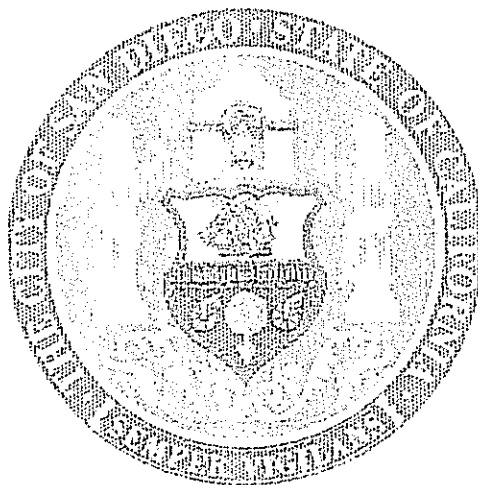


# San Diego Police Department *V. I. P.*

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## Volunteer Services Operations Manual

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**THE OFFICE OF  
VOLUNTEER SERVICES**

*SAN DIEGO POLICE DEPARTMENT 1401 BROADWAY MS 796 SAN DIEGO, CALIFORNIA 92101*

Dear Office of Volunteer Services Staff:

Our business is Neighborhood Policing. Addressing the needs of our community in a manner which is morally, ethically and legally correct, requires a level of professionalism which is above reproach. Our success is dependent on how well we meet our responsibilities to the citizens of San Diego.

We recognize community involvement as an important obligation and as a crucial component in reaching our stated objectives. To this end, we actively seek the services of citizen volunteers.

Volunteers bring a wealth of skills acquired through education and experience. By matching their skills with Department needs, we can utilize a resource that will improve our effectiveness and efficiency. In return, we will create and maintain an environment where everyone is provided the opportunity to develop their maximum potential.

Thank you for your help in making this possible.

Sincerely,

Bill Snyder  
Sergeant, Volunteer Services Coordinator

# *The San Diego Police Department*

## ***Vision***

*We are committed to working together, within the Department, in a problem solving partnership with communities, government agencies, private groups and individuals to fight crime and improve the quality of life for the people of San Diego*

## ***Values***

*The principles upon which we base our policing are:*

### **◆ Human Life**

*The protection of human life is our highest priority.*

### **◆ Ethics**

*We will demonstrate integrity and honor in all our actions.*

### **◆ Crime Fighting**

*Our efforts to address neighborhood problems will be based on a Partnership with the community.*

### **◆ Valuing People**

*We will treat each other with dignity and respect, protecting the rights and well being of all individuals.*

### **◆ Loyalty**

*We will be loyal to the community, to the Department and its members, and to the standards of our profession.*

### **◆ Open Communication**

*We will listen to one another's opinions and concerns.*

### **◆ Fairness**

*Our decisions will be based on common sense, and will be balanced, moral, legal and without personal favoritism.*

### **◆ Diversity**

*We appreciate one another's differences and recognize that our unique skills, knowledge, abilities and backgrounds bring strength and caring to our organization.*

## ***Mission***

*Our mission is to maintain peace and order by providing the highest quality police services in response to community needs by:*

*Preventing Crime  
Apprehending Criminals  
Developing Partnerships  
Respecting Individuals*

**INTRODUCTION**

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# OFFICE OF VOLUNTEER SERVICES

## INTRODUCTION

No police department is large enough to keep a community safe on its own. Effective crime prevention requires the active support of citizens - a partnership between police and the community. This growing recognition has increased interest in community oriented policing and problem solving in police departments across the country.

San Diego, like many cities, has introduced community policing into its police department. What makes San Diego's approach to neighborhood policing unique, is the extent to which the police department has made volunteers an integral component of its program.

The San Diego Police Department is viewed as a leading force in law enforcement innovations occurring across North America. The department's adult volunteer workforce is approaching 1,100 persons. These volunteers play a vital role in the department's vision to engage the community in a problem solving partnership that will reduce crime and positively affect the quality of life in all communities.

The San Diego Police Department has used volunteers for a wide variety of job assignments for several years. Programs throughout the Department are considered models in volunteerism in the public sector. Volunteers are essential to Department operations. They help provide a level of customer service that could not be achieved by the Department's staff alone. Volunteers represent all segments of society. The variety of functions performed by this police department affords opportunities for people with varied interests and skills.

The San Diego Police Department's Volunteers in Policing (VIP) program offers a unique opportunity for citizen volunteers to become actively involved in providing efficient, effective, and responsive service to our community. The Office of Volunteer Services is dedicated to providing an exciting, challenging, and meaningful work environment. The use of volunteers includes Crisis Interventionists, Retired Senior Volunteer Patrols, Translators, Emergency Management Volunteers, Reserve Police Officers and various staff support positions that enhance the organization's effectiveness. This is a result of two decades of change in policing philosophy that has heralded San Diego as a pioneer in many areas of law enforcement.

The San Diego Police Department has a significant resource available in the San Diego community: individuals who are ready, willing, and able to serve as volunteers. In a time of limited financial resources and increasing demands for services, it is important that volunteer opportunities continue to be identified and this resource increasingly utilized.

This Operations Manual formally recognizes the importance of the contributions of Department volunteers, initiates guidelines for their utilization, and establishes clear standards for managing the variety of volunteer programs in the San Diego Police Department.

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# Volunteers In Policing

*We are committed to creating a citizen volunteer program which will make the Department as efficient and productive as possible. We recognize the value and importance of developing a culturally diverse volunteer work force, and of matching their skills with Department needs. Our goals are to improve police-community relations by developing a spirit of cooperation and partnership with the community; and to become the model for volunteer programs within the City of San Diego and California law enforcement agencies.*

*- Mission Statement of the San Diego Police Department  
Volunteer Services Unit*

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## **OFFICE OF VOLUNTEER SERVICES**

### **GOALS AND OBJECTIVES**

Volunteers are individuals who reach out beyond the confines of their paid employment and their normal responsibilities, to contribute time and service to a not-for-profit cause in the belief that their activity is beneficial to others, as well as satisfying to themselves.

Keeping this definition in mind, the Office of Volunteers has developed fundamental goals and principles leading to successful volunteerism in the Department.

#### **GOALS**

- ☐ To develop a partnership with community members to improve the Department's ability to fight crime and improve the quality of life for the people of San Diego.
- ☐ To match the skills and interests of the volunteers with the needs of the Department.
- ☐ To become a model for volunteer programs in the City of San Diego and in law enforcement agencies throughout the State of California.
- ☐ To provide central organization, planning, control, and logistical support for volunteer activities within the Department.

#### **OBJECTIVES**

- ☐ To network with private organizations that have a successful history of volunteer program development and maintenance.
- ☐ To stay abreast of current trends in volunteerism.
- ☐ To provide information to the organization about the Chief's vision and expectations of our volunteer program.
- ☐ To educate members of the organization as to the duties, responsibilities, and capabilities of the unit.
- ☐ To educate members of the organization as to the successes of other law enforcement volunteer programs, and the benefits volunteers can and will bring to the Department.

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- ☐ To involve commanding officers and their staff in the identification of volunteer tasks within their units.
  - ☐ To match volunteers with appropriate tasks within the organization, based on their experience and interest.
  - ☐ To design a computerized data base to track volunteers, their assignments, hours worked, volunteer job classifications available within the organization, etc.
  - ☐ To allow and encourage department volunteers to participate in the design, management, and evolution of volunteer programs.
  - ☐ To develop and fund a recognition program for volunteers who have made contributions of time, and to acknowledge achievements by volunteers.
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## OFFICE OF VOLUNTEER SERVICES

### VOLUNTEER PROGRAMS

The Volunteers In Policing (VIP) program was initiated in 1989 by the San Diego Police Department. The initial VIP staff was administered by the Public Affairs Unit with no operating budget or permanently assigned personnel. Nevertheless, VIP gained a foothold in the Department, and in February 1992, the first unit totally dedicated to the development and administration of Department volunteer programs was established in the form of the Office of Volunteer Services. Under the direction of this office, the volunteer program has grown to almost 1,100 citizen volunteers.

VIP includes five components:

#### ***Crisis Intervention***

Crisis Intervention volunteers receive specialized training in crisis response techniques. At the request of officers and detectives, interventionists respond to scenes to assist citizens who have been traumatized by a crime or other critical incident. Interventionists provide immediate emotional support, referrals for longer-term needs, and resources for housing, food, legal and other practical assistance. This support allows officers to continue with other law enforcement duties.

Minimum requirements to apply:

- ✓ Be 21 years of age or older
  - ✓ Good driving record
  - ✓ Pass initial interview and Police Department background investigation
  - ✓ Successfully complete a 70-hour training academy (held as needed)
  - ✓ Be on-call for a minimum of 20 hours per month
  - ✓ Attend monthly in-serve training meetings
  - ✓ Automobile transportation and proof of insurance
  - ✓ Possess a valid California Driver's License
-

## ***Emergency Management Volunteers (EMV)***

Emergency Management Volunteers are on a 24 hour, seven-day-a-week call out response. EMV's respond to call outs with their own command post (Mobile 5). EMVs work with Police Officers on flood/high surf operations, missing person searches, special events, and emergency situations. The EMVs do not work scheduled shifts or a particular area station unless it is for a pre-planned event.

Minimum requirements to apply:

- ✓ Be 18 years of age or older
- ✓ Pass initial interview and Police Department background investigation
- ✓ successfully complete a 60-hour training academy
- ✓ Possess a valid California Driver's Licence
- ✓ Good driving record
- ✓ Automobile transportation and proof of insurance

## ***Retired Senior Volunteer Patrol (RSVP)***

The Retired Senior Volunteer Patrol is comprised of volunteers age 55 and older who patrol and observe neighborhoods, check homes of vacationing residents, visit homebound and isolated persons, and conduct safety talks for school children and senior groups. RSVP members have vehicles and police radios to enhance patrol abilities and provide communication with Department personnel in the event police intervention is required.

Minimum requirements to apply:

- ✓ Be 55 years of age or older
  - ✓ Pass initial interview and Police Department background investigation
  - ✓ Possess a valid California Driver's License
  - ✓ Successfully complete a 40-hour training academy and field training tasks
  - ✓ Be willing to invest 24 hours per month to the program
-

## ***Volunteers In Policing (VIP)***

VIPs form a core group who staff every Department facility. Volunteers fill classifications including clerical, administrative, technical, and professional activities. VIPs assist by taking "cold" crime reports, fingerprinting, staffing storefronts, developing operations manuals, and conducting computer research.

Minimum requirements to apply:

- ✓ Be 18 years of age or older
- ✓ Pass initial interview and Police Department background investigation
- ✓ Perform specified duties
- ✓ Work within a police facility, or work for a police unit
- ✓ Work according to a set schedule (minimally 12 hours per month)
- ✓ Are supervised by department personnel

## ***Volunteer Police Interpreters Program (VPIP)***

To meet the unique challenge of providing dozens of languages to the community of San Diego, the police department created the Volunteer Police Interpreters Program (VPIP). VPIP utilizes the skills of volunteers who speak at least one language in addition to English. These volunteers are then trained under a variety of circumstances and role-play situations. Volunteers are then placed on-call to provide their valuable services when the opportunity arises. VPIPs always work directly in conjunction with police personnel.

Minimum requirements to apply:

- ✓ Be 21 years of age or older
  - ✓ Speak fluently at least one language in addition to English
  - ✓ Pass initial interview and Police Department background investigation
  - ✓ Successfully complete a 20-hour training program
  - ✓ Possess a valid California Driver's License
  - ✓ Automobile transportation and proof of insurance
-

## **OFFICE OF VOLUNTEER SERVICES**

### **STAFF DESCRIPTIONS/DUTIES**

#### ***Role of the Office of Volunteer Services***

The Office of Volunteer Services was created to provide central organization, planning, and logistical support for volunteer activities sponsored by the Department. Specific responsibilities include training volunteers and defining volunteer positions within the organization. The office is the repository for all records kept on volunteer activities.

#### ***Volunteer Services Coordinator***

The Volunteer Services Coordinator is a Police Sergeant who serves as the supervisor of the unit. The position is responsible for the overall direction/coordination of volunteer activities throughout the Department. Duties include planning, developing, and managing volunteer services so that the program will derive full benefit from a valuable resource. Other responsibilities include:

- Budget Preparation
  - Payroll (time sheets)
  - Liaison with Commanding Officers or their designees in charge of volunteer activities within their units
  - Compilation of unit statistics
  - Preparation of management reports
  - Inspection procedures
  - Generation or revision of policies/procedures dealing with volunteer activities within the Department
  - Advocate increased agency-wide commitment to volunteerism
-

### ***Crisis Intervention Coordinator***

The Crisis Intervention Coordinator is a sworn officer and is designated by the Volunteer Service Sergeant. This position is responsible for the selection of personnel and management, coordination, and approval of all team operations and training. Other responsibilities include:

- Coordinate Crisis Interventionist interviews and selection process
- Process Crisis Interventionist applications
- Conduct training for interventionists
- Preparing call-back rosters/procedures
- Conduct monthly Crisis Intervention meetings
- Act as liaison with patrol and specialized investigative units who interact with interventionists
- Submit monthly reports on Crisis Intervention activities
- Maintain Crisis Intervention statistic files

### ***Emergency Management Volunteers Coordinator (EMV)***

The EMV Coordinator is a sworn officer and is designated by the Critical Incident Management Unit Sergeant. This position has direct supervision of the EMV program. Duties include being available 24-hours-a-day, seven-days-a-week on call out status for EMV response. Other responsibilities include:

- Ensure equipment readiness for EMV response
  - Act as liaison with patrol and specialized units
  - Update EMV policies and procedures
  - Conduct training for EMV
  - Submit monthly reports on EMV activity
  - Conduct monthly general and EMV Captain's meetings
  - Prepare callback rosters
  - Coordinate EMV interviews and selection process
  - Maintain of EMV statistic files
-

### ***Retired Senior Volunteer Patrol Coordinator (RSVP)***

The RSVP coordinator is a sworn officer and is designated by the Volunteer Services Sergeant. This position has direct supervision of the area's RSVP program. Duties include recruiting and hiring area RSVP members and supervision of the RSVP volunteer manager. Other responsibilities include:

- Conduct/facilitate training for RSVP groups
- Coordinate RSVP interviews and selection process
- Submit monthly reports on RSVP activities
- Review and update RSVP policies and procedures
- Maintain RSVP statistic files

### ***Volunteers in Policing Coordinator (VIP)***

The VIP Coordinator is a sworn officer and is designated by the Volunteer Services Sergeant. This position has direct supervision of the VIP program. Duties include providing direction, coordination, and consultation for all division volunteer coordinators. Other responsibilities include:

- Evaluate the need for volunteer services within the Department
  - Direct the recruiting, interviewing, selection, and placement of volunteers
  - Develop and supervise volunteer orientation
  - Develop goals and objectives for the Volunteers in Policing program
  - Direct the development of a department manual containing policies and procedures
  - Direct the development of appropriate recognition, retention, and motivation programs for volunteers
  - Plan and schedule volunteer placement and changes in assignments
  - Keep informed about current state and federal laws that apply to the volunteer program
-

## ***Volunteer Police Interpreters Program Coordinator (VPIP)***

The VPIP coordinator is a sworn officer and is designated by the Volunteer Services Sergeant. This position has direct supervising of the volunteer interpreters. Duties include being available 24 hours per day, seven days per week to manage requests for VPIPs and to provide on-scene support if appropriate. Other responsibilities include:

- Act as liaison with patrol and specialized units
- Recruit new volunteers and coordinate selection process
- Conduct training for VPIP
- Submit monthly reports on VPIP activity
- Prepare callback rosters
- Maintain VPIP statistical files

## ***VIP Processing Coordinator***

The VIP Processing Coordinator is a non-sworn position managed by a Community Service Officer and is designated by the Volunteer Services Sergeant. The position is specifically responsible for daily volunteer activities within the unit. Other responsibilities include:

- Processing of volunteer applications
  - Informational correspondence
  - Maintenance of unit volunteer files and records
  - Conducting orientations
  - Submitting monthly reports on VIP hours and activities
  - Direct the development of appropriate recognition programs for volunteers
  - Conduct volunteer interviews
  - Fingerprint and process volunteer ID cards
-

## OFFICE OF VOLUNTEER SERVICES

### LEGAL/LABOR/PERSONNEL ISSUES

#### DEFINITION/ROLE OF VOLUNTEER

**POLICY:** Volunteers are individuals who perform service without pay ("voluntary service"). Voluntary service shall include service performed by any authorized volunteer who receives no remuneration other than work assignment-related expenses (i.e., meals, transportation, or reimbursement for incidental expenses). Volunteers are "at will" staff with no employee "rights" and are not represented by employee associations.

**Volunteers will augment, not replace, paid staff positions.** As such, volunteers will be treated as members of the San Diego Police Department team in order to enhance services provided to the community.

#### CONFIDENTIALITY

**POLICY:** Some information obtained by volunteers may be confidential and disclosure of it is prohibited. Each Division/Unit needs to determine which volunteer positions will allow access to confidential information; and/or whether it is appropriate for volunteers to have access to confidential information. All volunteers will complete a Department statement of confidentiality in conjunction with the submission of their Personal History Statement.

#### SECURITY CLEARANCE RELEASE (BACKGROUND CHECK) AND FINGERPRINTING

**POLICY:** All volunteer positions within the Department require a security clearance. Background checks will be required in all instances. Individuals applying for volunteer positions must complete a Personal History Statement. Similarly, each volunteer will be required to submit three fingerprint cards to the Department.

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## LIABILITY COVERAGE

**POLICY:** As stated in City Council Resolution No. 286906:

*The City of San Diego shall defend and indemnify authorized volunteers from liability for acts which occur during the performance of volunteer service when such service is rendered pursuant to the Citywide volunteer program and is in compliance with City policies and procedures.*

*However, the City may refuse to defend and indemnify an authorized volunteer for any criminal act, or if the volunteer acted or failed to act because of fraud, corruption, actual malice or bad faith, or any volunteer who does not reasonably cooperate in the defense of the claim or action. To be eligible for defense and indemnification, the volunteer must make a written request for representation within five working days of having been served with the first complaint in any legal action. Nothing in [Council Policy No. 300-01] shall require the City to indemnify a volunteer against a claim for punitive damages.*

All volunteer on-the-job injuries or vehicle collisions shall be reported to Risk Management on the proper form, which can be obtained from any supervisor.

## RESOLUTION OF DISPUTES

**POLICY:** Volunteers who experience difficulties associated with their job duties should follow the chain-of-command complaint procedures utilized by paid staff. The volunteer should notify his/her immediate supervisor of the complaint. If the response is unsatisfactory **or if the issue is the supervisor**, the volunteer should notify the next level supervisor. If resolution is not possible, the volunteer **may** be given the options of selecting an alternate volunteer position or terminating from the volunteer program.

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## **VOLUNTEER POSITION/JOB DESCRIPTIONS**

**POLICY:** Volunteer position job descriptions must include: a position title, a complete list of job duties, and an identification of potential hazards/safety concerns.\* Prior to, or during the interview/screening process, this information must be given to the individual being considered. Once selected, a copy of the volunteer job description must be placed in the volunteer's file, attached to the volunteer participation agreement.

- \* Reminder: volunteer positions should be designed to augment, not replace, paid staff positions. Position titles and job descriptions should not match any current employee job classification. Adding "aide" or "assistant" to current position titles (from paid staff job classifications) is acceptable.

## **WORKERS' COMPENSATION**

**POLICY:** All Department volunteers are eligible for Workers' Compensation Benefits in the event of a work-related injury, per City Council Resolution No. 254933. If a volunteer sustains an injury, it must be reported immediately to a supervisor, who will follow the standard procedures for such injuries.

Any question regarding Workers' Compensation Benefits should be directed to:

Risk Management Department, Workers' Compensation Division  
1200 Third Avenue, Suite 1000  
San Diego, CA 92101  
234-6395

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## **OFFICE OF VOLUNTEER SERVICES**

### **PROCEDURES FOR PROCESSING VOLUNTEER APPLICATIONS**

#### **Recruitment**

Various avenues of recruitment are utilized such as:

- Existing city and other agency volunteer program coordinators,
- Newspaper and other media to include the Internet; and
- Service clubs, community groups, town councils, etc.

As the population of the volunteer program increased, so did the unofficial recruiters for the unit. The volunteers themselves became the most effective recruiting tool. The volunteers assist staff at various activities, fairs, community centers and other events throughout the city. Paid employees also find themselves recruiting volunteers for the department by just talking about the success of the volunteer program.

Current issues affecting the recruiting of qualified volunteers include the need for a person with special skills and the necessity for departments to reflect the diversity of the community it serves.

#### **The Application**

When seeking a volunteer, the requesting unit must complete a Volunteer Request Form and send the form to Volunteer Services. Upon receiving the request form, the VIP Coordinator will actively recruit a volunteer meeting the specified qualification.

When individuals expressing interest in a volunteer assignment, the Office of Volunteers Services will inform the potential volunteer of the positions that are available. A pre-screening will be done by telephone to determine minimum qualifications for a job. Volunteer Services staff members shall send out volunteer background packets only when a position has been established for the volunteer.

Once a completed background packet has been received, staff reviews the packet for completeness and an interview is scheduled.

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## The Interview

The interview process in the volunteer unit is seen as a different process than interviewing an individual for regular employment. The interview process has two basic purposes:

1. **To identify fit.** Determine the interests and abilities of the potential volunteer, determine their suitability for particular jobs, and assess their rightness for the organization, its style of operation, and its mission.
2. **Recruiting.** Answering any questions or concerns that the potential volunteer may have and selling the volunteer on their ability to make a contribution to the agency and its clientele, or to derive personal satisfaction from helping.

Individuals conducting interviews with volunteers must have completed Appointing Authority Interview Training. The selection process must comply with Equal Employment Opportunity requirements. Volunteer candidates are personally interviewed by the Volunteer Services staff. Interviews are normally scheduled by the specific program coordinator.

During the interview, the applicant is asked about their prior volunteer experience (if any), skills, reason for volunteering and desired position. Accepted candidates will be matched with available positions within the organization. Candidates are also photographed and fingerprinted.

## Background Screening

Applicants will be notified prior to the interview process that screening is required. After interviewing with the VIP Processing Coordinator, candidates must then meet with an investigator from the Background Investigations Unit. This detective will meet with the candidate and review the Personal History Statement packet. They will conduct a records/criminal history check on the computer and send out reference letters. If the candidate is cleared, the detective will notify the VIP Processing Coordinator, who will then print out an I.D. card for the volunteer and mail it to them.

Rapid and proper screening is seen as the foundational strength of the volunteer program and saves time for both agency personnel and volunteers. Selecting volunteers that will meet organizational needs, feel satisfied in their positions, and fit into the organization is critical for program effectiveness. Also, quality screening and thorough background investigations allow the organization to maintain the same level of personal integrity and talent as if selecting for a paid employee position.

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## Selection and Placement

Once the interview is conducted and the screening is completed, the volunteer can be selected. Once she/he has completed the necessary paperwork, the individual can be placed in the volunteer job assignment. A clearance letter is sent to the volunteer's supervisor, advising them the volunteer has cleared their background investigation and can begin volunteering. Candidates who do not clear backgrounds will be sent a non-select letter. Screened volunteer packets are kept in the Backgrounds Investigation Unit.



## OFFICE OF VOLUNTEER SERVICES

### ORIENTATION AND TRAINING

#### ORIENTATION

The purpose of the orientation process is to make new volunteers feel welcomed and appreciated and to give them information which will assist them in performing their work effectively. Orientation involves giving volunteers an adequate background on the agency, its operation, and its procedures. Orientation is necessary because the volunteer needs to become a part of the organizational environment, a process which requires that the volunteer understand what the Department is about and how it operates.

Volunteer Services staff will schedule and conduct a formal Department orientation for all new volunteers. A mandatory EEO training will also be included in the orientation. Volunteers are expected to abide by the same supervision, rules of conduct, and ethical standards which govern paid staff.

Volunteers receive the following minimum materials:

- **Volunteer Guide Book**

The Guidebook serves as a detailed reference handbook which provides volunteers with valuable information about the organization and the volunteer program.

Unit supervisors will be responsible for conducting a additional work place orientation with the volunteer.

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## TRAINING

Orientation may be distinguished from training in that it is usually more general in nature, while training is tailored to a specific volunteer position. All Volunteers will receive the following minimum training:

- ✓ Orientation Training to the Division and/or Section policies and procedures
- ✓ Information on how the volunteer will interact with others in the system
- ✓ Specific Volunteer Job Duties - On the-job requirements
- ✓ Safety Training

Each program deals with its unique characteristics. There is a plan for training volunteers and a person in charge of making it happen:

### ***Crisis Intervention***

The Crisis Intervention Academy is required training for all volunteers wanting to be an interventionist. The Academy is 70 hours, held two evenings per week for nine weeks, and eight hours of role play on one Saturday. Interventionists must also go on a 10-hour ride along with a patrol officer during the academy.

Academy training includes topics ranging from active listening and crisis response techniques to ethics, grief support, homicide and Medical Examiner procedures. Interventionist are trained to be "generalists" and have the ability to assist in any type of crisis situation.

After completion of the Academy, monthly training continues. Interventionists are updated on any changes or additions to policies and procedures, topics not covered in the Academy, and other relevant information.

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## ***Emergency Management Volunteers***

The Emergency Management Training is required for all volunteers wishing to be an EMV. The volunteer is required to attend a 60-hour basic training course. The course is held twice a week for 10 weeks. There is a 10-hour practical exercise at the end of the training course. Responsibility for all EMV training rests with the Critical Incident Management Unit.

The training course includes department policies and procedures, communication skills, equipment operations, command post protocol, disaster preparedness, and missing person searches. EMV members have a myriad of responsibilities and duties. Their main function is to perform non-confidential duties.

Once the Volunteer completes the basic training course, all members are required to attend a scheduled training meeting which takes place once a month. This time is used for continuous training and for updates on any changes or additions to policy and procedures.

## ***Retired Senior Volunteer Patrol (RSVP)***

All RSVP members are required to attend a 40-hour week Academy. The Academy is designed to give the volunteer an overview of the various responsibilities and duties of its members. Prior to attending the Academy, the new member must go on a 10-hour ride along with a patrol officer.

The curriculum consist of providing citizens assistance, vacation house checks, elder abuse, handicap parking enforcement, Department Policies and Procedures, You Are Not Alone Program (YANA), security surveys, and senior safety presentations.

Once the RSVP member completes the Academy, all members shall be required to attend the scheduled training meeting, which takes place once a month. This is important to keep all RSVP members current on safety and training issues.

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### ***Volunteers In Policing (VIP)***

Each division/unit/section is responsible for providing on-the-job training and orientation to the individual volunteer, as well as including volunteers in any pertinent training classes along with staff. Volunteers are encouraged to participate in regular City-sponsored training programs. Thorough on-the-job training enables the volunteer to work independently and be as productive as possible.

The Office of Volunteer Services will assist supervisors in giving volunteers additional information, skills and assistance in performing their work more productively. Specifically, ARJIS/SUN training is mandatory for all volunteers who are assigned computer ID numbers.

### ***Volunteer Policing Interpreters Program (VPIP)***

Training consists of a 20 hour academy held one night a week. The training program focus is on exposing the volunteer to a variety of role-play situations that simulate police functions. In addition to role-play, the volunteers receive training in writing a very basic fill-in report that details the circumstances of the translation process. Volunteers train in conducting sensitive interviews, such as child molestation, sex crimes, and undercover investigations.

Members of this volunteer unit meet quarterly for refresher training to include: low-stress preliminary interviews, a moderate-stress interview of a distraught victim, such as a victim of a sexual assault, and a high-stress situations such as suicidal person or hostage taking.

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## **OFFICE OF VOLUNTEER SERVICES**

### **UNIT OPERATING PROCEDURES**

#### **HOURS OF OPERATION**

The Office of Volunteer Services is open from 7:00 a.m. to 4:30 P.M., Monday through Friday. Generally, a staff member will be in the office to answer the phones or deal with walk-in traffic. In the event all staff members are out of the office, messages can be left on voice mail on the following phone numbers:

Sergeant	(619) 533-5729
Crisis Intervention	(858) 573-5040
Emergency Management Volunteers (EMV)	(619) 533-6535
VIP Processing Coordinator	(858) 573-5044
Volunteers In Policing (VIP)	(858) 573-5042
Volunteer Police Interpreters Program	(858) 573-5041
Retired Senior Volunteer Patrol (RSVP)	(858) 573-5043
Reserve Police Officer	(858) 573-5041

#### **SUPERVISION OF VOLUNTEERS**

There are two major responsibilities when supervising volunteers:

- 1) to see that tasks are successfully completed according to agency standards
- 2) to enable the volunteer to experience growth, personal satisfaction, and increased self-confidence in the process of performing tasks.

Each supervisor\* of a volunteer is expected to direct the volunteer as she/he manages his/her employees. The volunteer needs to be: oriented to the Department; given clear direction regarding the volunteer job assignment and work performance standards; notified of applicable City and Department policies, procedures, and work standards; trained as needed; safe in the workplace; given feedback regarding his/her work performance; and officially recognized for his/her volunteer efforts.

- \* A number of the Departments volunteer programs use capable volunteers as Managers; ultimately every volunteer must be under the supervision of a sworn employee.
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Many problems in volunteer management stem from the fact that most coordinator/supervisors are lacking in skills, support, knowledge and recognition with regard to their use of volunteers. **It is one of the primary roles of the Office of Volunteer Services to work towards having an organization whose division coordinators and staff are eager and knowledgeable about using volunteers.** This involves training volunteer supervisors. Methods and times to provide training vary by volunteer program, however the objectives are the same:

1. Identify any objections and resistance to having volunteers working in the organization
2. Get staff buy-in on the volunteer program through their involvement in the development and refinement of the program
3. Develop the necessary skill to work successfully with volunteers

## **RECORDS MANAGEMENT**

Upon placement of a volunteer in a program, the following documents must be included in volunteer files:

- ☐ Volunteer Participation Agreement
- ☐ Volunteer Position/Job Description
- ☐ Training Records
- ☐ Volunteer Emergency Information
- ☐ Security Clearance Release
- ☐ Statement of Confidentiality

All records kept in the volunteer's file are confidential and will be kept in a secured file cabinet. These cabinets are to remain locked when members of the Volunteer Services office are not present. Only Volunteer Services staff will have access to confidential files, except in the case of a Department inspection.

Files of volunteers that are inactive, rejected, resigned, or terminated shall be kept in storage with the Background Investigations Unit.

## **PRODUCTIVITY DATA REPORTS**

The Crisis Intervention, Interpreters Program, Emergency Management Volunteers, Reserves, VIP, and RSVP Coordinators will prepare a monthly report and forward it to the Volunteer Services Coordinator by the 10th of each month. This report will contain hours worked by the volunteers, number of volunteers and any update on unusual occurrences relating to the volunteers i.e. illness, death, awards, change of status.

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## PROVISIONS

Identification. The department will provide an identification badge stating the volunteer's name and that they are a San Diego Police volunteer. The badge will be worn whenever the volunteer is acting as a Department representative or dealing with the public in an official capacity.

All volunteers are issued an identification number. These numbers start with the letter "V". Some volunteers, due to the nature of the task they perform within the department, will be issued ID numbers to allow them access to Department computer files. These ID numbers will start with a zero (0). All volunteers who have ID numbers that start with a zero, must take a computer class for ARJIS/SUN training at the academy.

Uniforms, Tools, and Other Necessary Equipment. In cases where uniforms, tools, or other equipment is necessary for performance of a particular job, the individual program will be responsible for issuing them. Budgeting for uniforms and equipment vary per program.

Insurance. All volunteers assigned by the Office of Volunteer Services to department programs will be covered under the City's Workers' Compensation Insurance.

Use of City Vehicles. Those volunteers who have undergone a background check, have a valid drivers licence, and a good driving record, are eligible to drive a Department vehicle if required by the assignment. Volunteers driving Department vehicles will be subject to the same rules and regulations as staff.

Reimbursement. Volunteers do not receive monetary compensation from the City for services performed. Loss or damage of personal property used while providing volunteer services to the City, is not reimbursable under the City's Personal Property Reimbursement Program. Volunteers may claim mileage reimbursement on their taxes when required to use their personal vehicles for Department related business.

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## RETENTION

The key to a successful volunteer program is not only to attract the right volunteers, but to create a supportive atmosphere that encourages them to keep serving the organization.

Satisfaction is heightened when volunteers are oriented and trained to do their jobs well, when they are effectively coached and given resources to do their jobs, and when they are given meaningful appreciation for their efforts. Keeping that delicate balance is the **KEY** to retention.

Recognition. Recognition activities will be coordinated by the Office of Volunteers Services. The office will coordinate the Annual Recognition Banquet for all volunteers during National Volunteer Week in April. Cost of the Annual Banquet is handled through fiscal management via the Volunteer Services Staff. In addition, the office will keep all supervisors abreast of any City-wide recognition of volunteers.

Each individual program/Division/Unit is encouraged to develop methods of reward and recognition which are particularly meaningful to those volunteers. Each will be responsible for the cost of its individual volunteer recognition program.

Evaluation and Feedback. There is no formal evaluation of volunteers within the San Diego Police Department. However, like employees, volunteers also like to know where they stand with regard to their skills and progress. Offering a feedback session is a chance for the agency to assess the volunteer, and a chance for the volunteer to share concerns and suggestions about the organization.

By implementing periodic feedback sessions, the supervisor adds credibility to the Department as well as makes a statement that volunteers are held as accountable as paid staff. During these meetings, the supervisor can detect signs of burnout or needs for new challenges, and can work with the volunteer to make adjustments in the volunteer's assignment.

This is also a great time to recognize and thank volunteers for their contributions to the organization.

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Volunteer Termination. Volunteers, like paid employees, terminate their relationship with organizations through resignation or dismissal. The reasons for resignation vary.

If termination is at the request of a supervisor, it is recommended that accurate records and documents be kept. Records may be needed to deal with any grievance procedures or to document a volunteer's past work record with the organization. **Any and all discussions regarding the termination of volunteers will be brought to the attention and reviewed by the specific program Coordinator as well as the command that the volunteer falls under. Recommendation for terminating is subject to final approval by the Volunteer Services Coordinator ONLY.**

Exit Interview. Whenever possible, have an exit interview with a volunteer leaving the organization. A great deal of information can be gained which can serve other purposes:

- ◆ Tracking retention
  - ◆ Recognizing and thanking volunteers
  - ◆ Locating problems within a particular department or aspect of the organization
  - ◆ Detecting any recruitment problems
  - ◆ Providing closure to the relationship
-

# OFFICE OF VOLUNTEER SERVICES

## PLANNING AND BUDGETING

### Strategic Management

The following planning method focuses on group-identified critical issues facing our volunteer program:

- (1) The changing profile of today's volunteer (i.e. more sophisticated, diverse, interest in short-term volunteer assignments)
- (2) The need to run a more business-like system for managing a growing number of volunteers
- (3) The resistance of salaried staff to utilize volunteers
- (4) The challenge of recruiting a more diverse base of volunteers
- (5) Providing consistency in the supervision of all volunteers
- (6) Establishing and locating funds for a recognition program
- (7) For all volunteer programs to be incorporated into the Department budget
- (8) Evaluate and purchase an accurate, user-friendly data base system to track volunteers
- (9) Determine a performance review and appraisal of the plan

### Budgeting for Volunteer Programs

Volunteers are not free. To effectively run any volunteer program, an organization must have some funds designated for that purpose.

Currently, all the volunteer programs under the San Diego Police Department are funded by either private donations, volunteer out-of-pocket contributions and/or through budgets of individual Divisions.

The San Diego Police Department is reviewing the recommendation that all volunteer programs under The Office of Volunteers Services be acknowledged as a viable part of the organization. As such, each program under the unit should be incorporated as a permanent part of the Department's annual budget.

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Included in this budget should be costs related to:

### **Personnel**

- ☐ Salary
- ☐ Benefits

### **Operating Costs**

- ☐ Furniture and equipment
- ☐ Telephone
- ☐ Supplies
- ☐ Printing and reproduction
- ☐ Postage
- ☐ Insurance
- ☐ Vehicles and field radios
- ☐ Uniforms
- ☐ Recognition
- ☐ Enabling funds (reimbursement for volunteer out-of-pocket expenses)
- ☐ Travel and professional development
- ☐ Volunteer training

### **Future Questions/Issues**

Every volunteer program in the Department has different operating procedures for managing volunteers. As a result, unique circumstances may arise that were not addressed in this Volunteer Manual. Program Coordinators will need to consult with the Volunteer Services Coordinator for resolution. Other resources include the City Attorney, Personnel, Risk Management, Labor Relations, or City Manager. The Citywide Volunteer Coordinator is an additional resource for developing policies and procedures that effect volunteers.

It is also recommended that all volunteer coordinators/supervisors meet on a regular basis. Discussions should include: strategies for effective volunteer management and recruitment; possible solutions for new issues (and whether the resolutions to these issues be adapted Department wide); and how to successfully incorporate/implement the policies and procedures in this manual into/within their existing volunteer programs.

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## Final Thoughts

Being a Volunteer Coordinator today is a challenging, difficult position, but its inherent rewards make it potentially the most satisfying and significant job in the human service field. The act of inviting and placing a volunteer in the organization often has the tremendous ripple effect of affecting many lives over an extended time period - frequently well beyond our awareness.

Learning to place the right volunteer in the right job within this organization combines the art of intuition with the science and theory of good volunteer management. Two of the primary organizational objectives for a volunteer program are to increase department efficiency and to augment sworn staff positions whenever possible. San Diego has experienced some very positive results related to augmenting staff positions through the use of volunteers. Volunteers are seen as critical in providing a quality service to the community and enhancing the problem solving effort of officers, detectives, and community members tracking neighborhood problems.

The growth in volunteer responsibilities came as a result of risk-taking by individuals in the organization who allowed volunteers to evolve into positions, roles, and duties not traditionally seen for them by other police departments. To reinforce the positive role of volunteers in this organization, there is a clear expectation by the executive level that volunteers play an integral part in the success of the San Diego Police Department.

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# OFFICE OF VOLUNTEER SERVICES

## REFERENCES

### **Unit Affiliations**

The Volunteer Services Office will establish liaisons with community based volunteer organizations. Examples of these organizations are: San Diego City Wide Volunteer Program, United Way, Information Referral Network, DOVIA (Directors of Volunteers in Agencies), etc. Membership on committees will be at the discretion of the Volunteer Services Coordinator.

Involvement with successful, private industry volunteer organizations will assist the Office of Volunteer Services in developing appropriate recruiting, marketing, training and recognition programs. This network will also assist in information sharing and pooling of resources; i.e. locating and recruiting specific volunteers.

### **Volunteer Coordinator's Resources**

#### *Texts/Manuals*

- ◆ **Marketing Magic for Volunteer Programs**, Sue Vineyard, 1984.
- ◆ **Resource Kit for Managers of Volunteers**, Betty Stallings, 1992
- ◆ **The Volunteer Toolbox**, National Association of Counties, 1990.
- ◆ **Volunteer Management Audit**, Susan Ellis, 1988.
- ◆ **101 Ideas for Volunteer Programs**, Steve McCurley and Sue Vineyard, 1986.

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## ***Organizations***

- ◆ **American Red Cross**, 3650 Fifth Avenue, San Diego CA 92103-4273, (619) 291-2620, ext. 211.
- ◆ **Points of Light Foundation**, P.O. Box 66534, Washington, D.C., 20035 (202) 223-9186.
- ◆ **Support Center of San Diego**, 8361 Vickers Street., #304, San Diego CA 92111, (619) 292-5702.
- ◆ **United Way Volunteer Center**, P.O. Box 23543, 4699 Murphy Canyon Road, San Diego CA 92193, (619) 636-4130.



V.I.P.  
VOLUNTEER REQUEST FORM

DATE OF REQUEST: \_\_\_\_\_  
REQUESTING UNIT: \_\_\_\_\_  
WORK LOCATION: \_\_\_\_\_  
JOB TITLE: \_\_\_\_\_  
SUPERVISOR: \_\_\_\_\_  
JOB DESCRIPTION: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

QUALIFICATIONS/SPECIAL SKILLS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

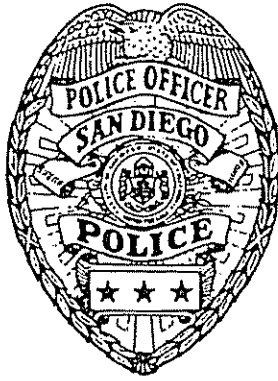
TIME REQUIREMENTS/MINIMUM COMMITMENT: \_\_\_\_\_  
\_\_\_\_\_

NUMBER OF VOLUNTEERS NEEDED: \_\_\_\_\_

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

JOB SITE CONTACT PERSON: \_\_\_\_\_  
PHONE: \_\_\_\_\_ MAIL STATION: \_\_\_\_\_

RETURN TO VOLUNTEER SERVICES, MS #796  
QUESTIONS ??? CONTACT V.I.P. COORDINATOR 531-2245



# SAN DIEGO POLICE DEPARTMENT OFFICE OF VOLUNTEER SERVICES

## VOLUNTEER BACKGROUND PACKET REQUEST

V.I.P. \_\_\_\_\_ R.S.V.P. \_\_\_\_\_ CRISIS INTERVENTION \_\_\_\_\_ V.P.I.P. \_\_\_\_\_ E.M.V. \_\_\_\_\_  
MUST BE 18 YEARS MUST BE 55 YEARS MUST BE 21 YEARS MUST BE 21 YEARS MUST BE 18 YEARS

DATE: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

DAY TIME PHONE: ( \_\_\_\_ ) \_\_\_\_\_

NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ ZIP: \_\_\_\_\_

P.D. REPRESENTATIVE \_\_\_\_\_ MS \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_ PHONE NUMBER ( \_\_\_\_ ) \_\_\_\_\_

RETURN TO :

SAN DIEGO POLICE DEPARTMENT  
OFFICE OF VOLUNTEER SERVICES  
1401 BROADWAY, MS 796  
SAN DIEGO, CA 92101

# V.I.P. NOTIFICATION FORM

\_\_\_\_\_  
**DATE CONTACTED**

\_\_\_\_\_  
**STARTING DATE**

VIP \_\_\_\_\_ has cleared backgrounds and has requested to work in your Division. Please make contact with the volunteer as soon as possible. They have been issued their department I.D. and are ready to start.

Please sign and return this form to my office MS# 796 when you have contacted the volunteer and a starting date has been set. If you do not have a position available for the volunteer, please notify our office so we can find another position for them.

If you have any questions please feel free to call me at (619) 531-1503.

\_\_\_\_\_  
**DIVISION COORDINATOR**

\_\_\_\_\_  
**PHONE NUMBER**

**DEANNA NAVARRO**  
**V.I.P. COORDINATOR**

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**RETAIN THIS HALF FOR YOUR RECORDS**

**NAME:** \_\_\_\_\_

**I.D.#:** \_\_\_\_\_

**ADDRESS:** \_\_\_\_\_

\_\_\_\_\_

**HOME:** (\_\_\_\_) \_\_\_\_\_

**WORK:** (\_\_\_\_) \_\_\_\_\_

# V.I.P. EXIT INTERVIEW/TRANSFER FORM

LAST NAME:		FIRST NAME:	I.D.#
ITEM	DATE REC'D	REC'D BY	
<input type="checkbox"/> I.D. CARD			
<input type="checkbox"/> PARKING			
<input type="checkbox"/> KEYS			
COMPUTER ACCESS    ___ YES    ___ NO ___ LAN    ___ ARJIS    ___ CAD			
REASON FOR LEAVING:		SEPARATION DATE:	
INTERVIEWED BY:		DATE:	
COMMENTS:			
PLEASE RETURN TO MS 796			