mayor is called the Council President, we have good equipment and a great building, it affects morale, it is a lot nicer than some departments that I have worked for, we are being paid a fair wage, we all work together very well, support from the city and county governments are well very pro law enforcement, there are a few that do not support us, the vast majority support us, there are those segments that are thugs, being on call all the time sucks, sometimes you feel like a slave to the community and the job, something that you have to deal, it weighs on you after a while, you just deal with the on call, there is no way out of it,

What are the external influences that affect rural police? We have a local newspaper we have a great rapport with the editor, I have never really had a bad experience, I have always been of the opinion that they have a job too, you have to feed the sharks too, they are there to help us too, we have a department facebook page, it has been a very good tool, we put information on burglaries or hit and runs, spice, and connected to other department websites, I use it, I put some fun stuff on it too, cop trivia with the community, great working with sheriff's department, it had not been there in the past, we are all on the same team, we share information, fish and game, dci, and highway patrol, it benefits the community, criminal mischiefs are the largest crime, last year we had a high spike in burglaries, and theft, there is a presence of drugs in our community with the oil impact we are getting the residual, we are on the border of the wells, we see some marijuana, spice, K2, and methamphetamine, no labs, not heavy drug problem, underage drinking is the same as the rest of the state,

F27

What are the physical attributes that affect rural police? We issue everything except shoes, we issue 511 dark blue shirt and dark blue pants, no shorts, leather duty belt with Tasers®, pepper spray and ASPs, we issue Glock 40 caliber, we have both ball caps with the department badge, saucer cap with a badge, we have ties for long shirts, turtle neck or tie, but tie is mandatory for court, we have one detective but he is working uniform shift right now, 2 days as a detective two as uniform, he has his own office, as a detective it is plain clothes, no school resource officers, no other specialized assignments, each officer is assigned a car that is a take home, majority are Crown Victoria, one Tahoe, one Durango, one unmarked car, each of the cars is equipment with a large plastic tote with a finger print kit, narc kit, wheel type measuring devise, shotgun, spare handcuffs, flashlight, fire extinguisher, first aid kit, shovel, blanket fire and wool, all equipment have hard wired video recording, digital, radar one car front and back rest have front only, no mobile data terminals, we have a computer record keeping system at the station, stored in the computer, digital camera and can be downloaded into the case file, the state of Wyoming has a computer accident system there is a blank accident report or template, the officer does the form online and forwarded to the state, manually write the tickets, we have a three tiered system municipal, circuit court handles misdemeanor state cases, if there are felony charges they do the initial appearance and determines if the person should be held over for district court larceny, dui, and a district court for felonies and juvenile cases, traffic can go two ways depends if the charge goes to municipal under city ordinances if it is a state charge it goes to the circuit court, the Durango is for crime scene investigations, it has black lights, biohazards, large drug analysis kit, large fingerprint kit, also has chemicals for enhancing fingerprinting, extra camera equipment, chemicals for detecting blood, if we have a homicide we would do the initial investigation but we would turn it over to the division of criminal investigation, we do not have the manpower to follow up on

What are the social factors that affect rural police? We advertise on policeone.com a lot of internet stuff, state job services, military has a program that when the officer separates that we hire them when they separate, we have a problem with initially hiring, when we hire younger single officers their social life is non-existent because it will impact their job, officers that we hire have families we have a housing shortage, if it is not readily available within a reasonable distance, the city has a policy that officers live within 5 miles of the city limits, it is a problem in hiring because they could not find a place to live, younger single officers needed to leave to other agencies in larger cities, we have 3 major construction

organizations laying pipeline fiber optic cable and they have taken the housing, the oil boom is coming here but not quite here yet, what is available for sale is outrageously priced, rent is high and the property is a dump, it has a big impact on someone trying to relocate to the area, to the south is XXXX 210 miles, north west is XXXX 1 hour and 10 minute drive, east is XXXX 92 miles, XXXX County has a detention facility, we are co-located with the sheriff's office and the detention center,

What are the psychological factors that affect rural police? The younger officers have no outlet for stress, within the city limits there are 4 bars, but the bars have the people we arrest at the bars, there is no other social activity other than the churches, we have a movie theatre that shows a movie once a day in the evenings, our restaurants are mom and pop, all restaurants close at 5pm except one closes at 8pm, we have about 25 to 30 job applications for 1 job to fill I will probably look at 7 to 8 of the applications, 6 years ago there were 4 open positions, we worked 12 hour shift six days a week to cover the needs of the city, 3 left within the first 18 months, 1 was fired, the other 3 quite, in 3 years we hired 13 people and at the end of 3 years we were still 4 short, management was an issue, the chief that I replaced he had 21 years on the XXXX Police Department, he was chief for the 3 years then he retired, the people we have the minimum time is 2.5 years,

What are the internal influences that affect rural police? The city council that we currently have is 100% in support of the police department and the mayor, they let us do our thing, as an administrator I could not ask for a better group to work for, the work schedule affects me, the group I have now are younger late 20s and 30s, they would like more time off and less interference with their time off, two years without a pay raise, the city has not done any pay raises with the last two years, not unionized, the officers would like to go to 4x10s, 12 hours is not an option because of officer safety being solo, the 4x10s is a possible thing, I asked them to put together a 4x10 24/7 allow people to go to training and people to take time off, they could not get a schedule to work, our department would have to grow for the 4x10s to work, this year I got a fairly large training budget, we send them to training more than the post requirements, 40 hours of post required a year, we do more than, any specialized training we send the officer to the training, the officers find their own training, the training budget was \$12,000 this year \$15,000, we have a lot of travel involved to go to training, as of January I am in to 72% of the training budget for the year, we will focus on local or free training for the last half of the year

What are the external influences that affect rural police? The sovereign citizen organization is raising issues and complaint, they started a petition to get signatures against the prior chief, the chief just retired, they wanted to create a major issue, they initially had their own organization of 32 people, the organization regrouped under the new name 200 people in the community that are directly related to it, they are constitutionalist, overall they want no government other than the sheriff, they can go and do what they want to do, anything to do with city government they do not have any authority neither does the federal government, try to overload the court systems by generating paperwork to bankrupt the city, the game and fish, federal park rangers are on constant alert because they try their own law enforcement action, the majority are not violent but there is that chance, because we are small town everything an officer deals with the officer will meet again in the store or the street, you will have external contact off duty with the same person, it can have a negative influence on your personal life, like with domestic violence like pillars of the community,

official and non-official capacity, your entire personal life is living in a fishbowl because they watch you your kids and spouse anything you do is being screened by the community.

F28

What are the physical attributes that affect rural police? Yes the department issues the uniforms and duty gears, and take home vehicles, paid vacation, compensation, holidays whether we work them or not, we buy boots for our uniform, 8 hours of vacation and sick leave a month, we can bank up to 18 days at a time, it depends if it is difficult to get time off, our vacations can be put on hold, we can only have 2 people to 3 people gone at a time because we provide 24/7 coverage we have at least one on the shift at any one time, the department does not provide any uniform and equipment allowance, no higher education funding, I grew up in the community but I left for school and the military. No one is still in the military on the department, only 3 applied and 2 got hired when I applied, no military preference, we did a PT test pushup 12 minute run and sit ups, I had to run a mile and a half in 12 minutes it is based on age brackets, no physical fitness requirement, written test, panel interview, on probation for a year

What are the social factors that affect rural police? The officers readily accepted me as an officer, one other officer did not go through the academy either because he went through an academy, I feel that the college prepared me enough to do the job as if I would have gone to the academy, no social events, I socialize with my wife and my family, not much to do in my city, we have a movie theatre, I go out doors and do wildlife watch, hunt and fish, 20 to 30 minutes for hunting, do not socialize outside of the department, we do not have a gym, the public can be standoffish they do not say much to you it is hard to make friends outside the department, the general public doesn't really know my wife so they treat her very well, people do not usually come to my house, I live in the city

What are the psychological factors that affect rural police? We rely on the sheriff's office and if a deputy is around, we are on our own for however long it takes for the on call officer to get dressed and head our direction, response time could be 10 to 15 minutes or up to a half hour, depends on the time of the day, usually have 2 officers 3 days a week, two days are on our own, limited things that we can do, we are on call 8 hours before our shift we are supposed to be at the call within 15 minutes so we may be precluded with some family events, I am pretty much on duty all the time, I handle all felonies, death scenes, and arson investigations, I have to be accessible for the most part

What are the internal influences that affect rural police? Promotions were we are sitting there is no room for promotions because everyone will be in the positions for quite a while there is bickering going on, morale is kind of down right now, it is not horrible and not great but rather stagnate, I feel that we have enough officers for the coverage, if we could change from 8 hour shift to 10 hour shifts we would have 3 days off and that would fix 90% of our morale problems, it could be possible to go to 4x10s but it has limitations because of schooling and vacations, everybody is related to everyone in this town so it puts pressure on how you treat people, for instance your fellow co-workers cousin etc., depends on the situation

What are the external influences that affect rural police? Our prosecutors make the biggest stressor for us, they look for any excuse to dump a case so it doesn't go to trial, and the outside agencies, it seems like when we work with someone they do not share information and they are only out for themselves, our relationship in general with the county is not well but from the detectives I have a good working relationship, we hired an employee

from the sheriff's office that they terminated and the sheriff is pissed about it we are trying to work it out

F29

What are the physical attributes that affect rural police? I am the quartermaster, I get everyone their uniforms, shirt, pants, headwear, \$150 to purchase boot every two years, issued leather duty gear, we issue the Glock 22 40 caliber, if they want to carry something else they can, ball cap, stocking cap, summer Stetson, ties, shirts, coats, holster, handcuff case, OC and holster, radio and radio holder, ASP and ASP carrier, magazine pouch and magazine, patrol rifle with magazines, we have some ARs but the bulk is M14s, as long as they are proficient they can carry it, I have a 2011 dodge extended cab pickup with center consoles, radio, controller box, faceplate with front and rear radar stalkers, dual gun locks one for the shotgun and one for the rifle, the rifle and are mounted between the seats and run vertical, no mobile data terminals but we are working on it, we should have some Tasers© next week we do not have enough next week, we are just drafting the policy, we have personal horses that we use for certain items, we have some mountain bikes, I have a lot of mountain bike trails and the sheriff's office patrols for free, we have a few boats but it would be used for search and rescue, three snowmobiles, no mules, everyone has issued binoculars, PBTS, and flash lights, first aid kits, we training bi-annually on very basic first aid and CPR and AEDS, we do not have the AEDS in each vehicle but rather assigned to the site, our vehicles are 7 or 5 year rotation for a brand new vehicle, this year we getting the Ford interceptor,

What are the social factors that affect rural police? Since I live on site I am never off duty, the XXXX highway patrol work from 7pm to midnight so the state patrol take calls at night, I take calls at night at least 300 days a year, I am salary, some of the sites are pretty remote so you have to drive a long way to do anything like shopping, I am 20 miles from the university, a lot of guys may have to drive 40 miles for shopping, for medical you would have to drive a long ways, the only neighbors you have are park employees, for the park rangers and their families there is not a lot to do, the solitude thing gets some of the guys, the backup is a long ways for help so there is the safety issue, you are the one man army, we have had women before but right now all men, one guy is Armenian he was born in Lebanon,

What are the psychological factors that affect rural police? The climate varies from park to park, XXXX is a lot warmer in the winter, but the wind blows a lot over there, where I work it is warmer, we live in a very arid country so we have to take care of ourselves, have the proper clothing, you do not know if you are going to be out of the car for 5 minutes or 5 hours, we just started a physical fitness program, the average age is probably 50 years old, most of the officers are coming from another agency, this job is a feast or famine job busy during the summer not so much during the winter, you have to self-initiate, everyone gets a physical fitness assessment in the beginning of March, it is optional but there will be some incentives,

What are the internal influences that affect rural police? The internal components, XXXX is a very political state, landowners, ranchers, a lot of the parks have grazing, but they have to follow the rules, if you put a new building on a property the people are upset, here you could get a complaint it could go to the governor's office at the same time it goes directly to your boss, the law enforcement section of the state park is a spec compared to the rest of the agency, law enforcement went on their own in 1991 in the state parks, 2004 the

first full time law enforcement officers in XXXX State Park, before that you were law enforcement you cut the grass, emptied the trash cans, and then did law enforcement,

What are the external influences that affect rural police? We have the Colorado medical marijuana card holders come up to the state parks, but we do not recognize their cards so they get arrested, our non-resident rates are cheaper to come to the state park than it is for their resident parks in Colorado, most of our parks are owned by the Bureau of Reclamation, it could be an issue, my state park is owned by the City of XXXX so there are certain state ordinances that only apply to my park, you cannot swim in the lake here, you cannot drive a snowmobile on the lake during winter,

F30

What are the physical attributes that affect rural police? We issue 511 uniforms, we issue the leather duty belt, OC, Taser®, ASP, supervisors have bean bag shotguns, we have a formal dress hat, baseball hat, winter watch cap, no shorts, but we have a polo short and khaki uniforms for the summer, we have bike patrol for special events, detectives have coat and tie, supervisors have take-home cars if they live within 12 miles of the city same for detectives, main patrol fleet are crown victorias replacing with Ford expeditions, we buy two cars a year, detectives have Ford escapes, Durangos, GMC Jimmy, we buy new cars from the state bid, on board mobile data terminals, two cameras one front and one back, cars are caged, light bars, whole back seat caged, windows are caged, cameras are digital, animal control truck, no swat or crime scene vans, command trailer that we can tow to a scene, issue all firearms and rifles, we have some lethal shotguns, we have a transport van for prisoners, we travel 25 miles to the jail located in XXXX

What are the social factors that affect rural police? Within our own department there was some skepticism that lasted two years, I feel like we turned a corner this year to establish relationships and trust, I think that coming in from Colorado, the department had some scandals, suffered from terrible turn over for the past decade, sexually related within the department, I do think that leadership is the linchpin that cause the turn, it doesn't happen overnight, how am I going to behave and act, you need to watch to see if I did what I said, my goal is to completely change the culture of the department, our main focus has been to give the officers more training, last year we had over 3,300 hours of Post approved training, some in house and some outside training, before it was the bare minimum for officer training, which was 40 hours every two years, for younger officers it was 40 hours every year, 750 hours a year prior to my taking over training, one of the captains is tasked with training, we host training, the emphasis is in house, technical classes for detectives is externally, sent officers to evidence collection, patrol supervisors went to internal discipline, we have a picnic during the summer and an awards ceremony in December not mandatory families are invited, we only had two people not attend the department and one worked dispatch the other just did not come, XXXX is an isolated town the county seat is 25 miles away the closest, the next major city is 120 miles to XXXX, overriding social factor is that the officer are not anonymous, everyone knows who they are all the type

What are the psychological factors that affect rural police? I do think that officers are on guard more often, we have the highest crime rate in the State of XXXX, we have the XXXX Reservation we border them they have BIA police, we do not have any jurisdiction on the reservation, we could continue the pursuit onto the reservation but we would have to call for BIA, XXXX and XXXX reservation, ours are enemies sharing the same reservation, population 8,000 XXXX and 3,000 XXXX

What are the internal influences that affect rural police? Officers are not as insulated from city politics, if a mayor gets elected it is felt through the rural community, the lack of true insulation affects rural police, wages are an issue, we are relatively a poor community, we have to compete with the energy industry who pays big dollars, they are don't drilling, we have a gas plant that they are active mining, there is a new process for uranium and there are 3 firms working at it, the plan is to drill 700 wells between us and XXXX, internal culture is important, leadership is the tone for where culture is set, it is also in a business setting, but it affects rural and urban police the same

What are the external influences that affect rural police? The reservation is so distinctly different the different government with sovereign nation and their culture, a lot of bias soft racism, tremendous alcohol problem the public face is native American the governments do not work together on the reservation and that bleeds over to the Riverton government, it was originally XXXX then the federal government put the XXXX on the reservation for wintering, we have a local daily newspaper and a one year online news source that are competing, three radio station, XXXX had two televisions with two local reporters, daily newspaper have not always had a great relationship no problems at this time with the local newspaper, the online has been positive

F31

What are the physical attributes that affect rural police? The deputies buy their own uniforms including the duty gun. The department supplies shotgun and rifles, the side arms are personally owned, I wear brown and tan, brown wrangler pants and silver than shirt, leather duty belts, two carry 45 caliber, one carries a 40 Glock, we have Tasers®, computers in the cars, light bars, star on the door, digital radios state network, our calls are dispatched nights and weekends here at the XXXX Police Department about 60 miles away, during the day office hours we dispatch ourselves, it comes out of our 911 budget, we pay 70% of our surcharge to dispatch in XXXX about \$38,000 a year, we contract with XXXX County in XXXX houses our prisoners, it is about 30 miles away, we pay the jail \$65 a day for prisoners, last year I spent about \$40000 in prisoner care, deputies take the cars home, one Crown Victoria 2005, I drive a Dodge Durango, and the other deputy drives a dodge 1500 pickup, at the whim of the commissioners we rotate vehicles, about every 6 years, we have been buying new cars on a state bid,

What are the social factors that affect rural police? I was readily accepted, I grew up here, law enforcement is pretty well accepted, I am elected every 4 years, we advertise and then do a Sheriff's interview, I do the background, phone calls, I haven't had to do much hiring one has been with us since 1992 and the other is from the police department that I interested when we took over the police department the City of XXXX, the city disbanded but in October 2012 they started their own police department so I no longer have their contract, the city paid about \$96,000 a year for police service to the county, we are getting by and it is less headache, I lost a deputy over the cancellation, the city now has a chief and an officer, not much of a social life, you eat and sleep policing, you cannot go out on the town like you could before, you have to set an example

What are the psychological factors that affect rural police? Everyone knows you but you may not know them you see the worst side of the people, people you thought that you knew are not as nice as you thought of them, we just survive, rural police are here more to help the people, people are more at ease to talk to the officer, stop by the office and drink coffee with us, people are more personable, people will stop by our house, they may depend on us more, people will call my work phone, work cell phone, house phone, then knock on the door

What are the internal influences that affect rural police? We always worry about the budget, I would like to see the deputies get paid more than they do, we try to stay within the budget, politics we try not to be too political, impartial, it is too bad it is a political office, I hate to see party politics, a lot of the sheriffs around here are independent, appointed would not work because it would be a good ole boy system, 5 county commissioners, not a lot of pressure, no written performance evaluation, I track a little statistics

What are the external influences that affect rural police? We have a weekly paper, but it really is not an influences

F32

What are the physical attributes that affect rural police? We give a uniform allowance of \$1,000 per year, officers buy their own uniforms and equipment, basket weave duty belt, we issue 40 caliber Glocks, Tasers© a few so we are in the process of buying more Tasers, OC spray, ASP is optional, each patrol car has a shotgun and a rifle, mandatory qualification is once per year, we do quarterly firearms training, the range is outside of the city limits, the city owns it, the county uses it, we do not charge the county for the range, everyone uses the range probation and parole, FBI, federal probation, and border patrol, we do not have a dedicated training room, we can use the emergency operation center room for training, a few times a year we host, 4 part time dispatchers, we have a crime scene van full of crime scene equipment and it is used for crash, no swat vehicle, no swat team, no swat team, XXXX would have a swat time, no mobile data terminals, we have 6 or 7 marked units, we try to get even ware out of them, officers are assigned the cars, the cars are not take home, we buy new state bid cars, we have the 6 cylinder impalas, we have the hard plastic back seat one solid seat, front and back radio, in car camera digital, the weapons are mounted facing upwards behind the console, our radios were P25 compliant so it just took 1 day to switch over to narrow banding,

What are the social factors that affect rural police? The officers readily accepted me, there are strong ties to Arizona, their relatives live there, I am the first chief ever hired from the outside since 1893, application phase, interview phase with the police commission and mayor, the position was on the city webpage, my daughter lives here so I went on the city website and applied, first annual awards banquet last spring, some are involved with basketball, participate in the Polar Plunge as a community event, we have a community services officer through a cops grant, national night out, neighborhood watch programs, almost every month or so, new officers go through the consortium for the written and physical, we contact them once they meet the minimum requirements, there is about a 14 point process, background, psychological, medical, hiring depends if it is on a local history or not, it may be longer depending on the background, we did face to face contact because the officers were local, a lot done by phone, we have a field training officer program based on the San Jose Model, they go to the academy first then go through field training program, we have an established discipline manual, some came from my prior agency because we were going through the CALEA process, specialized assignments require an interview process, we just issued the performance review, resume, recommendation, Detectives and community service officer, we have officers assigned to the regional drug task force, no ICAC members, we are in the process of getting a modified version of an school resource officer, we are hoping for the officer to be assigned to the college and the high school, we are on a part time contract with Northern now for some security, enrollment was about 1,500, high school has about 400 student, putting in a grant to cover the middle schools too, have an office or have mobile access so officers can do reports at any given time

What are the psychological factors that affect rural police? I believe that officers do have the backup that they need because there are several different agencies, at night the numbers drop, we have a border patrol stationed here the sheriff's office is stationed here, several of the officers live in XXXX, the reservation is about 25 miles to the south, our city is fairly small as the transient population is growing as a part of the oil influence, Amtrak is a daily

training going through, motor vehicle traffic has increased, XXXX is 3 to 4 hours away, we are not seeing an increase in crime but the indications are that it will increase, property crimes are a precursor to larger crime

What are the internal influences that affect rural police? Because of the way the legislative action was written up the mayor was considered the head of law enforcement, in recent years before the current mayor, at least a couple police chiefs left as a result of the pressure, nothing legislatively has changed but the mayor is the former sheriff, internally there is a small number of positions for advancement it creates issues, maybe because of the isolation we have had a lot of turnover in the past 10 years, we have quite a few officers with less than 5 years on, there is issue with wages, full compensation is a separate issue for lifetime benefits, we are in XXXX, 20 year retirement, no college incentives, give a little bit more for training like a field training officer, officers are in a union and it stops at lieutenant, the facilities are lacking, the building was originally meant for the fire department, so when it came time for planning, they were not structured for a police facility, municipal court is in city hall and it doubles where the city council meetings are held, not enough office space, they have the same garage for the fire trucks, the actual lay out doesn't work for police, one main entrance, cannot bring in witnesses or prisoners in from a separate entrance, no holding cells

What are the external influences that affect rural police? Isolation is number one, the closest major city is an hour and a half away including swat response, helicopter, trauma, and the city is XXXX, there was more media issues before but not since I have been here, access to investigations, what type of information, media seems to have a better understanding including incidents, PSA, facebook page, try to get out information as quickly as possible, close working relationship with the other agencies, there has been some criticism and slow response for child and family services coming out, we have a good working relationship with prosecutors just kicked off the 24/7 sobriety program, as a rural agency we get alerts on used equipment type 33 program usually from the military, as far as other help the federal aid does not seem to be there for rural police, it affects the task force, the city is in a leased building, direct funding or direct support for the officers for the task forces, no drug investigations at all with the federal, interstate travel is an issues, we have some issues working with the tribe on the reservation because they ignore people on probation very little oversight, at both XXXX is about 1 hour away to the east and XXXX

F33

What are the physical attributes that affect rural police? I am a state employee and they issue my uniform, shirt pants ballistic vest badge, duty belt hat, pepper spray, we issue a Glock 22 handgun to all officers if they wish, if they want to carry a gun they can carry if they can qualify with it and if the armor approves, I carry a different gun, the field officers have a shotgun and a rifle, I carry my own AR and a Remington, the state issues me an M14, I have a state issued vehicle, at the parks they have an assigned vehicle that they may or may not have to share with another officer, I have a GMC Yukon it was left over, the majority drive half ton crew cab pickups, most of the trucks have cages, in the highway patrol we did not have cages so we transported them in the front seat so we could see them better, we do not have data terminals, pa mobile radios, sirens, portable radios, lights, most of the field guys have radar, fire extinguishers, flares, shovels, first aid kits, if someone has a need and it is reasonable we will buy them what they ask for

What are the social factors that affect rural police? We get together for a week every spring for training in XXXX, some socialize at night some do not, XXXX has two full time officers, the other parks only have 1 full time and at least two other park staff, they socialize more those ways than with law enforcement, some do not socialize much at all, depending on the level of experience we tend to send another officer to work with them in their park to train their law enforcement and geographic skills and we send them to another park to work on their law enforcement skills, it is a challenge, some of the hiring process is regulated by the State of XXXX, we advertise it is an online system, we put out information to the local agencies, we review, interview, psychological, physical, background, promotions are far and few between, when one retires or gets sick then there are not much on promotions, park rangers are pretty content, I have only had one vacancy in the past two years he had to leave on medical, we are pretty stable, we are developing a physical fitness standard, if I hire an uncertified officers they have to go through the cooper at 40% at the academy or they are rejected, if you are already certified we have not had a physical fitness standard, this spring we are instituting a voluntary physical fitness cooper test, the standard is that you maintain or improve from where you are, 51 years is the mean age of the officers, there are some of us in our 60s driving that average up, the only other socialization my officers become good friends with the other officers in the area, like the guys at XXXX back one another up, most of the officers are married, all but one

What are the psychological factors that affect rural police? Obviously the distance that your backup is their backup could be up to an hour away, it wears on us a little bit, we received a drunk driving report, the park ranger had been called out to escort the money to headquarters, he started responding to the vicinity, along with a deputy, pretty soon they found the dui on a county road going opposite directions, the they met and spoke the deputy tried to stop him the guy ran and got to his residence, they got into the guys house and it was dark, in the attempt to get control the guy put the gun over his shoulder shot my officer point blank in the chest and deafened the deputy, my officer was not wearing a ballistic vest, he didn't put it on when he went back out, it was a 9 mm, the bullet stopped just under the skin on his back, it clipped the top of the lung but did not go by the heart, my officer did not realize he had been shot took the gun away threw it across the room, handcuffed his first wrist when my officer realized something was not right bad guy dove for the gun was bringing it up when the deputy fatally shot the guy, the suspect was drunk and being stupid and did not think that he needed to obey DUI laws, this happened in the county but the deputy requested my officers assistance, he was not a reserve deputy for the county, it took about a half hour for medical personnel to get there, deputy did direct pressure, the called in help flight, the chopper came out of XXXX, they took him to XXXX, which is about 10 minutes closer by air than XXXX, the officer almost bled, we had a critical incident stress debriefing a psychologist to XXXX and I required my officer and his spouse to get cleared by the counselor before he returned to work, he was shot September 9th and returned about November 1st, mid-December he was cleared back to work, he did a 25 year with XXXX as a sergeant, one of the flight crew knew him, my officer said that the scariest thing that was going on was the headset so he could hear everything the pilot accidentally forgot to turn it off so at one point the pilot said we are losing him to which he responded like hell you are, I think it brought everyone closer together, four of five full-time guys visited him in the hospital everyone was sending him emails and post cards encouraging him

What are the internal influences that affect rural police? We think that we are the lowest form of law enforcement in the state of Wyoming by how the state treats us, we are not in a law enforcement retirement system, our legislature is not very pro law enforcement, we are part of the general employee retirement system, you can retire after 4 years of service and 60 years old, age and years of service 85, law enforcement works that way but after 6 years and the age of 50, Post rules say 40 hours of training ever two years, I give my officers 40 hours of training every year, I do not have a separate training budget but I make due from our operating budget, it is roughly \$18 million for the whole division which includes civilians and sworn

What are the external influences that affect rural police? The public perception of law enforcement in general, we are highly thought of until we stop particular individuals, there is a perception that anyone that works at a park is a park ranger, only the certified law enforcement are rangers, sometimes the perception is that the 18 year old kid mowing the lawn is a park ranger, the press lives in the rural part of the state too, relationships are good, my friends have changed since I went into law enforcement, there are people that are not real crazy of me because of what I do for a living, no mandated age for retirement, I think the law enforcement retirement is required at age 45, the highway patrol, DCI, and fish and game with a higher contribution rate, mandatory retirement went from 55 to 65, and a law enforcement retirement, as law enforcement I missed a lot of my kids events like music or sports

F34

What are the physical attributes that affect rural police? My department issues pants and shirts, duty gear including the duty gun, leather, tan shirt with black pants, Taser®, 40 cal., patrol rifle, shotgun, take home, Durango, Tahoe, all SUVs, no hat, ballistic vest, mobile data terminal, write our reports and print a hard copy, Tracks web-based system for accidents, administrative deputy does the records keeping, no records keeping program, yes NCIC and license plates from our mobile, no riot, we have some entry tools, finger print kits, radar front and back, shovel, blanket, fire extinguishers, safety vest, tow rope, emergency medical kit, cage, AED in back, hot tie restraints, every 4 years rotates, buy news on the state bid

What are the social factors that affect rural police? No formal fto program, road with the chief at the time, no job shadowing at all because I had experience, the department posted state wide and locally, put in application, I had a sheriff's interview along with the chief deputy, chief deputy did the background, no physical test or written, no psychological test, medical evaluation, not on probation for the first year, no written performance appraisal, state retirement you can just continue on with your retirement, rule of 75 age plus years of service, I live 40 miles from the department I am a resident of Lemon, which is in Perkins County, Bison is the county seat, north Dakota south Dakota border, I have an office in Lemon, I just report to Lemon, I go to the sheriff's office a couple times a week, I could end up going 80 miles to a call, 1 part time deputy, he lives in the south end of the county, distance can be a factor, backup can be a factor, 20 to 40 minutes away or more,

What are the psychological factors that affect rural police? I have been doing this job long enough that I really do not think about it,

What are the internal influences that affect rural police? Not much politics, I don't tell with that but more with the police department because it is appointed, relationships are good, the two city police are cross deputies, I think I get paid ok, we are salary, I do not have a

training budget, we do as much training as we can we go somewhere or do it internally, no state requirement for training

What are the external influences that affect rural police? Media is supportive most of the time, public is pretty good, political leaders are supportive of the department but can change depending on the election, the city is looking at contracting with the county, it will increase the county by 3 deputies, the main population is in lemon so it will increase call size,

F35

What are the physical attributes that affect rural police? Department issues shirt, pants, buy own duty belt, but the department would issue, the department issues weapon but I use my own and the department lets me pick my gun with a variety of calibers, option of ASP, pepper spray, Taser®, shotgun, and rifle, duty ball cap, dress campaign hat, polo and shorts but we buy them, brown, take-home car, 150,000 miles, buy new cars locally, trucks and SUVs, no mobile data terminal, typo out reports at the station, dispatch is combined the city pays to use it, I run cars with dispatch, front and back radar, first aid kit, fire extinguisher, own shovel, no detectives, chief investigator is the undersheriff, no plainclothes, ballistic vest with tactical inserts I bought my self, department issue ballistic vest, own cell phone, emergency services trailer used for natural disasters, missing people, swat calls, to set up a mobile command center, sergeant would handle the call, coveralls, and boots, my own

What are the social factors that affect rural police? Hiring, found out through word of mouth, I was working as a part time officer for the City of XXXX, I put in a state application, no written because I had passed and a physical before for the highway patrol so they accepted the scores, already completed the academy, panel interview, not sure if the sheriff did a background because the highway patrol and the city did too, medical screening no psychological, on the job training for about 1 to 2 weeks then with another deputy for one to two weeks then was on my own, no formal field training program, on probation for a year, no written evaluations, no annual performance evaluation, the other officers accepted me from the start, no social functions except birthdays the sheriff buys a cake with a cake, 6 dispatchers, evidence tech, two administrative assistants, not a great deal on socializing with other cops off duty, read a lot, go to the range I like to shoot, movies, the department hires mostly unexperienced personnel and put them through the academy probably a balance of both, the new graduates do not necessary have to prove themselves, we have 8 reserve deputies, they go through the reserve academy sponsored by XXXX PD 6 month, they go through the academy once they graduate they ride with the deputies for a certain number of hours then they can ride on their own, reserves ride with whomever when they are available, reserves are regularly accepted too, we hire people with common sense and have a level of maturity, everyone pretty much gets along, no animosity between patrol and command

What are the psychological factors that affect rural police? Rural police is what it is considering we have 1800 miles and only 9 officers, being the fourth largest state that is what you have I do not know if we have enough backup or not, assault mandatory two, mental illness two unit call, we are flexible with backup depending on what type of radio call it is, we try to judge as we get the call, yes we have enough backup, I am not sure if we have mandatory minimums, we are on call from 5am to 7am until 1700 until 3am then on call to 5am, there could be one officer working at a time, we have to fill in the gaps the best we can we do not have the available personnel, there are only two shifts, there are some overlap on Wednesday through Saturday night especially during the summer with outdoor boating and camping, 12 noon until 2pm or until 10 to midnight, I believe that I am being paid ok

What are the internal influences that affect rural police? Politics is not necessary a problem, we are performance based, there is a confidence level when you work with someone every day, very good relationship with prosecutors and dispatch, there is a familiarity because there is less people we strive to be professional at all times, you see the people at the PO Box and the grocery store, at the gas station, my interaction is the same on and off-duty, as I enforce the law I try to maintain myself the same way on and off duty

What are the external influences that affect rural police? Distances between the calls because we are spread out, we are very independent we try to solve our own problems before we go to someone else, very good relationship with media I do not interact with them very much it is handled by command, I do not know if the media has blogs, I believe that our agency has a facebook account. We have an animal control officer and the county ordinances help, urban sprawl, the criminals do their crime in XXXX but they live in our county, for instance, 14 vandalisms on the eastern part of the county the suspects are juveniles that came from XXXX County, we do more with less, we do not have the swat or tactical team, hostage negotiators, detectives pawn, crimes against children, we are more of a jack of all trades because we are it, there is a sense of purpose in the rural department

F36

What are the physical attributes that affect rural police? My department issues a throw tuff uniform snag proof it is black, the patrol officers wear dark blue, sewing on badge and name plate, nylon duty gear, patrolman are basket weave leather, two piece uniform, no hats, the dog was funded by a private citizen, I am hoping for 9 years, I just got a new dog, XXXX, Kasseburg K9 in Holland, I went through a six week class with the XXXX Highway Patrol, this new dog I went through 7 weeks in Huntsville, AL, I have a 2011 Tahoe full cage in the back not able to transport, I have hotdog system that is made by Criminalist out of Florida, it is a temperature sensitive instrument that will start the car to either enable heating or cooling for the dog, \$1200 for the equipment, patrol rifle is mine, shotgun is department issued, swat team leader, the shotgun and rifle are in hard cases in the back in locked case, I have an MDT, we have a paperless system, hand written tickets, February 3rd e-ticketing, printers and scanners in all calls, small thermal printer on the center console, an armrest looking mount, swat team is a 10 man unit, we have a memorandum of understanding with the county to handle calls in the county and in a rural setting about 140 miles away with Aberdeen

What are the social factors that affect rural police? Try out for swat team member selection, an obstacle course running, jumping, crawling, physical fitness mile and a half run in 12.5 minutes, 40 or 50 sit ups, 10 pull ups and 10 pushups, interview with the commander of the swat team and the team leader then we forward our recommendation to the chief, we send the new swat officers to swat basic, we brought one in last year from LAPD swat, we train once a month for four hours a month, swat basic is a week, we train with other swat teams, there is a state penitentiary, the highway patrol has two swat teams, the new officers are pretty much accepted the officers can be on the team, periodically the swat team gets together but because of our shifts we do not have the same days off, we are not as close a team, we do not have drinking parties, we have a field training program, 13 weeks in the academy then 26 weeks in house, they added a week on each phase, 5 phases, 4 with training officers and one with, we do problem based learner with Reno, when they come to the shift they are just like another officer, we are seniority based, the newer officers would get the warrant details and orders of protection at briefing. Departmental retirement party, we do

teletypes across the state for everybody that we get everyone to come, the gun is given by the department, the fraternal order of police buys a plaque with the badge, the old cops go to the coffee in the morning not all of them, national organization for full time sworn officers, do stuff for the community like Special Olympics

What are the psychological factors that affect rural police? We do not have many swat calls but we do high risk warrant service, for armed or barricaded, as for call outs we have been very fortunate, our motivation comes from training, intense firearms training, in XXXX we have enough backup, nights is the shortest but we normally have 6 officers plus one or two deputies, and one or two highway patrol, a lot of the surrounding agencies on a day to day basis they are taking domestics on their own, XXXX is 50 miles away, we are the largest closest agency there is 150 miles north or 45 miles east, our department controls dispatch, they dispatch for XXXX, day, grant, and dual county 4 counties 60 to 70k people, our local and all the sheriff's departments have MOUS to help, if it is during the night some of the counties do not have anyone out, if it is something real bad XXXX PD is going to go

What are the internal influences that affect rural police? Recently we changed software programs, it is easier to switch, but it was hard for the county to go to the new software, it did not have an impact with the normal working conditions, there is always the political parts dealing with the politicians, April 1, 2013 our chief is retiring so we will have a new chief, the mayor's election is in November, 2013, not sure who our next chief would be, the politics are tough right now facing changes, we are pretty fortunate, they could restructure, they could promote within or from outside

What are the external influences that affect rural police? Our other law enforcement agencies are good, I do not see any area that could be improved upon, we are the regional training area, we host training for the agencies around us that they do not have the manpower or resources, our culture here is very different in regards to other agencies we see you as the same level as us, some of my best friends are deputies and highway patrolman, it is very out of the norm, when I was down south, I work for the city I only talk to the city, we see the other officers as law enforcement, all law enforcement is the same family, we have a tower in our new department, we are all under the same operating system, I can use my portable anywhere in the state, parole, DCI, game warden, local PD, we all operate on the same trunking system, each agency has its own channel, if I want to talk to an officer.

F37

What are the physical attributes that affect rural police? The department issues the uniform, they will issue, but we can chose what to carry, I have leather, same uniform all year long short sleeve and long sleeve, we have cargo and polyester, blue and black uniform, I have a Chevy Impala, when the vehicles get to 70 to 80k they look at rotate, my first car was a used one the next one was a new one, no k9, the cars could be 10 years old because he doesn't put a lot of miles on it, we have both a rifle and a shotgun in the cars, front and back radar, we have computers that you can put in the car, but they are not hooked up to anything, we do our reports at the station, our calls go to our cell phones, whoever is working gets the call, dispatched through XXXX, road miles 180 miles, we have regular contact with dispatch through the radio, we have a part time secretary through a government grant, Taser®, no ASP, no OC

What are the social factors that affect rural police? I was pretty much accepted right away but I had a probationary period, I road along with another officer for about a week for on the job the training, written application, interviewed with the chief, the Chief did the background

when I got hired, the city is matching some of our retirement with the state, I could opt in or out of the retirement but the whole department has to be on the same page, we have a mayor and 5 people on the city council, we do our own thing off duty my wife and I are not social butterflies, no social events, ham radio operator

What are the psychological factors that affect rural police? You work by yourself as a rural cop, I am the only one on patrol, unless there is a deputy out there, you have to think on your feet, you decide what calls to take and when to wait for backup, it can take from 10 minutes if the off duty officer is home or it can take up to an hour depending where he is at, XXXX County, the game warden will back you up but he has a two county range so he will not be available, not really

What are the internal influences that affect rural police? Depending on the city council, they may put some pressure on the chief, some chiefs are micromanagers some are not, the city council is 50/50 we have a new person he wants to save dollars so there is some turmoil right now, I have the equipment to do the job, I have North Dakota requires 80 hours every three years, we have one annual weapons qualification, we have a training budget but I do not know what it is, keep the chief happy

What are the external influences that affect rural police? The public you can only do what the public wants you to do, the public would not want 20 DUIS a month you would be gone, a lot more warnings so as to not piss off the public, no issues with local ordinances, no lawsuits, it is always in the back of your mind but it is not a problem, you work by yourself, there is no backup you depend on yourself to make the decisions, there is a lot of boredom after 9pm to 10pm it is pretty quiet, the convenience stores stay open all nights, the bars close at 1pm, it is not a team approach it is an individual approach, it is a small agency the public doesn't understand what we do and the amount of paperwork we do, from chasing cats to a homicide, they mostly just see traffic, they see the kids back on the street the very next day so the public doesn't think you are doing anything, the old folks don't think you are doing anything, we are on a first name basis with the public, they will wait for particular officers to go on duty to report crimes, if they do not like the answer they will go direct to the chief. We are on call 24/7 people do not realize the sacrifice. We have done it so long we just deal with it. My wife and son have been to family events without me because I was on call, if I was at a game watching my son and I was on call I had to go. If I get a suicide I work it from start to finish even if it takes 24 hours.

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What are the physical attributes that affect rural police? We do not issue uniforms, officers are given a clothing allowance to purchase their uniforms pants, shirts, and duty, jackets, formal gear, \$1000 per year, Taser®, ammunition, magazines, gun, city allows up to \$800 for the ballistic vest, every 5 years, no receipts required, no take home cars, each officer has a car assignment, 8 units one is unmarked, all impalas, crime scene van an old ambulance and command vehicle, no swat vehicle, no swat team, fire arms instructors and one from the sheriff's department we would utilize them as snipers if necessary, they train together, bicycles purchased bikes, bike shorts and a lighter blue and white polo, helmet, front and back radar, video camera system with hard drive, digital recording, shotgun, and a patrol rifle, each vehicle has a portable breath test, first aid kit, evidence processing equipment, traffic items, military vest for rifles, fire extinguishers, stop sticks, surgical gloves, spit face masks, no AED, ballistic shields, rams, gas guns, pepper spray guns and CS, animal control has his own vehicle, just one non-sworn, we are the primary for Havre Hill

County for dispatch, 4 full time dispatchers, 4 to 5 part-timers, three reserves and adding two more

What are the social factors that affect rural police? We hire the new officers to the academy as soon as possible they may work 2 to 3 weeks before the academy, field training program Kaminsky 14 weeks, the officers are readily accepted when they get back from the academy, we have a new awards banquet, it was voluntary, National Night Out, Neighborhood Watch Programs, schools, Boys and Girls Club, Juvenile Detention Alternative Initiative, softball team, dodge ball, just the reserves, citizens police academy 4 or 5 classes 3 to 4 hours each, hiring advertise state locally and through the police department facebook page, member of the consortium, written, physical fitness, panel interview first is with the police commission, second is police administration, third is with the mayor, chief's interview, conditional offer, background investigation, full background investigation for in state, out of state email, phone, psychological test, medical, operational orders, union contract, formal retirements

What are the psychological factors that affect rural police? I would like to see 4 officer shifts we are running 3 officers so if someone is sick, at training, etc. we are down to two, minimum staffing is two, we get the backup from FWP, highway patrol, deputies, 12 hour shift it is easy to staff because you have four teams two days and two nights they rotate every 2 months, follows the same pattern all year long, when you get into any other time you have to shift the schedule, less overtime than 5x8, 1 officer works 6 to 6 and the other works 7 to 7 so there is overlap, morale is great we are fully staffed, the new schedule is in place for the past 1 year and 25 days, work call all the way through, doing investigations and follow ups, going to court all the time, city court, justice court, district court, and DUI and Drug Court, no school resource officers, part of daily patrol to go to the schools there are offices there,

What are the internal influences that affect rural police? In the past when you are short staffed the officers have to pick up the slack and then there is a lot of overtime and cover shifts that they would not normally have to causes a lot of stress, there was some high turnover, for the past year hiring has stabilized, great to have the staff, morale has gone up, the team work is excellent, great sergeants with leadership, it is amazing how the department always comes together to accomplish the task, they have learned to look outside the box, work well with family services, FBI, etc. and the sheriff's office, and highway patrol, the communication is really good, our radio system is in limbo, we do not have the trunking system, we are just switched over to digital, presently the sheriff has to roll over to the city communication channel or we go to their repeater, no MDTs

What are the external influences that affect rural police? It all starts with the city government, the mayor, and the commissioners, who affect funding and resources, the community growth with the oil boom, calls for service are up, the traffic has picked up the people are living here, the Amtrak affects us, the housing market is stable, a little bit of a housing shortage, not much unemployment, we have to compete with Burlington Northern jobs and pay, and bigger departments pay better like XXXX, annexation is another effect on rural police calls for service go up but manpower does not, the funding is not always available with training so we do in house training and webinars, we have a training budget around \$10,000.

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What are the physical attributes that affect rural police? Department issues uniforms, duty belts, batons, pepper spray, can choose leather or nylon, duty weapon provided but we

can buy our own, patrol rifle and shotgun provided, seasonals will go with patrol rifles only, no uniform or equipment allowance, boots every other year, jackets, hats, ballistic vests, take home pickup, marked truck, striping and light bar, siren, no mobile data terminal, state car radio open, no video, shared digital camera, 4- wheeler available it's a mule, boat available, no horses, mountain bike with helmet, no different bike uniform, long sleeve during the winter and short sleeve during the summer no alternative uniform, shovel, chains like a log chain, firefighting tools but don't normally carry them, no first aid kit, AED in the office, the office is where we live and work, we have a computer at the office, nothing is printed for court, the case is stored on the computer itself, no central collection reports, so the reports stay local, issued cell phone, if I write a ticket the ticket goes to the court house, the rest is retained at the office, we do reports on all tickets, tickets go to circuit court for misdemeanors, not very often do we have felonies, we carry our own kit with extra clothes and binoculars

What are the social factors that affect rural police? The job was statewide on the state website, applied online, got an interview panel, short background investigation, they let me know the day that I interviewed that I had the position, 3 days on the job training, I rode in the park that I was going to work in, we not have a field training program for our seasonals, since I had experience they skipped over a lot, I was a park ranger for 2 years before I got promoted to sergeant, there was never any rank before this, no promotional exams, they did not do interviews, they just added rank, all the supervisors at the parks are lieutenants, I am the only sergeant on the agency, I am the only part time full time officer, all of the large water parks have one assigned except XXXX it has two, does not socialize with other officers because of isolation, we are 75 miles away from any town of a larger size, not a lot of hobbies, I do not hunt or fish, my wife works one on the park and at the school in the town, which is 5 miles away, I know the people in XXXX, most know when I am in plain clothes that I am a park ranger

What are the psychological factors that affect rural police? Backup is an issue because it is 20 minutes to a half hour away, you learn how to talk and to back away from something if you need to, it is different than being a city cop because I had backup there, it was a transition for me, you learn to back away if you need to, people in the vicinity, they think it is not a lot that goes on here, sometimes not reported as much, the town has not law enforcement, the town has meth dealers, we as park rangers have no jurisdiction, even though we are state officers once we leave the park boundaries that is it, if we talk to a deputy or a trooper they can authorize jurisdiction, my supervisor ran for sheriff and he did not get it but I could get a reserve deputy status but that would upset my supervisor because he doesn't get along with the sheriff, there are a lot of clicks and a lot of political stuff, for instance, the store in town that has the gas, it is owned by the governors' chief of staff so complaints can go directly to the governor's office on me, XXXX is pretty laid back, anyone can go talk to the governor, people just contact the governor whenever they want, you have to know how to play the political game, there is politics everywhere, a lot of it is attitude, I am a good cop I know what I can and cannot do, the politics do not seem to bother me, most people think that park rangers are yogi smith, they think we are like to show them how to set up camp and they do not realize that we deal with the same cop stuff as other rural police

What are the internal influences that affect rural police? It is such a nice environment to work in, I am outside, I experience all the different seasons, I meet all the visitors who are from everywhere, we walk through the campgrounds, people offer us food, some of the

people do not realize there are perverts hanging out at the park, we have lots of alcohol consumption and drug use, there are here to have a good time and they think there is nothing wrong with firing my gun or cutting down a tree, it can be frustrating, I feel that I am paid ok because they pay for the housing and utilities, without that it would not be enough, training can be an issue, some of the other park rangers do not get much training, I have had a lot of training, we either have to take a live body that will show up with no training or experience, or we get a young guy that wants a foot in the door, or a guy that wants to just drive around and do nothing, seasonal workers can live on the site or live at home, we have a lot of ice fishing and we have asked for ice rescue training and equipment, but we have not got it, my supervisor is a great supervisor to work for, the park supervisor the superintendent is different because he is not law enforcement,

What are the external influences that affect rural police? Very little press on the park, state wide we have a press liaison officer, we send the information up the chain of command and they decide whether or not to release the information, very little law enforcement stuff gets put in the paper, we have little to do with the town council, our park superintendent is not a part of the Town of XXXX, there is an us versus them mentality, the town thinks that we should not do things, like there was flooding and we closed a couple camp sites so that the town said they were losing income, when someone from town does not get a temporary job they complain, a lot of bickering back and forth, when the park rangers is black and white there are problems, very little warnings in some parks therefore the town people do not like the park rangers, it is mindset more than anything, if you keep your wits about you things will work out, it is as dangerous here as anywhere else, high danger occupation

Author Biography

Kathleen was in law enforcement since 1992 during which time she served both full-time and as a Reserve Deputy in Montana and in North Carolina. Kathleen volunteered as a Reserve Deputy in North Carolina during college and returned to Montana to complete college. During school at Montana State University-Billings Kathleen volunteered as a Reserve Deputy at the Yellowstone County Sheriff's Office. Kathleen also worked part-time as the Crime Prevention Coordinator for Yellowstone County before accepting her first full-time law enforcement job at the Great Falls Police Department, where she worked as a Senior Patrol Officer, Field Training Officer, and Bike Patrol Officer. Kathleen began her full-time career with the Billings Police Department (BPD) in 2000. At the BPD Kathleen was assigned as Patrol Officer, Bike Patrol Officer, Field Training Officer, Instructor, and as the Policy, Research, and Training Officer. Kathleen completed her instructor development course and teaches Basic Forensic Science, Weapons of Mass Destruction (WMD), and National Incident Management Systems (NIMS) levels 100, 200, 300, and 400. Kathleen also teaches the instructor development course using the Federal Law Enforcement Training Center (FLETC) model with Terminal Performance Objectives (TPO) and Enabling Performance Objectives (EPO). Kathleen has over 1000 hours of additional training past the basic academy and holds her Professional Certificate as a trainer. Kathleen has taught as a Guest Lecturer for FLETC across the United States and taught internationally in 2013. Kathleen retired from the BPD in 2013. Kathleen has two master's degrees, one in Criminal Justice Administration and one in Forensic Science. Kathleen also has a bachelor's degree in Sociology with a minor in Psychology.

Kathleen is a retired Army Officer Quartermaster with experience as an Acting Company Commander, Platoon Lieutenant of a Supply Platoon during Operation Iraqi Freedom II. Stateside Kathleen was a Fuel Platoon Leader in a petroleum company. Prior to accepting a commission in the Montana Army National Guard, Kathleen was enlisted in the Army with the primary military occupational specialty of Hawk Missile Crew Member. Kathleen graduated from the United States Military Academy Preparatory School in Fort Monmouth, New Jersey in 1989 and accepted an appointment to the United States Military Academy at West Point. During her tenure as an enlisted member, Kathleen was deployed during Operations Desert Shield and Desert Storm to Saudi Arabia working in the S2, security shop. Kathleen was previously stationed in Germany during which time she held an additional qualification as a WMD specialist.