Behind the Badge

An Honors Thesis

by

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As a Criminal Justice major at Ball State University I was required to complete an internship within my field of study. I chose to fulfill this requirement at the Muncie Police Department. The following work was the result of my time with the various divisions within the department. Included are three activity reports containing my reflections throughout the duration of the internship, an overall analysis of the department itself, my final reflection of the internship experience as a whole, and a variety of materials/reports that were introduced to me during the internship.

The purpose in reporting is to provide civilians with an overview of what the officers must face on a day to day basis. It is common to hear remarks made in passing that display how the public misunderstands the role of law enforcement in every day life. My course of study tries to provide the interior perspective, however, after being "behind the badge" for the duration of the Spring semester I have realized how little you can be taught out of a textbook. The actual experience of working with the officers cannot be duplicated with classroom lecture. There is no substitute for on scene observation and interaction with the officers of the Muncie Police Department. This thesis is my way of conveying my respect for the officers I worked with and an attempt to share my newfound knowledge with the public so that it may better understand the role of law enforcement within our community.

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I would like to thank my friends and family for listening to my stories and new found words of wisdom relating to the profession of law enforcement. A personal thank you to friend, James Atkins. He was a much needed wall of support when my world was overturned. I have learned that law enforcement sometimes requires a strong stomach and sound mind. There were moments during the internship, experiences that I will never forget, that change the way you look at life. James was there to help me through them.

The final thank you is for every officer and civilian employee of the Muncie Police Department. The knowledge and insight provided by everyone I encountered during the internship is something I will carry with me into my future career. You have my respect and gratitude for serving our community and making my experience memorable.
Criminal Justice Internship

Muncie Police Department

Activity Report # 1

Molly I. Jones

Spring Semester 2005

February 11, 2005
The entire internship process seemed very complex upon first glance, then it became apparent that each intern is walked through it step by step. At first, it is normal for the intern to be apprehensive; it is a large step to completing your degree and preparing you for the field. The initial meeting requires completed applications from the intern that can be found online or within the internship manual that each intern is asked to purchase and read through prior to the meeting. It is an important step to adhere to, many of the questions Molly found herself asking, could all be answered within the manual itself. Molly’s initial meeting with Angela Nickoli, Internship Coordinator, went very smoothly and quickly. Molly had plans to complete her internship with the Muncie Victim Advocate program. This decision was prompted by her interest resulting from taking a course in Victimology, and her desire to assist people. The Criminal Justice field is considered a “helping” profession and it has become apparent that Molly made the right choice. The Victim Advocate program would allow her to reach out to many that needed assistance in leaving their abusive homes/spouses, relocating to temporary housing and assisting them in contacting the appropriate services to continue their decision to change their lives. Molly filled out her applications and set up a meeting with the coordinator. They discussed the options for various internships and settled on the Muncie Victim Advocate program because it would be the closest and most convenient considering she was planning to continue living in the residence halls and not return home to complete the internship. Nickoli answered what few questions were remaining and informed Molly that she would make the appropriate calls and see that her applications were sent on to the right people.

Upon leaving this meeting Molly felt very relieved, she had waited until late in the application period to finally make a decision. The intention was to complete her internship the next spring semester and graduate that May, if she had been much later it may not have been
possible to arrange the internship on time and graduation would have to be pushed back another semester. The meeting with Nickoli was reassurance that everything was going to go as planned. Now all that was left to do was wait and see if she was approved to complete her internship, and keep alert for any information from Nickoli over the summer.

The waiting was the most difficult aspect, especially when Molly began experiencing difficulties with her Ball State email account. It was stressed that open communication and frequently checking your email account was imperative to the success of organizing your internship. Molly made Nickoli aware and sent her an alternate email address where she could be contacted until things were straightened out with her Ball State service. It was an inconvenience to Nickoli, but Molly was very appreciative that she was willing to make an exception in order to ensure that Molly was kept up to date on the status of her internship application. Molly was fairly certain she would be accepted into the program, it was merely waiting for the official announcement and then the email detailing the next step.

The email finally came informing us of the scheduled internship orientation meeting coming up in September. Molly had to make special arrangements with her summer employer in order to have off the days she needed to travel to and from Ball State. It was going to be close considering it is a two hour and thirty minute drive from her hometown. The day of the meeting turned out to be a long one. Orientation is intended to provide the interns with a foundation for what to expect and what they need to strive to take with them from their internship. Each intern needs to know what questions to ask, what the limits are to the various jobs, what is expected of them at the end of the program they take part in. This initial orientation is essential in order to prepare each intern for their semester in the “real world”.
Molly felt apprehensive about orientation, not knowing what was expected of her and what topics would be covered. Nickoli knew how the interns would be coming into the meeting and was prepared by providing somewhat of a continental breakfast to take the edge off and lighten the atmosphere a bit to calm their nerves. The information was presented at a fast pace but followed almost word for word everything in our internship manual that each intern had already prepared and read through. In addition Nickoli provided each intern in attendance with a handout of the PowerPoint slides used in her presentation on which they could take down extra notes, tips, and suggestions for success. The meeting can seem very overwhelming with all the information but with the materials in hand there is an opportunity to review it later on your own time. Every bit of information has proven to be vital to the internship, especially in the way the intern should expect to be treated.

It was expressed that the interns are not coworkers and should not go into the agency expecting to be fully accepted as such and treated socially the same as every other employee. The agency itself and the atmosphere tend to dictate how the interns are treated, many of them are laid back and accepting but each intern must be prepared to accept that they may be received as “the intern” and nothing more. Interns are intended to complete their requirements and learn from the experience so they are better prepared to enter into the field, not so they can make new friends. Internships can be challenging and exciting but they are not always fun. If you are asked to go out with the other staff after work, remember, “last to arrive, first to leave”.

The other main point taken from the orientation meeting, DO NOT BE LATE TO WORK! Molly completely understood that each of the concepts in the manual can be read again and again to comprehend but in addition to the concept of the social aspect of the internship, tardiness was the other aspect stressed the most. Interns are representatives of Ball State
University as well as marketing themselves for a possible position after graduation. As college students, interns may be used to a little allowance in being on time to certain functions and classes. As an intern, this is a habit that must be broken. The act of showing up late to an interview and to work late is not something that is acceptable. If there is a legitimate reason then it is important that the intern be responsible to call ahead to let their supervisor know what the situation is and how late they will be arriving so that appropriate arrangements can be made for their absence. This aspect came into play for Molly right at the beginning of the application process to the Muncie Police Department.

Molly’s original intention was to complete her internship with the Muncie Victim Advocate program located at city hall along with the offices of the Muncie Police Department. During the fall semester Dr. Hendricks approached her and recommended that she apply for an open, paid position with the Advocate program. The position was as an OUTREACH Coordinator for the Advocate program. This seemed to be a great opportunity to be able to combine the required internship experience with a paid position. Unfortunately this did not prove to be the case. Molly went in to complete the city job application required for the position, and the waited for the phone call to schedule an interview. The interview went well, but without having a lot of experience working with victims Molly was not hopeful that she would be asked to fill the position. Either way she would still be working with the program in some capacity, as a paid employee or as the unpaid intern.

A few weeks went by and Molly was never notified as to whether or not she had been chosen for the position. It was rather rude of the department to not contact her with their decision, Molly had even attempted to contact them after the date they had set to make their decision had passed and she had not yet heard. Three phone calls were made to inquire about the
position status and none of them were returned. This caused Molly to have second thoughts about whether or not she wanted to work with a group that did not extend common courtesy in calling back an applicant to inform them of the decision. Molly’s first impression with this program was not a good one and due to this, she decided to contact Nickoli and ask if it would be possible to change her direction for the internship. Molly informed Nickoli of what had occurred and explained that it seemed very unprofessional of the employees of this department. She explained that this experience with the Advocate program had placed a few doubts about their ability to provide her with an adequate internship experience. At this time she decided to change her focus and began to think about what would be most beneficial to her in the long term. This internship is to be an opportunity to learn as much as possible in order to be well prepared to enter into the work force in the field of Criminal Justice. Therefore, the decision was made to apply for an internship with the Muncie Police Department. The reasoning behind this decision is not that Molly is set upon becoming a city law enforcement officer; rather that the basic knowledge of the daily processes and routines of a department can only be beneficial. There are many positions in the Criminal Justice field and no matter what choice is made and what agency she is employed by in the future, in some way she will be required to cooperate with the local, county, or state police agencies. Therefore it was determined that anything she could learn during this experience, any information she is able to gather, any observations during her time with the department, can and will be put to good use in the course of any future employment.

There was some apprehension upon beginning the process of application for this internship position with the Muncie Police Department. Molly once again had changed her mind late in the agency notification process and notified Nickoli of her desire to change her direction from Victim Advocate to the Police Department with only a few weeks left in the semester. The
deadline to confirm all internships was fast approaching and this put stress on the coordinator and Molly to get all of the paperwork in order and the interview conducted by the time winter break began. The most stressful part of this change was trying to contact the coordinator with the Muncie P.D. Sergeant Cheryl Mench. The initial contact provided an enthusiastic response in that they would be more than happy to have an intern on board for the spring semester. Yet, as the process progressed it was difficult to keep in contact with Sergeant Mench as she is a very busy individual. After several phone calls that ended in messages on a machine, Molly consulted with Professor Nickoli in regards to the best route to contact Sergeant Mench. Nickoli was very helpful in sending out an email inquiring as to the progress of the intern application and interview process. Within the next few days Molly had received a call to set up her interview. It was helpful that there was already an updated application on file with the city from her prior application to the Advocate program. This eliminated one of the steps and made the process move faster. After many messages, the interview was set up for the last week before break began.

The day of her interview, Molly took to heart the advice from the orientation meeting and arrived with time to spare. City Hall was a bit intimidating but she had been there once before and made inquiries as to where she was expected to meet Sergeant Mench. It was easy to find the appropriate office and waiting area. Upon arriving she was informed that Sergeant Mench had yet to report for the day and took a seat to wait for her arrival. As mentioned above it is stressed multiple times that as an intern we are not to be late, always on time or early. It did not seem a good sign that as an intern I was not offered the same courtesy. Sergeant Mench was nearly ten minutes late to our scheduled interview. Sergeant Mench did not even apologize for her late arrival, but she made up for it in the interview itself. The interview was not conducted
across a desk, instead it was held in a smaller room with comfortable furniture and more of a
one-on-one atmosphere. Sergeant Mench said that she had received the resume and application
and had no question in her mind that Molly would be more than capable of completing the
internship with the Muncie Police Department. In fact, Molly was quite flattered in that Sergeant
Mench wanted to know why she was not looking into a federal level internship considering her
grades and her experiences thus far as indicated by the resume. Sergeant Mench suggested that
for future job searches Molly should keep direct her search for the higher levels of government
positions. Molly had been nervous, but after this felt very comfortable and had a very productive
discussion with Sergeant Mench in regards to the various positions. Eventually the discussion
turned back to the internship itself and what Molly should expect.

This included a warning that police officers are a different “breed” of people and that if
you are not prepared for their methods of operation it is easy to become offended or intimidated
by them. Molly was warned that at role call they most likely would not speak with her at first
until they were shown they could trust her. That each officer she was assigned to would most
likely be heckled about getting stuck with “the intern”. Molly was told that at first she would
simply be referred to as “the intern” and to not take it personally, that each one is treated like that
at first. Sergeant Mench even brought up the mentality of a police ‘subculture’ which is
something Criminal Justice majors are taught in their classes so this was not a big surprise. The
interview was also very informative in that Sergeant Mench was more than willing to share her
perspective of the job, the benefits, and the long term effects of law enforcement on the
individual. Basically saying that if an officer enters into the position in order to gain financially,
they will be disappointed. Police officers are underappreciated and underpaid for the jobs and
services that they perform on a daily basis, including the danger that can often be present during
their careers. The interview ended, and left Molly with a positive attitude and outlook for the future of her internship.

The first day of the internship Molly was placed with the Uniform division on the midnight shift. It was a day both heavily anticipated and dreaded. Molly had to completely change her wardrobe in order to accommodate the expectations of the internship. As an intern you are to be professionally dressed unless otherwise specified. The first day was the toughest, but arriving early made it much easier. Molly had the chance to meet with the shift supervisor prior to role call and had some questions answered and answered some of the supervisor's questions as well. This bit of time made it less intimidating to be in a foreign environment. Molly was definitely treated as an outsider; none of the officers on the shift knew who I was at first and were weary of talking too much around me. Thankfully, the first officer she was placed with was well liked by all and after gaining his approval it seemed that the rest of the officers followed suit.

Molly was working with the Muncie Police Department so naturally there weren't many intense calls to answer during the shift but despite that she was determined to get every ounce of experience from the job as was possible. Sergeant Mench set up her schedule so that she would spend two weeks with each uniform patrol shift, then a week with the SMART (Sexual Molestation and Abuse Response Team) officers working out of the YOC, a week with the Department of Investigations, and a week with the Victim Advocate Program as well. Molly was satisfied with this schedule because she would be given a broad variety of experiences instead of one specific area of the police department. So far she has only completed her shifts with the uniform division but is anticipating a change of divisions soon.
Patrol with the officers is fairly boring at times. As she was told by one officer, “you make the job what you want it to be, if you want a busy night you can find something to get into, if you’ve had a bad day and just want to do the minimum you can.” Molly found that this rang true and that it always varies depending on the officer you are with, some of the officers are go getters and others just come to work and do the minimum required to take home their paycheck. Molly has learned to observe the officer first and find out if they are the type to eagerly answer questions and show her new aspects of the job, or if they prefer to answer a few questions and just let her observe on her own the aspects of the job. She requested as well to be allowed to work with the K-9 unit which tends to get involved in more of the drug related calls and the intrusion calls.

Molly was given the opportunity to respond to many different calls, including drug searches, breaking and entering, a DOA seemingly of natural causes, traffic stops, bar fights, a foot chase, a car chase when the subject would not stop for the officer, and one that had the most effect and provided her with the most intense experience was a suicide and a call reference to a one month old child not breathing.

The suicide was a bit graphic if you can imagine but that was not what affected her as much as the mother’s reaction and the response team reaction. Molly observed the mother coming out of the apartment where her son had just taken his own life and had to call and notify the father of what had happened. The true victim in this case was the mother, there is nothing to do for the one that committed suicide, it is the officers’ job to fill out the correct paperwork and that is all. It is dealing with those left behind that is the most important. They are the ones that have to move on and come to terms with what happened. The officer has a job to ensure that the mother was taken home safely and had other friends or family to stay with her to comfort her and
keep an eye on her during her time of grief. Also to get her in contact with counseling if needed, with the appropriate services that she will need in order to have her son’s body taken care of after it is removed from the scene. All of these things have to be handled tactfully and it is walking a thin line. The officer needs to do the job efficiently and then move on to be available for other calls but still needs to take into account the needs of the victims. This is an aspect of the job that some officers do not seem to have figured out yet. Molly noticed that certain officers are sent to certain calls. Especially true is the fact that dispatch is more likely to send a female officer to any calls that involve dealing with an emotionally distraught person. Female officers are expected to be better able to handle them in these situations and more likely to know how to move the process along without offending those involved. This just stresses the need for more female officers in the field, or better sensitivity training and application focus for the male officers. Molly learned that night that it is not about the dead guy, it’s about those left behind.

Molly was discussing this incident with one of the female officers one night and was informed that you can’t take it to heart, unless it is your family involved, let it go. Otherwise you can’t survive the stress of the job. The only cases that the officers tend to be affected by are those that involve young children. Molly encountered this later that week when she was just finishing up break with a few of the officers she had come to know and trust. A call was dispatched reference a one month old that had stopped breathing. It was immediate silence at the table, no more joking, no more question and answer for the intern, and it was merely a matter of waiting to hear that the ambulance had arrived. The intensity of the situation brought chills to Molly’s body, just the way the officers looked, one officer was praying to himself willing the ambulance to get there on time, and you could see that he was greatly affected. Molly was in awe by the reaction, these men that she had been warned would treat her differently, that would
act pained to have to escort the intern, that were known to be gruff, uncaring individuals and not well liked by the general public, these men were almost in tears because of this situation. It was one of the most inspiring things she had ever witnessed. It gave her a new perspective on these officers. The moment was broken when they were all called out to block the roadways for the ambulance so that it could rush the child to the hospital; each officer literally ran to their car and figured radioed what corner they would block off. Each car made it to the designated spot, and then, they were called signal 9. It was as if you could feel the anguish, no one called over the radio to tell them what had happened. Typically the only reason to signal 9 is that the child has died en route. As the officers called 10-8 (available) you could hear the emotion in their voices and it was all Molly could do to keep herself from reacting to this. The officer she was with then seemed to soften up and open up about the whole situation and past experiences similar to it. This was completely unexpected it was as if Molly had become a fellow officer, trusted and needed so that he could relieve the emotions of trying to save the life of a child and believing they had lost the battle. Later that night, we were all relieved to find out that the child did indeed survive.

There are many other duties that she has observed including transport to the jail and the intake process at the jail. The officer drives up the ramp, talks into the intercom and is then allowed entrance into a small garage area with the door shut behind him. The officer then gets out, removes and locks up his gun, and then releases the inmate from the car and waits for the door to the jail to be unlocked. This prevents them from trying to flee because they are in an enclosed room. The officer then fills out the appropriate paperwork, reads through the entire list of warrants word for word to the person being arrested and then waits for someone to take him in and process him. At this point the officer typically leaves after receiving his handcuffs back so
Molly can only learn from what she can observe of other officers' arrestees being processed. All together it is a fairly simple procedure, search them, remove all of their belongings into a tub to be collected upon their release and then get them into a holding cell until they are put into the system and placed within the jail. The officers are usually anxious to get back out on the streets, especially if they are the types that like to keep busy.

Molly has been able to begin spotting suspicious behavior, recognizing the more unsavory neighborhoods, and has learned more about how the drug traffic runs within the Muncie area. She has also learned to speak up to the officers if there is something she would like to experience because they are so used to their job that it's become a routine. Most of them do not think to explain the process step by step so that she can learn because to them it's second nature. Anything out of the ordinary that is going on Molly will now listen for on the radio and ask to be allowed to go out of their current district and observe the call. The officers are more than willing to go see what is going on and with the intern along they have an excuse to get into each other's business. The next round of time she will spend at the end of the semester with the Uniform division should prove to be more interesting because she has been told the crime tends to pick up as it gets warmer. In addition she now knows what to ask for and is not hesitant to do so because she has managed to gain entrance into the Muncie police officers 'subculture' that she was warned about.

Molly found a few reasons to contact Nickoli throughout the first few weeks. Prior to the start of the semester she was having problems getting a response from Sergeant Mench with her prospective schedule for the internship which was important so she would know where to report the first day and who her supervisor would be. A simple email to Nickoli provided the boost to get it sent out and within the next two days the schedule was emailed by Sergeant Mench just in
time to start that Monday. A few emails here and there were sent to Nickoli in regards to progress with the internship and several emails were sent to Sergeant Mench in regards to conflict in schedules when being placed with the Day shift Uniform because Molly is also finishing up a Spanish minor along with her internship. Mench and Nickoli were both flexible in making arrangements with the supervisors and letting them know that she would not be in attendance on those days and was to be excused. The first few weeks was hectic for Molly and it was difficult for her to adjust from midnights to days and then to afternoon shifts. Nickoli was very accommodating and it was a relief for Molly to know that she could receive an extension for her first report. This made it easier to focus on the internship instead of stressing about writing a paper. All together the experience so far has been helpful, informative and has only made Molly more eager to tackle the next challenge on the list which is working with the SMART team.
Criminal Justice Internship

Muncie Police Department

Activity Report #2

Molly I. Jones

Spring Semester

March 19, 2005
The first half of the internship with the Muncie Police Department went as expected with few surprises and not too much excitement. Therefore, from the viewpoint of an intern, there was not much to discuss during the midterm onsite meeting with the advisors. A bit of apprehension preceded the meeting, the intern had no idea what to expect, and there was a bit of fear of the unknown. The intern had met with both advisors separately and kept in contact with them prior to this meeting, this was to be the first meeting with both of them present. The expectation was that it may be an awkward meeting, very formal question and answer, and not straying from a strict routine.

In reality, the meeting was very laid back and casual. The advisors, both Sergeant Mench from the Police Department and the Ball State Coordinator Nickoli were engaged in a lively discussion when the intern arrived, and their attitudes were very friendly and open. The setting for the interview was a comfortable environment and not a formal office. The intern definitely managed to relax her attitude upon entering the room, and taking direction from the warm greetings and established attitude of the advisors. This intern is fairly perceptive and observant of others attitudes and actions. Throughout the duration of the internship this skill has proved its value and once again the intern’s attitude adapted to the environment present.

The intern was prompted a few times but mostly just let the conversation flow with only slight direction from the advisors. The current internship has been more observational than hands on and the intern seems well suited to this type of role. While the intern would prefer to be involved directly there is not always an opportunity to assist and the intern has learned to observe, take notes and compare and contrast the situations and actions she finds herself and the officers involved in. The advisors seemed pleased by her statements and observations. They began to suggest that the intern pursue the possibility of a future career with psychology or
counseling due to her natural tendency to adjust to and comprehend what is occurring in the immediate surroundings. Many interns tend to tune out unless there is something engaging or some type of action for them to observe. This intern prefers to find learning value in every aspect of the internship, even those times when sitting and waiting are necessary. If an individual becomes bored it is because they allow themselves to shut down instead of paying attention to the small things around them that can offer just as much insight into the profession. In this case, the intern often learns new things about the mentality of police officers and their interaction with both civilians and other officers. The observation of human interaction is a great tool for learning and beneficial to recall for future reference with situations in life whether in the workplace, home, or dealing with the general public.

The midterm meeting offered the intern a chance to make a few schedule change requests to be placed in areas that had caught interest. These included requesting to spend time at the dispatch center, more time with the SMART team and officer Bill Kirby, and if it was plausible to arrange a day with DTF officers (Drug Task Force). The advisors were more than willing to make accommodations for these requests and the intern is looking forward to the new schedule in addition to her last few weeks with the Uniform Division.

Another subject of the interview was the possibility of putting together a training packet for future incoming interns to receive upon arrival. In this case, the intern believes a packet of basic information of the department and their duties would be beneficial. Also discussed was compiling a training packet that follows the basic training of the incoming officers but in a little less detail. This would be something that each intern could carry with them and review during the ride along with Uniform and would facilitate question and answer. The officers are always
willing to answer any questions the interns have but if the interns do not know what questions to ask they cannot benefit from the knowledge of the officers.

Another point to acknowledge about the interview were the stories and knowledge shared by the advisors themselves. Sergeant Mench responded to some of the stories recounted by the intern with a few of her own experiences. One in particular that stood out was a dispatched call to a domestic in which the daughter sat oblivious on the couch in the living room while the parents fought violently to the point that the mother was severely injured. The daughter just took it all in as a normal occurrence and likely would allow herself to be abused the same way without understanding that it was not the way a normal relationship was meant to be.

The meeting also included a discussion of office humor and how it varies in a police department from the average workplace. It seems that officers have a definite morbid humor which seems cold and callous to anyone outside of the criminal justice field. One aspect of their job that escapes the jokes is anything dealing with children. The intern has never heard one joke that was directed at a young child, or making light of a situation in which a child was involved. The advisors agreed, acknowledging that it is an unwritten rule that jokes about children are considered ‘taboo’.

The meeting ended on a good note and the intern left with a positive outlook for the last half of the internship. The advisors both seemed pleased with the progress of the intern and satisfied that the intern was benefiting from the experience.

The midterm meeting with all of the interns was well planned and executed. There was a set structure for the meeting to keep it on track and moving swiftly but there was room for flexibility and open discussion of any topic that was brought up by the interns themselves. The meeting provided a good venue for expressing to the department any problems with the
individual agencies. More than anything it was a time for reflection on the internship experience as a whole. The interns were asked to reflect back on what each had done so far in the internship but also to look ahead and plan the rest of the internship and how they can get the most out of it now that they have some experience. This intern had already taken steps at the midterm onsite to set goals for the remainder of the internship by making requests.

In planning for the future the interns were also challenged to lay the foundation for job searching. It was explained that internships, while valuable learning experiences, are also useful for networking connections. It is not merely that the agencies know your name and that you are an intern. Each intern needs to set a good example and hopefully be remembered for their outstanding performance so that in the future they can call back on the agency for references.

Many of the interns used this meeting as a break from the stress and high pace of their internships. This intern doesn’t have a high stress level from the internship, mainly just time restraints and working around classes. Other interns expressed a high caseload to work with, major scheduling constraints, also the emotional stress especially with those interns working in agencies dealing with child cases. As previously stated, this intern is mainly in an observational role within the agency. Thankfully this intern has a local internship so attendance of this meeting was easy to arrange. It was interesting to see the various agencies represented and where the interns were located. A few of them are in completely different states, and some in larger cities which required them to travel quite a bit to attend the mandatory meeting. It also gave them an opportunity to take care of any loose ends at the university since many had not been on campus for months.

The interns all had a chance to share their most memorable experience from the agency. This intern was a bit timid about sharing the moment that had the greatest affect simply because
everyone else was sharing stories about actions, things that had happened that were exciting.

This intern's most memorable experience was more along the lines of seeing the true emotions of several of the officers in reaction to a call concerning a one month old child. It seemed out of place within the discussion of the interns and the intern did not believe that the other interns would understand the intensity and affect of that moment.

These tales also provided possibilities for the other interns to consider such as other aspects within their agency to inquire about or things to attend. This intern became aware of each intern and later recognized them when dealing with their agencies in the days following.

When attending court for observation it was easier to figure out what agencies were represented by the intern seated at the table with them. It was easy to recognize that the table represented the Adult Probations office because the intern was from Ball State and was introduced at the midterm meeting. This experience also put into perspective that there are other interns out there and that as an intern you are not alone. Also the interaction of the agencies and how they work together to keep the system moving.

The courtroom observation is an intimidating prospect for many of the interns because it is an environment that they tend to be unfamiliar with. In this case the intern had never been in Circuit Court before and had no idea what to expect or what the layout would be. The intern asked some questions before attending to find out more of what to expect, where to go, and how to behave. Basically, act and dress as if you were attending church was what to expect, and to use best judgement in your actions while inside the courtroom. At the time of the court visit, the intern was working with the Victim Advocate program and was planning to attend court proceedings for protective orders and custody issues. Instead this intern ended up in the wrong courtroom observing change of plea, bond reductions and plea agreements. No matter what
types of cases were being heard it was overall a good, and necessary experience for the intern. If the intern continues with a career in this field it will be necessary to become familiar with the court processes and inevitably will play an active role in some cases. At the end of the session, the intern and two other civilians were still seated in the courtroom. The judge inquired as to whether or not he had overlooked our cases or if we were observing. All three were merely observing, the judge must have been accustomed to such occurrences because he didn’t seemed surprised to have three present. The judge was more than willing to allow them to approach and answer any questions the observers had about the proceedings of the afternoon or the court in general. This experience made the intern realize that court is not an intimidating place, and the judge most likely understands, or has experienced the apprehension the intern was feeling prior to attending.

In reference again to the midterm intern meeting each intern was asked for input about evaluating the agencies they are with and how it would be best to provide feedback to the agencies. As it stands the interns are evaluated on their performance but there is no real evaluation of the experience at that particular agency. The agencies need feedback to know if they are providing a worthwhile internship program and whether or not to make changes to their current schedules. This should be a very helpful tool in improving the quality of some of the internships that are new to the program or are older and have yet to review them and update them to current standards.

The Muncie Police Department does not seem to have a set program. Typically all of the interns do ride alongs with the Uniform Division and nothing more. This intern had to make special requests to be allowed to experience the various divisions within the department. Sergeant Mench was more than willing and helpful in accommodating those changes and in fact
seemed impressed that the intern had put thought into getting the most out of the experience. If the intern is willing to make their intentions known and the intern knows what to request. Ideally the advisor should have an overview of the internship and what it offers with options as to what divisions can be shadowed. As an incoming intern you may not have knowledge of the divisions that allow interns to be present during their activities, or even as basic as what divisions there are within the department.

Another topic brought to the attention of the interns during the meeting was desensitization within the various agencies. The interns were asked to reflect upon how they believe the effects of the job have or have not influenced their views in everyday life. Several expressed that their friends and family have noted changes in their actions and views of the general public. This intern has noticed a change in the way the public is viewed. When riding along with the officers on patrol it is not uncommon to develop the tendency to be suspicious of individuals out walking, and keep aware of your surroundings at all times. The habit of looking for anything out of place in the world outside the patrol car is not one that you do consciously. It is more of a natural instinct that is developed and done without thought or effort. The intern finds that when driving with friends on the weekend it isn’t uncommon to notice things out of place and friends have made aware that the intern will point them out and speculate as to what is going on. As far as desensitization it is not as noticeable in this case because the intern has not noticed much of a change. The few things that have been observed or experienced that could have had an effect did not seem surprising or out of place. After hearing the other interns discuss how they have been desensitized within their agencies by the things that they see and hear, this intern wonders why things have not had more of an effect. The intern had an opportunity to view old cases that dealt with rape, brutal assault, and homicide. While reading through and
viewing the pictures several of the advocates stopped to ask if the intern had found anything shocking within the cases and the intern honestly responded saying no.

There is one division that has caused a noticeable effect and that is the time spent with the SMART (Sexual Molestation and Abuse Response Team). The intern had the opportunity to view interview sessions with abused children as young as three years old. There wasn’t a desensitizing effect as much as disgust that someone could target children that young. The officers that deal with these cases on a daily basis have to want to be involved otherwise they wouldn’t be able to handle it day after day. They cannot use the humor to lighten the mood like the other officers because you cannot joke about children as victims.

The intern did not spend enough time with that particular division and officers to be able to come to any definite conclusion as to how they manage their emotions when dealing with these cases. However, while with the Victim Advocate’s office the intern spoke with one of the advocates that recounted observing an interview and the officer basically became a different person. One of the officers who is very polite, well mannered, and calm seemingly lowered himself to the level of the accused that was being questioned in regards to assaulting a young girl. The officer used vulgar words that the accused himself had used to depict what had occurred, and he was sarcastic and disbelieving of everything that was said in the interview room. As soon as the officer returned from the questioning he was back to himself, the calm and well mannered officer. This speaks more to the methods used to get the truth out of the subjects. In order to get someone to confess to something you have to get on their level and use a language they understand. In cases dealing with sexual molestation and abuse unfortunately it has to be language that gets them going and into whatever sick world their minds go to when they even contemplate targeting children in that way. There most likely to talk if you take them back to the
time it happened and the memories of the attack, which they found pleasurable in some way, are brought to the forefront of their disturbed minds.

In trying to understand what brings the officers back to work in the SMART division every day the intern has noticed that each officer displays prominently multiple photos of their own children. This has to be motivation to come to work and try to enforce laws and keep these predators off the street and prevent them from harming any other children, possibly their own. The Uniform officers have told the intern that it takes a special kind of officer, and an officer has to want to be out with the SMART team. Otherwise you won’t perform well and may not be able to mentally cope with some of the things you are exposed to. It is not a division your supervisor can just randomly decide to assign the officers.

The internship is offering an adequate learning experience but this intern decided to use the time off over spring break to further the experience by arranging a ride along with a different department. While on break the intern did several ride alongs with the Elkhart County Sheriff’s Department. The basic concept of the job is the same, enforcing the laws. There are several differences though in how the departments go about doing their jobs. The county officers definitely were well equipped with technology in their patrol cars unlike the Muncie officers that have very basic equipment. The computers the county has allow the officers to view the pending calls and dispatch themselves. This cuts down on the fast pace of dispatch and it keeps the radio traffic at a minimum. The radio traffic is key to many things. One is that it leaves it open for the emergency situations that occur such as car chases, foot chases, and officer endangerment. Another effect is that the subjects committing the crimes are not able to hear officers dispatched in reference to their misconduct. Many of them will carry portable scanners with them in their vehicles or on foot so that when they are breaking in somewhere they know
when the police are on their way and have time to get out of the area before they are caught. The laptops also allow the officers to complete and send in their reports electronically. This is much faster, more efficient and uses less materials as well.

In addition to reports and dispatch the officers can use their systems to locate calls on a mapping system within the computer and share information in a special chat program that is on each computer network. They can communicate and monitor the status of the local agencies within their county and the state officers as well. This is helpful if they have information for the other officers or if they need assistance they know who is available and closest to request for assistance.

The intern had the opportunity to do a rotation with Investigations. This experience was one that required patience because there was quite an amount downtime that the investigators used to type up the paperwork for each case. Everything has to be documented, signed, sealed, with one copy delivered and one filed for each case. One case the intern assisted with included cataloguing stolen property and using anything found within the suspect’s vehicle to try to locate the owners of the property. The investigator managed to return nearly all of the stolen items within two days of the theft. The victims reactions were priceless, all had basically assumed they would just have to replace the items and that they would never be seen again. Several expressed this to the investigator while making their statements and receiving their property. They were impressed that it took only a couple of days to place everything and track the down the guilty party and the items.

One of the most exciting and rewarding experiences from the intern’s time spent with investigations was with the investigator assigned to the domestic violence cases. There was a robbery in progress and the investigator thought to invite the intern along for the experience. An
elderly lady had been drug down and had her purse stolen. The officers were in pursuit of the suspects and the investigator monitored the radio to find out where they apprehended him and headed out to investigate. This particular investigator was not very pleased by the fact the juvenile had picked on a little elderly lady and that his father was also involved and was lying to the officers. The investigator took statements from all involved including the victim and her family. The victim was bruised up very badly and could not believe that it had happened to her after all these years she had never been a victim before. The family members were very happy that the police had caught those responsible and recovered the stolen purse. Overall it was a rewarding experience because the intern felt that something had been accomplished and the department proved their worth to the public by reacting in a timely manner.

The intern has observed and been informed that the public opinion of the officers is not always the greatest. The public does not typically put a lot of faith in the work that the officers do and their work tends to go unappreciated. In these cases it proved their worth in the community and improved public opinion at least in the eyes of a handful of citizens that were involved in the cases.

Overall the intern has now had the opportunity to work with the Uniform Division on patrol, the Victim Advocates dealing with domestic violence, the detectives, and the SMART team. All that is left is to continue a rotation with the Uniform Division and experience more of the same and hopefully respond to some new types of calls while on patrol. The intern’s outlook on the department and the officers has changed somewhat. The intern has seen more of the human side of the officers rather than judging them by the job that they do. The officers see some of worst of society yet they are still willing to go out every day afterward and face them repeatedly. They are in a position to serve the community, often times a community that does
not appreciate what they do or even attempt to understand the viewpoint of the officers and try to place themselves in the role of the officers enforcing the laws. The intern finds that it has become natural to defend the officers when the subject comes up in everyday life and conversation with friends. The intern finds herself siding with law enforcement or attempting to explain the methods the officers use when dealing with various situations. Most times it doesn’t make a difference but rather makes the intern more frustrated that they do not understand and are not willing to keep an open mind. This intern has always believed and has since been reminded time and again that an open mind is one of the most valuable assets anyone can possess no matter what their profession or position in life.
Criminal Justice Internship

Muncie Police Department

Activity Report # 3

Molly I. Jones

Spring Semester 2005

April 8, 2005
This activity report will detail how the intern has satisfied each of the objectives set forth within the internship manual that guides each individual through the process. The objectives provide the intern with a general idea of what to be aware of in the duration of their internship and some direction as to what is expected from the intern.

The first objective listed is to “become involved in the roles and functions of criminal justice agencies and through this involvement become effective in the criminal justice system”. This objective is an easy task for the intern. As an intern it is not difficult to find a way to get involved within the agency you are assigned. As an intern at the Muncie Police Department the involvement is fairly simple, ride along with the officers. That is the basic concept. This internship is more of an observational role but it provides the experience necessary to fulfill the subsets of the first objective. The most important one is to gain an understanding of the officer’s role in rendering services to the general public. That is what the intern sees most of during the internship. The uniform officers are constantly in contact with all types of citizens requiring many variations of services. They never respond to a call in the same manner as a previous call of the same basic nature. The intern learns quickly that even if the same description is applied to several calls each one must be assessed to determine appropriate response. In some cases the intern has witnessed immediate reaction is required, while in others there is time to hear both sides and determine which is the ‘true’ account of what occurred and how to best resolve the issue.

Another point within objective one relates to developing an understanding of how the supervisors function and what their specific role is in relation to the other employees. The Uniform supervisors tend to have a fairly close relationship with the officers. The intern was made to understand that any problems with the officers or the internship itself could be addressed
openly with the supervisors without fear of ill consequence. Each shift was more than willing to answer any questions brought to their attention and obtain materials to assist the intern in understanding the full extent of the career.

It was the opinion of the intern that the supervisor balances a fine line between authority and camaraderie. It is necessary for the supervisor to relate well with the officers in his command yet he must also be able to set rules for discipline and standards of behavior. When out on patrol it is not uncommon for the supervisor to be called to the questionable or high priority calls that may warrant someone of higher authority making decisions that could affect the overall outcome. In some ways the patrol officers may feel that the supervisor is not trusting in their ability to handle the call appropriately. However, the intern did not find this to be apparent in situations in which she was involved during the internship. The majority of the officers respect the authority of the supervisors in such situations and do not call them into question. If it were a serious concern then it would be addressed in private and not an incident where the officer would publicly challenge the decision of his immediate supervisor. There are certain unwritten rules to maintaining the supervisor and employee relationship that each party seems to comprehend and respect. The intern was able to comprehend how these unwritten rules and sometimes written rules benefit the efficiency and overall opinion of the department as a whole.

If the officers are arguing with the supervisors in public, such as at the scene of a dispatched call, it can affect the way the citizens involved feel about the overall service provided. The general public doesn’t always have the greatest of opinions of the police, however if the calls are handled calmly and properly with no dissension than there is a better sense of satisfaction on the part of the victim or complainant. This is beneficial to the department and the
city as well. The result of simply increasing citizen confidence in the abilities of the officers can contribute to the overall public behavior which affects everyone in the community.

The second objective addressed by the manual is to “acquire knowledge and develop basic skills of criminal justice intervention through the rendering of services”. This particular internship does not allow for the hands on approach to learning, as previously stated it is heavily reliant on observation. The intern was able to assist in writing up and copying reports while working Investigations. This provided the opportunity to learn what questions to ask when taking statements and the steps that must be followed to ensure proper handling of the case in order to increase the chances of successful prosecution. One of the most important learning experiences was to establish chain of custody for property and evidence. The Muncie Police Department does not have a lot of fancy equipment but the property room is very well kept and organized. The lab space they do have is very clean and well maintained so that the samples will not be contaminated. One procedure that stands out in the mind of the intern is the method of sealing the recorded interviews. The DVD is placed in the case and then clear package tape is wrapped around it to seal it and the investigator then initials in black marker where the tape meets the plastic. This ensures that if someone tries to tamper with it while in the property room that it will be noticeable. The initials will no longer be in place. This is a cheap method, but it works very well and has never failed the department.

To continue with this objective, the intern often found that when responding to calls with the officers she would formulate answers and decisions along with them. A few times the intern was asked to offer an opinion as to how the situation should be handled or addressed. It is somewhat intimidating at times for the intern to be given that responsibility. No matter how many times the intern has witnessed domestic calls, or traffic stops, and observed the resolutions
there was always apprehension in expressing an opinion as to appropriate action. It would take a lot more practice and repetition to be able to respond to this with more authority and less of a timid uncertainty. The exposure to these opportunities during the internship have provided at least a small sample of what types of decisions must be made and offered a secure environment in which to be advised as to whether the intern was on the right track with their opinion of what should be done to handle the situations. In the future these experiences will be remembered and applied to new situations with less hesitancy as before the internship was completed.

Within this objective is the idea of developing adequate communication skills. The intern has witnessed that communication is a vital role within the policing career. This career requires interaction with the public and with your coworkers on a daily basis. The officer will encounter all types of citizens in the duration of one shift alone. There is someone new to meet or something new to experience every night. That is one aspect of the profession that appeals to the intern. While the officer can meet new people every night in a situation that requires them to interpret the type of approach to use with a new person, they also deal with people on a repeat basis. One of the more important concepts and lessons taken from this internship is the ability to process and recall names, faces, places, and records. On the Muncie department there are several officers that grew up in the area, and some officers that have been on the department long enough that they know everyone. They know what names to look out for, what areas of the city to stay away from, what areas need heavy patrol, and how to relate to the citizens. It requires this type of knowledge to determine the best way to communicate with individuals. This knowledge can also benefit the officer’s safety when in difficult situations. The demonstration of familiarity and knowledge common to the person the officer is dealing with can take a highly charged situation down to one that is manageable and non-threatening to the officer.
The officers that grew up around here are better able to relate to the younger crowd because they can speak their ‘language’ almost. They know the hangouts; they know what it’s like to grow up around here. This knowledge they use to their advantage when responding to calls or making traffic stops. It makes the whole transaction between the police and the public go a lot smoother with less chance of trouble. The intern has learned to observe these interactions and realizes the importance of learning everything possible about the area and the people from those that know it best. If the intern decides to apply to the department it will be a skill that will contribute to her overall effectiveness as an officer in the Muncie area.

The resources are adequately provided for the Muncie Police Department. The intern has acquired basic knowledge of how to find information on subjects encountered while on duty. The intern can do searches using license plate numbers, social security numbers, drivers license numbers, also searching with only a name and date of birth. What type of search used is dependent on what information you want to find. There are ways to get driving records, check for warrants, to find out current residence and telephone numbers as well as much more information that can all be useful in various situations. It is even possible to find out what aliases they have used in the past and the names of their known accomplices or members of their social group that they are known to reside with at times.

One particular event that the intern assisted with was identifying the victims of car theft. There were many types of items stolen, none that could easily be returned unless the owner filed reports at some point. Many may not have even realized things were missing, merely believing they had misplaced them. While sorting through the stolen items to try and pinpoint the owners the detective came across the perfect aid, prescription pill bottles. The information provided on the bottles allowed the detective to track down the owners who then came in to make a statement.
and claim their property. It was a rewarding experience for the intern because there was an almost immediate result for the effort put forth. Each of the victims was shocked and pleased that the detectives had managed to return things so quickly and efficiently.

The third objective addressed is “integrate theoretical learning and practical experiences”. This was somewhat presented earlier in establishing the idea of each situation being unique and requiring a fresh assessment to determine the best course of action. When you arrive on scene at a car accident, domestic violence incident, or any type of call dispatched you have to assess the situation. The top priority is to establish if there is any imminent danger to the officers or those on the scene. The intern began to develop skills to accurately determine what had occurred and what was the next logical step to take in order to resolve the problems and clear the call to the satisfaction of all parties involved.

Several factors that can be of assistance in assessment include body language of those involved, the tone of their voices, and searching the room or immediate area for any weapons or items that could be clues as to what actually occurred if the statements are not matching. The notation of these factors can prompt an officer to ask the appropriate questions to get the right answers and it tends to bring light to any lies.

When working with the general public it is common to be stopped and asked questions such as where places are located, what agency handles certain situations, and where those resources can be found. The intern observed that a ‘cheat sheet’ of sorts was used by many of the officers. This sheet contained addresses and phone numbers for many of the agencies that may be needed for referrals. In domestic situations for instance the parties were advised to contact the prosecutor or, if the situation warranted, the officer provided contact information for the Victim Advocate Office, the women’s shelter, or Muncie Mission. Rarely did the officers
respond to any calls and not provide a quick reference to other agencies. It is imperative, that the officers have the information readily available to hand out or be willing to call or direct the citizens to the appropriate resources to find what they need. The Muncie officers the intern came into contact with were all well prepared to handle and address these needs.

The personal development provided by this internship can be minimal or maximum depending on the mind set of the intern. This particular internship requires an open minded intern that can be an active listener and learn from observation and not as much hands on work. This intern was always learning even in situations in which most would become bored or disinterested. The little things can be just as beneficial as the more involved situations. Personally this intern feels that she has matured to a higher level and also a different level. There are many things that she encountered during the internship that have caused her to become more cynical about the ‘real world’, disbelieving of the general public, and a few that triggered the beginning of the desensitization process.

The intern was affected personally, as stated above, however most experiences were related more to professional development. The most prominent was the experience of having a full time job. Every day the intern went in to role call and was assigned the same as each officer. The relationship with the supervisors and officers was not exactly the same but as time went on the intern was treated more equally and was viewed more as a coworker than just an intern. Each day something came up that provided insight as to how the officers handled the everyday little things such as reporting any damage to the cars, calling the supervisors if there was a questionable decision to make, or working out problems between officers without causing a huge ordeal that would be detrimental to the working relationship. In the profession of law enforcement there are many situations that require judgment calls both out in society while on
calls and among coworkers within the agency itself. In order to provide the best service for the public the officers need to be able to work well together, trust each other, and be secure knowing they can depend on the other officers to back them up without question. It was observed that even when officers are at odds with each other on a personal level, they remain confident that they can depend on the other officers to defend them if the situation requires such actions. The working relationship between the officers is the most important concept that this intern has taken from the experience.

The intern has been noticing a few changes in the established set of values and ethics provided by family. When you are within an agency that sees the worst side of the public it is common to reassess your beliefs. This intern has retained most of those values and ethics except in the little things. In previous courses there was discussion of the corrupt actions of officers including the small things such as accepting free drinks at gas stations and discounts at the restaurants. When presented with this material the intern remembers not believing this would be an issue and that she would remain free of this corruption. However, a new light was brought to this by one of two of the officers. In any job you have perks. When working in retail you get discounts on clothing, when working in food service you take home the leftovers or get free meals. As a law enforcement officer these are your perks. The owners are willing to give up making profit from the officers in order to benefit from their presence as a deterrent to criminals. It was easy for the intern to fall into the “everyone does it” mentality that the officers seem to have. It was easy to rationalize accepting the offers when placed in the perspective of the other professions and what perks they receive.

The intern did not go into the experience with any prejudice. The intern did not develop any however; through the duration the intern learned that the most likely target are those that
stand out as different for some reason. The officers look for things that are out of the ordinary. Many times the citizens they interact with for drugs, intoxication, theft, or other petty crimes tend to be of a different race, those of the younger generation, or often times it can be the outward indicators of their social status or income level that catches extra attention of a patrolling officer. The intern never believed in stereotyping or profiling, however in many cases it proved to lead to the prevention of further crime or finding those that had warrants out for them. It is difficult to get away from the profiling when it assists in the function and performance of the tasks officers are to complete. Officers are expected to find those with warrants, when an officer repeatedly profiles or judges those based on their race, who they associate, etc and is proven true by finding they have outstanding warrants or other questionable records it is difficult to stop using it in everyday work. It is a habit that is reinforced on a daily basis and becomes difficult to break away from no matter how wrong they may believe it to be on a personal level.
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**Intern Name:** Molly I. Jones  
**Internship Year:** Spring Semester 2005

<table>
<thead>
<tr>
<th>Job Responsibilities</th>
<th>Projects/Special Work Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Uniform Patrol Division</strong></td>
<td>➢ There were no special assignments. This internship is mostly observational. If there is anything that requires the intern to assist it is on a case by case basis.</td>
</tr>
<tr>
<td>➢ Ride along with the officer assigned to for that day</td>
<td></td>
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<tr>
<td>➢ Assist officers with reports</td>
<td></td>
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<tr>
<td>➢ Learned to use the in car computers to send for info</td>
<td></td>
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<tr>
<td>➢ Got out on calls to observe the officers methods</td>
<td></td>
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<tr>
<td>➢ Assisted the officer in any way possible</td>
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<tr>
<td>➢ Attended a session of Circuit Court</td>
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</tr>
<tr>
<td><strong>Victim Advocate Office</strong></td>
<td></td>
</tr>
<tr>
<td>➢ Reviewed files in the Victim Advocate office</td>
<td></td>
</tr>
<tr>
<td>➢ Attended family court hearings</td>
<td></td>
</tr>
<tr>
<td>➢ Filing protective orders</td>
<td></td>
</tr>
<tr>
<td><strong>Central Investigations Division</strong></td>
<td></td>
</tr>
<tr>
<td>➢ Opportunity to view investigative interviews</td>
<td></td>
</tr>
<tr>
<td>➢ Assisted in typing witness statements</td>
<td></td>
</tr>
<tr>
<td>➢ Assisted with recovering stolen property</td>
<td></td>
</tr>
</tbody>
</table>
Table of Organization

This table of organization is used as a reference for civilians and those unfamiliar with the different divisions within the department. Within the department the table of organization is used as a guide for supervision and command. It begins by listing the Chief of Police, the Deputy Chief of the Uniform Division and the Deputy Chief of the Investigative Division. Then the table continues to break down the department by division including Investigations, Administrative, Records, and Uniform. Each of these continues to divide downward within the column including S.M.A.R.T/YOC, Drug Task Force, Training, Property Room, Maintenance, Victim Advocate, etc.

The table begins with the Chief at the top and within each divisional column below, the supervisors can be found listed at the top above the officers within their division and shift. The name placement within the table is one way to determine rank. The table also uses colors to indicate rank. For example Captains are highlighted in red and Sergeants are highlighted in pink. The shifts within the divisions are indicated in blue. The officers are listed by their last name which is then followed by their four digit badge number. At the bottom of the table there is a heading to list the names of officers that are currently on sick leave or away for training at the Academy.
Muncie Police Department

Molly I. Jones

May 5, 2005

Sergeant Sheryl Mench
Purpose of Agency

Officially the officers are employed to serve and protect the citizens of Muncie to the best of their abilities. This intern has observed that the main goal of every officer within the department is that of serving the public in a timely and efficient manner. When time allows, the officers will try to be proactive in making traffic stops, researching cases, or investigating crimes. However, this is not always possible on the busier days and the officers put forth their best efforts to serve the public as quickly as they are able. Each officer is responsible for his or her own behavior. As officers of the law they are held to higher standards and are subject to high scrutiny from the general public. The majority of the officers provide the best assistance possible within the confines of their knowledge including referrals to other agencies within the city, transport, and taking the time to explain various laws or options to the victim/subject or complainant.

Chain of Command

The department has many supervisory roles, as an intern there are various supervisors that are encountered for the duration of the internship. This intern worked mostly with the Uniform Division which meant that she was required to answer to the shift Sergeant and sometimes to the next level of supervision, the shift Captains. The intern was never introduced to the Deputy Chief or Chief of the department. The intern reported every day to role call for the assigned shift and on any given day there are two supervisors for each shift present. If the intern had any concerns, complaints or scheduling issues they were either brought the attention of Sergeant Mench (internship coordinator) via email/telephone or the shift supervisors verbally at the beginning or end of each shift.

The department uses the chain of command to keep operations running smoothly. The officers are allowed to use their discretion when on the scene. There are a few instances where a judgment call is better made by the supervisor who may have more information or be better qualified to have the final say in how to handle the matter appropriately. The shift supervisor is the person the officers go to for
assistance. The supervisors (Sergeants) will continue up the chain to the Captains if further knowledge or reference is necessary before acting on the decision. The officers tend to police themselves on the job, however if any issues do arise there are appropriate methods to deal with the situations. The immediate shift supervisor or Sergeant is the first to be notified of any problems within the shift and from there it is decided whether or not to carry the concern on to the Captain for that shift. If the concern or complaint is such that further discussion or decisions need to be made it continues up the chain to the Deputy Chief. If resolution still cannot be made, or if further action must be taken then the Chief is notified of the issue and it is up to his discretion as to the appropriate actions to adequately address the situation.

This use of the chain of command keeps the more trivial matters from making their way to the top and occupying the Chief's time with unimportant issues. The officers tend to deal with issues amongst themselves to the point where it tends to not leave the shift, however thing such as accidents involving the squad cars, or use of force issues have to be addressed higher up until appropriate disciplinary or administrative action is taken.

**Personnel**

There are 128 members listed on the most recent table of organization for the agency. The largest portion, approximately 71, is patrol officers within the Uniform Division. The patrol officers are those that are actually out on the streets during their shift answering calls, making traffic stops, arrests and filling out reports. The Investigations division is the next largest and their duties stem from further investigation of the reports made by the patrol officers. There are also about 5 civilian employees that assist within the Records division to file and distribute the case reports from the officers. There are several civilian secretaries within the Administration and 3 civilian employees that work in the Victim Advocate office. In the opinion of the intern the Victim Advocate office is understaffed in relation to the services they offer and the number of clients they handle. The Victim Advocate office often relies on the
assistance of interns to handle the current caseload. It takes quite a few employees to keep the department running smoothly.

**Ranks and Titles within the Department**

The rank is self explanatory, the higher up you go the more weight you have in the department and decision making. The intern believes the Captains of each shift and division are the individuals that carry the most burdens. The officers beneath them, especially in Uniform, go to the Sergeants first to report anything and from there the Captains are notified and must make the decisions and fill out the paperwork for anything that needs to be done. The Sergeants make the initial decision to refer it to the higher rank and from there they seem to act as a relay for notifications but do not get directly involved. The Captain makes the decision to go to the Deputy Chief who will review the incident and usually if the concern makes it that far the Chief will be called into a meeting with all involved. Basically, the higher the rank, the more responsibility there is within the department. The Chief oversees the processes of the police department, makes the disciplinary decisions and makes public appearances. The role of Chief of Police carries quite a bit of political responsibilities as well.

The Muncie Police Department has several Divisions that all handle a more specific aspect of the department as a whole. Uniformed Patrol officers make the initial reports and are actually out on the streets during their shifts. The Investigators take those reports and continue investigating in cases of theft, murder, fraud etc. in order to solve and prosecute these crimes. There are also Patrol officers that are designated Traffic Enforcement. These officers are meant to focus on traffic violations and accident reports. Another specific designation is the S.M.A.R.T (Sexual Molestation Abuse Response Team) officers. These officers work out of the Youth Opportunity Center on crimes specifically involving children. The Drug Task Force officers have an obvious target of enforcing and investigating crimes or people involved in dealing, buying, and using drugs within Muncie. There are several officers dedicated to keeping the computer systems up and running, the maintenance of the departmental vehicles, handling
the filing of records, answering complaints from the public about officers or other personnel within the
department, and the civilian employees that have the title of Victim Advocate that were discussed earlier.
The Victim Advocates handle cases involving domestic violence, abuse, and tend to spend a lot of time
filing Protective Orders and attending court hearings on behalf of their clients.

Training Activities

Sergeant Sheryl Mench is in charge of all of the training within the department. There is a
required one a month “in-service” training that every officer in the department must attend unless there is
an extreme circumstance. Several trainings that were held during the Spring Semester included a
Domestic Violence training session, a CPR certification session, and “Survival on the Street” training. At
times these trainings may be repeated from previous years; however the information is constantly updated
and requires the officers to be informed of the changes.

The training of new officers includes a few weeks basically acting as an intern for the department,
and then Sergeant Mench arranges for the new officer to be sent to the Police Academy to complete the
officer training program. After returning from the Academy the new officer is required to partner with an
F.T.O. (field training officer) for several more weeks of training within the department before being
allowed to patrol alone.

There are many different workshops officers can attend as they are announced. There are bulletin
boards in the shift offices that are used to announce such training. These can be both optional and
required; they may also vary among topics. The police officers can be dive certified, they can be trained
for bicycle patrol or mounted patrol, and there are officers on each shift that are trained in the use of
canines to search for drugs and tracking of individuals. All of the above are the result of various
workshops, conferences and training sessions. The officers that are also members of S.W.A.T must
qualify to apply by completing various physical, mental, and intelligence tests and competing to fill the
open positions within the department.
The Traffic Division also has various trainings specific to their officers in addition to the general officer training. The most recent one that has been implemented is a specific training for accident scene reconstruction that is an intensive course lasting several weeks and must be completed in several parts. This often makes officers more likely to receive promotion as well as being better prepared to handle their daily tasks.

The K-9 units often perform their own training when they have down time. This includes running their dogs through various drug detection trainings such as with vehicles and homes. The intern had the opportunity to observe and participate in practicing a vehicle search with one of the units.

Every officer in the department is required to keep up their skills with the weapons they carry with them on a daily basis. They have to pass a physical agility test every year and they must keep up on their skills with handguns. Another training they are required to attend is defense tactics. Each officer is required to participate in order to keep them performing to the best of their abilities and prepare them to handle any situation that may arise while out on patrol.

Agency-Community Relations

This agency is highly dependent on communicating with the public. This is a public service career, the officers are intended to interact and assist the public in any way possible. It is imperative that the community feel comfortable with their local law enforcement or they will not feel compelled to call and report suspicious activity or to ask for assistance. Police officers are under high scrutiny especially when they do something wrong. The community is quick to question the appropriateness of their actions and whether or not they violated the rights of the citizens. It is a fine line to walk because as an officer of the law you must maintain a measure of authority over those in the general public however it is detrimental to the job performance to come across as unfriendly and untrustworthy. The public has to have faith and trust in their local law enforcement. The officers goal is to be kind and courteous and provide as much information and assistance as possible.
The Muncie Police Department works to promote community policing by incorporating a Mounted Police division and a Bicycle Patrol division into their department. These have made a few small steps to increasing the number of citizens encountered on a daily basis and to improve the public opinion of the officers. The theory behind these divisions was founded by the idea of it being easier to stop and talk to an officer on a bicycle or horse walking by than one in a car driving past on the street.

There is another way the officers have developed better community skills that was not necessarily planned. This intern has observed that many of the officers have second jobs as school security officers and some also work as coaches for various school sports teams. It seems that in this way, the officers build better relationships with the younger generations. As these kids grow older they may grow up trusting the police instead of fearing them.

The agency basically encourages their officers to get out and get involved in the extra events that are posted for volunteer or overtime work. On a daily basis when the officers are being dispatched from one call directly to another it is difficult to find the time to be proactive and get out into the community. In this way it is important that the officers handle themselves well when on the calls. The officers are trained to interact with the public and be as helpful as possible in offering assistance and referral information.

Research Activities

This intern was never directly involved in any research activities however there are always ongoing research projects within the department. The Administrative Assistant for the department, Shannon Mounts, is in charge of researching and applying for grant money to be used to improve the various divisions within the department. Mounts is constantly searching for new grants that are applicable and address the needs of the department. The latest addition was a grant to provide all new computer systems within the Central Investigations Division.
The police department is required to send in report information in order to keep the statistics up to date for the city. When calls are dispatched they have to be given a type in order to place it somewhere within the statistics track the number of calls and what types occur most frequently. In addition to the statistics that are generated by call response, there is always some agency that wants to use police officers as a test group or basis for their research. The officers are always being asked to fill out mass surveys on job satisfaction, public perception, and various other outside inquiries. These surveys are typically distributed during the monthly training sessions when every officer within the department is most likely to be present.

**Interfaces Within and Outside the Agency**

The Muncie Police department is connected to many different organizations and agencies within the city. On a daily basis victims are referred to the missions, Victim Advocate, the prosecutor’s office, Ball Memorial Hospital, Child Protective Services, Adult Protective Services, the Youth Opportunity Center, rehabilitation services, mental health services and many more. The calls that the officers respond to can be one in many of a broad range of circumstances. At some point within each call they answer in a day it is not uncommon to offer information for at least one if not two other agencies for the victim to contact. The officers may have no further contact or interaction with the victims after leaving the scene because the victim will seek further assistance with the referred agencies. The officers basically assess the situation and then make the victims aware of their options and what services the city can provide for them outside of always calling the police.

The agency itself has several divisions that work together. As previously mentioned the most common is simply when the reports are made by Patrolmen, the Investigators pick them up for further review and investigation in an attempt to resolve them in some manner. The officers all depend on the property room to retain things for them, they rely on the minimal services of the lab for various test results, and they also work with the special task forces to perform raids and seizures. On several
occasions the intern noted that the Muncie Police Department would call in, or offer assistance to Ball State Officers and Delaware County Officers. In such cases it was typically when a canine was needed immediately and they asked for response from the department with the closest unit. The Muncie Police Department relies on group effort, teamwork and the cooperation of everyone in order to function to its full potential.

Sources of Authority and Funding

The police department operates under the authority of the state statute. The agency is in place to enforce, within the city, the laws that are set forth by the state of Indiana. The officers within the department are allowed to use their discretion when enforcing the laws however they cannot deviate from the written law.

The department operates from the city budget and relies heavily on grant money for additional assistance. The grant money provides an opportunity to purchase more advanced equipment for the department including computers, radios, software, safety equipment, and could even be used as funding to assist the city with the purchase of new vehicles for the department.

Records

The records that are kept by the police department are for the benefit of the general public. One way they benefit is that once the reports are recorded the investigators will continue working on the files in order to recover stolen property or prosecute those involved in a criminal act. The Records division is also used by the insurance companies. Most often the insurance companies require official copies of accident and theft to be on file before they will begin processing a claim. The general public can access their records at any time for various reasons that may arise. If someone is interested in property in the Muncie area they can go to the Records division and ask for a list of prior incidents for that address. This
can be a good indicator as to what type of neighborhood the address is located in and whether or not it would be a wise purchase for a family home.

**Equipment and Supplies**

The department has used both the money provided by the city budget and grant money to adequately equip themselves to serve the public. The department maintains a fleet of squad cars for the Patrol officers to use during their shifts. Each of these cars is outfitted with a transport cage, radio, siren/light system and a computer system to receive the calls from dispatch. These are useful because the officers can run drivers license numbers, Social Security numbers and license plates in order to obtain additional information for suspects or individuals encountered during the shift.

The Traffic Division officers and K-9 officers are given take home cars for ease of operations because each of these cars is specially outfitted to their division in addition to the basic equipment mentioned above. The traffic cars have speed radars built in along with video equipment to record their traffic stops. The K-9 officers have specially outfitted cages in the back seats of their car for the dogs to be contained and they are required to carry various pieces of equipment necessary for the upkeep and handling of their dogs. It is more convenient for the traffic and K-9 units to not have to load up their equipment at the beginning of the shift each day; rather it is waiting and ready to go at the beginning of the shift. The department also provides the Drug Task Force and the Investigators with unmarked vehicles to use when conducting their investigations. There are also Sport Utility Vehicles that are marked as patrol cars for the officers to use in bad weather situations.

The officers are required to carry various pieces of equipment with their everyday uniform that is their responsibility to obtain when they begin service as a police officer. These include handcuffs, handgun, mace, nightstick, flashlight, radio and many other items that they find useful in their everyday routine. The department will often apply for grants to upgrade the equipment the officers already possess or to supplement the equipment they already have in their possession.
Facilities

The facilities of the department are not completely contained within City Hall itself. City Hall is open during the normal business hours 7 AM to 5 PM however after that time the facilities are kept locked to the public and can only be accessed by the employees. They have a secure lock system that requires the use of a small remote sensor to unlock the doors to the building and the various offices within the building. The Uniform Division is housed in the basement of City Hall and these facilities include offices for the supervisors, a gym and locker rooms for physical fitness upkeep, the property room, evidence lab, the Merit Board office and the Crime stoppers offices. There are computers in the basement that are all connected to the main system and allow access to the jail and state records so the officers can do additional research. These are also provided for the officers to use for typing up supplemental reports which can be printed immediately and turned in to the shift supervisors. The first floor is dedicated to the city court and various city services. It also contains the records office and clerks offices. The Chief of Police has his offices on the second floor of the building along with the payroll office, Central Investigations, Victim Advocate, Traffic Division, and the Training offices.

In addition to those facilities at city hall the department has various outposts that they use for additional storage. There are various outbuildings located at the parks in Muncie where they house supplies for the K-9 units such as tennis balls, mitts and other training items. The traffic division keeps some of their equipment here as well such as orange traffic cones, caution tape, and blockades. The department also has a parking garage located down the street for storage of the SUV’s and various other vehicles when they are not in use. The maintenance of the vehicles is performed at another outpost of the department that contains a mechanics facility so the minor repairs and services can be performed by the department instead of outside businesses. This building is also used for extra storage of various types of bulky equipment.
Complaints and Internal Issues

The Muncie Police Department has a method for intercepting complaints from the general public. They have a phone number listed for the Professional Standards Unit which is a department dedicated specifically for handling those complaints. The only type of complaint procedures this intern is familiar with is those that concern the Uniform Division. The complaints are generally directed to the shift Sergeants or the Captain upon initial complaint. The issue is then addressed with the officer and it is determined whether or not it is legitimate and if it should be allowed to continue on to the attention of the Chief and then to be addressed with an internal investigation led by the Professional Standards Unit. If disciplinary action is needed then the shift Sergeants are responsible for notifying, reminding and monitoring the progress of the action until the conditions are met and completed and the officer returns to normal status.

Other Services Provided

There are a few additional services the officers can become involved with in addition to typical patrol. One of these is the newly implemented seatbelt patrol that requires extra officers on the shift specifically patrolling for seatbelt violations. Another service that has been provided the past few years is coordinating a mock drunk driving accident scene at the high school around the prom season to hopefully deter individuals from driving under the influence. The officers also volunteer to work at parades, charity events, marathons, festivals and any other local events that require some sort of security to be present in case of emergency situations.
Operations

**Uniform Patrol**

The Uniform Patrol officer’s duty is to maintain their assigned district, acting as a deterrent by staying visible to the public and adequately handling any calls they are sent by dispatch within their shift. They are also asked to be proactive in performing traffic stops and staying aware of their surroundings especially during the burglary season. The officers perform basic patrol duties, filing reports for the citizens, writing traffic tickets, checking on alarms, domestic disputes, suspicious subjects and many others. They are also expected to transport those they come into contact with that have outstanding warrants for arrest and various other violations that warrant them to be taken into custody.

The Traffic Division falls under the same category as Uniform Patrol however their goals are different. The duty of the traffic officers are to make the citizens aware of the traffic laws and the limits set forth by the state in order to keep them and those around them safe when on the city streets. They also tend to be dispatched to the scene of all accidents to make the reports and direct traffic until the roadway can be cleared of all emergency vehicles.

The K-9 Officers are also Uniform Patrol and tend to be sent to alarm calls for detection of intruders within the property. They are also relied on to assist in conducting a search when there is suspicion of drugs within vehicles or a residence. The dogs are a good resource and tend to increase officer safety and prevent possible injury of officers when in situations involving robberies, weapons, or other dangerous situations.

**Investigations**

The investigators do more background research and investigation of the reports filed by the patrol officers. They attempt to recover stolen property and find the responsible party. If there is a murder or assault they attempt to locate the suspect. The investigators are also responsible for performing any pertinent interviews and taking witness statements that are later added to the case to be filed by the