

VOLUNTEER SERVICES ADMINISTRATION

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 has approximately 900 members. 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 Volunteer Services Administration is dedicated to providing an exciting, challenging, and meaningful work environment. The use of volunteers includes Crisis Interventionists, Retired Senior Volunteer Patrols, Interpreters 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.

VOLUNTEER SERVICES ADMINISTRATION

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 Volunteer Services Administration 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.
- 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 interests.
- To maintain an accurate database 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 work with and encourage commands utilizing volunteers, to acknowledge their achievements.

VOLUNTEER SERVICES ADMINISTRATION

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 Volunteer Services Administration. Under the direction of this Unit, the volunteer program has grown to approximately 900 citizen volunteers.

VIP includes four 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:

- 21 years of age or older
- Good driving record
- Pass initial interview and Police Department background investigation
- Successful completion of a 75-hour training academy

- Be on-call for a minimum of 20 hours per month
- Attend monthly in-service training meetings
- Automobile transportation and proof of insurance
- Possess a valid California Driver's License

Retired Senior Volunteer Patrol (RSVP)

The Retired Senior Volunteer Patrol is comprised of volunteers age 50 and older that patrol and observe neighborhood activity, check homes of vacationing residents, visit homebound and isolated persons, conduct safety talks, fingerprint and conduct DNA swabs of school children for the parents retention. 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 50 years of age or older, retired or semi-retired
- Pass initial interview and Police Department background investigation
- Possess a valid California Driver's License / have a good driving record
- 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 unit. 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

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. This program utilizes the skills of volunteers who speak at least one language in addition to English. These volunteers are trained under a variety of circumstances and role-play situations. They are placed on-call to provide their valuable services when the opportunity arises. Interpreters 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
- Successful completion of a 20-hour training program
- Possess a valid California Driver's License
- Automobile transportation and proof of insurance
- Agree to attend bi-monthly training meetings
- Pass a bi-lingual certification exam

VOLUNTEER SERVICES ADMINISTRATION

STAFF DESCRIPTIONS/DUTIES

Role of the Volunteer Services Administration

The Volunteer Services Administration 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 Unit 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

Retired Senior Volunteer Patrol Coordinator (RSVP)

The RSVP coordinator is a sworn officer and is designated by the Volunteer Services Sergeant. This position provides direction and control of the RSVP program. Duties include recruiting and hiring area RSVP members and supervision of the RSVP volunteer administrators. 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
- Work closely with RSVP administrators to assist their activities/ programs
- Evaluate activities/programs implemented at area commands for liability/labor issues and effectiveness
- Liaison with Commanding Officers/ Division Coordinators on RSVP issues

Volunteers in Policing Coordinator (VIP)

The VIP Coordinator is a paid department employee 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 recruitment 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
- Assist area commands in 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 Coordinator

The Interpreter 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 to manage requests for Interpreters 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 Translators
- Submit monthly reports on Translator activity
- Prepare callback rosters
- Maintain Translator 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
- Conduct volunteer interviews
- Fingerprint and process volunteer ID cards

USE AND OPERATION OF DEPARTMENT VEHICLES BY VOLUNTEER SERVICES ADMINISTRATION PERSONNEL

All unit personnel will operate department vehicles in accordance with established laws, ordinances and department policies and procedures. (Refer to Department Procedure 1.12)

The use of take home vehicles will be in accordance with department procedures. (Refer to Department Procedure 1.16) The only member authorized to take home a department vehicle is the Volunteer Services Administration Lieutenant. Any exceptions to the rule must be approved the Commanding Officer.

VOLUNTEER SERVICES ADMINISTRATION

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 compensation 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.

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 that 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.

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.

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.

- * 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
619-236-6395

VOLUNTEER SERVICES ADMINISTRATION

PROCEDURES FOR PROCESSING VOLUNTEER APPLICATIONS

Recruitment

Various avenues of recruitment are utilized such as:

- Existing city and other agency volunteer program coordinators
- Newspapers, community papers and other media to include the Internet
- 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 express interest in a volunteer assignment, the Volunteer Services Administration 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.

After locating a potential volunteer, the VIP Coordinator will arrange to have the volunteer contact the requesting unit. This important step ensures that the volunteer will be compatible with the requesting unit.

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

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. **Identify Proper Placement.** Determine the interests and abilities of the potential volunteer, determine their suitability for particular jobs, and assess their skills 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.

Selection and Placement

Once the interview is conducted and the screening is completed, a notification of results is sent to the Volunteer Services Administration by the Backgrounds Unit. Final selection is at the discretion of the Volunteer Services Lieutenant. 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 Background Investigation Unit.

VOLUNTEER SERVICES ADMINISTRATION

ORIENTATION AND TRAINING

ORIENTATION

The purpose of the orientation process is to make new volunteers feel welcome, 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 that 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 session 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.

- **Volunteer Participation Agreement**

To enhance our agreement with volunteers, a written agreement between the agency and the volunteer that defines the commitment between both parties. It is important to note that this is not a legal document, but it should be respected as a good faith effort by both parties.

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

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 75 hours, held on several Saturdays and two evenings per week for ten weeks. 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. Interventionists 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.

Retired Senior Volunteer Patrol (RSVP)

All RSVP members are required to attend a 40-hour 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 consists of providing citizens assistance, vacation house checks, elder abuse, disabled parking enforcement, Department Policies and Procedures, You Are Not Alone Program (YANA), and senior safety presentations.

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

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 Volunteer Services Administration 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. This training will be conducted by the In-Service Training Academy.

Volunteer Police Interpreters Program

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.

Bi-monthly training continues after completion of the academy. Interpreters receive updates on changes or additions to policies, procedures and other topical information.

VOLUNTEER SERVICES ADMINISTRATION

UNIT OPERATING PROCEDURES

HOURS OF OPERATION

The Volunteer Services Administration is open from 7:00 a.m. to 5:00 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	(619) 531-1504
VIP Processing Coordinator	(619) 531-1503
Volunteers In Policing (VIP)	(619) 531-1503
Volunteer Police Translators Program	(619) 531-1503
Retired Senior Volunteer Patrol (RSVP)	(619) 531-1507

SUPERVISION OF VOLUNTEERS

There are two major responsibilities when supervising volunteers:

- To see that tasks are successfully completed according to agency standards
- 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 Department's volunteer programs use capable volunteers as Managers; ultimately every volunteer must be under the supervision of a sworn employee.

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 Volunteer Services Administration 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:

- Identify any objections and resistance to having volunteers working in the organization
- Get staff buy-in on the volunteer program through their involvement in the development and refinement of the program
- 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 Administration 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, VIP, and RSVP Coordinators will prepare a monthly report and forward it to the Volunteer Services supervisor 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).

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 through In-Service Training.

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 Volunteer Services Administration 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 license 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 paid 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.

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.

The Volunteer Services Administration will coordinate the Annual Recognition Banquet for all volunteers during National Volunteer Week in April. Cost of the banquet is handled through Fiscal Management via the Volunteer Services staff. In addition, the office will keep all supervisors abreast of any citywide recognition of volunteers.

Each individual program/division/unit is encouraged to develop methods of reward and recognition that 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.

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 Division Captain with the concurrence of the Volunteer Services Lieutenant. Refer to Department Policy 1.32, Volunteer Services.**

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
- Determine the effectiveness of the volunteer position and/or program
- Providing closure to the relationship

VOLUNTEER SERVICES ADMINISTRATION

PLANNING AND BUDGETING

Strategic Management

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

program:

- The changing profile of today's volunteer (i.e. more sophisticated, diverse, interest in short-term volunteer assignments)
- The need to run a more business-like system for managing a growing number of volunteers
- The resistance of paid staff to utilize volunteers
- The challenge of recruiting a more diverse base of volunteers
- Providing consistency in the supervision of all volunteers
- For all volunteer programs to be incorporated into the Department budget and funded by the Department budget

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, each volunteer program under the San Diego Police Department receives funding from a variety of areas. Contributions come from private donations, volunteer out-of-pocket contributions, through budgets of individual divisions or incorporated in the Department's yearly budget.

Crisis Intervention

The Department supplies each Crisis Intervention volunteer with one jacket, cap, pants, and shirt when they successfully complete their training. The cost of these items is included in the yearly budget. The Department also supplies the Crisis Intervention dispatchers with City pagers and cellular phones to be used for the call-out process. A non-profit organization is in place with the purpose of providing funding for items not included in the budget.

Retired Senior Volunteer Patrol

The Department supplies each RSVP member with one hat, shirt, pants, belt, and jacket when they successfully complete their training. The cost of these items is included in the yearly budget. Additional uniforms, and radios are provided through each command's non-profit organization. These non-profit organizations are able to take private donations to help fund needed equipment. Vehicles are furnished by the department. Control of the RSVP vehicles is the responsibility of the Auto Maintenance Fleet Supervisor.

Volunteer Police Interpreters Program

The Department supplies each interpreter with one polo shirt. The cost of these shirts is included in the yearly budget. The Department also supplies Interpreter dispatchers with City pagers to notify them of request for service.

Volunteers In Policing

The Department supplies each VIP with one polo shirt. The costs of the uniform shirts are included in the yearly budget.

The San Diego Police Department is reviewing the recommendation that all volunteer programs under Volunteer Services Administration 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.

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

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.

VOLUNTEER SERVICES ADMINISTRATION

REFERENCES

Unit Affiliations

The Volunteer Services Administration has established 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 Volunteer Services Administration 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 Resource

Volunteer Manager's Manual,
City of San Diego, 1999.

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, (858) 292-5702.

United Way Volunteer Center, P.O. Box 23543, 4699 Murphy Canyon Road,
San Diego, CA 92193, (858) 636-4130.

Aging and Independence Services Agency, 9335 Hazard Way,
San Diego, Ca. 92123, (858) 505-6305.

Alzheimer's Association, 8514 Commerce Avenue,
San Diego, Ca. 92121, (858) 537-5040