Evolution of Rural Law Enforcement: Three

Decades of the Jasper County Sheriff’s Department

An Honors Thesis (HONRS 499)

by

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This project is dedicated to the men and women of the Jasper County Sheriff’s Department. Their service, dedication and sacrifice to the citizens of Jasper County cannot be done justice here but is left to posterity and Providence.

Their willingness to face that which others will not has left a debt of honor owed to them by all of those their actions have touched and influenced throughout time.
Abstract

Law enforcement in America exists as a fluid entity in society. As society changes so must methods and procedures utilized by law enforcement in order to effectively serve and protect the populace. Rural law enforcement agencies play a special role in this dynamic relationship. These agencies cover a large geographic area across the country and interact with millions of citizens. This study focuses on a single sheriff’s department in Northwestern Indiana and how it compares to national trends in rural law enforcement. Using personal interviews, existing research and firsthand experience, the deputies and citizens of Jasper County, Indiana will be explored and dissected in an effort to better understand the intricacies and nuances of rural law enforcement.
Evolution of Rural Law Enforcement: Three Decades of the Jasper County Sheriff’s Department

When studying changes and trends in law enforcement, many studies focus on either metropolitan or rural law enforcement agencies. Rarely does research encompass both types of agencies. Separating the two is a logical process due to varying differences that exist. Although some might believe that one law enforcement agency is more or less the same as any other agency, that assumption has many shortcomings and misconceptions. Despite large, metropolitan agencies being glamorized on television and in movies, the realities of daily police work in America are quite different.

Being a resident of Jasper County my entire life, excluding my time at Ball State, I feel a certain connection to law enforcement there. My father, who is featured in an interview that accompanies this study, has been an officer at the Jasper County Sheriff’s Department (JCSD) for twenty six years. That time span encompasses my entire life and beyond. I have seen and personally lived in an environment much different than that of most people. I believe that by seeing how law enforcement is conducted on a daily basis as both an observer and participant, I have been afforded an insider’s view on the matter. My background at Ball State with a major of criminal justice and criminology also directly correlates with the subject of law enforcement. Being intrigued by the matter and believing it is a crucial element of society makes it a logical topic to dissect and analyze.

Geographically speaking, the majority of the United States falls under the jurisdiction of rural law enforcement rather than metropolitan agencies. In some instances it has been reported that 90% of law enforcement agencies employ fewer than fifty full-time sworn officers on their
departments ("Law Enforcement," 2004). Although large cities receive more attention, it is rural agencies that primarily interact with citizens on a daily basis concerning various matters. By studying the operating procedures, technology, attitudes and personal opinions of rural law enforcement agencies a much clearer picture of law enforcement in America can be obtained.

Examining how a sheriff's department operates and functions can be done using various methods. Observation, research, participation and recording firsthand knowledge comprise the majority of this particular study of the Jasper County Sheriff's Department. Based upon the idea that immersion and exposure to the subject of study is the most effective means of learning and understanding the dynamics of rural law enforcement, I combined the aforementioned methods into this study. The next critical question concerns what exactly is pertinent when studying rural law enforcement. Information pertaining to the subject is almost unlimited, but several aspects consistently appear as being in the forefront of research. Technology and equipment, training and education as well as operating procedures depict an accurate picture of nearly any law enforcement agency. This is especially true for rural agencies that often make do with much less in all areas than larger, metropolitan agencies operate with and manage.

Knowing what to focus on is only a fraction of the picture. Knowing what to expect as a result is quite different, but equally important. Based on research and augmented by personal experience, it is reasonable to believe that studying a rural law enforcement agency should have certain outcomes. Rural departments are not known to be particularly strong in technological use and advancements. Their equipment is also known to be fairly inadequate compared to larger departments. Facilities and operating procedures utilized sometimes lag behind larger departments as well. In addition, education is often seen as more of a luxury than requirement in officer selection.
Although the previous statements seem to paint a bleak picture of rural law enforcement agencies, it is not meant to degrade their performance or cast doubt on their capabilities. Most limitations in technology and other areas are due to budget restraints rather than poor attitudes or laziness. Reports within the last five years show that for a sheriff’s department the size of Jasper County, the average operating budget was just under $2.4 million dollars (Hickman, Reaves, 2006). This seems to be a large amount to the average citizen, but considering that budget covers everything from officer salaries to training and equipment; it becomes apparent that departments most likely face cutting some programs in order to maintain a minimum operational status.

Ultimately, it is not unreasonable to expect that a rural sheriff’s department like Jasper County with its 32,000 citizens (“US Census,” 2007) would be one that exists and operates with minimal excess funding, training or equipment. JCSD is one that appears to follow the typical rural template of a relatively large jurisdiction of 560 square miles (2007) with only twenty-one road officers, another relatively low number. One might expect to see a typical rural department that gets by with what little it can afford while relinquishing more advanced technology that it desires to have, yet cannot justify, due to its financial and logistical limitations.

Observation and participation are the two primary methods utilized in this study. These methods are slightly unique to my particular situation within the context of JCSD and this research. As far as research is concerned regarding rural agencies, it is often fragmented and rarely found in a single comprehensive source. My observation actually reaches back nearly two full decades from my youth. Particularly concerning this study it refers to my experiences during my ten week internship with the department during the summer of 2009. During this time from May to July 2009, I was able to personally observe and participate in all aspects of the
department on a daily basis. I had access to the jail, dispatch, administrative areas and interaction with both patrol deputies and department leadership. I also conducted ride along duties with patrol deputies during their eight hour shifts. These shifts covered all times of day, afternoon and midnight shifts.

Not only was I able to observe how the personnel operated and interacted with the public, but I was also able to personally do the same as a fully sworn Special Deputy. I conducted the same interview and training process as would any normal deputy. This began with an interview before a five member merit board as well as Sheriff Orville Perry. After the interview process and being accepted for my internship, I conducted and successfully completed the state mandated pre-basic training, range qualification with a side arm and defensive tactics course. This process and training provided the frame work for a successful and enlightening experience throughout my internship.

Lastly, but just as important as any other method were the interviews I conducted with five members of the sheriff's department. All members had at least twenty years of experience with JCSD, while most officers had more total time in service with other agencies. All officers interviewed have held or currently hold a leadership position within the department. Just as importantly, all of the officers also progressed through the ranks as patrol deputies prior to holding their current positions. The officers interviewed account for a total of 133 years of law enforcement service. This makes their experiences well rounded as their time in service encompasses countless hours on the road and in department leadership.

All of the interviews were conducted on site at JCSD. Participants were fully briefed on the purpose of the interviews and what role their responses would play in the overall scheme of
the research conducted. All officers were asked the same battery of questions in the same order and were given as much time to answer them as they felt necessary. Officers were free to elaborate on the questions as they deemed necessary. They were also free to make any additions to the interview in the form of final comments they might have thought pertinent to the process. Interviews took approximately one hour to conduct from start to finish and all answers were recorded verbatim.

An important note to consider is that all statistics given in regards to agencies with similar characteristics as JCSD follow the format of an agency serving between 25,000 and 49,999 citizens. Wherever a fact or statement is made in the body of this work that is not followed by a proper citation, it is not due to negligence, but rather to my lengthy and in depth exposure to the Jasper County Sheriff’s Department over the span of nearly 23 years. Statements, figures and facts provided are made with every effort to avoid error and bias, and simply come from a common knowledge that I as the author already possess. These methods combine to form a strong, representative account of operations at JCSD. These results are not exhaustive however, and do not account for every rural law enforcement agency in every state. Doing so would be nearly impossible without actually working at such an agency for years or even decades. Overall the findings represent how numerous rural agencies, in particular the Jasper County Sheriff’s Department, operate in modern society with the assets they have at their disposal.

Technology and Equipment

The utilization and application of technology is critical in nearly every aspect of society. Law enforcement is no different. Although personal human interaction is fundamental to
successful police operations, technology shapes and alters how that interaction is conducted. Technology brings not only great benefits but also headaches and dilemmas. Technology means more training hours, familiarization, time and money. All of these are often found in short supply in rural law enforcement agencies.

When studying technological impacts on policing the main focus often revolves around computers and communication equipment. It is no surprise that the use of computers has greatly increased in the past decade. With the advent of computer aided dispatch (CAD) and mobile data terminal (MDT) systems, law enforcement agencies now have the option of relying on technology to streamline their operations and communication efforts. Being able to record, transmit and store information digitally rather than manually should theoretically increase productivity and ease with which officers operate.

Although technology can be a great asset, rural departments are often faced with budget limitations and a finite amount of resources with which to acquire new technology. Public support for new, expensive technology does not always exist, forcing some agencies to cope with antiquated systems. Despite these obstacles, many departments have made great strides toward becoming technologically proficient. In 2003, 55% of sheriff’s departments used computers in the field and employed 81% of Sheriff’s officers where in-field computers were utilized (Hickman, Reaves, 2006). It has also been found that the use of computers typically centralize around a few main concentrations. Computers are used by rural agencies for record management, criminal investigations and internet access in over 70% of departments (2004).

Other research in 2003 showed that for a department serving a population size applicable to Jasper County had 60% of agencies that used in field computers of some type. The type of
information available on these systems varies. In the same time frame and population sample, criminal history and vehicle records were available between 20% and 30% of the time (Hickman, Reaves, 2006). As previously stated the percentage of sheriff’s departments that used these in field computers of some type, 55%, is a percentage that nearly doubled from 2000 to 2003.

Despite the influx of computers in daily operations for rural agencies, a discrepancy in computer applications still remains. Some reports show as few as 6% of county agencies use computers for in field report writing, and fewer than 20% keep computerized traffic records and only 35% have computerized warrant records (“National Assessment,” 2002). All of these categories are in fact put to use by JCSD. Nearly 74% of agencies report never using a laptop computer in the field and 86% report never using car mounted data computers (2004). Although their effectiveness has been proven in some instances, it still might not be enough to persuade some departments to spend limited money and resources on such equipment. The key to these particular responses are that they stem from a survey conducted in 2000. This represents a relatively short time span of three years compared to the study showing much heavier computer use. If anything can be deducted from the difference in results, it is that technology changes at so rapidly that what is effective from year to year often changes. Using a certain type of computerized equipment at one point and time might differ drastically from what technology is being used only a short time later. This fact only increases the need for technologically savvy officers and administrators in rural departments.

Communications equipment represents the other major realm of law enforcement technology. In the year 2000, departments reported using mobile radios, portable radios and base station radios between 82% and 98% of the time. Cellular phones were used in nearly 60% of agencies as well (2004). When technology augments communication it seems to be an
effective combination that nearly all rural departments recognize. Many officers appreciate the importance of good communication equipment. As is apparent in the interview answers of other officers, advancements in radios and communication equipment are some of the most beneficial of their career. Chief Deputy Terry Risner of the JCSD recalls when he first began law enforcement nearly thirty years ago circumstances were much different than they are today:

I know that when I started law enforcement we didn’t even have portable radios for everyone. Once you got out of the car you lost communications. They would often actually call the house we were at to see how [sic] our status was. Often you were the only officer in 560 square miles so it was a poor way of doing things.

Among the Jasper County Sheriff’s Department and its deputies, technology plays a major role in all aspects of daily operations. All of the twenty-one road deputies have available a laptop computer set up as a MDT system. Officers can communicate with other officers and dispatchers while simultaneously retrieving traffic information and warrant records. Everything from arrest records to phone calls are recorded and stored digitally making retrieval and use of these records much more efficient and convenient. Many officers also utilize in car digital cameras to record traffic stops and other critical incidents while on duty. All officers are equipped with either both or a combination of portable VHF and 800 MHz radios.

Communication and safety for the officers is greatly improved because of their ability to have as much information as possible at their disposal when arriving on scene to a call.

What is just as important to understand is that technology can and is used by criminals in much the same it is used by law enforcement officers. Of the officers interviewed in this study, nearly all commented on the ways in which the criminal element has become more
technologically advanced over the past few decades. Criminals are just as likely to use computers and cellular phones in order to communicate and plan their crimes. Technology has become a vulnerable asset in some ways, allowing criminals access to financial records that are digitally operated, leading to an increase in white collar crime.

When speaking in terms of technology, one aspect of policing that is often closely related is equipment used by officers on a daily basis. These technological advances in equipment typically focus on weapons development and individual items an officer has at their disposal. Nationally, a majority of agencies (two thirds) use in-car cameras while on duty. It has also been shown that over half have some sort of K-9 unit. Over three quarters of departments also require officers to wear some form of body armor on duty (Hickman, Reaves, 2006). Although these facts might seem obvious or trivial, they are all practices employed by JCSD. This shows how the department falls in line with national trends regarding equipment usage and capabilities. Jasper County also maintains less lethal capability in its firearms and equipment sections. All officers have some form of pepper spray and batons at their disposal. Numerous other officers have the ability to use less than lethal bean bag rounds deployed from a 12 gauge shotgun. All of these options allow officers to use something other than lethal force to gain control of a situation should the need arise. This is one area where JCSD is above the majority of reporting agencies. Nearly 86% of agencies say they never use soft projectiles as a less than lethal option (2004).

The department also has the ability to deploy flash bang noise distraction devises. These emit a momentary, intense light and noise combination to those in the immediate area. It is a way for officers to gain entry to a structure or the element of surprise to avoid using lethal force, thereby keeping officers and bystanders safe. Almost 80% of agencies report never using these devises (2004). The department also has a fairly substantial variety of lethal weapons with which
to equip every road officer. Deputies may carry any variety of weapons which include MP-5 submachine guns, M-14 rifles, bolt action and semi-automatic sniper rifles, H&K 53 rifles, 12 gauge shotguns that are both auto loading and pump action and M-4 rifles. These weapons are in addition to their Glock 17 side arm that every officer carries on duty.

The bottom line is that technology has influenced countless capabilities of rural law enforcement agencies. Communication and equipment capabilities have improved over time to the point that, if money were negated, a department would have almost unlimited options in equipping their personnel. Many rural agencies face a choice between spending money out of a limited budget or going without some desired equipment that could greatly aid its officers. The Jasper County Sheriff's Department seems to have been blessed with the ability to find a medium of staying within its budget and equipping its officers with a substantial amount of tools that many departments comparable in size do not have.

*Training and Education*

The extent to which any agency trains and improves the education level of its personnel, in most cases, is an accurate indication of how well those personnel will perform their tasks and duties. That statement could actually be applied to nearly any profession. A failure to prepare and become technically proficient at your duties is a clear step in the wrong direction. This is especially true in law enforcement. Finding time and money to train officers can often be a major obstacle. Many agencies would love to dedicate more time and effort toward training, but their operational tempo and budgets often dictate the training end state.

Training encompasses countless areas of law enforcement. It might include training in legal procedures, special equipment, weapons, defensive tactics, emergency driving techniques...
or simply being in good physical shape. It is easy to see how training could be a full time job if it were not for the equally important task of answering the daily calls for service. Mandated training also exists for law enforcement. The average number of annual training hours required for a department with the characteristics of Jasper County is nearly 800 hours (Hickman, Reaves, 2006). That equals roughly a full month out of the year that should be dedicated solely to training. These requirements consistently increase as time goes on. From 2000 to 2003, a department such as JCSD faced a mandated training increase, on average, of 133 hours (Hickman, Reaves, 2006).

At JCSD specifically, each deputy is required to have a minimum of twenty four hours of continuing education. That training mandate applies once a deputy is considered a first class county patrolman, which occurs after your first year of full time service. This twenty four hour directive of training includes EVOC, firearms, defensive tactics, criminal law updates and overall law enforcement education. That does include any specialty schools officers might attend such as FTO, breath test operators, K-9, tactical operations and less than lethal techniques. This is greatly increased from several decades ago. Approximately thirty years ago, an officer would have had approximately forty hours of time riding along with another deputy, then would have been issued their own car and patrolled alone thereafter (T.J. Risner, personal communication, May 26, 2009). To put this into perspective, during my internship time I accumulated between 200 and 250 hours of ride along time. Today, the total time between attending the Indiana Law Enforcement Academy and the JCSD FTO program, an officer will have nearly ten months of training prior to going out on patrol by themselves.

Education is another factor to consider in law enforcement. Education can be divided into formal civilian education and mandated education. The latter often falls under that guise of
training. The former is most often associated with education attained prior to joining a department during high school or college. For an agency with similar characteristics as JCSD, 86% required a high school diploma and 6% required a two year degree. As of 2003, there were no reported departments that required a four year degree (Hickman, Reaves, 2006). Although these statistics might be interpreted as bleak from an academic standpoint, the reality is often quite different. Many officers have indeed attained a two or four year degree prior to gaining employment with a department; it is simply not a common requirement. There are currently four deputies at JCSD that have a four year degree out of the twenty-one road officers, or 18% of the total force (O.J. Perry, personal communication, May 20, 2009). Much of the formal civilian education, as stated before, is bolstered with a highly mandated training schedule every officer is required to meet on an annual basis.

When questioned about the topic, many officers I spoke with alluded to the importance of common sense, a level headed approach and a good attitude in law enforcement. Sergeant Tim Bruce had this to say in regards to the question of a college degree being a requirement for law enforcement:

Not absolutely necessary, but helpful, yes. Even coming out of high school, anyone who applies themselves probably has the computer skills which would help a great deal. Higher education would help since it shows the individual has had to commit extra time. This is one of those jobs that has [sic] no substitute for real life experience.

Sheriff Orville Perry reiterated the statement made by Sergeant Bruce when he said, “I think it could be helpful. I don’t think it’s necessarily a requirement. I think the school of hard knocks and common sense might outweigh some degrees.” These officers pointed to the idea
that because of the unique profession that law enforcement is, sometimes the best way to learn is by doing. In no way did any of the officers speak negatively of obtaining a degree or becoming as educated as possible. Many made comments that having a higher degree of education might ultimately provide better opportunities for advancement later in a career. Overall, officers must constantly strive to better themselves and their department through continual, meaningful and rigorous training. Officers must be able to apply what they have learned in the classroom and on the training grounds to their daily activities. Deputies at JCSD follow the standards set by the state and their agency in order to gain an ever increasing level of professionalism and quality of service to the community.

*Operating Procedures*

The term “operating procedures” encompasses numerous aspects of law enforcement and law enforcement agencies as a whole. Because of this, it is difficult to cover such an extensive list, but it is important to cover some major aspects of these procedures. Many of the most important portions of departmental operations can be summed up by a written set of standard operating procedures (SOP’s). A department’s SOP manual could include written statements referring to use of force, pursuits, equal opportunity, uniform wear and other relevant standards.

Within the past decade, almost all, 97%, of sheriff’s departments had a written policy regarding the use of deadly force. Another 83% had a policy on juvenile procedures while almost 50% had a policy on responses and actions to be taken after a terrorist attack or large scale disaster (Hickman, Reaves, 2006). Another important way in which departments operate is in the hiring of new employees. The vast majority use personal interviews and criminal record checks, 99%, background investigations, 96% and driving record checks, 94% (Hickman,
Reaves, 2006). JCSD falls into line with these results, as it requires all of the above measures prior to hiring new employees. Jasper County also possesses a written SOP regarding use of force and disaster response.

Patrol procedures are another large and unmistakably obvious part of any law enforcement agency, especially in rural areas where few officers are responsible for relatively large jurisdictions. For an agency with similar characteristics as JCSD, 21% used foot patrol, while approximately 6% used motorcycle or bicycle patrol (Hickman, Reaves, 2006). Jasper County, although at one time had a motorcycle unit, does not utilize any of these methods due to several factors. Other common operating procedures revolve around investigative duties. Many departments, over 90%, carry out investigations pertaining to homicides and other violent crimes. There are also another 47% of sheriff’s departments that have an officer on a drug task force (DTF), adding up to almost 3,500 officers nationwide (Hickman, Reaves, 2006). Although JCSD does have two full time detectives responsible for investigating crimes from petty theft to homicide, they do not have a dedicated DTF officer.

Detention responsibilities and capabilities are common concerns for rural sheriff’s departments as well. Some 95% provide transportation of inmates, whether it is to other agencies or court. Aside from that, 22% have adult lockup facilities with a median total capacity of twelve inmates. This is one area that JCSD is both similar and different. Although JCSD does provide transport and lockup services, its capacity at the jail is much greater at 120 beds. The detention facility at JCSD is divided into five pods, “A” pod through “E” pod. There are also several holding cells, a medical cell and a “drunk tank” to hold individuals arrested for public intoxication (PI) or operating a vehicle while intoxicated (OWI). The detention facility at JCSD finished construction in the fall of 2008 and has many other modern amenities included
electronically controlled access to all areas of the facility. An automated control tower can be operated by one person and has observation capabilities over the entire facility, inmates and immediate area outside the facility. All departments within the facility such as dispatch, admin, intake and the inmate pods are connected through communication and observation systems.

Operating procedures for rural law enforcement agencies cover a wide range of topics. It is important for agencies to know they are officially covered in word and deed with written SOP’s. They provide the guidelines for whole organizations and individual officers to act in an appropriate manner regardless of the situation at hand. Rural agencies often have to cover the spectrum of enforcement, patrol, service, investigation, transport and detention. This is often done with a relatively small number of personnel. As mentioned earlier, these tasks can be expedited with technology, equipment, as well as training and education, but it remains a daunting task for even the most highly outfitted agency. Sheriff Orville Perry made the following comment regarding the difficult situations that often arise from operating such a facility:

The biggest challenge for me is the jail and jail staff. We don’t have a whole lot of turnover, but because people in corrections work with inmates which is stressful, it is a challenge to keep qualified people. Every inmate wants to sue you it seems. I don’t think we’ve had any people quit, but the challenges with the jail and correctional officer staff is the biggest headache the sheriff has.

Quantitative Records of Change

As is true with any law enforcement agency, records of daily, monthly and yearly activity are crucial in making analytical and comparative observations. Many departments the size of
JCSD might not have the personnel to keep an accurate, detailed account of these records. Manpower is dedicated to service and protection first and foremost. With the advent of computers and electronic record keeping, departments can keep track of activity with more ease and efficiency.

Two sets of records from Jasper County that are available for review are the yearly reports from 1988 and 2008. These two sets of data display in numerical terms the activity of the officers and department as a whole for each respective year from January 1st to December 31st. The records were kept manually in 1988 and now in recent years and in 2008, are recorded and stored electronically. Although the records are not necessarily comprehensive, they do portray an accurate picture of the department throughout the year. What is more interesting for the purpose of this project is that 1988 and 2008 coincide with the same time period served by the officers interviewed for this project. All of those interviewed worked during this time frame, making the records a valuable asset in comparing and contrasting personal experiences of the officers.

When looking at departmental records several areas are more revealing than others. From a law enforcement stand point, arrests, calls for service, warrants, prisoners booked and vehicular crashes represent the majority of an officer’s activity. Records of those activities were kept over twenty years ago and are still recorded today. There are several other areas that are documented, but they comprise lesser known activities that are not vital to daily operations of the department. One important piece of information to keep in mind when comparing the following statistics is that in 1988 there were eight full time sworn officers, and in 2008 there were twenty one full time sworn officers (T.J. Risner, personal communication, May 26, 2009).
Beginning in 1988, the overall calls for service amounted to 4,764 calls that road officers handled and responded to in some fashion (see Appendix G). That averages out to approximately thirteen calls for service a day. In 2008 there were 16,646 calls for service at an average of forty five calls a day (see Appendix H). That is a significant increase in calls from citizens that could range from calls for criminal activity to civil disturbances. Such a large increase is certainly due in some respects to population growth over two decades, but it could also be the result of public attitude. Several officers I interviewed, as well as officers I worked with on duty, made comments alluding to the propensity citizens have to call police for even the smallest issues. As Sergeant Tim Bruce explained:

People are so quick to pick up the phone and call law enforcement. Twenty years ago, I don’t know if people just worked it out, but now people pick up and call us for anything and everything now. The number of calls for service just keeps skyrocketing. We keep track more now than earlier. But my first couple years I don’t know if we did five thousand calls a year and now we’re over fifteen thousand.

In 1988, those calls for service resulted in 314 arrests. Of the 314 arrests, 88 were felonies and 228 were misdemeanors arrests. In the same time frame there were 135 warrants served and 530 vehicle crashes worked by the deputies. When all was said and done, there were 942 prisoners booked into the Jasper County Jail in 1988 (see Appendix G). Twenty years later in 2008 there were 427 arrests. Out of those 427 arrests 58 were felonies and 369 were misdemeanors. There were 103 warrants served and 767 crashes worked. Overall there were 1,624 prisoners booked into the Jasper County Jail in 2008 (see Appendix H).
Several conclusions can be drawn from that comparison in statistics. Arrest numbers for both years were fairly close overall. In 1988 72% of arrests were misdemeanors (see Appendix G) compared to 86% in 2008 (see Appendix H). That fact does correlate with the statement regarding people’s willingness to call and report minor activity to the police. Even though the total arrests increased, the percentage of those that were felonies decreased at the same time. There were 237 more vehicular crashes worked in 2008 (see Appendix H), which could be attributed to the increase in population and total vehicles on the road. That conclusion is based on speculation and common observation, but could still hold some validity.

Much in the same vein, the total number of prisoners booked into the jail increased by 682 from 1988 to 2008, a 58% increase (see Appendix H). That single statistic is probably the most revealing of all. Events like traffic accidents, warrants served and citations issued can greatly vary depending on countless factors, but actually incarcerating an individual is much less up to discretion or chance. Overall, the total activity of the JCSD increased significantly in that twenty year time span. Many of the same results can be seen in the verbal responses provided by the deputies in the interview portion of this project.

*Personal Observations and Participation*

Just as many officers mentioned in their interview, firsthand experience can often be the best teacher when it comes to law enforcement. I have been lucky enough to be able to conduct a full time, ten week internship with the JCSD as I described at the beginning of this paper. My unique role as a fully sworn, trained special deputy/intern has provided me with an insider’s account of every aspect explored in this paper. I have been able to operate in dispatch, prisoner intake, the jail itself, administrative areas and most importantly, I have been able to conduct
shift work during every part of the day and night. These cumulative views and experiences have allowed me to make many observations.

I will begin the self reporting of daily activities starting with my time in the communications, or dispatch area of the Jasper County Sheriff’s Department. The communications center itself is staffed twenty four hours a day year round. The majority of the time there are no less than two dispatchers on duty. At times there are three, and rarely only one. The dispatchers operate behind a control panel comprised of at least four monitors that allow them to control 9-1-1 calls, current officer activity, MDT’s, weather radar and internet capabilities. Each dispatcher operates through either a headset or microphone system linked to the road officer’s in-car radios. The dispatchers also have phone and radio access to anyone and any location within the department.

Dispatchers are responsible for answering common calls for service and emergency 9-1-1 calls. They also dispatch fire, ambulance and other emergency vehicles in a timely manner and a variety of other clerical and administrative duties. One minute a dispatcher could be answering questions for an individual in the jail lobby, and the next minute be on the phone with the victim of a crime. All dispatchers must be proficient at multi-tasking as there is often some form of incoming stimulus from numerous sources. Phones ring, alarms sound, calls come in for assistance and dispatchers must be in open communication with road officers simultaneously. An efficient and capable dispatch crew can often mean the difference in an officer arriving on scene informed and prepared, or arriving on scene late, confused and vulnerable to dangerous circumstances. The role of the communication personnel should not be overlooked or underappreciated. Every call for service or emergency call to 9-1-1 begins and ends with a
dispatcher answering the phone and being able to make timely decisions as to what course of action will result in the best outcome.

The next component of the department I interacted with was booking, or prisoner intake. This area is closely linked to the control tower, since all requests from booking are executed by the tower command. This allows all interior, exterior and cell doors to be operated by the tower in conjunction with the movement of personnel inside and outside of the jail facility. The system is automated and can be monitored through several camera networks throughout the facility.

Much like dispatch, the correctional officers (CO's) in the jail must work quickly and as a team to be successful. CO's are responsible for interacting with both inmates and the public. They must answer phone calls regarding inmates, the prosecutor's office, court and other jail staff. Whenever a road officer brings in an arrested subject they must search and process the new inmate. At times there might be several inmates being transported to court, numerous new inmates coming in on arrests and other tasks to be conducted. Although there are times of relative inactivity, the key difference in CO's compared to other jail staff, minus the deputies, is the amount of personal interaction between themselves and the inmates. While not all inmates are violent offenders, many are, and just as many wish some type of harm to the CO's should they have the opportunity. Working around the inmates on a daily basis requires constant vigilance and precautions in order for both the CO's and inmates to remain safe. Correctional officers often carry out tasks that are away from public view, thankless and often potentially dangerous. They are *the* vital component of jail operations and success.

The next section of the facility is the administrative section of the department. Housed in the admin portion of the jail are the matron, head administrator, administrative assistant, civil
process, chief deputy and sheriff. The matron serves at the discretion of the sheriff and is over
female inmates, juveniles, kitchen facility and laundry facility (T.J. Risner, personal
communication, May 26, 2009). The head administrator and administrative assistant handle all
duties that occur during normal business hours and often incur many additional duties that keep
jail operations running efficiently. The civil process employee oversees all court, protection, and
eviction orders.

The chief deputy and sheriff have titles that are commonly understood and self
explanatory. The chief deputy has oversight on nearly all things relating to patrol officers, CO’s,
dispatch and other areas and functions of the facility. Although the chief deputy is primarily an
administrative position, he can also assist on emergency calls and calls for service. The chief
deputy overlooks the well being of the deputies as well as several different training events and
coordination of outside events. There is a great deal of discretion as to the daily duties of a chief
deputy. The sheriff has many of the same duties as the chief deputy, but is the final authority on
any and all decisions to be made at JCSD. The Sheriff is an elected position and therefore has
constituents to serve along with caring for the well being of the deputies on the department.
Many activities during a typical day consume the time of a sheriff, as Sheriff Orville Perry
commented on, “In a word, communications. Whether it’s mail, phone calls or internet work, all
of that correspondence and communication consumes probably 60% of my day.”

The final and largest branch of the JCSD is the patrol deputies. There are twenty one
sworn, full time officers that work for JCSD. Their job description is limitless. One moment
they are law enforcers and the next they are family counselors. Patrol deputies carry out
virtually any call for service or emergency calls that come into dispatch from the public.
Officers typically operate on an 8.5 hour shift, or whenever their duties have concluded after the
official end of shift. There are typically two to four officers per shift responsible for covering nearly 560 square miles (2007).

The realities of a deputy’s shift are quite different than the violent encounters and shoot outs seen on television. Deputies are prepared for dangerous, violent situations if necessary, but the majority of their work revolves around public service duties. Many people have simple complaints they want handled or questions they want answered. Often the complaints citizens have are not criminal in nature and there is simply nothing the officer can lawfully enforce, much to the chagrin of the complainant. Deputies carry out the majority of their shift from their patrol car. They have radio capabilities inside the vehicle as well as their MDT’s. The officers patrol with a variety of equipment which includes but is not limited to body armor, duty belt with attachments, side arm, uniform, boots and radio. Their patrol car is typically filled with much more gear and equipment that could be used for everything from a traffic stop to an emergency call out.

Contrary to what some citizens might believe, officers do not operate with a mindset of getting people in trouble for no reason, or fabricating grounds to otherwise hassle law abiding citizens. Officers are constantly answering calls for service, completing typed reports, training or any other number of duties. Officers rarely have the time or desire to intervene in other’s lives as long as they are obeying the law. There are many instances in which people believe they are being targeting by law enforcement, when the truth is that officers would often rather be doing something else than raise someone else’s children for example. But they have to answer calls regardless of their personal feelings, as it is their duty which they carry out in a professional manner.
The strain placed on officers and their families is rarely appreciated by those outside law enforcement. The typical officer faces challenges and decisions on a daily basis that most citizens never face. Officers consistently deal with thieves, rapists, juvenile delinquents, violent offenders and people who lie and mislead them. It takes a special kind of individual to withstand the constant exposure to this type of environment and still be able to effectively carry out their tasks. Some citizens could care less if they ever see another police officer, until that is, they face danger or have a problem they want fixed, in which case said officer cannot arrive quickly enough. Although officers know what they are getting into when they apply for such a position, being a law enforcement officer remains an often times thankless profession.

Conclusion

Rural law enforcement has always been a vital part of American society. From the time this country was founded and well into its future, the populace will always need law and order. There has always been a large portion of America comprised of rural areas away from metropolitan developments and fast paced life of the city. Because of this, it is crucial that we as a country continue to study, dissect, and learn from our past in order to secure a safe and happy future. Considering the responsibility that any law enforcement officer has on their shoulders, it is also crucial that they be equipped and outfitted with whatever technology and skills are required to allow them to carry out their duties. Times will only become more challenging. Financial constrains, physical limitations of space and resources and people’s attitudes will always pose a great challenge for law enforcement. On a more positive note, as there has been in the past, there will always be those men and women that step forward to serve their fellow citizens as law enforcement officers.
As it applies specifically to Jasper County, Indiana, much the same will hold to be true. The men and women of the Jasper County Sheriff’s Department have always operated in an environment under circumstances shared by many, but very unique at the same time. From the department’s modest beginnings to their current existence today, the staff and deputies have always worked to provide the best service possible to the citizens of Jasper County. The department exists in a rural area that retains its blue collar, agricultural roots, yet continues to become more and more populated every year. I believe the following responses garnered from hours of interviewing department leadership will provide unique insight into the nuances of rural law enforcement. Although the responses undoubtedly contain some personal partiality in certain areas and ideals, they combine to form a living representation of decades of time and service dedicated to keeping others safe.

JCSD is both ahead and behind agencies its size. In some areas of equipment and technology, the department might lack certain tools while in other areas they are significantly ahead of their law enforcement peers. Serving and protecting the third largest county in Indiana, geographically, has never been an easy task. Still, that is exactly what the deputies of the JCSD have done and will continue to do for decades to come. As much as rural law enforcement has changed, just as much has stayed the same. Interacting with people to resolve problems and conflicts will always be the foundation of law enforcement. At times these activities can be mundane and other times they can be extremely hazardous. Regardless, it takes dedicated people to carry out such tasks with any type of effectiveness. It would take mere days for any semblances of order to completely disappear in society were it not for the few that are willing to serve and sacrifice for the rest of the populace. Having such people in society should be seen as nothing short of a blessing.
References


http://www.census.gov/


Appendix A

Complete Interview with Sheriff Orville J. Perry

Q: How long have you been in law enforcement, with this department, and what positions have you held during that time including special duties.

A: I started in 1975 and at the time Carroll DeFries was sheriff. There was a need to start a reserve deputy division which I served in for fifteen years. There were twenty five different reserves that served during that time. About 1990 I retired from the business I managed in Rensselaer and was a full time deputy for four years. I was the second DARE officer the department had. I never was able to go into the schools as a full time instructor, but I did do substitute teaching. Then in 1995 I was appointed Chief Deputy by Sheriff Jim Wallace. I took over my first term as sheriff on January 1, 2003 which I still hold. I have twenty years full time at the department and thirty five years total.

Q: What technical advancements have had the greatest impact in your opinion since you have been in law enforcement?

A: I guess probably the complete change in the way law enforcement is carried out with technology advancements. When I started in 1975 we didn’t have computers, pagers or cell phones. Law enforcement has been totally changed in that means by the growth of technology. I think the other thing that has surprised me has been the dedication of the people we find interested in law enforcement. Typically back when we started our reserve division, nobody had any idea what law enforcement would take to be successful. But now with TV and the internet people have more than a basic understanding of what law enforcement entails. That can have both positives and negatives to it.

Q: What technical advancements have had the least impact in your opinion since you have been in law enforcement?

A: I think all the advancements have had some meaningful impact on law enforcement.

Q: How has personal equipment transformed, or stayed the same throughout your career, and what have been the benefits and shortfalls in these changes?

A: When we started as reserves we started with revolvers that were .38 or .357 (caliber), so the technology with going to automatic weapons is one thing. Our squad cars, no matter how good the battery or alternator, you knew the battery would go out due to the draw of the lights and radios. But now with new radios and light bars you don’t have that issue. With the advent of 911 in 1993, the technology that comes with that and improved 800 MHz radios statewide, that has all been a plus. Before we could not get out of the car and communicate with people until
the 1990s. There are now unlimited channels and so on with radios. We used to have a plan “A” radio that seven or eight counties would share, but now we all have our own to use. Personal equipment we carry, other than a weapon that is a plus is OC which is much improved. Most of it has been for the good, I don’t see any of it really that has a down side.

Q: Have you found it is becoming more difficult to keep up to date with information that is available in terms of case law and regulations that govern your actions as a law enforcement officer?

A: I think that those in admin are swamped on a daily basis with information to process. Between email, internet and the courts, you just have to sort through everything and see what the priority is. I don’t know if that’s good or bad but it creates a lot of problems in time allocation. I sometimes get three hundred emails a day, and that doesn’t include the two hundred or more spam emails. You get calls ranging from people selling anything from equipment to t-shirts. I have to remember that my job pertains to law enforcement, if it doesn’t pertain to that, then I need to let someone else take care of it. I get info from the Indiana Sheriff’s Association, Indiana State Police, United States District Attorney and many other agencies that send constant bulletins. When you sit down it could take ten or fifteen minutes to go through it all, but you don’t have the time to do that every day. Also being an elected official you always get those that just feel they need to call and talk to myself or the chief deputy. Every day we get calls from the public that have had either good or bad experiences and want to share them. It’s all part of being in management. It’s no different than being in California or a large city. I think we are more available though. I have talked to people that moved here from more metropolitan counties that have been shocked that they have been able to come in and physically talk to me. Wherever they lived before, they were never able to do that with their law enforcement agencies. Here, in order to be successful being elected and at our job, we really have to be law enforcement officials for all the people. During the 30 plus years I’ve been here I’ve worked for several sheriffs. Some were good at law enforcement but poor at administrative tasks, and some were good admin tasks but poor at law enforcement. What I try to do is look at all four sheriffs I have worked with and pick out the things I thought were good they had to offer, and look at the negative as well and avoid that. There are things to be learned from everybody, you have to look at that and say I want the good and not the bad.

Q: Do you feel that this department has remained current with national trends and operational procedures proportionately considering its size and jurisdiction?

A: Yes I think we’re right on line, in my opinion we’re in the top ten percent of law enforcement agencies in the state. We review court rulings through the prosecutor’s office and internet and then get the word out to the deputies who are receptive to the change. People always say you have to change. I think we’re progressive and efficient. Do I think we make 100% of people happy, no. Do I hope we get as many as possible, yes. But I think we do our best, all things considered. When I sit down and talk to people who apply here I hear people say that this
department compared to area departments is much more organized and better operated. I think most of the individuals I talk to, even long before the process of testing or hiring is reached, I hear those positive comments from many people. I think it speaks highly of what we’ve done. Even when people wanted to work for us in the old jail with all the problems there, it showed they were serious about working for us. I haven’t always felt that way, when I was a reserve there were things we weren’t allowed to do. But now I think were more aggressive and progressive that allows us to do our job much better and efficiently. I also believe that by having our chief deputy (Chief Deputy Risner) as our firearms instructor we have the best instructor and instruction in the state.

Q: Do you have prior military experience, if so, what type and for how long?

A: I was from 1963 to 1971 in the National Guard. I enlisted in Beaver Damn, Wisconsin. I knew if I didn’t do something I would be drafted. They had a medical unit and I had an interest in that even from a young age. Early on the cost of being a doctor was very high. I was in the 113th medical battalion. The commanding officer was a captain, and he was also a doctor. I got to know him well. I was there about nine months. I enlisted there and was set to go to Ft. Leonard Wood. The class was filled so I came back to Rensselaer. Thinking I would go to basic training in May, but I had to wait again. I went to Ft. Leonard Wood for basic finally then to Ft. Brook Army Hospital for advanced individual training. I spent my time between Remington, Boswell and Lafayette where the headquarters was. I switched from medical to transportation branch. I got promoted to E-5 in January of 1971 and then left the service in February. I liked the military but back then everything was so repetitive. We were constantly breaking out our equipment or doing riot control training. It just was so repetitive and there was nothing new. I made $72.69 as a private. By the time I got out as E-5 it was a little over $500 for annual training.

Q: What is your highest level of education?

A: High school and some college, but no degree from college.

Q: Have you seen an increase in education levels of entry level deputies since the beginning of your career?

A: Yes we have a couple deputies now that have degrees. I see a lot of the applicants that try to get in that have degrees. I think deputies Jason Wallace, Eric Kidwell, Matt Myers and Brian Burke I believe.

Q: Do you believe that a higher level of education is necessary or helpful in current law enforcement?

A: I think it could be helpful. I don’t think it’s necessarily a requirement. I think the school of hard knocks and common sense might outweigh some degrees. I think a psychology or criminal
just any degree might not be the answer. I think like I said before that common sense is important. I have found that those with more education are quicker to pick up on changes and are not so resistant to change. If you’re not able to use pagers and cell phones and cameras you’re lost. So we also have found that those with degrees are much quicker to use all that.

Q: Do you believe that lacking a degree has hindering your law enforcement experience or advancement in any way?

A: No.

Q: Do you believe public support for law enforcement has changed since the start of your career, and if so, how?

A: I still think there are those out there that wish there wasn’t any law enforcement. The general public I think is sympathetic to the need to finance and have law enforcement, which is driven by the fact that many people have been or feel victimized. I think that has brought about support. We hear ‘throw ‘em in jail and throw away the key”. It cost us $50 to $60 billion a year as a nation for that, so we cannot just incarcerate everyone. I think a lot of people are very supportive, but when it comes to raising taxes to maintain and enhance what we have with funding they aren’t quick to support that. I think the clincher is that for those who don’t support us, if you took away law enforcement for one week that would be reversed. In one week this country would be torn apart. That “thin blue line” you hear of is there and people know it’s there twenty four hours a day to help whether they want it or not.

Q: Have you seen any changes in the criminal element in the same time frame, and if so, how?

A: Just like law enforcement has improved and socialized and worked together through groups and info sharing, so have the criminals. The same tech that helps us allows the gangs and crooks to keep track of us and pass info. People listen to scanners and know where our officers are and know they have the chance to commit a crime somewhere else in the county. It helps us like I said but it helps the criminal element unite and work against us. Some of that info of uniting can be obtained through subpoenas, being able to track phone calls etc helps us in the long run after an arrest is made.

Q: Has the criminal element become more violent, technologically proficient, sophisticated or advanced in its method of operation, or all of the above?

A: I think the criminals have become more violent and more open and not afraid to commit crimes. I think particularly women. Early in my career, if we had a woman arrested it was for writing a bad check. Now we see child molesters, battery cases and unprovoked violence. In a lot of ways they are worse than men because they feel you won’t harm them, being women. In 2005 we went through a bad time with rapes, molestation, things of that nature. They are being
caught and serving terms for it. The incarceration numbers have increased from twenty two thousand in 2000 to twenty six thousand now. The state thinks in the next few years they will be out of bed space and need more prisons because of it.

Q: What types of crimes, if any, are prevalent today that were not common when you first started as an officer?

A: We used to hear very little of sexual predators. I think we are seeing a lot more sex crimes because they are reported more. The stigma of being a victim was strong, but to a certain extent I think we’ve better educated the public. We have the SAFER group and so on. Thefts blow my mind. If people would read “Everything I Need to Know I Learned in Kindergarten” we would be better off. I don’t think we have nearly the bar fights we had in the mid 1980’s. It got to a point where we went in and had to arrest everyone, and now they’ve slowed down. I don’t know if that is improved bar management, but I think they realize jail is going to be where they end up for fighting. We have had three or four really violent homicides, but then there will be a gap in those. It’s the sex crimes and batteries we see repetitively on a weekly basis.

Q: What consumes the greatest amount of your time during a typical shift?

A: In a word, communications. Whether its mail, phone calls or internet work, all of that correspondence and communication consumes probably 60% of my day.

Q: As a supervisor (mentor), has your approach to the ways in which you supervise changed the longer you have served?

A: My position has changed a lot. I adhere to the theory of not being totally hands on but still being involved. We train people and make sure they are set up for success. But I don’t want anyone that works for me to fear they can’t make a decision without getting in trouble. I want them to know I will back them up. I don’t care if they call me at 2 a.m. I would prefer to be informed and know what’s going on than be surprised when I come in the next day. Then I wouldn’t know what was going on and might be surprised to hear of developing cases. I know we’ve had sheriffs that were really the iron fist type; you couldn’t do anything without telling them. I don’t want to be like that and don’t need to be because my people keep me informed.

Q: What is the greatest challenge as a supervisor and leader within the department you face?

A: The biggest challenge for me is the jail and jail staff. We don’t have a whole lot of turnover, but because people in corrections work with inmates which is stressful, that is a challenge to keep qualified people. Every inmate wants to sue you it seems. I don’t think we’ve had any people quit, but the challenges with the jail and correctional officer staff is the biggest headache the sheriff has.

Q: What is the greatest frustration you face as a law enforcement officer?
A: I think the budget is of course got to be a big frustration. My council and commissioners have been good to us, but obviously if we had an endless supply of money we would use it. In my opinion our officers have been underpaid for years and we've finally got the council in line for getting raises. That would put us where you could live on the salary, but not enough still to attract people into our department. We've lost people due to increased benefits at other agencies. My biggest frustration is with the budgeting and ability to pay an attractive enough salary to draw qualified people from other agencies rather than lose them.

Q: What is the greatest reward you receive as a law enforcement officer?

A: I think the fact that being sheriff or law enforcement officer, people come to you in a time of need. We're in the business of providing public services and safety. Being recognized to hear I or an officer has done a great job is generally what I think people get into law enforcement for, to help the public. I think a lot of times I should commend our guys more. When people call from the outside I make sure to pass that on, but even to just simply have them go out and do their jobs is a great thing. I think it could be overdone, but really I think I probably don't do that type of recognition enough.

Final comments:

As a child I always wanted to be a doctor or police officer. I think I chose the right profession. I couldn't be happier with the way things turned out. I was able to go from reserve to deputy to Chief Deputy and Sheriff. Being a successful Sheriff and getting a new jail built was key for me. We have had some problems but that's to be expected and I know some of those problems can be fixed in time. I'm happy about the whole thing aside from having these building issues in a new jail. But with my job and what has happened to the department since I started in 1975, I feel I have been at least a little part in guiding us to the direction we took and where we are now.
Appendix B

Complete Interview with Chief Deputy Terry J. Risner

Q: How long have you been in law enforcement, with this department, and what positions have you held during that time including special duties.

A: I have been in law enforcement for twenty six years with the Jasper County Sheriff’s Department. Total time in law enforcement is just under thirty years. I have been a patrolmen, sergeant, captain and now Chief Deputy. I have also been a FTO and firearms instructor. And now I’m the senior firearms instructor as well as less lethal instructor. I was the commander of the tactical team as well as the department’s first sniper/counter sniper.

Q: What technical advancements have had the greatest impact in your opinion since you have been in law enforcement?

A: I would have to say communications would be the first, with the advent of MDT’s and cell phones and radio systems. Also another leap has been forensics with the advent of DNA and computerized files for fingerprints including CODIS. I know that when I started in law enforcement we didn’t even have portable radios for everyone. Once you got out of the car you lost communication. They would often actually call the house we were at to see how our status was. Often you were the only officer in 560 square miles so it was a poor way of doing things.

Q: What technical advancements have had the least impact in your opinion since you have been in law enforcement?

A: The one thing that comes to mind is within the last couple years, there have been tests with a system meant to scramble a car’s onboard computer. So if you had someone fleeing in a car you could activate this system and the car you were in pursuit of would fry the system. It has been talked about but I haven’t seen any working model. A lot of this goes by the way side because it cost too much.

Q: How has personal equipment transformed, or stayed the same throughout your career, and what have been the benefits and shortfalls in these changes?

A: When I was first on the department, I had a revolver with twelve rounds of ammo, handcuffs and case and I bought my own baton ring so I could have a baton. Since then we’ve seen body armor, Tazers™, glove pouches, and for the most part we are running out of room on our belts. I’ve gone from carrying about nine pounds of gear, to currently having thirty pounds of gear with armor and everything. Now we see guys with back and knee problems that break down your body systems after years of using and bearing this much weight. That is a major downfall.
Q: Have you found it is becoming more difficult to keep up to date with information that is available in terms of case law and regulations that govern your actions as a law enforcement officer?

A: Absolutely. The information highway works both ways. That information is disseminated fairly rapidly as it comes from the Supreme Court or other changes. And it seems that weekly we receive additional bulletins that relate to criminal law and court rulings, but also information on things that change in the criminal world. It seems every time we come up with something new, the criminal element comes up with something to counter it. So keeping up with changes is extremely difficult because at the same time you are keeping up with all you other duties as a law enforcement agency. The other thing is keeping our officers up to date on MDT’s and then when we download information into our networking system, which requires more training. The state says we have to put the reports through their system and that is more training, it seems to be a burden more than a help sometimes when it is so time consuming.

Q: Do you feel that this department has remained current with national trends and operational procedures proportionately considering its size and jurisdiction?

A: I believe we’ve done a fairly good job of staying abreast of most facets with national law enforcement advancements. Our MDT’s and communication systems seem to be current and active. There are probably a few places we’ve fallen behind, but for the most part it’s because some things are so costly for us that we don’t have it or the funding goes to something more critical in the department. I would put us in the top 25% of staying current. If we don’t adopt something it’s because of a funding issue, or we wait to see how reliable an item is. Not all systems perform as advertised so we don’t want to see a failure in our equipment just because we want it right away.

Q: Do you have prior military experience, if so, what type and for how long?

A: I was in the US Army. I joined January of 1976 under the Delayed Entry Program. I went active duty in September 1976 and went through military police training and was sent to Germany for twenty five months. I also married while I was in the service. I was rotated home and finished my last six months in Alabama. I was honorably discharged in September 1979. It was a very good experience and I am happy I did it. It definitely prepared me for civilian law enforcement.

Q: What is your highest level of education?

A: High School

Q: Have you seen an increase in education levels of entry level deputies since the beginning of your career?
A: Yes. I can’t recall right now, other than maybe a federal agency, I knew of in Indiana that required a degree when I started. Even the Indiana State Police hadn’t passed that requirement. Since then, not only do a lot of departments require it, but we see more on our own department coming in with degrees.

Q: Do you believe that a higher level of education is necessary or helpful in current law enforcement?

A: Necessary, no. Helpful, yes. We’ve had a lot of fine officers that never had a day above high school, and I’ve had guys with a degree that lasted forty eight hours with us. But I think that in today’s age of technology and what is looked upon as a professional standard, that a degree is obviously important.

Q: Do you believe that lacking a degree has hindering your law enforcement experience or advancement in any way?

A: No. I don’t believe so. Do I believe in today’s standard it would hinder it if I were just starting out, yes. But in my career no I don’t.

Q: Do you believe public support for law enforcement has changed since the start of your career, and if so, how?

A: I believe that it’s deteriorated quite a bit. I think we’re looked upon as a necessary evil in society. I honestly know there are a lot of good people out there that respect our positions as law enforcement officers. But having said that, I believe that society as a whole has had a large decline in the respect for authority figures in general.

Q: Have you seen any changes in the criminal element in the same time frame, and if so, how?

A: First of all, I believe overall the criminal element has become more violent. I say that knowing that throughout history there have been dangerous and violent criminals like the Dillinger gang and so on. There have been people that had some type of psychological issues that led to antisocial behavior and they were violent. But overall the violence has increased and the youth are becoming more aggressive and violent. We see juveniles that commit B felonies on a regular basis. I can’t tell you of my first ten years in law enforcement where I worked a case where that happened. I think their technological ability with computer crimes and identity theft have increased as well.

Q: Has the criminal element become more violent, technologically proficient, sophisticated or advanced in its method of operation, or all of the above?

A: Yes. As I stated before, all of those above mentioned are true in my perspective.

Q: What types of crimes, if any, are prevalent today that were not common when you first started as an officer?
A: Identity theft. I never remember taking a case like that in the first ten or twelve years in law enforcement. A lot of electronic forgeries and electronic theft of funds occur. Those all fall in together. I see a lot more terroristic type threats. Where you will see a protective order issued where people are threatened, harassed and intimidated to the point it’s sickening. Once someone starts down that path it never stops. I don’t remember that happening before; with the threatening behavior it is so bad.

Q: What consumes the greatest amount of your time during a typical shift?

A: First of all would be administrative duties, including making sure I have equipment that is maintained and so on. The thing that probably takes the greatest amount of time is paperwork and answering phone calls. People call thinking we can take care of anything and everything which isn’t the case. Some things are just beyond our control.

Q: As a supervisor (mentor), has your approach to the ways in which you supervise changed the longer you have served?

A: Yes. When I was a sergeant the people that were immediately under my supervision were for the most part mature, veteran officers that had been in law enforcement and raised in a time that when an order was given or something needed done, they picked up and did it. We didn’t have the FLSA in the late 1980’s, there was no overtime. Our scheduled hours were probably somewhere between forty eight to fifty two hours a week and you would still get called out. We were short handed and that’s just the way it was. Now a lot of officers want pay for every minute they work. You have to know the people that will be independent enough to take care of extra work and some need handled a little differently. It was like being in the Army where you did what it took for as long as it took. That has changed some with the work ethic I think today. Now it’s more of an in depth issue. Even something small like a shift change, I used to just lay it out and that was the change that happened. Now I try to call the officers and make sure it works with them as much as possible. Older officers before realized it was a profession and way of life. That seems to need to be taught to younger officers, that it’s not just a job, it’s a way of life, and that changes how you address and supervise those individuals.

Q: What is the greatest challenge as a supervisor and leader within the department you face?

A: Maintaining a standard of training that is required and balancing that with manpower needed on the road to keep our citizens and officers safe, and then dealing with personal issues that officers have that arise and cause problems sometimes. You find families that don’t understand why officers can’t have every weekend off or every holiday. So balancing personal and professional issues is very daunting today.

Q: What is the greatest frustration you face as a law enforcement officer?
A: Courts. Insufficient sentencing time for offenders and lack of severity in sentencing is frustrating. The liberal interpretation of constitutional law by our higher courts makes all of this a difficult area to face.

Q: What is the greatest reward you receive as a law enforcement officer?

A: Sometimes the best feeling you have is when you see a disabled vehicle and you stop and it might be a person that simply needs help changing a tire or getting them to a safe place, and you sometimes get a letter of thanks even though you only met them once. And also taking people that prey on the weak and removing them from the public. I hate bullies and most criminals are bullies so taking them off the street is a big reward. One other thing is when you show up and the criminal element immediately realizes that we as officers are not the person they want to be messing with or bullying around.

Final comments:

The profession is not available for everyone. There are just some people not wired to do it, it takes a unique person to do this successfully. Female officers are also more prevalent since I started. People have to realize that although they like the idea of doing law enforcement, but there is no loss of honor for stepping away from it if you realize it's not for you. You are going to see a lot of pain and suffering and you better be able to handle it.
Appendix C

Complete Interview with Sergeant David M. Schaetzel

Q: How long have you been in law enforcement, with this department, and what positions have you held during that time including special duties.

A: I've been in law enforcement since 1982. First I was with DeMotte Police Department for one and a half years and have been here with Jasper County since 1984. I have been a patrolman and now am currently a sergeant at Jasper County. I was also the DARE officer for five years, on the STS Team and also a firearms instructor for approximately the last fifteen years total.

Q: What technical advancements have had the greatest impact in your opinion since you have been in law enforcement?

A: The computerization for individual officers has been the biggest thing. As a whole, probably the forensic side has been the biggest asset for law enforcement with DNA and so on.

Q: What technical advancements have had the least impact in your opinion since you have been in law enforcement?

A: Probably solving your average crime. Even with all the technology we have, if you don't have physical evidence at a scene, it still seems like it takes too long to solve. There will always be a certain amount of time it takes to do the work regardless of technology.

Q: How has personal equipment transformed, or stayed the same throughout your career, and what have been the benefits and shortfalls in these changes?

A: Your basic law enforcement equipment you're issued, uniform, sidearm and things like that are about the same. There are differences in side arms with revolves vs. automatics, and body armor is a big step ahead. In the 1980's most people didn't wear it even though it was available. The biggest thing that helps us is the in car computers. You have many more opportunities to communicate with other people with the use of computers over the use of radios that sometimes have frequency issues. Computers have problems as well, but overall they are a big help.

Q: Have you found it is becoming more difficult to keep up to date with information that is available in terms of case law and regulations that govern your actions as a law enforcement officer?

A: Yes I think so, just because there are so many and they change every year. We try to help by putting out the information bulletins but there are still issues. The computer makes it much easier though if you have the ability to download or look up laws on the internet though.
Q: Do you feel that this department has remained current with national trends and operational procedures proportionately considering its size and jurisdiction?

A: I think so, yes it has.

Q: Do you have prior military experience, if so, what type and for how long?

A: From June 1976 to June 1979 I was assigned to the 1st Infantry Division at Ft. Riley, Kansas, to the 207th Military Police Company. I had duties in the stockade, retrieving AWOL soldiers and things of that nature.

Q: What is your highest level of education?

A: High school.

Q: Have you seen an increase in education levels of entry level deputies since the beginning of your career?

A: Yes.

Q: Do you believe that a higher level of education is necessary or helpful in current law enforcement?

A: No. Having a degree is what society wants because of pushing higher education. To get the job you already have to pass the requirements already in place. But in competing with others that have college you might find yourself lacking in areas such as test scores. Since so many people are equal in these areas, obviously having a degree would give you the edge and be a good stepping stone.

Q: Do you believe that lacking a degree has hindering your law enforcement experience or advancement in any way?

A: Yes. If I would have had the college I think I would have scored higher scores possibly and maybe been able to get a position at a larger department.

Q: Do you believe public support for law enforcement has changed since the start of your career, and if so, how?

A: I think you get a lot of verbal support, but when it comes down to financing that support of law enforcement in the community, you don’t have it anymore.

Q: Have you seen any changes in the criminal element in the same time frame, and if so, how?

A: There’s really not a change in the element in this area so much. All I can say is you’re seeing third, fourth and fifth generations in families that continue in that life style of crime. Nationally
we get a lot more foreign elements in crime than many years ago, but here I don’t see a huge change.

Q: Has the criminal element become more violent, technologically proficient, sophisticated or advanced in its method of operation, or all of the above?

A: Well I think so. It depends on where you’re from. Everyone has advanced in some way or another. What criminals are stealing has changed; sometimes you see more advanced things being taken for a higher monetary award. The crimes like high tech fraud and theft are increasing. Instead of stealing wallets, now people go for crimes like identity theft and using online accounts instead.

Q: What types of crimes, if any, are prevalent today that were not common when you first started as an officer?

A: Here in Jasper county homicides and murder have increased. Most other crimes are similar as they were.

Q: What consumes the greatest amount of your time during a typical shift?

A: Because I work an afternoon shift, I would say responding to calls. The call volume at this time is fairly high so that takes up a lot of time.

Q: As a supervisor (mentor), has your approach to the ways in which you supervise changed the longer you have served?

A: I think every deputy has their own style of leadership. Some like to micromanage. I don’t like that style. I let them do what they need to do to learn. If it needs to be corrected then I correct it. Here I have had both types. I’ve had micromanagers, and stringent ones. I try to lead by example.

Q: What is the greatest challenge as a supervisor and leader within the department you face?

A: Probably to help keep morale high and the officers wanting to come to work and not dread it. I try to make things positive around the department and due to the nature of the people and circumstances we face that is probably the hardest thing to do. The biggest thing for any supervisor is you want to lead by example and respect and not fear. If you lead using fear you lose the respect. The guys need to know that a supervisor is willing to work. When you show guys that you do the job just like they do, you get a lot of respect and work out of people.

Q: What is the greatest frustration you face as a law enforcement officer?

A: Probably the way society has gotten and has turned out as a whole. Kids are less and less respectful to adults; they are lazier than ever and think they are entitled to everything. But it has been like that for many, many years, and now it’s just getting worse. The biggest thing is the
lack of respect to adults, but they learn that from their parents who probably the same way and they are never taught them any different. I try to teach that to my own child that she should respect other people. Overall, if we just had people that respected everyone else we wouldn’t have a criminal, that’s the bottom line.

Q: What is the greatest reward you receive as a law enforcement officer?

A: I would say teaching the DARE program was something that felt the best because even though you have some kids who don’t respect police in general, it’s a positive experience overall once the program is done for the kids.

Final comments:

What you put into the job is important. If you have good work ethic and you put a lot into the job, you would hope that you would be rewarded. It doesn’t always work out like that. It’s like any job. You’re always competing and everyone is fighting for the same advancement. You have political issues in the job itself to get promoted. People get out of the job market if it’s not what they picture or want. Most people get out of jobs frequently, most have four or five jobs instead of one career. There are always those that complain no matter what the situation is unfortunately. I would say that it is a must to stay in good physical shape. I know from my own experience that you need to definitely stay in shape. One thing that saved my brother when he was in the military was being on a training schedule. Now that he doesn’t have to do it he has gained too much weight back. In this job you have to maintain your physical fitness, you have to. Whether it’s a diet or weight program or running, it’s one of the biggest things I see that is needed.
Appendix D

Complete Interview with Sergeant Timothy E. Bruce

Q: How long have you been in law enforcement, with this department, and what positions have you held during that time including special duties.

A: I have twenty years time in service here at Jasper County. I have been a patrolman, patrol sergeant, eight years in DARE and have been a FTO for fourteen years. I am also the sniper/counter sniper for STS team.

Q: What technical advancements have had the greatest impact in your opinion since you have been in law enforcement?

A: Well I guess I would have to say radio equipment and computers. There is a lot available to law enforcement. And in some small way, firearms, with semi autos instead of revolvers, has been an upgrade as well. We carry the Glock as well, which has a polymer frame. But electronics, with what’s available I think we have only really scratched the surface with what can be done.

Q: What technical advancements have had the least impact in your opinion since you have been in law enforcement?

A: Computers are the greatest for storing and retrieving information, but for a patrolman some things never have changed. They still have to make personal contact with people on a daily basis and figure out how to work things out and solve problems.

Q: How has personal equipment transformed, or stayed the same throughout your career, and what have been the benefits and shortfalls in these changes?

A: There’s no doubt, again you could say firearms and the development and advancement of bullet proof vests with stronger and lighter material. In some ways we still carry the same flashlights, but also have newer models made to fit our side arms. When I started here it was just at the right time, about twenty years ago they didn’t have those lights. I remember helping a Newton county officer that was just so impressed with that one small piece of gear that his department didn’t have. OC spray is a definite improvement as well for personal gear.

Q: Have you found it is becoming more difficult to keep up to date with information that is available in terms of case law and regulations that govern your actions as a law enforcement officer?

A: Yes no doubt about it, it is more difficult. Things are advancing at a quicker pace and lawyers are involved more than ever. It does become more challenging to keep up with it.
Q: Do you feel that this department has remained current with national trends and operational procedures proportionately considering its size and jurisdiction?

A: Yes I would say we have. Given our size and so forth, with equipment we aren’t the most advanced. But when you look at who we are, where we are, then yes we are ahead. You could go throughout Indiana and find many departments that aren’t as advanced as we are.

Q: Do you have prior military experience, if so, what type and for how long?

A: I was in the Air Force for six years. I started as a Security Police officer, and then retrained into combat arms training and maintenance. We performed firearms training and inspecting weapons for SP squadrons. By regulation a certain amount of the weapons stored by the Air Force had to be maintained and inspected which I also helped with.

Q: What is your highest level of education?

A: High school graduate with some college.

Q: Have you seen an increase in education levels of entry level deputies since the beginning of your career?

A: Absolutely.

Q: Do you believe that a higher level of education is necessary or helpful in current law enforcement?

A: Not absolutely necessary, but helpful, yes. Even coming out of high school, anyone who applies themselves probably has the computer skills which would help a great deal. Higher education would help since it shows the individual has had to commit extra time. This is one of those jobs that has no substitute for real life experience.

Q: Do you believe that lacking a degree has hindering your law enforcement experience or advancement in any way?

A: No I don’t think so. Not up to this date no, it hasn’t hindered it any. If you went to a bigger department with a full rank structure you would probably get a different answer.

Q: Do you believe public support for law enforcement has changed since the start of your career, and if so, how?

A: I don’t know that it has really changed. I think that because of 9/11, people became a little more aware or appreciative of law enforcement. That issue kind of ebbs and flows. When there’s more violent crime it gets more news time, but I guess it comes down to if the public feels there’s a need for it. Success stories put us in people’s thoughts more.

Q: Have you seen any changes in the criminal element in the same time frame, and if so, how?
A: There’s no doubt. The criminals have gotten smarter in some senses. They’ve learned more about evidence, how to try to commit crimes without being detected. I don’t think they fear the legal system like they used to. Especially with younger individuals, the fear of being in the legal system doesn’t seem to factor in like it did years ago.

Q: Has the criminal element become more violent, technologically proficient, sophisticated or advanced in its method of operation, or all of the above?

A: Definitely with that, talking about advanced. Some specific criminals we’ve had, have tied in with computers and had educated themselves with technological advances and then used that as a means to commit their crimes.

Q: What types of crimes, if any, are prevalent today that were not common when you first started as an officer?

A: I guess the basic answer on that would be identity theft and fraud. In our area at least, most of those cases have to do with credit cards. Things like theft always seem to be there, and recently has seemed to be on an increase. White collar crime in general has increased.

Q: What consumes the greatest amount of your time during a typical shift?

A: The largest time consumption would be patrol. Being available to answer calls is part of that. I don’t see the stats, but at one point I know it used to break down to 1.2 domestics a shift, but I don’t know the specifics. Vehicle crashes and 10-16s lead the way on calls we respond to.

Q: As a supervisor (mentor), has your approach to the ways in which you supervise changed the longer you have served?

A: No I don’t think so. I don’t do a lot of hands on supervision. Most all of our guys are capable of figuring things out. If they have made it this far they can find answers on their own. They just need support to help or put them in the right direction. But I’d like to think I haven’t changed in that sense.

Q: What is the greatest challenge as a supervisor and leader within the department you face?

A: It that sense, everyone has their own personality. We all have the same job but not everyone will reach the end the same way. That doesn’t mean one is right or wrong, but the human factor and working with people’s personalities. With that being said you can’t, approach everyone the same way.

Q: What is the greatest frustration you face as a law enforcement officer?

A: I think I’m going to say the first thing is the legal system itself. I think everyone that is in law enforcement wants the right thing to be done. You want people to get justice but you don’t always feel that’s done. The legal system ties our hands too. Victims get frustrated; they forget
that not everything in the legal system is our say. It gets passed down the line to the prosecutor and so on. Without a doubt we as officers feel that even if someone is convicted the sentence is just never enough. A lot of people don’t change, they are repeat offenders, and until the system wakes up and thinks, how many times do victims have to be victimized by the same people without making punishments stricter. When you see someone caught and a year later they are right back at it it’s frustrating. Secondary to that, people have changed with the “it’s all me” attitude. There are a lot more people willing to give us a hard time. People we deal with, we get a lot of repeats, you keep going back to the same places and complainants. We hear that between 5% and 10% of the populace is part of the criminal element. We get people that can’t figure out how to live their life and deal with others so that’s frustrating. We want to resolve things but when you are always going back to the same things it feels like you aren’t getting anything accomplished.

Q: What is the greatest reward you receive as a law enforcement officer?

A: A feeling of being able to help people.

Final comments:

People are so quick to pick up the phone and call law enforcement. Twenty years ago, I don’t know if people just worked it out, but now people pick up and call us for anything and everything now. The number of calls for service just keeps skyrocketing. We keep track more now than earlier. But my first couple years I don’t know if we did five thousand calls a year and now we’re over fifteen thousand.
Appendix E

Complete Interview with Chief Detective Patrick M. Williamson

Q: How long have you been in law enforcement, with this department, and what positions have you held during that time including special duties.

A: I have been in law enforcement for twenty two years total, twenty of those with Jasper County. My duties have included patrolman and being a detective for thirteen of those years. I have also been a member of the Sheriff’s Tactical Squad, child protection team, SAFER board founding member and the child advocacy team.

Q: What technical advancements have had the greatest impact in your opinion since you have been in law enforcement?

A: Chemical agents like OC and CAP-STUN, computerized reporting, DNA evidence and fingerprint development. All have been huge gains and made our job much easier. Also restraint type tools for suspect apprehension. The CAP-STUN has been the big improvement. I remember having to fight people early in my career where you were both going to get hurt due to the lack of options, but with chemical agents it saves both the officer and suspect from getting hurt. The personal injury aspect has really been improved. It’s a major advancement for law enforcement. When I first started there was little with DNA, maybe the FBI used it, but now with that and fingerprint identification it is greatly improved. Now you can send fingerprints by fax to the federal government and you can get a result very quickly. On the clerical and administrative side, computerized recording is great. From a time aspect being able to look up cases by name and so on is so much faster. Before, we used written card files that had to be gone through by hand, and now it’s much more efficient.

Q: What technical advancements have had the least impact in your opinion since you have been in law enforcement?

A: I would have to say that firearms are much the same as they were when I started as far as side arms or long guns. The general duty firearm itself is much the same. Also the court systems, although not technological, hasn’t changed much. The lack of punishment from the courts leads to repeat offenders and the same results. We see the same offenders time and time again.

Q: How has personal equipment transformed, or stayed the same throughout your career, and what have been the benefits and shortfalls in these changes?

A: Again, with firearms I began with loop holders and now we have higher capacity magazines for a sidearm. Also we now have night sights on our weapons. Flashlights have come a long way from a “D” cell to rechargeable units. When I started, bullet proof vests were very hot and
cumbersome to wear. Now there are vest carriers you can remove which helps with cooling yourself off and regulating your body temperature. Improvement in footwear and cold weather gear is a plus too; it is much more comfortable and insulated for cold weather compared to older models.

Q: Have you found it is becoming more difficult to keep up to date with information that is available in terms of case law and regulations that govern your actions as a law enforcement officer?

A: Yes. It seems our laws are changing rapidly and changing back and forth as political parties change. Over my years, the changes in search and seizure, especially concerning electronics have been consistent. It is hard to stay with the changes because they are constantly changing. These changes are difficult to prepare for. This line of work has standards that change continually. Force continuum protocol change as weapons change too, such as dealing with less lethal equipment.

Q: Do you feel that this department has remained current with national trends and operational procedures proportionately considering its size and jurisdiction?

A: I would say we are definitely ahead. We have the K-9, units that do special duties, DARE, SRO as well. Some things fall behind, we don’t have Tasers™ that some departments have. We tend to be a little more conservative in those areas. Back when I started we were behind and lacked equipment, but now we have made big gains, especially with firearms technology. So overall I would say we are ahead, I would not say we are necessarily leading though. Sometimes certain officers get certain gear instead of everyone getting it across the board, but that has more to do with funding issues.

Q: Do you have prior military experience, if so, what type and for how long?

A: No I do not.

Q: What is your highest level of education?

A: I graduated from Rensselaer Central High School. I am currently completing a three year college course, and I also have my time in the police academy. As far as a civilian education, high school would be the highest level.

Q: Have you seen an increase in education levels of entry level deputies since the beginning of your career?

A: Yes, yes I have. We’re getting them with more college experience. We usually see either partial college time or a two year degree, but not a lot with bachelor degrees. Most do have some type of college, but it isn’t required.
Q: Do you believe that a higher level of education is necessary or helpful in current law enforcement?

A: No. I don’t think it’s necessary but I do think it’s helpful. What I mean by helpful is that having good writing and grammatical skills is helpful. What you do get is college educated personnel that have those skills, but law enforcement is a lot of common sense just as much as education on a formal level.

Q: Do you believe that lacking a degree has hindering your law enforcement experience or advancement in any way?

A: Yes. I tell people to get a degree, not in criminal justice necessarily but get a degree in another field at the least. Getting a degree is the most important step really. I had at one point been asked by the probation department if I had a four year degree and I didn’t so I was turned down. So yes it has hindered my other employment opportunities for sure. I know I could make a lateral transfer to another agency such as the FBI or DEA, but I don’t know that they would accept me because of my lacking a degree.

Q: Do you believe public support for law enforcement has changed since the start of your career, and if so, how?

A: I would say yes, and it’s due a lot to media and television coverage. I say that because I think there is disrespect to police. People get lawyers or disrespect police because they see it happen on TV. The authority is greatly disrespected, especially juveniles compared to how they used to be. It used to be that people would be agreeable and you could work with them, but now that has really changed.

Q: Have you seen any changes in the criminal element in the same time frame, and if so, how?

A: Yes I have. They are more heavily armed and drug use has increased, especially with prescription drugs. They are more organized, make use of technology more and also are more in tune with what the law is as far as their rights. Their ability to maneuver has increased too. What I see is that instead of crime being localized like it use to be, it is now more prevalent to commit crimes in other counties and even states due to their mobility. Drug use has increased with medications which are often stolen to use or sell.

Q: Has the criminal element become more violent, technologically proficient, sophisticated or advanced in its method of operation, or all of the above?

A: Yes again. A certain suspect we have since arrested, scoped out police officers to kill and harm them using internet technology. The mental capacity to commit crimes has gone up. As we get more and more burglaries we see an increase in weapons use by criminals as well.
Q: What types of crimes, if any, are prevalent today that were not common when you first started as an officer?

A: Computer crimes have increased obviously. I would say that scam artists, although they existed before are more popular today including identity theft. Child pornography is much bigger now than it used to be which ties into computer crimes mostly as well.

Q: What takes the greatest amount of your time during a typical shift?

A: Report writing, documentation, mostly clerical work takes the most time. I take notes every time I meet with someone, then you have to copy that to other forms. We (detectives) seem to get a little more of that than the road officers, but they get it as well. Even though computers make is seem faster, you still have to input all the data which is still time consuming.

Q: As a supervisor (mentor), has your approach to the ways in which you supervise changed with the new age of law enforcement officers today?

A: Yes it has. Maybe ten years ago I would do the work myself; I was a one man show. Now with a larger department I get them more involved. With our department growth, I now depend on the deputies more to do some of the work, it’s also a matter of instruction to them so that they can do the work themselves successfully. And you get questions not only from younger deputies but also from veteran officers that see how I am more specialized in the investigative services. I try to help them understand how their actions impact the outcomes of cases. I try to affect the deputies in a positive way as a role model. I used to have more negative tendencies as an individual which really hurts the department’s productivity. I have really worked to develop and spread a positive mindset among other deputies as well as myself. You can really see new deputies are much more willing to help and be cooperative which is great for effective teamwork.

Q: What is the greatest challenge as a supervisor and leader within the department you face?

A: The greatest challenge for me right now is being in a supervisory role without actually being in a role such as sergeant or captain. The difficulty is to get past that with some people. There is not much I can actually do when I am expected to act as a supervisor without the official role or title. Sometimes I have to go to my supervisor as a third party if cooperation is not there like it should be. When there is a lot expected of you as a supervisor it is a lot of weight on your shoulders. It’s a lot of pressure to know the answers right away that others ask you or know where to find them. Leading by example rather than authority is a much more effective way to do things. When others have faith in your abilities they are less concerned with your rank. Other than that it runs pretty smoothly.

Q: What is the greatest frustration you face as a law enforcement officer?

A: That would probably be through the court systems. The lack of punishment, timely punishment is frustrating, dealing with attorneys and so on. Dealing with a deteriorated society
and constantly dealing with negativity in other people and what they do to society is one of the greatest problems. It is easy to see it in younger guys that develop negative behaviors such as drinking, marriage problems or even suicides, they don’t even realize how the constant exposure to such negative things in their everyday environment affect them.

Q: What is the greatest reward you receive as a law enforcement officer?

A: It has changed over the years. When you first start law enforcement the greatest amount of accomplishment is feeling like you make a difference. Arresting people and so on is big. Now I want to be part of an organization that is professional and have the ability to help others around me to better themselves. I really enjoy being able to make others better at their job by sharing my experience with them to improve themselves and the department as a whole. If you don’t try to shape the newer people it can quickly make the department suffer. My satisfaction is being able to contribute. Also as far as the job goes, it is rewarding when others such as judges or prosecutors contact me knowing they have the faith and respect in me to do the job right, which is something I’ve had to do by example. It takes years to build the professional skills and trust that leads you to caring if the job is done right the first time.
Appendix F

Glossary

*CAD- Computer Aided Dispatch. The system used in conjunction with MDT’s by communications personnel in dispatch. CAD essentially ties together, via computer link, all aspects of dispatch that might be used to communicate with officers and other agencies.

*CODIS- Combined DNA Index System. CODIS operates as an electronic data base of DNA records available to law enforcement agencies across the nation. CODIS can be used to locate missing persons or link subjects to crimes that has been committed.

*DARE- Drug Abuse Resistance Education. DARE is a program taught by law enforcement agencies in public schools, usually around the 5th grade. DARE attempts to educate students about the harmful and negative effects of drugs and other harmful substances.

*EVOC-Emergency Vehicle Operator Course. EVOC is taught at state academies for law enforcement agencies and the new officers they send there. Students are taught how to operate their vehicles safely in emergency situations that they will encounter during their time on patrol.

*FTO- Field Training Officer that is responsible for training and working with new officers as
they become familiarized with procedures of the department at the start of their careers.

FTO’s are typically veteran officers that know their jurisdiction well and are technically proficient at their duties.

*Glock™ 17- An Austrian designed and manufactured, magazine fed, air cooled, semi-automatic 9 x 19mm pistol. Numerous Glock models are used worldwide by military and law enforcement agencies due to their reputation as a dependable, accurate and ergonomically designed firearms.

*Heckler & Koch (H&K)™ 53- A German designed and manufactured, magazine fed, selective fire, air cooled, blowback operated 5.56 x 45mm rifle. The H&K 53 is similar in design and appearance to the more popular MP-5, but has a farther effective range and increased power due to the larger 5.56 mm cartridge.

*Heckler & Koch (H&K)™ MP-5- A German designed and manufactured, magazine fed, selective fire, air cooled, blowback operated 9 x 19mm submachine gun. The H&K MP-5 has been utilized by countless military and law enforcement units worldwide for several decades due to its compact size and effectiveness at close to medium ranges. The MP-5 is one of the most recognizable firearms on the planet and the standard by which other submachine guns measured.

*Less than Lethal- Any piece of equipment or method utilized in order to gain control of a situation while avoiding the use of deadly force. This is often done with rubber bullets,
beanbag rounds deployed from shotguns, tear gas, Tazers™, batons and other similar means. Less than lethal capabilities greatly decrease the risk of injury to both officers and suspects by bringing a potentially violent situation under control without utilizing lethal methods.

*MDT- Mobile Data Terminal. The device used by officers, most commonly in the form of a laptop computer, to communicate with dispatch personnel. MDT’s can also provide various information to use while on duty and when typing and sending reports.

*M-4- A variant of the M-16 family of rifles used as the main battle rifle of the U.S. Military, the M-4 is a shoulder fired, selective fire, air cooled, gas operated, magazine fed 5.56 x 45 mm rifle. The M-4 is a modular weapon system capable of mounting lasers, flashlights, optics, grenade launchers and other systems to enhance the accuracy and overall effectiveness of the weapon. The M-4 is an extremely popular weapon among military and law enforcement worldwide and is one of the most recognizable firearms in the world.

*M-14- Developed in 1957 for the U.S. Military, the M-14 is a shoulder fired, selective fire, air cooled, gas operated, magazine fed 7.62 x 51 mm rifle. The M-14 remains in service to this day in limited roles primarily as a sniper rifle to augment military and law enforcement units that desire a long range weapon of accurately engaging targets up to and beyond 800 meters.
*Oleoresin Capsicum- More commonly referred to as pepper spray, oleoresin capsicum is a
chemical compound utilized as a less than lethal device to subdue uncooperative subjects
without having to use more harmful means. The compound affects mucous membranes,
making it painful to open your eyes and causing excessive discharge from the nose and
mouth.

*SAFER- A community program that stands for Sexual Assault Factual Education for
Resistance, SAFER provides educational means to help prevent sexual assault and
the victimization of individuals in the community.

*S.R.O- A School Resource Officer, or full time, sworn officer that is placed in high schools on
a daily basis in order to handle complaints and provide needed assistance to school
faculty and the student body. The S.R.O. increases positive exposure to high school
students and allows for a police presence to constantly be in place in a high school. This
not only allows regular units to focus on calls for service throughout the county,
but also provides a consistent influence in the high school.

*STS Team- The Sheriff’s Tactical Squad is responsible for high risk call outs, active shooter
response and essentially responding to any and all calls that require more sophisticated
equipment and tactics than can be offered by a typical patrol deputy. The STS team is a
volunteer team within the department. Essentially the STS team is similar to what is commonly referred to as a SWAT team.

*Taser™- A less lethal option for law enforcement that utilizes a hand held device capable of delivering an extremely high electrical shock rendering a subject’s central nervous system inoperable.
### DEPARTMENT

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### RESERVES

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Jasper County Sheriff's Department
2171 North McKinley Avenue, Rensselaer, Indiana 47978
Voice: 219-866-7334 or 219-866-7334  Fax: 219-866-4949
Orville J. Perry, Sheriff

ANNUAL REPORT
PATROL DIVISION

SHERIFF PERRY,

Listed below is a breakdown of the Patrol Officers’ activity from:

<table>
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<tr>
<th>Event</th>
<th>Count</th>
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<td>January 01, 2008 through</td>
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<td>TOTAL NUMBER OF COMPLAINTS</td>
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Sincerely,

[Signature]

CAPTAIN