



MODEL

URBAN AUXILIARY POLICE

OPERATING MANUAL

DEVELOPED BY

THE CITIZENS CAMPAIGN LAW & POLICY TASK FORCE

Table of Contents

Introduction	1
Powers & Parameters	2
Authorized Auxiliary Police Powers	2
Parameters of Auxiliary Police Powers.....	2
Organization of Auxiliary Police	3
Recruiting	4
Sources of Targeted Recruitment	4
Methods of Recruitment	5
<i>Sites & Events</i>	5
<i>Media & Presentations</i>	5
Vetting	6
Application & Competency Test.....	6
Interview	7
Background Check.....	7
Selection.....	7
Training	8
Police Academy Courses	8
In-Field Training.....	8
<i>Probationary (Supervised) In-Field Training</i>	9
<i>Monitored In-Field Training</i>	9
Duties	10
Patrol Assignments.....	10
<i>Public Events & Areas</i>	10
<i>Traffic Duties</i>	10
<i>Business Districts & Shopping Areas</i>	10
<i>Neighborhood</i>	11
<i>Senior Citizen Homes</i>	11
<i>Safe Routes to School</i>	11
Community-Police Relations.....	11

<i>Neighborhood Groups</i>	12
<i>Representation at Community Events</i>	12
Quality of Life Control	12
Emergencies	13
<i>Storms & Natural Disasters</i>	13
<i>Civil Disturbance</i>	13
<i>Missing Persons</i>	13
Equipment	14
Uniforms.....	14
Utility Vehicles.....	14
Weapons	15
Funding	16
Startup Costs.....	16
<i>Personal & Department Equipment</i>	16
<i>Academy Costs</i>	16
Capital Costs.....	17
<i>Uniform Stipend</i>	17
<i>Vehicles</i>	17
Insurance.....	17
<i>Workers Compensation</i>	17
<i>Motor Vehicle</i>	17
<i>Tort Claims</i>	17
Conclusion	18

INTRODUCTION

Storms like Sandy have demonstrated the significant benefits of having a well-trained auxiliary police force prepared to respond to such emergencies in New Jersey cities. An auxiliary police force can provide significant support to the regular police force without replacing the functions of those full time officers. And the particular benefits of an Urban Auxiliary Police Force are varied and extensive. Their primary purpose is to assist the regular police force in emergency situations, and they prepare for this through ongoing field training. The benefits they provide stem both from their role in emergency response as well as the additional support they can provide during their field training.

During declared emergencies, auxiliaries are an effective and valuable resource. They perform low-risk functions such as assisting senior citizens and other vulnerable members of the community during electrical outages or during serious storms and extreme weather events. They can help perform crowd control in case of civil disturbance or assist in missing person searches, among other emergency functions.

To prepare for emergencies, auxiliary police officers undergo continuous field training throughout their time as an acting auxiliary police officer. During this training they provide additional assistance and benefits to the police force and the community including enhancing community-police relations as well as increasing uniformed police presence. As community members who are integrated into the police department, they help maintain a relationship of trust and cooperation between community and police, and also provide a valuable link to, and knowledge of, the community that helps enforcement of public safety.

Volunteerism in local law enforcement has been on the rise in municipalities across the country, but cities have different needs than suburban towns. With so many different volunteer police models and varied results, it is not easy to figure out if a volunteer police force is right for your City, and what that volunteer unit should look like. This operating manual for a volunteer auxiliary police force is designed to work in an urban setting, and can be tailored to the particular needs of your City. It aims to provide urban law enforcement agencies with the framework of an innovative, best practice policy that is designed to create an Urban Auxiliary Police Force.

POWERS & PARAMETERS

Authorized Auxiliary Police Powers

In New Jersey, auxiliary police officers are authorized to exercise full police powers in certain situations. The legal authority and legal parameters for creating an auxiliary police force in New Jersey municipalities stems from a September 23, 1954 Executive Proclamation by New Jersey Governor Robert B. Meyner [Chapter 251, Section 15 of the Laws of 1942.], and New Jersey State Police Directive No. 28 issued on October 8, 1957. The Proclamation and Directive relied upon *New Jersey Civil Defense During an Emergency Act*.

The three scenarios in which auxiliaries are permitted to exercise full police power are:

1. Emergencies; defined as “any unusual conditions caused by civil disturbance whereby the safety of the public is endangered or imperiled.”¹
2. When attached to municipal officers for in-field training
3. Drilling exercises and preparation for drilling exercises

The time limits and regulations controlling auxiliaries during training and drilling exercises are determined by the municipality’s governing body, subject to the approval of the Chief of Police. While the auxiliary police are organized under the Office of Emergency Management (“OEM”) the OEM Coordinator releases auxiliaries to the supervision and control of the Chief of Police during all three designated scenarios.

Parameters of Auxiliary Police Powers

While there have been multiple variations to the exact duties and extent of power of an auxiliary police force, one thing has become clear: to ensure a successful auxiliary police force, parameters of auxiliary police power and responsibilities must be expressly stated at the outset. *Suggested parameters* are as follows:

- ✚ Auxiliaries must be 18 years of age
- ✚ Auxiliaries must maintain city residency and a valid New Jersey driver’s license
- ✚ Any action by an auxiliary police officer must be approved by the Chief of Police
- ✚ Auxiliary police do not carry firearms but may carry other non-lethal weapons such as a baton

¹ N.J.S.A. 40:47A-1.1

- ✚ Auxiliaries do not initiate or participate in any motor vehicle pursuit or high-speed response
- ✚ Auxiliary police are not privy to confidential information and are not used in a capacity that would allow them to access sensitive information
- ✚ Auxiliaries participate in a probationary (supervised) in-field training period of no more than 12 months, until they show they can operate on their own, after which they enter regular (monitored) in-field training
 - The auxiliary member rides with a supervisor or field training officer, who evaluates the auxiliary member in the first three, six and 12 month intervals
 - If auxiliaries have not met performance expectations upon evaluation, their probation period is extended or they are released from service if expectations are not met after 12 months
 - Once auxiliary members show they can operate on their own, they are not required to shadow another officer at all times, but are still monitored and tracked to ensure their safety and compliance with assigned tasks
- ✚ Auxiliaries are trained to be prepared and available to provide law enforcement services in declared emergencies.
- ✚ Auxiliaries participate in field activities for training purposes, which consist of a wide variety of assignments that do not replace regular police patrols (e.g., auxiliary is paired with a regular police officer who don't have assigned ride-along partners, or auxiliary patrols an area in which a full-time officer would not be patrolling)
- ✚ Auxiliary police submit daily reports and car reports that detail their activities during their shifts

Organization of Auxiliary Police

The auxiliary police unit is coordinated by the Office of Emergency Management and is considered a paramilitary municipal emergency service. It should have military ranks and a specifically defined chain of command to make operations as smooth and delineated as possible.

RECRUITING

In order to have an effective urban auxiliary police force, a municipality needs to select candidates that are tied to the community – i.e. residents of the city. This is particularly important when it comes to training activities such as park patrol, where it's preferable to have someone familiar with the particular neighborhood, and who can interact with members of the neighborhood. Each city is different, and selecting candidates who are familiar with the cultural norms and languages spoken in a neighborhood can make an immense difference in the relationship between the Police Department and the community. It is equally important to select candidates who have a serious interest in the safety and security field.

Sources of Targeted Recruitment

Rather than open recruitment, actively targeting certain individuals can increase the quality and commitment of those applying to become auxiliary police officers. There are specific individuals in the community who have a genuine interest in promoting the safety and security of their city. Such individuals include:

- (1) *Former or retired regular police officers.* Serving as an auxiliary police officer provides retired officers the opportunity to continue to serve their communities on a flexible, voluntary basis. The level of experience these individuals lend to the auxiliary police force is a substantial benefit to the program and the city. It also strengthens relations between the regular police force and the auxiliary police.
- (2) *Residents interested in becoming regular police officers.* Serving as an auxiliary police officer provides prospective regular police officers with in-depth training and supervision, and the opportunity for commendations for good work. In this way, the auxiliary police force may also serve as a source of highly qualified candidates for regular police officer positions
- (3) *Residents interested in work in the security field, such as security officers at malls, airports, corporate offices or school security positions.* Acting as an auxiliary police officer provides excellent job training for individuals who work or wish to work in these security positions. Often, with the recommendation of the police department, auxiliaries are able to get jobs as security officers in their neighborhood schools, which further increases their knowledge of the neighborhood and its residents.

(4) *Groups with leadership and/or public safety orientation.* It's also useful to recruit from groups who have a demonstrated commitment to their community such as neighborhood associations, blockwatcher groups, leadership programs, and youth police academy programs. For example, the Trenton Police Department has a Youth Explorers Program that is open to males and females between the ages of 14 and 20 and is designed to help young people develop into positive, and effective community members.

Methods of Recruitment

In addition to targeted outreach to the above categories, recruitment may also include a target focused approach using the following methods.

Sites & Events

Recruitment of auxiliary police officers can target specific events or sites. Certain types of local events can be a great source of recruitment for potential auxiliary police applicants. For example, setting up a table or passing out information at community events, or through school programs, like career days provide recruitment opportunities. Specific locations may also be a consistent source for recruitment for potential candidates. Some examples include local churches, City Hall, and college campuses, or local youth groups and organizations like the Boys & Girls Club and the YMCA.

Recruitment methods at these sites or events can include informational flyers, contact sheets, and promotional materials. These materials can also be posted on bulletin boards at recruitment locations, and distributed to recruitment groups. For example, flyers can be sent to retired regular police officers and to school security guards.

Media & Presentations

Social and local media is another important way to spread the word about this opportunity to the community. When opening the application process, the City and Police Department should advertise the information on their website and related social media sites. It's also a good idea to submit a press release or article to local newspapers prior to the start of the application process.

Presentations by Community Relations Officers is valuable for spreading this information by word of mouth. These officers can attend meetings of community groups and organizations, churches, businesses etc., or can set up their own informational sessions.

VETTING

Vetting of candidates is perhaps the most vital step toward establishing a successful urban auxiliary police force. Candidates must undergo thorough screening, interviewing and background checks to determine their qualifications. Candidates must show that they are not only physically capable of doing certain tasks, but reliable, mentally stable and of good moral character. Candidates should take a written competency test, fill out an extensive application packet, and undergo an oral interview process. Additionally, candidates should be required to undergo drug testing and psychological evaluations.

Candidates are able to apply for membership in the Auxiliary Police year round. For example, the selection process for Perth Amboy starts in November, and candidates who are chosen to be members go to training in March. Perth Amboy generally has a class of 12 Auxiliaries per year. Approximately a 60% retention rate of candidates is normal. After candidates are carefully selected, Auxiliary Police attend comprehensive training programs at a County Police Academy or similar facility, and receive carefully supervised in-field training.

Application & Competency Test

Candidates should be given a comprehensive application packet that solicits from them as much information as possible with which to conduct the interview. In turn, it should also provide the applicant with a clear understanding of the commitment they would be undertaking if they complete the application.

For example, Perth Amboy's application packet begins with an introductory statement on the nature of auxiliary duties, followed by an "essential task list" that includes prerequisites to appointment as well as specific assignments and requirements. It also provides a checklist of disqualifying circumstances. Additionally, it collects information from the candidate including personal data, citizenship information, legal information, and residential, education and employment history.

Additionally, candidates should be given a basic skills assessment test to get a baseline on their performance ability. For example, Perth Amboy gives a 50 question multiple choice examination that tests the candidate's competency in a number of different areas related to their ability to perform the duties that would be required of them. Such areas include English literacy, judgment and reasoning.

Interview

After filling out an application packet and taking a competency test, candidates should undergo a thorough interview with an Oral Review Board (“Board”). The Board may be composed of one lieutenant, one sergeant, and a number of officers. In Perth Amboy, the in-person interview is broken up into three separate parts.

First the Board picks from 20 questions that are designed to assess the candidate’s motives for applying to become an auxiliary police officer, measure his or her time availability, strengths and weaknesses, and problem solving capacity. Then the candidate has a chance to ask questions of the Board. The third part allows time for the candidate to make a final personal statement, which is optional.

In all, this interview process typically takes approximately 20 minutes, and the Board takes both verbal and nonverbal factors into account. In addition to the answers given, questions asked, and personal statement, the Board takes into consideration the appropriateness of the candidate’s attire, body language, and decorum.

Background Check

Once the interview is complete, the next steps performed for each candidate includes fingerprinting and a comprehensive background check. The background check will be done on the local, state and federal level.

In addition to the general background check, a Megan’s Law check is performed, as is a check on any previous history with the agency such as previous applications, positions, rejections, etc. Finally, the background check also includes a social media check including Google, Facebook, Twitter, LinkedIn, etc., in order to have a complete picture about the character of the candidate.

Selection

Selection of candidates are based upon positive testing in all of the above areas. Disqualifiers include any history of domestic violence, driving under the influence (DUI) charges, and any 1st, 2nd, and 3rd degree charges. In addition, candidates must be U.S. citizens.

Selection is also based on position availability. In Middlesex County, for example, each municipality has 10 positions available at the Police Academy. However, if spots are not filled by one municipality, for example, if they do not have an auxiliary police force, then another municipality may take those positions.

TRAINING

With the right training program, the benefits of auxiliaries can be ongoing and diverse. Since the primary purpose of establishing an auxiliary police force is to have volunteer officers in reserve for cases of emergency, auxiliaries must be thoroughly trained to be prepared in such situations. This is why they are granted full police powers not only during emergencies, but also during training. Training can include assignments in crowd control at public events, patrol assignments, and quality of life control. Such assignments will help auxiliaries to become more familiar with the residents, areas, and safety hazards in the City so that they can act quickly and efficiently during an emergency. By capitalizing on training opportunities, auxiliaries are prepared for emergencies while performing safety-enhancing services for their City.

Police Academy Courses

Before in-field training occurs, auxiliaries must take police academy courses, which can be conducted at a County or local training facility, typically over the course of 12-16 weeks. Middlesex County's class, for example, is conducted over a period of 16 weeks every Tuesday and Thursday 7pm to 10 pm, and every other Saturday 8am to 4pm. Candidates must pass their courses before the probationary period of in-field training begins.

Through these courses, candidates are trained in a broad array of topics, including CPR, auxiliary police powers and emergency management, basic criminal law, evidence gathering and collection, patrol functions, hazardous material awareness, and other areas of importance. This training not only prepares auxiliaries to perform fundamental police functions, but also helps establish, right at the outset, the parameters of power and responsibilities to ensure that auxiliaries do not perform actions beyond their authority.

In-Field Training

After auxiliaries successfully complete the academy courses, the next part of their training includes in-field training. Active auxiliary police officers volunteer an average of 200 or more hours a year for in-field training. The training includes patrol assignments, crowd and traffic control, and attendance at events and activities. While on patrol, auxiliaries learn to set up perimeters, recognize security threats and safety hazards, and interact with citizens to ensure they are safe, feel protected, and have access to vital resources.

Probationary (Supervised) In-Field Training

For a period of time directly following academy courses, auxiliary officers go through a “probationary” period of in-field training. During that time, they are given probationary uniforms and will be directly supervised by a field training officer and assessed by an auxiliary police supervisor. The auxiliary officer will train in patrol assignments by riding along with a field training officer who has not been assigned a patrol partner.

During supervised in-field training, auxiliaries learn to recognize security threats and safety hazards, perform traffic and crowd control, do vehicular patrols of public parks where they act as the eyes and ears of the regular police, and set up perimeters in preparation for officers to arrive at the scene of a crime or emergency that they observe and report for response. In these roles, the auxiliaries become prepared to respond to emergencies while providing valuable public safety functions.

Depending on how quickly the individual auxiliary officer progresses, this probationary period can last anywhere from 3 to 12 months, with evaluations upon the third, sixth and twelfth month. The auxiliary police command staff will conduct the evaluations of the officer. Based on that evaluation, command staff can either recommend retention to the OEM Director if the officer has met performance expectations, extend the probationary period, or release the officer from service if he or she has not met performance expectations after a 12 month probationary period.

Monitored In-Field Training

If the officer is recommended for retention, the OEM Director must then confirm permanent status. If permanent status is confirmed, the auxiliary officer will move on to monitored in-field training, and will receive the official auxiliary uniform. During this time, auxiliaries are still monitored and tracked to ensure their safety and that they are performing their tasks appropriately, but they are no longer required to shadow another officer at all times. Auxiliary police sign in each time they go on duty, and submit daily reports and car reports that detail their activities during shifts.

DUTIES

The duties of auxiliary police officers during in-field training may vary. But because it is important to put auxiliary police in a position to be successful, it is necessary to pilot in places and situations where they will be relatively safe, and still be effectively trained for emergencies. For example, patrols of senior citizen housing and other facilities prepares auxiliary police for evacuation of elderly residents. Below is a sample of in-field training activities that auxiliary police can be given that enhance public safety, improve community-police relations, prepare participants for emergencies, and does not pose unacceptable risk.

Patrol Assignments

Public Events & Areas

Foot patrol and traffic control during public events like parades, block parties, festivals or marathons in conjunction with assigned regular officers prepares auxiliaries for crowd control during civil disturbance. It's also beneficial to have auxiliaries at these public gatherings because they increase the uniformed presence, decrease the likelihood of a crime being committed, and act as a valuable source of information to the police should a disturbance arise during the event.

Foot or utility vehicle patrol is also helpful in busy public areas like public pools, church and street crossings, subway entrances, playgrounds, and parks. Assignments in public parks can include patrolling in utility vehicles not during public events, and foot patrol during public park events. Utility vehicle patrol of parks familiarizes auxiliaries with areas that often turn into hot spots during storms or other emergency situations.

Traffic Duties

While on duty, auxiliary police patrols can be dispatched to the scenes of motor vehicle accidents. In such situations and on an emergency basis, auxiliaries can provide assistance with crowd control and directing traffic away from the area.

Business Districts & Shopping Areas

Through foot patrol of downtown business districts during business hours, auxiliary police gain familiarity with an area that becomes vulnerable during declared emergencies, while simultaneously increasing public safety for shoppers. This is especially useful during busy shopping seasons or around busy intersections.

During business hours, this is a safe environment to train auxiliary police. While training, auxiliaries can be familiarized with important points of access and security issues

which will prepare them to protect shops during emergencies. They also get to know the owners and employees of the businesses in the area, which can be useful information when emergencies occur and owners need to be contacted or businesses secured.

Neighborhood

Auxiliaries are encouraged, subject to safety restrictions, to patrol their own neighborhoods in utility vehicles during the day. The auxiliary officer will already have familiarity with the area and the residents, and thus an enhanced commitment to ensuring safety and security there. Additionally, the residents will be much more comfortable reporting problems, violations, or crimes to someone they already know and are comfortable with.

Senior Citizen Homes

Vehicle patrol of senior citizen centers and housing complexes trains auxiliary police to be useful in assisting the elderly and most vulnerable during emergencies like floods and power outages. Their presence enhances the safety of elderly residents on an ongoing basis, providing necessary and visible security. In the long term, auxiliary police will become familiar with which citizens need special assistance, which elderly would be in the most danger during a disaster, and how to deliver necessary resources to a vulnerable population in the community. In these cases, Auxiliary Police can serve to transport seniors to safe havens, especially during heat waves and code blue type weather conditions. Furthermore, patrolling these centers in utility vehicles and reporting information to headquarters is a training exercise which does not involve unnecessary risk.

Safe Routes to School

Using auxiliary police in Safe Routes to School programs increases the likelihood that students will travel safely to school, and helps prepare auxiliaries for emergencies that occur in or around public schools. By patrolling the routes that students take to elementary, middle, and high schools, students will be less likely to run into problems on their way to school. This can help increase attendance, and decrease the likelihood of violence and gang recruitment. At the same time, auxiliary police become familiar with the routes students most often travel so they can more effectively ensure student safety during an emergency.

Community-Police Liaisons

Auxiliaries are community members and when integrated into the police department, they help foster a relationship of trust and cooperation between community

and police. They also provide a valuable link to, and knowledge of, the community which in turn helps in enforcement of public safety.

Neighborhood Groups

Auxiliaries can act as liaisons between neighborhood watch groups and the police department by attending neighborhood watch meetings. Such groups and relationships can help stabilize the community. This assignment provides a connection between these groups and the police department, which will help keep such groups prepared to deal with neighborhood related problems during emergencies.

Representation at Community Events

Auxiliaries can also act as liaisons by attending community events and meetings. In this way, they have an extensive knowledge of what is going on in their neighborhood, and the residents will feel supported by the police department. This will open up regular lines of communications between residents and police.

Quality of Life Control

It's the municipality's responsibility to maintain quality of life in the community, and this is often left up to police departments and other officials by means of code enforcement. But in cities, with greater public safety concerns and more intense demands, quality of life concerns may take a backseat to crime prevention and patrol. However, in many ways maintaining quality of life is just as important, as it can affect crime rates, economic growth, and public health. While auxiliary members are not authorized to cite individuals for maintenance or building code infractions, auxiliary police officers can be assigned to tasks related to code enforcement, and add extra sets of eyes and hands to maintaining quality of life. They can look for code violations while out on patrol, or they can be assigned certain types of code enforcement as a special assignment. Such quality of life assignments can include:

-  *Enforce noise statutes.* If noise complaints are reported, (e.g., barking dogs, loud music or parties) auxiliaries can listen and report whether there is a violation, and can issue citations.
-  *Enforce statutes on drinking in public.* On patrol or during public events such as parades, auxiliaries can look out for violations of statutes controlling drinking in public and can issue citations.
-  *Perform street light outage surveys.* On special assignment, auxiliaries can survey certain streets, parks or neighborhoods for missing or broken street lights.

Repairing broken street lights is a simple and effective crime deterrent, particularly in places that can be crime hot spots like parks.

✚ *Perform street and traffic sign deficiency surveys.* On special assignment, auxiliaries can conduct an assessment of street and traffic signs in the city to determine which areas have inadequate signage. The focus can be on areas that have seen a high number of traffic accidents or that have received complaints from residents about being unsafe. Performing these kinds of surveys further familiarize the auxiliary officer with various sections of the city that could be hazards during an emergency.

✚ *Other code enforcement tasks.* Auxiliaries can always be on the lookout for code violations when on patrol. They can tag abandoned or junk vehicles for tow, issue citations or warnings for non-moving parking, and address residential issues like overgrown bushes and trees, overflowing trash, or obstructed sidewalks.

Emergencies

All auxiliary police training and in-field assignments are designed to ensure that auxiliary police officers are organized and prepared to respond effectively in all emergencies as directed by the OEM Director. Emergency situations in which auxiliary police officers can be deployed include:

Storms & Natural Disasters

Because they gain intensive familiarity with vulnerable areas and populations during their in-field training, auxiliaries are especially helpful during storms and natural disasters. They are familiar with evacuation routes, and they can locate and get senior citizens and disabled individuals to shelter if there is flooding or electrical outages, or get necessary resources like water to residents in the aftermath of storms. They can also do an assessment of damage to increase the efficiency of emergency response to needed areas.

Civil Disturbance

Auxiliaries are trained in emergencies in their academy classes, and are also assigned to patrol public events. Because of such training, they are prepared to perform crowd control during civil disturbances such as riots or protests, without escalating the situation. They can also help detain individuals and make valuable observations that can help in subsequent reporting and investigation.

Missing Persons

Auxiliary police can be a valuable resource when there is a missing person. They can provide extra trained bodies for search parties, and serve as extra sets of eyes and ears on the lookout for the missing person, suspect, or suspicious activity.

EQUIPMENT

By law, auxiliary police officers must wear uniforms identifying them as such. In order for auxiliaries to gain respect and feel respected as law enforcement officers, they should be provided with official uniforms and vehicles. The more official looking the uniforms and vehicles, the more auxiliary officers will be motivated to take their work seriously. Providing auxiliary officers with uniforms resembling official police uniforms and utility vehicles resembling patrol cars will promote a motivated, well-respected auxiliary police force that is seen as an extension of the police department.

Uniforms

While taking academy classes, auxiliaries are given temporary academy uniforms. After they complete academy training, they move on to in-field training. But they don't receive the official auxiliary uniforms immediately. While in the "probationary" period of in-field training during which they ride with a supervisor or field training officer, they wear training uniforms. Once they prove they are capable of operating on their own, they trade in their probationary training uniforms for auxiliary patrol uniforms.

This use of graduated uniforms serves multiple purposes. It promotes public safety, ensures that auxiliaries are not exceeding their authority, and sets future goals and expectations for the auxiliary police candidates to strive for. It is also another measure of deepening the level of respect and buy-in from the community for auxiliary officers who must go through robust and intensive training to earn their official patrol uniforms.

Utility Vehicles

In order to carry out the duties and assignments outlined above, auxiliaries need vehicles that are able to patrol effectively and that will be useful in declared emergencies. To be effective control vehicles, they must be able to transport and support equipment necessary to carry out assigned tasks. While lower-cost options such as bicycles and segways have been used by auxiliary police forces, other than patrol of business districts

these forms of transportation are not appropriate for the functions carried out by auxiliaries in an urban environment.

Two options that are both cost-effective and practical for auxiliaries are using retired patrol vehicles or designating a number of the Office of Emergency Management utility vehicles for the auxiliary police force. The vehicles are painted and decaled to represent the auxiliary police unit, and are equipped with emergency lights, sirens and speakers so that they can be used in a variety of emergency situations and assigned training missions when necessary.

Weapons

Although it is legally permissible for auxiliary officers to carry firearms, it is not recommended. Typically, auxiliary police do not receive firearm training, and are not permitted to carry firearms. In these instances, even if a candidate has a legal gun permit, they will not be permitted to carry the firearm as an auxiliary police officer.

Arming of auxiliary police will consist of defense batons and chemical agents, including Oleoresin capsicum spray (pepper spray). Auxiliary officers are also permitted to carry and use handcuffs in compliance with academy or in-field service training received.

FUNDING

There are certain costs associated with funding an urban auxiliary police force, which will vary depending on several factors, including how many active officers there are, what will be covered by the police department budget, what the candidate will be responsible for, and whether stipends are given. However, even with an auxiliary police force consisting of several dozen officers the costs are relatively small. For example, in Perth Amboy, there are approximately 35 active auxiliary members, and the annual budget for the entire auxiliary police force is a total of \$30,000 per year in operating costs, including startup, capital and insurance. Perth Amboy provides and an additional \$30,000 per year in stipends, but this is an optional addition to the budget.

Startup Costs

Personal & Department Equipment

The equipment needed to act as an auxiliary police officer includes items such as khakis, belts, patches, defense weapons, radio holders, and uniforms. But it is up to each City to determine which items the department will cover and which items the candidate will be asked to cover.

In Perth Amboy, the department covers most of the equipment, including the cost of the uniforms and replacement uniforms, traffic vests, handcuffs, batons, and radio holders. For each auxiliary police officer, it costs the Perth Amboy police department approximately \$700 in equipment costs. The department also supplies a bank of police radios which auxiliaries sign out but are returned to the department at the end of each shift. The recruits pay for other necessary items such as their own pants and shirts, boots, duty belt, binders and nametags. They spend approximately \$300 each on these items.

The total cost of the equipment noted above, whether paid by the candidate, the department, or a combination of the two, amounts to approximately \$1,000 per auxiliary police officer.

Academy Costs

While costs may vary, typically county police academies will charge a per-person fee for training auxiliaries. For example, Middlesex County Training Facility charges a \$50 per person fee.

Capital Costs

Uniform Allowance

Each auxiliary has the possibility of receiving a “uniform allowance” in the form of an end of year stipend. The stipend can range from \$750-1500 depending on how many hours they put in. In Perth Amboy, for example, stipends will be given out if an auxiliary officer puts in 250-500 hours of in-field service training with good performance. While this isn’t necessary, it is a recommended practice as it also acts as an additional incentive.

Vehicles

Often, auxiliary police units will utilize retired police cruisers and re-decal them for the auxiliary unit. Perth Amboy also uses utility vehicles which are purchased by the City as a capital expenditure for the Office of Emergency Management. In other words, these vehicles are paid out of the capital budget over time, and so are different from regular police cruisers

Insurance

Workers Compensation

Auxiliary Police can be added to existing insurance policies. According to 34:14-74, New Jersey Municipalities are required to provide compensatory insurance for Auxiliary Police in case of injury while performing their duties. In cities like Perth Amboy, Auxiliary Police are covered under the City’s umbrella insurance policy with little or no additional cost. Insurers such as Nationwide also offer special coverage for Auxiliary Police and Volunteer Firefighters. As Auxiliary Police do not perform the dangerous assignments that Regular Police Officers do, their risk level is low, and insurance costs are minimal

Motor vehicle

There are a variety of options for motor vehicle insurance such as self-insuring, getting a car insurance policy, or using the New Jersey Joint Insurance Fund. Perth Amboy saves money in motor vehicle insurance by using the New Jersey Joint Insurance Fund through which a number of municipalities jointly pay a premium that is dependent upon the accident history of each city as a whole.

Tort claims

For auxiliary police officers, any tort claims are covered by the city’s regular insurance and only incurs costs if a lawsuit is filed against an individual auxiliary police officer.

CONCLUSION

The innovative model of Urban Auxiliary Police outlined in this manual has proven successful, and maximizes the benefits offered by an auxiliary police program. There are a number of factors that contribute to its success. One such factor is the targeting and vetting process detailed in this manual. This careful selection ensures serious, quality candidates, and it also builds community support for the program since auxiliaries will be professional, prepared, and present in the lives of residents in a positive way.

The comprehensive training of auxiliary police in this model is another reason for its success. Throughout the ongoing in-field training, auxiliaries are under regular supervision, monitoring and evaluation for compliance and performance. They are thoroughly prepared to respond to community needs on both quality of life issues and in emergency situations. And because they act as community-police liaisons during training, they increase positive police presence within the neighborhoods that they patrol and assist, and encourage community involvement.

Significantly, this model is most successful when there is seamless incorporation of the auxiliary police unit into the police department. When the Police Chief and Police department treat the auxiliary police force as a functional volunteer unit that is an extension of the police department, there is buy-in from the community, auxiliaries, and elected officials. Auxiliaries become fully committed to the program because they are treated respectfully by the police department, and in turn they will be treated with respect by the community. They are also provided with excellent training opportunities, job opportunities, and commendations for good performance. Elected officials support the program because it is a cost-effective solution to improving quality of life and public safety of residents on a regular basis, and ensures that the city is fully prepared to respond to emergency and crisis situations.

The benefits to cities for implementing this model are extensive. Beyond auxiliary assistance in emergencies like Superstorm Sandy, the continuous in-field training assignments provide regular, ongoing benefits to the city. By expanding the in-field training opportunities and exploring innovative assignments for auxiliaries, the whole city will benefit. The auxiliaries get comprehensive training for use in emergencies, the residents and officials receive enhanced public safety and quality of life support, and the police department doesn't need to stretch its resources to the limit. By allowing auxiliaries to perform a greater variety of the low-risk assignments in patrolling and code enforcement, it allows regular police officers to focus their time on "hot spots" and follow up on serious crimes.

During a time when resources are limited and police departments are being pushed to the limits of their capabilities, it is important for cities and police departments to explore all options to ensure their police officers are being supported, their residents are being protected, and their resources are being used as efficiently and effectively as possible. This Urban Auxiliary Police Model provides a framework for a solution that meets these demands, and can significantly improve the health and well-being of the city, promote economic growth, and foster a lasting relationship of respect and trust between community and police.