

LAW ENFORCEMENT AND PROSECUTORS: HOW TWO ENTITIES WORK
TOGETHER (OR NOT)

by

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Abstract

Law enforcement officers and prosecutors have an important and co-dependent relationship within the criminal justice system. Communication plays an essential role in completing criminal justice objectives, as it allows for two entities with separate missions to be on the same page. The police-prosecutor relationship has been studied, but the role of communication within this relationship has received relatively little attention. This is an exploratory study based on how officers perceive the quality of communication from prosecutors. In this study, I rely on survey responses from law enforcement officers in a suburban police department. This survey inquired about officer demographics, the quality and quantity of prosecutor communication, different forms of communication, and their perspectives as an officer. The survey also included open-ended questions to understand officer concerns and potential solutions. The results of this study showed that many officers within this department receive very little communication from prosecutors, and many officers perceive the little communication they do receive to be unclear. Many officers report that there is a lack of inclusiveness, legal updates, training, and basic communication from prosecutors. Relying on officer responses and relevant literature, I conclude by recommending that these entities better utilize person-to-person communication channels.

Keywords: Law enforcement officers, prosecutors, communication, support

Introduction

Law enforcement and prosecutors are two separate entities, yet they routinely rely on each other to carry out their objectives. These two important entities of our criminal justice system directly impact one another. Officers are essential partners for prosecutors as they make arrests, collect evidence, and arrange a case for a prosecutor to pursue in a court of law. A prosecutor's relationship with an officer is essential, as it sets up the possibility that prosecutors can advise officers and check in with them as they bring cases to their desks. Prosecutors' reliance on the work of officers to prosecute cases exemplifies this interdependent relationship. Simultaneously, officers rely on feedback from prosecutors to bring quality cases (Rowe, 2012). Within the two departments, their division of labor has the possibility of becoming resentful (McDonald, Rossman, & Cramer, 1982). While many acknowledge the importance of their working relationship, minimal research explores the mechanics and complexities of how they work together. The importance of these two actors individually is not overlooked, but relatively little research has explored how they work together. These two actors have been studied separately from many different angles, but there has not been much research on how they work together effectively. In this thesis, I aim to ultimately answer the question, "How do officers perceive the quality of communication from prosecutors?" Past research has only skimmed the surface of this topic. There has been some study of the police-prosecutor relationship by McDonald et al. (1982). Similarly, Rowe (2016) has examined the police chief's satisfaction with this relationship; however, Rowe (2012) states that there are not many studies that have looked at the police and prosecutor's relationship as the primary focal point. We know that the two entities work together, but we are certain of any communication gaps and whether these gaps prevent officers from fulfilling the duties of their job efficiently.

Failures in police-prosecutor can lead to frustration from both parties, sometimes resulting in public disagreement or critique about the goals and performance of each entity. These frustrations became apparent in Asheville, North Carolina, as the police chief expressed concern with the prosecutor's office for a lack of communication and explanation over case dismissal or cases resulting in a plea bargain. Over the past four years, the dismissal rate by prosecutors in Asheville has been over 90% on crimes such as 2nd-degree trespassing, soliciting or begging, and public urination (King, 2021). King (2021) mentions in her article that prosecutors and other attorneys employed have reached out to explain the reasoning for the high dismissal rate. Prosecutors have not mentioned inappropriate arrests, lack of evidence, or officers not showing up for court proceedings (King, 2021). With prosecutors failing to critique officers and dismissing cases at such a high rate, there is a clear gap in communication between these prosecutors and law enforcement agencies. Officers are unsure if they are effectively doing their job as prosecutors are tossing cases or pleading out without giving arresting officers any reasoning as to why they are doing it. Seeing this downward trend of communication in Asheville can lead an individual to believe that this is not just a problem occurring in this city, but in other cities and counties as well. For example, New York City's police commissioner has expressed discontent with the prosecutor's office as prosecutors were urged to only seek jail or prison time for the most serious charges (Bromwich and Rashbaum, 2022). This laid a wedge between police and prosecutors as they had different ideas for protecting the welfare of the public.

Road Map

Throughout this thesis, there several will discuss recent research on police-prosecutor communication. The literature review of multiple scholarly articles will address topics such as

communication that has already developed within the two entities, how the two intertwine with one another, and a look into other studies that have put prosecutors and officers under the microscope. Within the methodology portion of this paper, I discuss the survey administration and data collection procedure, the different measures used in collecting data, and a plan to analyze the data. Then, I will explain the demographics of officers, as well as the frequency and quality of communication from prosecutors in the survey results. Regarding the open-ended questions of the survey, I will also note what suggestions officers had on communication with the prosecutor. I then discuss the conclusions and implications of these results. Lastly, I will give recommendations on the next steps to improve communication between the prosecutors and officers.

Literature Review

Police and prosecutors jointly pursue the goal to uphold the law and preserve the justice system (McDonald et al., 1982). While both entities are in place to carry out these tasks, they carry out their duties in different ways and this can lead to conflict arising between the two (McDonald et al., 1982). Police and prosecutors may have different viewpoints on the importance of a case or even the quality of evidence and this can stir conflict between their points of view. Prosecutors have ways of communicating the importance of a case to officers by dismissing the charges or pleading the case out (McDonald et al., 1982). This can be seen as one form of nonverbal communication between the prosecution and officers. When disagreements have risen between prosecutors and officers, these disagreements have led to physical altercations and destruction of property such as tire slashing (McDonald et al., 1982). While prosecutors and officers have shown negative ways of communicating their feelings about a case,

these disagreements could be resolved if a proactive approach would have been taken by assisting one another in training or just by expressing different feelings they may have had towards a case.

How Do Police and Prosecutors Communicate?

When two separate entities are trying to complete an objective, input from all parties is a must. For the two parties to complete the objective, there must be an expectation that both will engage in collaboration. Agencies may undervalue the role that communication plays in collaboration and, without this knowledge, face difficulties in accomplishing objectives. For police and prosecutors, success would be officers and prosecutors working together to achieve common goals: upholding the law and enhancing public safety. Their objective would fall apart when cases end with a plea bargain or cases are dismissed in the court system. Within prosecution, a plea negotiation may arise depending on how much the prosecutor decides to involve the lead officer of a case. Research suggests that when prosecutors include the lead officer or the officer that has prepared the case, this is likely to result in less of a chance of plea bargaining with the prosecutor (Anderson, 1987). Officers may feel that they have gathered enough evidence to make a case strong enough to go to trial without thinking of the risk of losing.

Prosecutors and officers do not always know the entirety of the others' tasks due to breakdowns in communication (McDonald et al., 1982). This lack of communication between both parties causes an absence of knowledge that threatens the missions of both. Minimal communication or miscommunication leaves both parties unable to provide *or* accept feedback to change their approach. According to McDonald et al. (1982), both parties complain about the other's communication skills. When communicating, the prosecutor and officers need to have a

form of direct communication instead of having a middleman relay information from one party to the other. The most effective ways of communication are the documentary channel and the person-to-person channel (McDonald et al., 1982). The documentary channel establishes a written report of information and records (McDonald et al., 1982). The person-to-person method is a direct line of communication between the prosecutor and the officer (McDonald et al., 1982). The two methods are essential for the success of the criminal justice system. While these methods are the preferred methods of communication according to research, they are not always exhausted and this can lead to disparities within the communication process. With these two methods being essential to the communication process of officers and prosecutors, they can also be time-consuming and costly (McDonald et al., 1982). While these options are time-consuming and costly, this could lead to informal ways of communication that may not be as effective for both entities. Officers and prosecutors already have a difficult workload and adding these practices and routines to their workloads could have positive or negative effects. It would increase the chain of communication significantly. It could also cause officers or prosecutors to become sloppy within their work due to the number of extra man hours it would require.

Intertwining Relationships

Police and prosecutors are continuously involved in day-to-day activities together. For one to carry out their job efficiently, they need the support of the other. Restating, Rowe (2012) points out in her dissertation that the police-prosecutor relationship rests on reliance. The police need the prosecutors to help correct mistakes made within their jobs and the prosecutors need the police to bring forth a caseload to pursue in court. For this relationship to work the best, both police and prosecutors must give feedback to one another on the positive and negative aspects of

their work (McDonald et al., 1982). For this relationship to be efficient, there also needs to be division of where a prosecutor's work starts, and an officer's work ends.

Officers are in a position to inherently influence a prosecutor's workload through the cases they bring to a prosecutor's desk. According to Rowe (2012), officer arrest rates can have a positive or negative effect on the prosecutor, causing them to either have few cases or an overload of cases. Related to this, a prosecutor's conviction rates will benefit or drawback due to the police efforts in the community (Rowe, 2016). The prosecutor's conviction rate may rely on the quality of the cases that officers bring forth. If the officers are not being informed by prosecutors of what they want to prioritize, or what they need to pursue a conviction, caseloads and case quality are likely to fluctuate. Prosecutors must be collaborative with officers if they want to increase their conviction rates. Several outcomes can occur when prosecutors are not direct with their officers. Officers may arrest for low-level offenses that are not ultimately a priority for the prosecutor, or officers could make very few arrests, limiting the prosecutor's ability to advance public safety. According to McDonald et al. (1982), police believe that prosecutors are conviction-oriented and only want to take cases that they have a 100% chance of obtaining a conviction.

Prosecutors evaluate the quantity and quality of production from officers, often labeling them higher effort officers and lower effort officers. Higher-effort officers collect more than enough evidence for a case to be successful and this allows the prosecutors to have a higher chance of winning a case in court (Nelson, 2013). Lower-effort officers tend to not collect all necessary components for an investigation, which results in higher chances that the prosecutor will reject the case (Nelson, 2013). When looking at these two kinds of officers, it can be inferred that their efforts may stem from a lack of communication from the prosecutor. If an

officer is not being critiqued in their work, the chances that they correct their mistakes in future investigation are quite low. On the other hand, the officers that are bringing all necessary information to the prosecutor may benefit from having clearer communication from the prosecutor than the lower-effort officer. A main complaint of prosecutors is that police do not provide them with the correct materials and information to pursue a case (McDonald et al., 1982). Contrary to this, police training is scarce regarding what evidence they should supply prosecutors and how they should go about preparing the case (McDonald et al. 1982). If a prosecutor wants to improve the work of a lower-effort officer, they may provide handbooks to give guidance for how they would like a case brought to them (Nelson, 2013), and perhaps there is a need for additional communication beyond this.

Prosecutors require an abundance of information from officers such as police reports, physical evidence, and witnesses (McDonald et al., 1982). Police have a strenuous job already and there is added pressure as they prepare a case to hand over to the prosecutor. On top of this stress, officers may perceive unfair critique of their work by prosecutors if prosecutors are not able or willing to communicate frequently with officers (McDonald et al., 1982). For a critique to be successful, officers must be able to take away the information and apply it in later situations. This may lead to officers feeling stretched thin and having to work with the resources allotted to them. Having overworked officers may lead to a decrease in their efficiency on the job. Prosecutors expect these officers to have all of the T's crossed and the I's dotted; however, both of these actors have limited time, and officers may be working with limited information on what is needed. Many departments may not have the resources to pay their officers overtime to complete the endless cycle of paperwork (McDonald et al., 1982). Subsequently, this may hinder the work of prosecutors due to limited resources and time. This creates a cycle for prosecutors

and officers: prosecutors offer limited feedback; officers are expected to provide better evidence; in turn, officers see an excess in their workload and feel unable to meet the standards of the quiet prosecutor.

Both entities have an important role in the criminal justice system. Prosecutors will not always pursue a case alone; they will sometimes ask for an officer's input while conducting the case. When prosecutors include officers in a case, the plea-bargaining rate decreases as the communication increases (Anderson, 1987). This could mean that prosecutors are getting the correct information from the police to be able to successfully win a case at trial. Alternatively, if a prosecutor wishes to prioritize quick processing via a plea bargain, officer involvement and routine communication could still be essential. There are instances where prosecutors will not take the advice of an officer and the prosecutor will plea out of a case knowing they have a low chance of winning (Anderson, 1987). Both officers and prosecutors often disagree over the importance and value of a case, and this causes friction between the two (McDonald et al., 1982). The two do not always see eye to eye and this could cause disruptions between their jobs. When prosecutors decide to take sole control of a case, officers must have faith that the prosecutor will do their job effectively (Anderson, 1987). While officers must have faith in the prosecutor, officers believe that prosecutors do not appreciate their work and effort in their job (McDonald et al., 1982).

For prosecutors and officers to be most efficient, training needs to be conducted together so they have a sense of the other's jobs and responsibilities (McDonald et al., 1982). This could also eliminate a prosecutor's high caseload of senseless crimes and increase the officer's efficiency in bringing high-level crimes to the prosecutor. If officers and prosecutors were able to have training sessions with one another, they could see how the other half functions and would

become more aware of the challenges that they both face on a day-to-day basis. According to Buchanan (1989), prosecutors and officers have developed relations to work with one another at the beginning of a case rather than passing off material to the next entity. Within this structure, prosecutors are given information on a case as early as possible (Buchanan, 1989). Because of this, prosecutors are able to get ahead and officers are able to receive guidance as they are working to prepare a case for the prosecution. Officers could see prosecutorial duties and prosecutors could see what officers encounter every day. When an officer is filling out paperwork for the prosecutor, they will be able to think back to how the prosecutor processed it. When a prosecutor is looking at an officer's report, they can remember how chaotic the officer's day was. While prosecutors are working with officers, they are able to see that these officers make crucial decisions on their judgment (Buchanan, 1989). This would help prosecutors give better critiques to officers and officers would develop a better guide of what to provide prosecutors. Prosecutors have also tried to give out handbooks to officers to show critique in advance (Nelson, 2013). These handbooks have consisted of how to write up a report and what information is crucial for the prosecutor. These training sessions, joint forces, and critiques have the potential to be beneficial in various ways if conducted properly. Communication between officers and prosecutors consists of many "if" scenarios and case-by-case relationships, rather than adequate solutions. To improve the system of communication that connects law enforcement and prosecutors, we seek to understand officer perceptions of communication and whether these perceptions affect their work.

Officers may respond differently when it comes to a prosecutor. Some officers may welcome their advice with open arms while others are reluctant to show trust at all. McDonald et al. (1982) mention that if two agencies desire to intertwine effectively, trust needs to be present

in the equation. Trust is a two-way street; both prosecutors and officers need to have trust in the other for both of their jobs to be carried out productively. When a prosecutor shows little trust in law enforcement, officers' attitudes and responses may vary. This piece of evidence highlights how important it is for both, officers and prosecutors, to have faith in one another so their jobs can be completed.

Methodology

Research Design

To conduct this exploratory study of the communication between law enforcement and prosecutors, I use secondary data gathered through a survey of law enforcement officers. This approach sheds light on the variation of responses from officers and how police-prosecutor communication corresponds with their day-to-day experience. Little research has been conducted on this topic; by using this method, we are able to pave the way for future research to be carried out. A survey has the capability to request a variety of responses from a relatively large group of participants. In Anderson's (1987) study of the police, prosecution, and negotiation rate, a survey proved to be a beneficial research tool as it allowed him to get a wide variety of responses. Within this survey, there are questions pertaining to demographics, prosecutor communication, quantity of communication, quality of communication, and trust of law enforcement officers supervisors, and local prosecutors.

Measures

Prosecutor Communication: Quantity

This survey asks about officers' perceptions of communication provided to officers by prosecutors. The quantity of communication is measured by the number of times a prosecutor contacts an individual regarding their duties as a police officer. Quantity of communication is essential in determining the efforts of supervisory positions such as prosecutors. If there is scarce communication between prosecutors and officers, officers are likely to have less satisfaction with higher authorities.

Specifically, the survey asks officers to report the frequency with which they hear from officers about the different arrests officers are making, the quality of those arrests, and the quality of evidence brought to them. For these questions, the survey asks officers to think about how often they receive feedback on these aspects of their police work in a *typical* month, with response options on a 5-point scale ranging from 0 times in a typical month to 10+ times in a typical month. This measure is used to give officers a set amount of time to reflect on communication from prosecutors.

Prosecutor Communication: Quality

Quality of communication would be defined as the officer's perceived clarity of communication from prosecutors. To examine the quality of communication, officers are asked different questions to gauge the clarity of communication from their local prosecutors. Information will be collected on how clear the guidance is from prosecutors towards officers on types of arrests, quality of arrests, and the quality of their evidence. Using a Likert-style scale, officers are asked to indicate the level of clarity prosecutors portray on these different topics (see

Appendix A for question and scale examples). The two measures of arrests and one measure of evidence will gauge officer perceptions of whether prosecutors are straightforward and informative as they provide feedback. An important aspect of this study is to see if officers feel they are being communicated with effectively and that prosecutors are not misleading or unclear with their direct orders.

Types of Communication

The survey also asks officers to indicate typical forms of communication from prosecutors. Examples include memos, emails, in-service training, phone conversations, courtroom conversations, or in-person conversations. The survey asks officers which of these forms of communication they have received from prosecutors and, based on each officer's selections, follows up with questions about the frequency and helpfulness of these methods. The follow-up questions directly examine the frequency of the different forms of communication within the past month. Officers were given a chart that displayed all of the options for the form of communication and then were asked to indicate the number of times their chosen form of communication was used. The follow-ups in the survey also measure how helpful each form of communication was. Officers responded via a Likert scale ranging from 'Not helpful at all' to 'Extremely helpful' to examine how these different forms of communication have benefitted them. This allows for data analysis on which forms are being utilized the most and which ones are the most beneficial to officers (for a full Likert scale, see Appendix A). Officers were also asked to choose which prosecutorial setup was used by the prosecutor's office, vertical or horizontal prosecution. Vertical prosecution is when one prosecutor assists with a case the entire time it is in the criminal justice system. Horizontal prosecution occurs when different prosecutors

handle different portions of the court proceedings. This is essential in examining what forms of communication may appear the clearest and which seem to be blurry officers as stated before.

Directly From the Officers: Their Point of View

To assist with recommendations that stem from this study, the survey asks officers to give their direct input on guidance that would be helpful, the benefits of communication, and the next steps to address communication issues. The open-ended questions give officers the chance to anonymously record their thoughts without the fear of retaliation. The first question that was asked of officers was, “What type of guidance would you like to receive from local prosecutors?” Asking officers what types of additional guidance they would like to receive could enable different forms of communication to become apparent in different departments. The second question asked was, “How do you think police officers would benefit from additional communication from local prosecutors?”. Asking this open-ended question has the capability of seeing what other officers believe could be gained from an increase in communication. This could go along with giving other suggestions on how to improve the communication system in the criminal justice system. The last question asked was, “What suggestions do you have to improve communication between police and prosecutors?”. Officer suggestions for communication could be beneficial since they are the ones ultimately receiving feedback and attempting to respond to the preferences of a supervisor or prosecutor. Asking officers for their point of view could prove to be beneficial to see advancement in police-prosecutor communication. To see what they believe works best for them and to explore more in-depth options for communication. Furthermore, this provides suggestions for how current and future prosecutors could alter their ways of communicating with officers.

Demographics of Officers

In addition to perceptions of communication and perceptions of their work, the survey explores demographics such as age, gender, race, education, and various occupational questions. A variety of occupational questions would consist of gaining knowledge on the type of officer, current job assignment, shift type, and years of experience (see Appendix A). Using demographics, we would be able to find out if older officers have more communication with prosecutors or if younger officers do. The type of position an officer in a department could also explain communication levels with a prosecutor. The demographics of an officer can lay out key details for whom prosecutors may be speaking more often or not enough. Within this section of the data collection, we can explore the alternate paths that officers have taken to succeed to where they are today.

Distribution

For this exploratory study, I rely on secondary data acquired via a survey of officers in a small, suburban police department. The survey was administered in 2023 as part of a project inquiring about officer perceptions of prosecutor communication, as well as officer perceptions of burnout, job satisfaction, and public service motivation. The survey was disseminated to all ~67 sworn law enforcement officers within this organization. Non-sworn employees within the organization were excluded, as the questions of prosecutor communication were not a relevant part of their day-to-day tasks. The impetus for administering the survey was both to understand officer attitudes about prosecutor communication and identify room for improvement, as well as provide a baseline for the organization on a variety of key measures. The pilot survey was administered internally by the organization, and responses were collected via Qualtrics utilizing

an anonymous link. Overall, there were 26 responses to the survey. This is a response rate of 38.8 percent.

Analysis and Results

In the following sections, I analyze the demographics of the sample of respondents, officer perceptions of prosecutor frequency and quality of communication, and the typical forms of prosecutor communication with officers. In addition, I compare the perceptions of patrol officers and non-patrol officers on key measures.

Sample Demographics

Table 1 displays the demographics of the sample of respondents. Of the officers surveyed, the respondents were mostly male, as there were 25 male participants compared to just 1 female participant. The average age of respondents was 41.4 years old, the minimum age was 27 years old, and the maximum age was 55+. Regarding the race of the officers, the mean was .92 (white=1) as officers were mainly male. When examining the shift worked by officers, the mean was .19 (night=1) as many officers reported that they work the day shift. Education was also examined, as 15.4 percent (n=4) of officers indicated high school as their highest level of education, 19.2 percent (n=5) indicated some college, 11.5 percent (n=3) have a two-year degree, 34.6 percent (n=9) have a four-year degree, 7.7 percent (n=2) have some graduate school experience, and 11.5 percent (n=3) have a graduate degree.

Officers were also asked how many years they have worked in law enforcement. Within this data, the average amount of years worked in law enforcement was 16.8 years. The minimum number of years that officers have worked in law enforcement, for this department, was four years while the maximum was 35 years. The survey also examines the amount of time officers

have worked for the agency under study. The mean number of years worked for this agency was 15.8 years. The minimum number of years that an officer has been at this agency was 4 years while the maximum number of years was 33 years.

The survey also examined the different assignments that officers are currently a part of. Of the participants, 50 percent (n=13) say they are in patrol, 15.4 percent (n=4) are in investigations, 7.7 percent (n=2) are in narcotics, 3.9 percent (n=1) are in community policing, 7.7 percent (n=2) are in juveniles/schools, 3.9 percent (n=1) are in administrative/support, 7.7 percent (n=2) are in command staff, and 3.9 percent (n=1) are in other non-field assignments. In full, there were 50 percent (n=13) of officers that work on patrol and 50 percent (n=13) of officers that are non-patrol. While examining the different assignments of officers, the survey also displays the number of years in their assignment with an average of 8.1 years, a minimum of 1 year, and a maximum of 33 years.

Table 1. *Sample Demographics*

Variable	% (n)	n	Mean	SD	Min	Max
Age		25	41.4	7.4	27	55+
Gender (Female = 1)		26	.08	.27	0	1
Race (White = 1)		26	.92	.27	0	1
Shift (Night = 1)		26	.19	.41	0	1
Years in Law Enforcement		26	16.8	7.5	4	35
Years in this Agency		26	15.8	7.4	4	33
Years in Assignment		25	8.1	7.2	1	33
Education						
<i>HS Graduate</i>	15.4 (4)					
<i>Some College</i>	19.2 (5)					
<i>2 Year Degree</i>	11.5 (3)					
<i>4 Year Degree</i>	34.6 (9)					
<i>Some Grad School</i>	7.7 (2)					
<i>Graduate Degree</i>	11.5 (3)					
Assignment						
<i>Patrol</i>	50.0 (13)					
<i>Investigations</i>	15.4 (4)					
<i>Narcotics</i>	7.7 (2)					
<i>Community Policing</i>	3.9 (1)					
<i>Juveniles/Schools</i>	7.7 (2)					
<i>Administration/Support</i>	3.9 (1)					
<i>Command Staff</i>	7.7 (2)					
<i>Other Non-Field Assignment</i>	3.9 (1)					

Frequency and Quality of Communication

Officer perceptions of various forms of prosecutor feedback are displayed in Table 2. Of the 26 participants, 77 percent (n=20) said that prosecutors do not speak with them at all about arrest type. 19.2 percent (n=5) of participants said that prosecutors will communicate 1-3 times monthly. Only 3.9 percent (n=1) of participants said that prosecutors communicate with them 10+ times monthly about arrest types. When the quality of their arrests came into question, 69.2 percent (n=18) said that prosecutors communicate with them 0 times in a typical month. In addition, 30.1 percent (n=8) stated that prosecutors communicate with them about arrest quality 1-3 times monthly. When examining this data, prosecutors do not have a very high record of

communicating with officers about arrests that they will bring to the prosecutor to pursue. Prosecutors only tend to communicate more often with officers when it pertains to the quality of the evidence that is brought. Only 54.5 percent (n=11) of officers said that prosecutors communicate with them 0 times monthly, while 42.3 percent (n=11) said that prosecutors communicate 1-3 times monthly. Finally, 3.9 percent (n=1) reported that they receive communication 4-6 times monthly about the quality of their evidence.

Table 2. *Officer Perceptions of Prosecutor Feedback*

Communication Type	Arrest Type Comm.	Arrest Quality Comm.	Evidence Quality Comm.
Frequency	Percentage (%) by Response Option		
<i>0 times typical month</i>	77.0 (20)	69.2 (18)	53.5 (14)
<i>1-3 times typical month</i>	19.2 (5)	30.1 (8)	42.3 (11)
<i>4-6 times typical month</i>	--	--	3.9 (1)
<i>7-9 times typical month</i>	--	--	--
<i>10+ times typical month</i>	3.9 (1)	--	--
Clarity	Percentage (%) by Response Option		
<i>Extremely Unclear</i>	34.6	34.6	27.0
<i>Unclear</i>	38.4	34.6	27.0
<i>Somewhat Unclear</i>	23.1	15.4	34.6
<i>Clear</i>	3.9	15.4	11.5
<i>Extremely Clear</i>	0.0	0.0	0.0
Clarity (mean)	1.9	2.1	2.3
Clarity (SD)	0.9	1.1	1.0

The majority of officers that complete this survey indicated that the prosecutors are either extremely unclear or unclear on communication about arrest types, arrest quality, and evidence quality. For all three of these topics, over half of the officers reported that prosecutors are unclear in communication. This highlights the gap in communication between police and prosecutors in a very high manner.

Officers in this study were asked to report what other types of communication prosecutors have used. Again, their options were to indicate communication through memos, emails, in-service training, phone calls, courtroom conversations, in-person conversations, and others. Officers did report that all of the options have occurred except for memos (see Table 3 below). The only issue with this is that officers also reported that prosecutors were not communicating through these points of contact that much. For example, of the 20 respondents who indicated email as a form of formal communication from prosecutors, 65 percent (n=13) of the officers that selected emails indicated that prosecutors have used this form of communication 0 times in the past month. Only 5 percent (n=1) of the respondents that chose emails indicated that prosecutors have used this 10+ times in the past month.

Table 3. *Officer Perceptions of Frequency and Quality of Other Communication Types*

Communication Type	Memo	Emails	Training	Phone	Courtroom	In-person	Other
Reported Occurrences	0	20	15	8	5	5	0
Frequency	Percentage (%) by Response Option						
<i>0 times past month</i>	–	65.0 (13)	93.3 (14)	25.0 (2)	80.0 (4)	20.0 (1)	–
<i>1-3 times past month</i>	–	25.0 (5)	6.7 (1)	62.5 (5)	20.0 (1)	80.0 (4)	–
<i>4-6 times past month</i>	–	5.0 (1)	0.0	0.0	0.0	0.0	–
<i>7-9 times past month</i>	–	0.0	0.0	0.0	0.0	0.0	–
<i>10+ times past month</i>	–	5.0 (1)	0.0	12.5 (1)	0.0	0.0	–
Helpfulness (mean)	–	2.4	2.7	3.3	2.4	3.5	–
Helpfulness (SD)	–	0.9	0.8	1.0	0.5	0.6	–

As officers report on the various forms of communication, it is not apparent that prosecutors are utilizing these different communication types too often. Later in the analysis, I will point out written responses from officers on the topic of prosecutor communication.

Overall, officers vary in their age, work assignment, and educational background. Between these different backgrounds, there is a clear split in how officers perceive the

prosecutorial setup and this could be the result of prosecutors not engaging in communication with officers. Officers also showed that prosecutors are not very outspoken on their arrest types, arrest quality, and evidence quality. When they are outspoken, officers perceive the communication as unclear or extremely unclear. Prosecutors do seem to utilize different methods of communication, yet they do not utilize them to the fullest. Examining this data, there are clear communication issues stemming from the prosecution.

Different Perceptions: Comparing Patrol and Non-Patrol Officers

This survey also asked respondents about officer perceptions of the prosecutorial structure (i.e., how the prosecutor's office processes cases). Across all respondents, 50 percent (n=13) stated that they believe there is a vertical prosecution setup (see Table 4). This would mean that officers believe one local prosecutor handles an individual case across all stages of processing. Conversely, 30.1 percent (n=8) indicated that there is a horizontal prosecutorial setup. Officers are under the influence that different prosecutors handle different stages of an individual case. Finally, 19.3 percent (n=5) of the participants indicated that they were unsure of the setup.

Table 4. *Perceptions of Prosecutor Structure, Patrol vs. Non-Patrol*

Variable	% (n)	% (n)	% (n)
Perceived ADA Setup	Overall	Non-Patrol	Patrol
<i>Vertical Prosecution</i>	50.0 (13)	53.9 (7)	46.2 (6)
<i>Horizontal Prosecution</i>	30.1 (8)	46.2 (6)	25.0 (2)
<i>Unsure</i>	19.2 (5)	0.0	38.5 (5)
<i>Total</i>	100.0 (26)	100.0 (13)	100.0 (13)

When asked about prosecutorial setup, there are clear differences in understanding within the organization—and some important aspects of these differences are exemplified by comparing

perceptions of patrol and non-patrol officers. Interestingly, among non-patrol officers, zero percent were unsure of the setup of the prosecutor's office. Despite this confidence, there is a split among non-patrol officers, as 53.9 percent (n=7) believe that there is a vertical prosecution structure and 46.2 percent (n=6) believe that there is a horizontal prosecution structure. On the other hand, among patrol officers, there is wide disagreement about how the prosecutor's office is set up as 46.5 percent (n=6) of officers are under the influence that there is a vertical setup, 25 percent (n=2) believe that there is horizontal setup, and 38.5 percent (n=5) of patrol officers are just unsure. There is a clear divide in officer knowledge of the topic, which could stem from a lack of communication from prosecutors or training deficits in how officers should communicate with prosecutors.

Results also indicate different perceptions of communication practices between patrol and non-patrol officers. Results in Table 5 suggest that non-patrol officers perceive more frequent feedback on arrest type preferences, arrest quality, and evidence quality. These differences are noticeable and may be meaningful in practice; however, simple comparisons of means indicate that these differences are not statistically significant. Among *other* forms of communication, email was reported as the most common. On this front, as well, results indicate that non-patrol officers receive email communication significantly more frequently than patrol officers.

Table 5. *Wilcoxon Rank Sum Test, Perceptions of Communication Frequency, Patrol vs. Non-Patrol*

Measure	Non-Patrol		Patrol	
	N	RankSum	N	RankSum
Arrest Type Preference - Frequency	13	189.5	13	161.5
Arrest Quality - Frequency	13	188.5	13	162.5
Evidence Quality - Frequency	13	203.5	13	147.5
Email Communication - Frequency	10	131 _a	10	79 _b

Different subscripts across rows indicate significant difference between groups at 95% confidence interval

Next, I rely on simple comparisons of means tests (two-tailed t-tests) to examine differences in perceived clarity of prosecutor communication on arrest types, arrest quality, evidence quality, and, lastly, the helpfulness of email communication. Results in Table 6 indicate that non-patrol officers perceive significantly more clarity on their arrest quality than patrol officers do. The remaining comparisons also highlight that non-patrol officers, on average, perceive more clarity and helpfulness in prosecutor feedback than patrol officers, though these differences are not statistically significant.

Table 6. *Two-Tailed Test, Mean Perceptions of Communication Quality, Patrol vs. Non-Patrol*

Measure	Non-Patrol		Patrol	
	N	Mean	N	Mean
Arrest Type Preference - Clarity	13	2.15	13	1.77
Arrest Quality - Clarity	13	2.54 _a	13	1.69 _b
Evidence Quality - Clarity	13	2.38	13	2.23
Email Communication - Helpfulness	10	2.7	10	2.1

Different subscripts across rows indicate significant difference in means at 95% confidence interval

What Do Officers Say?

Officers were very opinionated when asked to answer questions about additional guidance, communication, and potential suggestions regarding the police-prosecutor relationship. Looking at their responses, some officers had more to say than others. This seems to be an issue that officers are very passionate about and that they would like to see change soon. Certain themes that came about while reading officers' responses would consist of basic communication, legal updates or advice, enhancement of their duties, training that includes prosecutors, and inclusiveness of their roles.

Additional Guidance

Within the open-ended section of the survey, officers were asked, "What type of additional guidance would you like to receive from local prosecutors?" Officers were quite vocal on this topic as they suggested heightened communication and legal updates or advice from prosecutors. Of the 26 responses received, officers mentioned that communication between them and prosecutors is very minimal or they receive none at all.

From my experience, the communication with prosecutors is non-existent. (Participant 128).

Currently there is zero communication so any communication would be welcome. (Participant 321).

There is a gap in communication between officers and prosecutors while digesting responses pertaining to communication. In relation to communication, officers also seem to be in the dark when it comes to legal advice or updates. For an officer to complete their job efficiently, they need to be familiar with changing laws. Prosecutors are a main source for officers when it comes to law altering. Several officers had short opinions on the need for prosecutors to inform them of updated case law as well as different laws that have come into effect.

I would like them [prosecutors] to have a more open dialogue with officers. Explain why they [prosecutors] plea out cases and what it means as a whole. (Participant 586).

While many officers complained of a shortage of legal advice and updates, officers kept these responses short and to the point. Communication in this department seems to be an apparent weak point when it comes to prosecutors interacting with officers and offering guidance for their duties.

Additional Communication

While officers have noted communication and the offering of legal advice and updates tend to have shortcomings, officers were asked how they think that they would benefit from additional communication from prosecutors. These officers believed that additional communication would greatly assist in the enhancement of their careers. While there is little to no communication already, officers indicate that additional communication would have a positive impact on their duties. Officers stated that if prosecutors would engage in communication, they would be able to greatly benefit from that. With additional communication, officers believe that this could have a positive impact on their arrests.

It would make our arrest decisions more sound. (Participant 156).

Officers also circled back to the theme of legal advice as they urged prosecutors to communicate legal advice. Legal advice from prosecutors would greatly enhance an officer's duties as they would have better judgment within the community. This heightened judgment would enable officers to make informed decisions and give them the tools they need to adequately bring a case to the prosecutor.

Officers can better understand the laws they enforce by having a good relationship with a or multiple prosecutors. This way officers understand why things happen in court.

(Participant 688)

As we can see already, officers do not receive adequate guidance from prosecutors in general. We are also able to see that officers believe that they would be able to do a better job within the community if prosecutors would just communicate. Officers show signs that if prosecutors want certain work completed, officers need to be informed and educated on legal topics.

Suggestions From Officers

The final question of the open-ended section asked officers to list suggestions on how to improve police-prosecutor communication. Three main themes appeared within the officers' answers: increased training, inclusiveness, and updates on issues within the criminal justice system. Officer suggestions stood fairly parallel to one another for this question of the survey.

Officers believe that prosecutors do not receive adequate training in their department of the criminal justice system. Many officers suggest more training for prosecutors; officers suggest that prosecutors need to participate in in-service training. One officer spoke out on this issue of in-service training.

More than one in-service training a year... [sic]. (Participant 156.)

This officer feels the need for more than one in-service training would enhance communication between police and prosecutors. With this in-service training, they feel the need that prosecutors should be open to suggestions for what they would like to cover in these training sessions.

Officers share that prosecutors should also participate in their in-service training and not sit on the sidelines.

Officers within the department also feel that there should be a higher level of inclusiveness from prosecutors. From this perspective, officers do not feel that prosecutors make adequate efforts to include them in cases or in other matters that pertain to the criminal justice system. One officer expressed concern for the two different court systems in their jurisdiction.

For Mayor's Court, talk to the officers more when they're in the building. For Muni Court, stop giving pleas to every single crime. Or at least notify why the plea occurred. (Participant 66.)

From this response, it is inferred that prosecutors do not even make an effort to speak with officers when they see them in person, much less through other forms of communication. There

is an apparent gap between officers and prosecutors when addressing communication and inclusiveness within the system. Another officer expressed concern from prosecutors in their statement to this question.

Explaining why they dismiss charges or make deals, makes officers seem like they have done something wrong [sic]. (Participant 905.)

This highlights that prosecutors will make decisions about charges without informing the officer that initiated the process. If charges are dropped or the prosecutors make deals without informing the arresting officer, how are these officers supposed to know how they can improve in their duties? This goes to show that officers do not feel that they are included in prosecutorial duties and that they are unsure of what they did wrong or if they even did anything incorrect.

Overall, prosecutors are urged to expand on the communication skills to officers. Officers inquire if prosecutors can become more involved in their careers. Obtaining legal advice or guidance is a large part of officer concern as they would like to form a sense of inclusiveness from prosecutors. If prosecutors are able to improve their communication skills, officers feel that their job will be greatly enhanced and that they would feel much more like a team once they are able to have direct communication with prosecutors.

Discussion and Conclusion

Officers within this department have strong opinions toward the prosecutor's office. They do not feel that prosecutors communicate with them about different topics such as arrest type, arrest quality, and evidence quality. Officers are unaware of how the prosecutorial system is set

up as they indicate a clear divide within the department. Officers are also having issues communicating with prosecutors as many of them have not had any communication with prosecutors in the past month. Prosecutors have numerous ways of communicating as officers have stated. When communication does occur, officers are unclear about what the prosecutors are talking about. There is certainly a gap within communication or at least a clear indication that officers perceive a gap. Ultimately, this could disrupt both individual and joint accomplishment of objectives.

Within police-prosecutor communication, officers display feelings that prosecutors are unable to communicate with them on important issues of their job such as case decisions, updated laws, and in-service training. McDonald et al. (1982) state that there were two forms of police-prosecutor communication, the documentary channel and the person-to-person channel. After examining officers' responses, it is apparent that neither of these methods is being used by this department and this research has been available since 1982. There is a communication gap, but there may also be just a lack of desire from the prosecution to communicate with their officers. When the desire to communicate arises, officers are not able to efficiently complete their job. If communication does form, officers would be able to make more informed decisions as well as be knowledgeable of what mistakes they have made in the past. As stated previously in the paper, if silence occurs between entities, the probability of success is not very high.

To conclude, officers and prosecutors need to have a sense of communication if they want to preserve the law and enforce it correctly. When looking at how two entities work together, it is apparent that these two departments do not have a very high rate of communication. Noting back to the title of this paper "Law Enforcement and Prosecutors: How Two Entities Work Together (Or Not)", this study leans toward the "Or Not" side of being able to work together.

Limitations and Next Steps

This study highlights essential communication gaps between police and prosecutors; however, these findings should be considered in light of some limitations. Within this project, there are some external validity concerns, as the survey responses are limited to 26 officers from a suburban police department. This may not be representative of law enforcement departments. Importantly, this limited number of respondents may include those who are extremely energized by this topic or have extreme frustrations with this topic, thus skewing responses in a positive or negative direction. In addition, this study sought feedback exclusively from law enforcement officers. Importantly, this means that there was no feedback from prosecutors on their perceptions of communication. Finally, there may be minor concerns over whom I heard from in my sample. Specifically, there was limited variation in officer race and gender. While this organization is likely fairly representative (demographically) of similar suburban police departments, this still limits *whom* we hear from, especially if these groups struggle to establish lines of communication with prosecutors.

Moving forward, the literature *and* officer feedback suggest a number of important next steps. First, it would be beneficial to have required meeting times for the department and the prosecutor's office. Prosecutors could come to the department every two weeks to discuss caseloads and answer any questions that officers may have for them. This would greatly enhance police-prosecutor inclusiveness. Second, the person-to-person channel of communication, noted by McDonald et al. (1982), needs to be utilized as prosecutors are showing clear signs of not connecting with officers. Lastly, it would benefit the department if prosecutors were to participate in more in-service exercises with the officers. By doing this, officers would have the ability to get direct insight from prosecutors on questions they may have instead of having to

wait for prosecutors to reach out to them. By utilizing this method of communication, prosecutors would have the ability to update officers on different case laws as well. This would improve officer arrest as well as improve the evidence quality. The suggestions come from limited research that has been conducted and will only continue to grow as research does the same.

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Appendix A: Survey

Police-Prosecutor Communication Survey

Start of Block: Informed Consent

consent Information to Consider about this Research

Police-Prosecutor Communication Survey

Principal Investigator: Daniel B. Baker

Department: Government and Justice Studies Contact Information: 828-262-6350

You are invited to participate in a research study about police-prosecutor communication in the criminal justice system. If you agree to be part of the research study, you will be asked to answer questions about your background, policing experience, and communication from local prosecutors. You will not be compensated for participation in this study. Participating in this study is completely voluntary. Even if you decide to participate now, you may change your mind and stop at any time. You may choose not to answer any survey question for any reason. If you have questions about this research study, you may contact Dr. Daniel Baker at 828-262-6350.

Your survey responses will be kept strictly confidential. No one in your agency will be able to view survey responses. The researcher is the only person who will have access to the data, which will be kept in an encrypted, password-protected file. Only aggregated summaries may be made available to others (for example, averages). Individual identifiers (for example, your email address) will be removed from the data set after the survey closes.

- I freely give my consent to take part in this study. I understand that by proceeding with this survey, I am agreeing to take part in research and I am 20 years of age or older.
- I do not consent to participate; Instead, please take me to the end of this survey. **(You will be directed to the end of the survey and will not be able to give your responses.)**

Skip To: End of Survey If Information to Consider about this Research Police-Prosecutor Communication Survey Principal Inve... = I do not consent to participate; Instead, please take me to the end of this survey. (You will be directed to the end of the survey and will not be able to give your responses.)

End of Block: Informed Consent

Start of Block: demographics

assignment Which of the following most closely reflects your current job assignment?

- Patrol
 - Investigations/Detectives
 - Traffic
 - Gangs
 - Narcotics
 - Community Policing
 - Juveniles/Schools
 - Administration or Support
 - Command Staff
 - Other field assignment
 - Other non-field assignment
-

age How old are you?

▼ 20 ... 55+

gender What is your gender?

- Male
 - Female
 - Non-binary / third gender
 - Prefer not to say
-

race Which of the following most closely reflects your race/ethnicity?

- White (non-Hispanic)
 - Black
 - Hispanic or Latino (of any race)
 - Asian
 - Hawaiian or Pacific Islander
 - Native American
 - Bi-racial/Multi-racial
-

edu What is your highest level of education?

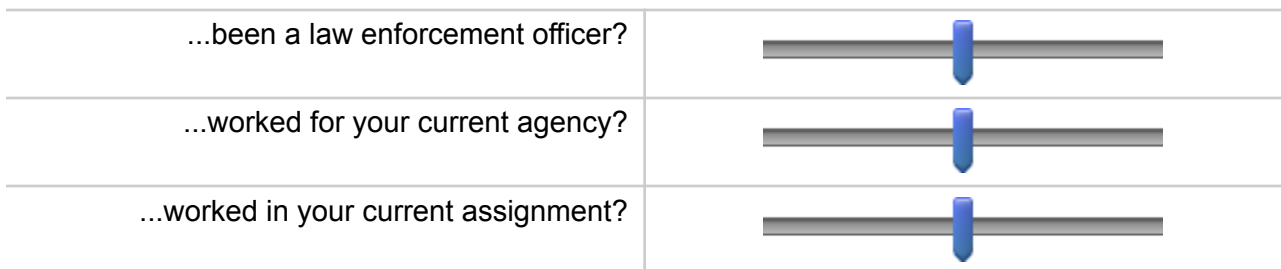
- High school graduate
- Some college
- 2 year degree
- 4 year degree
- Some graduate school
- Professional or graduate degree

shift Do you primarily work a day or night shift?

- Day
- Night
- Regularly rotate shifts

yearsExperience How many years have you...

0 5 10 15 20 25 30 35 40 45 50



End of Block: demographics

Start of Block: prosecutor communication

adasetup Which of the following most closely describes the setup of the local prosecutor's office handling of cases?

- Vertical Prosecution (One prosecutor is assigned the case at intake and stays with the case through the entire process)
 - Horizontal Prosecution (Various phases, such as preliminary hearings, trial procedures, or appeals processes, are handled by different prosecutors)
 - Unsure
 - Other (please explain) _____
-

priorityfreq In a typical month, how often do prosecutors communicate with officers about what **types of arrests** to prioritize?

- 0
 - 1-3
 - 4-6
 - 7-9
 - 10+
-

priorityclear How clear is the guidance from prosecutors on the **types of arrests** you should pursue?

- Extremely unclear
 - Unclear
 - Somewhat Unclear
 - Clear
 - Extremely Clear
-

arrestqualfreq In a typical month, how often do prosecutors provide feedback to officers about the **quality of your arrests**?

- 0
 - 1-3
 - 4-6
 - 7-9
 - 10+
-

arrestqualclear How clear is the guidance from prosecutors about the quality of your arrests?

- Extremely unclear
 - Unclear
 - Somewhat Unclear
 - Clear
 - Extremely Clear
-

evidencefreq In a typical month, how often do prosecutors provide feedback to officers about the **quality of your evidence?**

- 0
 - 1-3
 - 4-6
 - 7-9
 - 10+
-

evidenceclear How clear is the guidance from prosecutors about the quality of your evidence?

- Extremely unclear
 - Unclear
 - Neutral/No Guidance
 - Clear
 - Extremely Clear
-

commforms What forms of formal communication do you receive from local prosecutors? Please select all that apply.

- Memos
 - Emails
 - In-service Trainings
 - Phone conversations
 - Courtroom conversations
 - In-Person conversations
 - Other (please explain) _____
-

Carry Forward Selected Choices from "What forms of formal communication do you receive from local prosecutors? Please select all that apply. "



formfrequency In the past month, how often have you received that particular form of communication from prosecutors?

	0	1-3	4-6	7-9	10+
Memos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In-service Trainings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Phone conversations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Courtroom conversations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In-Person conversations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please explain)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Carry Forward Selected Choices from "What forms of formal communication do you receive from local prosecutors? Please select all that apply. "



formquality Typically, how helpful are the following forms of communication?

	Not at all helpful	Slightly helpful	Somewhat helpful	Very helpful	Extremely helpful
Memos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In-service Trainings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Phone conversations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Courtroom conversations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In-Person conversations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please explain)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

prospressure How much pressure do you feel from local prosecutors to make arrests in order to keep a good standing?

- No pressure at all
- A little pressure
- Moderate pressure
- A lot of pressure
- A great deal of pressure

trust Please indicate how much you agree or disagree with the following statements.

Local prosecutors...

	Poor	Fair	Good	Very good	Excellent
...can be trusted to do things they say	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...keeps their promises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...keeps their word	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...can be relied on to honor their commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: prosecutor communication

Start of Block: trust, burnout

instructions Please indicate how much you agree or disagree with the following statements.

jobsatisfaction1 I am satisfied with my agency as a place to work.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

public2 The relationship between my agency and the public is very good.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

jobsatisfaction2 I am satisfied with my present job assignment.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

psm2 I am not afraid to stand up for the rights of others even if it means I will be ridiculed

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

procpol1 When officers interact with citizens, it is important to show them that you care about what they are going through.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

psm5 I am reminded by daily events about how dependent we are on one another

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

psm3 Making a difference in society means more to me than personal achievements

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

procpol4 When officers interact with the public, it is important that they treat all citizens the same way.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

procpol5 When officers interact with the public, it is important that they show an interest in what civilians have to say.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

abide1 Even if I dislike a department rule or policy, I usually obey it

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

abide2 I believe that rules and protocols are there for a purpose

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

abide3 If I think a rule is pointless, I usually find a way around it

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

procpol3 People who break the law deserve to be treated with respect.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

psm4 I am prepared to make enormous sacrifices for the good of society

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

abidesuper1 If I think a rule is pointless, I will communicate the concern to my supervisor.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

reportpeer1 If I observed a coworker being disrespectful to public, I would notify my superiors.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

orgpressure How much pressure do you feel within your organization to make arrests in order to keep a good standing?

- No pressure at all
- A little pressure
- Moderate pressure
- A lot of pressure
- A great deal of pressure

Page Break

Almost Almost there - A few more questions.

pros1 The relationship between my agency and the prosecutor's office is very good.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

abidesuper2 If a rule or policy is unclear, I will communicate the concern to my supervisor.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

burnout2 I feel emotionally drained from work

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Page Break _____

reportpeer2 If I observed an officer from my unit use excessive force, I would not hesitate reporting it.

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

burnout1 I feel burned out from my work

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

burnout3 I feel frustrated by my job

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

psm1 Meaningful public service is very important to me

- Strongly disagree
 - Somewhat disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
-

burnout4 I feel used up at the end of the day

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree
-

procpol2 When I stop someone, I feel it is always necessary to provide an explanation of why they are being stopped.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

End of Block: trust, burnout

Start of Block: open-ended

TheEnd These 3 open-ended questions represent the **END** of the survey. Thank You!

guidance What type of additional guidance would you like to receive from local prosecutors?

benefit How do you think police officers would benefit from additional communication from local prosecutors?

suggest What suggestions do you have to improve communication between police and prosecutors?
