Volunteers in Police Service Add Value While Budgets Decrease

VIPS Volunteers in Police Service

International Association of Chiefs of Police

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

Acknowledgements

This project was supported by Grant # 2010-RC-60-K002 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

We would like to express our sincere gratitude to the leadership, staff, and volunteers of the following departments for sharing their time and expertise:

- Anchorage, Alaska, Police Department
- Billings, Montana, Police Department
- Blue Springs, Missouri, Police Department
- Boise, Idaho, Police Department
- Brookings County, South Dakota, Sheriff's Office
- Chandler, Arizona, Police Department
- Charlotte Mecklenburg, North Carolina, Police Department
- Cincinnati, Ohio, Police Department
- Clearwater, Florida, Police Department
- Delray Beach, Florida, Police Department
- Denver, Colorado, Police Department
- Eugene, Oregon, Police Department
- Independence, Missouri, Police Department
- Itasca, Illinois, Police Department
- Long Beach, California, Police Department
- Nebraska State Patrol
- Pasadena, California, Police Department
- Pennsylvania State Police
- Portland, Maine, Police Department
- Redlands, California, Police Department
- Sandy City, Utah, Police Department
- Santa Cruz, California, Police Department
- Spokane County, Washington, Sheriff's Office
- Sturgis, South Dakota, Police Department
- Tulsa, Oklahoma, Police Department
- Vacaville, California, Police Department
- Virginia Beach, Virginia, Police Department

We would like to extend a special thank you to Cornelia Sorensen Sigworth, Policy Advisor, Bureau of Justice Assistance, U.S. Department of Justice, for her review and contributions to this document.

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Executive Summary

In the spring of 2011, after rounds of sworn officer and civilian layoffs to reduce the police department's budget, the City Council of cash-strapped Half Moon Bay, California voted to eliminate its police department.[1]

Sheriff's deputies in Polk County, Fla., are picking up more work after the state highway patrol froze hiring and four local police agencies disbanded.[2]

After losing its traffic division, mounted unit, helicopter, and more than 200 civilian employees, the Newark, New Jersey, Police Department was still faced with the layoff of 167 sworn officers, nearly 13 percent of its manpower.[3]

Consumer confidence is down, housing prices continue to drop, and unemployment hovers around nine percent. And while law enforcement agencies are designed and staffed to maximize services to the community, there is always more work to be done. As a result of recent economic strife, agencies are experiencing an increased workload in a resource-constrained environment. In April 2011, the International Association of Chiefs of Police (IACP) released a survey about the effects of the economic crisis on law enforcement agencies. Survey results found that "more than half of respondents reported that they had to reduce their budgets in the prior year by five percent or more; a quarter had to reduce their budgets by more than 10 percent."[4] These budget shortfalls resulted in layoffs, furloughs, hiring freezes, loss of specialty units, cutbacks on training and equipment, and service cuts.

[1] McKinley, Jesse. "In a Beachside Tourist Town, a Wrenching Decisions to Outsource." *The New York Times* April 3, 2011. www.nytimes.com/2011/04/04/us/04halfmoonbay.html?_r=1. (Accessed April 5, 2011)

[2] Johnson, Carrie. "Double Blow for Police: Less Cash, More Crime." *The Washington Post.* February 8, 2009. www.washingtonpost.com/wp-dyn/content/article/2009/02/07/AR2009020701157.html. (Accessed March 25, 2011)

[3] Police Executive Research Forum (PERF). "Is the Economic Downturn Fundamentally Changing How We Police?" Critical Issues in Police Series." December 2010: 5. www.policeforum.org/critical-issues-series (Accessed April 12, 2011)

[4] International Association of Chiefs of Police. (IACP), "Policing in the 21st Century Preliminary Survey Results." April 2011. www.theiacp.org/LinkClick.aspx?fileticket=tbBGd4RKEGE%3d&tabid=937 (Accessed May 3, 2011)

Volunteers in Police Service Add Value While Budgets Decrease

While in the midst of budget cuts, many law enforcement agencies are being asked to take on additional responsibilities due to cuts and restructuring in other government agencies. Seventy-seven percent of agencies were asked to increase their support of other agencies and asked to shoulder additional responsibilities in the last year.[5]

More than ever, volunteerism in the law enforcement arena has become a need and not a luxury. The financial return on investment of a volunteer program can be substantial, amounting to hundreds of thousands of dollars worth of value added to the agency each year. In 2009, IACP's Volunteers in Police Service (VIPS) Program held a focus group to see how agencies were coping with tightening budgets by utilizing their existing volunteer programs. While agencies were cutting staff and programs, the use of volunteers remained consistent or, in some cases, increased. Many agencies have responded to the tough financial climate by training and placing volunteers in duties not previously performed by volunteers.

The services provided by VIPS volunteers are essential. As we look to the future, it is clear that the economic outlook is not going to change anytime soon. Shrinking budgets and limited resources will remain the norm for some time. In the IACP *Policing in the 21st Century* survey, one-third of law enforcement leaders said they will have to further reduce their budgets by 10 percent or more in the coming year.[6] In these difficult times, volunteers can enhance public safety and services and offer a wealth of skills and resources to law enforcement and their communities. Some of the many benefits volunteers can offer are:

- Affording access to a broader range of expertise and experience
- Increasing paid staff members' effectiveness by enabling them to focus their efforts where they are most needed or by providing additional services
- Providing support for tasks that would otherwise have to wait for additional resources
- Acting as community liaisons to gain support for agency activities
- Opening a direct line to private resources in the community
- Raising public awareness and program visibility

[5] Ibid., page 1
[6] Ibid., Page 2.

Today more than 2,180 law enforcement agencies across the country have embraced the idea of utilizing volunteers. There are more than 244,000 volunteers participating in activities ranging from checking the security of vacationing residents' homes to assisting in solving cold cases. According to Bernard Melekian, Director of the Office of Community Oriented Policing Services,"[There is a] need for a strong partnership with the community that serves as a force multiplier for local agencies and assists in focusing limited police resources where they are needed."[7]

Volunteers can be that force multiplier for agencies. This document introduces various tools and resources the IACP offers to assist in creating a volunteer program or expanding and formalizing an existing volunteer program. To help agencies think creatively about potential volunteer roles, this publication highlights innovative ways agencies around the country are engaging citizens and increasing their reach in the community.

Introduction and Background

VIPS 101: Volunteers in Police Service Program

The VIPS Program was established in 2002 by IACP in partnership with the Bureau of Justice Assistance (BJA), Office of Justice Programs, U. S. Department of Justice. 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 community law enforcement agency. The program's ultimate goal is to enhance the capacity of state, local, tribal, and campus law enforcement agencies to utilize volunteers through the provision of no-cost resources and assistance. The program's website, www.policevolunteers.org, serves as a gateway of information for law enforcement agencies and citizens interested in law enforcement volunteer programs.

[7] Melekian, Bernard K. (Melekian) "The Office of Community Oriented Policing Services," *The Police Chief* 78 (March 2011): 14. www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=2330&issue_id=32011. (Accessed March 24, 2011)

The program offers a host of resources including a directory of law enforcement volunteer programs, a library of sample documents, publications addressing specific elements and issues related to volunteer programs, a model policy on volunteers, an e-newsletter, educational videos, a moderated online discussion group, training, and technical assistance. A full list of VIPS resources is available at the end of this publication.

To register as a VIPS program, volunteers must work directly with a state, local, tribal, or campus law enforcement agency or an organization working in partnership with a law enforcement agency (e.g., Retired Senior Volunteer Program) to place volunteers within a law enforcement agency. Interested agencies can register online at www.policevolunteers.org. To date, there are more than 2,180 registered VIPS programs with more than 244,000 volunteers representing all 50 states; Washington, D.C.; Puerto Rico; and Guam. The VIPS directory of registered programs also includes information on 19 international law enforcement volunteer programs, representing Australia, Germany, the Netherlands, Canada, New Zealand, and the United Kingdom.

Budgeting and Funding

> *The connection between the economy and crime is an indirect one, but where the economy does play a role is through the ability of municipalities and cities to fund crime control. We just don't have the resources to maintain successful programs and crime-control initiatives.*
>
> —James Alan Fox, Criminologist, Northeastern University[8]

Since the inception of the VIPS Program in 2002, one of the major tenets promoted is that volunteers support rather than supplant officers and paid civilians. In these challenging economic times, volunteers offer law enforcement agencies the

[8] Johnson, Carrie. "Double Blow for Police: Less Cash, More Crime." *The Washington Post.* February 8, 2009 www.washingtonpost.com/wp-dyn/content/article/2009/02/07/AR2009020701157.html. (Accessed March 25, 2011)

resources needed to assist in and expand public services and crime prevention efforts in communities. It is also important to understand that while volunteers are not compensated for their time and efforts, starting and maintaining a volunteer program does have costs (training, uniforms, supplies, etc.) associated with it.

Establishing and maintaining a volunteer program is not a cost-free endeavor; however, the return on investment can be substantial. The costs associated with establishing and maintaining a volunteer program depends on the scope of opportunities offered.

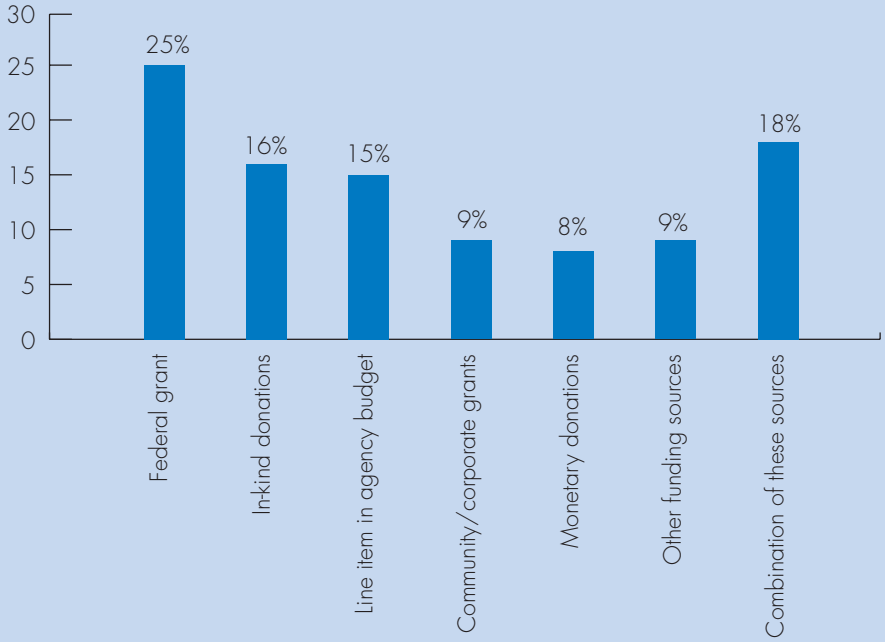
Costs to consider:

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

Law enforcement volunteer programs are funded through a variety of mechanisms. The main sources of funding are donations, fundraising, and grants. According to Director Melekian, "The downturn in the economy has impacted the country in ways that could not have been predicted even five years ago. The enhancement of community policing and the myriad of social outreach programs employed by local law enforcement have been brought about in large measure by the ready availability of local funding sources. That financial foundation is in serious jeopardy in many local jurisdictions."[9] While traditional funding streams may be reduced or are no longer available, law enforcement agencies can look to other sources for financial support.

[9] Melekian, page 14.

The May, 2011 VIPS website Question of the Month, "How is your volunteer program funded?" received 277 responses, showing a diverse mix of funding structures in VIPS programs:[10]



The following agencies and programs may be potential resources to consider when applying for funding to support a law enforcement volunteer program.

Retired and Senior Volunteer Program

The Retired and Senior Volunteer Program (RSVP) is a national service initiative that began in 1969. RSVP is a key element of the Corporation for National and Community Service (CNCS). Through RSVP, CNCS provides grants to qualified agencies and organizations to engage persons 55 years and older in volunteer service. A volunteer center, community organization, office for the aging, or a similar office within a community's local government may coordinate RSVP opportunities. More information can be found at www.seniorcorps.gov/about/programs/rsvp.asp.

[10] Question of the Month Results, May 2011. www.policevolunteers.org/poll/index.cfm?fa=pollresult&questionID=85&answerids=# (accessed July 12, 2011).

Donations

Local businesses or organizations may also provide in-kind services or donations, ranging from gift certificates for volunteer recognition to a vehicle for citizen patrols. Agencies may raffle off in-kind donations, such as televisions, electronics, and gift cards, at community events; offer child fingerprinting services for a small donation; host community events, such as antiques or auto shows, dinners, and festivals, with proceeds going to the volunteer program.

Fundraising

Many law enforcement volunteer programs engage in fundraising to support their volunteer activities. The policies and procedures for direct fundraising by law enforcement agencies vary. Agencies should check with their legal departments for fundraising guidelines and regulations. Local branches of civic groups and service organizations such as Rotary International, Lions Club International, and the Benevolent and Protective Order of Elks may be willing to provide support by raising funds on behalf of agencies that are prohibited from soliciting funds.

Grants.gov

Grants.gov was created as a resource to improve government services to the public's ability to research and apply for federal funding. Grants.gov is a central storehouse for information on more than 1,000 grant programs and access to approximately $500 billion in annual awards. By registering on this site, agencies can apply for grants from 26 different federal grant-making agencies. More information can be found at www.grants.gov.

U.S. Department of Justice

The U.S. Department of Justice's Office of Justice Programs (OJP) offers federal financial assistance to state and local governments and agencies. OJP offers discretionary grant funds, which are announced through www.ojp.gov. The website also offers Grants 101, which contains information ranging from the life cycle of a grant to types of funding.

Justice Assistance Grant Program

The Edward Byrne Memorial Justice Assistance Grant (JAG) Program, administered by BJA, offers formula grants that allow states and local governments to support a broad range of activities to prevent and control crime and to improve the criminal justice system. In FY 2011, there were a total of 56 states and territories and 1,483 local jurisdictions eligible for JAG funds, with a total of $368.26 million available. These funds can be used to pay for personnel, overtime, and equipment. More information can be found on the JAG website at www.ojp.gov/BJA/grant/jag.html.

U.S. Department of Transportation

Nearly every federal agency offers grant programs. For example, the Department of Transportation provides funding to law enforcement agencies interested in implementing a child-seat safety volunteer program. More information can be found at www.dot.gov.

U.S. Department of Health and Human Services

The U.S. Department of Health and Human Services (HHS) may be another source for funding. Volunteers who work in disaster assistance and preparedness issues, such as pandemics, may be eligible to receive grants from HHS. More information is available at www.hhs.gov.

U.S. Department of Homeland Security

The U.S. Department of Homeland Security (DHS) has adopted a risk- and effectiveness-based approach to allocating funding for certain programs within Homeland Security grant programs. This approach aligns federal resources with national priorities. During FY 2010, DHS granted $1.78 billion in funds, of which $12.4 million was allocated to Citizen Corps programs. These funds may be used to maintain various volunteer initiatives, including citizen volunteer programs that support emergency responders, disaster relief, and community safety. Each state has a Citizen Corps point of contact that can offer grant-related information to local law enforcement agencies and local Citizen Corps Councils. A list of state contacts can be found on the Citizen Corps website at www.citizencorps.gov.

Tax-Exempt Status

Many registered VIPS programs have partnered with existing local nonprofit associations or have been involved in creating associations that can raise funds and secure nonprofit status. Many agencies form nonprofits through their Citizens' Police Academy Alumni Associations.

The Internal Revenue Service has issued a publication, *Tax-Exempt Status for Your Organization* (Publication *557*, Rev. October 2010), that discusses what is commonly referred to as Section 501(c)(3) status. A copy of this publication can be downloaded from the VIPS resource library, www.policevolunteers.org/pdf/p557.pdf.

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 2010 national average hourly volunteer return is $21.36. For more information, including average hourly values by state, visit www.independentsector.org or www.policevolunteers.org.

Innovative Ideas and Activities

Considering the current economic and political environment and the fundamental changes that these reductions are causing, from the elimination of important functions within departments to the consolidation of agencies and the regionalization of shared services, 94 percent of respondents said that we were seeing a "new reality" in American policing developing.

—IACP Policing in the 21st Century: Preliminary Survey Results[11]

In the face of these challenging economic times, many agencies are trying new and innovative solutions to service delivery. This next section outlines creative ways departments are currently leveraging volunteer resources to maximize services in their communities. From small administrative tasks to activities that require advanced screening and training, volunteers can be active in nearly all divisions of law enforcement work. The information in this section was gathered through the VIPS program website, focus groups, site visits, and numerous conversations with law enforcement executives, volunteer coordinators, and volunteers around the country.

Chaplaincy

Law enforcement officers face challenging and stressful situations on a daily basis. In today's economy, they are forced to do more with fewer resources, adding to their stress level. Volunteer chaplains can provide support and encouragement when officers and their families need it most. Chaplains often go on ride-alongs or spend time at the department to get to know the officers and talk through issues and worries. Many chaplain programs not only serve the law enforcement community but provide comfort and counseling to victims of crime on the scene or after the event. Chaplains can assist officers by providing emotional support for suicide and attempted suicides, homicides, assaults, domestic violence situations, and death notifications. While some departments have paid chaplains, the vast majority are volunteers. These volunteers come from all faith backgrounds but offer their services in a nondenominational manner. Most chaplains are full-time, ordained faith leaders, but some agencies allow lay people to serve in the role. Some chaplains take on additional duties, such as patrol or crowd control at large events.

Possible volunteer roles:

- Offer grief and trauma counseling for officers, their families, and crime victims
- Provide on-scene emotional support at critical incidents
- Accompany officers on death notifications
- Perform wedding ceremonies and attend special events for officers and volunteers

Pennsylvania State Police

www.psp.state.pa.us
www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=1355

Population served:	12.7 million
Sworn employees:	4,677
Civilian employees:	1,600
Volunteers:	48
Agency budget:	$877 million
Value added:	1,506 hours, value of volunteer time: $32,188

[11] IACP, page 3.

Chaplains first made their appearance in the Pennsylvania State Police (PSP) in the mid 1990s when they acted in a ceremonial capacity for promotion ceremonies, cadet graduations, and state police barrack openings. Chaplain duties were expanded in 2002 as a part of PSP's Member Assistance Program (MAP). In addition to an ongoing ministry presence, chaplains assist troopers by attending to serious accidents, suicides, homicides, and comforting victims and families. Chaplains visit sick troopers in the hospital or at home and are sometimes requested to perform eulogies or be present at funerals. Chaplains have also been asked to perform troopers' wedding ceremonies. PSP chaplains are not permitted to go on ride-alongs, as PSP does not offer ride-alongs to any individual. Some chaplains have begun a tradition of bringing food to stations on a regular basis to inspire camaraderie; PSP reports that off-duty troopers stop by when the chaplain is there.

Chaplains receive annual training and discuss incidents and situations they have experienced in recent months. Since chaplains are spread throughout the state, if someone is unable to make the training, the MAP regional peer coordinator in will bring the materials to the chaplain. The MAP regional peer coordinator also assists new chaplains by introducing them to the command staff and stations in their area. It is then up to each chaplain to visit the stations and let the troopers and staff become comfortable with them. Each MAP regional peer coordinator hosts quarterly meetings with the chaplains in their region, the MAP program manager checks in with chaplains through phone calls on a regular basis, and the senior chaplain is available to assist chaplains at any time.

Virginia Beach, Virginia, Police Department

www.vbgov.com/dept/police
www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=637

Population served:	437,994
Sworn employees:	800
Civilian employees:	211
Volunteers:	197
Agency budget:	$80 million
Value added:	23,368 hours, value of volunteer time: $499,140

The Virginia Beach Police Department (VBPD) chaplains are on-call 24 hours a day to respond to the needs of officers. Chaplains are most commonly called out to assist with death notifications, suicides and threats of suicides, and for domestic violence situations. Chaplains may also be called to assist officers with crowd control at the oceanfront, at other special events, and when arrests are made. Chaplains are also involved in VBPD's *Every 15 Minutes* presentation that allows them to practice giving death notices. This emotionally charged program is an event designed to dramatically instill teenagers with the potentially dangerous consequences of drinking alcohol.

VBPD allows lay persons, when commissioned by their house of faith, to be chaplains and the 60-hour training academy prepares them for this role. Chaplain candidates must successfully complete one 10-hour ride-along with a chaplain supervisor, two 10-hour shifts with a police field training officer, and VBPD's Citizen Police Academy. They receive ongoing training through quarterly meetings.

Chaplains are organized into the chain of command that includes a VBPD captain, administrative chaplain, chaplain supervisors, and chaplains. Chaplains are

stationed out of each of VBPD's four precincts which help officers get to know the chaplains on a more personal level. Chaplains make themselves available to officers to provide counseling or simply just to talk. Often these conversations begin during a ride-along and continue in a neutral location. Chaplains do not have a minimum number of hours they have to maintain per month. The department recognizes that depending on their role in their full-time ministry, minimum hours may be difficult for some chaplains to obtain. Some chaplains, however, do have regular duties such as patrolling the oceanfront on foot. They can often detect hostile situations, such as drunk or angry mobs, before the situation reaches a boiling point. Chaplains also direct traffic to keep pedestrians safe, as vehicle and pedestrian traffic are heavy along the beach block. VBPD provides uniforms to the chaplains, as well as vehicles with magnetic decals, both clearly identifying them as police chaplains.

Code Enforcement

Quality of life issues can affect crime rates, public health, and community morale. While residents are certainly concerned about crime and safety, it is often issues like junk cars on the streets, barking dogs, and obstructed sidewalks that most affect their day-to-day lives. City and state code enforcement differs significantly by jurisdiction. Often code enforcement duties are shared by multiple city agencies, depending on the issue area. Fire, health, animal control, and building inspections departments typically all have a role to play, and often law enforcement takes on code responsibilities as well. For some agencies, these responsibilities have expanded due to restructuring of city or state agencies in response to budget cuts. From small towns to large urban areas, these responsibilities can be a burden on already busy agencies. While out on patrol or as a special assignment, volunteers can look for code violations, saving law enforcement officers valuable time and keeping quality of life issues under control. Some agencies even share their volunteers with other local departments to work on code enforcement initiatives. A volunteer's level of responsibility can vary depending on each agency and state's regulations. In some instances, volunteers are allowed to issue citations. For example, some states allow trained volunteers to issue citations for handicapped parking violations or issue tow notices for vehicles that are abandoned. If they cannot issue citations, volunteers are often permitted to issue official warning notices of code violations. In many agencies, volunteers can be counted on to document issues and report code violations for law enforcement officers or the appropriate agency to follow up on.

Possible volunteer roles:

- Tag dead storage vehicles for tow
- Report and remove unauthorized signs
- Listen for barking dogs after a complaint is filed
- Cite or warn handicapped parking violators
- Observe overgrown bushes and other residential issues

Volunteers as Revenue Generators

The Illinois State Police developed a temporary solution to retain a percentage of all citations written in the state. Departments should look at how the revenues from their department's citations are divided up as there may be a temporary funding stream there if the department does not receive 100 percent of the available revenue already.[12]

[12] PERF, page 15.

Independence, Missouri, Police Department

www.ci.independence.mo.us/police
www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=952

Population served:	165,000
Sworn employees:	250
Civilian employees:	120
Volunteers:	60
Agency budget:	Not available
Value added:	Not available

Independence, Missouri, is an immediate suburb of the Kansas City Metro area. The Independence Police Department's volunteer program is managed by an officer with the assistance of volunteers. Volunteers are organized into different activity categories and each activity has a section leader. Volunteers take part in patrol, child identification, child seat installation, and administration.

Patrol volunteers allow officers to focus on enforcement activities, while relieving them of many routine duties. Patrol activities include such things as assisting the traffic division by placing speed trailers where needed; patrolling shopping centers and walking trails and bike trails; conducting vacation home checks; running radar survey; assisting with traffic control for dignitary motorcades and road closures; and licensing used car lots. Inspection of dealerships is a mandate from the state, as individuals are known to set up fraudulent vehicle dealerships that can be on the side of the road one day and gone the next. Missouri State Police transferred this assignment from state patrol to municipal patrol agencies. To combat this crime, Independence trained volunteers to observe these dealerships and report violations to the department. Volunteers were trained to look for indicators, such as, a permanent building, proper signage, and ample parking for both vehicles being sold and for customers. Once volunteers complete their checklist, ensuring the dealership is official, the volunteers submit their report to the department and the dealership receives their city occupancy license.

Vacaville, California, Police Department

www.cityofvacaville.com/departments/police
www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=414

Population served:	96,500
Sworn employees:	114
Civilian employees:	57
Volunteers:	75
Agency budget:	$26.6 million
Value added:	20,608 hours, value of volunteer time: $440,187

The Vacaville Police Department shares volunteers with the city's code enforcement department. A code technician is designated to each pair of volunteers. When volunteers arrive on duty, after checking in with the police department, they travel to the code enforcement office to meet with their compliance technician. Volunteers are permitted to distribute municipal code violation notices and submit reports to the code enforcement department. Volunteers assist with an average of 200 cases each month.

Code enforcement volunteers also handle homeless encampments, weed abatement, and other low priority projects. Record keeping is critical, as the code enforcement technician follows up on notices issued by volunteers to confirm compliance. Volunteers patrol based on a list of code violators as well as streets and parking lots to issue non-moving parking violations such as handicapped parking, fire lane violations, and expired vehicle registration. Some of the items

volunteers look for when on patrol are unattended or abandoned vehicles; unattached trailers, boats, RVs, or construction equipment; hazardous vehicles; basketball hoops or skate ramps on sidewalks or streets which are city property; obstructions of the public's right of way; overgrown weeds, trees, and bushes; and garbage cans on the curb on any day other than collection day. Through their police parking enforcement training, volunteers are permitted to issue tow notices for vehicles once the owner fails to comply with multiple previous notices. A code compliance technician will then tow the vehicle. All other code violations are reported to the city's code enforcement department for follow up. While code compliance volunteers will patrol most anywhere in the city, they admittedly will not patrol their own neighborhood.

Crime Prevention and Public Outreach

With many law enforcement agencies facing large cuts to their community outreach budgets, agencies are discovering the value of utilizing volunteers in crime prevention and public outreach. The desire to keep communities safer and crime lower is a primary reason that volunteers get involved with VIPS programs. With this enthusiasm for public safety, volunteers allow agencies to maintain a visible public presence over a much broader spectrum of the community. From large events to one-on-one interactions, the sharing of crime prevention information is a powerful thing. Residents often feel more comfortable talking to volunteers about safety questions or concerns more so than law enforcement officers. Volunteers have long been involved in providing operational support to large scale community events, but many agencies are expanding volunteer responsibilities to include planning events, soliciting donations, and leading educational activities.

> *With resources shrinking and demands for services either staying the same or increasing, police departments are in a difficult position. Police departments have always relied on volunteers to help offset their costs, provide more resources to the community, and enhance relationships between the community and law enforcement. Since 9/11 and with the current economic downturn, these volunteers are an even more essential component of any law enforcement agency.*
>
> —Susan Hillal and David Olson[13]

Volunteers can also help deter crime. They keep residents feeling more secure through vacation house checks and home security education. They develop relationships with businesses by giving them crime prevention tips and showing a law enforcement presence. Various patrol activities and other volunteer tasks profiled in this publication also fall under the crime prevention umbrella.

Possible volunteer roles:

- Plan and implement educational safety activities and events for the public
- Write newsletters or articles about crime prevention
- Participate in a volunteer speakers bureau
- Patrol shopping areas during the holiday season
- Join a neighborhood watch organization
- Perform business and home security checks
- Conduct vacation house checks

[13] Susan M. Hilal and David P. Olson, "Police Reserve Officers: Essential in Today's Economy and an Opportunity to Increase Diversity in the Law Enforcement Profession," *The Police Chief 77* (October 2010): 92–94, www.nxtbook.com/nxtbooks/naylor/CPIM1010/#/92. (Accessed March 24, 2011)

Billings, Montana, Police Department

Crime Prevention Program

www.ci.billings.mt.us/index.aspx?nid=101

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=647

Population served:	104,000
Sworn employees:	144
Civilian employees:	25
Volunteers:	145
Agency budget:	$18 million
Value added:	15,159 hours, value of volunteer time: $323,796

The Billings Police Department (BPD) has 145 active volunteers throughout its five divisions: crime prevention, report writing center, special projects, volunteer patrol, and volunteer bike patrol. All volunteer personnel and staff work out of the BPD's Crime Prevention Center provided by a no-cost five year lease by the city. The overall goal of all BPD volunteer activities is to reduce, mitigate, and prevent incidents of crime in all Billings neighborhoods. Programs include Neighborhood Watch, McGruff House®, bicycle registration, Operation ID theft prevention, child ID DNA kits, ID theft prevention, prescription drug take-back, business watch, civil fingerprinting, Safe Routes to Schools, and abandoned vehicles.

The direction for the crime prevention division is provided by the BPD's Crime Prevention Leadership team consisting of a sergeant, five volunteers, the volunteer coordinator, and the crime prevention officer. The team meets monthly to discuss and coordinate issues regarding all crime prevention division efforts. The BPD utilizes newsletters, in both hardcopy and online, www.CrimeMapping.com, as well as popular social media to inform the public about current crime prevention activities and hot topics in the community.

Boise, Idaho, Police Department

City Hall After Hours

www.cityofboise.org/Departments/Police

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=742

Population served:	210,000
Sworn employees:	302
Civilian employees:	73
Volunteers:	125
Agency budget:	$49.6 million
Value added:	14,831 hours, value of volunteer time: $316,790

The Boise Police Department provides its 125 volunteers with a variety of meaningful assignments that improve the department's services. One of these projects is City Hall After Hours, a program that enlists 12 volunteers to provide support at public meetings, such as city council and school board meetings. Volunteers arrive in advance of meetings and provide services, such as unlocking meeting rooms. They work in pairs; one volunteer is stationed at the door greeting and directing citizens as they arrive, and the other is in the meeting room. Volunteers are easily identified by their department-issued vests and identification badges. Volunteers serve as the eyes and ears for the meetings. Not only do they pay attention to the mood of the room, but they also assist presenters when technological or mechanical problems arise and help to keep the meeting on agenda.

Volunteers call for police assistance if the mood escalates or someone needs to be removed from the meeting room. Volunteers receive training in crowd control, evacuation procedures, and identifying and responding to suspicious packages, skills needed to assist public events. Volunteers also call for medical assistance, if needed, and determine the easiest way to

navigate a stretcher through city hall's corridors. Many department volunteers receive Red Cross training and are certified to administer CPR, general first aid, and use of automated defibrillators. Volunteers assigned to a specific meeting will receive an informational briefing from the city office assembling the meeting prior to its start. Volunteers that sign up to staff city hall have quarterly roundtable meetings to discuss their activities. The citizens of Boise recognize the volunteers as leaders and ambassadors to the community.

Interpretation, Translation, and Multicultural Outreach

According to the 2008 U.S. Census American Community Survey, of the 304 million persons in the United States, 12.5 percent were foreign born.[14] This rapid growth in immigrant populations continues to increase and many communities are experiencing a dramatic shift in cultural makeup. Language barriers, cultural misunderstandings, and immigrants' fear of law enforcement bring new challenges. While many agencies are working hard to recruit officers who represent diverse communities, there is often a gap in available staff to interpret the multiple languages spoken in some communities. Paid interpreters are a luxury that most departments cannot afford; so many agencies are turning to volunteers for language support. By bringing members of immigrant communities into the agency as volunteers, law enforcement can begin to address cultural misunderstandings and improve communications between themselves and the members of their community. By educating officers on cultural customs and frequently spoken languages found in their community and by building relationships with diverse communities, volunteers empower immigrant groups to overcome their fear of law enforcement.

Possible volunteer roles:

- Provide language interpretation (in office, on patrol, or on call)
- Translate documents
- Educate officers on cultural differences and/or languages spoken within the community
- Support community outreach events and educational opportunities

Tulsa, Oklahoma, Police Department

Spanish Speaking Ride-Along Interpreters

www.tulsapolice.org

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=954

Population served:	400,000
Sworn employees:	680
Civilian employees:	75
Volunteers:	40
Agency budget:	$77 million
Value added:	7,833 hours, value of volunteer time: $167,313

When budget cuts and departmental reorganization left a Tulsa Police Department (TPD) sergeant in charge of both the VIPS Program and the Hispanic Outreach Program, he recognized the potential for crossover. The Spanish Speaking Ride-Along and Interpreter Program was developed to build trust in the Spanish-speaking community and to bring new volunteers with valued language skills into the VIPS program. This program provides Spanish-speaking citizens with an opportunity to assist TPD officers in better communicating with the Hispanic community. The Spanish Speaking Ride-Along volunteers often live in the communities they help patrol, and their familiarity with the community and residents often helps diffuse tension and prevent misunderstandings.

[14] U.S. Census Bureau. American Community Survey 2008. www.census.gov/acs/www. (Accessed April 14, 2011)

Bilingual citizens or legal residents who volunteer for this program ride with on-duty officers and make their language skills available for interpretation as needed. Volunteers can also opt to be on-call to interpret by phone when an officer needs assistance. Volunteers apply to the program by filling out the standard VIPS application, a notarized *Ride-Along Hold Harmless Agreement*, and a brief résumé of their qualifications. Volunteers are tested on both their English and Spanish speaking skills, and are thoroughly trained on their role as an interpreter and the importance of word-for-word translation. Much of the training and language testing is done through role play with officers to prepare volunteers for scenarios they might encounter. Once they have completed training, Spanish Speaking Ride-Along volunteers are given unlimited ride-along privileges and schedule their own ride-alongs with officers who agree to participate in the program. The Spanish Speaking Ride-Along Program gives officers the opportunity to practice language skills with a native speaker, improving their pronunciation, vocabulary, and conversation skills. The goal is for volunteers and officers to build relationships and eventually work regular shifts together. The program also helps TPD recruit prospective officers, with one bilingual volunteer having recently been accepted to the police academy.

Investigations

With popular television shows like *CSI* capturing the public's attention, there is a great deal of interest from volunteers to get involved in law enforcement investigations. Yet given the confidentiality concerns and high skill requirements of this kind of work, agencies are sometimes hesitant to place volunteers in investigation units. In today's world of doing more with less, many agencies have found new and creative ways to work through the barriers and engage volunteers in investigation assistance.

There are many tasks volunteers can do which allow officers time to respond to higher level investigative duties. Volunteers can manage case files, copy audio or video evidence, and answer tip-line calls. Extra time is a luxury volunteers have that officers do not, so volunteers can be a great support to cold cases. Volunteers have the time to reread case files, review evidence, and reconstruct crime scenes to look for things that may have been missed. Volunteers can also find new information by searching online databases and social media sites, looking for missing records and contacting persons involved with the case. Many departments engage retired law enforcement officers or civilians in these roles, but volunteers from other professions can also bring important skills to the cases.

Some departments bring investigation volunteers onto the crime scene for property crimes and other nonviolent offenses. With proper training, volunteers can collect fingerprints and biological evidence, take photographs, and collect information from victims.

Volunteers are held to the same standards as employees in terms of confidentiality, performance, and training. When recruiting volunteers in investigations, agencies should recruit for the skills and attitudes needed for the position and consider a more comprehensive background screening and reference check. A thorough training is essential to ensure volunteers understand their position in the department and their job functions.

Possible volunteer roles:

- Organize case information/paperwork
- Help reconstruct crime scenes and evidence
- Research cold cases
- Conduct online searches for case information
- Copy video and audio evidence
- Retrieve surveillance video and other evidence from businesses

Denver, Colorado, Police Department

Volunteer Crime Scene Investigation Team

www.denvergov.org/policevolunteers

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=887

Population served:	610,000
Sworn employees:	1,459
Civilian employees:	232
Volunteers:	250
Agency budget:	$179 million
Value added:	23,628 hours, value of volunteer time: $504,698

The Denver Volunteer Crime Scene Investigation Team (Volunteer CSI) is an all-volunteer group that has been trained to investigate car thefts and other property crimes that overburdened officers have not been able to visit. Volunteers are trained in how to appropriately collect fingerprints, take pictures, and gather critical forensic evidence. Members of the Denver Volunteer CSI Team receive on-the-job instruction by Crime Scene Investigators. Participants must pass a background investigation and a suitability interview prior to serving as a volunteer and must commit to one year in an administrative volunteer unit prior to being interviewed for placement in the Volunteer Crime Scene Investigation Team. During the review process for admittance, volunteers are required to pass a polygraph test and receive final approval from the Director of the Crime Lab.

Charlotte Mecklenburg, North Carolina, Police Department

Cold Case Squad and Crime Scene Investigations Unit

www.charmeck.org/city/charlotte/CMPD/Pages/default.aspx

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=398

Population served:	809,500
Sworn employees:	1,600
Civilian employees:	465
Volunteers:	590
Agency budget:	Not available
Value added:	65,985 hours, value of volunteer time: $1,409,440

Currently the Charlotte Mecklenburg Police Department (CMPD) Cold Case Squad consists of two detectives and one Federal Bureau of Investigation agent. The review team consists of six civilian employees with former law enforcement experience who determine if the case needs investigation. If so, volunteers are sometimes incorporated into the team. These volunteers may conduct research, locate people, and write lab requests. To date the volunteer unit has worked on 101 of CMPD's 350 cold cases. Of the cases the volunteers supported, 26 have been solved.

Volunteers assigned to the CSI unit at CMPD assist in the processing of evidence by fingerprinting and taking photographs. Cases volunteers may be assigned to include auto theft, missing persons, sex crime, homicide, and more. These volunteers receive specialized training pertaining to the identification, handling, and preservation of key evidence. They also ride with a certified crime scene investigator prior to their first investigation.

In addition to their individual duties, volunteers write critique reports. The support and aid of the volunteers in these investigative efforts have been immeasurable to not only the victims and their families, but to the department and community as a whole.

Missing Persons

Every missing person report received by a law enforcement agency is different. But whether it is a child, teenager, adult, or senior citizen, all missing persons investigations share a common element—the need for manpower to find the missing person as quickly as possible. The more people looking for a missing person, the faster that person may be found. Even with advances in technology and comprehensive new legislation, law enforcement agencies are challenged to deploy the manpower and resources to handle these difficult incidents. Missing persons cases are often high profile, with media attention and spontaneous volunteers adding to the stress on law enforcement. From preparing child safety identification kits to active searches to reviewing cold cases, there are numerous ways that volunteers can support missing persons cases before, during, and after the incident.

The key is to have a comprehensive volunteer management plan in place for deploying volunteers when a missing person incident occurs. Affiliated volunteers can be important players in missing persons searches. These volunteers are engaged with your department through your existing volunteer program and have received necessary training to carry out their activities. They can be called upon quickly and are already familiar with agency policies and procedures. Many of their current functions can be put to use for missing persons cases, including answering hotlines, logging evidence, or traffic direction, and they can be trained in specialized search procedures. Affiliated volunteers can also play an active role in assisting with the management, training, and supervision of spontaneous volunteers who show up on scene. Spontaneous volunteers are typically passionate and dedicated individuals who want to help. With proper screening, training, and supervision, they can be a good resource for distributing fliers, translating, manning phone banks, or providing extra eyes for the search. If they have a positive experience, spontaneous volunteers may become valuable affiliated volunteers.

Possible volunteer roles:

- Assist parents in completing child identification kits
- Replace batteries monthly in tracking systems transmitter bracelets
- Control the perimeter at the scene of a missing person
- Develop, post, and distribute posters and fliers
- Man phone banks and command centers
- Provide food, water, and other relief services
- Contact families of missing persons to update case files
- Contact other law enforcement agencies regarding missing or unidentified persons

Delray Beach, Florida, Police Department

Project Lifesaver and Alzheimer's Registration Project
www.mydelraybeach.com/Delray/Departments/Police/default.htm
www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=1139

Population served:	64,220
Sworn employees:	158
Civilian employees:	78
Volunteers:	389
Agency budget:	$26 million
Value added:	41,641 hours, value of volunteer time: $889,452

Several of the Delray Beach Police Department's 14 volunteer units assist when an individual goes missing. The department uses volunteers in marine patrols that help search canals for missing persons. The volunteer disaster response team, while trained for hurricane response, can provide relief on long missing person searches by providing refreshments or assisting in searching. Volunteer Citizen Observer Patrols (COP) are organized by neighborhood, and patrol their assigned area in pairs. When an individual is reported missing, the volunteer captain calls out to the COP for the neighborhood of the missing individual to begin the search. The COP volunteers are very knowledgeable about their jurisdictions, so if the missing person is an Alzheimer's or dementia-related disorder patient, it is highly likely that the volunteers are familiar with this person and his or her habits.

With more than a quarter of the permanent population over the age of 62, Delray Beach has a disproportionate number of Alzheimer's patients compared to other communities around the country. Due to this, the police department took a proactive approach to identifying Alzheimer's patients in the community while still respecting the patient's privacy. Volunteers work with local Alzheimer's care centers to register Alzheimer's patients, so the police department has the individual's basic information and recent photograph on file should the person go missing. The process is completely voluntary and is similar to child safety identification kits that many volunteer programs support. The files are updated annually and entered into a database that officers can access from their vehicles. Volunteers also help to implement Project Lifesaver, a program which uses a radio signal in a transponder bracelet on Alzheimer's or patients with other dementia-related disorders. When an individual wearing the bracelet is reported missing, transceivers are activated to help locate the patient.

Santa Cruz County, California, Sheriff's Office

Volunteer Missing and Unidentified Persons System Coordinator

www.scsheriff.com

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=3215

Population served:	254,538
Sworn employees:	110
Civilian employees:	190
Volunteers:	140
Agency budget:	*Not available*
Value added:	11,450 hours, value of volunteer time: $244,572

The Santa Cruz County Sheriff's Office has a volunteer who assists with the missing and unidentified persons system and files. The volunteer answers the phone for the division and can give general procedural information about the coroner's office. He also speaks with family members of missing persons regarding their cases. The volunteer collects photographs and other information on missing person cases and assists with maintaining the department's missing persons' files.

The volunteer developed a system to help organize each case and obtain an updated status on the location of these "missing" individuals in an effort to remove some of the cases from the system. He follows up on missing and unidentified person cases, speaking to parents, friends, and schools listed in the files. Sometimes a missing person will make contact with his or her family or return home, but the law enforcement agency is not notified. The volunteer also confirms that DNA has been collected on all unidentified body cases and sends samples for analysis. In addition, the volunteer is trained and certified to collect DNA from living persons, and often is sent to collect DNA from family members of missing persons in order to

assist with cases. He contacts local, state, and federal agencies regarding Santa Cruz County's missing and unidentified persons. Other agencies contact him for similar information. The sheriff's office has cleared more than 100 missing persons and one unidentified body case since this volunteer began.

Patrol

For many law enforcement agencies, patrol is one of the primary functions for volunteers. Volunteer patrols allow law enforcement agencies to greatly expand their presence in the community and provide services to residents that they may not have time to do otherwise. Patrols vary in their day-to-day functions, but in all patrol incidences, volunteers are in close contact with dispatch via radio or cell phones to report crimes in progress or anything that needs an officer's attention. Patrols often drive through neighborhoods, shopping centers, vacant properties, or local crime hotspots, serving primarily as a crime deterrent. They may also take on additional duties, e.g., vacation home checks, code enforcement, and traffic control.

Patrols can be modified to expand beyond just neighborhoods and business districts. With budget shortfalls affecting city departments across the nation, many law enforcement agencies are being asked to support other city agencies in new ways. In some jurisdictions, park and trail security duties that were supported by recreation or park service departments in the past may now be the responsibility of the local law enforcement agencies. As a result, an increasing number of agencies are turning to volunteers to help keep recreational spaces safe and enjoyable for residents. The visibility of volunteers on patrol helps deter criminals and makes residents feel safer in the parks. They can act as liaisons with the public by answering questions, giving directions, or providing basic first aid. Volunteers can also report quality of life issues, such as graffiti, poor lighting, missing signage, excess litter, and suspicious activity to the proper city departments.

With tight budgets ever present, many agencies are looking into alternatives to purchasing new vehicles for their volunteer patrols. Many jurisdictions refurbish retired vehicles from the sworn officer fleet or partner with a local car dealership to have a new car donated or loaned. Still, vehicle maintenance and fuel expenses can make car-based patrols a costly program, leading some agencies to turn to alternative methods of transportation. Golf carts and Segways can decrease costs and provide a more energy efficient way for volunteers to accomplish their patrol duties. Bicycle patrols, long popular with sworn officers, are also becoming increasingly common among volunteer programs. At a fraction of the expense of a vehicle, bicycles are cost-effective and also allow patrol volunteers to get a closer look at their surroundings, as well as appear more approachable to the public. Mounted patrols are another way for volunteers to engage with the public and keep an eye out for trouble. Oftentimes, volunteers will provide their own horses and equipment. Even on foot volunteers can be an important crime deterrent and community law enforcement presence.

Possible volunteer roles:

- Provide additional law enforcement visibility in residential and business districts
- Act as ambassadors with the public
- Warn or cite parking and speed violators
- Enforce leash laws and other park guidelines
- Report graffiti and unsafe quality of life conditions

Clearwater, Florida, Police Department

Park Patrol Volunteers

www.clearwaterpolice.org

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=940

Population served:	110,000
Sworn employees:	260
Civilian employees:	142
Volunteers:	55
Agency budget:	$36 million
Value added:	11,047 hours, value of volunteer time: $230,330

The Clearwater Police Department's (CPD) volunteers patrol the city's residential neighborhoods, parks, beaches, and trails. Park patrol and trail watch volunteers attend a 15-hour general training academy and receive additional training on operating patrol vehicles, as well as on city geography. During the training academy, volunteers learn how to interact with people they may encounter when on patrol, what to look for, and how to contact CPD for assistance. Volunteers also patrol the city's beaches in all-terrain vehicles. Volunteers on patrol are easy to identify in CPD-issued uniforms, and before each shift, volunteers stop at the department to check in, retrieve a radio, and sign out a vehicle. Regular visitors to the park feel comfortable approaching the volunteer vehicle to say hello or to ask a question. During the week, volunteers generally patrol in a marked vehicle. On weekends, the 30 parks and 14 miles of trails are busier, making it too difficult to use a vehicle to patrol, so volunteers patrol on bicycles.

In addition to being a liaison between park visitors and the police department, volunteers look for things that could prevent people from enjoying the park. They document graffiti so it can be quickly removed. If they find property, they submit it to detectives. When homeless and transient people camp in the parks and along the secluded trails in the city, volunteers have the option of approaching them and asking them to leave or call an officer to speak with them. Generally, the loiterers will leave after the volunteer makes the request.

Anchorage, Alaska, Police Department and the Municipality of Anchorage

Trail Watch

www.muni.org/departments/parks/trail/Pages/default.aspx

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=452

Population served:	291,826
Sworn employees:	414
Civilian employees:	177
Volunteers:	553
Agency budget:	*Not available*
Value added:	$75,228 hours, value of volunteer time $1,606,870

The Anchorage trail system includes more than 300 miles of paved trails, soft surface trails, and sidewalks that spread through the city's urban center, wrap around coastal neighborhoods, and stretch into the foothills of nearby Chugach State Park. Most of these trails are not accessible by Anchorage Police Department (APD) patrol vehicles. The Trail Watch Program taps into the community's passion for trails by recruiting volunteers to help promote safety and prevent crime. Volunteers also identify and report hazardous trail conditions and provide assistance to trail users.

The Trail Watch Program was started by the Anchorage Mayor's Office in 2003, in response to a series of assaults on female joggers in the previous year. In

response to volunteer input, Trail Watch developed two levels of volunteerism: Trail Watchers, volunteers who patrol the trails according to their own schedule; and Trail Watch Ambassadors, volunteers who patrol on a set schedule and receive additional training to assist trail visitors with directions, minor bike repair, and basic first aid. All volunteers receive safety training, carry cell phones to report suspicious activity, and post incident reports on the Trail Watch website. Trail Watch volunteers wear distinctive arm bands, and Trail Watch Ambassadors wear red vests to appear more obvious to the public. Through the volunteers' highly visible presence, crime is discouraged and residents feel safer to enjoy the parks.

Volunteers as Revenue Generators

The Sparks, Nevada, Police Department wrote a city ordinance to direct 100 percent of false alarm program revenue back to the department. The Police Department handles almost 4,000 false alarm calls a year. [15]

False alarms are an issue in many communities, and volunteers can help increase the efficiency of the department's false alarm program and reduce the overall number of false alarms. Volunteers can conduct alarm call backs, provide notification or issue the citation to the business of the false alarm, work with businesses and homeowners to register their alarms with the department, or provide clerical assistance to the alarm coordinator. Existing patrol volunteers can alert dispatch to audible fire or property alarms and report what they observed. Volunteers can also teach business and home owners about how to properly arm and disarm their alarm as a part of a crime prevention presentation.

Property and Equipment Maintenance

Administrative volunteer tasks, such as filing and answering phones, have historically been among the most common forms of law enforcement volunteerism. As budget cuts continue, many agencies are turning to their volunteers for higher-level administrative support. One administrative area in which volunteers can provide support is the management of property and equipment. Being able to drive a police car to the mechanic or properly dispose of unnecessary case evidence can be an exciting and rewarding volunteer position, as well as a big cost- and time-saver for agencies. Volunteers can create new organizational systems for property and equipment, making it faster and easier for officers to find what they need. With these high-level tasks, agencies should provide a more detailed training to volunteers to ensure they understand the tasks, agency regulations, and any confidentiality concerns.

Often a law enforcement agency's most important equipment is its vehicle fleet. These vehicles can also be among the most costly and time consuming to maintain. Volunteers may be skilled mechanics or they may simply have a user's knowledge of car maintenance. Either way, they can be a great resource for checking fluids, lights, and equipment and shuttling cars to mechanics for repairs.

Possible volunteer roles:

- Maintain fleet vehicles
- Organize property room
- Dispose of or transport property and evidence
- Manage office supplies storeroom
- Assist with uniform orders or patch addition or removal

[15] PERF, page 15.

Eugene, Oregon, Police Department

Squad Car Maintenance Team

www.eugene-or.gov/policevolunteers

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=202

Population served:	154,000
Sworn employees:	182
Civilian employees:	130
Volunteers:	87
Agency budget:	$44.4 million
Value added:	23,030 hours, value of volunteer time: $491,921

The Squad Car Maintenance Team (SCMT) is an effective cost-cutting program for the Eugene Police Department (EPD). SCMT volunteers are adept at solving problems and communicating with many different EPD divisions to coordinate vital vehicle services. Volunteers are not trained mechanics, but they have the time and skills to ensure that vehicles are in safe, reliable condition for officers. Volunteers provide basic maintenance for vehicles, including checking fluid levels, changing tires, replacing bulbs, adding or removing tire chains, and performing a variety of other minor repairs. For more advanced repairs, the city's fleet shop works with the volunteers to schedule service. SCMT members try to ensure that the service is scheduled around officers' schedules and take care of shuttling the vehicles to and from the Fleet Shop. Cars were previously shuttled by paid mechanics. By implementing this team, EPD saves $54,000 annually. SCMT members wash vehicles inside and out as needed and as requested by officers. Volunteers regularly check the inventory of 39 necessary items in each vehicle's trunk and organize and restock the contents. Volunteers maintain the vehicle storeroom and are responsible for communicating with department staff to place orders when supplies run low. When a new vehicle enters the fleet, SCMT members arrange for an assigned parking space, copy keys, stock the truck, update the officer key board, and arrange for someone to program the in-car computer.

The SCMT has implemented its own organizational systems to stay on top of vehicle maintenance and to track their work. They have created computer programs to record data on vehicles, including daily mileage records for 40 squad cars, five SUVs, four pick-up trucks, and several other vehicles used by lieutenants and captains. Two SCMT members sit on EPD's Vehicle Committee. They participate in monthly meetings, offer input, and relay meeting details to their team members. SCMT members were also active in getting a "retired" EPD pick-up truck assigned to the volunteer program. The truck was re-detailed with decals that make it a highly visible volunteer vehicle.

Rural Communities

Due to a lack of resources, smaller and rural law enforcement departments do not have as large of a presence in the community as some larger departments. In an effort to be more visible, smaller agencies can use volunteers to help expand their reach into the community. With a small agency, volunteer support can make a huge impact by extending visibility in the community and providing more services to the residents. While finding the staff time to start and maintain a volunteer program can be challenging, most agencies find the initial time to be a very worthwhile investment. Many agencies have found success in using volunteers to help with the coordination, training, and supervising of other volunteers. Other agencies partner with outside organizations, such as the Retired and Senior Volunteer Program and local volunteer centers, for assistance with volunteer recruitment and tracking.

Possible volunteer roles:

- Coordinate the volunteer program
- Provide additional patrols (car, bike, or foot)
- Perform community outreach and education
- Staff the front desk
- Enforce code and permit violations

Brookings County, South Dakota Sheriff's Office

Retired Senior Volunteer Program/ Patrol
www.brookingscountysd.gov/county-offices/sheriff
www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=1610

Population served:	30,000
Sworn employees:	14 Full-time, Two Part-time
Civilian employees:	Eight Full-time, 12 Part-time
Volunteers:	17
Agency budget:	$2 million
Value added:	2,170 hours, value of volunteer time: $46,351

The Brookings County Sheriff's Office (BCSO) serves a predominantly rural farming community and maintains the county jail in southeastern South Dakota. BCSO has jurisdiction over all the unincorporated area in the county and contracts with four cities in the county. The Retired Senior Volunteer Program (RSVP) in Brookings serves the sheriff's office with 17 volunteers. The Sheriff interviews each potential volunteer and provides a copy of his notes to the RSVP coordinator for his/her file. Volunteers receive 40 hours of in-service training and 12 hours patrol training, prior to being put on the patrol schedule. The introductory training includes an orientation to the department, expectations, safety on the job, report writing, first aid, radio operations, and orientation to county roads. Topical training covers how to handle minor vandalism, motor vehicle accidents, traffic control, abandoned vehicles, and patrolling school zones.

Once volunteers complete training, they are paired and allowed to patrol in a marked SUV. The vehicle is equipped with green Sheriff's Office vests that volunteers wear if they exit the vehicle. A first aid kit and a shovel are also in the SUV. The volunteers carry portable radios and patrol in three-hour shifts. Volunteer patrols stick to county roads as they are not allowed on the interstate. Major patrol activities consist of conducting homeland security checks on grain elevators and electrical substations and delivering commodities to county residents. The volunteers' patrol vehicle, a retired deputy patrol vehicle, has a radar gun, and although they do not have enforcement powers, a simple nod to a speeding motorist from a volunteer often does the trick. Volunteers may also report if they notice frequent high speeds on a particular street. In the morning and afternoon, volunteers are on hand at one of the three schools in the contracted cities to help with traffic direction. Volunteers encounter many things while on patrol and are trained to handle a variety of situations, some more particular to rural communities, such as escaped livestock. The Sheriff recognizes the need for the extra eyes and ears that volunteers can provide. With only one of the eight sheriff's deputies on duty at any given time, the support that volunteers provide has become invaluable to the department.

School Settings

Elementary, secondary, and university level schools are the heart of many communities, yet numerous school districts face daily struggles to keep their students and faculty safe from harassment, fighting, and theft. High profile school shootings and incidents of violent bullying have captured media attention and caused many communities to demand improved security efforts and safer school climates. Due to shrinking budgets and resources, fewer law enforcement officers are

available to assist in the schools and provide the presence they are requesting. As a result, many school districts and law enforcement agencies are teaming up to develop cost-effective strategies for safer schools, and they are calling on volunteers to help. For schools that have School Resource Officers (SROs), volunteers can support officers in educational programming or other administrative tasks, allowing the officer more time to address higher-level duties. In schools without SROs, volunteers can patrol school buildings and grounds, assist with emergency drills or exercises, and work with students and faculty on crime prevention projects and campaigns.

Having relationships with students, parents, and faculty members, school administrators have access to a large number of potential volunteers. Parents of students have a vested interest in school safety and often appreciate the opportunity to assist their child's school. Likewise, teachers may be willing to volunteer and help plan and implement educational programming to keep students safe. While most programs require volunteers to be over the age of 18, some agencies allow high school students to volunteer for special events. Students often have to do community service hours in order to graduate and can be an energetic resource for volunteer tasks. As positive role models, these students can help with public safety activities for younger children. College students are also a great resource for short-term projects. Whether working with on-campus police or other local law enforcement agencies, students interested in law enforcement career may value the opportunity to gain hands-on experience. Students and faculty from other disciplines can provide skilled support for special projects, ranging from marketing to surveys to technical programs.

Possible volunteer roles:

- Serve as crossing guards
- Lead walking school buses and bicycle trains
- Patrol school grounds and parking lots
- Provide traffic control for sports or other special events
- Educate students on crime prevention, i.e., Drug Abuse Resistance Education (D.A.R.E) or Internet safety
- Train student emergency response teams
- Escort students on university campuses
- Intern within the department

Sturgis, South Dakota, Police Department

Volunteers in Public Safety School Watch

www.sturgispolice.com

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=1126

Population served:	6,600
Sworn employees:	16
Civilian employees:	4
Volunteers:	18
Agency budget:	$1.68 million
Value added:	900 hours, value of volunteer time $19,224

The Sturgis Police Department (SPD) partnered with the city's high school by deploying volunteers to the school to provide additional grounds patrols and assistance with public safety programs in an effort to build positive relationships between youths and law enforcement officers. Patrol volunteers are provided with uniforms and an identification card that resembles those given to paid officers. Volunteers monitor school grounds, documenting graffiti, property damage, and incidents with loiterers. Documentation is submitted to the department for further investigation, and if necessary, officers are called to remove loiterers from the property. In the event of a crime, volunteers do not

have the authority to arrest anyone; however, once an arrest has been made by an officer, volunteers can transport prisoners to an intake facility, if needed.

SPD VIPS also assist the SRO with school-based public safety programs such as D.A.R.E. and *I-Safe*, an internet safety program. Volunteers also provide additional support for large-scale school events, such as fire drills, bus evacuations, and natural disaster preparedness. VIPS also provide traffic control for special events.

Cincinnati, Ohio, Police Department

Internship Program

www.cincinnati-oh.gov/police/pages/-3039-

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=569

Population served:	375,000
Sworn employees:	1,057
Civilian employees:	281
Volunteers:	700
Agency budget:	$102 million
Value added:	36,552 hours, value of volunteer time: $780,751

With a large number of colleges and universities in and around Cincinnati, the Cincinnati Police Department (CPD) has developed a strong internship program. Each quarter, CPD places 20 to 40 interns throughout the department. While most students are criminal justice majors, students from other majors are accepted as well. CPD attributes the strength of its internship program to the strength of its relationships with university professors. CPD does not accept applications directly from students. All applicants must be pre-vetted through a university field placement coordinator who knows the qualities CPD looks for in its interns. This saves CPD staff time by not having to interview each applicant.

With the loss of more than 100 officers since the economic downturn, CPD is using interns to support day-to-day functions, while ensuring students are gaining valuable work experience. All students complete 96 hours of administrative work and 48 hours of field observation. To further their education, interns are allowed to use the driving simulator and receive firearms training at the police academy. Intern supervisors are encouraged to let students learn by doing. From learning the rules of document destruction while shredding paper to learning about crime analysis through real-time data tracking, interns gain valuable knowledge about police work. Interns have been placed in a variety of positions throughout the department, including assisting the financial crimes unit with bank surveys, conducting outreach to faith-based groups for crime prevention programs, and staffing CPD substations. Officers often learn from their interns as well. A recent intern in the Vortex Investigation Unit taught officers how to better use Google maps for tracking suspect activity and how to use Facebook to track gang connections and activity.

Long Beach, California, Police Department

Law Enforcement Exploring—Search and Rescue Program

www.longbeach.gov/police/join/youth_programs/long_beach_search_and_rescue.asp

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=917

Population served:	480,000
Sworn employees:	867
Civilian employees:	445
Volunteers:	300
Agency budget:	$200 million
Value added:	44,000 hours, value of volunteer time: $939,840

Long Beach Search and Rescue, Specialist Explorer Post #279 (LBS&R) is co-sponsored by the Long Beach Police Motor Patrol and Long Beach Firefighters Associations. LBS&R currently has approximately 100 volunteers comprised of about 50 Explorers, 20 staff instructors, and representatives from police and fire agencies serving as advisors

Each September, LBS&R makes presentations to area high schools to recruit members. Applicants must be between the ages of 15 and 18, have no serious police record, and maintain a "C" grade average in school. Recruits must also be in good physical condition, willing to devote their time, and fulfill aptitude requirements. Interested youth are invited to return the following week to undergo a physical agility exam and oral interview. Applicants bring a completed application as well as an emergency treatment consent form and orientation letter signed by a parent.

LBS&R recruit members are on probation during the 18-week, 92-hour academy training. Taught by staff and advisors, recruits learn about search and rescue topics such as ropes and knots, radio communications, traffic control, search operations, and more. Training is held at LBS&R's facility on the grounds of the Long Beach Fire Department's Training Center. Recruits who successfully complete the training academy become crew members. LBS&R crew members are on call 24 hours a day, seven days a week to assist with emergencies in the city. Members have responded to missing person calls and evidence searches, major fires, aircraft accidents, HAZMAT spills, mass casualty incidents, earthquakes, major crime scenes, body recoveries, neighborhood evacuations, and more.

Sex Offender Management

According to the National Center for Missing and Exploited Children, there are more than 739,000 convicted sex offenders registered in the nation.[16] Media coverage of high-profile cases involving violent sex offenders has increased public demand to know what law enforcement is doing to prevent future victimization and what citizens can do to protect themselves. Comprehensive legislation has been introduced at the national, state, and local levels to direct the registration and management of returning sex offenders and the notification process to the public. In most cases, the registration and public notification process falls to state and local law enforcement agencies. With most states requiring annual or bi-annual address verifications of registered offenders, keeping up with these operations requires a high level of manpower and resources. Many agencies enlist the support of volunteers to enhance their ability to comply with state mandates and prevent future victimization. Whether it is offender registration, address verification, or community notification, volunteers can actively participate in all phases of the sex offender management process.

Possible volunteer roles:

- Process and conduct in-person registrations
- Maintain and update offender files
- Check state and national online databases to cross-check offender information
- Notify officers of delinquent offenders who fail to report
- Create public notification fliers or materials
- Distribute notification fliers to the community

[16] National Center for Missing and Exploited Children. "Map of Registered Sex Offenders in the United States." June 17, 2011. www.missingkids.com/en_US/documents/sex-offender-map.pdf. (Accessed September 12, 2011)

Itasca, Illinois, Police Department

Enhanced Surveillance of Registered Sex Offenders

www.itasca.com/index.aspx?NID=125

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=1771

Population served:	8,800
Sworn employees:	23
Civilian employees:	11
Volunteers:	50
Agency budget:	$4.9 million
Value added:	1,297 hours, value of volunteer time: $27,704

The Itasca Police Department leveraged existing department resources by enlisting the Citizen on Patrol (COP) to support their Habitual Offender Program; specifically with providing enhanced monitoring of registered sex offenders. COP volunteers patrol in pairs in a marked COP patrol car. Illinois state law prohibits registered sex offenders from residing within 500 feet of a school, day care facility, park, or playground, so COP volunteers patrol these locations and immediately contact dispatch if an offender is in a prohibited area. COP volunteers regularly monitor the residences of registered sex offenders within village limits to document vehicles and report suspicious activity. Recognizing that sex offenders are not limited by geographical or village boundaries and that they may travel outside of the jurisdiction in which they reside and register to avoid detection and potentially re-offend, COP expanded their surveillance to include sex offenders who currently work in village limits or reside in neighboring towns.

Information about offenders is gathered from the State of Illinois' sex offender database, which often includes the offender's workplace address. COP volunteers maintain a binder, which includes profiles of the offenders, photos of their vehicles and license plates, and a list of prohibited locations. The binder is kept in the COP patrol vehicle and another copy is kept in the roll call room at the department. Any suspicious activity, vehicle changes, or other observations gathered while on patrol is documented in the binder. The enhanced surveillance activities raise awareness of community members and patrol officers of registration laws, assist with maintaining accurate registration information, and send a message that registration laws and village ordinances are being enforced.

Spokane County, Washington, Sheriff's Office

Registered Sex Offender Notification

www.spokanecounty.org/Sheriff/content.aspx?c=2068

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=919

Population served:	220,000
Sworn employees:	227
Civilian employees:	60
Volunteers:	600
Agency budget:	$34.3 million
Value added:	83,000 hours, value of volunteer time: $1,772,880

The Sheriff's Community Oriented Policing Effort (SCOPE) volunteers perform a variety of services and safety programs in support of the Spokane County Sheriff's Office (SCSO), including staffing SCSO's 18 SCOPE offices. For one project, SCOPE volunteers assist the Sexual Assault Unit with community notification efforts regarding registered sex offenders. The Sexual Assault Unit is responsible for the sex offender registration and verification process for all sex offenders in the county; there are currently 396 registered offenders. As registered sex offenders relocate frequently, the Sexual Assault Unit creates

notification fliers to alert the public when Level Two Moderate Risk and Level Three High Risk registered sex offenders move to a new residence within the county. Fliers include the offender's name, address, physical information, photo, basic information about the offense, and if the offender is under any type of formal supervision. Fliers are given to each of the SCOPE stations for volunteers to pass out. Volunteers work in pairs to distribute the fliers to each home within a two-block radius of the offender's residence. Fliers are also handed out at neighboring schools, daycares, businesses, and organizations that primarily serve children, women, and vulnerable adults. Community members have vocalized their appreciation for the Sheriff's Office's notification efforts. The SCOPE volunteers are a visual extension of the law enforcement presence in their neighborhoods, and neighbors feel comfortable approaching volunteers with questions. By disseminating this information to the public, the Sheriff's Office enforces the message that offenders are being monitored. Volunteers also assisted SCSO in transferring registered sex offender files into a new electronic database that makes the information easier for law enforcement to access.

Skill-based Projects

Advances in information technology have revolutionized the way law enforcement agencies operate. Computer technology has allowed agencies to store files electronically, develop databases to analyze crime statistics, and create department websites and social media pages that increase information sharing between the general public and law enforcement offices. However, with the economic constraints facing many agencies, it can be expensive for agencies to stay up-to-date with the latest technology. Many agencies turn to volunteers to fill technological gaps and bring new skills and knowledge to agency projects. Volunteers who have career experience in the areas of computer programming, database management, and web design have become highly valuable to law enforcement agencies.

Skilled volunteers are not limited to technological projects. There are many specialized tasks that volunteers with advanced skill sets can assist with. Agencies should consider the gaps in service or skills that exist within the agency and develop volunteer job descriptions to fill those needs. There are numerous possibilities for skilled volunteers: bankers and finance professionals can provide support to financial crimes investigations; teachers can lead or assist with D.A.R.E. presentations and other public safety educational programs; people with purchasing or warehouse experience can manage property and evidence documentation; communications and media professionals can write and produce marketing materials and videos.

Finding skilled volunteers can be challenging. Local businesses and professional and trade associations can be great places to recruit for specific skills. Universities may be able to provide professors or interns to support projects in their field of study. Agencies should not underestimate the skills of current volunteers. One of the volunteers may have the needed skill set from a current or former career or know someone who does. Many volunteer coordinators send new skilled volunteer positions out to their volunteer pool and ask questions about special skills during volunteer interviews.

As with all volunteers, a thorough background check is essential, but some agencies conduct additional screening for skilled volunteers. Make sure to check professional references with the prospective volunteer's employer and, if possible, other clients

of their service. Agencies may also want to research licenses or other requirements that are needed to perform the job function, such as software or program knowledge. If there is a certifying organization for the profession, consider checking whether the volunteer is in good standing and up-to-date on all requirements. For example, if a lawyer volunteers to help apply for 501(c)(3), the volunteer coordinator can check with the state bar association to ensure the volunteer's membership is current. Skilled volunteers will often work independently, but it is important to meet regularly with the volunteer to track progress on projects.

Possible volunteer roles:

- Create a database
- Analyze data and generate reports
- Support mapping and GPS projects
- Develop and maintain social media sites
- Provide advice on financial crime investigations
- Create videos and communication
- Provide legal advice or services
- Lead organizational and strategic planning

Pasadena, California, Police Department

C.R.E.D.I.T. Team

www.ci.pasadena.ca.us/police

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=736

Population served:	146,000
Sworn employees:	262
Civilian employees:	144
Volunteers:	197
Agency budget:	$61 million
Value added:	16,017 hours, value of volunteer time: $342,123

Through the Pasadena Police Department's innovative Community Response to Eradicate and Deter Identity Theft (C.R.E.D.I.T.) Program, volunteer Identity Theft Specialists serve as critical administrative links when solving identity theft cases and bring a comforting, personal touch of guidance and support to victims. The project is implemented by five volunteers who work with the Financial Crimes Unit. Each volunteer brings a distinctive asset to the program to assist in solving identity theft crimes. One volunteer is a retired Bank of America Vice President. As a result of her past career experience, she is able to bring an insider's knowledge and skills from the banking and credit card industries to identity theft investigations.

C.R.E.D.I.T. volunteers act as a point of contact at the police department and assist victims in a step-by-step procedure for addressing identity theft cases. Volunteers instruct each victim how to obtain their credit reports, place a fraud alert on their name, and other vital steps that aid in their financial recovery. Detectives from the Financial Crimes Unit train each volunteer to provide him or her with the knowledge and available resources to better assist the victim in this process. Volunteers spend between two to 10 hours a week sifting through cases and pursuing potential leads by making phone calls, contacting businesses and victims, and typing case reports. The volunteers are not only able to keep the victims up to date on their case status, but also offer a personal connection and attention that officers may not have the time to provide. The volunteers have proven to be an invaluable resource to the department and as a result, the Pasadena Police Department has forged strong partnerships with the community. In 2004, when the program was started, volunteers processed and worked on 400 cases. In 2010, they processed and worked on 833 cases. Without the innovation to create this program or the hard work of the volunteers, there would not be sufficient resources to work on all of the assigned cases.

Redlands, California, Police Department

Air Support Unit

www.ci.redlands.ca.us/police/volunteers_partners.htm

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=225

Population served:	70,000
Sworn employees:	76
Civilian employees:	39.5
Volunteers:	400
Agency budget:	$19.8 million
Value added:	30,034 hours, value of volunteer time $641,526

The Redlands Police Department's (RPD) Air Support Unit recruits skilled volunteer pilots to fly the department's Cessna 172 to provide patrol and surveillance support to Redlands officers and special units on the ground. Volunteer pilots operate the plane with a volunteer co-pilot to provide an extra set of eyes and assist the pilot as needed. An RPD sworn officer rides in the back of the plane at all times to operate the airplane's surveillance equipment and communicate with dispatch. The airplane is equipped with a video camera, digital camera, LoJack receiver, police radio system, and air traffic control radio system. The surveillance equipment was purchased through asset seizure funds.

The unit was started in May 2007 with the help of three experienced pilots who now act as "chief pilots" and assist with the screening and testing of new volunteers. Given the level of responsibility, RPD expects a high skill and performance level from volunteer pilots. Volunteers are required to be over 21 years of age and have at least a private pilot's license, current medical certificate, and a minimum of 300 hours of flight time in a fixed wing general aviation aircraft, including significant time in a Cessna 172. Volunteers are required to pass a background check and take part in an interview covering their reasons for volunteering and their flight experience. Additionally, the pilot's qualifications are checked with the Federal Aviation Administration. Volunteers must pass an initial flight test and take an annual check ride with the chief pilots to ensure that their skills to operate the plane are current and that they are familiar with the emergency procedures. Volunteer co-pilots are not required to be licensed pilots, but they must go through a background check and interview. There are currently 27 volunteer pilots and 11 co-pilots, some of whom are current or retired officers with other law enforcement agencies.

The Air Support Unit volunteers fly 2,500 to 3,000 hours per year in a variety of duties, including patrolling the city's streets, neighborhoods, and canyon areas. Air surveillance is often used to observe traffic collisions, monitor reported suspicious persons or activities, check out an area after a burglar alarm, follow cars for the narcotics unit, and observe other incidents as requested by officers. By providing surveillance from the air, RPD can cover more ground with fewer officers.

Traffic Control, Motorist Assistance, and DUI Checkpoint Support

According to the Federal Highway Administration, there are 2,734,000 miles of paved public roads in the United States, with an additional 1,324,000 miles of unpaved public roads.[17] This makes maintaining safety and traffic laws on U.S. roadways a huge undertaking for state and local law enforcement agencies. High speeds, congested traffic, and distracted or impaired driving add to the daily challenges. Traffic responsibilities are among law

[17] U.S. Department of Transportation Federal Highway Administration. "Highway Statistics 2008." Table HM-12. www.fhwa.dot.gov/policyinformation/statistics/2008. (Accessed March 11, 2011)

enforcement's most visible duties, yet officers simply cannot be on all roads at all times. With volunteers, law enforcement officers can expand their presence on the roadways.

Speeding on local roads is a major concern for residents, and one that they are motivated to address. Many VIPS programs engage volunteers in using radar guns, setting up speed trailers, or driving decoy patrol cars to busy locations, all of which can have a large impact on the community's awareness of speed limits. Though volunteers cannot issue speeding tickets, volunteers can track the license plates of speeders, and in some agencies they can issue a warning letter or send an officer out for repeat offenders. Oftentimes, the mere presence of the volunteers is enough to provide an important reminder to drivers.

Volunteers can help prevent accidents by removing or reporting debris in the road and other unsafe road conditions. They can also play important roles when traffic accidents occur. They can provide important back-up as traffic control around the crash site and relieve officers in waiting for a tow truck after a crash or an arrest, so that the officer can move on to other calls. Some agencies call out specially trained volunteers to respond to disabled vehicles that do not require an officer to investigate. Motorist assistance volunteers may help fix flat tires, provide fuel or oil, offer a jump start, or arrange for a tow. While helping stranded motorists, volunteers can ensure that the vehicle is in a safe location and control the traffic around the vehicle if necessary. Motorist assistance is a valuable service to residents and can build positive relationships between the law enforcement agency and the community.

Another important way law enforcement keeps roads safer is by cracking down on distracted and impaired drivers. DUI or DWI Sobriety Checkpoints not only get impaired drivers off the road, they also send a clear message to the community that driving under the influence is unacceptable and strictly enforced. A highly visible way to send this message, DUI checkpoints can be a resource-heavy undertaking and require a good deal of manpower. By helping with checkpoint set-up, counting cars, and making tow reports, volunteers can be an important force multiplier, making checkpoints possible.

Possible volunteer roles:

- Conduct radar speed watch or set up speed trailer
- Direct traffic around accidents/road closures
- Offer stranded motorist assistance
- Assist at DUI/DWI checkpoints
- Report hazardous road conditions
- Install child car seats and train families on use

Nebraska State Patrol

Metro Motorist Assist Program

www.statepatrol.nebraska.gov/MotoristAssist.aspx

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=242

Population served:	1.8 million
Sworn employees:	435
Civilian employees:	222
Volunteers:	43
Agency budget:	$20 million
Value added:	14,000 hours, value of volunteer time: $299,040

The Nebraska State Patrol (NSP) Metro Area Motorist Assist Program began in 1998. Since then, volunteers have assisted more than 100,000 stranded and lost motorists and traveled more than 1 million miles in and around the metropolitan Omaha and Council Bluffs areas. The volunteers have been nicknamed

"Highways Angels" by grateful residents. With an emphasis on safety, the volunteers service disabled vehicles with fuel or fluids, change flat tires, jump start cars, and offer directions. If needed, volunteers provide transportation to stranded motorists or arrange for a vehicle tow. NSP volunteers also clear debris from driving lanes, check and tag abandoned vehicles, and assist with traffic control in emergency situations. Through these efforts, volunteers free up officer time by helping to reduce traffic incidents and congestion. Volunteers receive extensive training on safety and response procedures from Nebraska State Troopers. Once trained, the volunteers operate two well-equipped emergency vans during the morning and evening rush hours on the freeway system. While on duty, volunteers wear special, highly visible uniforms that identify them as part of the Metro Motorist Assist Program. Building on the success of the program, additional programs were added in Lincoln and Kearney, Nebraska.

Blue Springs, Missouri, Police Department

DUI Checkpoint

www.bluespringsgov.com

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=3146

Population served:	56,000
Sworn employees:	89
Civilian employees:	32 full time, 2 part time
Volunteers:	29
Agency budget:	$10.17 million
Value added:	3,829 hours, value of volunteer time $81,787

Started in 2008, the Blue Springs Police Department (BSPD) Volunteers in Police Service Program has quickly grown to nearly 30 volunteers. VIPS are active in the property room, investigations, firearms cleaning, record keeping, alcohol server training, and other tasks. The BSPD VIPS also provide the department with extra manpower during DWI Sobriety Checkpoints. The checkpoints, sometimes held in partnership with neighboring law enforcement agencies or the Missouri State Highway Patrol, are held approximately every six months. Checkpoints are executed in high traffic areas late at night, when the greatest numbers of impaired drivers are on the road. For each checkpoint, six volunteers are assigned for the full 11:00 p.m. to 3:30 a.m. shift. Volunteers help set up and take down chairs and tables used by officers. They set up cones for a check lane and a holding lane, and move the cones as needed. Two volunteers are equipped with a hand tally counter and are responsible for counting all of the cars that come through the checkpoint and keeping track of the number of cars detained, vehicles towed, traffic citations, and arrests made during the checkpoint. When a driver is detained by an officer for questioning, the volunteers are responsible for driving the person's car into the holding area. Volunteers complete tow reports for impounded vehicles and help officers with other needs as they arise. For larger checkpoints, BSPD may deploy its Mobile Command Center. When it is used, volunteers are in charge of bringing it to the checkpoint location, setting it up, and returning it to the station at the end of the shift. Even at what many would consider to be undesirably late hours, volunteers show their willingness to support BSPD in cracking down on impaired and hazardous driving and keeping roadways safer.

Victim Services and Domestic Violence Advocacy

Whether it is a car accident, domestic violence incident, or homicide, crime victims and their families face numerous challenges, dealing with the emotions brought on by the event and having to understand the investigative and court processes. However, given the time consuming nature of the investigative process and other demands on officers' time, it is often difficult for law enforcement officers to meet all of the physical and emotional needs of the victims. Volunteers can play an important role in filling that gap by providing additional support services to victims. Some agencies have volunteers on call to report to the scene of an incident when victim support is needed immediately. Other agencies utilize volunteers to follow up with victims after the fact. Volunteers can give the victim updates on case status, walk them through the investigative and legal process, and provide referrals for counseling and other services. Agencies also use volunteers to plan and implement awareness and victim outreach events to stop crime and domestic violence before it starts. These kinds of events can empower victims to report crimes and help them access the services they need.

Possible volunteer roles:

- Provide emotional support to victims
- Follow up on the status of pending cases by phone or in person
- Provide referrals for long-term treatment.
- Assist at the crime scene by answering victims' questions
- Clarify the judicial process
- Act as a liaison between the victim and the department
- Help obtain protective orders
- Help seniors with fraud and business scams
- Plan domestic violence awareness and victim outreach events

Sandy City, Utah, Police Department

Children at Risk Intervention (C.A.R.I.)

www.sandy.utah.gov/government/police-department.html

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=1014

Population served:	87,461
Sworn employees:	112
Civilian employees:	28
Volunteers:	218
Agency budget:	$12.5 million
Value added:	18,618 hours, value of volunteer time: $397,680

Sandy City, Utah, Police Department's Children at Risk Intervention Program (C.A.R.I.) volunteers provide ongoing assistance to victims. The C.A.R.I. Program was designed to break the cycle of violence. From teen dating violence education to case work to mentoring, the goal is to reduce future criminal activity and keep victims safe from future harm. The C.A.R.I. Program consists of the Victim Advocate Program and the Sandy Youth Court.

C.A.R.I. Victim Advocates work with defendants and their families to ensure that families are safe and that there are no injuries, psychological issues, or other needs for intervention. The volunteers are the eyes and ears for the police department and also assist with probation efforts. Volunteers observe whether the home is clean and safe, that children are not being neglected, and that there is no bruising on the victims. They also observe and report any signs of mental health or other issues that require intervention. Domestic Violence Victim Advocates act as liaisons with law enforcement officers and provide resources and information on safety planning, shelter locations, and information on obtaining protective orders.

The Sandy Youth Court provides an opportunity for troubled youth to be judged by their peers for first time offenses. Youth volunteers hear the cases and decide on a disposition that includes special classes, apology letters, community service, and counseling. Court volunteers serve as mentors for the troubled youth. Adult volunteers serve in an advisory role and offer guidance when needed.

Volunteers receive background checks and interviews. Upon acceptance, they must complete 20 hours of training and will continue to receive training on a quarterly basis. Past training has covered the issues of Domestic Violence 101, understanding the criminal court process, and dealing with protective orders and civil stalking.

Portland, Maine, Police Department

Trauma Intervention Program

www.police.portlandmaine.gov

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=1661

Population served:	64,000
Sworn employees:	162
Civilian employees:	53
Volunteers:	38
Agency budget:	$13 million
Value added:	14,040 hours, value of volunteer time: $299,894

The Trauma Intervention Program (TIP) has been active in Portland, Maine, for six years. There are currently 38 volunteers, all of whom have attended the TIP Training Academy and received 55 hours of training. Criminal and motor vehicle background checks, as well as child protective services checks, are conducted on all TIP volunteers. Each volunteer is given a TIP bag containing tissues, flashlights, children's blankets, crayons, resource guides, taxi vouchers, and other items volunteers have found come in handy when on a call. Volunteers also receive a training manual and pagers. Volunteers pay for the manual themselves, but are offered financial assistance with pagers. Volunteers accept responsibility for their car and its upkeep. TIP national liability protects volunteers in lawsuits.

Last year TIP helped 785 clients and call volume has increased this year. Volunteers consider themselves guests on the scene and stay as long as the client needs. When a volunteer's work is done, he or she reports back to the emergency responder and then debriefs with the TIP Manager to determine if follow-up is needed. TIP clients are offered ongoing services, including counseling. No call is considered too small for TIPS volunteers. From the elderly woman whose wallet was stolen to the murder of a local resident, TIP volunteers stand ready to help.

Officers fully accept the program and see the volunteers as a tremendous asset to the agency. The TIP Program was embraced quickly because officers could see the results immediately. Volunteers' response time is excellent; from the time it takes dispatch to contact the volunteer is within two minutes, and volunteers work to get to the victims within 20 minutes. Monthly meetings for TIP volunteers are held to keep volunteers engaged, and each year TIP volunteers are honored at the Heroes with Heart Event.

Warrant Compliance

Warrants are an important part of criminal apprehension. For misdemeanor warrants, which often have a fine attached, they can also be an important source of revenue for cities, all the more important in these times of limited funds. Some agencies task volunteers with encouraging persons with warrants to take care of their fines before an arrest is made. Contact is typically made by phone, but some agencies use volunteers to mail warrant notification/reminder letters. Volunteers search websites and databases to find alternate contact information for those who are inaccessible. In the majority of cases, volunteers work on only misdemeanor warrants, but some reserve and auxiliary programs allow members to contact persons with felony warrants. If volunteers are unable to make contact with a person, they can forward the cases to officers for follow-up. By increasing the number of individuals who take care of their warrants, volunteers dramatically reduce the number of arrests required and save officers time.

Possible volunteer roles:

- Call individuals with outstanding warrants
- Mail warrant notification letters
- Contact courts to follow up on warrant status
- Notify officers of those who fail to act on warrant

Chandler, Arizona, Police Department

Telephone Warrant Compliance Unit

www.chandlerpd.com

www.policevolunteers.org/programs/index.cfm?fa=dis_pro_detail&id=187

Population served:	250,000
Sworn employees:	320
Civilian employees:	150
Volunteers:	76
Agency budget:	$82.6 million
Value added:	10,150 hours, value of volunteer time: $216,804

The VIPS Program at the Chandler, Arizona, Police Department (CPD) was started in 1992 and its volunteers are active in many areas of the department. Volunteers assist the Criminal Apprehension Unit by calling persons with outstanding misdemeanor warrants before CPD officers have to come and make an arrest. These warrants are often for missed court dates and fines. Telephone Warrant Compliance Unit volunteers remind residents about warrants, tell them how they can take care of the warrant, reschedule court dates, and set up a payment plan if needed. Most people acknowledge they have a warrant, but the call can be an important reminder of the consequences for not following through on the person's obligations. Volunteers give the person a timeline to act on the warrant before an arrest is made. When the deadline arrives, volunteers check in with the courts to see if the person has taken care of the warrant, and if not, the volunteer begins preparing the individual's paperwork for the Criminal Apprehension Unit. This is a great savings of time for officers, who otherwise would have to respond to all outstanding warrants.

Conclusion

At a time when taxpayers are struggling, tax assessments are dropping, and all branches of government are under the knife, we have a responsibility to the public—and to ourselves to stand back and look for ways in which we can be more efficient.

—Chuck Wexler, Executive Director, Police Executive Research Foundation[18]

In these challenging economic times, law enforcement volunteer programs increase agency efficiency in a variety of ways, as evidenced by the agencies profiled in this document. Volunteers can be force multipliers that allow agencies to provide additional services, maintain positive relationships, free up officer time for higher level duties, and maximize impact in the community.

Volunteers also provide law enforcement with a direct conduit to the public. Prince William County, Virginia, Police Chief Charlie Dean points out, "Our challenge is to have the public understand our challenges and that it takes resources to meet their expectations." [19] It is important to remember that department volunteers are also community members. As budgets drop and service offerings change, consider volunteers as a public relations team, ready to promote the department's efforts, share crime prevention information, and build trust in the community.

While maintaining a volunteer program is not cost-free, the return on investment is abundant. With resources from the Volunteers in Police Service Program and a strong national network of law enforcement volunteer managers, the tools are available to agencies to help them use the economic downturn as an opportunity to add the value of volunteers in support of the agency's mission.

[18] PERF, page iii.
[19] PERF, page 35.

VIPS Resources

The VIPS Program offers the following no-cost tools and resources that can be found at www.policevolunteers.org:

- *Volunteer Programs: Enhancing Public Safety by Leveraging Resources (CD-ROM included here)*

  This resource guide has been developed for chiefs, sheriffs, and other executives interested in establishing or enhancing a law enforcement volunteer program. The guide includes information about issues to consider when developing a program, sample documents, and profiles of existing law enforcement volunteer programs. This resource guide is available to download as a PDF file and in a bound format. It is also available to you here in CD-ROM format.

- *Building Blocks of a Law Enforcement Volunteer Program* E-Learning Course

  The VIPS Program offers an introductory e-learning course addressing the principles of starting a law enforcement volunteer program. This course is designed for persons charged with implementing a program in state, local, tribal, or campus law enforcement agencies. These building blocks will resonate for those with new law enforcement volunteer programs or those in the planning and program development phase. This two-hour course can be taken in one sitting or at one's own speed.

- *VIPS and Disaster Response E-learning Course*

  Responding to a disaster can strain a law enforcement agency's limited resources. Recent disasters have shown that law enforcement volunteers can play a valuable role in supplementing disaster preparation, response, and recovery efforts. This e-learning course offered by the Volunteers in Police Service (VIPS) Program provides information about integrating volunteers into a law enforcement agency's plan for natural disasters, public health crises, and other emergencies. This two-hour course can be taken in one sitting or at your own speed. Once all modules have been viewed and a basic test has been passed, you will receive a certificate of completion.

- *VIPS Educational Video Series (DVD included here)*

  The VIPS Program offers an educational video series with topics tailored to specific audiences. Videos include:

  Volunteers in Police Service: The Executive Perspective

  This seven-minute video introduces the concept of law enforcement volunteerism to law enforcement executives and local decision makers.

  Introducing Volunteer Activities to Law Enforcement

  This 12-minute video, ideal for roll-call or academy training, introduces the role of volunteers to law enforcement personnel.

  Introducing Law Enforcement Volunteerism to the Community

  This 13-minute video describes the breadth and scope of volunteer efforts in law enforcement agencies and the communities they serve. It can be used as a recruitment video at neighborhood watch or community group meetings and events.

Engaging Youth through Volunteerism

This 10-minute video explains how youth and adult volunteers in law enforcement agencies can engage youths in their community.

VIPS and Disaster Response

This eight-minute video demonstrates how law enforcement volunteers can help their communities prepare for and respond to disasters.

Community Involvement in Campus Safety

This 11-minute video highlights the breadth and scope of volunteer efforts in college and university law enforcement.

- ***VIPS Resource Library*** provides sample documents, including application forms, policies, procedures, and volunteer handbooks from registered programs throughout the country. The Resource Library currently contains more than 400 documents.
- ***VIPS to VIPS*** moderated listserv allows program coordinators from departments across the country to network and problem solve via e-mail.
- ***VIPS Podcast Series*** features short audio presentations with tips for volunteer coordinators, agency profiles, and information about new VIPS resources.
- ***VIPS in Focus*** publication series addresses specific elements and issues related to law enforcement volunteer programs and profiles active VIPS programs.
- ***Managing Sex Offenders: Citizens Supporting Law Enforcement*** guide offers examples of how law enforcement agencies are using citizens to enhance and support their sex offender management efforts.
- ***Missing Persons: Volunteers Supporting Law Enforcement*** publication discusses the use of affiliated and spontaneous volunteers in missing person investigations, appropriate training for volunteers, how to deal with the media, mitigating risk, types of missing persons cases, technology available, partner organizations, and individual agency experiences with missing persons.

Further Reading

In addition to the no-cost resources referenced above and available at www.policevolunteers.org, the following may assist agencies in establishing or maintaining a law enforcement volunteer program.

Energize, Inc. is an international training, consulting, and publishing firm specializing in volunteerism. Founded in 1977, Energize has assisted organizations of all types with their volunteer efforts–whether they are health and human service organizations, cultural arts groups, professional associations, or schools.

For general articles on:

- Recruiting volunteers: www.energizeinc.com/art/subj/recruit.html
- Volunteer training: www.energizeinc.com/art/subj/train.html
- Recognition ideas: www.energizeinc.com/ideas.html

OurSharedResources.org is a free service where those who work in the field of volunteer management will be able to add useful resources and others in the field will be able to access them. With many people contributing a little we avoid re-inventing the wheel time and time again.

- For general volunteer forms; manuals or position descriptions; templates and tools for creating resources; and tips, ideas, and how-to resources: www.oursharedresources.com

Points of Light Institute embraces service and civic engagement as fundamental to a purposeful life and essential to a healthy world. With more than 20 years of history, a bi-partisan presidential legacy, the largest national volunteer footprint in the nation, Points of Light has the vision and strategy to create a quantum leap for the service movement through 2012.

- For information and tools to celebrate National Volunteer Week in April: www.handsonnetwork.org/nationalprograms/signatureevents/nvw
- For ideas on targeted volunteer recruitment engagement: www.pointsoflight.org/ideas-and-insights?category=Targeted%20Volunteer%20Engagement&

Volunteering in America is a website hosted by the Corporation for National and Community Service to provide information on volunteering trends, statistics, tools, resources, and information for the nation, U.S. regions, states, and major cities. It offers customizable tables and reports to see how states and cities rank on different factors related to volunteering.

- For more information on Volunteering in America:
  www.volunteeringinamerica.gov/

VolunteerMatch.com strengthens communities by making it easier for good people and good causes to connect. The organization offers a variety of online services to support a community of nonprofit, volunteer, and business leaders committed to civic engagement. Volunteer Match welcomes millions of visitors a year and has become the preferred internet recruiting tool for more than 77,000 nonprofit organizations.

- For tips on making your department a great place to volunteer:
  www.volunteermatch.org/nonprofits/resources/tipstricks.jsp

Risk Management Resources

Risk management is based on the belief that a small amount of prevention can protect organizations for a long time. Clearly outlining your department's policy on volunteers is a fundamental step toward reducing your risk. Furthermore, volunteers need to be aware of any risks involved and what coverage, if any, they should expect. Having written volunteer job descriptions will also assist with communicating expectations and give volunteers an idea of what level of risk their jobs may entail.

The screening process is critical to identifying qualified volunteers. The level of screening will depend on the type of activity performed. The VIPS Web site includes a resource library of sample forms, policies, and procedures, including several sample liability and medical waiver forms.

Incorporating a regular review of policy and procedures helps to pinpoint areas that may or may not be working well, and allows for policies to be updated in a timely manner.

The Nonprofit Risk Management Center helps nonprofits cope with uncertainty. They offer a wide range of services (from technical assistance to software to training and consulting help) on a vast array of risk management topics (from employment practices, to insurance purchasing to internal controls and preventing child abuse).

- Information on volunteer risk management: www.nonprofitrisk.org/search/volunteer.shtml?cx=016947194574783241609%3At-cnjypalai&cof=FORID%3A11&q=volunteer
- For information on state liability laws: www.nonprofitrisk.org/library/state-liability.shtml

The Public Entity Risk Institute (PERI) is an independent thought leader and definitive resource for risk management, serving public entities, small businesses, and small nonprofit organizations. Its mission is to improve its constituents' sustainability by enabling them to identify and address their risks and vulnerabilities. PERI provides guidance through relevant and high quality publications, information, training, resources, and consulting services. www.riskinstitute.org/peri/index.php

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