

Citizen Assisted Policing

A Community Policing Initiative of Dodge City, Kansas

through the development of a

Volunteers In Policing Service (VIPS) Program

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Foreword

Since the horrific events of September 11th, our nation has focused even more on issues of community policing and homeland security. Law enforcement agency budgets and manpower are strained further as we attempt to meet these expanded needs.

Citizens in your community want to help – more than ever they recognize the need to volunteer. The words of President Kennedy – *“It’s not what your country can do for you, it is what you can do for your country”* – echo the call for citizen participation in community policing and meeting the challenge of an un-funded mandate.

The Citizen Assisted Policing program of Dodge City, Kansas serves as a model of how trained citizen volunteers can be a valuable asset in meeting the task of homeland security and involving citizens in the delivery of community policing and national security.

We hope that this guide will sponsor your development of a Citizen Assisted Policing program and answer questions on how to develop a similar initiative for your agency.

Our mission is simple – after six years of experience, we believe a program that sponsors *Volunteering in Police Service*, in any form, needs to be implemented in every community and will result in a partnership that will ensure the continued safety, security, and pride of ownership in our local communities.

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Implementation Guideline

for a

Citizen-Assisted Policing Initiative

I Definition of a Citizen – Policing Partnership

The National Center for Community Policing has stated that budget deficits and lack of manpower have “*prompted law enforcement administrators to seek out more creative solutions for providing law enforcement services to the community. Community policing initiatives mandate a change in organizational style with an emphasis on feedback from the lower ranks and in some instances, replacing sworn officers with civilians in clerical, technical, and professional duties.*”

An article in ‘Community Policing Exchange’ quoted a Police Administrator who said “*Two important issues face police administrators today: 1) the need to educate the public to gain support, and 2) the need to maintain sufficient staffing to fulfill important but low priority peripheral functions. Leaner budgets require police administrators to do more with less, which provides plenty of opportunity for creativity.*”

The Dodge City, Kansas Police Department has successfully addressed three core components of community policing – **Community Partnership** – **Problem Solving** – and **Change Management** through the creative development of a program of trained citizens actively assisting sworn officers.

It was reasoned that we have become comfortable with Physician Assistants, Legal Assistants, Para-Professionals in education and ministry, and many other fields. Why couldn’t we successfully implement a program of highly trained ‘Citizen Police Assistants’? You can identify several reasons that are negative – but our Department had the vision to give it a try. After five years of development, we can point to a community-policing program that has been extremely effective and may have established a unique model of community policing that does not exist elsewhere in the same format. Law enforcement agencies coast-to-coast have expressed interest in this program.

Dodge City believes that our model of citizen-assisted policing can be successfully implemented in any community. We have found that with a demonstrated community need, there are three primary elements for successful implementation of a volunteer citizen-assisted policing program:

- **There has to be a firm commitment** by the community and municipal management to take a proactive position toward a citizen-assisted policing program, and
- **There has to be citizens who have vision** and are willing and prepared to volunteer, and, most importantly,
- **Your law enforcement agency**, and its administration, has to be willing to make a significant attitudinal shift toward citizens involved in policing and be willing to commit assets, resources and personnel in making the program successful.

This manual is intended to give law enforcement agencies the tools to evaluate whether a citizen-assisted policing program can be effective in your department and community.

- This is not a sworn officer reserve or auxiliary program.
- It is a unique partnership with citizens who are willing to volunteer their time in training and assistance of officers in the field.

In a broad sense, Dodge City has defined the role of their citizen-volunteers as being “outriggers”. They are the additional ‘eyes and ears’ that assists an Officer in managing an incident or crime scene. Through their training and experience, these citizens are familiar with what an Officer needs, or may be concerned with, and provide the ability to observe and report what is happening on the peripheral of an incident, allowing the Officer to focus his or her attention on the center of the need. Often, just the sheer presence of these citizen volunteers, calms an incident and provides the Officer with the appearance, if not actual, of additional support.

The name of your program is not immediately important, with the exception of our recommendation that it contain the word ‘Citizen’ for clarity of definition, purpose and community acceptance. In Dodge City, Kansas, it is called the Citizen Police Auxiliary. For the balance of this program outline, we may refer to them by their Dodge City ‘nickname’, **Charlie Units**, or more generically, as a **Citizen-Assisted Policing** unit (CAP).

■ **Potential Impact**

Within this implementation guide, we will provide you with the mission and tools Dodge City used to create this award-winning program. However, we want to emphasize that we have experienced results far beyond our initial expectations. We met our mission of training citizens to handle routine tasks that would allow an Officer to return to duty and deeply strengthened our resources. But, the larger reward was unexpected and the result is a true bridge between the community and it’s policing. We have citizens who understand the stress and difficulties of law enforcement and have effectively changed perceptions in the community. Our Officers, top-to-bottom, have also developed a different relationship with their community leaders, and will quickly attest to the value of citizen-assisted policing. It’s ‘community policing’ at a completely different level.

There are at least three tangible results that can be expected from your development of a citizen-assisted policing program:

- Citizen volunteers, who after extensive training, can relieve Officers of routine tasks, both clerical and professional, and allow you to focus resources on more urgent law enforcement and community needs.
- A stronger bridge of understanding and communication with your community and its leaders. CAP volunteers provide a comfortable, non-threatening, resource to the community – providing direct assistance to citizens who often feel their need or questions are too trivial, and reluctant to contact the Police Department or other law enforcement agency. They become a powerful and respected voice to your community.
- Law enforcement officers benefit from the diversity of working closely with citizens, and will turn to them as a community and personal resource, recognizing that these volunteers are citizens, but respecting the fact that they also understand the stress and difficulties of law enforcement as well.

II Program Evaluation

■ Evaluation of Community Needs – Problem Solving

Consideration of whether a citizen-assisted policing program will benefit your agency begins with an assessment of your community needs. With a clear assessment of your community or Agency needs, you can then tailor a citizen-assisted policing initiative that is targeted and will have a higher potential of success. Dodge City's programming is focused on the need for Officer street-support, as a direct result of an assessment of community issues.

□ Our Challenge

Beginning in the 1980's and intensifying in the 1990's, local meat processing plants hired large groups of Hispanic immigrants who were seeking better economic conditions in the United States. Dodge City's meat processing companies, Excel, a subsidiary of Cargill, and National Beef, a subsidiary of Farmland Industries, employ over 3,500 employees, a majority who are Hispanic immigrants. The number of employees at these two companies increased over 60% in the past six years. The community was unprepared for the problems this growth created such as housing shortages, overcrowded schools and a greater need for social and other community services. A language barrier heightened difficulties in meeting the challenge of accommodating the new population.

During 1996-1997, Dodge City took a close look at juvenile issues and found significant need for creativity:

❑ **Community Profile – Juvenile Concerns**

Dodge City has experienced a rapid growth in juvenile and gang crime activity in the past five years, sadly evidenced by gang-related shootings in Dodge City, Wichita, Garden City and Liberal. There are over six known gangs in Dodge City, with approximately 135 verified members.

To a large extent, these gangs are composed of middle grade students. According to the most up-to-date (1997) *Regional Prevention Center* statistics, the following middle grade benchmark indicators existed for Ford County and Dodge City, Kansas_became very revealing:

❑ **Community Laws and Norms**

Percent of students reporting a kid in their neighborhood would not be caught by police for: [totals for 6th and 8th grade, and compared to State Averages (SA)]

Drinking Alcohol - 6th - 55.9% / SA 59.1%; 8th - 80.8% / SA 81.7%
Smoking Marijuana - 6th - 44.1% / SA 47.0%; 8th - 68.9% / SA 68.1%
Carrying a Handgun - 6th - 34.3% / SA 37.4%; 8th - 52.7% / SA 53.3%

❑ **Community Disorganization**

Percent of students reporting they:

Do not feel safe in their neighborhood: 6th - 22.6% / SA 14.6%; 8th - 15.8% / SA 11.8%
Crime or Drug Selling: 6th - 12.6% / State Average 9.5%; 8th - 15.1% / SA 13.2%
Gang Graffiti: 6th - 20.2% / SA 9.2%; 8th - 21.5% / SA 7.8%

❑ **Early and Persistent Antisocial Behavior**

Percent of students reporting in the past year they have at least once:

Carried a Handgun: 6th - 14.8% / State Average 4.9%; 8th - 6.9% / SA 7.1%
Sold Illegal Drugs: 6th - 3.3% / State Average 1.0%; 8th - 7.2% / SA 5.5%
Been Suspended from School: 6th - 11.7% / SA 7.6%; 8th - 17.2% / SA 13.3%

Percentage of students reporting who:

Use Alcohol: 6th - 46.4% / SA 40.9%; 8th - 68.6% / SA 66.4%
Use Marijuana: 6th - 9.5% / SA 5.0%; 8th - 25.9% / SA 19.3%

❑ **Other Key Indicators**

In 1996/97, there were three handgun seizures at Soule Sixth Grade Center.
(Dodge City School Records - student population - 376)

In 1997, there were 97 calls for police assistance at Dodge City Middle School.
(Dodge City Police Records - student population - 675)

In addition to juvenile and gang crime activity, Dodge City, with an approximate population of 25,000, had experienced significant changes in overall Police Department statistics:

	<u>1996</u>	<u>1997</u>	<u>% Change</u>
Calls for Service	25,469	27,813	9% Increase
Reported Crimes (UCR)	3,980	3,509	12% Reduction
Total Arrests	2,157	2,565	19% Increase
Accident Reports	1,300	1,374	6% Increase
DUI Related Accidents	94	59	37% Reduction
Citations Issued	4,664	5,850	25% Increase

■ **Additional Community and Agency Issues**

In the fall of 1996, Dodge City experienced a number near-simultaneous events that in concert provided the foundation to develop a very unique partnership:

- ❑ The Dodge City Police Department had just concluded their first Citizen Police Academy, with 15 graduates.
- ❑ The Department was searching for a new Chief and had a 22% vacancy-rate in Officer ranks.
- ❑ There was a gang-related killing that galvanized the community to take action.

■ **A Creative Response**

Observing these events, six graduates of the first Citizen Police Academy asked the Interim Chief if citizens could assist the Department with issues that did not require a sworn officer, thereby releasing the officer to return to patrol. The Chief, with courage and vision, said, “yes, let’s try”. From these needs, came creativity. From creativity, came a Citizen-Policing partnership that has changed forever both the perception, and delivery, of a community policing initiative.

■ **Mission of Citizen Assisted Policing Program**

The mission of the Citizen Police Auxiliary is to serve as a volunteer support service to the Dodge City Police Department and Ford County Sheriff's Office, enhancing their effectiveness of community policing through the provision of administrative, patrol, and support services when requested or required by the department. The objectives and purposes of the CAP are:

- To provide administrative support services when requested, to include but not limited to: ability to assist with form(s) completion; temporary custodial supervision of juveniles; record keeping maintenance; fingerprinting; and other duties as may be assigned.
- To provide neighborhood and business patrol support, to include but not limited to: assigned support of Dodge City Police Department and Ford County Sheriff's Office in the completion of their duties, subject to specific guidelines of conduct and responsibilities.
- To provide for positive public interaction with the Dodge City Police Department and Ford County Sheriff's Office in the overall development of community policing.

■ **Citizen Assistance – A Multiple Role**

In addition to meeting a mission of Officer and Community support, these highly trained citizens have provided a respected communication channel to the public when there are questions of law enforcement procedure or policy. They have become a voice in the community to articulate and resolve differences in perceptions, as well as monitor and report any issue of Officer abuse that is clearly contrary to departmental policies. Like all law enforcement agencies, we have qualified, professional, Officers who have embraced this trained review standard.

■ **Commitment of Agency Administration**

Like any initiative that involves change, it is critical that the approval and support of a citizen-assisted policing program be communicated from the top of departmental administration. However, Dodge City's program has been largely successful because of their focus of 'bottom-up'. CAP volunteers have ridden a shift with every Officer and Supervisor, maintaining a close working and personal relationship. In fact, it is now common to hear an Officer ask the communication center: "*Is there a Charlie Unit on duty?*"

■ **Program Development**

□ **Supervision**

Dodge City's citizen-assisted policing program reports directly to the Deputy Chief of Police in areas of: policy and procedure development, disciplinary matters, and evaluation of program effectiveness.

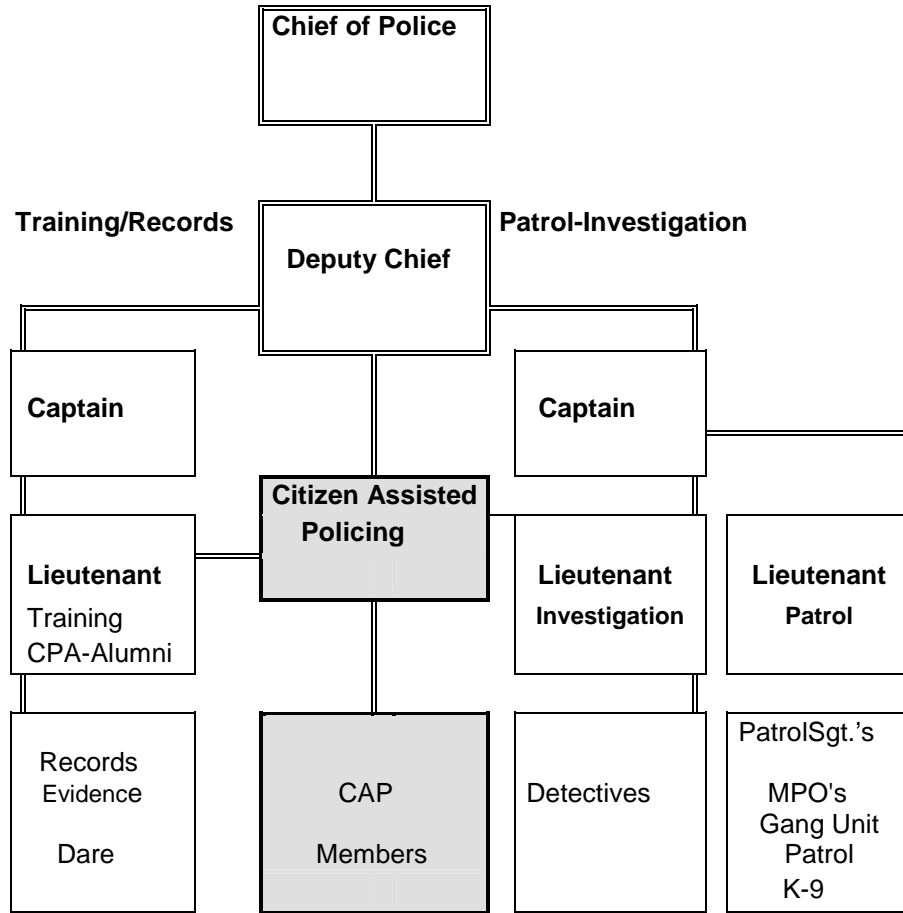
Training, program development and equipment needs are coordinated through a department Lieutenant in charge of officer training, policy and procedure, and internal investigations.

When on-duty, CAP units are under supervision and task-assignment by shift supervisors, or Detective administration, as would be any other Officer or support staff member.

□ **Organizational Structure within the Department**

As will be discussed later in this implementation guide, Dodge City's citizen-assisted policing program is a full division of the Police Department, as shown in the following brief outline:

Dodge City Police Department



This organizational structure is intentionally simplified to illustrate the Citizen Assisted Policing program and its relationship within the command structure of the police department.

❑ **Evaluation of Training & Resources**

A critical element of the success of a citizen-assisted policing program is the commitment your agency makes to the level of training provided to the volunteers. In a later section, titled 'Training Standards', we will take a close look at the content and depth of training provided by the Dodge City Police Department and the internal standards developed within the CAP program.

As with our Officers, safety is a constant objective, and this program requires a commitment by your agency to pledge resources to initial and continuing education and training. Dodge City has developed special training classes for their CAP members, as well as opened all sworn Officer training classes to attendance by these volunteers. In addition, intra-jurisdictional training has been coordinated with our Sheriff's Office, Fire Department, Emergency Medical Services, County and City Attorney Office's.

❑ **Equipment Needs and Commitment of Assets**

As a companion of safety and training, your agency must determine its financial capacity to provide equipment and assets to the citizen-assisted policing program. Dodge City has delivered two retired patrol cars to the CAP program (including vehicle insurance, fuel and maintenance), together with modest financial support for the expense of uniform clothing, ballistic and reflective vests, radios, and special training. Volunteers have purchased their own duty belts and personal equipment and have been successful with grant and community funding.

❑ **Funding Costs and Resources**

Currently, a department line item budget provides approximately \$250.00 per year, per volunteer, in support of direct program expenses. Large capital purchases have been funded through community grants and private/business fund-raising efforts. In developing funding costs, you also need to evaluate training costs, as your citizen-volunteers are usually employed full time and training sessions must be in the evening or on weekends, leading to considerations of Officer overtime or comp-time expenses.

❑ **Timeline of Program Development**

It is important to remember that this implementation guide is providing you with a view of a fully developed volunteer program that is continuing to mature after four years. The program was built one-step-at-a-time. As we will develop later in this outline, we suggest that it will take at least six months to define program components, solicit qualified citizen-volunteers, and initiate the first training classes. It will take approximately one-year to fully implement a citizen-assisted policing program and begin to evaluate its effectiveness.

■ **Liability and Risk Management Issues**

This will be the largest area of focus as you consider the development of a citizen-assisted policing program. It requires input from department, municipal authorities and legal counsel, documented first with a platform of written policy, procedure, supervision, evaluation, and training standards that will govern implementation and execution of the program. The issues you consider are the same as those involving sworn officers, with few exceptions.

As discussed later under ‘Organizational Structure’, Dodge City approached this entire issue with creative, out-of-the-box, thinking – including a decision by the City to pass an Ordinance creating the Citizen Police Auxiliary as a division of the Police Department, instead of structuring it as a more traditional non-profit, 501(c), organization. The base result of that decision was to place the program under the same liability management as the Police Department.

III Volunteer Resources and Development

The steps you take in selecting volunteers to implement a citizen-assisted policing initiative might be the most important element you consider. While we tend to focus on liability and safety issues first when discussing this idea, the quality and commitment of the citizen-volunteer largely mitigate those issues. We recognized early that we could not afford to have any citizen involved that displayed a ‘wannabe’ attitude or any personal agenda other than the implementation of a solid community-policing program. We also suspected that this type of initiative could be a magnet for those with less-than-desirable personality traits that would ultimately undermine the success of the program, as well as magnify issues of liability, safety, and community perception.

For those agencies with a Citizen Police Academy, and supporting Alumni Association, you have a distinct advantage, as there is a ready pool of volunteers that have been observed over an extended period of time. For communities without an established Academy/Alumni program, a recommended standard for identification and approval of candidates would remain the same.

■ Selecting Citizen-Assisted Policing Volunteers

From the beginning, Dodge City’s CAP members have been solicited from graduates of Dodge City’s Citizen Police Academy Alumni. All members have graduated from one of the ten-week Citizen Police Academy classes. In addition, each must complete a minimum of 32 hours ‘ride-along’ with an officer after application for membership; be subjected to background investigation and interview; and be approved by the Citizen Police Auxiliary and Chief of Police. The interview panel is composed of department Personnel and Training Officers, Patrol Officers, and senior CAP members. Approval rates have averaged less than 50%. It is an attitudinal evaluation, more than age or physical concerns. The Training and Standards Division of the Police Department maintain personnel and training record files for each CAP volunteer.

The mandatory 32-hour ‘ride-along’ with an Officer serves several purposes. Officer and Supervisor impression of the candidate is valued, as they have the opportunity to observe conduct and listen to their reason for application. Their recommendations for approval/denial is very important, as they may later develop a close working relationship with this citizen. Also, as every Officer knows, patrol is a mixture of hours of boredom together with moments of anxiety and stress. Candidates need to have a good feel of the volunteer services they might be offering and the unpredictable nature of community patrol.

■ Demographics

It is interesting to look at a demographic review of Dodge City's Citizen Police Auxiliary and serves to underscore the reason this program has been so successful:

Male	68%
Female	32%
Average Age	45
Children	3
Grandchildren	2
Post Secondary Education	72%
Employed – Full Time	96%
CAP Volunteers – per population	Approx. 1 per 1,100 Population
CAP Volunteers – per Sworn Officer	Approx. 1 per 1.75 Officers

These are average citizens, who might live next door. They displayed an interest in their community by attending a Citizen Police Academy – and then extended that commitment through their volunteer service. Today, they are a vital link between the community and its law enforcement and effectively making a difference. They represent that link whether on volunteer duty; at their employment; meeting with their neighbors and friends; or assisting other citizens with police related needs.

■ Application Form and Interview Format

The next two pages of this program outline provide a copy of the Application and Interview forms used by Dodge City. In addition to the interview questions, the department has developed a series of scenario's that focus on how the candidate might act in given situations. These scenario's are usually presented by an Officer and test whether the applicant displays any personal agenda or racial, ethnic, or age bias in dealing with the public. Simply, we want the applicant to be under mild stress – the results of which are sometimes very revealing and not recognizable during the standard interview process.

**Dodge City Police Department
Citizen Assisted Policing – Volunteer Demographics**

Male	68%
Female	32%
Average Age	46
Children	0
Grandchildren	0
Post Secondary Education	72%
Employed - Full Time	96%
Occupation	Management/Education
 During Year - 2001 - Each Averaged:	
Hours Volunteered	0
Number of Times Assisted an Officer/Citizen	0
Miles Driven on Community Patrol	0
 Training Hours - Average:	
Class / Field Training by Police Department	41
Field Training - Ridealong and under FTO	72
Citizen Police Academy	35
	148
 Years as Volunteer - Average:	 3.49
 Patrol Experience - Average Total Hours:	 535

Data: as of 12/31/2002

CITIZEN ASSISTED POLICING - APPLICATION

Name _____ **Social Security Number** _____

Address _____ **Birthdate *** _____

Employment _____ **Occupation:** _____

Personal * **Sex** _____ **Height** _____ **Weight** _____ **Eyes** _____

Phone **Home** _____ **Office** _____ **FAX** _____ **Cell** _____

Qualifications	(a) Have You Graduated from the Dodge City Citizen's Police Academy? _____	[Yes/No]	(e) Will You Participate in Additional Training? _____	[Yes/No]
	(b) Have You Completed 32 Hours of Ride-along' Experience? _____		(f) Will you Volunteer at Least 8 hrs./month? _____	
	(c) Do You Accept the Auxiliary 'Guidelines of Conduct'? _____		(g) Do You Approve of a Background Investigation? _____	
	(d) Are you willing to appear in Court, as a Witness if requested? _____			

Why Do You Wish to be a Member of the Citizen Police Auxiliary? _____

Recommendation *[Signatures of Two Current Auxiliary Members]* _____

Date _____ **Signature** _____

** Personal information is required for the issuance of Citizen Police Auxiliary Photo-Identification Cards*

Approval	Chief of Police _____	Date _____
	Board of Directors _____	Date _____
Comments	_____ _____	

Dodge City Police Department
Citizen Police Auxiliary

Application for Membership - Interview Questions

1. Tell us about yourself:
 - a. Past/Current Work History
 - b. Volunteer programs you have been involved with
2. What does Community Oriented Policing mean to you, and how do you think it should be applied in Dodge City?
3. What has drawn you to volunteer with the Citizen's Police Auxiliary?
4. Dodge City has gone through a lot of change in the past few years. How do you view these changes?
5. What do you see in Dodge City's future?
6. Gang issues exist in Dodge City, as they do in most cities. How do we approach solving these problems?
7. How flexible are you? Tell us about the occasions in which you have changed your ideas about work activities or assignments.
8. Are you a person who likes to work with others, or by yourself? Describe why.
9. Describe how you take advice or criticism from co-workers and supervisors.
10. Can you work for and enjoy team success, as well as your own success?
11. Is there anything else you would like to add or do you have any questions for us?

IV Organizational Structure

When Dodge City first considered development of an active ‘street-oriented’ citizen-assisted policing program, it was expected that it would be structured as part of the Citizen Police Academy Alumni organization and apply for non-profit 501(c) status. With that in mind, Articles of Association (By Laws) were written and IRS application forms were initiated.

However, it was soon determined that we needed to take a closer look. First, this program was designed from the beginning to provide active assistance to Officers, relieving them of tasks that could be assigned to a trained lay-person, allowing them to return to patrol or deal with more pressing concerns. This was not a typical Alumni organization that might provide for special projects, fund raising, and continuing education to the community. This was a purpose-designed effort to provide direct support to the department and therefore consideration had to be given to safety, training and liability management issues.

After considerable review, the City Commission of Dodge City passed an ordinance establishing the Citizen Police Auxiliary as a permanent division of the Police Department, replacing the need for approval as a non-profit organization. The result of this decision was to place the program under the full auspices of the City, controlled by policy and procedure identical or similar to the Police Department, and covered by existing City liability and legal protections.

City of Dodge City, Kansas

ORDINANCE NO. _____

AN ORDINANCE ESTABLISHING A CITIZEN POLICE AUXILIARY IN THE CITY OF DODGE CITY AND ADDING ARTICLE 4 TO CHAPTER 10 OF THE CODE OF THE CITY OF DODGE CITY

Section 1. The City of Dodge City hereby establishes a CITIZEN POLICE AUXILIARY in the City of Dodge City.

Section 2. Chapter 10, Article 4 shall be added to the Code of the City of Dodge City as follows:

Article 4. CITIZEN POLICE AUXILIARY

10-401. ESTABLISHED. A Citizen Police Auxiliary is hereby established within the Police Department of the City.

10-402. APPOINTMENT, POWERS AND AUTHORITY, SUBJECT TO CONTROL. The Citizen Police Auxiliary will serve as a volunteer support service to the Dodge City Police Department, enhancing their effectiveness of community policing through the provision of administrative, patrol, and support services when requested or required by the department. Membership and admission procedure is outlined in the BYLAWS OF THE DODGE CITY CITIZEN POLICE AUXILIARY. Guidelines of Conduct are also outlined in the BYLAWS OF THE DODGE CITY CITIZEN POLICE AUXILIARY. Auxiliary members shall coordinate their activities with full knowledge of the Dodge City Police Department and be assigned their duties by the Chief of Police or his designee.

Adopted by the City Commission of the City of Dodge City, this 17th day of November, 1997.

This Ordinance shall become effective after publication in the Dodge City Daily Globe.

Mayor

ATTEST

City Clerk

■ **Articles of Association**

Developing a program to operate under both Articles of Association, and as a division of the Police Department, appears to be a conflict in organizational structure. In practice, it has met the needs of both parties and is further evidence of initiating creative solutions to community policing.

□ **Conflict – or – Benefit as a Semi-Autonomous Entity**

Dodge City chose to retain our Articles of Association because they provided an excellent platform for citizen leadership and definition of the program. Granted, you would question “*why would we have ‘By Laws’ for a program that was now a full division of the Police Department?*” The answer is that we had created a very different entity – which suggested the need for a creative organization style.

This entire program thrives on innovation and challenges our perception of agency structure and community policing. In fact, success of the program is partly found in its unique organizational structure.

By retaining Articles of Association, the CAP is largely self-governing in the sense that it maintains elected leadership with a board of directors who serve as supervisors over various areas of program operation: (Budgeting, Equipment, Logs & Communication, Training, Patrol Scheduling). This leadership maintains a close liaison with Police Department administration, assuring open communication and coordination of volunteer services. Department administrators attend monthly meetings of CAP volunteers, giving guidance and recommendations to program development.

While on community patrol, or under special assignment, citizen-volunteers are under the direct supervision of shift commanders, as would be any other police officer.

The result is a defined internal organizational structure that meets the requirements of the department for lines of authority and accountability, while also providing a familiar management style for citizens who are unaccustomed to the para-military style typical to most law enforcement agencies. This combination of semi-autonomous organizational structure, combined with traditional supervision and management control, has proven to be a very successful partnership of management styles.

ARTICLES OF ASSOCIATION
Of
DODGE CITY CITIZEN POLICE AUXILIARY

Article I

Name and Objectives

Section 1. Name

The name of this association shall be the "Dodge City Citizen Police Auxiliary", hereinafter referred to as the "Auxiliary".

Section 2. Objectives

The mission of the Auxiliary is to serve as a volunteer support service to the Dodge City Police Department and Ford County Sheriff's Office, enhancing their effectiveness of community-policing through the provision of administrative, patrol, and support services when requested or required by the department. The objectives and purposes of the Auxiliary shall be:

1. To provide administrative support services when requested, to include but not limited to: ability to assist with form(s) completion; temporary custodial supervision of juveniles; record keeping maintenance; fingerprinting; and other duties as may be assigned.
2. To provide community patrol services when requested, to include but not limited to: assigned support of Dodge City Police Department and Ford County Sheriff's Office in the completion of their duties, subject to specific guidelines of conduct and responsibilities.
3. To provide for positive public interaction with the Dodge City Police Department and Ford County Sheriff's Office in the development of community policing.

Article II

Membership

Section 1. Membership

The active membership of the Dodge City Citizen Police Auxiliary shall be limited to twenty-five (25) members.

Section 2. Inactive Membership

There shall be an inactive class of membership for members who are temporarily unable to satisfy the requirements of regular membership; or who may elect to take a leave of absence for personal reasons; or who become a sworn officer, either active or reserve, of a any law enforcement agency. A member may remain in an inactive status for a maximum period of one

year, at the conclusion of which they must return to active status or be dropped from membership. While in an inactive membership status, a member may not represent himself or herself as an active Auxiliary member by use of identification, uniform apparel, call-number assigned, or provision of volunteer patrol and services. An Inactive Member may accompany an active member in the performance of their duties, in the same manner, and under the same conditions, as may any other citizen.

Section 3. Qualification of Members

Qualification for membership in the Auxiliary shall include the following, at a minimum:

1. Successful completion of studies through the Citizen's Police Academy, as developed by the joint-efforts of the Dodge City Police Department and Ford County Sheriff's Office.
2. Have attained a minimum age of 21 years.
3. Completed a minimum of thirty-two (32) hours of road patrol experience with Dodge City Police Department or Ford County Sheriff's Office, under the supervision and training of a commissioned officer.
4. Successful completion of a background investigation by the Dodge City Police Department, including submission of fingerprints to Kansas Bureau of Investigation
5. Participation in additional training and skill enhancement, as recommended or required by the Dodge City Police Department, Ford County Sheriff's Office, or Auxiliary Board of Directors.
6. Volunteer a minimum of eight (8) volunteer hours, per month, (or any combination thereof) of road patrol with a Dodge City Police Department or Ford County Sheriff's Office commissioned officer, or through auxiliary patrol or administrative service.
7. Approval by the Chief of Police of Dodge City, Kansas and the Board of Directors of the Auxiliary.
8. Successful completion of a ninety-day probation period following approval for membership, during which time under the supervision of an Auxiliary Field Training Officer assigned to each new candidate.

Section 4. Admission Procedure

A qualified applicant for admission shall complete an application form prescribed by the Board of Directors and endorsed by two members in good standing, disclosing his or her qualifications for membership, which shall be considered by the Board of Directors. Said applicant shall be approved by the Chief of Police of Dodge City, Kansas, and elected by a majority vote of the Board of Directors.

Any applicant for membership who is not approved by the Chief of Police of Dodge City, Kansas is then ineligible for membership in the Auxiliary.

Article III

Guidelines of Conduct

Section 1. Guidelines of Conduct

Subject to suspension of membership, or termination, as outlined under Article XII, Section 2, the following shall serve as guidelines of conduct of Auxiliary members:

1. To at all times recognize that the Auxiliary serves as a volunteer support service to the Dodge City Police Department and Ford County Sheriff's Office, and does not assume any legal authority beyond those granted to any citizen. A member must not make any representation that the Auxiliary has been granted special authorities other than those that may be periodically, and specifically, assigned by a supervising police officer.
2. To adhere to a strict policy of non-physical contact with any suspected violator of public laws, except in the event of an emergency situation where immediate action has to be taken to insure the public's or commissioned officers safety. The role of the Auxiliary is to observe and report incidents or concerns to Police or Sheriff's Department officials, who will be the sole authority in determining whether response or action is required.
3. To 'stand-off' when on patrol from the scene of any Police or Sheriff department activity, until specifically directed by an authorized official to provide assistance or to perform an assigned duty or it becomes obvious that assistance is required. Common sense and safety will be used at all times.
4. To assure a minimum of two (2) persons in each auxiliary vehicle when providing community patrol services, one of which must be a qualified Auxiliary member.
5. To not carry any weapons, lethal or non-lethal, nor display any evidence of assumed authority, excluding equipment that may be specifically assigned or provided by the Dodge City Police Department or Ford County Sheriff's Office.
6. Auxiliary members may from time-to-time receive confidential information, at the discretion of the Dodge City Police Department, Ford County Sheriff's Office, or Ford County Attorney's Office, including but not limited to: the progress of an investigation, a known or reported law violation, or condition against which action is to be taken at a future time, or any proposed law enforcement operation. Such information shall be held in confidence and not provided to any other non-authorized party. No member shall use such confidential information to advance a personal belief, or in support of any other organization, association, group, or movement.
7. No Auxiliary Member shall belong to, or support any organization who's goals and objectives may be in conflict with the generally recognized duties and responsibilities of the Police Department and Sheriff's Office in assuring public safety and the enforcement of public laws. Auxiliary Members shall adhere to specific directions received from the administration and supervisors of Dodge City Police Department and Ford County Sheriff's Department.

8. No Auxiliary member shall conduct themselves in a manner which would bring discredit to themselves, members of the Dodge City Citizen Police Auxiliary, the Dodge City Police Department, or the City of Dodge City.
9. No Auxiliary member shall publicly criticize the official action of a member of the Dodge City Police Department or any of the Auxiliary members.

Section 2. Identification and Communication

1. Auxiliary members will be issued photo-identification badges, through approval of the Dodge City Police Department, and such identification shall be prominently displayed or presented whenever within department facilities; when on patrol; or when requested by a department official. Items of apparel, issued to Auxiliary Members as approved uniform garments, shall not be worn in public unless the Member is operating in an official Auxiliary capacity, or approved special occasions.
2. Auxiliary members shall remain anonymous to whatever extent possible and shall not encourage public awareness of their responsibilities, activities or duties.
3. Auxiliary members shall coordinate their activities with full knowledge of both the Dodge City Police Department (or Ford County Sheriff's Office) and the Ford County Communication Center. Members shall clearly identify themselves to a supervising authority by name or other call-code, as may be assigned.
4. When using Police band radios, Auxiliary members will keep air traffic to a minimum; restrict communications to active issues that require immediate action or need; and direct calls through the Communications Center. Cellular telephones will be used to relay more passive information, observations, or reports. Auxiliary members shall be authorized to request motor vehicle registration; drivers license, or warrant information through the Communications Center.

Article IV

Officers

Section 1. Title and Term of Office

The officers of the Auxiliary shall consist of a Chairman, a Vice Chairman, and a Secretary/Treasurer, who shall be elected at each annual meeting of the Auxiliary and shall hold office for a term of two (2) years, or until successors are elected and qualified.

Section 2. Chairman

The Chairman shall preside at all meetings of the Auxiliary and shall serve as Liaison Officer to the Dodge City Police Department and Ford County Sheriff's Office.

Section 3. Vice Chairman

The Vice-Chairman shall perform the duties of the Chairman in the absence of the Chairman.

Section 4. Secretary & Treasurer

The Secretary/Treasurer of the Auxiliary shall serve in a dual capacity. The Secretary shall act as secretary at meetings of the Auxiliary and shall see to it that proper minutes of the meetings are made and recorded. The Treasurer of the Auxiliary shall have custody of all funds and property of the Auxiliary and shall deposit all funds of the Auxiliary in a bank of his or her choosing in Dodge City, Kansas. The Treasurer shall prepare and submit a statement of the financial condition of the Auxiliary at the annual meeting and at such times and in such manner as the Board of Directors may require.

Article V

Board of Directors

Section 1. Powers

All powers necessary for the management of the affairs of the Auxiliary, which are not otherwise reserved to the Officers, shall be vested in the Board of Directors.

Section 2. Composition & Term of Office

The Board of Directors shall be composed of not more than seven members from the general membership of the Auxiliary. The seven members of the Board of Directors shall include the Officer's of the Auxiliary. Directors shall be elected at each annual meeting of the Auxiliary and shall hold office for a term of two (2) years, or until successors are elected and qualified.

Section 3. Term Limits

Members of the Board of Directors may serve a maximum of two (2) consecutive terms in the office elected, and then must retire from the Board of Directors for a minimum of one (1) year before being considered for re-election.

Section 4. Ex-Officio Members

The immediate Past Chairman shall serve on the Board of Directors as an Ex-Officio, non-voting, member.

Article VI

Quorums

Section 1. Meetings of the Board of Directors

A majority of the Board of Directors shall constitute a quorum for the transaction of business at a meeting of the Board of Directors.

Section 2. Regular Meeting of the Membership

Two-thirds of current qualified members shall constitute a quorum of any regular, special or annual meeting of the Auxiliary.

Article VII

Nominations, Elections, and Vacancies

Section 1. Nominations

After the election of the initial Directors and the Auxiliary Officers, the Chairman, as least thirty (30) days prior to the date of any annual meeting, shall appoint a Nomination Committee of not more than three members. The function of the Nominating Committee shall be to submit a list of nominees for the offices of the Auxiliary and for any unexpired vacancies to be acted upon at the annual meeting. Such Committee shall file the names of their nominees with the Secretary at least twenty (20) days before the date of the meeting. In addition, any member by floor nomination may nominate candidates within the qualifying provisions of Article IV for Officers and Article V for Directors of the Auxiliary, and for any unexpired vacancy to be filled by election.

Section 2. Vacancies

The Vice-Chairman shall fill a vacancy in the office of the Chairman. Any other vacancy in offices shall be filled for the balance of the current year by appointment of the Board of Directors. Said appointee shall serve until the next annual meeting and until the election of their successor. If there is a vacancy on the Board of Directors, then the Board of Directors shall appoint a person to fill the vacancy until the next annual meeting.

Article VIII

Annual Meeting and Fiscal Year

Section 1. Annual Meeting

The annual meeting of the Auxiliary shall be held during the month of November each year, at such time and place as may be selected by the Board of Directors. A notice of the meeting, together with the report of the Nominating Committee, shall be mailed to each member at least fourteen (14) days prior to the date of it. Said list of nominations shall set forth the manner in which other nominees, for said vacancies to be acted upon, may be added.

Section 2. Accounting Year

The accounting year shall run on a calendar basis from January 1 to December 31. The terms for the officers and directors shall run concurrent to the accounting year.

Article IX

Committees

Section 1. Special Committees

The Board of Directors shall have the power to appoint special committees as shall be deemed necessary and advisable to carry out any organizational activity. The Board of Directors shall determine the size, composition, nature of their duties, and the Chairman of each committee.

Article X

Meetings

Section 1. Membership Meetings

Regular meetings of the membership shall be held at least six times annually and at such times and places as established by the Board of Directors. If the Board of Directors announces a special meeting, notice shall be provided to Auxiliary Members at the earliest convenience.

Section 2. Elections

The number present shall be entitled to vote for any candidate named by either one of the methods stated in Article VII, and the candidate receiving the majority of votes from the members present shall be declared elected.

Article XI

Expenses & Dues

Section 1. Annual Dues

The Board of Directors shall establish membership dues and fees on an annual basis.

Article XII

Miscellaneous Provisions

Section 1. Advertisement

No member of the Auxiliary shall use his or her membership in the Auxiliary in any form of advertisement or solicitation of business, or in any manner that may conflict with the stated guidelines of conduct.

Section 2. Suspension of Membership

Any member of the Auxiliary may be suspended or terminated from membership by action of the Board of Directors, who shall serve as a disciplinary review board together with the Chief of Police of Dodge City, Kansas or his appointee, provided however that at least five (5) members thereof are in agreement. Such suspension or termination must be for a violation of guidelines of conduct, as published and delivered to each member and amended from time to time.

The Auxiliary, and its individual members, exists under the sole discretion, control, and supervision of the Dodge City Police Department. Any individual Auxiliary member, or the entire program, may be terminated from further volunteer service, under the sole authority of the Chief of Police of Dodge City, Kansas.

Any member who voluntarily resigns from membership, or who is terminated, or who has been in an inactive status for over one (1) year, shall immediately surrender identification, equipment, and any other property that has been issued or acquired through the Auxiliary, including uniforms and jackets.

Section 3. Amendments

These Articles may be amended by annual or special meeting of the members at which there is a quorum by vote of two-thirds of the members present, provided that notice setting forth such proposed amendments shall have been mailed to all members at least fourteen (14) days prior to the date of such meeting.

Section 4. Effective Date

These Articles of Association became effective when adopted by a vote of the membership on July 7, 1997 and first amended November 20, 1999.

V Training Standards

As discussed under Program Evaluation, your commitment to training citizen volunteers is essential. First, and most important, it is the foundation of officer safety – and that translates to citizen volunteers to the same degree, and in the same manner, as it does to sworn Officers. Second, it provides citizen volunteers with the skill enhancements necessary for them to carry out the mission of citizen-assisted policing. Dodge City has found that the envelope of assistance that a trained citizen can provide to the department and to the field Officer is wide and ever expanding.

After a candidate has been approved for membership, they begin a 90-day training period, during which time they must complete and be evaluated in three individual stages:

- ❑ A mandatory 32 hours of ride-along with a Patrol Officer or Supervisor.
- ❑ Classroom training by the Police Department with a standardized curriculum.
- ❑ Field training under supervision of an experienced CAP Training Officer.

■ Ride-along Hours – Required Component

Dodge City requires that every candidate for membership complete a minimum of 32 hours on patrol with a Shift Supervisor or Officer. They must complete this section before continuing with classroom training through the Department’s Training Division.

The mandatory 32-hour ‘ride-along’ with an Officer serves several purposes. Officer and Supervisor impression of the candidate is valued, as they have the opportunity to observe conduct and listen to their reason for application. Their recommendations for approval/denial is very important, as they may later develop a close working relationship with this citizen. Also, as every Officer knows, patrol is a mixture of hours of boredom together with moments of anxiety and stress. Candidates need to have a good feel of the volunteer services they might be offering and the unpredictable nature of community patrol.

■ Assignment of Training Officer

Each new member should be assigned to a Training Officer who will instruct, guide, and evaluate the candidate for approximately 60 days. Since Dodge City’s citizen-assisted policing program has matured, experienced, supervisory members of the Citizen Police Auxiliary are assigned as training officers.

■ Classroom and Field Training – Recommended Minimum

The following is a recommended outline of training procedures that must be completed by every new member, under review of their training officer and the Police Department, before they are released to full volunteer duty. This is a minimum outline, and subject to frequent review.

□ **Classroom Training (Police Department Training and Standards Division)**

After completion of mandatory ride-along hours, new CAP candidates begin classroom training through the Police Department's Training & Standards Division. These classes are scheduled in the evening, once a week, for a period of about five to six weeks. Experienced Officers instruct them in the following areas:

- 1) Patrol Vehicle Orientation
- 2) Preliminary Breathalyzer Test – Set-up
- 3) Traffic Control (Field exercise)
- 4) Handcuff Procedures
- 5) Personal Search Techniques
- 6) OC Pepper Spray (Optional - certification required to carry)
- 7) Gang Identification
- 8) Crime Scene Control
- 9) Traffic Accident & Incident Forms – Use of Computer workstations
- 10) Subpoena Service
- 11) Home/Vacation Watch Procedures
- 12) CPR (Infant, Child & Adult) (Optional - but recommended)
- 13) Advanced First Aid (Optional - but recommended)

□ **Field Training (Under supervision of Field Training Officer – FTO)**

While still completing classroom training, each member begins field training. This section allows them to use the knowledge they have gained in the classroom, as well as be observed in how they inter-react with Police and Sheriff Officer's and citizens in performing volunteer services.

Often, the opportunity for each type of incident training does not occur during the course of training. When they do not, FTO's create an imaginary incident in order to demonstrate and practice required procedures. At the completion of their training, each new member is expected to be able to demonstrate and communicate proficiency in each of the following areas:

Preparing for Patrol

- 1) Preparing patrol log forms – notification of Communications Center.
- 2) Checking out equipment (radio, PBT, Cell Phone, etc.)
- 3) Checking vehicle equipment and re-supply of forms, etc.
- 4) Personal equipment (flashlight, whistle, pen [black ink only], notepad, vehicle keys, reflective and ballistic vest). Optional equipment (belt, handcuff & case, OC Spray, gloves, etc.) Uniform regulations & appearance, identification.
- 5) Check extra-patrol log and vacation-watch properties.
- 6) Review of shift log for relevant information.
- 7) Briefing with shift supervisor and assigned Officers on duty.

- 8) Completing a Patrol Log and how/when it is submitted.
- 10) Familiarity with all areas of Headquarters (i.e., interview rooms, equipment rooms, etc.).
- 11) Departmental security procedures.
- 13) Knowledge of evidence lockers and their use.

Patrol Vehicle Orientation

- 1) Knowledge and use of vehicle components, including:
 - a) Use of vehicle keys
 - b) VCR camera & voice recorders
 - c) Radio - lights, etc.
 - d) Emergency equipment.

Completing Patrol

- 1) Advising Communications and Records department.
- 2) Returning checked-out equipment (Radio, PBT, Cell phone, etc.)
- 3) Re-supply for the next team.
- 4) Completion of a Patrol-Incident Log.

Communications

- 1) Police Radios – Use of communication equipment and channels.
- 2) Knowledge of ten-code (minimum - Procedure Test)
- 3) Basic radio usage - demonstrate ability to clearly and correctly: advise Communication Center, Supervisors, and Officers under various scenarios.

Form Completion

- 1) Demonstrate proficiency in completing:
 - a) Juvenile/Parent Interview Form(s).
 - b) Traffic Accident Forms
 - c) Vehicle Impound Forms
 - d) Affidavit or Statement Form(s) for witness narrative, etc.

Responding to an Incident

Thoroughly review Policy & Procedure Manual and be familiar with sections on 'Responding to an Incident', including written procedures for:

- 1) Before you go to the scene,
- 2) Arriving at the scene,
- 3) While at the scene,
- 4) Finish every call before proceeding to the next, unless reassigned.

- 5) Assure that the new member can articulate and perform each duty that would generally occur during the following types of incidents:
 - a) Report of a Burglary or Panic Alarm.
 - b) Back-up of a vehicle stop (including where suspected gang members are occupants).
 - c) Potential DUI stop (including preparation of PBT and anticipating Officer needs).
 - d) Vehicle Impound (including: procedures, obtaining Call for Service Number and completion of forms)
 - e) Procedures for a domestic or battery incident.
 - g) Procedures to follow under a Felony Stop.
 - h) Custodial supervision of a juvenile. Interview procedures, forms, and assistance given or coordination with, Juvenile Intake Officers.

Detention and Custody Procedures

- 1) Proficiency in correct and safe application and removal of handcuffs.
- 2) Personal (four-quadrant) search procedures, including alternative methods for opposite-sex.
- 3) Understanding of Policy on use of handcuffs (from Auxiliary Policy Manual)

Use of Force Policy

From the Policy & Procedure Manual, demonstrate familiarity with the various levels of the Use of Force Policy and Continuum, with specific emphasis on Auxiliary policy for use of OC Spray.

Confidentiality – Policies

Familiarity with Auxiliary Guidelines of Conduct, and Policy Manual, including specific responsibilities assumed under 'Non-Auxiliary Persons' and 'Non-Authorized Persons' sections.

■ Training Review

At the completion of training, each new member should be conversant in the areas described in this outline; articulate required policy or procedure; and able to demonstrate their capacity to perform each procedure correctly. As a measure of their proficiency, it is recommended that the Training Officer use the 'Auxiliary Procedure Reviews' (six review tests) as a verbal guideline. This does not mean that we have established a formal, or final, test for citizen training. However, each new member should be able to answer the questions correctly by conclusion of their 90-day training period.

Review of Training Manual

- Background and History
- Mission and Community Needs
- Articles of Association
- Auxiliary Organization
- Guidelines of Conduct
- Policies and Procedures
 - Use of Handcuff Policy
 - Use of Force Policy (Incl. OC Spray)
 - Non-Authorized Persons Policy
 - Confidentiality
- Equipment

Preparing for Patrol

- Sign Out Forms and procedures
- Checking out radio/PBT - log out procedures
- Checking equipment prior to patrol
- Personal equipment required
- Review of Extra-Patrol and Town Boards
 - Vacation Watch Requests
- Use of Radio - Proper procedures
 - Advising Communications - 10-8
- Familiarity with Headquarters
- Use of Computers - Report preparation
- Evidence Lockers and procedures
- Where Forms and Supplies are stored

Vehicle Orientation

- Patrol Vehicles Equipment and Use
- Auxiliary Vehicle Equipment and Use Policies
 - Vehicle Radio and B-Channel
 - Use of Lights
- Vehicle Logs and Fuel Card/Records

Communications

- Use of Radios - Auxiliary and PD
- Basic knowledge of 10 Codes (see test list)
- Knowledge of Alpha Codes (see test)

Patrol Procedures

- Neighborhood and Business Patrol Procedures
- Response to an Incident
 - Before you go - are you needed?
 - Driving to Scene - What Route you take
 - Arriving at the scene
 - Methods of approach
 - Contact with Officer -Radio/Visual/not always verbal

While at the scene - position/tasks/policies re:
 Vehicle Stop (10-44 or 10-45)
 Possible DUI (10-46)
 Felony Stop
 Domestic (10-97)
 Alarm Call (10-93)
 EMS and Fire Dept Support
 Vehicle Impound
 Transporting of a 10-12
 Finishing the Scene

Custodial Supervision of Juveniles
 Subpoena Service Procedures
 Vacation Watch Procedures

Form Completion - Computer System Usage
 Vehicle Impound
 Juvenile Interview - Page-2
 Crime Scene Log
 Misc / Affidavit Statement Forms
 Patrol Logs
 Traffic Accident Forms

Training Classes - Police Department

Patrol Vehicle Orientation
 Preliminary Brethalyzer Test (PBT) Set-up
 Traffic Control
 Handcuff Procedures
 Personal Search Techniques
 Gang Identification
 Crime Scene Control
 Traffic Accident Forms
 OC (Pepper Spray) Optional Certification to Carry
 Subpoena Service
 Home/Vacation Watch Procedures

Review Tests

Ten Code Review
 Alpha Code Review
 Procedure Review - Test #1
 Procedure Review - Test #2
 Procedure Review - Test #3
 Procedure Review - Test #4

Upon completion of each of the three component sections of citizen-volunteer training, the Department Officer in charge of Training and Standards, together with the Supervising Field Training Officer, reviews the progress of each candidate and either releases them for full patrol assignment, or recommends areas of additional training.

■ **Intra-Jurisdictional Support and Training**

CAP volunteers are under the direct training and supervision of their primary law enforcement agency, however they will often assist and support other agencies in the delivery of community and safety services. Consequently, it is important to involve these other agencies and solicit their support of your citizen-assisted policing program.

Dodge City, Kansas has received full support and cooperation from all related public service agencies, including their assistance in continuing education and training: These agencies have included:

- ❑ **Law Enforcement** – Sheriff’s Department, Kansas Highway Patrol, and Kansas Bureau of Investigation (KBI)
- ❑ **City and County Attorney’s Office**
- ❑ **Court systems** (District and Municipal).
- ❑ **Fire Departments** – City and County
- ❑ **EMS and support services.**
- ❑ **City and County Emergency, Disaster Incident Command.**
- ❑ **Crisis & Court Intervention Services** (Juvenile, Domestic and Mental Health)
- ❑ **Education Services** (School District and Community College)

It is routine, that citizen-volunteers may assist a number of these agencies on any given community patrol assignment.

■ **Classroom and Field Training – Advanced**

After Dodge City had successfully developed their citizen-assisted program for over three years, the Police Department and CAP volunteers again raised-the-bar on the level of assistance that could be provided to the agency. Selecting only experienced CAP members who had proven their commitment and skills in working with both Officers and the community, the Department developed an advanced training series that would enable these volunteers to handle various report-writing types of duty assignments.

A training curriculum was developed through the Training and Standards Division that would require approximately 45 hours of additional classroom and field training, including:

- ❑ **Kansas Standard Offense Report** – (Skill development including, reporting party and witness interview, crime scene evaluation, and forms completion for calls for service that might include: burglary, criminal damage, and theft, wherein there is no suspect present and requires completion of fairly standard agency reports).

- ❑ **Narrative and Report Writing** – (Skill development in writing, dictation, and computer systems in the preparation of incident narratives and supplemental forms).
- ❑ **Traffic Accident Investigation and Forms** – (Skill development in being able to handle non-injury, minor traffic accidents, including ability to complete all forms and diagramming of the accident scene).
- ❑ **Kansas Standard Arrest Report** – (Skill development in completion of forms, primarily as they would relate to juvenile issues, and in support of Officer tasks that might accompany an arrest).
- ❑ **Miscellaneous Incident Reports** – (Skill development in the ability to handle various minor calls for service that might include lost or found property, including all forms and property documentation).

Meeting one-night-per-week, this advanced training program took approximately six-months to complete. As a result, approximately 30% of all Dodge City CAP volunteers are certified to be directly dispatched for calls-for-service that require basic report writing services. If the CAP member encounters a situation that requires Officer involvement, they are quick to recognize and request Officer support.

The result has been that response time for routine calls-for-service are enhanced; community acceptance has been excellent; Supervisors and Officers are relieved of time-consuming tasks and able to focus resources on more pressing calls; and CAP volunteers have demonstrated skills that are equal to their sworn-officer counterparts. Shift supervisors review all reports and narratives in the same manner, and to the same degree of quality and accuracy, as would be required from sworn officers. It does subject these advanced-trained volunteers to a higher incident of being subpoenaed to court.

■ **Continuing Education and Training**

As with sworn officers, safety and skill enhancement is a primary objective with a citizen-assisted policing program. Dodge City's CAP unit meets as a group one evening per month, which includes one-to-two hours of continuing education or refresher training provided by the Training and Standards Division or one of the inter-jurisdictional agencies. Under Dodge City's program, CAP volunteers receive approximately 20 hours of continuing education and training annually and are invited to attend all department training sessions.

The following page details the actual training and volunteer records of one citizen volunteer of Dodge City's program.

Citizen Assisted Policing Unit – Officer #811

Training Class	Date(s)	Classroom Hours	Department Instructor(s)
Citizen Police Academy (10 Weeks)	12/03/96	35.00	Capt. Sutton
Traffic Direction/Control	05/12/97	2.00	Officer Kelling
Accident Investigation Forms	05/12/97	2.00	Lt. Johnson
Crime Scene Preservation/Control	07/07/97	2.00	Capt. Chambers
Vehicle Orientation	07/07/97	1.00	Lt. Johnson
Gang Training	07/14/97	2.00	Officer Kaltenbach
Communications/Radio	07/21/97	2.00	Comm. Supvr. Faulkner
OC Spray - Use/Policy/Certification	12/22/97	4.00	MPO's Marsall/Morton
Gang Training / Drug Identification	04/18/98	2.00	MPO Kaltenbach
Records Division - Policies/Procedures	05/16/98	2.00	Records Supvr. Williams
Personal Search/Handcuffing	07/17/98	2.50	Sgt. DiGeralomo
Subpoena Service	08/24/98	1.00	MPO Rakes
Offense Report Forms (KSOR)	3/29-4/5-4/12-6/7/99	13.50	Lt. Tom Bos
Evidence Forms - Packaging/Labeling	07/19/99	1.50	Evidence Supvr. Tepe
Report Writing / Narratives	4/19-4/26-5/3-5/10-8/16/99	14.00	Lt. Tom Bos
Traffic Accident Form & Investigation	6/14-7/12/99	5.00	Lt. Bos / Officer Walton
Arrest Report Forms (KSAR)	8/16-8/23-8/30/99	4.50	Lt. Tom Bos
Misc. Incident/Property Documents	9/13-10/4/99	6.00	Lt. Tom Bos
Handcuffing Techniques/Detention	01/18/00	2.00	Officer Bilbo
EMS/Ambulance/Rescue Equipment	07/21/00	2.00	Ford County EMS
Gang Training/Identification	09/18/00	1.50	Det. Kaltenbach & SO
Ballistic Vests / Use - Safety	10/17/00	1.50	Det. Sgt. Mellecker
Preliminary Breathalyzer Testing	12/18/00	1.50	Officer Fleming
Digital Camera - Evidence Photo's	01/15/01	1.50	Lt. Tom Bos
Courtroom Testimony Skills	02/19/01	1.50	City Attorney - Malone
Handling Multi-type Weapons	03/20/01	1.00	Det. Sgt. Mellecker
Meth Lab's	05/21/01	2.00	Lt. Mellecker
Narrative Dictation - Palm Recorders	09/06/01	1.00	Sgt. Walker
Domestic Violence Law	10/15/01	1.00	Dist. Judge Love
Crime Scene - Initial Response	02/25/02	1.00	Lt. Norman
Use of Force Laws /Procedures/Policy	04/15/02	1.00	County Atty Brancart
Gang Training/Identification	05/20/02	1.50	Det. Kaltenbach
EMS/Ambulance/New Equipment	06/17/02	1.00	Ford County EMS
Total Hours - Classroom Training		123.00	

Hours - Field Training and Patrol

Field Training with Officers	271.00
Community Patrol / Special Assignment / FTO	1,281.36
Total Hours - Patrol (12/3/96 - 7/1/02)	1,552.36

Patrol Log History #811	Patrol Miles Driven	Volunteer Hours	Incident & Officer Assist Calls for Service
1997	1,455	278.00	374
1998	1,281	242.08	224
1999	557	219.50	115
2000	738	232.75	147
2001	585	192.00	116
(As of 7/1/02) 2002	312	117.03	112
	4,928	1,281.36	1,088

VI Policy and Procedure Development

While a citizen-assisted policing program must be subject to overall policies and procedures of the agency, their support role also demands that additional policies be developed that specifically addresses their involvement. The following pages provide an example of such policies and procedures.

■ Guidelines of Conduct

When citizens first met with the Police Department to discuss their idea of creating a citizen-assisted policing program, in December 1996, the first policy statement created was their Guidelines of Conduct. The citizens wrote it themselves, as a statement of their own expectations and as a platform for measuring individual boundaries. Later, it would be incorporated into the Articles of Association, and has endured without change. From a citizen viewpoint, it has served as a primary reference for personal conduct and as the 'constitutional' foundation of the program.

While policy, procedure, and organizational structure remain important, the Guidelines of Conduct are the mainstay of the program and have been the source of resolution of conflicts on several occasions.

Guidelines of Conduct

Subject to suspension, or termination, the following shall serve as guidelines of conduct of Dodge City Police Department – Citizen Police Auxiliary members:

1. To at all times recognize that the Auxiliary serves as a volunteer support service to the Dodge City Police Department and Ford County Sheriff's Office, and does not assume any legal authority beyond those granted to any citizen. A member must not make any representation that the Auxiliary has been granted special authorities other than those that may be periodically, and specifically, assigned by a supervising police officer.
2. To adhere to a strict policy of non-physical contact with any suspected violator of public laws, except in the event of an emergency situation where immediate action has to be taken to insure the public's or commissioned officers safety. The role of the Auxiliary is to observe and report incidents or concerns to Police or Sheriff's Department officials, who will be the sole authority in determining whether response or action is required.
3. To 'stand-off' when on patrol from the scene of any Police or Sheriff department activity, until specifically directed by an authorized official to provide assistance or to perform an assigned duty or it becomes obvious that assistance is required. Common sense and safety will be used at all times.
4. To assure a minimum of two (2) persons in each auxiliary vehicle when providing community patrol services, one of which must be a qualified Auxiliary member.

5. To not carry any weapons, lethal or non-lethal, nor display any evidence of assumed authority, excluding equipment that may be specifically assigned or provided by the Dodge City Police Department or Ford County Sheriff's Office.
6. Auxiliary members may from time-to-time receive confidential information, at the discretion of the Dodge City Police Department, Ford County Sheriff's Office, or Ford County Attorney's Office, including but not limited to: the progress of an investigation, a known or reported law violation, or condition against which action is to be taken at a future time, or any proposed law enforcement operation. Such information shall be held in confidence and not provided to any other non-authorized party. No member shall use such confidential information to advance a personal belief, or in support of any other organization, association, group, or movement.
7. No Auxiliary Member shall belong to, or support any organization who's goals and objectives may be in conflict with the generally recognized duties and responsibilities of the Police Department and Sheriff's Office in assuring public safety and the enforcement of public laws. Auxiliary Members shall adhere to specific directions received from the administration and supervisors of Dodge City Police Department and Ford County Sheriff's Department.
8. No Auxiliary member shall conduct themselves in a manner which would bring discredit to themselves, members of the Dodge City Citizen Police Auxiliary, the Dodge City Police Department, or the City of Dodge City.
9. No Auxiliary member shall publicly criticize the official action of a member of the Dodge City Police Department or any of the Citizen Auxiliary members.

■ **Weapon / Use of Force Policies**

CAP volunteers, under the model program of Dodge City, Kansas, do not carry a weapon other than OC Pepper Spray, and are subject to the following policies:

□ **Use of Force Policy**

Pepper Mace (OC Spray)

Auxiliary members have the option of carrying Pepper Spray, in a concentration and size as issued by the Dodge City Police Department. However, those members who desire to carry Pepper Mace must have completed training by the Dodge City Police Department Training and Standards Division and be certified in its use, responsibility, and liability. Pepper Spray must be carried in a separate case or pouch and not visibly displayed.

An Auxiliary member should never use Pepper Spray when an officer is present, except when directed by a Police Officer to use such force. When an officer is not present, and Pepper Spray is used, the Auxiliary member must be able to articulate how its use complied with the Dodge City Police Department Use of Force Continuum, which would include the following description:

- a) The offender uses active aggression not of an imminent threat to life, or causing serious physical harm to the Officer, Auxiliary or others by inflicting or attempting to inflict injury by use of personal weapons, such as fists, biting, and kicking.
- b) The Auxiliary member responds with personal and impact weapons and non-lethal weapons to prevent the offender from harming the Officer, Auxiliary or others.
- c) The goal of the Auxiliary member is to act in defense of self or others as well as to gain and maintain control over the offender so as to halt the subject from inflicting injury or further injury upon the Officer, Auxiliary, or others.
- d) The tools used by the Auxiliary member are verbal direction, hands and feet, or Pepper Spray.

As soon as practical following any incident in which an Auxiliary member uses Pepper Spray, in a police-related action, the Auxiliary involved must:

- i Determine the physical condition of any injured person and shall render first aid when appropriate, including decontamination methods for alleviating symptoms from Pepper Mace, as well as other established safeguards against the onset of positional asphyxia, and
- ii Request any necessary medical assistance, and
- iii Notify the on-duty Shift Supervisor of the incident and location, and
- iv Complete the established and applicable reports relative to the type of incident incurred, including names and addresses of witnesses to the incident.

Dodge City Police Department

Citizen Police Auxiliary

This volume describes a group of operating policies, approved by the Citizens Police Auxiliary, and is in addition to those described in the Guidelines of Conduct. These policies and procedures serve to amplify certain areas of common activity. It is expected that Auxiliary members follow these policies, subject to disciplinary procedures described under Article XII, Section 2 of the Auxiliary by Laws.

This shall be an 'evergreen' document, and subject to frequent modification and review.

1. Patrol Procedures

A) Starting Patrol

Before beginning patrol or volunteer service, each Auxiliary must complete a 'Citizens on Patrol' form, found in the Auxiliary office. Complete one form for each 'vehicle' that will be on community patrol. If an Auxiliary is volunteering at the station, each member should complete a form for himself or herself. Make a photocopy of the form and place it on the shift supervisor's desk. Have the Records Department FAX the original form to the Communications Center, advising them that you are in volunteer service.

To assure communication, each Auxiliary should check out a radio and assure that it is properly logged. Upon conclusion of service, properly store the radio and place battery in charger.

B) Completing Patrol

When an Auxiliary completes patrol or volunteer service, they must advise the Communications Center by FAX or radio that they are out of service.

C) Patrol Logs

After completion of volunteer service, a Patrol/Incident Log form must be completed and submitted to the Police Department. These Logs serve as documentation of patrol or volunteer activity and become part of the department's daily activity reports.

2. Emergency Activation

When an emergency situation occurs within the community, and all members must be activated to assist, a phone call will be made to any Auxiliary member, at random, by the first responder. The first member contacted will assure that all other Auxiliary are contacted before coming to the emergency scene. In this manner, the responsibility to contact all members will be shifted away from those that are on the scene and least able to assure uniform and complete communication.

3. Responding to an Incident

Safety is the primary concern while on community patrol, and especially when responding to a scene. This is a matter of Auxiliary safety, and the Officers that we are supporting. If there is a word - it is "*anticipate*". Anticipate what you're going to do before you arrive at a scene - anticipate what could happen or go wrong - and anticipate what an Officer will need during the incident.

A) Before you go to the scene

Consider whether your presence is required. If it's a relatively simple call, it's probably better to stay on community patrol or in your assigned area. Too often, Auxiliary is tempted to run clear across town for no purpose other than to satisfy personal curiosity.

Listen to the radio for what is happening at the scene of the call. For instance, if suspects have fled the scene, listen for descriptions and consider what route they would take - then cover those areas. Most often, Auxiliary is more valuable on the perimeter than at the scene itself.

B) Arriving at the scene

When an Auxiliary unit arrives at a scene (especially when he/she is the first to arrive) do not drive right up to the location. Determine whether it is better to stay back and assess the scene first. In most cases, you should wait for the assigned Officer to arrive, unless immediate victim assistance is required. You may want to leave your vehicle and approach the scene on foot, but maintain a safe distance until you are absolutely sure that your safety is not compromised.

If an Officer has already arrived, still do not drive right up to the scene (especially with your headlights on). By doing so, you illuminate the area - when in fact the Officer(s) may desire the safety of darkness. This is especially true when entering from an alley. In those instances, park your vehicle one-half block off and 'walk-in'.

Make sure that the Officer(s) on scene know that you are there - and do not approach them from behind. If you have to - walk clear around the scene and approach them from the front. Most often, Auxiliary should independently assess the scene - determine what support action is required - and have no need for immediate contact with the Officer(s). The Officer is focused issues and safety of the incident and, knowing Auxiliary are present, will request specific assistance when it is required.

On a 10-93 (alarm call) never drive directly up to the location. You already know that an Officer (and usually a responder) is enroute - so stay back with your headlights off and observe the scene from a selected location. You might move to the side or rear of a building and observe movements from a distance. If you see something, radio the Officer directly and stay where you are. Under most circumstances, Auxiliary should not approach the building (doors, etc.) at all.

C) While at the scene

Assess the situation and determine what the Officer(s) need. For example, if it's a traffic accident, fire, or ambulance call, does it require traffic control, patient care, etc.? If so, place your priority on providing that support service first. Auxiliary should be able to anticipate needs without asking an Officer for direction. If an Auxiliary has responded to the station for juvenile monitoring, it would be appropriate to begin completion of

interview forms, etc. While at any scene, constantly observe others and their actions. Report any unusual behavior to an Officer.

If a vehicle has been stopped - take a position that is at an angle to the vehicle, especially when an occupant has been removed and maintain clear vision of vehicle occupants. This positioning can effectively block those that have ideas of running. When the situation is under control, or you are directed, you can move in to support the Officer.

If it is a 'Felony Stop', never approach the scene. Stay back and closely assess what Officers may need - i.e. traffic control, or completely closing the street to vehicular and pedestrian traffic if deemed necessary.

D) Finish the Call

Often, the nature of the call will change. What seems passive, becomes something else and the Officer may need your assistance. No matter what the temptation, Auxiliary should stay with the Officer until the incident is completed and your support is no longer required. This may include returning to the station to assist in monitoring a subject being detained or completion of paperwork. An exception to this policy would be when an Officer directs you to respond to another scene or to perform a specific task.

4. Detention Policy

A) Use of Handcuffs

Standard-issue handcuffs are authorized for use by members of the Citizen's Auxiliary who have completed training by the Dodge City Police Department Training and Standards Division in their use, responsibility, and liability. Handcuffs must be carried in a separate case or pouch and not visibly displayed.

An Auxiliary member may only handcuff a subject at the specific direction of an Officer.

In the absence of Officer direction, where the safety of an Auxiliary member is threatened, or there is significant reason to believe the subject will flee, an Auxiliary member may choose to independently assume responsibility for the use of handcuffs. In doing so, the Auxiliary member may have effected a citizen-arrest and must be prepared to articulate to the police department and courts the specific reasons why the member felt that the situation was so dangerous that handcuffing was required.

5. Non-Auxiliary Persons

The Auxiliary Guidelines of Conduct states: *"To assure a minimum of two (2) persons in each Auxiliary vehicle when providing community patrol services, one of which must be a qualified Auxiliary member."* Whenever an Auxiliary member is on official patrol duty, and invites a non-authorized person to accompany them, the member shall adhere to the following policy:

A) Non-Authorized Persons

Whenever an Auxiliary member invites a non-authorized person to accompany them on community patrol or while performing an official function, that Auxiliary shall:

- a) Assume full responsibility for the safety and actions of such non-authorized person, to include compliance by such person with all Guidelines of Conduct and policies. If the non-authorized person shall violate any guideline of conduct, policy, or procedure, the Auxiliary member responsible for their presence will assume full responsibility for their action, as if they personally caused the violation, including acceptance of any subsequent disciplinary measures.
- b) Adhere to a policy that the minimum age for any non-authorized person that accompanies an Auxiliary member is 18 years of age.
- c) The non-authorized person must complete a waiver of liability form prior to joining an Auxiliary member on patrol. The form must be delivered to the Shift Supervisor.

6. Auxiliary Patrol Vehicle

Auxiliary shall lock all Police vehicles and make sure the windows are up, anytime the vehicle is left unattended. This does not apply in emergency or exigent circumstances.

■ Patrol / Incident / Activity Logs

CAP volunteers submit a patrol log that records all activities or incidents during the course of their community patrol. This log becomes part of the daily patrol records of the Department. Totals of miles driven on community patrol, hours volunteered, and incident assistance are posted separately for each volunteer and accumulated as a report of overall community policing assistance.

Frequently, CAP members serve as a liaison for other community policing services – talking to community groups and service organizations, assisting Officers with presentations at schools, coordinating a Junior Citizen Police Academy, attending Neighborhood Watch meetings, etc. These activities are reported on a separate log form, primarily to accumulate a total of overall volunteer hours to the Department and community.

An example of an actual Patrol/Incident Log by a CAP Unit team is shown on the following page.

Citizen Assisted Policing	PATROL / INCIDENT / ACTIVITY LOG	Dodge City Police Department
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Date: 09/14/02

Auxiliary #811

Auxiliary #820

Time	Auxiliary Member(s)	Primary Officer	Incident Activity - Observation - Comment	Location
19:57	811 & 820	-	10-8 Community Patrol	-
20:45		76	Briefing with Sgt. Keffer re: evening assignments/concerns	BHM
21:03		Dispatched	Code Blue - EMS (County and City) Assist - Bakery employee [Fainted-hit head on Pallet-non response to CPR & Defib-Transported]	WalMart
21:40		Assign	Observe for race cars driving on city streets after DCRP races	S. 14th & U.S. #56
		-	patrolled race track/pit area - observed 14th St. - negative contact	
22:46		Dispatched	Loud Music complaint - contacted resident - agreed to quiet	207 Cannery Row #A
23:06		138 & 76	Assist Officer - Domestic argument - negative problem - STO	1301 Ave. B
23:20		Assign	Patrolled area for reports of drag racing and loud party (quieted party)	3000 Block of Gary
23:50		-	Patrolled area re: reports of gang activity - 10-77 no contact	3rd-5th / Mulberry
0:04		Dispatched	Assist Officers - crime scene control - burglary/criminal damage/theft	805 Prospect, Lot #2
0:46		151 & 128	Assist Officers - Ag. Assault - secure scene during victim interviews	Avenue A & Division
		151 & 128	Assist Officers - observe residency - attempted contact w/suspects	1100 Avenue A
		151 & 128	Returned to station for new camera & batteries for Ave. A crime scene	Headquarters
		128	Took photos of victim injuries and criminal damage to window	Ave. A & Division
1:13		Dispatched	Assist Officers - crime scene control re: gang shooting - assist with	710 Minneola Road
		60 & 147	investigation, secure evidence, neighbor contact, evidence labeling	
3:58		-	Return to Community Patrol	-
4:00		-	Reports - Deliver photos of Ave. A incident - check equipment	Headquarters
4:13		-	10-7 Complete community / CAP patrol	-

Summary		C - #
Vehicle Used:	43 Miles	by: 811
	#312 8.25 Hours	by: 811
	8.25 Hours	by: 820
Assists:	12	by: 811
Assists:	12	by: 820

CAP Signature

#811

VII Equipment and Asset Commitment

Providing CAP volunteers with equipment is both a budget issue and a serious discussion of safety policies and statement of visibility to the community. Dodge City addressed each of these issues and offers the following guidelines:

■ Uniform Design

Dodge City Police Department Officers wear a standard blue uniform design, as would be found in many agencies. The Citizen Police Auxiliary wanted to provide a more relaxed image, yet still easily recognizable as a support service to the Police Department.

Members wear a standard uniform of:

- ❑ Black BVD pants and Boots (or black athletic shoes)
- ❑ White police shirts with patching and brass similar to sworn Officers (short and long sleeve are issued to each member)
- ❑ Windbreakers that are a burgundy color
- ❑ Winter-weight jackets that are dark brown in color
- ❑ Baseball type caps that are burgundy in color
- ❑ Ballistic Vests – Level II

Jackets and shirts are embroidered with Police Department's five-point star and shoulder patches. Both lightweight and winter-weight jackets have the standard Police Department shoulder patches. CAP members do not carry or display a badge or shield.

While on patrol in the community, or assisting Officers at an incident or scene, CAP members are easily identifiable by both Officers and citizens as support members of the Police Department. CAP members only wear their uniform components when on active patrol assignment or providing other official community volunteer services.

❑ Cost of Uniform Supply

Winter-weight Jackets / with patches	\$ 159.25
White Shirts (2- short and long sleeved)	65.00
Nylon Windbreaker Jacket/with patches/embroidered)	32.00
Sweatshirt (1) / embroidered	24.12
OC Spray (Mark IV)	15.00
Keys to Patrol Vehicles	15.00
Ballistic Vest (various models and manufacturers)	<u>350.00</u>
Cost Per Member	\$ 660.37

■ Duty Belt & Personal Equipment

CAP members wear a standard duty belt (primarily Bianchi Accumold or Uncle Mike's) that includes Radio and belt clip, Handcuffs (cased), Mark IV OC Spray (cased), Glove Case, Flashlight Holder, and Key Case. Members who have received advanced training (as discussed earlier under Section V – Training Standards), and actively take reports,

also carry voice activated recorders (cased). All members are also required to carry a Maglite 3-cell flashlight, Orange flashlight cone, and whistle.

CAP members provide their duty belt and personal equipment at their own expense with an approximate cost to them individually of \$125.00, depending upon personal accessories.

■ **Radio and Communication**

CAP members have proven to be a direct extension of police patrol and should be equipped with the same level of portable and vehicle radio communication as provided to Officers. To be fully effective, and as a standard of Officer safety, they must have direct contact with central dispatch, Officers in the field, and communication with other intra-jurisdictional agencies.

□ **Dispatch – Communication Center Systems**

Dodge City CAP members are part of the centralized Municipal/County CAD system and are issued call numbers that serve as a unique identifier. For example, their call number begins with the letter C (Charles), followed by their individual call number that has been assigned in the 800 series that is unique to the CAP program (i.e. C-811). As noted earlier, from this came their ‘nickname’ Charlie Units.

CAP members advise the Communication Center in the same manner as Officers, identifying their duty status, location, arrival and clearance of a scene, need for assistance or services, etc.

□ **Intra-Jurisdictional Agency Communication Authorities**

Since CAP members routinely support other law enforcement and public safety agencies (including County Sheriff’s Office, City and County Fire and Rescue, EMS, and Highway Patrol) the CAP program has been granted specific authority by each agency to communicate on their frequencies.

□ **Cost of Portable Radios**

Costs will vary, depending upon standard equipment used by your agency, and whether sufficient radio equipment is available to support the development of a Citizen-Assisted Policing program without additional expenditure. Dodge City funded the purchase of nineteen radios and a charger/analyzer through individual, business, and foundation grants.

Maxon, Model SP-140V2 or newer

\$ 400.00 each or less.

■ Identification of CAP Members

Under the Dodge City, Kansas program, each CAP member is issued photo identification by the Dodge City Police Department that identifies them as an official representative of the agency, including: photo, name, personal identifiers, call number, and signature of the Chief of Police. Photo ID issued is similar in design to regular police ID and created 'in-house'.

In addition to uniform standards, photo identification is to be readily provided to anyone and it is mandatory that such identification be worn whenever inside Police Department or Sheriff's Department headquarters.

■ Patrol Vehicle(s) and Equipment

Community patrol – neighborhoods, businesses, school and athletic areas, industrial areas, commercial malls, storage facilities, and vacation-watch homes – is the heart of a citizen-assisted policing program. These additional trained 'eyes and ears', combined with the capacity to communicate concerns, serves to double your patrol effectiveness. Citizens become familiar with CAP volunteers and see them as a helpful, comfortable extension of the Police Department, and clearly recognize and value their patrol support.

Dodge City has delivered two retired patrol vehicles to their CAP program, forgiving a trade-in value of about \$2,500 each. Light bars, markings, and radar equipment have been removed from the vehicles and they have been repainted in a burgundy color, consistent with the color chosen for uniform shirts and jackets. The Department budget covers insurance, fuel and maintenance. Original police radio equipment has been retained in each vehicle. CAP vehicles have directional 'arrow-stik' light bars in the rear window and front/rear strobe lights for purposes of traffic control and on-scene visibility.

In addition, each CAP vehicle is a 'rolling supply store' of forms or equipment that might be needed in the field and it is common to have Officers radio CAP members for equipment support. Each vehicle contains:

- ❑ Forms (all field report forms and ticket books)
- ❑ Vehicle Accident Investigation (Rolla-tape, Spray Paint)
- ❑ Traffic Cones & Reflective triangles
- ❑ Reflective Traffic Control Vests
- ❑ Preliminary Breathalyzer Test (checked out prior to each patrol shift)
- ❑ Crime Scene Tape
- ❑ Cameras (35 mm, Polaroid, and/or Digital)
- ❑ Evidence Supplies (plastic and paper bags, envelopes, latex gloves, etc.)
- ❑ First Aid Kit (comprehensive kit supplied by Red Cross)
- ❑ Tool Kit and Push Broom
- ❑ Fire Extinguisher
- ❑ Portable 1Million CP Spotlight
- ❑ Jumper Cables
- ❑ Wool Blankets
- ❑ Stuffed Toys for children

VIII Supervision and Volunteer Services

CAP volunteers are supervised in the same manner, and to the same extent, as are all other sworn Officers. They are under the direct command of the shift or assignment supervisor, most often a Patrol Sergeant.

■ **Assignment of Tasks**

Under Dodge City's CAP program, volunteers may be directly assigned to a supporting task by their supervisor, assigned a routine observance or nuisance call by the Communication Center, or voluntarily support an Officer in the field in accordance with policies and procedures that govern citizen-assisted support. If a member is uncomfortable with an assignment, or feels they cannot perform a volunteer duty, it is clearly understood that they may decline the task. They are citizens – they are volunteers – and must never be put in harms-way or outside their envelope of personal safety and physical ability.

■ **Primary CAP Volunteer Services**

Under the Dodge City, Kansas CAP program, volunteers are trained to provide a variety of support services:

- ❑ Routine community patrol
- ❑ Traffic Control – including the busiest of intersections
- ❑ Crime Scene Control
- ❑ Routine Officer support where additional eyes and ears are valuable
- ❑ Vehicle Impounds
- ❑ Juvenile Interview and temporary custody in field and at headquarters
- ❑ Preliminary Breathalyzer set-up
- ❑ Subpoena Service
- ❑ Residential Vacation-Watch inspection
- ❑ Nuisance calls (barking dog, loud music, etc.)
- ❑ Security at City-wide Events (only in support of Police Department – not as private security service)

■ **Advanced CAP Volunteer Services**

As discussed in an earlier section under Training, approximately 30% of Dodge City's CAP members have received advanced training and may be assigned to report-writing types of calls for service (where a suspect is not present, involves obtaining victim/witness information, recording minimum evidence at the scene (i.e. photographs), preparing a report, and dictation of a narrative).

Such calls for service might include:

- ❑ Burglary, Criminal Damage, Theft reports
- ❑ Minor (non-injury) Traffic Accidents
- ❑ Found / Lost Property
- ❑ Walk-in Calls for Service
- ❑ Crime Scene support – neighborhood canvas, evidence preservation, etc.

CAP members that have been certified by the Training and Standards Division of the Dodge City Police Department with advanced skills, wear a Corporal stripes on their shirts and jackets. This is not an emblem of rank – but rather an identifier to Officers in the field that this is a CAP member who is trained in report-taking and interview and able to assist them at a higher skill level.

IX Program Evaluation

Once you have developed and initiated a Citizen-Assisted Policing program, it is very important to periodically assess its effectiveness and positive or negative impact on the community and related agencies. Dodge City has facilitated this review through a four-step process that includes:

■ Activity Review and Impact Summary

From the individual Patrol logs (see Section VI Policy & Procedure Development, Patrol Logs), a summary page displays year-to-date totals of:

- ❑ Miles Driven in Community Patrol
- ❑ Hours Volunteered
- ❑ Number of Incidents / Activities

A value is assigned to miles driven (IRS mileage allowance) and Hours Volunteered (local hourly wage/benefit value of a one-two year full time Officer). From this report, Dodge City is able to calculate a value of the volunteer services provided by the program. Arguably, this represents a dollar amount that is only a fraction of the overall benefit to the community – but the limited value calculated indicates a significant contribution to the department and community.

■ CAP Volunteer – Supervisory Communication

All members of Dodge City’s program meet at least once per month, together with a Senior Command Officer of the Department. In addition, Supervising members meet regularly as a ‘Board of Directors’ with Commanding Officers and/or the Chief of Police to assess policies and procedures and develop or define supporting services to the Department. These meetings serve to assure that communication lines are always open and that the program matures in a controlled and safe manner.

■ Intra-Jurisdictional Assessment and Evaluation

Supervising members of the CAP program meet periodically with the Sheriff, Fire Chief and other law enforcement and safety agency representatives to assess the impact of the program and to identify any issues that need to be addressed. Dodge City’s program continues to receive full support and compliment from every agency.

■ Governmental / Municipal Review and Assessment

Supervising members of Dodge City’s CAP program meet periodically with the City Manager, Mayor, and City Commission to address any concerns, provide summary reports of program activity and impacts, and to assure open communication.

X Summary of Program Development – Dodge City, Kansas

After six years of development, Dodge City, and all of its related law enforcement and public safety partners, endorse the validity of this unique program of citizen-assisted policing. It has taken commitment, changes in traditional structure, and limited funding to create a partnership that has changed the way we view citizen participation in community policing. We have not solved all of our problems, but we have empowered our community to be responsive to its needs, developed a bridge of communication and understanding, and changed community perceptions of law enforcement.

From a larger view, Dodge City faced community challenges through a variety of partnerships, forming youth coalitions between law enforcement, school district, business and citizens to meet dramatically changing needs. Our citizen-assisted policing program has provided tangible results of a community policing initiative.

■ Awards and Recognition

- ❑ 1998 – **Kansas Koch Crime Commission** – Community Safety Award
- ❑ 1999 – **City of Dodge City & Police Department** – Civic Achievement of the Year
- ❑ 2000 – **Media Coverage**
 - ❑ CBS Television Affiliate Documentary
 - ❑ Dodge City Daily Globe newspaper feature on community policing
- ❑ 2000 – **Presentation to National Citizens Police Academy/Alumni Conference**
Tennessee Chiefs of Police Conference – Franklin, Tennessee
- ❑ 2001 – **International City/County Managers Assn. – Public Safety Award**
Program Excellence for cities of 50,000 or under population. [One of ten community programs in the world to be honored with ICMA awards]
- ❑ 2001 – **Dodge City Volunteer Program of the Year Award**
- ❑ 2002 – **Feature Article in ‘Community Links’**, a national publication of the Community Policing Consortium
- ❑ 2002 – **League of Kansas Municipalities** – Kansas Government Journal article
- ❑ 2002 – **International Association of Chief’s of Police**
 - ❑ **Top-25 Finalist – Webber Seavey Award**
 - ❑ **VIPS Workshop Presentation – IACP Conference, Minneapolis, MN**

XI Program Development Checklist

Dodge City cannot emphasize enough that you have reviewed the results of a mature citizen-policing partnership that has taken over five years to develop. As you consider implementation of a similar Volunteers in Policing Service (VIPS) partnership, we recommend that it will take six months to plan and evaluate, and one-year to bring to a level that you can begin to measure its effectiveness. It is our intention that this guideline will help you avoid some of the issues we faced and streamline your implementation and planning process.

The following may assist you as a planning outline:

- ❑ **Review each section of this Program Outline** and note areas of applicability.
- ❑ **Assess the needs of your Community and Agency** and identify citizen volunteer services would be most beneficial.
- ❑ **Have the courage to be “clear off the sidewalk”** in your assessment of what impacts a similar CAP program could have to your Community and Agency.
- ❑ **Clearly define the Mission** and boundaries of a citizen-assisted policing program.
- ❑ **Discuss issues of Organizational Structure** with a focus on the unusual recommendation that a Citizen-Assisted Policing program be an internal division of your Agency, rather than a non-profit volunteer organization.
- ❑ **Review issues of Liability** with your municipality and legal counsel.
- ❑ **Affirm that implementation of this program has complete support** of your Agency’s highest authority and command structure.
- ❑ **Draft Articles of Association** that clearly define the mission and structure of the program.
- ❑ **Draft Guidelines of Conduct** for citizen volunteers.
- ❑ **Develop CAP membership criteria** and determine adequacy of volunteer resources.
- ❑ **Determine Training Standards** and develop a curriculum.
- ❑ **Develop a Program Budget**, considering costs of:
 - ❑ Training
 - ❑ Equipment
 - ❑ Personnel commitment
 - ❑ Continuing education and program management

- **Develop Policies and Procedures** applicable to the level of citizen involvement you have chosen to address.
- **Identify channels of Program Supervision** within your Agency.
- **Determine methods of continued program evaluation.**
- **Consider need for consulting** with other Intra-Jurisdictional law enforcement and public safety agencies – soliciting their input and support.
- **Conclude with a time-line and step-by-step implementation outline.**