

VOLUNTEER PROGRAMS

☆ Enhancing Public Safety by Leveraging Resources ☆

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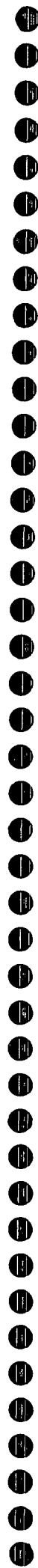


A Resource Guide for Law Enforcement Agencies

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- Florida Highway Patrol
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- Knoxville Police Department
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- Louisville Metro Police Department
- Lane County Sheriff's Office
- Lowell Police Department
- Nebraska State Patrol (Omaha)
- Omaha Police Department
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Executive Summary

Today, the demands on law enforcement have never been greater. In the new post-September 11 world, agencies are struggling to protect their communities from the threat of global terrorism. Law enforcement faces increasingly sophisticated challenges from computer crime, identity theft, narcotics trafficking and other crimes. All these efforts take place against a backdrop of shrinking budgets and limited resources.

Yet there is one thing law enforcement agencies can do to leverage existing resources and at the same time enhance public safety. Volunteer programs allow agencies and officers to focus on policing and enforcement functions by providing supplemental and/or support services. At the same time, such programs create valuable ties between law enforcement and members of the community.

Volunteer Programs: Enhancing Public Safety by Leveraging Resources is a resource guide for chiefs of police, sheriffs and other executives of state or local law enforcement agencies interested in establishing or enhancing volunteer programs within their agencies. The guide is a product of the Volunteers in Police Service (VIPS) program, which is managed and implemented by the International Association of Chiefs of Police (IACP) in partnership with, and on behalf of, the White House Office of the USA Freedom Corps and the U.S.

Department of Justice. VIPS is one of the four Citizen Corps programs. Information about Citizen Corps appears in Section 9 of this guide.

The materials contained in this guide are based on information gathered through the VIPS program Web site, site visits with 26 agencies in 16 states and one province, surveys, and numerous conversations with law enforcement executives, volunteer coordinators and volunteers throughout the United States.

The guide is divided into three main parts. **Part I, Establishing or Enhancing a Volunteer Program**, contains nine sections. **Section 1, Introduction**, describes the benefits of using volunteers in law enforcement agencies and reviews the history and purpose of the VIPS program.

Section 2, The Current State of Volunteerism, examines the current state of volunteerism in the United States, the value of volunteer time, and the results of an IACP survey about volunteerism in law enforcement.

Section 3, Building Program Infrastructure, details the roles volunteers can perform within law enforcement agencies, the costs associated with establishing and maintaining a law enforcement

volunteer program, liability issues, and the development of relevant policies and procedures.

Section 4, Recruitment, outlines potential ways to attract volunteers, including internal recruitment, citizens police academies, the mass media, the Internet and existing volunteer resources within your community.

Section 5, Selection and Management, provides information about volunteer screening, selection and placement. This section also addresses volunteer supervision and management issues.

Section 6, Training, contains information about orienting and training new volunteers, providing ongoing training and integrating volunteers into your agency.

Section 7, Recognition of Volunteers, addresses the recognition of volunteer programs and individual volunteers. It contains information about federal, state and local recognition opportunities.

Section 8, Assessment, outlines different approaches for assessing your volunteer program and the benefits of each. This section also contains information about evaluating volunteer performance.

Section 9, Organizations and Resources, profiles several organizations and programs referenced within the resource guide. It also contains a list of additional resources.

Part II, Profiles of Volunteer Programs, describes the specific components of 26 separate law enforcement volunteer programs. These programs are multi-faceted; the highlighted information is only one component of many within the programs. For more information, contact the person listed or consult the agency's program description on <http://www.policevolunteers.org>.

Part III, Sample Documents, contains sample forms, handbooks and policies from law enforcement agencies with registered VIPS programs. The VIPS Program Online Resource Guide contains additional sample documents.

Volunteer Programs: Enhancing Public Safety by Leveraging Resources provides practical information that can help law enforcement executives launch or expand volunteer programs. The key points of relevant sections are highlighted to provide professionals with quick reference points. It is hoped that this information will improve the ability of law enforcement agencies to meet future challenges while forging new alliances with the communities they serve.

Section 1: Introduction

Benefits of Using Volunteers

The use of volunteers in law enforcement benefits the agency, the volunteer and the community. While agencies are designed and staffed to maximize law enforcement services to the community, there is always more to do. Since September 11, 2001, agencies are experiencing an increased workload in a resource-constrained environment.

Maximizing Resources

Volunteers allow law enforcement agencies and officers to focus on policing and enforcement functions by providing supplemental and/or support services, such as administrative assistance or citizen patrols. Investing in a volunteer program can help your staff fulfill their primary functions and provide services that may not otherwise be offered. The financial return on investment of a volunteer program can be substantial, amounting to hundreds of thousands of dollars.

Enhancing Public Safety and Services

Volunteers can help provide services that the public wants but that sworn or civilian staff may not have the time to furnish. These services may include fingerprinting children, patrolling shopping centers, checking on homebound residents, or checking the

security of vacationing residents' homes. Volunteers participating in non-hazardous, non-enforcement activities such as citizen patrols or Neighborhood Watch programs can function as extra sets of eyes and ears for patrol officers.

Improving Community Buy-in

Volunteers can also enhance law enforcement-community relations. A community member who volunteers with his or her local law enforcement agency will have a better understanding of that agency and law enforcement as a whole. Like graduates of citizen police academies, volunteers can serve as well informed ambassadors in your community.

Origin of the Volunteers in Police Service (VIPS) Program

In his 2002 State of the Union Address, President George W. Bush announced the creation of the USA Freedom Corps, an effort to foster a culture of service, citizenship, and responsibility. The Citizen Corps programs are part of the USA Freedom Corps initiative and share the common goal of helping communities prevent, prepare for, and respond to crime, natural disasters and other emergencies.

Volunteers in Police Service (VIPS) is one of the Citizen Corps programs. The International Association of Chiefs of Police (IACP) manages and implements the VIPS Program in partnership with, and on behalf of, the White House Office of the USA Freedom Corps and the U.S. Department of Justice.

For contact information and detailed descriptions of the USA Freedom Corps, Citizen Corps, and U.S. Department of Justice, refer to Section 9.

VIPS Goals and Objectives

The VIPS Program provides support and resources for agencies interested in developing or enhancing a volunteer program and for citizens who wish to volunteer their time and skills with a law enforcement agency in their community. The program's ultimate goal is to enhance the capacity of state and local law enforcement to utilize volunteers.

Through this program, the VIPS staff seeks to:

- learn about promising practices being used in existing VIPS programs and share this information with law enforcement agencies that want to expand their programs;
- increase the use of volunteers in existing programs;

- help citizens learn about and become involved in VIPS programs in their communities; and
- help agencies without volunteer programs get them started.

The foundation of VIPS is the Web site <http://www.policevolunteers.org>, which serves as a gateway to information for law enforcement agencies and citizens interested in law enforcement volunteer programs. The site contains a database that summarizes volunteer opportunities available in law enforcement agencies across the country. The database is a searchable resource for agencies that are looking to network and contact programs offering similar or desired volunteer roles. It also serves as a resource for citizens searching for volunteer opportunities. The site includes an online resource guide that provides sample policies, forms, job descriptions and training material.

To register as a VIPS program, volunteers must work directly with a state or local law enforcement agency through an in-house volunteer program or one operating in concert with a law enforcement agency, such as a citizens police academy alumni association or a Retired and Senior Volunteer Program (RSVP).

The VIPS Program is also:

- developing a technical assistance component to help local agencies determine their volunteer needs and

design programs that will effectively meet those needs.

- hosting regional symposia to introduce and share VIPs resources as well as provide a forum for regional networking.
- establishing mentoring relationships between agencies with well-established programs and those that are just getting started.
- facilitating regional training using the Regional Community Policing Institutes (RCPIs) of the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office).

administrators throughout the world; to bring about recruitment and training in the police profession of qualified persons; and to encourage adherence of all police officers to high professional standards of performance and conduct.

IACP supports law enforcement professionals with a wide variety of services, including conducting management and operational studies; presenting state-of-the-art training programs and materials; establishing law enforcement policies and procedures; publishing a professional monthly magazine and special reports; and conducting extensive law enforcement research.

The International Association of Chiefs of Police

The IACP is the world's oldest and largest nonprofit membership organization of police executives, with over 20,000 members in more than 93 different countries. IACP's leadership consists of the operating chief executives of international, federal, state and local agencies of all sizes.

Founded in 1893, the association's goals, as stated in the constitution, are: to advance the science and art of police services; to develop and disseminate improved administrative, technical and operational practices and promote their use in police work; to foster police cooperation and the exchange of information and experience among police



Section 2: The Current State of Volunteerism

KEY POINTS

- A survey of volunteerism conducted by the U.S. Department of Labor revealed that between September 2001 and September 2002, the rate of volunteering was higher among women than men and that employed persons were more likely than unemployed persons to volunteer.
- A 2003 survey of law enforcement volunteer programs conducted by the IACP showed that the size and duration of law enforcement agencies' programs varied considerably.

Volunteering in The United States

Each month, the Bureau of Labor Statistics (BLS) of the U.S. Department of Labor, conducts a current population survey (CPS) of about 60,000 households to gather information about employment and unemployment. In September 2002 the CPS included a supplement to the survey to obtain information about the extent and type of volunteer service done through or for organizations during the period from September 2001-September 2002.

Highlights from the data include:

- 59 million persons volunteered.
- The rate of volunteering was higher among women (31.1 percent) than among men (23.8 percent).
- Those aged 35-54 were most likely to volunteer (approximately 1 in 3); 22.7

percent of persons aged 65 and older volunteered.

- Employed persons were more likely to volunteer than unemployed persons or persons not in the labor force.
- Volunteers spent a median of 52 hours performing volunteer activities.
- 28.2 percent of volunteers reported spending 100-499 hours performing volunteer activities.

For more information about the survey, visit <http://www.bls.gov/news.release/volun.toc.htm>.

Volunteer Service Indicator

The information collected in the 2002 CPS will serve as the baseline measurement for the volunteer service indicator, a new national measurement of volunteer behavior. The data will be collected annually as resources permit. This indicator will allow the USA.

Freedom Corps to evaluate its efforts to engage more Americans in volunteer service. The data is publicly available to help organizations understand trends in volunteer service and use this information to stimulate volunteer efforts.

For more information, please visit: <http://www.usafreedomcorps.gov> and <http://www.bls.gov>. For information about volunteerism within your community, contact your local volunteer center. If you do not know of a volunteer center in your community, you may contact the Points of Light Foundation & Volunteer Center National Network at <http://www.pointsoflight.org/> for information.

National Value Of Volunteer Time

Each year, Independent Sector, a coalition of nonprofits, foundations and corporations, calculates the national average hourly value of volunteer time. This value is based on the average earnings for private non-agricultural workers, as released by the Bureau of Labor Statistics, U.S. Department of Labor, and is increased by 12 percent to account for fringe benefits.

The 2002 national average hourly value of volunteer time is \$16.54. This figure is effective March 2003-February 2004. For more information, visit <http://www.independentsector.org>.

Volunteerism in Law Enforcement Agencies

In 2003, IACP conducted a general survey of law enforcement agencies to gather information about the current state of volunteerism in the profession. IACP also surveyed a selection of programs registered on the VIPS Program Web site. A total of 274 agencies representing 45 states participated in the surveys. The information below provides a snapshot of law enforcement volunteerism.

Agencies Without Volunteer Programs

Fifty-three agencies that do not use citizen volunteers participated in the survey. Of these agencies, 32 percent indicated they had used volunteers in the past and 84 percent said they would consider using volunteers in the future.

Agencies With Volunteer Programs

Two hundred and twenty-one agencies that currently use volunteers responded to one of the two surveys. Their experience with volunteers varied significantly:

- The age of the volunteer program ranged from one month to 75 years.
- The total number of volunteers ranged from one to 4500.

SECTION 2: THE CURRENT STATE OF VOLUNTEERISM

- The total number of volunteer hours contributed in the previous year ranged from 20 to 330,000.

Agencies were asked about the structure and management of their volunteer programs:

- 84 percent said they have a volunteer program manager or coordinator. Of these agencies, 69 percent said their managers were sworn employees.
- 82 percent said they coordinate Neighborhood Watch activities in their jurisdictions.
- 27 percent said they coordinated with an external program such as a citizen corps council, a Retired and Senior Volunteer Program, or a volunteer center to recruit volunteers

Respondents were asked to rate the significance of various factors referred to below. The following percentages of respondents indicated that the described factor was "significant" or "very significant:"

- 88 percent cited enhancing citizen understanding of the police.
- 80 percent cited the ability to provide additional services.
- 79 percent cited return on investment.
- 71 percent cited enhancing police understanding of citizens.
- 68 percent cited cost containment/reduction.
- 64 percent cited the ability to deploy officers to frontline duty.
- 60 percent cited time requirements.

- 51 percent cited training requirements.
- 35 percent cited liability concerns.
- 31 percent cited confidentiality concerns.
- 24 percent cited turnover of volunteers.

Additionally, 88 percent of respondents rated the contributions of volunteers to agency effectiveness and productivity as "essential" or "very essential."

Registered VIPS programs provided the following information:

- 97 percent of agencies do not accept individuals with felony convictions.
- 97 percent have written rules and regulations governing volunteer activities.
- 96 percent of agencies require volunteers to undergo orientation and/or training.
- 96 percent of agencies perform a records check on potential volunteers.
- 94 percent require an interview before acceptance into the volunteer program.
- 85 percent require some or all of their volunteers to wear uniforms
- 76 percent provide some type of insurance coverage for volunteers.
- 38 percent provide volunteers with non-monetary benefits, services or incentives, such as training.
- 34 percent formally evaluate volunteers.

SECTION 2: THE CURRENT STATE OF VOLUNTEERISM

These surveys will be repeated in the future to gauge changes in law enforcement volunteerism and the growth of the VIPS Program.



Section 3: Building Program Infrastructure

KEY POINTS

- To begin the process of creating a volunteer program, it is necessary to assess the needs of the agency.
- Before identifying the activities and/or functions that can be fulfilled by a volunteer, it is crucial to involve labor groups as well as all sworn and civilian employees.
- While volunteer programs cost money to maintain, the return on investment can be substantial.
- Law enforcement agencies should contact their local government attorneys to determine liability coverage for volunteers.
- Policies and procedures specific to the volunteer program should be developed in order to manage the program effectively.
- A detailed position description can assist in the volunteer screening and evaluation process.
- Sample documents referenced in this section appear in Part III and in the VIPS Online Resource Guide at <http://www.policevolunteers.org/law/resources.htm>.

Needs Assessment

The first step in establishing a volunteer program is to assess the needs of the agency. These needs may include supplemental duties that sworn employees do not have the time or willingness to perform. A sample needs assessment appears in Part III and in the VIPS Online Resource Guide.

The purpose of a law enforcement volunteer program is to supplement and support, not supplant, current agency employees. If you replace a paid employee with a volunteer, as some agencies have in the past, you may end up with a staff that does not welcome volunteers and volunteers who do not feel valued.

Another aspect of this assessment process is determining the mission, goals and objectives of the volunteer program.

Agency and Community Characteristics

The characteristics of your agency and community influence the need for, acceptance of and availability of volunteers. You may consider including community members or organizations in the program development process. Factors to consider include agency size, community size, citizen demographics such as the age and transience of the population, and the presence of higher education institutions, philanthropic organizations and tourist destinations. For example, the Las Vegas Metropolitan Police Department offers a volunteer-based visitor information/assistance program in frequently visited parts of the city. Information about this program appears in Part II of this document.

Addressing Employee Concerns

Agencies must involve labor groups, officers and civilian employees in the

identification of activities and/or functions that can be performed by a volunteer. If these groups are involved from the beginning, it will help convey the message that volunteers are there to

assist paid staff. This participation will also enable volunteers to better perform the duties for which they are trained.

The VIPS Program defines a volunteer as a community member who provides supplemental and/or support services to a law enforcement agency without immediate monetary benefit.

Volunteer Activities

The VIPS Program defines a volunteer as a community member who provides supplemental and/or support services to a law enforcement agency without immediate monetary benefit. If your agency has at least one person who fits this description, the VIPS Program considers you to have a volunteer program. Volunteers in law enforcement agencies perform a wide array of functions. A partial list follows:

Administrative Duties

- Enter data
- Type reports, file, answer phones, and perform other office tasks
- Help front-counter personnel by answering citizen inquiries, directing citizens to the proper police unit, and performing routine administrative tasks
- Help the telephone reporting unit take reports of minor and "no suspect" crimes (e.g., theft from auto)

SECTION 3: BUILDING PROGRAM INFRASTRUCTURE

Citizen Patrols

- Read parking meters
- Provide bike patrols in community parks
- Patrol shopping centers during the holiday season to assist with stranded motorists or lost children
- Write citations for violations of handicapped parking restrictions
- Participate in marine patrols
- Check homes of residents on vacation

School-related Activities

- Assist in school-based programs such as DARE
- Assist with after-school programs

Neighborhood Watch

- Join or start a Neighborhood Watch program

Research

- Conduct research using department and regional computer programs
- Compile crime data for specific area problems
- Collect statistical data

Participate in:

- A citizens advisory board
- Search-and-rescue activities
- Role plays and training scenarios for officers
- The department's speakers bureau
- Graffiti abatement programs

Provide Assistance to:

- Citizens police academies
- Crime analysts
- Courts

- Police athletic league activities
- Special events
- Crime prevention programs
- Fingerprinting

Other Duties

- Staff community policing sub-stations
- Provide support for traffic/crowd control
- Provide short-term care of juveniles in protective custody
- Staff a department booth and distribute information on police services at community events
- Become reserve or auxiliary officers

Young adults can volunteer by joining Explorer posts or completing internships. Volunteers with special skills can serve in numerous ways:

- Counselors can provide support to victims of crime and assist with crisis intervention.
- Mechanics can help maintain police vehicles.
- Faith leaders can become involved in chaplain programs.
- University researchers, statisticians and criminologists can help law enforcement agencies conduct research.
- Public health officials can help officers develop public safety plans and train for biohazard management.
- Architects, landscapers and building engineers can suggest ways community centers can improve or

- modify buildings and landscape designs to prevent/reduce crime.
- Security specialists can conduct free security reviews for local schools, after-school programs or places of worship.
- Marketers and artists can help local law enforcement design community public safety campaigns and supporting materials.
- Bilingual individuals can assist with translation.
- Computer programmers can help their local law enforcement agencies develop or improve Web sites and record management systems.

CALEA Accreditation and Volunteer Programs

The Commission on Accreditation for Law Enforcement Agencies (CALEA) does not have a specific standard for law enforcement volunteer programs. The appropriate standard(s) will depend on the type of volunteer opportunities you offer.

CALEA has standards regarding auxiliaries that often encompass the functions of volunteers:

16.4.1 A written directive establishes and describes the agency's auxiliary program to include:

- a. a statement that auxiliaries are not sworn officers; and

- b. a description of the duties of auxiliaries, including their role and scope of authority.

Commentary: Auxiliaries are not commissioned as law enforcement officers and do not have the authority to make a full custody arrest. Auxiliaries may be assigned to law enforcement related community service functions. They can also be used as a resource in emergencies and large-scale special events. Generally, they receive significantly less training than sworn officers or full-time employees. However if the agency chooses to involve them in various activities to assist in the day-to-day delivery of law enforcement services, it should ensure that their duties do not require the status of a sworn officer, their level of training is adjusted according to the scope of their authority, and that unauthorized weapons or equipment are not carried in the performance of their duties.

16.4.2 Auxiliaries receive training in those authorized and assigned duties.

Commentary: Auxiliaries may provide services to support any law enforcement duties not requiring sworn officer status. However, if the agency chooses to use them, auxiliaries should receive training appropriate to the duties anticipated.

* RECOGNITION STANDARD

SECTION 3: BUILDING PROGRAM INFRASTRUCTURE

16.4.3 If auxiliaries wear uniforms, the uniforms clearly distinguish them from sworn officers.

Commentary: To have an auxiliary appear to be a regularly sworn officer can be hazardous to the auxiliary, confusing to the public, and a potential detriment to the image of the agency. Unless the auxiliary is clearly distinguishable from the sworn officer, members of the community may expect assistance in situations for which the auxiliary is not trained or empowered to act. There should be a clear designation such as on a shoulder patch, pocket identification, or other distinctive area of the uniform, identifying the category of auxiliary. Purchase of the uniform may be the responsibility of the auxiliary.

For more information on how your agency's volunteer program should be addressed for CALEA accreditation purposes, talk to your agency's accreditation point of contact or contact CALEA at <http://www.calea.org> or 1-800-368-3757.

Budgeting/Funding

Establishing and maintaining a volunteer program is not a cost-free endeavor; however, the return on your investment can be substantial. The costs associated with establishing and maintaining a volunteer program will vary depending on the scope of opportunities you offer. The San Diego

Police Department estimates that, in 2002, approximately \$350,000 was invested in the staffing and management of its four volunteer programs. The value of the 187,000 hours contributed by its volunteers is estimated at more than \$3 million.

Costs to consider include:

- Personnel (salary and benefits for volunteer coordinator(s))
- Volunteer screening
- Training
- Work space requirements
- Supplies
- Equipment
- Uniforms
- Recognition

Law enforcement volunteer programs are funded through a variety of mechanisms, including federal grant programs like the Local Law Enforcement Block Grant (LLEBG) Program. Many registered VIPS programs have partnered with an existing local nonprofit association or have been involved in creating an association that can raise funds and secure non-profit status. Local branches of civic groups and service organizations such as Rotary International, Lions Club International and the Benevolent and Protective Order of the Elks, may be willing to provide support.

The Internal Revenue Service has issued a publication (Publication 557, Rev. May 2003) titled *Tax-Exempt Status for Your*

Organization that discusses what is commonly referred to as Section 501(c)(3) status. A copy of this publication can be downloaded from the VIPS Online Resource Guide.

Local businesses may also be a helpful resource for raising funds, such as the Redlands, California, Police Department's 365 Club, discussed in Part II. Local businesses or organizations may also provide in-kind services or donations, ranging from a gift certificate for your volunteer of the month to a vehicle for a citizen patrol.

Liability Concerns

Liability concerns are common when implementing a volunteer program in a law enforcement agency. The applicable liability laws will vary by state. A compendium of state liability laws, developed by the Nonprofit Risk Management Center can be downloaded from the VIPS Online Resource Guide at <http://www.policevolunteers.org/law/resources.htm>.

You should consult with your local government attorney to determine what coverage can be provided. Other departments within the government may use volunteers (e.g. parks and recreation) and a policy may already exist. Some agencies classify their volunteers as unpaid employees or pay their volunteers one dollar a year in order to provide coverage.

Agencies unable to provide liability insurance typically require their volunteers to sign a waiver. Again, you should consult your local government attorney when drafting such a waiver. Volunteers must be made aware of their personal liability and worker's compensation coverage and eligibility. Check with other law enforcement agencies in your state to find out how they deal with liability issues. Some agencies have partnered with their local Retired and Senior Volunteer Program (RSVP); RSVP participants are eligible for accident and liability coverage through their RSVP-sponsoring agency at no cost. Additional information about the RSVP program appears in Section 4 and Section 9 (Corporation for National and Community Service). You can find information on local VIPS programs on the VIPS Program Web site at <http://www.policevolunteers.org>.

Developing Program Policies and Procedures

Before establishing a volunteer program, you must develop operational guidelines and policies about the governance and function of the program. Having a set of policies provides the structure to manage the program equitably and can prevent future problems.

Specific policies to consider include:

- Confidentiality
- Time requirements

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- Training requirements
- Use of equipment
- Uniforms
- Termination

available in the VIPS Online Resource Guide.

Agencies also need to make volunteers aware of agency policies and procedures they must follow. For example, volunteers should be instructed about how to deal with representatives of the media while on duty. Sample program policies are available in Part III of this document and the VIPS Program Online Resource Guide.

Having a set of policies provides the structure to manage the program equitably and can prevent future problems.

Building Staff Support

As discussed previously, your volunteer program will not reach its full potential without the support of paid employees, sworn and civilian. Support for the volunteer program begins with the top executive and filters down through the agency. This buy-in is absolutely essential to maintain a successful program.

Position Description

Comprehensive position descriptions detailing the duties and expectations of specific volunteer positions should be drafted. This type of description can be helpful in screening potential volunteers as those not suited for the position may self-select out of the process or seek a more appropriate role within the agency. A position description is also valuable during the volunteer's evaluation process since it can be used to determine if he or she is meeting department expectations. As with policies and planning documents, the position descriptions should be periodically reviewed to ensure that they are accurate. Sample position descriptions appear in Part III; additional position descriptions are

You may choose to have a program advisory or governing board that includes sworn and civilian employees. The agency employees should make volunteers feel welcome and appreciated. This process will not occur overnight. It will take time for the staff to fully respect, trust and utilize the volunteers.

One of the challenges facing law enforcement agencies with volunteer programs is a misunderstanding of what the purpose of the volunteer program is. Often, the employees are not aware of the program or the ways in which a volunteer can assist them. One way to address this challenge is to provide information about the volunteer program to cadets while they are still in the academy. The message can be reinforced through in-service training

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and roll call. In time, the staff will learn to appreciate and value the contributions of agency volunteers.



Section 4: Recruitment

KEY POINTS

- Current volunteers can be the best recruiting tool.
- Citizen police academies are a potentially good source of volunteers.
- The Internet has become a widely used venue for potential volunteers. Use your government and/or agency's Web site, and the VIPS Program Web site to share information.
- Many communities have volunteer centers; let your center know you are establishing a volunteer program.

In order to develop a successful law enforcement volunteer program, you must seek out individuals who are qualified for the work they will be performing. Research on volunteerism has consistently shown that people who are asked to volunteer are far more likely to volunteer than those who are not asked.

Internal Recruitment

There may be preexisting avenues within your agency that can be used to recruit volunteers. While you may not have what you consider to be a true volunteer program, there are likely individuals in your community who currently assist your department by participating in a citizen's advisory board, Triad program or Neighborhood Watch. These individuals may be the first community

members to reach out to when developing a program.

Those agencies with established law enforcement volunteer programs have consistently identified their current volunteers as the best source of recruitment. This "word of mouth" recruitment is invaluable. Volunteers frequently become protective of the program's reputation and share the agency's desire to maintain its respect and integrity.

Citizens Police Academy

Many established volunteer programs grew out of their citizens police academies (CPAs). You may be able to cultivate the participants' demonstrated interest in the agency into a long-term volunteer relationship. In some cases,

the CPA participants may take the lead role in establishing a continued relationship by creating a CPA alumni association. Refer to the Knoxville Police Department's profile in Part II for an example of a citizens police academy alumni association.

Some alumni associations formed tax-exempt nonprofit associations that can raise funds to support volunteer programs or other agency activities. The Internal Revenue Service has produced a publication explaining how to seek this status. Information on this publication is available in Section 9 and the VIPS Online Resource Guide.

Mass Media

Your local media (television, radio and newspaper) can assist in advertising information about your volunteer program. These media organizations may also produce stories profiling your volunteers and their accomplishments.

Internet

Citizens are increasingly using the Internet to conduct research on organizations and volunteer

opportunities. If your local government and/or agency maintains a Web site, you should publish information about your volunteer program, such as opportunities available, a point of contact for additional information, and an online or downloadable application form.

In addition to your agency's Web site, you can register your program on the VIPS Program Web site
<http://www.policevolunteers.org>.

In addition to your agency's Web site, you can register your program with the VIPS Program Web site at <http://www.policevolunteers.org>. At no cost, you can include a description of your volunteer program, post a link to your

agency's site, provide a downloadable application form, and post photos of your volunteers in action.

Existing Volunteer Organizations

Volunteer Center

Your community may have a centralized volunteer center that has information about volunteer opportunities throughout the area. Once you have established a program, you should let the volunteer center know so it can refer potential volunteers to your agency. If you do not know of a volunteer center in your community, you can contact the Points of Light

Foundation & Volunteer Center National Network for information (<http://www.pointsoflight.org/>).

Retired and Senior Volunteer Program

The Retired and Senior Volunteer Program (RSVP) is a national service initiative dating back to 1969. RSVP is a key element of the Corporation for National and Community Service (CNCS) under the USA Freedom Corps. Through RSVP, CNCS provides grants to qualified agencies and organizations to engage persons 55 and older in volunteer service. An office for the aging, or similar office within a community's local government, may coordinate RSVP opportunities within your community.

Many law enforcement agencies have successfully partnered with their local RSVP program to attract volunteers. A description of the San Diego Police Department's program appears in Part II of this guide. One of the added benefits of recruiting volunteers through RSVP is the provision of accident, personal liability and excess automobile insurance coverage for the volunteer by the RSVP-sponsoring agency.

Civic Groups

Existing civic groups in your community, such as the United States Junior Chamber ("Jaycees"), can be helpful in getting the word out about your program. These groups may also be a good source of volunteers, particularly if a group of volunteers is needed for a special event.

Educational Institutions

Colleges and universities in your community can be another source of volunteers. Increasingly, students are required to volunteer or complete internships before graduation. While a student intern may require additional supervision, he or she may have more time and demonstrate a greater commitment to the mission of the agency.

Do not limit your internship program to criminal justice students; students from other disciplines have skills your agency could benefit from. For example, a communications student could develop educational materials or a computer science student could design a database for your agency.

Citizen Corps Councils

The purpose of a Citizen Corps council is to coordinate Citizen Corps activities at the local level, including the VIPS Program. If you are developing a law enforcement volunteer program, you may want to consider getting involved in your community's council. The council can help to match volunteers to opportunities, educate and train the public, create new volunteer opportunities and promote your program. For example, the Fairfax County, Virginia, Citizen Corps Council's Web site, <http://www.fairfaxcountycitizencorps.org>, serves as a centralized referral

SECTION 4: RECRUITMENT

resource for volunteer opportunities in the public health and public safety fields within the county. Information about the Citizen Corps initiative appears in Section 9; a complete listing of Citizen Corps councils is available at <http://www.citizencorps.gov/citizenCorps/councilmap.do>.



Section 5: Selection and Management

KEY POINTS

- The screening process should involve an application and an interview.
- An agency must develop a set of criteria for screening potential volunteers before establishing a volunteer program.
- After selecting a volunteer, you should consider the agency's needs and the volunteer's skills before placing him or her into a position.
- Agencies must select a person or persons to coordinate program activities.
- Sample documents referenced in this section appear in Part III and in the VIPS Online Resource Guide at <http://www.policevolunteers.org/law/resources.htm>.

Screening

Law enforcement agencies must screen individuals before bringing them on board as volunteers. The level of screening will depend on the role the volunteer will be serving; individuals with access to confidential information or agency equipment may require more intensive screening.

All applicants should be asked to complete an application form. They should provide contact information, an emergency contact and references. Applicants should also detail their skills, experience and availability. Sample application forms can be found in Part III and the VIPS Online Resource Guide. You may also choose to provide a cover letter or informational brochure about the

volunteer program to explain the agency's expectations and the volunteer opportunities offered.

If you are considering accepting the applicant into the program, the volunteer coordinator or other agency representative should make arrangements to interview the candidate. The interview should assist in determining if the prospective volunteer is a good fit for your program.

In addition to an application and the interview, you may consider additional screening including:

- a criminal background check
- a reference check
- fingerprinting

- drug testing

Some agencies may choose to complete some or all of these steps before conducting an interview. In this event, the information

required to complete the check(s) should be requested in the volunteer application.

Screening is critical. Regardless of the function the volunteer is serving, his or her actions on and off duty, will reflect on the department. The volunteer's friends and neighbors and the community at large may not distinguish between an employee and a volunteer.

Selection

Once a volunteer has been accepted into the program, you may choose to send a letter welcoming him or her to the agency. A letter signed by the chief of police, sheriff or head executive can convey the agency's appreciation and serve as the first step in cultivating a long-term relationship with an individual that is donating his or her time and talents to your agency.

Placement

Two issues should be considered in determining the placement of a volunteer. First, you need to understand the specific

Screening is critical. Regardless of the function the volunteer is serving, their actions while volunteering, and outside of volunteering, will be considered a reflection on the department.

needs of the agency (refer to Section 3). Second, the skills and interests of a potential volunteer should be considered. Don't assume that a volunteer is interested in using the same skills or serving the same

function as he or she may serve professionally. While a former accountant may be an asset to your agency's financial management division, that volunteer may want a new experience. An unhappy or unfulfilled volunteer is more likely to leave your agency, thus wasting your investment in recruiting and training. This placement should be negotiated between the volunteer and the volunteer coordinator.

The agency should regularly assess the volunteer's placement as your needs and his or her interests may change over time. This may be part of the standard volunteer evaluation process (refer to Section 8).

Persons Not Appropriate For Your Program

Each agency must develop criteria for screening and selection before establishing a volunteer program. The specific criteria will vary from one department to another. While you may have certain universal criteria, such as no felony convictions, other criteria may depend on the activities the volunteer will be engaged in, such as driving a city vehicle. Making potential volunteers aware of these selection criteria at the outset may prevent unqualified individuals from applying. It is also useful to have established criteria to refer to if an individual complains about not being selected.

If you have a multi-dimensional program, a volunteer who is inappropriate for one role may be a good fit for another role within the agency. If a volunteer is not suitable for placement within your agency, there may be better opportunities outside your agency. You can refer him or her to the local volunteer center or make the volunteer aware of other opportunities to help.

Selecting a person or persons to coordinate program activities can be one of the most important keys to a successful volunteer program.

Supervising and Managing Volunteers

While establishing a volunteer program can help to free up sworn and civilian staff, it is not self-sufficient. Effective management of such a program is needed for continued success. A volunteer program within a law enforcement agency is unique. Volunteers must be prepared for the pace and atmosphere of a law enforcement agency. It is the responsibility of the volunteer coordinator to help volunteers become acclimated to and navigate the environment.

Selecting a person or persons to coordinate program activities can be one of the most important keys to a successful volunteer program.

A volunteer coordinator may be a sworn or civilian employee, or the program's staff may include a mixture of sworn and civilian personnel. There are benefits and drawbacks to both sworn and civilian models. The decision will ultimately depend on the agency's resources and staffing patterns. There may be several people responsible for the management of your volunteers, depending on the size of your agency and program.

The person(s) responsible must be committed to the mission and purpose

SECTION 5: SELECTION AND MANAGEMENT

of the volunteer program. The volunteer coordinator(s) must also possess the skills and will to supervise volunteers. Volunteers require supervision, support, feedback and evaluation just like paid employees. There may be a local or state network of volunteer coordinators who can provide guidance to a new coordinator on management training opportunities.



Section 6: Training

KEY POINTS

- All volunteers should receive an orientation to the agency.
- Periodic training is a valuable tool to keep volunteers apprised of any program/policy changes and help them develop useful skills.
- Volunteers should feel welcomed into the agency by sworn and civilian staff.
- Sample documents referenced in this section appear in Part III and in the VIPS Online Resource Guide at <http://www.policevolunteers.org/law/resources.htm>.

Once a person joins your agency as a volunteer, he or she must be made aware of the expectations, policies and procedures to be followed. The length, structure and format of volunteer training will vary according to the size of the agency and the scope of the volunteer program.

Orientation

All volunteers should receive an orientation to the agency before taking on any responsibilities. It can be helpful to supplement this orientation by providing the volunteer with a handbook of policies and procedures that he or she can refer to in the future. A sample volunteer handbook appears in Part III. Additional examples appear in the VIPS Online Resource Guide.

Some agencies use their citizens police academy as a prerequisite to volunteering. In this instance, the CPA functions as the orientation.

You may consider including the following items in the orientation:

- A welcome from the chief, sheriff or other command staff representative
- An agency history
- The agency structure and an organizational chart
- The goals and purpose of the volunteer program
- The policies and procedures governing the volunteer program
- A glossary of language and abbreviations used by the agency
- A tour of the agency
- Emergency procedures
- Timesheets and other required forms

- Ongoing in-service training opportunities
- A termination policy
- Evaluation procedures

In addition to the above, the volunteer should:

- meet his or her supervisor
- be shown the location where he or she should report
- meet the paid and volunteer staff he or she will be working with
- be shown where to store personal belongings
- be shown where to park

There may be additional mandatory training required by your local or state government such as a sexual harassment policy. Upon completion of this basic introduction to the agency's requirements and expectations, you may consider asking the volunteer to sign an agreement

acknowledging applicable policies and procedures and a commitment to a certain schedule or number of volunteer shifts. Sample volunteer agreements appear in Part III and in the VIPS Online Resource Guide.

Ongoing Training

Any initial training should be supplemented by ongoing in-service training. This will keep volunteers apprised of policy and programmatic changes and further develop their skills, enabling them to better carry out tasks they are assigned. Some agencies offer CPR, emergency first aid, and Community Emergency Response Team (CERT) training to their volunteers.

Integrating Volunteers Into the Agency

Once volunteers know what they will be doing, they need to be introduced to the department.

Volunteers must also feel welcomed by the sworn and civilian staff they are working with.

Integrating volunteers into the culture of your agency can be a significant challenge. Volunteers who do not feel welcome are

unlikely to stay.

There are a number of formal and informal ways to help a volunteer feel as though he or she is part of the agency:

- Allowing volunteers to use agency facilities, such as a workout room
- Allowing volunteers to join the credit union
- Including volunteers in formal and informal celebrations such as birthdays and recognition events

SECTION 6: TRAINING

- Providing the volunteer with a uniform or clothing that identifies him or her as a volunteer with your agency
- Distributing the agency newsletter to volunteers

Volunteers must also feel welcome by the sworn and civilian staff they are working with. This reinforces the need to involve the staff when developing a volunteer program so they understand that the volunteer is there to support, not supplant, their activities. Staff should be educated about the volunteer program in the training academy and through periodic roll call or in-service presentations.



Section 7: Recognition of Volunteers

KEY POINTS

- There are many simple ways to recognize your volunteers.
- Many national, state and local groups offer volunteer awards for individuals and programs.

Recognizing your volunteers helps convey the important role they play in your agency and is a key to their retention. While many volunteers are not motivated by recognition, the time, effort and talents provided by your volunteers should not be taken for granted.

In-House Recognition

Recognition need not be time-consuming or expensive to be meaningful. A volunteer program and the agency as a whole should acknowledge volunteers regularly through sincere expressions of gratitude.

Simple ways to recognize your volunteers include:

- Verbal expressions of thanks
- Letters of commendation
- Pictures with and/or certificates of appreciation signed by local elected officials

- Volunteer of the month awards
- Volunteer of the year awards
- Personal notes
- Posted photos of volunteers “on the job”
- Letters to the volunteer’s employer
- Giving gift certificates donated by local businesses
- Highlighting volunteers on your agency’s Web site
- Working with your local media to publicly highlight volunteer contributions
- Regular award and recognition banquets/events
- Pins to acknowledge a certain number of total hours volunteered
- Plaques
- Shirts, bags and other items with the agency’s seal

Community and State Volunteer Award Programs

Many states, local communities and civic groups offer formal awards for volunteers and organizations. Check with your state's volunteer commission or your local volunteer center to find out what types of awards and recognition programs your volunteers may be nominated for.

To find a volunteer center in your area, search the Points of Light Foundation & Volunteer Center National Network directory at http://www.pointsoflight.org/pdfs/Online_Directory.doc.

Examples of state award programs are available through:

- North Carolina Commission of Volunteerism & Community Service
<http://www.volunteernc.org/code/award.htm>
- Colorado Cares
<http://www.colorado.gov/coloradocares/awards.html>
- New Hampshire - Volunteer NH!
<http://www.volunteernh.org/volunteerawards.htm>
- Texas Commission on Volunteerism and Community Service
<http://www.txserve.org/txcvcs/awards/index.html>

National Law Enforcement Award Programs

The Webber Seavey Award for Quality in Law Enforcement

The Webber Seavey Award for Quality in Law Enforcement was created jointly by IACP and Motorola and named for IACP's first president, Chief Webber

Seavey of Omaha, Nebraska.

This program helps law enforcement agencies worldwide and the communities they serve by redefining the concept of law

enforcement and how it is routinely performed.

The program annually honors achievements in one or more of the following areas:

- Continually improving services to the community
- Strengthening police relations and promoting community participation
- Effectively using resources
- Enhancing communications within and cooperation among agencies
- Developing creative and innovative approaches that promote excellence in law enforcement

Initiatives staffed by volunteers have been recognized through this highly respected award program. Recent semifinalists for the Webber Seavey

Award include the Nebraska State Patrol's Metro Area Motorist Assist Program (2001) and the Dodge City Police Department's Citizen Assisted Policing Program (2002). Descriptions of these programs are available in Part II of this document.

For application information, please visit <http://www.theiacp.org/awards/webber/>.

National Law Enforcement Explorer Volunteer Service Award

The Federal Investigators' Association selects one or more law enforcement Explorers for the National Law Enforcement Explorer Volunteer Service Award. Recipients receive a plaque, a U.S. savings bond and recognition in the agency's newsletter. Information about the Explorer program appears in Section 9 of this document.

The John A. Price Awards for Chaplains

The International Conference of Police Chaplains (ICPC) is a professional organization for career (paid) chaplains and volunteer chaplains serving in a law enforcement agency. The ICPC established annual awards named for the late John A. Price who served the Albuquerque, New Mexico, Police Department. Awards are made to a volunteer chaplain serving a small department and a volunteer chaplain serving a large department. The awards are presented each year at ICPC's annual training seminar.

National Volunteer Recognition Programs

President's Volunteer Service Award

In 2003, President George W. Bush created the President's Council on Service and Civic Participation. The mission of the council is to recognize and encourage outstanding volunteer service and civic participation by individuals and organizations. Specifically, the council will recognize the millions of people who serve their communities for their dedicated volunteer service through the President's Volunteer Service Awards. The awards, modeled after the President's Physical Fitness Awards, will be given on an annual basis. This award program provides an excellent and inexpensive opportunity for your volunteers – and your agency – to be recognized.

If you have volunteers who are 15 or older who have completed 100 hours of volunteer service in the previous 12 months, they are entitled to receive the President's Volunteer Service Award. If you have volunteers who have completed more than 4,000 hours of volunteer service in their lifetimes, they are entitled to an award in recognition of their response to President George W. Bush's call to service from his 2002 State of the Union address. Each of these individuals will receive:

SECTION 7: RECOGNITION OF VOLUNTEERS

- A personalized certificate of achievement
- An official President's Volunteer Service Award pin
- A note of congratulations from the President of the United States, and
- A letter from the President's Council on Service and Civic Participation.

For more information about the program, including criteria, visit <http://www.presidentialserviceawards.gov/>.

Daily Points of Light Award

The Daily Points of Light Awards program is cosponsored by the Points of Light Foundation, the Corporation for National and Community Service and the Knights of Columbus, with funding provided by the Knights of Columbus. Each weekday, one volunteer or volunteer effort receives the Daily Point of Light Award. For application criteria, please visit <http://www.pointsoflight.org/awards/programs.cfm>.

National Volunteer Week

National Volunteer Week was established through executive order by President Nixon in 1974. Every President since then has signed a proclamation recognizing National Volunteer Week as an annual celebration of volunteerism. Many states, localities and agencies schedule recognition events to coincide with National Volunteer Week.

Future National Volunteer Week dates are April 18-24, 2004, and April 17-23, 2005. For information on National Volunteer Week, including free downloadable resources, visit the Points of Light Foundation Web site at <http://www.pointsoflight.org/nvw/nvw.cfm>.

Section 8: Assessment

KEY POINTS

- Assessing your volunteer program can help you make budget and resource distribution decisions.
- Measuring the value of volunteer time can be done by using the same rate of pay as the person who would be doing the same job, or by using the national average hourly value of volunteer time.
- Because of the sensitive nature of the job that volunteers perform in a law enforcement agency, evaluating a volunteer on a biannual or annual basis is important.
- Sample documents referenced in this section appear in Part III and in the VIPS Online Resource Guide at <http://www.policevolunteers.org/law/resources.htm>.

Volunteer Program Assessment

Assessing the costs and benefits of your volunteer program can assist you and other decision-makers in making budget and resource distribution decisions. It is important to document the resources required to manage, implement and maintain your volunteer program. As discussed earlier, a volunteer program is not a free endeavor. The return on investment, however, can be substantial. Information and data supporting the value of the program can be vital to its maintenance and growth.

Collecting data before the implementation of the program (“baseline” data) can assist in measuring the growth and impact of your program. You will likely collect data both quantitative (e.g. numbers) and qualitative (e.g. anecdotal) in nature. Examining the same type of data on an annual basis can be helpful in determining if the goals of the volunteer program are being met.

Commonly collected information may include:

- The number of individuals volunteering
- How many hours each volunteer contributes on a monthly basis

- The types of activities volunteers are engaged in
- When applicable, the number of activities completed (e.g. home safety checks, how many children were fingerprinted, how many accessible violation citations were issued)

Calculating the Dollar Value of Volunteer Contributions

There are several ways to measure the value of volunteers' contributions. You may choose to calculate the hourly rate of pay for the individual who would serve the function if not performed by a volunteer. For example, if a volunteer is conducting home security checks for vacationing residents, rather than an officer making \$20.00 per hour, the value of that volunteer's time should be calculated as \$20.00 per hour.

If your agency has volunteers serving numerous roles, making specific calculations difficult, you may choose to use the national average hourly value of volunteer time. This value, discussed in Section 2, is \$16.54/hour (effective through February 2004). Using this calculation, if volunteers contributed 6,300 hours to your agency in a 12-month period, the value of their contributions is \$104,202.

Although this dollar amount may be helpful when making budgetary and programmatic decisions, the value of an increased presence in the community and the positive public relations generated by

volunteers are not included. While difficult to measure, anecdotal information and feedback from the community are also important considerations. If you use volunteers to staff a community policing station that would otherwise be closed, it may be helpful to track the number of visitors to the station during its operating hours.

In addition to making and justifying internal funding decisions, the information collected should be used to identify the strengths and weaknesses of the program, determine program growth areas and seek additional program support from the public and outside entities, such as community foundations.

Assessment of Individual Volunteers

Due to the sensitive nature of volunteering to work for a law enforcement agency, volunteers should be routinely assessed. Depending on the size and scope of the program, this assessment may be completed by the volunteer coordinator and/or the volunteer's supervisor. Many agencies choose to formally evaluate volunteers on an annual or biannual basis.

This evaluation can be a valuable tool to:

SECTION 8: ASSESSMENT

- Select a volunteer for formal recognition
- Identify and prevent a potential problem
- Determine what training would be helpful to the volunteer in performing his or her role
- Determine whether the volunteer can and would like to take on a new or additional role
- Obtain feedback and suggestions about the structure and management of the volunteer program

Examples of evaluation forms can be found in Part III and in the VIPS Online Resource Guide.

一、二、三、四、五、六、七、八、九、十、十一、十二、十三、十四、十五、十六、十七、十八、十九、二十、二十一、二十二、二十三、二十四、二十五、二十六、二十七、二十八、二十九、三十、三十一、三十二、三十三、三十四、三十五、三十六、三十七、三十八、三十九、四十、四十一、四十二、四十三、四十四、四十五、四十六、四十七、四十八、四十九、五十、五十一、五十二、五十三、五十四、五十五、五十六、五十七、五十八、五十九、六十、六十一、六十二、六十三、六十四、六十五、六十六、六十七、六十八、六十九、七十、七十一、七十二、七十三、七十四、七十五、七十六、七十七、七十八、七十九、八十、八十一、八十二、八十三、八十四、八十五、八十六、八十七、八十八、八十九、九十、九十一、九十二、九十三、九十四、九十五、九十六、九十七、九十八、九十九、一百。

Section 9: Organizations and Resources

This section contains information about the organizations, programs and documents referenced in this guide.

Organizations and Programs

USA Freedom Corps

1600 Pennsylvania Avenue NW
Washington, DC 20500
(P) (877) USA-CORPS
info@USAFreedomCorps.gov
<http://www.usafreedomcorps.gov>

In his 2002 State of the Union Address, President George W. Bush called on every American to get involved in strengthening America's communities and sharing America's compassion around the world. The President challenged all Americans to commit at least two years of their lives – the equivalent of 4,000 hours – to serving others. President Bush created the USA Freedom Corps, an effort to foster a culture of service, citizenship, and responsibility, to assist all Americans in answering his call to service.

The USA Freedom Corps Volunteer Network, the largest clearinghouse of volunteer opportunities ever established, helps individuals find service opportunities matching their interests in their towns, across the country and

around the world. The USA Freedom Corps supports the service infrastructure by bringing together the resources of the federal government with those of the nonprofit, business, educational, media, and faith-based sectors, among others. The USA Freedom Corps is also working to strengthen federal service programs like the Peace Corps, Citizen Corps and service programs within the Corporation for National and Community Service.

The USA Freedom Corps is a coordinating council that provides national leadership on service. The council is chaired by the President and is supported by the White House Office of the USA Freedom Corps.

Citizen Corps

Department of Homeland Security
500 C Street, SW
Room 824
Washington, DC 20472
citizencorps@fema.gov
<http://www.citizencorps.gov>

The mission of Citizen Corps is to harness the power of every individual through education, training and volunteer service to make communities safer, stronger and better prepared to respond to threats of terrorism, crime, public health issues, and disasters of all

SECTION 9: ORGANIZATIONS AND RESOURCES

kinds. Citizen Corps councils help drive local citizen participation by coordinating local Citizen Corps programs, developing community action plans, assessing possible threats and identifying local resources. There are four charter Citizen Corps programs: Volunteers in Police Service, Neighborhood Watch, the Community Emergency Response Team Program and the Medical Reserve Corps Program. The Citizen Corps Affiliate Program partners with programs and organizations that offer resources for public education, outreach and training; represent volunteers interested in helping to make their communities safer; or offer volunteer service opportunities to support first responders, disaster relief activities, and community safety efforts. Citizen Corps is coordinated nationally by the Department of Homeland Security.

*U.S. Department of Justice
Office of Justice Programs*

810 Seventh Street NW
Washington, DC 20531
(P) (202) 307-5933
askojp@ojp.usdoj.gov
<http://www.ojp.usdoj.gov/>

Since 1984 the Office of Justice Programs has provided federal leadership in developing the nation's capacity to prevent and control crime, improve the criminal and juvenile justice systems, increase knowledge about crime and related issues and assist crime victims. OJP is comprised of five bureaus: the Bureau of Justice Assistance, the Bureau

of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention and the Office for Victims of Crime.

OJP also includes the Office on Violence Against Women, the Executive Office for Weed and Seed, the Office of the Police Corps and Law Enforcement Education and the American Indian and Alaska Native (AI/AN) Affairs Desk.

Many of the program bureaus and offices award formula grants to state agencies, which in turn subgrant funds to units of state and local government. Formula grant programs in such areas as drug control and system improvement, juvenile justice, victims compensation, and victims assistance, are administered by state agencies designated by each state's governor. Discretionary grant funds are announced in the *Federal Register* or through program solicitations that can also be found through bureau and OJP Web sites. Grant applications are made directly to the sponsoring OJP bureau or program office.

*U.S. Department of Justice
Bureau of Justice Assistance*

810 Seventh Street NW
Washington, DC 20531
(P) (202) 616-6500
(F) (202) 305-1367
AskBJA@ojp.usdoj.gov
<http://www.ojp.usdoj.gov/BJA/index.html>

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The Bureau of Justice Assistance (BJA) is a component of the Office of Justice Programs, U.S. Department of Justice. The mission of BJA is to provide leadership and assistance in support of local criminal justice strategies to achieve safe communities. BJA's overall goals are to (1) reduce and prevent crime, violence, and drug abuse and (2) improve the functioning of the criminal justice system. To achieve these goals, BJA programs emphasize enhanced coordination and cooperation of federal, state, and local efforts. BJA's objectives in support of these goals are to:

- Encourage the development and implementation of comprehensive strategies to reduce and prevent crime and violence.
- Encourage the active participation of community organizations and citizens in efforts to prevent crime, drug abuse, and violence.
- Provide training and technical assistance in support of efforts to prevent crime, drug abuse, and violence at the national, state, and local levels.
- Reduce the availability of illegal weapons and develop strategies to address violence in our communities.
- Enhance the capacity of law enforcement agencies to reduce crime.
- Improve the effectiveness and efficiency of all aspects of the adjudication process, including indigent defense services.
- Assist states in freeing prison space for serious and violent offenders through the design and implementation of

effective correctional options for nonviolent offenders.

- Enhance the ability of criminal justice agencies to access and use new information technologies.
- Encourage and support evaluation of the effectiveness of funded programs and dissemination of program results.

International Association of Chiefs of Police

515 North Washington St.
Alexandria, VA 22314
(P) (800) THE-IACP
(F) (703) 836-4543
information@theiacp.org
<http://www.theiacp.org/>

The International Association of Chiefs of Police (IACP) is the world's oldest and largest nonprofit membership organization of police executives, with over 20,000 members in more than 93 different countries. IACP's leadership consists of the operating chief executives of international, federal, state and local agencies of all sizes.

Founded in 1893, the association's goals, as stated in the constitution, are: to advance the science and art of police services; to develop and disseminate improved administrative, technical and operational practices and promote their use in police work; to foster police cooperation and the exchange of information and experience among police administrators throughout the world; to bring about recruitment and

training of qualified persons in the police profession; and to encourage adherence of all police officers to high professional standards of performance and conduct.

IACP supports law enforcement professionals with a wide variety of services. It conducts management and operational studies; presents state-of-the-art training programs and materials; establishes law enforcement policies and procedures; publishes a professional monthly magazine and special reports; and conducts extensive law enforcement research.

Medical Reserve Corps

U.S. Department of Health and Human Services
5600 Fishers Lane
Rockville, MD 20857
(P) (301) 443-4000
MRCcontact@osophs.dhhs.gov
<http://www.medicalreservecorps.gov/>

The Medical Reserve Corps (MRC) is administered by the U.S. Department of Health and Human Services. It coordinates the skills of practicing and retired physicians, nurses and other health professionals as well as other citizens interested in health issues, who are eager to volunteer to address their community's ongoing public health needs and help their communities during large-scale emergency situations.

MRC volunteers may deliver necessary public health services during a crisis, assist emergency response teams with patients and provide care directly to those

with less serious injuries and other health-related issues. MRC volunteers may also serve a vital role by assisting their communities with ongoing public health needs (e.g., immunizations, screenings, health and nutrition education and volunteering in community health centers and local hospitals).

Community Emergency Response Team

Emergency Management Institute
16825 South Seton Avenue
Emmitsburg, MD 21727
(P) (301) 447-1000
(F) (301) 447-1052
<http://training.fema.gov/emiweb/CERT/>

The Community Emergency Response Team (CERT) program helps train people to be better prepared to respond to emergency situations in their communities. When emergencies occur, CERT members can give critical support to first responders, provide immediate assistance to victims and organize spontaneous volunteers at a disaster site. CERT members can also help with non-emergency projects that help improve the safety of the community.

The CERT course is taught in the community by a trained team of first responders who have completed a CERT train-the-trainer course conducted by their state training office for emergency management, or the Federal Emergency Management

SECTION 9: ORGANIZATIONS AND RESOURCES

Agency's Emergency Management Institute. CERT training includes disaster preparedness, disaster fire suppression, basic disaster medical operations and light search and rescue operations.

USAonWatch – Neighborhood Watch

National Sheriffs' Association
1450 Duke Street
Alexandria, VA 22314
(703) 836-7827
<http://www.USAonwatch.org>

Under the Citizen Corps initiative, the U.S. Department of Justice, Bureau of Justice Assistance is working with the National Sheriffs' Association (NSA) to expand and enhance the National Neighborhood Watch Program. Neighborhood Watch is a highly successful crime prevention effort that NSA has been sponsoring for 30 years. This expanded Neighborhood Watch Program will incorporate terrorism prevention and education into its existing crime prevention mission. The USAonwatch Web site provides information on how to start a watch and provides resource information and success stories on Neighborhood Watch.

Corporation for National and Community Service

1201 New York Avenue, NW
Washington, DC 20525
(P) (202) 606-5000
webmaster@cns.gov
<http://www.nationalservice.org/>

The Corporation for National and Community Service is a public-private partnership created by Congress in 1993, which oversees three national service initiatives.

AmeriCorps is a national service network of hundreds of nonprofits and programs that engage thousands of Americans in full-time and sustained part-time community service. It provides education awards in return for such service.

Learn and Serve America supports and promotes service learning in schools, universities and communities, providing models and assistance to help teachers and community leaders integrate service and learning from kindergarten through college.

The National Senior Service Corps is a network of people age 55 and older who participate in the Foster Grandparent Program, the Senior Companion Program, or the Retired and Senior Volunteer Program (RSVP).

Commission on Accreditation for Law Enforcement Agencies, Inc.

10302 Eaton Place, Suite 100
Fairfax, VA 22030
(P) (800) 368-3757
calea@calea.org
<http://www.calea.org>

The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) was established in 1979 as an

independent accrediting authority. CALEA was created by four major law enforcement associations: the International Association of Chiefs of Police, the National Sheriffs' Association, the National Organization of Black Law Enforcement Executives and the Police Executive Research Forum. CALEA's voluntary accreditation program helps to improve the delivery of law enforcement services by offering a body of standards covering a wide range of topics.

*U.S. Department of Justice
Office of Community
Oriented Policing Services*

1100 Vermont Avenue, NW
Washington, DC 20530
(P) (800) 421-6770
ask.dojrc@usdoj.gov
<http://www.cops.usdoj.gov/>

The Office of Community Oriented Policing Services (COPS Office) was created pursuant to the Violent Crime Control and Law Enforcement Act of 1994. As a component of the Justice Department, the mission of the COPS Office is to advance community policing in jurisdictions of all sizes across the country. COPS provides grants to tribal, state, and local law enforcement agencies to hire and train community policing professionals, acquire and deploy cutting-edge crime-fighting technologies, and develop and test innovative policing strategies. COPS-funded training helps advance community policing at all levels of law enforcement – from line officers to

law enforcement executives – as well as others in the criminal justice field.

Regional Community Policing Institutes

U.S. Department of Justice
1100 Vermont Avenue, NW
Washington, DC 20530
(P) (800) 421-6770
ask.dojrc@usdoj.gov
<http://www.cops.usdoj.gov/Default.asp?Item=115>

The COPS funded Regional Community Policing Institutes (RCPIs) provide comprehensive and innovative community policing education, training and technical assistance to COPS grantees throughout the nation. RCPIs develop innovative cutting edge curricula on emerging law enforcement issues. Training focuses on collaborative partnerships and problem-solving strategies for criminal justice practitioners, local government officials, business leaders and community leaders, including youth, volunteers, city employees, elected officials and social service agencies.

Law Enforcement Explorers

1325 West Walnut Hill Lane
P.O. Box 152079
Irving, TX 75015
(P) (972) 580-2433
<http://www.learning-for-life.org/exploring/lawenforcement/index.html>
Law Enforcement Exploring is a worksite-based program for young men

SECTION 9: ORGANIZATIONS AND RESOURCES

and women who have completed the eighth grade and are 14 years of age, or are 15 years of age but have not yet reached their 21st birthday. Law Enforcement Explorer posts help youth to gain insight into a variety of programs that offer hands-on career activities. For young men and women who are interested in law enforcement, Exploring offers experiential learning activities that promote the growth and development of adolescent youth.

National Association of Triads, Inc.

1450 Duke Street
Alexandria, VA 22314
(P) (703) 836-7827
(F) (703) 519-8567
terrih@sheriffs.org
<http://www.sheriffs.org/Triad/index.htm>

Triad was created in 1988 when representatives from the American Association of Retired Persons (AARP), the International Association of Chiefs of Police (IACP) and the National Sheriffs' Association (NSA) came together and agreed to partner to help ensure senior citizen safety. Triads are agreements between local law enforcement, senior volunteers, and senior service providers. In each community in which a triad agreement is signed, a group of representatives from the community design and implement programs that help keep seniors safe from crime in that community.

The National Association of Triads, Inc. (NATI) is a tax-exempt affiliate corporation of the National Sheriffs' Association that was formed in 1999. It acts as an umbrella organization that provides advice, support, technical assistance and training to the more than 775 local Triads throughout the United States.

*Points of Light Foundation &
Volunteer Center National Network*

1400 I Street, NW
Suite 800
Washington, DC 20005
(P) (800) 750-7653
(F) (202) 729-8100
info@pointsoflight.org
<http://www.pointsoflight.org/>

The Points of Light Foundation, founded in 1990 by former President George H.W. Bush, is a national, nonpartisan, nonprofit organization that promotes volunteerism. Through a variety of programs and services, the foundation encourages people from all walks of life – businesses, nonprofits, faith-based organizations, low-income communities, families, youth and older adults – to volunteer. The foundation advocates community service through a partnership with the Volunteer Center National Network. Together, they reach millions of people in thousands of communities to help mobilize people and resources, which deliver solutions to community problems.

SECTION 9: ORGANIZATIONS AND RESOURCES

*International Conference of Police
Chaplains*

P.O. Box 5590
Destin, FL 32540-5590
(P) (850) 654-9736
(F) (850) 654-9742
ICPC@gnt.net
<http://www.icpc4cops.org/>

The International Conference of Police Chaplains (ICPC) is a non-profit organization established in 1973 to support and serve both paid and volunteer law enforcement chaplains. The ICPC offers training and resource materials to chaplains, including a newsletter, a handbook and lending library. The ICPC offers a certification program and information on how to establish a chaplain program.

Other Resources of Interest

Best Practices for Developing a Volunteer Program

State of Maryland, Governor's Office on Service and Volunteerism
300 West Preston St., Suite 608
Baltimore, MD 21201
(P) (800) 321-VOLS
www.gosv.state.md.us

Measuring Volunteering: A Practical Toolkit A joint project of Independent Sector and United Nations Volunteers

Independent Sector
1200 Eighteenth St., NW
Suite 200
Washington, DC 20036
(P) (202) 467-6100
(F) (202) 467-6101
info@IndependentSector.org
www.IndependentSector.org

United Nations Volunteers
Postfach 260 111
Bonn, Germany
(P) +49 228 815 2000
(F) +49 228 815 2001
www.unv.org

State Liability Laws for Charitable Organizations and Volunteers
Nonprofit Risk Management Center
1001 Connecticut Ave., NW
Suite 410
Washington, DC 20036
(P) (202) 785-3891
www.nonprofitrisk.org

Canadian Code for Volunteer Involvement
Volunteer Canada
330 Gilmour Street, Second Floor
Ottawa, ON, K2P 0P6
(P) (613) 231-4371
(P) (800) 670-0401
(F) (613) 231-6725
info@volunteer.ca
www.volunteer.ca/volunteercanada

Tax Exempt Status for Your Organization
Internal Revenue Service
Department of the Treasury
<http://www.irs.gov/pub/irs-pdf/p557.pdf>

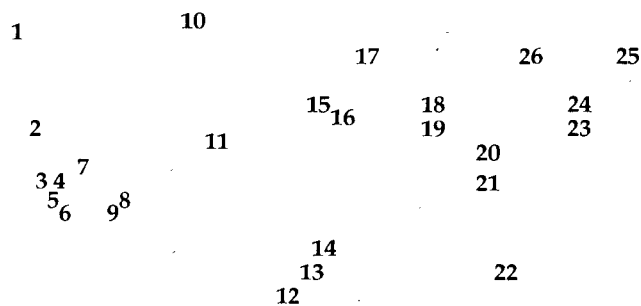
Guidelines for Establishing a Chaplaincy Program
National Sheriffs' Association
1450 Duke Street
Alexandria, VA 22314
(P) (703) 836-7827
(F) (703) 683-6541
nsamail@sheriffs.org
http://www.sheriffs.org/Chaplains/guidelines_for_chaplains.htm



Part II: Profiles of Volunteer Programs

This section contains information about specific components of 26 separate law enforcement volunteer programs. The agencies appearing in this guide offer multi-faceted programs. The highlighted programmatic information is only one component of their larger volunteer programs. For additional information, contact the person listed or consult the agency's program description on the VIPS Program Web site at <http://www.policevolunteers.org>.

- | | |
|---|--|
| 1. Eugene Police Department | 14. Garland Police Department |
| 2. Fresno Police Department | 15. Nebraska State Police (Omaha) |
| 3. Redlands Police Department | 16. Omaha Police Department |
| 4. San Bernardino County Sheriff's Department | 17. Washington County Sheriff's Office |
| 5. Riverside Police Department | 18. Des Plaines Police Department |
| 6. San Diego Police Department | 19. Wood Dale Police Department |
| 7. Las Vegas Metropolitan Police Department | 20. Louisville Metro Police Department |
| 8. Paradise Valley Police Department | 21. Knoxville Police Department |
| 9. Phoenix Police Department | 22. Florida State Highway Patrol |
| 10. Billings Police Department | 23. Fairfax County Police Department |
| 11. Colorado Springs Police Department | 24. Anne Arundel Police Department |
| 12. San Antonio Police Department | 25. Lowell Police Department |
| 13. Austin Police Department | 26. Toronto Police Service |



1. Eugene, Oregon, Police Department

Speakers Bureau

Population Served: 140,000
Sworn Employees: 175
Volunteers: 3; 79 department-wide
Contact Person: Carrie Chouinard
(541) 682-5355
carrie.f.chouinard@ci.eugene.or.us
<http://www.ci.eugene.or.us/police/volunteers/volun.htm>

The Eugene Police Department offers a speakers bureau. Volunteers offer educational presentations focusing on consumer scams, fraud and identity theft prevention. Speakers bureau volunteers work closely with the financial crimes unit to keep up-to-date on new scams and frauds.

The police department provides parking permits, parking validation coupons and bus tokens for volunteer-related parking and transportation needs. In 2002, Eugene Police Department volunteers contributed nearly 10,000 hours of service.

Child Safety Seat Technician

Volunteers: 1; 79 department-wide

Through its Volunteers in Policing program, the Eugene Police Department uses volunteers to assist with ensuring proper installation of child safety seats. These volunteers must graduate from a week long training program sponsored by the National Highway Traffic Safety Administration. Volunteers attend local car seat clinics or schedule individual appointments with members of the community. They check for correct installation, damage, recalls, and the size and age-appropriateness of car seats.

2. Fresno, California, Police Department

Citizen Patrol Program

Population Served: 441,000

Sworn Employees: 748

Volunteers: 122; 139 department-wide

Contact Person: Officer Michael Scholl

(559) 621-2346

Michael.scholl@ci.fresno.ca.us

http://www.fresno.gov/fpd/citizens_patrol_history.asp

To enhance its relationship with the community, the Fresno Police Department started a citizens on patrol (COP) unit in 1997. COP volunteers engage in high-visibility, non-confrontational patrols. These uniformed volunteers drive marked patrol cars and can be called to assist officers as needed. COP duties include traffic control, impounding marked abandoned vehicles, searching for missing children/adults, patrolling shopping centers during the holiday shopping season, transporting department vehicles and operating radar display boards. COP members are also trained to issue citations to persons who illegally park in designated handicap parking spaces.

New COP members attend a COP academy and then participate in a thorough field training program. In 2002 COP volunteers provided 22,000 hours of service to the department and helped to free up officers to fulfill their enforcement responsibilities. The Fresno Police Department has helped other law enforcement agencies start similar programs.

3. Redlands, California, Police Department

Citizen Volunteer Patrol - 365 Club

Population Served: 70,000

Sworn Employees: 89

Volunteers: 65; 120 department-wide

Contact Person: Captain Tom Fitzmaurice

(909) 798-7613

tfitzmaurice@redlandspolice.org

<http://www.redlandspolice.org>

The Redlands Police Department established a citizen volunteer patrol (CVP) in 1991. The CVP volunteers act as an additional set of eyes and ears for the department, conducting visible, uniformed, non-confrontational patrols. The CVP conducts a 56-hour academy for new members that includes classroom and field training in local, state and federal laws, organizational culture and procedures, radio and computer-aided dispatch and field operations. Members can also receive advanced training to participate in other specialized non-hazardous duties such as crime scene technician, mobile communications unit driver, CPR instructor and cable video production.

The members of the CVP unit have donated a documented 106,702 hours of service to the department since the unit began in 1991. Initially, the volunteer program was funded through donations from companies and the CVP vehicles were donated or purchased from drug asset seizure funds. The CVP unit began a "365 Club" to raise funds for additional equipment, thereby allowing for additional members/patrols. The 365 Club consists of organizations and individuals who donate \$365 to the unit annually (one dollar per day). The city maintains a separate account for the club. Through this initiative, the unit receives approximately \$15,000/year.

4. San Bernardino, California, Sheriff's Department

Search and Rescue

Population Served: 1.7 million
Sworn Employees: 1,567
Volunteers: 450; 2,030 department-wide
Contact Person: Volunteer Forces
(909) 387-0641
volf@sanbernardinosherriff.org
http://www.co.san-bernardino.ca.us/Sheriff/Office_Loc/Divisions/VolunteerForces/SAR.asp

Search and rescue responsibilities in California fall under the auspices of each sheriff. The San Bernardino County Sheriff's Department has 21 separate search and rescue (SAR) teams, covering the largest geographic county in the continental United States. The volunteer teams participate in alpine, desert, mine and cave rescues. They conduct searches by foot, vehicle or aircraft for lost or missing persons and criminal evidence. The San Bernardino County Sheriff's Department has been recognized by the National Association for Search and Rescue as a leader in training and search capabilities. SAR team members participate in a minimum of one monthly training session, operate on a

24-hour call-out status and were among those deployed to the World Trade Center site to assist with search and rescue efforts. In 2001 SAR volunteers contributed over 130,000 hours to the department.

5. Riverside, California, Police Department

You Are Not Alone (YANA) Program

Population Served: 265,684
Sworn Employees: 362
Volunteers: 13; 55 department-wide
Contact Person: Rose Marie Lane
(909) 826-5911
rlane@ci.riverside.ca.us
<http://www.rpdonline.org>

The Riverside Police Department's You Are Not Alone Program uses volunteers working out of their neighborhood police service centers. Volunteers make regular phone calls to seniors and physically challenged persons to ensure their safety and welfare. If the volunteer cannot make contact with the program participant, an emergency contact person or uniformed police officer will visit his or her residence.

6. San Diego, California, Police Department

Retired Senior Volunteer Patrol

Population Served: 1,250,000
Sworn Employees: 2,074
Volunteers: 540; 960 department-wide
Contact Person: Officer Pete Zajda
(619) 531-1507
pzajda@pd.sandiego.gov
<http://www.sannet.gov/volunteer-program/opportunities/police.shtml>

The Retired Senior Volunteer Patrol (RSVP) Program was initiated in 1992. These uniformed volunteers act as an extra set of "eyes and ears" and provide support to the department by performing non-confrontational duties. Volunteers work out of eight

police divisions and help patrol and observe neighborhoods, direct traffic, enforce handicap parking laws and check the security of homes of vacationing residents. They also visit homebound and isolated persons, conduct safety talks for school children and senior groups, assist detectives in distributing crime alerts or crime prevention information, conduct surveys and fingerprint cold crime scenes. Participants attend forty hours of training at the police academy, receive additional training through their local divisions and go through a field training officer (FTO) program.

The San Diego Police Department works with the Senior Corps' Retired and Senior Volunteer Program, to offer the Retired Senior Volunteer Patrol. The Aging and Independent Services Office of San Diego County sponsors local Senior Corps activities. Senior Corps provides accident and liability insurance at no cost to the volunteer or department. Most program funding is provided through donations and many divisions have partnered with community nonprofit organizations to handle donations and raise additional funds.

7. Las Vegas, Nevada, Metropolitan Police Department

Visitor Information Visitor Assistance Program

Population Served: 1.4 million
Sworn Employees: 2,300
Volunteers: 16; 338 department-wide
Contact Person: Sharon Harding
(702) 229-5609
s5068h@lvmpd.com
http://www.lvmpd.com/community/mvp_opportunities.htm

The Las Vegas Metropolitan Police Department's Metro Volunteer Program (MVP) began the Visitors Information Visitor Assistance (VIVA) Program in 1999 to provide assistance to the 35 million people who visit the city annually. VIVA volunteers act as goodwill ambassadors for three heavily visited areas of the city, McCarran International Airport, the Las Vegas Strip and the Fremont Street Experience. VIVA volunteers wear easily identifiable uniforms and patrol these areas several days a week from 6:00 am to midnight. They provide directions and information to visitors and can assist with crowd control. The VIVA Program will be expanded to the Las Vegas Monorail in 2004.

8. Paradise Valley, Arizona, Police Department

Department Psychologist

Population Served: 13,000

Sworn Employees: 34

Volunteers: 1; 12 department-wide

Contact Person: Retired Officer Roy Corley

(480) 348-3577

rcorley@ci.paradise-valley.az.us

<http://www.ci.paradise-valley.az.us/police/>

The Paradise Valley Police Department took an innovative approach by seeking volunteers with specialized professional skills. The department's psychologist provides professional services to the department's staff in a volunteer capacity. The psychologist consults with department members as needed and is also responsible for the screening of potential recruits.

9. Phoenix, Arizona, Police Department

Accessibility Compliance Enforcement Program

Population Served: 1,200,000

Sworn Employees: 2,600

Volunteers: 20; 165 department-wide

Contact Person: Detective Doug Burrow

(602) 262-4083

doug.burrow@phoenix.gov

<http://www.phoenix.gov/police/cops1.html>

The Accessibility Compliance Enforcement (ACE) Program is one of several volunteer opportunities under the Phoenix Police Department's Citizens Offering Police Support (C.O.P.S.) Program. The ACE Program is a specialty volunteer program housed in the traffic bureau. The program's mission is to ensure safe and accessible parking spaces for the disabled by providing community education and enforcement functions.

Volunteers must take eight hours of initial training, attend monthly meetings and work a minimum of four hours a week. Volunteers must have a radio while on patrol and are provided a department-issued polo shirt that must be worn while on patrol or in

court. Volunteers patrol in their own vehicles and are reimbursed for mileage. They issue over 150 citations monthly for violations of the city's disabled parking code.

10. Billings, Montana, Police Department

Crime Prevention Leadership Team

Population Served: 100,000
Sworn Employees: 125
Volunteers: 6; 65 department-wide
Contact Person: Penni Reed
(406) 698-3098
reedp@ci.billings.mt.us
<http://www.billingspolice.com/>

The Billings Police Department's Crime Prevention Leadership Team consists of five volunteers and an AmeriCorps VISTA member that work under the direction of the department's crime prevention officer and the volunteer coordinator. The team meets weekly to discuss and coordinate issues regarding the Neighborhood Watch Program, the McGruff House Program, Child Identification, Operation Identification, bicycle registration and other crime prevention efforts within the city. The team reviews applications from potential program participants, makes educational presentations to members of the community, schedules and plans crime prevention events and provides follow-up and support to the city's crime prevention programs.

11. Colorado Springs, Colorado, Police Department

Español Service Program

Population Served: 358,400
Sworn Employees: 655
Volunteers: 45; 507 department-wide
Contact Person: Kathy Rowlands
(719) 444-7441
rowlanka@ci.colospgs.co.us
<http://www.springsgov.com/Page.asp?NavID=270>

PART II: PROFILES OF VOLUNTEER PROGRAMS

In response to a growing Spanish-speaking population, the Colorado Springs Police Department created the Español Service Program (ESP) in 2001. Bilingual ESP volunteers respond on scene to interpret for police officers on weekday evenings and weekends. Volunteers are on call for six- or twelve-hour shifts, work at least one shift a month and attend two hours of monthly in-service training.

The department provides the ESP team with a marked ESP car, radio, pager and cell phone. Volunteers are also given an ID card and help contribute to the purchase of a marked polo shirt and/or windbreaker jacket. Volunteers attend fifteen hours of classroom training and participate in ride-along and dispatch experiences before joining the team. Volunteers are trained to "Say what you hear, say what you heard"; volunteers do not give opinions or advice.

12. San Antonio, Texas, Police Department

Citizen Observers Reducing Auto Theft

Population Served: 1,200,000

Sworn Employees: 2,000

Volunteers: 60; 600 department-wide

Contact Person: Officer Lisa Castillo/Officer Eddie Ramirez

(210) 207-3319/ (210) 207-7386

lisacastillo@sanantonio.gov/eramirez@sanantonio.gov

<http://www.sanantonio.gov/sapd/vip.asp>

The Citizen Observers Reducing Auto Theft (CobRA-T) Program utilizes a volunteer team that works with a designated police officer to monitor specific locations or events to prevent auto burglaries and theft. Team members are trained to spot suspicious and/or criminal activity from a safe distance, typically from rooftops. Volunteers are trained in surveillance, courtroom testimony and report writing.

Cellular on Patrol

Volunteers: 7,200 since program inception; 600 Department-wide

The Cellular on Patrol (COP) Program was launched in 1993. COP trains citizens to act as the "eyes and ears" for the San Antonio Police Department. COP volunteers attend eight hours of classroom training and are given the opportunity to do a ride-along with

a patrol officer for an additional eight hours. The classroom training occurs at the SAPD substations and includes information on recognizing suspicious activities, taking descriptions, preventing crime and testifying in court. Upon completion, graduates receive a t-shirt or cap and a photo ID. They can then begin participating in patrols using donated wireless phones.

Each COP service area is sponsored by a non-profit corporation that includes representatives from neighborhood groups in that area. Since its creation, over 7,200 community members have been part of the COP Program.

13. Austin, Texas, Police Department

Civil Defense Battalion

Population Served: 656,562

Sworn Employees: 1,252

Volunteers: 253; 523 department-wide

Contact Person: Sonia Carrion

(512) 974-4738

sonia.carrion@ci.austin.tx.us

<http://www.ci.austin.tx.us/police/civildb.htm>

The Austin Police Department has created the Police Civil Defense Battalion, a trained corps of volunteers prepared to supplement the work of APD officers in the event of a natural or man-made emergency. The members are also available to assist the department on a day-to-day basis. The Police Civil Defense Battalion consists of four companies: Aviation, Supplemental Services, Headquarters Detail and Homeland Security. Each company is trained to handle specific tasks with the goal of freeing officers to handle assignments requiring their attention.

Battalion members receive 16 hours of initial training that includes the detection of explosives, recognizing suspicious activity and CPR. The Austin Police Department issues a uniform and other equipment/apparel as required. The group is part of the Central Texas Citizen Corps Council.

14. Garland, Texas, Police Department

Squad Car Maintenance Program

Population Served: 222,650
Sworn Employees: 300
Volunteers: 10; 150 department-wide
Contact Person: Dana Riley
(972) 205-2826
rileyd@ci.garland.tx.us
<http://www.ci.garland.tx.us/Home/Departments/Public+Safety/Police/P09-D.htm>

As a component of the Garland Police Department's Volunteers in Policing program, volunteers assist the patrol division by helping to maintain the safe condition of the 155 department vehicles. They check fluid levels, ensure the lights and brakes are functioning properly and transport the vehicles needing repairs to and from the city garage. Volunteers are solely responsible for maintaining maintenance logs on the entire fleet of vehicles and ensuring that all registered maintenance is performed and that "problem" vehicles are identified.

15. Nebraska State Patrol (Omaha)

Metro Area Motorist Assist Program

Population Served: 500,000
Sworn Employees: 43
Volunteers: 27
Contact Person: Captain Michael Jones
(402) 331-3333
mjones@nsp.state.ne.us
<http://www.nsp.state.ne.us/findfile.asp?id2=69>

Through its Metro Area Motorist Assist Program, the Nebraska State Patrol offers assistance to motorists during morning and evening rush hours on the freeway system in the metropolitan Omaha area. Volunteers operate well-equipped, marked vans and can help with flat tires, remove debris from the driving lanes, arrange to have vehicles towed and service disabled vehicles with automotive fluids. Since its inception in 1998,

volunteers have made more than 20,000 assists to the motoring public and have provided more than 30,000 hours of service.

This program is completely staffed by volunteers and has expanded to other NSP troops within Nebraska. The Metro Area Motorist Assist Program is administered by the Nebraska State Patrol and is a partnership between business and government. The program was a 2001 semifinalist for the prestigious Webber Seavey Award for Quality in Law Enforcement.

16. Omaha, Nebraska, Police Department

Chaplain Corps

Population Served: 350,000
Sworn Employees: 750
Volunteers: 25; 85 department-wide
Contact Person: Maria Nagel
(402) 444-3598
mnagel@ci.omaha.ne.us
<http://www.opd.ci.omaha.ne.us/media/Volunteer/Volunteer.htm>

The Omaha Police Department started a chaplain corps in 1982. Since its establishment, these volunteers have provided 24-hour support to the department. Chaplains perform such diverse duties as providing assistance to victims, making death notifications, assisting at suicide incidents, providing support to members of the department and their families and offering prayers at special occasions such as awards ceremonies and recruit graduations.

The Chaplain Corps is governed by the Chaplain Executive Board; the board functions as a steering committee and consists of the lead chaplain, two members of the Chaplain Corps, OPD liaison officers and community members. Candidates must be dually ordained clergy with a degree(s) from a recognized institution and currently serving or retired with counseling experience. Volunteers work at least one 24-hour on-call shift each month. All chaplains must wear attire or a symbol of faith that will clearly identify themselves as a member of the religious community. The department provides a badge and a black or dark colored clerical shirt with Omaha Police Department patches. The Department also provides a marked car, phone and pager. The corps receives support through donations and fundraising.

In 2002, Chaplain Corps members provided 9,266 hours of service to the Omaha Police Department. The OPD Chaplain Corps has also provided support for the Omaha Fire Department, the Nebraska State Patrol, the Douglas County Sheriff's Office and the FBI.

17. Washington County, Minnesota, Sheriff's Department

Law Enforcement Explorer Post 528

Population Served: 201,130

Sworn Employees: 84

Volunteers: 12; 84 department-wide

Contact Person: Sergeant Cheri Dexter

(651) 430-7855

cheri.dexter@co.washington.mn.us

<http://www.co.washington.mn.us/sheriff/explorers/index.htm>

The Washington County Sheriff's Department established a Law Enforcement Explorer post in 1996. Law Enforcement Exploring is part of the Learning for Life Program, a worksite-based program that gives youth, aged 14-20, experience with the dynamics of various careers. The Washington County Sheriff's Department Explorers learn about what officers deal with on a daily basis and provide patrol assistance. Explorers help to fingerprint youth, complete home checks for vacationing residents, assist the department with training role plays and provide support during special events.

At the 2002 National Law Enforcement Exploring Conference competition, the Washington County Explorer Post 528 came in second place in crime prevention and fourth place in crime scene competitions. The post has also won numerous awards at their regional and state Law Enforcement Explorers competition.

18. Des Plaines, Illinois, Police Department

Police Neighborhood Resource Centers

Population Served: 58,000
Sworn Employees: 109
Volunteers: 20; 250 department-wide
Contact Person: Bruce Ahlmann
(847) 299-8304
bahlmann@aol.com
<http://www.desplaines.org/Services/Police/PNRC.htm>

The Des Plaines Police Department uses volunteers to staff its two police neighborhood resource centers (PNRCs). The centers are used to support community policing and are used for community activities and training programs. Volunteers support the centers by answering the phone, assisting citizens who come to the PNRCs, contacting elderly participants in the safety check program, accepting water bill payments, issuing city stickers, accepting payment of fines and providing copies of police reports.

19. Wood Dale, Illinois, Police Department

Community Emergency Response Team

Population Served: 13,595
Sworn Employees: 35
Volunteers: 16
Contact Person: Commander Terry Baney
(630) 787-3816
tbaney@ci.wood-dale.il.us
<http://mywooddale.com/info/police.asp>

In partnership with the Wood Dale Citizen Corps Council, the Wood Dale Police Department offers Community Emergency Response Team (CERT) training to graduates of its citizen police academy. The CERT concept was first developed by the City of Los Angeles Fire Department in 1985. The concept proved so beneficial that the Federal Emergency Management Agency (FEMA) began offering CERT materials and training in 1994 to communities throughout the country.

CERT members receive training to prepare for and respond to a disaster when emergency services are not available or have yet to arrive. Training program units include disaster preparedness, fire suppression, disaster medical operations and light search and rescue. The Wood Dale Police Department is working to make CERT training available to its Neighborhood Watch members.

Similar to the Volunteers in Police Service Program, the CERT program is one of the four charter members of the Citizen Corps initiative.

20. Louisville, Kentucky, Metro Police Department

Law Enforcement Explorer Program Post 259

Population Served: 700,000

Sworn Employees: 1245

Volunteers: 63; 183 department-wide

Contact Person: Sergeant David Blake
(502) 574-7435

David.Blake@LMPD.LouKyMetro.org

<http://explorers.lmpd.org/>

The Louisville Metro Police Explorer Program was formed in January 2003 as a result of the merger between the Louisville Division of Police and the Jefferson County Police Department and the resulting merger of their respective Explorer programs. The Explorer Program is a worksite-based program for persons ages 14-20 who are interested in a career in law enforcement. The program includes classroom training and practical experiences that are designed to familiarize participants with the field of law enforcement. The Explorers supplement department functions, provide traffic control support and assist at various community events including the Kentucky State Fair, Thunder Over Louisville, the Pegasus Parade, the Kentucky Oaks and the Kentucky Derby.

The former Explorer Programs were very active and successful volunteer programs in each of the former departments, providing a combined total of over 4,000 volunteer hours to the departments and the community. Seventeen current Louisville Metro Police Officers are products of the Louisville Division of Police Explorer Program and the Jefferson County Police Explorer Program.

21. Knoxville, Tennessee, Police Department

Citizens' Police Academy Alumni Association

Population Served: 173,890
Sworn Employees: 407
Volunteers: 145 members; 45 regular volunteers department-wide
Contact Person: Officer Matt Tootle
(865) 215-1303
wtootle@ci.knoxville.tn.us
<http://www.kci.knoxville.tn.us/kpd/admin.asp>
<http://www.korrnet.org/knoxcpa/>

The Knoxville Police Department has run a citizens' police academy (CPA) since 1995. The CPA is twelve weeks long and is offered four times a year. Participants must undergo a criminal history check and complete an application form before selection. All attendees of the CPA become members of the Citizens' Police Academy Alumni Association (CPAAA).

Active CPAAA members meet on a monthly basis for continued training. One of the primary functions of the CPAAA is to aid and support the department by providing volunteer time. CPAAA members volunteer their time at bicycle fairs and DUI checkpoints. They also participate in role playing exercises for new recruits and assist at special events. The CPAAA collects money for special projects such as "Apple for a Hero," which provides fruit for officers attending in-service training. The association also produces a monthly newsletter.

22. Florida Highway Patrol

Highway Patrol Auxiliary

Sworn Employees: 1,778
Volunteers: 360
Contact Person: Chief Kevin Guidry
(850) 487-0629
guidry.Kevin@hsmv.state.fl.us
<http://www.fhp.state.fl.us/>

Since 1957, the all-volunteer Florida Highway Patrol Auxiliary (FHPA) has assisted the Florida Highway Patrol. Auxiliary troopers are legislatively granted the same powers and undergo the same training as sworn Florida Highway Patrol officers.

Auxiliary troopers patrol the streets and highways, provide assistance to disabled motorists, participate in vehicle equipment and license checkpoints, operate the breath alcohol testing unit and respond to natural disasters and emergency situations. The FHPA is a nonprofit entity that is separate from, but closely intertwined with the Florida Highway Patrol.

Initially, FHPA members ride with a trooper to provide "second officer" backup. Upon additional training, members can be "Limited Scope Patrol" (L.S.P.) certified. L.S.P. officers patrol solo in marked patrol units to provide assistance to motorists and troopers.

The FHPA holds an annual training meeting for all auxiliary troopers. This event also serves to recognize individuals, troops and the program as a whole. Approximately 20 percent of applicants successfully complete the screening process.

23. Fairfax County, Virginia, Police Department

Volunteers in Police Service Program - Administrative Assistance

Population Served: 938,621

Sworn Employees: 1,237

Volunteers: 100; 175 department-wide

Contact Person: Second Lieutenant Mark Payton

(703) 280-0701

mpayto@co.fairfax.va.us

<http://www.co.fairfax.va.us/ps/police/Volunteers.htm>

The Fairfax County Police Department's Volunteers in Police Service Program consists of community members who provide administrative assistance at the agency's police stations. These volunteers augment and support the activities of sworn officers and civilian employees by assisting in the administration of the agency's community policing and crime prevention programs. Specific office duties include filing, photocopying, record keeping, data entry and telephone staffing.

24. Anne Arundel County, Maryland, Police Department

Reserve Officer Program

Population Served: 503,388
Sworn Employees: 667
Volunteers: 55; 110 Department-wide
Contact Person: Crime Prevention Unit
410-222-0042
p02712@mail.aacounty.org
<http://www.aacopd.org/volunteer.htm#RESERVE%20OFFICER%20PROGRAM>

The Anne Arundel County Police Department has operated a reserve officer program since 1982. Reserve officers assist in areas such as traffic control, fingerprinting, administrative duties, dignitary details and community relations functions. Reserve officers are uniformed but are not authorized to carry weapons and do not have arrest authority. Reserve officers perform a minimum of 16 hours per month and have contributed more than 340,000 hours since the program began.

25. Lowell, Massachusetts, Police Department

Internship Program

Population Served: 103,000
Sworn Employees: 250
Volunteers: 12; 35 department-wide
Contact Person: Sharon Callery
(978) 937-3210
scallery@ci.lowell.ma.us
<http://lowellpolice.com/>

The Lowell Police Department established its Community/Intern Volunteer Program in 1996. The department accepts interns from local high schools, colleges and universities. Interns assist in neighborhood precincts by responding to citizen inquiries and helping with clerical work. Interns also work at headquarters in the property and evidence, criminal bureau and records departments. They also tutor children at risk in Homework Helper Program housing sites. Interns assist community services staff with crime prevention and safety presentations throughout the year. All volunteers and

interns must attend the department's fourteen-week citizens' police academy, where they learn department operations as well as basic CPR and First Aid.

The Lowell Police Department uses a grant from the Commonwealth of Massachusetts to fund the volunteer program.

26. Toronto, Ontario, Police Service

The Victim Services Program of Toronto, Inc.

Population Served: 4.6 million
Sworn Employees: 5,119 (Toronto Police Service)
Volunteers: 100; 628 department-wide
Contact Person: Lynda Vickers, Executive Director
(416) 808-7053
<http://www.TorontoPolice.on.ca>

In 1980, the Metropolitan Toronto Police participated in a pilot project called the Victim Witness Assistance Program. The program was reorganized and continued expanding throughout the city and an expanded into the victim services program which was developed in 1990. The ten professional staff members and 100 volunteers are on call to police officers in the Toronto area 24 hours a day, 365 days a year through a police dedicated telephone line. Volunteers participate in an intensive three-tier training program in crisis intervention, cultural sensitivity and communication and the dynamics of various crimes. The victim services program is located at Toronto Police headquarters and operates as a charitable, nonprofit organization.

The program offers crisis response and assessment on scene or by telephone, referral and follow up to victims of crime or a sudden traumatic event. When needed, volunteers also provide on-call interpreting services for victims. The program allows officers to spend less time on scene or attend to other duties at the scene. The referring officer receives a feedback letter after VSP involvement. The VSP offers the Domestic Violence Emergency Response System (DVERS), with ADT Security Services Canada, Inc., a no-cost personal alarm for persons at risk of violence by an estranged partner. The VSP also delivers the SupportLink Program in partnership with the Government of Ontario, Rogers AT&T Wireless and Ericsson Canada. SupportLink provides a wireless telephone and safety planning to persons who are at risk because of domestic violence, sexual assault or harassment.



Part III: Sample Documents

Sample Documents

The Volunteers in Police Service Program Web site offers an online resource guide that contains sample documents from existing law enforcement volunteer programs. The guide is constantly growing and includes:

- Application forms
- Waivers
- Reference forms
- Position descriptions
- Volunteer handbooks
- Training materials
- Volunteer evaluation forms
- Standard operating procedures

This section contains the following documents from the online resource guide:

- Billings, Montana, Police Department needs assessment
- San Antonio, Texas, Police Department Volunteer in Policing application
- Louisville, Kentucky, Metro Police Department Volunteer in Police Service Program application
- Omaha, Nebraska, Police Department position description
- Garland, Texas, Police Department citizen volunteer agreement

- Rantoul, Illinois, Police Department citizen and senior citizen volunteer program policy statement
- Oregon State Police Volunteers in the Gorge position descriptions
- Colorado Springs, Colorado, Police Department volunteer handbook
- Eugene, Oregon, Police Department supervisor's evaluation of volunteer form
- Lowell, Massachusetts, Police Department volunteer yearly review form

For additional examples from the online resource guide, please visit <http://www.policevolunteers.org/law/resources.htm>.



Billings Police Department *Animal Shelter Volunteer Program*

Animal Shelter Needs Assessment

PURPOSE

To examine the current physical, human, and program resources of the BPD Animal Shelter, in order to better understand the needs of the Animal Shelter and how best to supplement the BPD Animal Shelter utilizing a dedicated and competent cadre of Shelter Volunteers. This utilization shall plan for both the current and future needs of the Animal Shelter. It should be understood, that all comments and observations contained within this assessment are to be interpreted in the context of how these items potentially impact the development and maintenance of a viable volunteer program.

EVALUATION TEAM

The *BPD Animal Shelter Volunteer Program* Development Team, henceforth referred to as “the team”, is comprised of four individuals. The team leader is the BPD Volunteer Coordinator; she is assisted by an intern with an academic background in marketing. The third member of the team has a business background in both computers and training. The final member of the team is a volunteer with a background in public safety management and training.

METHODOLOGY

The development team has researched all written materials made available to it regarding the BPD Animal Shelter as it exists today. The team has had the opportunity to interview the Director and two BPD Animal Control Officers, while performing their daily in-house routines. The team has made an onsite visit to the current Shelter facility to observe first hand the physical environment that comprises Shelter operations.

In addition, the team has made an on site visit to the Comm Center, which routinely picks up the Shelter’s after hours and overload phone traffic. A Comm Center representative was interviewed as to the impacts of this after hours and overload phone traffic upon Comm Center operations.

EXECUTIVE SUMMARY

The interviewed career staff of the Animal Shelter appears to be dedicated and sincere individuals who are doing their best to function under less than ideal circumstances. The BPD Animal Shelter appears to be understaffed when all FTEs are filled, and is currently critically understaffed with vacant FTEs. Additionally, the current physical resources are inadequate for the number of animals and activities. Hopefully, the physical constraints have been taken into account in the design and development of the new BPD Animal Shelter.

Animal Control Officers are forced to queue up non-critical incidents as they struggle to complete routine required Shelter maintenance. This chronic understaffing takes Animal Control Officers off the street as they strive to accomplish the necessary feeding and housing requirements within the Shelter itself.

During public hours, the office staff is routinely overwhelmed by the number of walk-ins and call-ins experienced during normal hours of operations. There is no time left in the day for proactive animal-related education that will eventually help in reducing the strain upon the Shelter, especially education in the need for spaying and neutering.

The current BPD Animal Shelter environment is ripe for the addition and assistance of more dedicated, well-trained, and competent volunteers. A well-designed volunteer program can have a great and immediate impact in the areas of office support, particularly in the areas of reception and activity processing. Volunteers can also reduce the negative impact upon Animal Control Officers by assisting in kennel maintenance and routine upkeep. Finally, volunteers can develop, run and maintain a proactive series of educational programs, which in the long run, may reduce the amount of animal volume experienced by the Shelter.

PHYSICAL RESOURCES FINDINGS

The current physical facility is clearly out of date and totally inadequate; it is sincerely hoped that many or all of these concerns have been addressed in the design for the new Animal Shelter. Some of the problems encountered were: There is no good flow to the routine and daily operations that are necessary in any Shelter environment. There is no system of "way finding" for the public who can easily get turned around and lost within the Shelter; perhaps a system of way finding stripes as often used in hospitals would be appropriate.

The HVAC system is wholly inadequate for the animals and staff. The reception area is too small, not sound proofed and not inviting. The same can be said for the public entrance which was littered with debris, donations, and a myriad of hand made signs posted on the door; the lawn also needed mowing. There needs to be sound proofing between the animal holding areas and all other Shelter areas particularly the reception and office areas.

A more adequate open outdoor area for walking dogs and observing potentially adopted dogs is needed, an area ideally set aside for this purpose and not for vehicle and equipment parking as well. The Shelter does possess a relatively high, state of the art Surgery Suite and it is hoped that this will be incorporated and expanded upon in the new facility. Again, it is assumed that most of these needs have been addressed by the staff and architects in the new facility.

HUMAN RESOURCES FINDINGS

The BPD Animal Shelter currently is authorized (8) FTEs; this breaks down as (1) Director, (4) Animal Control Officers, (1) Senior Officer Assistant, and (1) Kennel Assistant, (1) ½ Office – ½ Kennel Assistant. This appears to an inadequate amount of FTEs, leaving the Shelter chronically understaffed. Compounding the chronic understaffing is the fact that one ACO FTE is currently unfilled. The career staff is supplemented by (1) Youthmanpower Kennel Assistant, (1) Youthmanpower Office Assistant, and (5) volunteers.

During our site visit, one Animal Control Officer was cleaning the adoptable cat room, while another Animal Control Officer was cleaning out the adoptable dog area. This was the only staff on duty and although the Shelter was not currently open to the public, the ACOs were forced to queue up non-critical animal control dispatch calls in order to accomplish the required daily cleaning prior to the posted hours of public access.

Even if the necessary amount of cleaning was accomplished prior to the hours of public operation, one of the ACOs would have to remain at the Shelter in order to handle the public activity during the period of public access, there being no other career staff on duty to free the second ACO up for street duty.

Despite the best efforts of the career staff, the current staffing levels leaves the BPD animal enforcement personnel off of the street; this results in unacceptably long response times and a public perception of the same. This reflects poorly upon the BPD and its Animal Control Division.

The quickest and easiest way for volunteers to supplement the career staff would be in the staffing of the front desk and telephones during the public hours of operation. This would allow for the handling of multiple processes and the reduction in counter wait time for Shelter customers. In addition, these volunteers could guarantee the timely answering of phones thereby improving the public image of the BPD Animal Shelter and reducing the adverse ring down phone load that is currently experienced by the Comm Center. The Comm Center is currently forced to take on the additional phone load when the Shelter phones go unanswered during and after business hours.

The second activity in which volunteers could significantly assist the career staff is in the area of kennel maintenance. While you probably wouldn't find many volunteers exclusively interested in participating solely as kennel maintenance personnel, this could be a task incorporated into other Shelter positions and would take place immediately

upon arrival, and prior to the public hours of operation. This could be based on a similar hierarchy of responsibilities as is practiced daily in the Cop Shops.

As time and volunteer resources increase, additional positions could be created and filled to further the mission and goals of the BPD Animal Shelter. These subsequent positions could be as diverse as:

Adoption Follow up	Custodian	Volunteer Lands Keeper
Foster Owner	Graphic Artist	Grant Writer/ Marketing/Fund Raiser
Dog Walker	Dog Trainer	Medical Care Assistant
Groomer	License Assistant	Special Projects Assistant
Public Educator	Pet Request Processor	Lost & Found Assistant
Public Relations	Media Assistant	Animal Socializer

PROGRAM RESOURCES FINDINGS

The BPD Animal Shelter has demonstrated the desire to implement programs that it has currently designed, and to develop more. The Director has expressed the desire to implement such already designed programs as *9 Lives* and *Matchmakers*. While these are excellent programs, they appear to exist on paper only. The Shelter simply does not have the staffing to permit the implementation of these very worthwhile programs.

In addition to the above named programs, there are a variety of additional programs which could and probably should be developed and implemented. A Foster Care program for special needs, yet still adoptable pets, should be a program goal of the Animal Shelter. Off site Adoption Fairs is another program which could be handled by volunteers and would help to alleviate the resources strain on the Shelter. Other programs of note could be Public Dog Walks, Therapy Animals, Anti-Animal Cruelty Education, Spay/Neuter Education, Responsible Pet Ownership Education (adult and child), Dog Obedience Training, BPD Animal Shelter Information and Education (physically and through use of a vibrant and current web site), and education regarding the *BPD Animal Shelter Volunteer Program*.

It must be understood by all concerned that this is an ambitious list of programs and all programs cannot and should not be attempted in the beginning. Each and every program must be designed with the intent and purpose to further the mission and goals of the BPD Animal Shelter and to make it a more efficient and effective operation.

In order to make these programs additive and not subtractive, they should be phased in utilizing a modular approach. Program development and implementation should be done in a manner which takes into account priority, accomplishability, and practicality. In other words, accomplish the easiest programs, with the “biggest bang for the buck,” first.

It is the recommendation of this team that the priority order of programs, based on the above outlined criteria, begin as follows:

Module 1

Office Support/Reception Volunteers to help staff the front counter and phones.

Shelter Usher Volunteers to assist the public in finding their way around the Shelter as well as assisting with removing and replacing animals for interaction with prospective adopters.

Kennel Maintenance Volunteers to assist in the cleaning and maintenance of the dog & cat kennel areas. (May also be incorporated into the initial duties of the above positions.)

Computer Support Volunteers to maintain a current and viable website for prospective adopters to view adoptable animals online.

Module 2

Dog Walking Volunteers to exercise the dogs and socialize them.

Dog Training Volunteers to work with the dogs in obedience training to make the animal more adoptable.

Grooming Volunteers to make the animals as presentable as possible in order to enhance their chance of adoption.

Lost & Found Volunteers to attempt to match up “lost & found” pets and quickly return these animals to their rightful owners.

Module 3

Lands Keeping Volunteers to maintain a neat and clean exterior appearance in order to enhance the public’s initial impression of the Shelter.

Medical Care Assistant Volunteers to assist in the administration of medications and treatment when a veterinarian is not required or available.

Special Projects Volunteers to handle unique and unusual program needs.

Module 4

Public Education Volunteers to deliver the animal oriented education programs to the public.

Public Relations/Media Relations Volunteers to foster and perpetuate the desired image of the BPD Animal Shelter, its programs and its people.

Grant Writing/ Marketing/Fund Raising Volunteers to assist the Shelter and its programs by identifying and obtaining a variety and breadth of funding mechanisms.

Module 5

Foster Parent to assist in bringing along those animals who are suffering from Shelter Shock or a non critical illness and who are otherwise adoptable.

Graphic Artist Volunteers to assist in the visual design of unique and appealing graphics to enhance the message and mission of the Shelter.

CONCLUSION

A properly designed and administered volunteer program can assist the BPD Animal Shelter in a variety of ways; just the simple act of establishing a large enough corps of trained, competent, and dedicated volunteers, as well as establishing a schedule of their work hours, would make an immediate and significant positive impact upon Shelter operations. A series of modular program steps would best serve the Shelter needs, beginning with Office Support and soon followed by Shelter and Kennel Maintenance. It is the goal of the *BPD Animal Shelter Volunteer Program* development team, to time the initial steps of our recommendations to coincide with the opening of the new Shelter facility.

VIP OFFICE
207.3319

Volunteers In Policing Application Process

VIP OFFICE
207.3319

(Please fill out completely or the application will not be processed)

Participation in other San Antonio Police Department programs does not guarantee acceptance to the VIP program.

Step 1. Application

Complete application (Release of Personal Information Form must be notarized) and return to:

Volunteers In Policing
San Antonio Police Department
P.O. Box 839948
San Antonio, TX 78283

Step 2: Application Review

Your application will be reviewed by the VIP staff. All areas must be completed or have a N/A placed for Not Applicable Information in order to be processed.

Step 3: Character Reference

Four (4) reference forms will be mailed to the individuals you have provided on the application. Failure to provide complete address information will result in the application being denied. **Character references must be returned within thirty (30) days from the date of mailing by VIP staff. Contact the VIP office at 207-3319 to check on the status approximately 2 1/2 weeks after you submit your application.**

Step 4: Interview and Fingerprint

Upon receipt of three completed and positive character reference forms, applicant will be contacted by VIP staff to establish a time for an interview with the coordinator and fingerprinting in the Identification and Latent Print Unit.

Step 5: Acceptance or Non-Acceptance

All applicants will be notified by mail of their acceptance or non acceptance to the program.

Please note under "Terms and Signature" section of the application, an applicant will release the San Antonio Police Department from providing a reason for denial to the program.

Upon acceptance you will be required to attend an eight (8) hour Orientation Session to include Sexual Harassment and Cultural Dynamics Training.



San Antonio Police Department Volunteers in Policing Application



Please fill out completely or the application will not be processed. If any section does not apply to you, please indicate by writing "N/A". The San Antonio Police Department appreciates your interest in service and commends your spirit to volunteer.

PERSONAL INFORMATION:

Last Name	First Name	Age	Social Security #	Date of Birth
Home address:	City		Zip	Place of Birth
Home Phone:	Business Phone:		Other names used:	
Previous Address(s) Last Five Years				

CRIMINAL HISTORY AND DRIVING RECORD:

Texas Drivers License Number	Has your license ever been suspended or revoked: Yes <input type="checkbox"/> No <input type="checkbox"/>
Have you ever been convicted of a crime? Yes <input type="checkbox"/> No <input type="checkbox"/>	
If yes, please explain:	
Traffic citations and accidents for the past two years:	

REFERENCES

References: **NO NOT USE FAMILY MEMBERS AS REFERENCES.** List four (4) individuals you have known for at least 5 years. (Please list name, complete address with zip code, and telephone number)

Name	Address	Zip Code	Phone #
1.			
2.			
3.			
4.			

EDUCATION BACKGROUND AND MILITARY EXPERIENCE

Please check highest level of education completed:

Some High School <input type="checkbox"/>	High School Diploma <input type="checkbox"/>	Some College Study <input type="checkbox"/>
College Degree <input type="checkbox"/>	Some Graduate Study <input type="checkbox"/>	Graduate Degree <input type="checkbox"/>

High School Attended:	College Attended:		
Military Service Branch:	Rank:	Time Served:	Date Discharged:

EMPLOYER HISTORY: (Please fill out completely) If you are retired please note "Not Applicable"

Current Employer: Occupation: From Date: To Date:

Business Address: (Including city state, and zip code) Phone Number:

Employment for past five years (Please include firm name, address, supervisor, dates):

1.

2.

3.

4.

Tell us a little about you...

What are your hobbies and interests?

Have you volunteered before? If so, what did you do and where?

Do you prefer an office setting or a more active role?

Please briefly state why you wish to volunteer your time to the San Antonio Police Department. (Use other sheet if necessary) ***This question must be answered.***

EMERGENCY INFORMATION:

In case of emergency, please notify:

Name:

Address

Relationship:

Day Phone and Night Phone

D:

N:

TERMS AND SIGNATURE

As a volunteer with the San Antonio Police Department, I am willing to furnish information for use in determining my qualifications.

I understand that for security reasons a basic clearance check/background will be conducted and I will be fingerprinted. Further background information will be requested only if a specific volunteer assignment calls for a full security check.

I understand that falsifying statements on this application or during the interview process is cause for my immediate dismissal from the Volunteers In Policing program.

I understand that the San Antonio Police Department will not disclose any of my information to any outside entity without my written consent.

I understand that the San Antonio Police Department will not have to disclose the reason, if any, for not being selected to the program.

In signing, I do hereby certify that all information contained in this application is correct and accurate to the best of my knowledge. I further authorize the San Antonio Police Department to verify criminal history and driving records as part of the background process. If accepted to perform volunteer duties for the San Antonio Police Department, I understand I may be privy to confidential information and promise to respect and maintain all that confidentiality whenever presented with it.

Signature:

Date:

AUTHORIZATION FOR RELEASE OF PERSONAL INFORMATION

I respectfully request and authorize you to furnish the San Antonio Police Department any and all information that you may have concerning me, or my reputation. This includes, but is not limited to, the following information:

- Employment Record (attendance, performance, etc.)
- Polygraph Examination Results
- Criminal Records and Reports
- Education Records
- Military Records (disciplinary action)
- Information of a confidential nature or information considered as Privileged and photostats of same, if requested.

I hereby direct you to release such information upon request of bearer.

This information is to be used to assist the San Antonio Police Department in determining my acceptance as a "Police Volunteer".

I hereby release you, your organization or anyone furnishing such information from any and all liability for damages of whatever kind or nature which may at any time result in harm to me from furnishing the information requested above on account of compliance or attempts to comply with this authorization.

A photocopy reproduction of this request shall be for all intents and purposes as valid as the original. This form may be retained in your files.

Printed Name

Signature of Applicant

Alias/Maiden Name

Date

Address

City, State

Zip Code

Date of Birth

Social Security Number

Race Sex

DL's and State

SUBSCRIBED AND SWORN TO BE ME on this the _____ day of _____, 20 ____.

(seal)

Notary Public

My Commission Expires: _____



VOLUNTEER TASK DATA

Listed below are the available positions. Please place an "X" in each box designating each program in which you wish to participate.

Unit Assistant **Flexible Hours between 8:00 a.m. to 8:00 p.m.**

Volunteer will assist a unit with light filing, faxing, answering telephones and other duties.

Youth Services	Records	Patrol Division	Payroll
Sex Crimes	Accounting	Public Info. Office	Fleet
Court Liaison	Vehicle Crimes	Research & Planning	

- Warrant Drive Enforcer:** Volunteers research and maintain the SAPD Warrant Tracking System. Process identifies Municipal Court Warrants and enables the Department to remove old, cleared or insufficient warrants.
- Family Assistance Crisis Team (F.A.C.T.):** Volunteers assist victims of domestic violence at police substations one Friday or Saturday night a month from 8:00 p.m. – 3:00 a.m. Volunteers also provide office support for Case Managers at the Main Police Headquarters, Municipal Court and Police Substations during regular business hours, Monday-Friday, 8:30 a.m. – 5:00 p.m. Requires seventeen hours of training focused towards working local organizations and agencies to provide victims with resources.
- Citizen Observers Reducing Auto Theft (COBRA-T) Late evenings Weekdays & Weekends**
Volunteer will receive training from assigned officers on how to spot suspicious/criminal activity from a safe distance. Once trained, volunteer would coordinate schedule with assigned supervisors.
- Special Projects:** Assist with special departmental projects sponsored by the police department or projects that are approved by the group.
- Public Safety Team (P.S.T.):** Volunteers are required to complete 40 hours of additional training which will enable them to issue Handicap Parking citations to the public and perform other non-hazardous duties for the Department. Volunteer who are interested in applying will be interviewed by a panel of sworn personnel and current PST members.
- Internship:** Available for college and university students looking to gain insight and experience within the criminal justice system. Units include Homicide, Evidence, Sex Crimes, Community Services, SAFFE (San Antonio Fear Free Environment), Geographical Information Systems, Research and Planning, and VIP.
- Cellular On Patrol:** On opportunity for citizens to work closely with the police to make neighborhoods and businesses a safer place to live and work. Participants are required to attend two (2) four hour classes (total 8 hours) with the opportunity for up to eight hours of ride-along with a district police officer.
- Citizen's Police Academy:** Opportunity for participants to gain insight into the day-to-day operations of the San Antonio Police Department. Includes classroom presentation, lectures, field trips and hands-on experiences as to what Police Officers experience through the Academy and Department. The course is one (1) night a week for eleven (11) weeks from 7:00 – 10:00 p.m. at the Training Academy.

VOLUNTEERS IN POLICING

AGREEMENT INCLUDING RELEASE AND INDEMNIFICATION

WHEREAS, the City of San Antonio (hereinafter referred to as "CITY") consents and agrees to permit _____ (hereinafter referred to as "VOLUNTEER"), to participate in the San Antonio Police Department's Volunteer In Policing Program subject to the adherence of the VOLUNTEER to any provisions set out in the rules and regulations of the San Antonio Police Department.

NOW, THEREFORE, for and in consideration of the premises and the mutual promises, covenants, and agreements set forth in this Agreement, the CITY and VOLUNTEER agree that the CITY, its agents or employees, shall not be liable or responsible for, and shall be SAVED, HELD HARMLESS, RELEASED and INDEMNIFIED by VOLUNTEER from and against any and all suits, actions, losses, damages, claims, or liability of any character, type, or description, including but not limited to all expenses of litigation, court costs, and attorney fees for injury or death to any person, or damage to any property received or sustained by any person or persons or property arising out of, or occasioned by, directly or indirectly, the participation of VOLUNTEER in the San Antonio Police Department's Volunteer In Policing Program including claims and damages arising in whole or in part from the negligence of the CITY, its agents or employees.

IT IS THE EXPRESS INTENT OF THE PARTIES TO THIS AGREEMENT THAT THE INDEMNITY PROVIDED FOR IN THIS AGREEMENT IS AN INDEMNITY EXTENDED BY VOLUNTEER TO INDEMNIFY AND PROTECT THE CITY FROM ANY AND ALL CLAIMS OR ACTIONS, AS SET FORTH ABOVE, OF ANY KIND, ARISING DIRECTLY OR INDIRECTLY FROM THE PARTICIPATION OF VOLUNTEER IN THE PROGRAM, REGARDLESS OF WHETHER SUCH CLAIMS OR ACTIONS ARE FOUNDED IN WHOLE OR IN PART UPON ALLEGED NEGLIGENCE OF CITY, ITS REPRESENTATIVES, AGENTS OR EMPLOYEES.

It is further understood and agreed that the VOLUNTEER will participate solely as an individual on a voluntary basis and not as an employee, contractor or agent of the CITY or its agents or employees.

In making this Agreement, VOLUNTEER relies wholly upon his/her judgment, belief and knowledge and has not been influenced to any extent whatsoever by any representative or statements not contained in this Agreement.

_____ VOLUNTEER SIGNATURE		_____ DATE	
_____ ADDRESS	_____ CITY	_____ STATE	_____ ZIP CODE
_____ TELEPHONE NUMBER		_____ EMERGENCY NUMBER	
_____ SIGNATURE OF PARENT OR GUARDIAN IF VOLUNTEER IS A MINOR			

Criminal History:

Have you ever been convicted of a felony?

Yes No

Have you ever been convicted of a misdemeanor?

Yes No

If yes, provide the following information:

Date	Charge(s)	Police Agency	Disposition/Penalty

Additional Comments or Continuation:

Authorization for release of records:

I, _____, hereby authorize the Louisville Metro Police Department to request of any law enforcement agency or former employer to release all information (including, but not limited to, traffic violation(s), conviction(s), and pending criminal charge(s) to the Louisville Metro Police Department, or its representative, that may be sought in connection with this department for volunteer services with the Louisville Metro Police Department.

(Signature)

Thank you...

Thank you for applying to become a volunteer with the Louisville Metro Police Department. We appreciate the time you took to complete this form and we will contact you in the near future regarding this application.

Please return completed application to:
Louisville Metro Police Department
Office of Community Relations
Volunteer In Police Service Program
633 W. Jefferson St.
Louisville, KY 40202



OMAHA POLICE DEPARTMENT
VOLUNTEER/INTERN AGREEMENT



I, _____, request to serve as a Volunteer/Intern with the Omaha Police Department with the understanding that I am not serving as a sworn police officer and do not have the authority to make an arrest.

As a Volunteer/Intern, I agree to:

- o Perform the tasks outlined in my task description to the best of my ability.
- o Attend any training offered that will enhance my performance within the Department.
- o Report to work on time when scheduled, and to call my supervisor if I am unable to report.
- o Comply with and follow the same rules and policies as required of all Omaha Police Department employees.
- o Refrain from using my Volunteer/Intern position to attempt to influence anyone in any manner.
- o Strive to help the Department obtain its goals and objectives.
- o Notify my supervisor and the Coordinator of Volunteers upon terminating my involvement with the program, and participate in an exit interview/evaluation. I will relinquish to the Coordinator of Volunteers any and all items or equipment issued to me including, but not limited to, an identification pass, identification chip, parking permit, ticket book and camera at the time of voluntary or involuntary termination.
- o Notify the supervisor or Coordinator of Volunteers of any arrest or citation for any traffic, misdemeanor or felony charge.
- o I am aware that my Volunteer/Intern status may be terminated at any time for failing to follow the rules, procedures, and terms of this agreement.

I have read and understand all the conditions of this agreement.

Volunteer's/Intern's Signature _____ Date _____

Coordinator of Volunteers _____ Date _____



**GARLAND POLICE DEPARTMENT
CITIZEN VOLUNTEER AGREEMENT**

Welcome to the Garland Police Department. We appreciate your giving of time, talent and abilities to assist us in serving the citizen's of our City. As a volunteer with the Garland Police Department, you have an obligation to the public we serve to demonstrate a high level of integrity and ethical standards in both your personal and official conduct. We insist that you be ever mindful of the following:

Confidential Information You may have access to confidentially sensitive information during your assignment as a volunteer. Divulging confidential information to persons outside this department is a criminal act and a violation of the law that will be prosecuted. Criminal records or other confidential information may be given only to those persons authorized to have it. When in doubt, you must consult with your supervisor.

Identification You will be issued a photo ID badge which must be worn at all times while in the building or on duty as a volunteer. A passcard will also be issued to you to allow you access to the building for your assigned duty. The card is not to be used for any other purpose, such as check cashing or outside identification. These items are the property of the police department and must be surrendered upon resignation or termination. If lost, please report it to your supervisor or the Volunteer Coordinator immediately.

Safety The reduction of personal injury or equipment damage in the workplace is essential to an efficient operation. We ask that you be aware of safety issues at all times. Report hazards to your supervisor at once. Report injury immediately to your supervisor.

Time Records The Police Department is required to record the number of hours worked by all volunteers. A time sheet will be provided to you for recording your hours. Please notify your supervisor if you are unable to work your volunteer job. Notify them in advance of vacation or other time off.

Commitment We ask that every volunteer commit to a minimum of 4 hours per week. This commitment is essential to providing our staff with much needed assistance. It is also important that you maintain a regular schedule. If you are unable to continue your commitment, please contact the Volunteer Coordinator immediately.

I agree to commit _____ hours per day on _____ and/or _____.
I will work from _____ am/pm to _____ am/pm.

SIGNED this _____ day of _____, 20__.

Signature of Volunteer

Printed Name of Volunteer



RANTOUL POLICE DEPARTMENT
CITIZEN AND SENIOR CITIZEN VOLUNTEER PROGRAM
POLICY STATEMENT 04-06-01

I. Policy

The Rantoul Police Department shall maintain a Citizen/Senior Citizen Volunteer Program that will allow for Volunteers to help assist and support the Department carry out our mission that involves the responsibility of the protection of life and property and enforcement of the law.

II. Purpose

The purpose of this policy is to have general rules and guidelines for the Volunteers of the Rantoul Police Department.

III. Procedure for Requesting Volunteers

A. Compile a list of duties, created from departmental wide input. Contact Citizen/Senior Citizen Academy with the list and ask for persons who have graduated from the respective Academies. Rantoul Police will also contact the Retired and Senior Volunteer Program for Volunteers. Volunteers are asked to sign up for duty(s) based on personal interest. The Department may conduct a short question/answer period for the Volunteers to check for competency of the duty chosen. The Rantoul Police Department will do a background investigation, check for valid Driver's License, take fingerprints of the said Volunteer.

B. When additional duties are added to the list, the Volunteer Supervisor shall contact the Retired and Senior Volunteer Program and advise them of the additions and ask for any new graduates The Citizen/Senior Citizen Academy.

IV. Work schedules

The Volunteers will let the Volunteer Supervisor know what days, time of those days and how many hours they will be available to work. If the Volunteer is unable to make their scheduled work time, he/she will need to call the Department so we will know they will not be here. If possible, call early enough to call another Volunteer in to take their place.

V. Confidentially of Official Department Information

It will be the understanding of all Volunteers, the information exposed to them could be of a confidential nature. They are to give information only to authorized persons for whom this information is intended and not divulge it to unauthorized persons. This is to include any and all criminal record information.

VI. Conduct, Dress Appearance, Health and Phones

The conduct of the Volunteer should be in a highly professional manner, after all he/she will be a representative of the Rantoul Police Department.

Volunteers will not make any statements to the media or press that reflects unfavorably on the Department or interpret Departmental policies. If the Volunteer does not understand specific instructions, or an unusual situation arises ask the shift commander or another RPD Employee...DO NOT GUESS.

The dress appearance of the Volunteer should be neat, clean and in appropriate office attire. The health of the Volunteer should be in reasonably good health. If there is a change in health status the Volunteer should notify the Volunteer supervisor or the shift commander.

The telephones are to be for departmental use only. The Volunteer shall use courtesy and etiquette when/if using the phone. If a personal call should need to be made ask.

VII. Personnel and Equipment Safety

It is the policy of the Rantoul Police Department to conduct all operations with the utmost concern for its personnel, equipment, vehicles, and facilities. The reduction of injuries and damage to city property is essential for an efficient operation. Thus, the practice of safety and the prevention of accidents will be the responsibility of everyone.

Volunteers in the Gorge
Administrative Group
Position Descriptions



Administrative Group - Volunteers in the Columbia River Gorge

Incident Commander

Coordinates and supervises the daily activities and operations of the organization while maintaining strong and productive working relationships with supporting agencies, organizations and other impacted entities.

Operations Section

Coordinates and supervises the organization's daily field activities and special operations while maintaining strong and productive working relationships with supporting agencies, organizations and other impacted entities.

Administrative Support Section

Manages the implementation of the organization's strategic plan and acquires the resources necessary to fulfill and support the goals and objectives of the organization.

Planning Section

Researches, plans, and coordinates special events, activities, and operations reflective of the mission, goals and objectives of the organization and supporting agencies.

Logistics Section

Maintains and protects the tangible assets of the organization while ensuring that the membership, events, activities and operations thereof, are properly and adequately supplied and equipped.

Finance Section

Ensures the fiscal integrity of the organization while promoting sound financial decisions through careful budgeting, financial analysis, internal and external controls.

Safety & Training Section

Ensures that members receive the preparation necessary to provide a safe, efficient, and effective level of professional service.

Information Systems Section

Provides vital information, internally and externally, through the systematic maintenance of the organization's records, and website.

Incident Commander

Purpose

To coordinate and supervise the daily activities and operations of the organization while maintaining strong and productive working relationships with supporting agencies, organizations and other impacted entities.

Description of Duties

A. Administrative Functions

1. Serves as the program's Chief Administrative Officer.
2. Reviews organization programs, policies and practices for approval.
3. Acquires the resources necessary to implement and support the goals and objectives of the organization.
4. Reviews proposed organization expenditures for approval.

B. Supervisory Functions

1. Coordinates the organization's administrative group
2. Reviews proposed general and special field operations for approval.
3. Addresses personnel issues, including, without limitation: recruitment and selection, membership status, personal conduct, discrimination, harassment, grievances, work related injuries or illness, policy violations, and termination.
4. Enforces organization and Department policies.

C. Intergovernmental Functions

1. Serves as the organization's liaison to supporting agencies and organizations.
2. Initiates, promotes, and maintains strong and productive working relationships with supporting agencies, organizations and other impacted entities.
3. Accommodates the needs of supporting agencies, organizations and other impacted entities as permitted by the availability of resources.

D. Community Relations Functions

1. Serves as the organization's liaison to supporting contributors and the community.
2. Secures support and resources from the community, supporting agencies, organizations and other impacted entities.
3. Assumes the roll of Public Information Officer and reviews media releases and educational materials for approval.
4. Promotes the organization to the community, supporting agencies, organizations and other impacted entities.

Operations Section

Purpose

To coordinate and supervise the organization's daily field activities and special operations while maintaining strong and productive working relationships with supporting agencies, organizations and other impacted entities.

Description of Duties

A. Administrative Functions

1. Serves as the program's Chief Field Operations Officer, and, in the absence of the Incident Commander, serves as Chief Administrative Officer.
2. Reviews organization programs, policies and practices for approval.
3. Acquires the resources necessary to implement and support the goals and objectives of the organization.
4. Reviews proposed organization expenditures for approval.

B. Supervisory Functions

1. Coordinates and supervises special operations program and activities.
2. Reviews proposed general and special field operations for approval.
3. Addresses personnel issues, including, without limitation: recruitment and selection, membership status, personal conduct, discrimination, harassment, grievances, work related injuries or illness, policy violations, and termination.
4. Enforces organization and Department policies.

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4. Promotes the organization to the community, supporting agencies, organizations and other impacted entities.

Administrative Support Section

Purpose

Manages the implementation of the organization's strategic plan and acquires the resources necessary to fulfill and support the goals and objectives of the organization.

Description of Duties

A. Fund-raising Functions

1. Researches and coordinates the development and submittal of grant proposals.
2. Identifies and recruits potential monetary and in-kind contributors.
3. Develops a plan for the proactive solicitation of contributions.
4. Provides recognition, on behalf of the organization, to sponsors and other contributors.

B. Strategic Planning Functions

1. Implements and maintains the organization's strategic plan.
2. Produces, distributes, and analyzes periodic surveys to gauge individual and organizational needs.
3. Develops strategy to facilitate the organization's growth and expansion.
4. Conducts periodic administrative reviews of the organization's programs, policies, and practices to ensure compliance with the organization's strategic plan, and, efficiency and effectiveness.
5. Prepares organization's annual report to include: a current organizational chart and membership roster; a list of the previous year's contributors and sponsors; a financial report; an account of all volunteer hours and activities, including vehicle miles, written and verbal warnings, contacts, events, operations, emergency aid rendered, and other activities; progress on the implementation of the organization's strategic plan, goals, and objectives; organization highlights.

C. Personnel Functions

1. Maintains and distributes current membership roster.
2. Prepares recruitment and selection materials.
3. Develops positive working relationships with recruitment sources.
4. Maintains the organization's policy manual current.

D. General Functions

1. Prepares reports on the status of the organizations fund-raising efforts.
2. Participates in the organization's strategic planning and goal setting process.

Planning Section

Purpose

To research, plan, and coordinate special events, activities, and operations reflective of the mission, goals and objectives of the organization and supporting agencies.

Description of Duties

A. Project Development Functions

1. Researches and identifies opportunities for participation in special events, activities, and operations reflective of the mission, goals and objectives of the organization and supporting agencies.
2. Develops logistical plans for planned projects to include: the purpose of the proposed project, event, activity or operation; the person(s) responsible; the location, date and time; and, personnel and logistical requirements. Presents plans to ICS group for review and Incident Commander approval.

B. Event Coordination Functions

1. Maintains a continuous calendar of organization's events, activities, and operations, and events occurring within the Columbia River Gorge National Scenic Area.
2. Solicits and schedules membership participation for planned special events, activities, and operations, and to assist other agencies and organizations as requested.

C. Preservation Functions

1. Coordinates preservation and restoration activities with supporting agencies and organizations, including clean-up operations, and as requested.
2. Secures appropriate permission from supporting agencies prior to engaging in any preservation or
3. Organizes clean-up operations as needed and as requested by supporting agencies.
4. Pursues opportunities to include related organizations and other impacted entities in beautification projects.

D. Public Education Functions

1. Acquires public education materials in conjunction with the functional sections of the organization, and supporting governmental agencies and other organizations.
2. Assists in the development of public education materials and programs relating to outdoor safety, crime prevention, applicable state and federal laws and regulations, environmental conservation, and, Volunteers in the Columbia River Gorge and supporting agencies and organizations.

E. General Functions

1. Prepares program budget and assists in the development of grants and other requests for funding.
2. Participates in the organization's strategic planning and goal setting process.
3. Prepares reports on the status of the organizations past, present, and future projects.

Logistics Section

Purpose

To maintain and protect the tangible assets of the organization while ensuring that the membership, events, activities and operations thereof, are properly and adequately supplied and equipped.

Description of Duties

A. Property Management Functions

1. Maintains a current inventory of all equipment and supplies owned by, assigned, and issued to the organization.
2. Issues and accounts for all property issued to individual members, and for events, activities, and operations of the organization.

B. Equipment & Supply Functions

1. Responds to requests for equipment and supply needs for individual members, and for events, activities, and operations of the organization.
2. Collaborates with other functional areas to identify equipment and supply needs for special programs, events, activities, operations, and, the growth and expansion of the organization.
3. Maintains equipment clean and in good working order.
4. Ensures proper safety precautions are adhered to when handling and disposing of hazardous waste.

C. General Functions

1. Prepares program budget and assists in the development of grants and other requests for funding.
2. Participates in the organization's strategic planning and goal setting process.
3. Prepares reports on the status of the organizations assets.

Finance Section

Purpose

To ensure the fiscal integrity of the organization while promoting sound financial decisions through careful budgeting, financial analysis, internal and external controls.

Description of Duties

A. Financial Management Functions

1. Develops and implements internal and external controls to ensure the fiscal integrity of the organization.
2. Advises and assists the Incident Commander in the disbursement of organization funds.
3. Maintains current and accurate records for all organization accounts.
4. Maintains current and accurate records for the value of all contributions including, without limitation: cash, in-kind donations, grants, services, loaned equipment, and sponsorships.

B. General Functions

1. Provides current information to assist in the development of grants and other requests for funding.
2. Participates in the organization's strategic planning and goal setting process.
3. Prepares reports on the status of the organization's finances and contributions.

Safety & Training Section

Purpose

To ensure that members receive the preparation necessary to provide a safe, efficient, and effective level of professional service.

Description of Duties

A. Safety Functions

1. Coordinates group's safety needs.
2. Works with members to identify safety concerns and recommends solutions to the Incident Commander.
3. Develops field operating protocols.
4. Maintains emergency medical, first-aid, and, wilderness safety and survival equipment.

B. Training Functions

1. Arranges and schedules volunteer training and coordinates field training exercises.
2. Produces training materials and compiles reference library.
3. Maintains member training records.
4. Pursues opportunities for training through external agencies and organizations.
5. Coordinates interagency training opportunities.
6. Identifies additional training needs necessary to ensure the safe and efficient operation of the organization and members thereof.

C. Public Safety Functions

1. Coordinates emergency operations group (EMS & Emergency Response).
2. Coordinates crime prevention program.
3. Composes public safety related public education materials.
4. Develops and maintains positive working partnerships with supporting public safety entities.

D. General Functions

1. Prepares program budget and assists in the development of grants and other requests for funding.
2. Participates in the organization's strategic planning and goal setting process.
3. Prepares reports on the status of the organizations safety, training, and public safety functions.

Information Systems Section

Purpose

To provide vital information, internally and externally, through the systematic maintenance of the organization's records, and website.

Description of Duties

A. Computer Technology Functions

1. Maintains the organizations web-site current.
2. Researches and identifies necessary software and equipment needs.
3. Maintains all computer and other electronic equipment.

B. Records Management Functions

1. Maintains the organizations database current.
2. Records monthly time sheets, and all other volunteer hours.
3. Ensures that all necessary personnel and related forms are correctly completed, signed, and filed for each member.
4. Maintains detailed records on the organization's annual activities including: a current organizational chart and membership roster; a list of the previous year's contributors and sponsors; a financial report; an account of all volunteer hours and activities, including vehicle miles, written and verbal warnings, contacts, events, operations, emergency aid rendered, and other activities; progress on the implementation of the organization's strategic plan, goals, and objectives; organization highlights; and, assists in the preparation of the organization's annual report.

C. General Functions

1. Prepares program budget and assists in the development of grants and other requests for funding.
2. Participates in the organization's strategic planning and goal setting process.
3. Prepares reports on volunteer hours and participation.

Resource Contact Index - Volunteers in the Gorge

<u>Resource/Issue</u>	<u>Contact</u>	<u>Resource/Issue</u>
Accident Reporting	Incident Commander	<u>Administrative Support:</u> Fund-raising
Car Signs	Logistics	Membership Roster
Citizen Report Forms	Operations	Public Education
Clean-up Operations	Planning	<u>Finance:</u> Contributions
Coats	Logistics	Donations
Community Relations	Incident Commander	<u>Incident Commander:</u> Accident Reporting
Contributions	Finance	Community Relations
Damaged Equipment	Logistics	Intergovernmental Relations
Donations	Finance	Personnel Issues
E-mail Accounts	Information Systems	<u>Information Systems:</u> E-mail Accounts
Equipment	Logistics	Records Management
Field Investigation Reports	Operations	Time Sheets
Field Operations	Operations	Web-site
Field Procedures	Operations	<u>Logistics:</u> Car Signs
First-Aid Kits	Safety & Training	Coats
First-Aid/CPR Training	Safety & Training	Damaged Equipment
Fund-raising	Administrative Support	Equipment
Hats	Logistics	Hats
Identification	Logistics	Identification
Intergovernmental Relations	Incident Commander	Issued Equipment
Issued Equipment	Logistics	Name Tags
Membership Roster	Administrative Support	Phones
Name Tags	Logistics	Shirts
Notebooks	Operations	Supplies
Operational Guidelines	Operations	Uniforms
Personnel Issues	Incident Commander	<u>Operations:</u> Citizen Report Forms
Phones	Logistics	Field Investigation Reports
Preservation & Restoration	Planning	Field Operations
Public Education	Administrative Support	Field Procedures
Public Safety Program	Safety & Training	Notebooks
Records Management	Information Systems	Operational Guidelines
Ride-Alongs	Operations	Ride-Alongs
Shirts	Logistics	Special Operations
Special Events	Planning	State Accident Forms
Special Operations	Operations	<u>Planning:</u> Clean-up Operations
State Accident Forms	Operations	Preservation & Restoration
Supplies	Logistics	Special Events
Time Sheets	Information Systems	Volunteer Events
Training	Safety & Training	Volunteer Meetings
Uniforms	Logistics	<u>Safety & Training:</u> First-Aid Kits
Volunteer Events	Planning	First-Aid/CPR Training
Volunteer Meetings	Planning	Public Safety Program
Web-site	Information Systems	Training





COLORADO SPRINGS POLICE DEPARTMENT

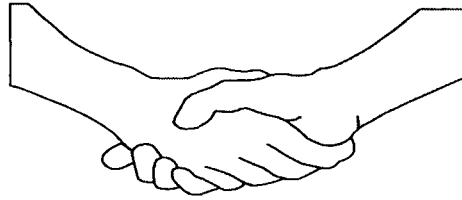
VOLUNTEER
HANDBOOK

Volunteer's Name _____

Team Leader's Name _____

Team Leader's Phone Number _____

**Please notify your Team Leader of any absence
or change in your schedule.**



WELCOME to the Colorado Springs Police Department! We, the staff, appreciate your response to the need for volunteer services in our Department.

Confidentiality, dependability, loyalty, dedication and professionalism are the by-words under which the Police Department operates. We ask that you accept these qualities as your own. Respect the confidentiality of all information gained through your work. This means not only outside the Department but also within. Any information contained in the records or received by personal communication should not be divulged to personnel outside of the unit to which you are assigned.

As the Coordinators of Volunteers, I want to be sure each placement is mutually agreeable to both you and the staff Team Leader. If at any time you are not satisfied or your available time alters and you would like to change your assignment, please advise both your Team Leader and the Volunteer Office (444-7441) so we may have an opportunity to make whatever adjustments are necessary.

At the end of your commitment, let one of us know of your intent to resign. We will ask that you fill out a confidential survey and return it with your identification or access card to the Volunteer Office.

Please read the remainder of this booklet and refer to it as needed. You are responsible for knowing the information it contains.

Thank you for choosing to be a member of the Colorado Springs Police Department!

Most sincerely,

Kathy Rowlands
Coordinators of Volunteers

VISION STATEMENT

“Safeguarding our community as our family”

MISSION STATEMENT

Our mission is to promote the quality of life in Colorado Springs by providing police services with integrity and with a spirit of excellence, in partnership with our community.

MOTTO

“To protect with honor, serve with pride”

OUR VALUES

We believe that the police derive our powers from the people we serve.

We will never tolerate the abuse of our police powers.

We recognize that our personal conduct, both on and off duty, is inseparable from the professional reputation of the Police Department.

We are committed to protecting the constitutional rights of all individuals.

We view the people of our community as our customers who deserve our concern, care and attention.

We believe our basic missions are to prevent crime and to deliver vigorous law enforcement services when crime occurs.

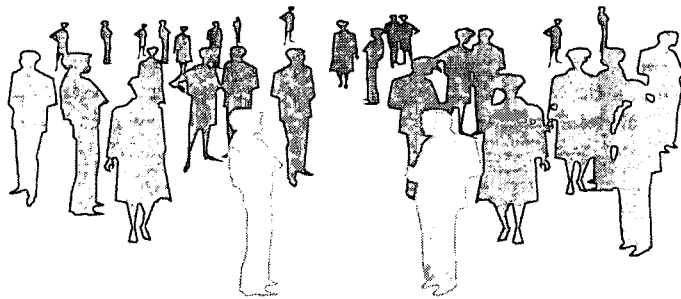
We are committed to efficient resource management and superior service delivery.

We believe in open communications and partnerships with the community.

We believe we can achieve our highest potential by actively involving our employees in problem-solving and improving police services.

We support an organizational climate of mutual trust and respect for one another.

We encourage the pursuit of higher education by our employees. We are committed to contributing to the advancement of the police profession.



Volunteers, although they are not employees of the City of Colorado Springs, must abide by the City Charter, ordinances, rules and regulations, and all written and verbal guidelines, directions and instructions of their Police Department team leader. Copies of Personnel Policies and Procedures, City of Colorado Springs, and Colorado Springs Police Department Operations Manual, and The Code of the City of Colorado Springs are available in the Volunteer Services Office.

Volunteers will respect the confidentiality of all information observed and learned through work at the Colorado Springs Police Department. Any information contained in the records or received by personal communication will not be divulged outside of the Colorado Springs Police Department.

ID/ACCESS CARDS

Volunteers will be given an ID card allowing them access within the Police Department buildings. When arriving at the POC, hold your ID card at shoulder height so that the Police Service Representative (PSR) at the front desk can see it readily. The PSR will buzz you in the door to the elevator, Gold Hill Division or Central Division as appropriate. You do not need to wait in line (if there is one). At the substations show your ID card to the PSR. ID cards should be worn visibly when working in a police facility. Police volunteer ID cards are not to be used for personal benefit. Access cards will allow you through the doors to which you have been given access.

Between the hours of 8 a.m. and 5 p.m. employees and volunteers move freely throughout the areas of the department for which they have been approved access. Areas not accessible are the Crime Lab, Evidence, Communications, Records and ID and VNI. If you must do business with these areas, your team leader can give you instructions.

If you feel you need an access card for easier access to a work area, discuss it with your team leader. The team leader will make the determination of need in conjunction with the Coordinator of Volunteers.

If you lose your ID card, notify your team leader in writing immediately. Call the Police Staff Resources Section, 444-7447 to arrange to have another card made. When getting your new ID card, bring the memo that should be signed off by your team leader. If you have an access card, call 444-7457 immediately so that your access can be taken off the system. If you get voice mail when you call, leave your name, phone number and access card number.

In representing the Colorado Springs Police Department it is imperative that all of our personnel be cautious in the use or display of any credentials. The following are three particular instances where department volunteers **shall not** use their police Identification/Access Cards:

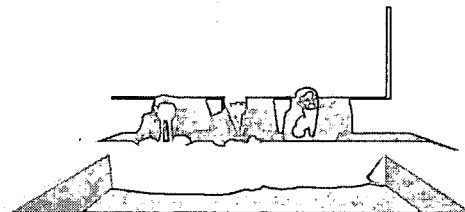
- ❖ As a second form of identification
- ❖ To identify your association with the Police Department when not participating in a Department sanctioned function or event
- ❖ While engaged in contact with any other law enforcement personnel or entity outside your official capacity

Any usage of police department identification other than what is within the scope of your particular volunteer duties may lead to disciplinary action up to and including dismissal from the volunteer program.

You are responsible to return your ID card and/or Cardkey to the Volunteer Office (fourth floor, office 4427) when you terminate your volunteer status with the Colorado Springs Police Department.

CONCEALED WEAPONS

Volunteers are not to carry weapons within any police facility or when acting in a CSPD volunteer capacity even if a concealed weapons permit was applied for and received.



ORIENTATION/TRAINING

Volunteer positions will have clear, concise job descriptions, or a job description will be written within two months of a volunteer assuming a position.

Volunteers will receive the training and supervision necessary to handle the job and work together with staff to provide meaningful and rewarding experiences for the public and the volunteers.

Periodically the Volunteer Office will notify you of training available free of charge through the Police Department. It is recommended that volunteers participate in these training opportunities. It will give you more familiarity with the operations of the Police Department and other community agencies.

VOLUNTEER TIME



The time you give to our Department is valuable to us. As part of your orientation with your team leader, you will be given a Volunteer Time Sheet. Using this Sheet you will indicate the date, time and number of hours (to closest quarter hour segment .25, .50, or .75) each time you work. At the end of each month, be sure you indicate a cumulative total and turn the Time Sheet in to your team leader. Your team leader is responsible for getting your Time Sheet to the Volunteer Office.

Each year the volunteer time is compiled after December 31, and an Appreciation Event is held the following April to recognize levels of volunteer service. The awards presented in April (for the previous year) are as follows:

100 Hours	Silver badge lapel pin	
250, 500, 750, 1,000, 1,500 and 2,000 Hours	Certificates	
2,500 Hours	Gold badge lapel pin	
5,000 Hours	Special Award	

The Appreciation Event is a fun way to visit with other volunteers and staff, and possibly win a door prize!



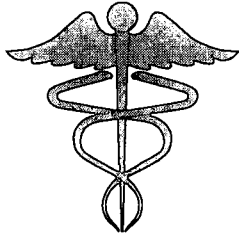
VEHICLE USAGE



Volunteers who are required to drive a City-owned vehicle, their own vehicle or the vehicle of a third party must: 1) possess a valid driver's license; 2) possess liability insurance coverage on their vehicle which meets the minimum requirements set forth by Colorado law; and 3) certify that their vehicle has a current automobile emissions certificate.

VOLUNTEER LIABILITY

Pursuant to the Colorado Governmental Immunity Act, the City will provide liability coverage for volunteers who are performing within the scope of their volunteer position and exercising reasonable and prudent judgment and care.



The City provides medical insurance coverage for volunteers while performing volunteer duties. The insurance covers all reasonable, customary and usual out-of-pocket expenses not covered by the volunteer's personal medical insurance up to \$250,000. The out-of-pocket expenses include any deductible the volunteer may be responsible for through the personal policy. (There is also a \$10,000 death benefit.) This insurance compensation does not include worker's compensation benefits. This compensation does not apply to Chaplains who are covered by worker's compensation.

A volunteer who is injured on the job must report the injury to the team leader as soon as possible. An injury report form should be filed with Volunteer Office within 48 hours. Submit copies of bills and payments to the Volunteer Office for payment or reimbursement.

VOLUNTEER TAX BENEFITS



A volunteer may deduct out-of-pocket expenses incurred while doing volunteer work for certain groups approved by the Internal Revenue Service. This may only be done if you itemize your return.

The following are representative types of expenditures that volunteers may wish to deduct: direct gifts of money to an organization, automobile mileage and expenses, bus and cab transportation expenses, parking and tolls, special uniforms, telephone bills, entertainment and meals given to others, costs of meals and lodging if away overnight, travel expenses above per diem allowance, and tickets to charity benefits above intrinsic value.

The following may **not** be deducted: the value of donated volunteer time, dependent care expenses, your own meals (unless away overnight), and your own entertainment.

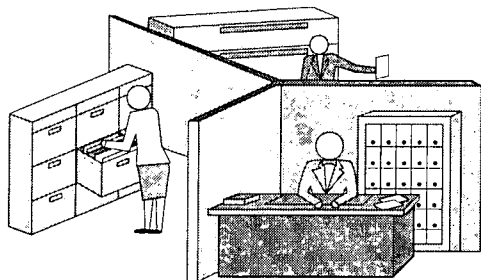
Automobile-related expenses may be deducted at 14 cents per mile standard rate or actual expenses basis if you are eligible to itemize deductions.

The "out-of-pocket" requirement eliminates from deduction any amount that is to the direct benefit of the taxpayer (or the taxpayer's family) rather than to the organization. Thus, for example, most meals and entertainment are excluded.

Items for which a volunteer receives reimbursement may be deducted only to the extent that actual expense exceeds the amount of compensation.

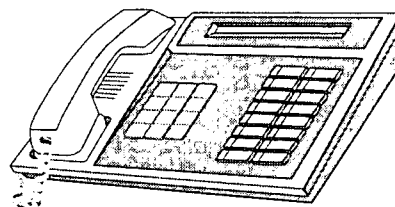
In general, the following requirements apply to the above deduction:

- They must be the amount actually paid during the taxable year, not just a pledge.
- They must be made to a qualifying organization.
- They must be an actual out-of-pocket amount. For example, if a banquet ticket is bought, the deduction is the amount in excess of the meal's actual value.



WORK SPACE

It is the responsibility of the team leader to assign a work area for the volunteer. If the volunteer needs additional equipment or space, the volunteer should speak with the team leader. Volunteers need to remember that the work space to which they are assigned is usually used by two or more people. Due to space and equipment limitations, areas must be shared. Your own personal belongings will need to come and go with you. (Team leaders may find room for your coffee cup, etc.)

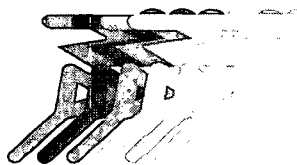


TELEPHONE SYSTEM

The phone system for the POC has many helpful features. You may request training on the system from your team leader if you feel it would help in your position. The following are the major features of the system:

- **HOLD:** Put a call on hold.
- **TRANSFER:** Send call to another extension or outside number.
- **AUTO CALLBACK:** Three-burst ring lets you know a previously busy number is now available.
- **CALL FORWARDING:** Forwards calls to another extension or outside phone number.
- **LAST NUMBER DIALED:** Automatic re-dial of the last number dialed.

AUDIX VOICE MESSAGING: This feature is available for all personnel. You are able to leave a message for any employee by knowing their voice mail number (available from your team leader).



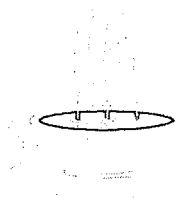
FITNESS CENTER

The POC is equipped with a modern fitness center located in the basement (room B309). The intent of the fitness center is to enhance the well being of the workers by providing a place where employees and volunteers can follow a program of training in aerobic and strength training. The fitness center is equipped with aerobic machines, "Nautilus" type equipment, and some free weights. The use of the center is open to all employees, volunteers and interns who work in the POC, and to all other Police Department members. Important rules have been established for use of the fitness center:

1. Machines and equipment must be used in the way that they were intended. If you are unfamiliar with any of the equipment, do not use it until you have read the instructions or have had someone familiar with the equipment show you how to use it.

2. Report damage to the equipment to Fiscal Services, 8 a.m. to 5 p.m. (444-7445) or to the Sergeant on duty.
3. Leave the fitness center clean and orderly.
4. Volunteers and interns will make way for employees if there is a usage conflict. Sworn employees have priority in the use of the equipment.
5. SAFETY IS IMPORTANT! THOSE USING THE FITNESS CENTER MUST USE ALL EQUIPMENT PROPERLY, NOT EXCEED THEIR ABILITIES AND NOT ENGAGE IN HORSEPLAY.
6. Volunteers will use the fitness equipment at their own discretion. **The Colorado Springs Police Department is not responsible for accident or injury. The medical insurance for volunteers does not apply to the use of the fitness center.**

The locker rooms (Men's B302 and Women's B306) may be used by the volunteers and interns. However, locker assignments are reserved for employees.



BREAK AREAS

The POC has both break areas and break rooms located throughout the building. The division or group where a break area is located have probably formed a "coffee club" for the coffee that is available there. Check with your team leader about your participation in such a system if you're interested.

There is one main break room in the basement of the POC, and it is for all workers in the building. It contains tables and chairs, and a variety of vending machines for sandwiches, pastries, juices, soda, etc.

SEXUAL HARASSMENT/ DISCRIMINATION

It is the policy of the City of Colorado Springs that all employees and volunteers shall be provided a work environment free from sexual harassment and discrimination because of race, color, national origin or ancestry, sex, age, religious convictions, veteran status, disability or political beliefs. Sexual harassment and discrimination are viewed as serious issues and will not be tolerated.

If you feel you are being harassed or discriminated against, the Volunteer Services office recommends the following procedure:

1. If you are comfortable doing so, talk with the person you feel is doing the harassment or discrimination, letting the person know that his/her behavior is unacceptable to you.
2. If you are not comfortable talking with the person, discuss the situation with your team leader.
3. If you feel the situation is not remedied, talk with the Coordinator of Volunteers, Office 4427, phone 444-7441.

CITY EMPLOYMENT

Many people think that volunteering with an organization is a good way to full-time employment by the organization. And it may be. However, when you volunteer with the Police Department, **you are never guaranteed employment.**

If you are interested in becoming a Police Officer, contact the Police Recruiting Office at 444-7555 for requirements and procedure.

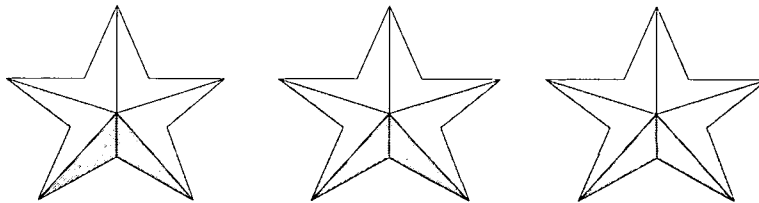
If you are interested in other City employment including the police department, job postings are kept on the bulletin board at the employee elevator lobby on each floor. Applications are on line at www.springsgov.com. If you have questions on civilian positions with CSPD and positions with the City, call the Personnel Clerk at 444-7442.

All applicants conditionally accepted for employment with the Police Department must successfully complete a polygraph examination. If an applicant who is also a volunteer does not successfully complete the examination, there are two courses of action that may be taken by the Department: 1) the volunteer will not be able to continue volunteering in the location for which polygraphed but may be placed in another area of the Department; or 2) the volunteer will no longer be allowed to volunteer anywhere in the Department. The decision is made by the Deputy Chief or Director of Management Services. The fact that you may have been volunteering for quite a while may not make a difference.

In order to volunteer in some areas, a polygraph examination may be required. The Coordinator of Volunteers will let you know when you are placed in such an area.

VOLUNTEER EXPECTATIONS OF THE DEPARTMENT

- To be treated as a co-worker.
- To receive sufficient information, orientation and training for the assignment.
- To be given a meaningful assignment which utilizes and develops his or her skills.
- To be given adequate supervision, a written job description and a suitable place to work.
- To be free to discuss problems, suggestions, or changes with staff.
- To receive affirmation and recognition for a job well done.



DEPARTMENT EXPECTATIONS OF A VOLUNTEER

- To abide by his or her commitment.
- To discuss any problems pertaining to being a volunteer.
- To cooperate with the team leader.
- To request clarification of an assignment if needed.
- To keep a record of hours for monthly reporting.
- To be punctual.
- To maintain professional standards.
- To maintain confidentiality of information learned at CSPD.
- To return CSPD ID when leaving the program.





Volunteers in Policing Program SUPERVISOR'S EVALUATION OF VOLUNTEER



Name of Volunteer: _____

Assignment: _____

Evaluation Time Frame: _____

RATINGS: 1=Exceeds requirements 2=Meets requirements 3=Needs improvement 4=Not applicable

	Factors Considered	Comments
1 2 3 4	<p>Professional Qualities</p> <p>Looks for ways to improve, has initiative.</p> <p>Deals with routine tasks efficiently.</p> <p>Meets commitments reliably.</p> <p>Adheres to confidentiality policy.</p> <p>Dress/grooming appropriate for assignment; wears name badge.</p>	
1 2 3 4	<p>Dependability</p> <p>Attends regularly.</p> <p>Arrives on time.</p> <p>Arranges lateness and time off in advance.</p>	
1 2 3 4	<p>People Concerns</p> <p>Is friendly, courteous and sincere.</p> <p>Understands and follows instructions.</p> <p>Accepts feedback and suggestions; responds appropriately.</p> <p>Cooperates with co-workers. Contributes to team effort.</p> <p>Demonstrates ability to communicate w/a wide variety of people.</p>	
1 2 3 4	<p>Responsibility & Motivation</p> <p>Demonstrates progress in developing volunteer specific skills.</p> <p>Is able to work independently after being trained.</p> <p>Consistent follow through on tasks.</p> <p>Understands work flow related to the volunteer assignment.</p> <p>Is accurate, thorough, and produces acceptable work.</p> <p>Readily identifies problems or errors related to assignment.</p>	

Additional comments:

Volunteer's Signature

Date

Supervisor's Signature

Date



**Lowell Police Department
Volunteer Yearly Review**

Volunteer _____ Dept./Precinct _____

1. What are some of the skills you have developed during the past year as a volunteer with the LPD.

2. Have LPD staff members been helpful? Yes [] No []
Please site instances, if possible.

3. Please describe your most satisfying experience as a volunteer during the past year.

4. Please describe your most frustrating experience as a volunteer during the past year.

5. Please rate your level of satisfaction with the job.
Very Good [] Good [] Satisfactory [] Not Satisfactory []
6. Do you feel you have received the necessary training to perform all necessary job functions? Yes [] No []
7. If you are a graduate of the Citizen's Police Academy, do you need to be re-certified in CPR?
Yes [] No []
8. If you are not a graduate of the Citizen's Police Academy, would you like additional information regarding attending the Academy? Yes [] No []
9. Would you be interested in attending workshops on various subjects? Yes [] No []
Do you have any workshop suggestions?

10. Do you have any additional comments/suggestions for our volunteer program?

