
CHAPTER 2

Extending MP Support

The specific operations MP perform at a given time are determined by the need of the echelon or installation commander and by the availability of MP resources. On the battlefield the echelon commander's priorities of need determine which MP operations are accomplished. In a peacetime environment the installation commander's priorities determine which MP operations must be accomplished. In either case MP assets are limited, thus all assets are committed at all times.

The PM must consider ways to extend his resources. Even on the battlefield, for example, courtesy patrols may be performed by non-MP personnel when authorized by the commander. In peacetime, when dictated by the situation, the PM may request assistance in the form of additional manpower and equipment from general purpose tactical MP units assigned to the installation. These units include, but are not limited to, corps MP companies, heavy division MP companies, and light division MP companies. Assets like unit reserve and ready reserve forces and MWD teams are readily available to the PM. Some installation alternatives like

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contracting services and Department of Defense (DOD) guard/police force require extensive planning, coordination, and justification. Other assets, like volunteers, require some expenditure of existing MP resources, but this loss is more than offset by the gain in productive assistance.

AUGMENTING RESOURCES ON THE BATTLEFIELD

On the battlefield the PM, aware that not all MP operations can be accomplished all of the time, continuously effects a trade-off between the number and kind of MP operations that the commander requires and the number and kind of MP operations that can be resourced. But in some circumstances augmentation assets may be required to accomplish the mission.

If the division PM needs more assets to accomplish missions, he uses his technical link with the corps PM. He requests X number of MP assets to do the mission. He explains

that his division MP assets are totally committed. The corps PM then assesses his own assets to see if he can provide the requested support. He informs the division PM of his decision. If the corps PM agrees to provide support, the problem of how to do the mission is solved. However, the corps PM may say he cannot offer support at that time. The division PM then reconsiders the division commander's desires and goals (criticality of the missions). He must decide whether or not to request support through the official chain of command. If he decides to

make the request, he notifies the division chief of staff or the G3. He tells him that he has not been able to get support from the corps PM. He asks for commander-to-commander contact to get the needed support. The chief of staff or the G3 informs the division commander. He, in turn, talks to the corps commander. If they decide support

should be provided, the corps commander will direct the corps PM to provide the assets. But they may decide corps assets cannot be used to support the division's mission. In that case support for those missions is delayed until division or corps MP assets are free to do them.

ENHANCING SUPPORT ON THE INSTALLATION

In considering enhancing support on the installation, there are questions that must be answered. Will the majority of duties consist of protection or enforcement? And how critical is the mission to national security? The answers to these questions can make a difference in the composition of the work force. The PM may decide that a reserve force is needed or that an MWD team would better suit the needs of the installation. Or the PM may decide that contracting services, a DOD guard/police force, or volunteers could be used to supplement the MP.

USING RESERVE FORCES

Reserve forces such as unit reserves and ready reserves can provide the PM with added personnel. To respond to emergency situations the size and makeup of the MP unit reserve force depends on the situation and MP resources available. The unit reserve is made up of MP who are off duty, who have just completed a tour of duty, or who are assigned to later tours of duty. The unit reserve is used only when ordered by the PM or his authorized representative. Vehicles and emergency equipment are required when this force is used. An MP unit reserve is used for specific purposes, such as control of disasters or civil disturbances.

A ready reserve force is a small motorized reserve patrol force. This force is available to meet minor emergencies, reinforce details, and handle special events. This force is either stationed at the MP station or on call in the MP unit area.

USING MILITARY WORKING DOG TEAMS

Use of MWD teams also extends PM resources. The teams, consisting of one dog handler and his dog, can often function in place of a two-man MP team.

All dogs and their handlers are trained at Lackland Air Force Base. All dog handlers, even those working with narcotics/explosives detector dogs, are first trained as patrol dog handlers. Patrol dog handler training teaches handlers how to care for and feed their assigned dog and the importance of obedience and proficiency training. This training helps handlers to develop a complete understanding of their role in the MWD program.

All dog handlers receive training on the drug abuse problem, techniques of searching, the law of search and seizure, custody of evidence, and other subjects as deemed necessary.

The dog handler must be qualified with the .45-caliber pistol, the 9-mm pistol, the .38-caliber revolver, and/or the M16 rifle before he may carry the weapon. No other weapon will be used nor may any weapon be carried concealed.

The length of tours of duty for MWD teams is determined by the needs of the command. Schedules must also consider the climate and terrain conditions that can enhance or reduce a dog team's effectiveness. Scheduling must include the time necessary for training the dog, caring for and feeding the dog, and kennel sanitation and maintenance.

The standard for employment is approximately 30 hours per week. Proficiency training is mandatory. And at least four hours of proficiency training per week are required in performing patrol dog techniques and tasks.

Dual-trained MWDs will require four hours of training in patrol tasks and four hours of training in specialty tasks (drug or explosives detection). The minimum standard of proficiency to maintain certification as a narcotics detector dog team is a 90 percent or better detection rate. The minimum standard of proficiency to maintain certification as an explosives detector dog (EDD) team is a 95 percent or better detection rate. Narcotics or explosives dog teams must maintain an average proficiency that meets or exceeds the minimum proficiency standard. Failure to do so for three or more consecutive months will result in automatic recertification of the narcotics or EDD team. The team is recertified only after retraining and consistent demonstration of the minimum standard of proficiency. An appointed certification authority or the instructor staff of the Air Force training activity can then recertify the team.

The effectiveness of narcotics and explosives detector dog teams depends on continual reinforcement of their detection ability through proficiency training. During a handler's extended absence, a minimum of four hours of proficiency training must still be conducted each week. This training can be performed by the kennel master, a dog trainer, or a qualified narcotics or explosives detector dog handler.

It may be necessary to periodically increase the frequency or length of proficiency training to compensate for or correct training or operational deficiencies. When proficiency training is increased, there will be some trade-off with utilization. However, it should be possible to maintain the utilization and proficiency training ratio. When both training and utilization consistently fall below the employment standard, a reduction of MWD team authorizations is indicated.

Authorizations are reduced to the numbers that can maintain the standard. Excess MWD teams are reassigned to areas where they are needed.

There is no need to withdraw MWD teams from their posts during inclement weather. The dog's ability to detect an intrusion will still exceed that of his handler or many other physical, mechanical, or electrical intrusion detection systems. MWDs stationed in cold weather areas should be acclimated to their boots and blankets during training. As a result, the dogs do not resist wearing protective equipment when weather conditions necessitate its use.

If a narcotics or explosives detector dog is unable to continue detector duties, or fails recertification, and retraining fails to correct the situation within 45 days, the circumstances will be thoroughly documented. (See Chapter 11 for more information on MWD teams.)

USING CONTRACTED SERVICES

The Army has PM activities that are or may be subject to the Commercial Activities (CA) Review Program (see AR 5-20). Under the CA program privately owned civilian firms compete with in-house government activities. The CA program requires that a local point of contact (POC) be designated at each installation to coordinate the installation CA program. This POC is generally designated within the Directorate of Resource Management (DRM).

An example of a service a PM may consider for contracting is police/guard training. When considering contracting the PM must—

- Identify the need for the contractor services.
- Coordinate with the installation Directorate of Contracting (DOC).
- Determine if the services to be contracted can be performed by a civilian company.
- Decide if contracting for the services will be cost effective.

- Decide if the services can be performed more efficiently by a contractor.

The PM should coordinate with the local CA point of contact prior to contracting any services. This coordination is to determine if these services are subject to a CA review.

Once these decisions are made, the local Resource Management Office (RMO) is contacted to determine if funds are available for contract services. If funds are available, a recommendation is made to higher headquarters to contract for the required services. A program analyst, your DRM POC, signs a DA Form 3953 (Purchase Request and Commitment) indicating the availability of funds.

Chain of Command

The chain of command is an essential ingredient for a successful contract. The chain of command includes—

- The contracting officer (KO), who holds the position which governs all government contracts on an installation. The KO is appointed by the major command.
- The contract officer representative (COR), who is usually the author of the statement of work (SOW). The COR represents the contracting officer and the interests of the United States government.
- The contractor, who manages the contract, and the contract employees, whom the contractor has hired.

Statement of Work

The solicitation package becomes the SOW and part of the contractual package. For a PM services contract, the individual most knowledgeable and most familiar with the types of services required and with the mission is the likely candidate to develop the SOW for the contract.

The SOW consists of tasks, conditions, and standards for the services to be performed. The task statement tells what job is to be performed. The conditions statement tells what is required to perform the services and under what circumstances the services are to be performed. The standards statement

specifies to what degree the services are to be performed; that is, how well, to what degree, and how accurately.

The SOW contains paragraphs which address:

Scope of Work. This paragraph is a brief, simple, and concise overview of what the contractor services will involve.

Objective. This paragraph identifies the goal to be accomplished by the contracting service.

Phase-In. This paragraph states how many days the contractor has to commence the work. This may involve time for training of employees and for obtaining the necessary equipment. The phase-in time begins the day the contract is awarded.

- **General.** This paragraph is an overview of the services that are going to be performed by the contractor and under what condition (for example, weekly, monthly, first, second, or third shift).
- **Contract Personnel.** This paragraph addresses the specifics for each task the contractor is to perform. It is written in the SOW as “The contractor shall.”
- **Quality Assurance Plan.** This paragraph addresses the specifics of the tasks to be performed by the contractor and eventually becomes an appendix of the contractual package. The quality assurance plan should specify that a written response from the contractor is required for all written deficiencies noted.
- **Government-Furnished Items or Notification.** This paragraph addresses those items that the government will provide to the contractor for the performance of services. The equipment will be listed specifically and separately. It will be a technical exhibit during the negotiation phase and will eventually become an appendix of the contractual package. The notification addresses occasions that require government notification to the contractor to include changes in negotiations.

- **Contractor Furnished Items/Equipment.** This paragraph addresses what the government requires the contractor to furnish for performance of services to standard.
- **Contractor Responsibilities.** This paragraph states exactly what services are to be performed.
- **Contract Performance Period.** This paragraph states the period of time the contractor has to perform the services required by the contract (for example, 1 October 87-30 September 88).
- **Attachments.** The attachments may include known companies and the evaluation plan. The known companies will include institutions, companies, and organizations that already perform the services being considered for contracting. The evaluation plan identifies the specifics that the technical review board looks for in each bidder's package.
- **Evaluation Factors and Subfactors.** This paragraph lists specific areas in which total points are awarded. These factors and sub factors are given numerical value and used by the technical review board to determine who is awarded the contract.

There is no publication that tells how to develop a particular contract since requirements and specifications for each contract are different. When developing the SOW the COR can use Federal Acquisition Regulations (FARs), SOPs, and other publications. The COR may ask for guidance from the chain of command. Quality contract service is totally dependent on a quality SOW. If a task is not outlined in the SOW it will not be accomplished by the contractor. The FAR outlines the areas required in the SOW. The Office of Federal Procurement Policy publishes the *Guide for Writing and Administering Performance Statements of Work*, which outlines the details for development of SOWS.

After the SOW is drafted, it is staffed with the local DOC. The DOC will staff the SOW with the local SJA for legal advice. After the

SOW is approved, it is announced in the *Commerce Business Daily*, to which many companies subscribe. The contract at this point is open to the public for bids. Potential contractors have 15 days after the date of publication of the *Commerce Business Daily* in which the announcement of the SOW appeared, to make a request for proposal to the DOC.

If a company decides to bid on the contract, which means to offer all services required by the SOW for a certain price, the company prepares a solicitation package. The solicitation package provides a brief history of the company, descriptions of previous government contracts awarded it, and resumes of their key personnel.

When one or several solicitation packages have been received by the DOC, a technical review board is conducted. The technical review board consists of the COR, a DOC representative, an SJA representative, and others who are technically proficient in the descriptions outlined in the SOW. All individuals making up the board must be disinterested parties to the companies providing solicitation packages.

A method of conducting the technical review board is to begin with the lowest bidder and work your way up in dollar amounts. The bidder, when selected by the KO becomes the contractor. A meeting then takes place between the contractor and the chain of command to "fine tune" the SOW.

A COR may be the most technically proficient person in the area for which a contract is proposed. Sometimes a PM serves as a COR. The COR is appointed in writing by the KO.

The COR represents the interests of the United States government and carries out each aspect of contracting duties in a professional manner. The COR also represents the KO, who governs all government contracts on an installation. The KO is the only person authorized to enter into contracts for the government or change a contract on behalf of the government.

The contractor is the manager of the contract. The contractor plans, controls, and allocates available resources. The KO/COR administers the contract. Contract administration covers all actions from award of contract to close of contract. The resolution of problems that arise after awarding of a contract is a major concern in contract administration. The largest single challenge in administering contracts is to ensure that products or services paid for are in fact received.

The COR ensures the requirements are carried out in accordance with the specifications of the contract. The COR is responsible for spot checking and inspecting the contractor's performance of work. A quality assurance evaluation plan is developed and acts as a checklist for the COR or a technical assistant appointed by the KO.

When a deficiency is noted, a written notice of deficiency is forwarded to the contractor. A copy is provided to the KO. The contractor keeps the COR informed in writing of actions taken to correct the deficiency. Copies are provided to the KO.

The COR's file contains but is not limited to—

- A copy of the contract and all changes and modifications.
- Purchase requests and commitments (PR&Cs), which indicate to RMO that services are rendered for a fee to be paid at a later date.
- Copies of obligations of monies, which are received from RMO.
- A duplicate copy of the COR appointment letter, the original of which is maintained by the DOC.
- All correspondence between the KO, COR, and the contractor.
- Names, titles, and positions of individuals functioning for the COR as technical and administrative assistants.
- Phone conversation records between the COR and the contractor.
- Records of inspections performed.

When services are not performed or are not performed according to the terms of the contract, the DOC takes one of the following actions:

- Criminal.
- Civil.
- Administrative.
- Contractual.

In resolving contractual problems, the DOC can issue a "cure notice." This notice states that the contractor is not performing in accordance with the contract and that the situation must be corrected. The DOC can also issue a "show cause" letter. This letter states that the contractor has a certain amount of time to show cause why the government should not terminate the contract. The contractor must then prove that the problem is beyond his control.

When contracts are terminated, the defaulting contractor becomes responsible for paying all procurement costs. In some cases a contractor can be made to pay a predetermined amount based on failure to provide products or services by a given date.

USING DOD GUARD/POLICE FORCE

The responsibilities of a DOD guard force and a DOD police force have similarities and differences. To understand these similarities and differences, supervisors and managers need to compare and contrast the responsibilities of each force.

A DOD guard force is established primarily to protect government property from hazards such as sabotage, espionage, theft, fire, and accidental or willful damage and destruction. As a secondary responsibility, guards maintain law and order and control the movement of persons and materials into, within, and from government property being protected.

A DOD police force is established primarily to promote law and order. It protects the life, property, and civil rights of persons. It

preserves the peace; prevents, detects, and investigates accidents and crimes; apprehends violators; and provides aid and comfort in emergency situations. As a secondary responsibility, DOD police protect government property.

Guards and police, as well as MP, are designated as military law enforcement officials by the Manual for Courts-Martial (MCM), United States 1984. Each is fully empowered by the Uniform Code of Military Justice (UCMJ) to apprehend military members while in the execution of their official law enforcement duties. Members of each category share the same restrictions over apprehension of persons not subject to the UCMJ. Differences between DOD personnel assigned as civilian police or guards lie in the duties performed, not in their authority. Additionally, members of each series serve as agents of the installation commander in the preservation of peace. Persons not subject to the code may be apprehended and detained by personnel in either series and turned over to the appropriate civilian authorities.

Further, guards, police, and MP have the ordinary right of citizens to assist in the maintenance of peace. This assistance includes the right to make a citizen's arrest of civilian violators on military installations. Since no federal citizen's arrest statute exists, care is taken not to exceed the citizen's arrest authority of the locality. In some states citizens may make arrests for felonies but not for misdemeanors. In other states a private citizen may make arrests for any crime committed in his presence. Personnel should become familiar with the provisions of the citizen's arrest authorization granted by the law in their locality.

Administrative restrictions may be imposed locally requiring DOD guards to detain violators pending the arrival of specific law enforcement personnel. Law enforcement duties can be expected of guard force personnel. If so, they may be deputized, commissioned, or appointed as special police

officers to exercise arrest authority granted by statute. As special officers, guards may have the same power as sheriffs and/or constables on federal property to—

- Enforce the laws enacted for the protection of persons and property.
- Prevent breaches of the peace.
- Suppress affrays and unlawful assemblies.
- Enforce rules and regulations established by proper authorities.

The jurisdiction and authority of these special police officers does not extend to the serving of civil processes. They are restricted to federal property where the United States has exclusive or concurrent criminal jurisdiction. Guards are prohibited from receiving extra compensation for exercising this additional arrest authority.

DOD police in federal jurisdiction enforce a wide variety of federal and state statutes, as well as agency rules and regulations. Authorized under the rules governing the armed forces, persons serving in the police series are expected to exercise authority to—

- Apprehend, under warrant, any person accused of having committed any offense against the laws of the United States or against any rule or regulation prescribed under pertinent law.
- Apprehend, without a warrant, any person committing any such offense in their presence.
- Apprehend, where applicable, without warrant, any person in a situation in which there are reasonable grounds to believe that person has committed a felony.

See AR 190-56 for more information on Army DOD guard/police forces.

USING VOLUNTEERS

To enhance the operation of a PM activity, PMs may seek to use volunteers. Department of the Army policy on volunteers is that they will be used to the maximum extent possible

within legal restrictions. Federal law (31 United States Code [USC] 1342) prohibits the United States government from accepting most types of voluntary services. But the Comptroller General of the United States has rendered decision B-204336 which approves the limited use of volunteers in Army crime prevention programs. Before performing any services, volunteers must sign a DA Form 4712-R (Volunteer Agreement) to agree to perform their duties without pay. Volunteers are not government employees. They must have their own volunteer chain of command headed by a volunteer coordinator.

Military and civilian retirees perform efficiently as part of an installation crime prevention or crime analysis section. They have the interpersonal skills, work habits, and attitudes needed to be effective members of the crime prevention staff. Volunteers may perform many crime analysis support functions. They may prepare and distribute literature to support crime prevention campaigns. They may make presentations on crime prevention and assist in organizing and operating neighborhood watch or other crime prevention programs. Volunteers may not answer telephones, register vehicles, or perform any other functions which paid civilian or active duty personnel have historically performed. Any other duties must be approved by Department of the Army.

Organizing and administering a volunteer program requires an investment in time. Volunteers require work space, equipment, and other support to do their jobs effectively. How the volunteer program is organized will determine how much time the PM's staff must expend on the program. There are at least three different organizational models which may be employed. Which model is best will depend on the local situation.

On many military installations, the Army Community Service has already established or can establish a volunteer program. The Army Community Service recruits volunteers and administers the program. The

demands on the PM's staff are minimal. For this reason, this is the preferred option. See DA Pamphlet 608-28 for details.

Another option to consider is a volunteer coordinator to recruit participants and administer the volunteer program. The PM's staff assists in recruiting and training volunteers and in any other way necessary to make the program a success. The volunteers and the coordinator develop a strong sense of identity with the PM office, and there is a built-in flexibility and responsiveness that may not exist when working through the Army Community Service volunteer program.

An outside service organization can administer the volunteer program. This option is preferable when a recognized service organization desires to setup a volunteer crime prevention program for both the installation and the local civilian community. This program ties together the Army and civilian programs, but the PM has relatively little control over this volunteer program.

Recruiting

The PM and installation commander must understand the importance of the volunteer program. One of the most important issues in creating a volunteer program is to decide exactly what needs to be done. There must be a specific, immediate need for volunteers. Positions are not created, then individuals recruited to do the work. Job descriptions must be developed for each position. Job descriptions define a task and its subtasks, and explain how the task will benefit the overall mission. See DA Pamphlet 608-28 for guidance in preparing job descriptions. However, any format that clearly defines the task, skills needed, reporting system, and time requirements is acceptable.

The American Association of Retired Persons has local chapters in most towns. Their rolls are usually filled with retirees who desire to maintain a relationship with the military community. Retirees almost always have the character traits and stability required for the crime prevention program.

Because they are permanent residents of the community, they offer a potential source of continuity to any operation.

There may be other local community service organizations having likely volunteers. Examples include the United Way, Red Cross, Noncommissioned Officer's Association, and Retired Officer's Association.

Volunteers should be interviewed several times. One interview is usually a group meeting. At this time, volunteers are given application blanks to take home and to return by mail. The program is explained, and it is announced whether or not a background check will be conducted on specific jobs. If a background check is required, local PM and civilian police department records, NCIC files, and USACRC files are checked. The group meeting allows the volunteers to be discreetly assessed and preliminary judgments made as to their suitability.

The most effective interview is one-on-one. This interview is the best way to learn individual interests, assess talents, and develop support of potential volunteers for the program. Guidelines are developed before the interview is conducted to obtain the information wanted from the interviewee. Interviewers must know what jobs are available and the hours available for volunteer work. Volunteers are given the chance to select the hours they want to work.

One of the best assets for a volunteer program is to have a motivated coordinator. A motivated coordinator can greatly facilitate recruiting. Coordinators need—

- Some managerial or supervisory skills.
- Good communications skills.
- Ability to work under minimal supervision.
- Dynamic, pleasing personality.
- Ability to identify and solve problems.

The coordinator is a key figure in maintaining the integrity of the program. The coordinator schedules volunteers for

work tours. This includes scheduling backup personnel if the scheduled volunteer does not report for work. The coordinator sets work standards. And minor breaches of work standards are documented by the coordinator. Persons who fail to meet standards are counseled. Active duty and paid civilian personnel offer advice on how to perform tasks correctly. They must intervene directly when a volunteer causes a safety violation. But volunteers are disciplined only by the coordinator. Volunteers must meet the same basic standards as paid employees. They must report for work on time and act professionally while on the job. And their after-duty conduct must not reflect adversely on the installation law enforcement activity.

Volunteers seldom work a full day. It is necessary to recruit enough people to assure the work load is not too great. But it is also important not to have too many volunteers. Recruiting is a continuous process. A current inventory, showing where volunteers are needed, and a list of people who have expressed interest in becoming volunteers are useful.

All support required is identified and arranged before the volunteers report for duty. To the maximum extent possible, volunteers are provided the same working conditions as paid staff. As a rule, they are not segregated, but work closely with full-time staff so that a productive relationship develops.

Because volunteers will not usually work a 40-hour week, it is often not possible to assign each volunteer an individual desk. However, when volunteers share work space, at least part of it (for example, one desk drawer) is designated for each person's use.

Conducting Orientation and Training

Orientation is important. There is a general orientation to the MP Corps and the PM office. Volunteers are also taken on a tour of the MP station. They are told how their particular job fits into the overall scheme and provided general information common to all

new employees. There is also a specific orientation on the volunteer program.

Volunteers are provided an explanation of the job and the job setting. Step-by-step procedures to be followed in the performance of tasks are carefully explained. Volunteers will perform required tasks under the supervision of a paid employee or experienced volunteer. The volunteer is given more freedom in small increments as he demonstrates his ability to accept the added responsibility.

Formal training must be provided when the need is identified and as determined by the PM. Lesson plans are developed for all formal instruction. Classes are brief and, whenever possible, scheduled to coincide with volunteer work periods.

Volunteers are also used to organize neighborhood watch programs or similar activities outside the office. If so, the need for government transportation and government drivers' licenses must be considered. If the installation requires vehicle registration, arrangements must be made to provide decals to volunteers to register their privately owned vehicles.

Coordinating

Once the decision has been made to use volunteers and the organization model has been chosen, it is important to coordinate with other installation activities which may be affected. It is essential that appropriate commanders and staff organizations are well informed about the program so they can respond to inquiries. As a minimum, the following people are briefed:

- The installation commander.
- The garrison commander.
- The Director of Personnel and Community Activities.
- The civilian personnel officer.
- The public affairs officer.
- The staff judge advocate.
- The Army Community Service coordinator.

To ensure that an effective working relationship develops between employees and the volunteer organization selected, all supervisors, civilian employees, and soldiers must be briefed on the program.

Included in the briefing are the specific functions volunteers will perform. The briefing must clearly state that volunteers will not replace full-time staff and that their participation will have no impact on career advancement, job stability, or any other job conditions. The briefing should define the relationship between volunteers and paid staff, especially as it relates to supervision and discipline.

The briefing should also address the benefits that will accrue as a result of the volunteer program. It is essential that everyone understands that volunteers will enhance the staff's ability to provide first-rate law enforcement support to their installation.

Maintaining Program

The PM must ensure that volunteers receive the feedback necessary to maintain their morale and commitment to the program. There are several ways to ensure this goal is met. Volunteers and line personnel must get acquainted. One way to do this is to include volunteers in all social functions in the office that are scheduled during duty hours.

Volunteers must understand what types of information and procedures enhance successful police operations. One way to get this information to volunteers is to allow them to sit in on unclassified briefings.

Service award certificates are developed to present to volunteers for active participation in the program. Awards are keyed to the number of hours contributed; for example, 500, 1,000, or 5,000 hours. (The volunteer coordinator should accurately record hours of service performed and notify the PM when a service award is due.) Award ceremonies are held to present certificates and to recognize the contributions of the volunteers.

A luncheon or dinner may be planned to honor the volunteer staff at least annually in one of the installation clubs. Members of the installation command group may attend, as well as key members of the PM/security office.

Volunteers are removed from the program for poor performance. Removal from the program is accomplished formally. The volunteer coordinator must have documented proof of such performance, including counseling statements showing

that corrective actions were attempted. If the removal is for one incident of unacceptable behavior or a violation of trust, the incident is fully investigated in order that the volunteer's rights are protected. The situation is thoroughly investigated by the volunteer coordinator and discussed with the crime prevention officer and PM. When the decision is made to remove a volunteer from the program, the decision is relayed to the volunteer personally by the PM or a designated representative.
