



NLECTC

Small, Rural, Tribal and Border
Regional Center

Report on the National Small and Rural Agency Summit

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Ft. Myers, FL



Disclaimer

This report does not necessarily reflect the opinion of the United States Department of Justice, Office of Justice Programs or the National Institute of Justice.

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Small, Rural, Tribal, and Border Regional Center

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Executive Summary

American policing has a tendency to study urban policing and then apply those findings and standards to the small and rural setting. Rural policing is distinct in nature and needs to be adapted to the rural setting. More than 90% of the law enforcement agencies in the United States have less than 50 officers.

Recognizing the needs of small and rural law enforcement may not be being met, the National Institute of Justice (NIJ) along with the Rural Law Enforcement Technology Center (RULETC) sponsored a national summit for small and rural law enforcement. The summit was held in August 2009 in Tulsa Oklahoma and was attended by over 50 participants representing 38 states. Of the law enforcement agencies present, they had an average of 23 full-time sworn officers.

The participants were divided into four working groups and discussion was facilitated by members of the RULETC advisory board.

These discussions resulted in three primary Issues.

1. Lack of representation of the small and rural agencies in national policy and funding.
2. Recruitment and retention of officers
3. Training

On August 2-6, 2010, a second Small, Rural, Tribal, and Border Law Enforcement Summit was held in Fort Myers Florida. There were 39 chiefs and sheriffs representing 27 states with an average of 23 commissioned officers per agency. The top three concerns were:

1. Lack of representation of the small and rural agencies in national policy and funding.

This remained the overwhelming issue for all summit participants. Without this “voice” in policy and funding, 90% of the law enforcement agencies in this country have no unified input and continue to be overlooked and underfunded.

2. Funding –This developed into two sub-categories.

- Grants- the small and rural agencies do not have professional grant writer on staff and are competing with professional grant writers within the larger agencies. This puts the small and rural agency at a distinct disadvantage in the grant process. The proportionality of awarded grants was discussed.

- Clearinghouse - There is no central location or clearing house to search for grant opportunities.

3. Training –For the small and rural agency, it is expensive and generally hard to find training without extensive travel. Small agencies do not have adequate staff to allow an officer to go to training without having to pay overtime to cover shifts for the officer. Small agency budgets cannot support overtime for training. Small and rural cities do not have the tax base to support a moderate training budget for their law enforcement agencies.

The number one concern was the lack of a unified voice for the concerns of the small and rural agencies at the national level. It was agreed by all attendees that if this concern could not be overcome then all other concerns would also be unattainable. Therefore, it was decided to

develop an action plan for this primary concern. If it was successful the others would then become attainable.

A specific plan was developed to be completed over the next 12 months. This plan included:

- Working through and with the International Association of Chiefs of Police (IACP) and the National Sheriffs' Association (NSA) to promote the outcomes of the Summit;
- Educating other Chiefs and Sheriffs throughout the United States on the 2009 and 2010 Summits seeking their feedback and support, and;
- Researching the formation of a national association to represent small and rural agencies. The creation of this association would only take place if working with IACP and NSA is not successful.

The 2010 National Summit has the possibility to be a catalyst for change on how the small and rural law enforcement agencies are represented nationally. A highly motivated and enthusiastic group of chiefs and sheriffs have returned to their home states with a mission and a plan.

Background

Most law enforcement research, to include policing models and policy issues, are derived from studying urban areas in America. Urban policing is much easier to study due to the easy access to data presented in the large population base, relatively higher crime rates, and the availability of media outlets are in larger cities. The results of these studies suggest effective law enforcement methods in the urban setting, which often times are arbitrarily applied to the rural setting. The assumption is that if research suggests that it works in the urban area, it must be transferable to rural areas. Rural policing is distinct in nature and how law enforcement is practiced must be adapted to the rural setting. It cannot be modeled solely on the basis of its effectiveness in the urban setting. Effective rural policing strategies must be researched and studied to be effectively applied.

The majority of the American population is clustered in urban areas while most of the places in America are rural. About 70% of the land in America is rural while only 20% of the population is non-metropolitan, defined as fewer than 50,000 people and not economically dependent on their proximity to an urban area. ("The encyclopedia of police science – Google Books, " n.d.) Just as it is true that most of the population lives in urban areas, most of the law enforcement officers work in urban areas. However, most of the law enforcement agencies are small and rural. There are over 17,000 law enforcement agencies in the United States and 90% of them serve populations under 25,000. Almost half (49%) of the law enforcement agencies have fewer than 10 officers and 91% have fewer than 50 officers (Weisheit, Falcone & Wells, 1999).

The Rural Law Enforcement Technology Center (RULETC) was a specialty center within the National Law Enforcement and Corrections Technology Center System (NLECTC) under the National Institute of Justice (NIJ), U.S. Department of Justice. As the result of a reorganization within NLECTC, RULETC was restructured as the Small, Rural, Tribal, and Border Regional Center (SRTB-RC) in April 2010. In March 2008, the then RULETC advisory board voted to submit a proposal to NIJ for the consideration of a national law enforcement summit for small and rural agencies. The advisory board is comprised of police chiefs and sheriffs from across the United States representing small and rural law enforcement agencies. The discussion and reasoning for the summit was the belief by the advisory board that small and rural law enforcement are underrepresented as a group in American law enforcement policy and funding decisions. Large city chiefs and sheriffs are represented by the International Association of Chief of Police (IACP) and the National Sheriffs' Association. IACP has a branch that is advertised as providing support to the small agency. The small agency group for IACP is within the State Association of Chiefs of Police (SACOP). SACOP representatives attend the small agency group and there is no requirement that the SACCOP representative be from a small agency. The National Sheriffs' Association does not have a similar branch to support the small sheriff departments. The advisory board viewed the summit as an opportunity to bring small and rural Chiefs and Sheriffs from every region of the United States together at one location to discuss issues that are specific to small and rural law enforcement agencies. In October 2008, NIJ approved the summit.

On August 4-6, 2009, the first Small and Rural Law Enforcement Summit was held in Tulsa Oklahoma. Over 50 participants, primarily chiefs and sheriffs, attended representing 38 states. The agencies represented had an average of 23 full-time sworn officers. As a result of this summit the top three issues identified by the participants were:

1. Lack of representation in the larger law enforcement community. Participants felt that the small and rural agencies are not taken seriously and they have no way to get attention beyond their own local level. This lack of representation manifests itself in a perceived inequity of grant funding at the state and federal level. As there is no one comprehensive resource for statistical information to show what percentage of all federal and state funding was awarded to the small and rural agency is difficult to say if this is a true statement, but the collective perception of the group is this is the reality. The International Association of Chiefs of Police has a small agency track; however for a variety of reasons, it was believed that they were not representing the small agency adequately. The National Sheriffs' Association does not have a branch to represent small and rural counties.

2. Recruitment and retaining officers is an issue. The small and rural agencies believe they are a training ground for the larger agencies that may surround them. It is very common for a new officer to get hired by the small agency, stay for one to two years, and then make a lateral move to a large agency. The overwhelming reason for the move from the small agency to the larger agency was the discrepancy in pay between the larger agency and the small agency. This places a tremendous financial burden on small agencies that are constantly in a cycle of testing, vetting candidates, hiring, training, and then having to replace officers who left for better pay.

3. **Training.** For the small and rural agency, training is expensive and generally hard to find training without extensive travel. Small agencies do not have adequate staff to allow an officer to go to training without having to pay overtime to cover shifts for the officer. Budgets cannot support paying overtime for training. Small and rural communities do not have the tax base to support a large budget for their law enforcement agencies. In rural areas, it is difficult to get enough attendees from small agencies to support regional training efforts and nearly impossible to attract high quality national training opportunities due to limited enrollment.

The outcomes from the 2009 summit were to make the following 3 recommendations to NIJ:

1. NIJ establish a Technical Working Group for the small/rural/tribal law enforcement agencies
2. NIJ establish a focus group to further the work started at the summit
3. NIJ sponsor a subsequent summit for 2010

A report from the 2009 summit was completed in December 2009 with recommendations on how to achieve the above stated goals. In January 2010 NIJ began the process of evaluating and reorganizing NLECTC which slowed the progress of reaching the goals set in 2009.

However, SRTB-RC did agree to fund a 2010 summit.

2010 National Summit

On August 2-6 2010, the Small, Rural, Tribal, and Border Law Enforcement Summit was held in Fort Myers Florida. There were 39 chiefs and sheriffs representing 27 states with an average of 23 commissioned officers per agency.

The goals of the summit were:

- Educate attendees on the resources and technical assistance available from NIJ, and the recent restructuring of NLECTC, and review the LECTAC top 10 technology priorities of 2010
- Give an overview of 2009 summit and identify outcomes
- Identify the current top five concerns of small, rural, tribal and border law enforcement. Identify any changes since the 2009 summit
- Develop an action plan to address top three concerns as identified during the summit
- Complete a final report detailing the above results

The 2010 summit was structured similar to the 2009 summit with a portion of the time being spent with presentations from various entities within NIJ demonstrating what services and support were available for small agencies. A portion of the time was spent with participants working in breakout groups addressing specific issues and then bringing them back together as a large group to get consensus on broad issues and goals.

Goal - Educate attendees on the resources and technical assistance available from NIJ, and the recent restructuring of NLECTC, and review the Law Enforcement and Corrections Advisory Council (LECTAC) top 10 technology priorities of 2010.

Informational briefings were given by: SRTBC-RC, NIJ, NIJ Aviation Program, Fusion Center, LECTAC, COPS Office, Rural Policing Institute, National Center for Rural Law Enforcement, National Sheriffs Association (NSA), and IACP.

The National Center for Rural Law Enforcement presented their needs assessment for rural law enforcement and the Federal Law Enforcement Training Center, Rural Policing Institute provided an overview of their services. Copies of both are included at the end of this report as addendum 1 and 2.

The top 10 technology priorities identified by LECTAC were:

- Biometric and IT-based tools to confirm the identity of individuals
- Technology to locate, track, and communicate location of offenders
- Improve contraband detection technologies
- Wireless communications detection / defeat technologies
- Improved tools to detect electronic crime and collect / process digital evidence
- Tools to detect and neutralize improvised explosive devices (IED)
- Reliable, medically safe, and effective less lethal devices
- Tools for mixture interpretation of casework samples
- Interoperable, standards-based computer-aided dispatch (CAD) systems
- Technology to remotely stop vehicles in pursuit situations

LECTAC advised these are all of equal importance and not presented in “ranked “order. Each break-out group reviewed the priorities. The consensus of all groups was while the listed priorities were all applicable to law enforcement in general, most of them were of very low importance to the small and rural agency.

Outcome: LECTAC has asked SRTB-RC to submit three candidates from small and rural agencies to be included in their advisory committee. This will give the small and rural agencies input on evaluating and making recommendations on law enforcement needs.

Goal – Review the 2009 National Summit and identify the outcomes.

The 2009 summit report was reviewed which had Identified the top three concerns as:

- Lack of representation of the small and rural agencies in national policy and funding.
- Recruitment and retention of officers.
- Lack of available quality training.

These concerns were detailed earlier in this report.

Goal – Identify the top five concerns of small, rural, tribal, and border agencies. Identify any changes since the 2009 summit.

The top five concerns in order of importance were:

1. Lack of representation of the small and rural agencies in national policy and funding.

This remained the overwhelming issue for all summit participants. Without this “voice” in policy and funding decisions, 90% of the law enforcement agencies in this country have no unified input and continue to be overlooked and underfunded.

2. Funding –This developed into two sub-categories.

- Grants- the small and rural agencies do not have a professional grant writer on staff and are competing with professional grant writers within the larger agencies. This puts the small and rural agency at a distinct disadvantage in the grant process. The proportionality of awarded grants was discussed. There is no available data showing total grant dollars awarded to agencies with less than 50 officers. It appears that most grant award tracking is done by population and tracks awards by cities with a population above or below 150,000. A city or county with this population would not be categorized as small or rural.
- Clearinghouse - There is not a central location or clearing house to search for grant opportunities.

3. Training – this remained in the top three concerns from 2009 to 2010 for the same reasons stated in 2009. For the small and rural agency, it is expensive and generally hard to find without extensive travel. Small agencies do not have adequate staff to allow an officer to go to training without having to pay overtime to cover shifts for the officer. Small agency budgets cannot support overtime for training. Small and rural cities do not have the tax base to support a moderate training budget for their law enforcement agencies.

In 2009 there did not seem to be a lot of support for non-traditional training methods. However, this year there was more support for the non-traditional training methods to include: correspondence courses, internet based courses, and training on CD-ROM.

4. Communications – this included both voice and data communications. There is currently a federal mandate for narrow banding by 2013. Most agencies in attendance felt they would not be able to meet the mandate. There was concern for the lack of a national standard for communications systems.
5. Technology –as technology develops and is becoming more integrated in law enforcement agencies, it becomes very difficult to manage and keep current. There needs to be a web based clearing house that has low cost recommendations.

Recruitment and retention of officers had dropped out of the top five for 2010, and had been in the top three in 2009. In 2009 the small and rural agencies felt they were a training ground for the larger agencies that may surround them. With the current economy, agencies are not hiring officers; in fact many agencies are not filling open officer positions. This has temporarily created greater stability within the small agency, however when the economy recovers this is expected become a major issue again.

Goal – Develop an action plan to address the top three concerns identified during the summit

The number one concern was the lack of a unified voice for the concerns of the small and rural agencies at the national level. It was agreed by all attendees that if this concern could not be overcome then all other concerns would also be unattainable. Therefore, it was decided to develop an action plan for this concern, and if it was successful, the others would then become attainable.

There was a large amount of discussion and debate about starting a national association committed to representing small and rural agencies. There was discussion about working through IACP and NSA to achieve our goals within these existing associations. The final decision was to develop a plan to work with IACP and NSA but at the same time research how to create a separate association, if the collective needs were not being met.

Strategic Plan

This plan was developed to include items that the summit participants could complete within the next 12 months.

Objective 1 – work through and with IACP and NSA to promote the outcomes from the summit.

- Action Items
 1. A request will be made to IACP to have a speaker placed on their agenda at the small agency group meeting at their annual conference in October 2010.
 2. A request will be made to NSA for the creation of a small agencies committee within NSA.

Objective 2 - educate other Chiefs and Sheriffs throughout the United States on the 2009 and 2010 summits seeking their feedback and support.

- Action Items
 1. Each summit participant will contact their own state association and make as many presentations to their members as possible. This would include presentations at their association's annual meeting. If the state association members indicated support of the work of the summit, then the representative will ask them to create a small agency

committee within their association, if appropriate. The association would then be requested to fund a representative from the association to attend the small agency committee meetings within IACP and NSA. Each association would also be requested to send a letter of support to SRTB-RC.

2. Work with the States Major City and Counties Regional Center to have a meeting with Executive Directors or Presidents of state law enforcement associations.
3. Create and distribute a power point presentation highlighting the outcomes of the Summit.
4. Deliver a presentation at the Rural Law Enforcement Technical Institute October 2010
5. SRTB-RC will make an addition to their web site to track what is happening in each state to include the number of presentations given and the number of chiefs and sheriffs that have received the presentation.
6. SRTB-RC will make limited funding available to assist with small agency track training at IACP, NSA, and state association conferences. Proposed subjects for conference tracts are detailed in addendum 3.

Objective 3 – continue to research the formation of a national association to represent small and rural agencies. The creation of this association would only take place if working with IACP and NSA is not successful.

- Action Item

1. Develop step by step guide on how to develop and create an association

Conclusion

The 2010 National Summit has the possibility to be a catalyst for change on how the small and rural law enforcement agencies are represented nationally. Law enforcement in general is evaluating how, and in what form, it is able to deliver service within the current economy. Not that they have been unaffected, but the small and rural agencies have historically figured out how to deliver service with inadequate budgets often at the expense of training or a lack of manpower. As new law enforcement theories are developed, the afterthought is generally “How do we make this transferable to the small agency?” The time has come where academics need to study the small agency and look at how what small agencies do may be transferable to the larger agencies. Most importantly, the time has come for research to be conducted into applicable theories and strategies that will be effective for small agency law enforcement.

A highly motivated and enthusiastic group of chiefs and sheriffs have returned to their home states with a mission and a plan. Within 30 days of the summit the following things have been accomplished:

- Oregon – The 2009 report has been distributed to the Local Public Safety Coordinating Council which encompasses all of eastern Oregon. The 2010 report will be discussed at a statewide Chiefs meeting.
- California – Presentations have been done at a Regional Chiefs and Sheriffs meeting and the Cal Chiefs Executive Director is sending out information to all of the Chiefs in the Association.

- Minnesota – Two presentations are scheduled at their Executive Training Institute hosted by the State Chiefs Association. This is attended by 450 to 500 Chiefs.
- North Carolina – Presentations are scheduled for the Chiefs Association in October.
- Kansas – Presentations to the Kansas Sheriffs Association are scheduled for the fall and they expect to send a representative to the NSA to represent small Sheriff's Departments in Kansas.
- South Dakota – A radio broadcast has been scheduled to discuss the 2010 summit and a presentation to the South Dakota Chief of Police Conference on October 6, 2010.
- Nevada – A letter has been sent to the Nevada Sheriffs and Chiefs association requesting consideration of the summit recommendations.
- Kentucky – The sheriffs association has agreed to send a letter of support to NSA for the creation of a small agency committee.
- Washington – A presentation is scheduled for their fall 2010 conference.
- A letter has been sent to NSA requesting they create a small agency committee.
- A presentation is scheduled for the small agency group at the IACP National Conference
- Representation of small and rural law enforcement at the September Department of Homeland Security (DHS) broadband communications forum.
- A detailed outline has been developed on how to create an association to represent small, rural, and tribal agencies.

To date, the feedback being received from many chiefs, sheriffs, and associations is very positive. The idea of small, rural, tribal and border agencies having a unified voice is overdue and well received at all meetings across the United States.

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ADDENDUM 1

Needs of Rural Law Enforcement in the U.S.

1. Enhanced Supervisory/Leadership Training and Technical Assistance

Training and programs identified in this category should include supervisory training for front line – mid level managers as well as senior level managers. In most rural law enforcement agencies individuals are typically promoted to first line supervision positions just based on time at the department. In the majority of locations these individuals have no prior experience in a leadership role and do not receive any formal supervisory training as a result of their promotion. This places many agencies and ultimately many local and county governments at risk for liability because of this lack of training.

Training needs in this category should [1] strive to improve the leadership skills of law enforcement personnel, [2] provide the officer with an understanding of leadership [3] equip them with skills they need to accomplish the goals and aims of their agencies, and [4] emphasize strategies for hiring and retaining quality officers.

Specific comments recently received from rural law enforcement chief executives on this issue were as follows:

☐☐ *There is a lack of mid-level managers. Many chief executives are nearing the age of retirement and the younger officers are not prepared to replace them.*

☐☐ *There should be leadership and supervisory training for officers (patrolman) to help prepare them to be future leaders.*

☐☐ *There is an inability for law enforcement administrators to get proper managerial leadership training.*

☐☐ *Rural departments do not have the money to access training at any level.*

☐☐ *Law enforcement administrators need training for the hiring and retention of quality employees.*

Technical Assistance

Technical assistance needs for the smaller agencies may include assistance in:

[1] developing policies and procedures,

[2] job descriptions

[3] work schedules

[4] mutual aid agreements National Center for Rural Law Enforcement ◊ Criminal Justice Institute ◊ University of Arkansas System 7723 Colonel Glenn Road, Little Rock, AR ◊ Dr. Cheryl P. May, Director 2

[5] technology needs assessment

2. Technology/Information Sharing Initiatives

Rural law enforcement agencies have lagged and are continuing to lag behind in the area of technology as compared to their urban counterparts. This places rural agencies at a disadvantage at a time when cyber related crimes are increasing on a daily basis. Cyber crimes are a global problem and affects individuals and communities regardless of size or location. Rural law enforcement agencies are in need of resources to help them join other local, state, and federal agencies in combating this ever increasing problem and become better prepared to fight crime and to better secure our nations critical infrastructure. Some resources needed include funding to purchase:

[1] computer equipment, and

[2] silent communication (laptops in police cars)

Additionally, there is a need for hands-on training to learn:

[1] the different types of cyber crimes and the processes to follow in investigating these crimes

[2] the tools to use in securing, recovering, preserving, and submitting the digital evidence for further forensic evaluation.

[3] to maximize the investigative potential of forensic technology in solving and preventing crimes

[4] Internet predators/pedophiles – child endangerment investigative techniques

[5] understanding social engineering

[6] identify theft within the cyber arena – investigative techniques

Cyber Crime Investigative Task Force

Due to a lack of resources in the rural areas, funds should be available to establish cyber crime investigative task forces as well as funds to train the agencies on how to develop and use the task forces. The task forces can share resources such as equipment and manpower and provide assistance to state and federal law enforcement to combat crime.

Distance Learning Strategies

Due to budget and personnel constraints, many rural law enforcement agencies cannot afford to send officers to needed training. The use of e-learning delivery and other distance learning strategies should be explored as a mean to enhance the accessibility of some officers to needed training.

3. Comprehensive Approach to Illicit Drug Activity

Rural law enforcement agencies continue to need assistance in combating illicit methamphetamine, cocaine and other drug activities and associated crimes in their community.

The comprehensive approach to this issue should include programs which address re-entry, intervention, prevention, and suppression. Some areas which should be address may include:

[1] officer and community safety

[2] drug identification and awareness

[3] effective and efficient investigation techniques

[4] interdiction

[5] drug trafficking issues National Center for Rural Law Enforcement ◊ Criminal Justice Institute ◊

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[6] drug endangered children and abuse

Crimes, such as identity theft, child abuse and neglect, violent crimes including domestic violence at home and at school, and property crimes are often linked to drug abuse as well as illicit manufacture and distribution activities in rural communities. Programs emphasizing prevention and effective, efficient investigation of these crimes are also needed for rural law enforcement officers to solve more of these crimes in their community.

Specific comments recently received from rural law enforcement chief executives on this issue were as follows

Drug violence which has traditionally been in large communities is now migrating from urban to rural setting.

Narcotics Trafficking – (Kids and women are being used to transport narcotics.)

Street level drug interventions are really needed.

Prescription Drugs Abuse

There is concern about the increase in the misuse of prescription drugs in rural communities across the U.S. Programs that will assist in preventing the unlawful sale and abuse of prescription drugs in the schools and communities are needed.

4. Gangs Identification and Response

Gang violence, like illicit drug activities, are becoming more common in rural and suburban areas. Typically, rural law enforcement officers are not appropriately trained to deal with the traditional urban gangs and the criminal activities with which they are often associated.

Training and programs needed should include:

- [1] gang awareness to education the officers and the community;
- [2] resources to provide better access to gang related data; and
- [3] better response to the presence of gangs in the community.

5. Retention of Officers

There is an overwhelming consensus among rural law enforcement agencies that there is a lack of police officers. Funding for more officers is greatly needed.

ADDENDUM 2

Federal Law Enforcement Training Center

Rural Policing Institute



The Rural Policing Institute (RPI) is a Congressionally-mandated initiative of the Federal Law Enforcement Center (FLETC). Public Law 110-53 requires the RPI to perform four specific functions: 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 available training. More information on the RPI is available at www.fletc.gov/rpi.

According to the United States Census Bureau, over 90% of United States land is rural. Too often our nation's rural law enforcement agencies lack the resources needed to provide advanced training to their officers. The RPI was created to help fill this need.

Training Delivery

Expert Seminars and Programs: The RPI delivers training programs to host agencies throughout the United States. A unique feature of the RPI is its ability to address the specific training needs of rural agencies by custom-building workshops based on identified topics of interest. In addition to these workshops, the RPI also offers two-to-five day training programs in topics

such as intelligence-led policing, drug crimes, first responder training, domestic violence crimes, use of force, and more. Agencies interested in hosting a program should contact the RPI by email at FLETC-RuralPolicingInstitute@dhs.gov or by phone at 1-800-74-FLETC.

FLETC On-Center Programs: The RPI sponsors students from rural agencies to attend FLETC advanced training programs at its four centers (Georgia, New Mexico, Maryland, and South Carolina) on a space-available basis.

Online Programs: To serve officers who cannot leave their agencies to attend training, the RPI offers distance learning programs so that officers can participate in training 24 hours per day, 7 days per week. Distance learning is currently delivered through a contract with Critical Information Network. Through this contract, rural officers receive subscriptions to the Law Enforcement Training Network, granting access to over 500 distance learning courses. More information is available at www.rpi.letn.com.

Needs Assessment

The RPI has entered into an interagency agreement with the Department of Justice's Community Oriented Policing Services Office (COPS) to conduct one of the largest-ever rural law enforcement training needs assessments. In addition, the RPI works closely with partner organizations to continuously evaluate law enforcement's changing training needs.

Training Development

The RPI is required by law to develop training programs in intelligence-led policing as well as protection of privacy and civil rights and civil liberties. In addition, the RPI develops training programs in response to identified needs of rural law enforcement agencies.

Outreach / Awareness

An important part of the RPI mission is to inform law enforcement officers about high-quality training available to them through the RPI and other organizations. The RPI accomplishes this through participation in law enforcement organizations' conferences, partnering with other organizations to leverage resources, and utilizing mass media techniques to spread awareness of training programs.

Eligibility

Preference for admission into RPI programs is given to non-federal law enforcement officers or other emergency responders working in rural areas. "Rural" is defined as:

- Any area outside a metropolitan statistical area (MSA), as defined by the Office of Management and Budget

OR

- Any jurisdiction inside of a MSA located in a county, borough, parish or land under the jurisdiction of an Indian Tribe with a population of no more than 50,000.

For more information, please visit: www.fletc.gov/rpi/eligibility.

ADDENDUM 3

Proposed subjects for Small/Rural Law Enforcement Conference Tract

National Institute of Justice Programs, Projects and Resources. Small, Rural, Tribal & Border Regional Center (SRTBRC)

Resource briefings from:

International Association Chiefs of Police (Small Agency Branch & Small Agency State Association of Chiefs of Police – SACOP)

National Sheriffs Association NSA

Federal Law Enforcement Training Center (FLETC) Rural Policing Institute, State and Local Division

Rural Law Enforcement Training Center at University of Arkansas

Other Federal agencies – FBI, DEA, BATF, etc.

Multi-jurisdictional partnerships, i.e. Special Weapons and Tactics (SWAT), Evidence Response Teams, Electronic Crimes Units

Grants – Sources, partnerships, preparation, and life cycle management.

Small agency request for bid, request for quote, request for purchase.

Managing technology in the smaller agency.

Leadership and management in the small agency.

Law enforcement in the tribal community.

Federal Excess Property Programs, 1033 & 1122

Low cost alternatives in technology i.e. use of force simulators and officer worn recorders.