

# STAR/PAL Operations Manual



*STAR/PAL brings youth & law enforcement together today...to build safer communities tomorrow.*



2020



No operations manual or set of directives can address all situations that may arise during the performance of duty. This operations manual will not apply in such a way as to violate state or federal laws, San Diego Police Department Policies and Procedures, San Diego County Probation Department Policies and Procedures, or abridge the constitutional rights of members of this unit. If, for any reason, any portion of this manual is held to be invalid, the remainder of the manual will still be valid. All members assigned to this unit are expected to comply with the directives outlined within this manual.



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# **SECTION I: INTRODUCTION**



## **INTRODUCTION**

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### **STAR/PAL OVERVIEW**

STAR/PAL (Sports, Training, Academics, Recreation/Police Athletic League) is a nonprofit organization that provides youth services in inner-city neighborhoods throughout the city and county of San Diego. STAR/PAL offers free educational, athletic, and recreational programs which focus on promoting youth safety, positive life choices, and academic success. STAR/PAL Program Directors are officers from the San Diego Police (SDPD) & County Probation Departments. These dedicated officers coordinate unique programs for underserved youth with the assistance of additional law enforcement and community volunteers. By bringing youth and law enforcement officers together in this manner, STAR/PAL helps build safer communities in the future.

STAR/PAL's organizational infrastructure and programmatic focus exemplify police and community collaboration. By having built its facility in Colina Del Sol Park surrounded by five neighborhood schools in City Heights, STAR/PAL offers a sense of safety to hundreds of youth who walk to and from school. Through a wide array of on-site and off-site youth programs, STAR/PAL promotes crime prevention and leadership development under the tutelage of police and probation officers.

### **STAR/PAL HISTORY**

Initially two separate entities, the San Diego PAL Chapter was founded in 1988 and primarily served county areas whereas the STAR organization came into existence in 1993 to focus its programmatic efforts within city boundaries. The two organizations merged in April of 1998, representing the alignment of city, county, and community efforts. The unification of programs, staff, volunteers, and the Board of Directors sought to ensure that all youth in the region have similar opportunities to participate and reap the benefits of youth programming with law enforcement officers, firefighters and community leaders. All STAR/PAL Program Directors are law enforcement officers who educate youth about the dangers of juvenile crime and violence while educating them on life skills and the long term consequences to delinquent behavior.

### **MISSION STATEMENT**

The mission of STAR/PAL is to empower underserved youth to build a safer and more prosperous community by engaging with law enforcement and collaborative partners.

### **OBJECTIVES**

- Promote youth safety through crime & violence prevention education
- Cultivate youth empowerment through civic engagement & enrichment activities
- Offer youth programming in underserved communities



## LAW ENFORCEMENT CODE OF ETHICS

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In accordance with the POST Administrative Manual, commission procedure C-3, as prescribed in Section 1013 of the regulations, the following Code of Ethics shall be administered to law enforcement officers at the time of their appointment to the unit to insure all peace officers are fully aware of their individual responsibilities to maintain their own integrity and that of their agency.

### CODE OF ETHICS

As a law enforcement officer, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life. I will be exemplary in obeying the laws of the land and the regulations of my Department. Whatever I see or hear of confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

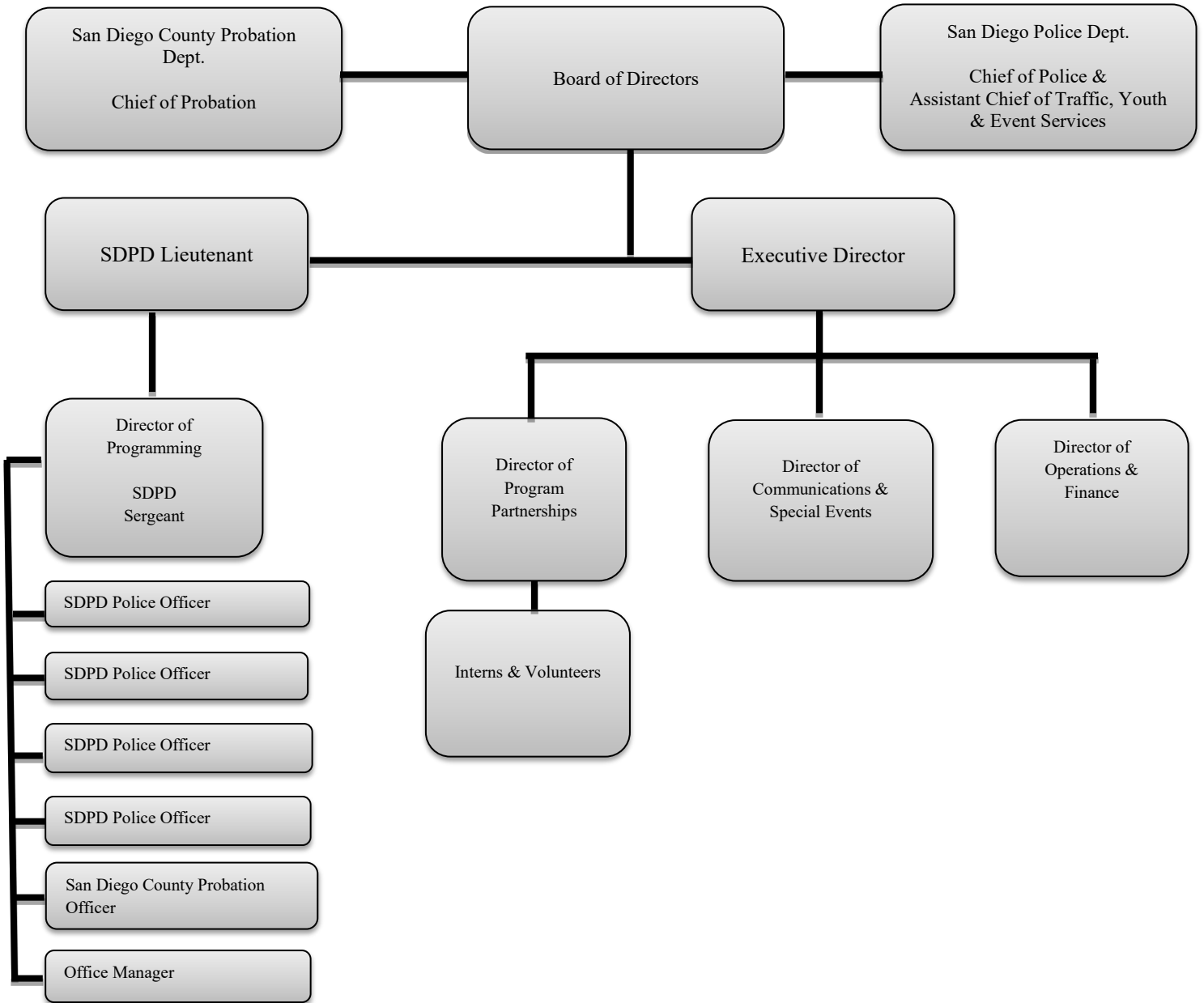
I will never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself to my chosen profession...law enforcement.



**CHAIN OF COMMAND**

**STAR/PAL ORGANIZATIONAL CHART**



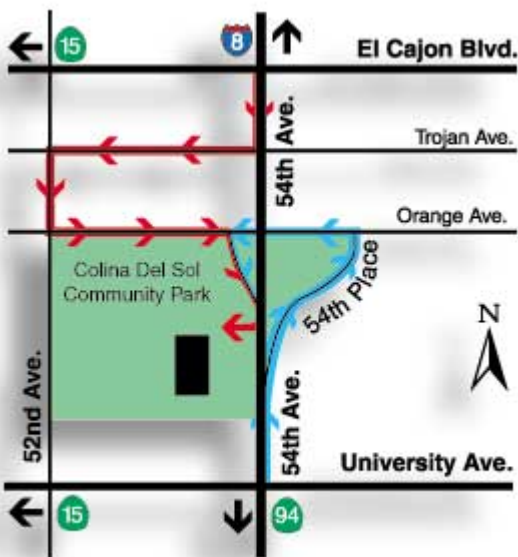
**NOTE:** The STAR/PAL facility is shared with the SDPD Juvenile Administration Unit, which is comprised of two police officers and supervised by the same Sergeant and Lieutenant as STAR/PAL.



## DIRECTIONS TO STAR/PAL FACILITY

STAR/PAL is located at 4110 54th Street, San Diego, CA 92105, near 54th and University, in Colina Del Sol Park (by the Recreation Center basketball courts) in East City Heights. (Please note that directions on MapQuest & Google to get to our facility may not work well.) Directions can also be found on our website: [www.starpal.org](http://www.starpal.org). Office number: 619-531-2718

### STAR/PAL Map



#### Coming from:

#### I-8 East or West (Red arrows on map)

Exit Fairmount Ave. /Mission Gorge Rd.

Follow signs for Fairmount Ave. South (away from Mission Gorge Rd.)

Take Montezuma East

Turn right on Collwood Blvd.

Collwood Blvd. will turn into 54th St.

Turn right on Trojan Ave.

Take left on 52nd Ave.

Take next left on Orange Ave.

Take next right onto the onramp for 54th St. (before the bridge)

Take right into Colina Park before the onramp ends

STAR/PAL will be on the left-hand side of the entrance

#### I-94 East or West (Blue arrows on map)

Exit Euclid Ave. and head north

Euclid will run into 54th St.

Take first right after crossing University Ave. on 54th Place (next to condominiums)

Take next left on Orange Ave.

Take next left onto the onramp for 54th St.(after crossing over the bridge)

Take right into Colina Park before the onramp ends

STAR/PAL will be on the left-hand side of the entrance

#### If there are no parking spots available:

An **alternative lot** is on the other side of Colina Park. To access it, keep going South on 54th St., make a right on University Ave., make a right on 52nd Street, make a right on 52nd Place, and veer left into the Colina Park parking lot (near SDPD's Multi-Cultural Police Storefront). One can then cut across the park through a path next to the lot to get to the STAR/PAL facility.

***STAR/PAL brings youth & law enforcement together today...to build safer communities tomorrow.***





# **SECTION II: GENERAL OFFICE PROCEDURES**



## GENERAL OFFICE PROCEDURES

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### OFFICE AND WORK HOURS

Office business hours are Monday through Friday, 0800 hours to 1700.

All members must have their work hours and days off approved by his/her Supervisor who shall ensure that days off are adjusted to allow for office coverage Monday through Friday.

### OPENING AND CLOSING THE OFFICE

Each STAR/PAL Employee is given a set of keys to the STAR/PAL Facility, Youth Center and storage rooms (#PA9, 46 and 47). Additional keys are in the possession of the Unit Sergeant. The Unit Sergeant must be notified if keys are lost or damaged.

The first member to arrive at the office shall attend to the opening procedures. Disarm the alarm, turn on all lights and air/heat units.

All staff members shall **always** pre lock the front door when entering.

The last member to leave shall attend to the closing procedures and ensure the general security of the office. The lights, kitchen appliances (toaster, coffee maker) and air/heat units shall be turned off. Any food or beverages left out (unsealed) shall be disposed of. All computers, radios and other personal items should be off. Ensure all doors and windows in both buildings (to include storage area on east side of the building) are locked. Make sure all gates (4 pedestrian and 1 vehicle gate) are closed. Set the alarm. The alarm code and access codes should be kept confidential.

### ANNUAL LEAVE/DAYS OFF/SICK LEAVE

All annual leave, days off, training days, temporary duty assignments or any other absences from work shall be approved in advance by a Supervisor. SDPD staff shall submit a "Request for Leave Absence" form (CS-14-25 A) and **immediately** enter the information in the electronic Red Book to be submitted to their supervisor for approval. Non-profit staff members will report all absences and requests for leave to the Executive Director and adhere to their established policies and procedures. San Diego County Probation Officers assigned to STAR/PAL will adhere to established annual leave, days off, training days and temporary duty assignments or any other absences from work policies and procedures outlined within their agency policies and procedures.

Sick time shall be reported by 0700 hours. Members shall contact their supervisor to report the tardiness or absence. If the member's supervisor is not immediately available, the member shall inform another member of the staff and provide a daytime phone number where they may be reached. If there is no answer at the main line, a message shall be left on voicemail. ***It is the employee's responsibility to ensure the message was received.***

Voicemails and emails should indicate "out of office" messages if absent for 2 days or more.



## GENERAL OFFICE PROCEDURES

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### SHARED CALENDAR

All events, booths, special events and any other STAR/PAL related events will be entered into the STAR/PAL shared calendar. These are to be submitted to the Office Manager for entry into the shared calendar. The Unit Sergeant also has administrative rights to the STAR/PAL shared calendar and can make entries if the Office Manager is unavailable.

All STAR/PAL staff member's annual leave, days off, training days, temporary duty assignments or any other absences from work should also be entered into the shared calendar.

It is the responsibility of each staff member to review calendar entries for the following week by their last workday to ensure entries relating to their calendar have been entered and are correct. The Office Manager will submit the following week's calendar to the Unit Sergeant for review on Friday.

### OVERTIME

STAR/PAL events do not always occur during staff members regularly scheduled working hours. Specific events require **ALL** staff members to attend or participate. These events will require **mandatory** attendance and will be approved by the Lieutenant.

Additionally, certain community outreach events will occur on the weekend or outside of normal working schedules. These events will require **mandatory** attendance and will be approved by the Lieutenant. These include, but are not limited to, outreach booths and camps.

For STAR/PAL events scheduled outside of the member's normal working hours where staff is needed, any staff not able to attend must notify their direct supervisor of the conflict as soon as possible.

STAR/PAL complies with established laws regarding overtime procedures and adheres to the requirement for all overtime to be approved **prior** to the overtime being incurred, as outlined in Department Procedure 1.20, Overtime Compensation.

San Diego County Probation Officers assigned to STAR/PAL will adhere to established overtime procedures outlined within their agency. All overtime and schedule adjustments will be approved through their assigned Probation Supervisor. Any deviations from the agreed upon STAR/PAL work schedule will also be reported to the STAR/PAL Unit Sergeant.

Non-profit staff members will report all overtime to the Executive Director and comply with established policies and protocols for overtime.



## GENERAL OFFICE PROCEDURES

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### ATTIRE / UNIFORM

Attire for all members will be professional, businesslike and in good taste in accordance with Department Policy 5.10 and the Uniform Specifications Manual.

STAR/PAL Officers will wear their class "B" uniform one day a week on Tuesday, Wednesday or Thursday. The day is at the officer's discretion. Probation Officers will wear the equivalent of San Diego Police Department's class "B" uniform.

On non-uniform days, members may wear the approved STAR/PAL staff polo shirt and approved professional pants. During special events or sporting events, STAR/PAL Unit approved sportswear may be worn. The required uniform for events will be outlined prior to the event. In instances where the uniform has not been prescribed for an event, the class "B" uniform will be worn. ***Blue jeans are not permitted without prior Supervisor approval.***

Lockers are provided on site and a variety of clothes should be available should the need arise to change attire. This includes the class "B" uniform, STAR/PAL polo shirt, approved professional pants and STAR/PAL approved sportswear.

### WORK AREA

Each member of the Unit is responsible for the appearance of the office and his/her own workspace and desk. Workspaces shall be maintained in a clean, businesslike and professional manner. No material shall be displayed which is of questionable taste, and nothing shall be displayed which has the potential of making any person uncomfortable by its presence. A **LIMITED** number of decorative items and personal pictures may be displayed, however, they must be neatly arranged and should enhance the overall professional appearance of the office.

### VISITORS

Unauthorized person(s) shall **NOT** be permitted into the officer's work area without permission or an escort. Each STAR/PAL member is responsible for his or her visitor(s), applicant(s) or guest(s). No visitor shall remain unattended in the work area where information of a confidential nature material can be heard or viewed.

STAR/PAL members shall announce visitors so that confidential matters are not discussed aloud.

Confidential material, files, reports, notes, etc., shall not remain in plain view when visitors are present.



## GENERAL OFFICE PROCEDURES

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### CONDUCT

Conduct in the office shall be business-like and professional at all times.

All members shall set a positive example, meet job related standards of performance and strive for professional development. STAR/PAL officers are a representative of their agency and the STAR/PAL Unit on and off duty.

Violations of Equal Employment Opportunity (EEO) policies, the City's Threat Management Policy or any other Department Policy or Regulation shall not be tolerated and must be reported immediately to a Supervisor.

### MANDATED REPORTING

STAR/PAL staff members will report **any** crime they are made aware of as outlined in Department Procedure 6.04, Crime/Incident Report Form. Certain crimes require further notifications. This includes, but is not limited to, child abuse incidents.

Any report taken by STAR/PAL Officers or a crime that occurred on STAR/PAL premises shall be reported to the Unit Sergeant.



## GRIEVANCE POLICY

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### GRIEVANCE POLICY FOR ADULTS

If a volunteer or intern wishes to make a complaint about a STAR/PAL program occurrence and/or staff member, or would like to give other feedback, they can request a “feedback form” which may be obtained at the STAR/PAL facility located at 4110 54<sup>th</sup> St. This form may be submitted to the Office Manager at the front desk. All forms will be reviewed by the Program Director. The Program Director will address the issue within 15 days of the date of submittal and will provide a written recommendation on the feedback form. The client may follow up to see how the issue was addressed by calling the Program Director at the STAR/PAL main phone line at (619) 531-2718.

If a citizen requesting to lodge a complaint about a Department member confronts a STAR/PAL employee, the STAR/PAL employee will contact the Unit Sergeant or Unit Lieutenant. In the event the Sergeant or Lieutenant are not available, the STAR/PAL employee will call communications, at (619) 531-2000 and request a police sergeant respond to handle the complaint. All citizen complaints will be handled in accordance with San Diego Police Procedure 1.10.

***NOTE: City and County employees assigned to STAR/PAL are primarily governed by the grievance policies presented by the City and County of San Diego Policy and Procedures and their respective labor union MOU.***

### GRIEVANCE POLICY FOR YOUTH

If a youth participant wishes to make a complaint about a STAR/PAL program occurrence and/or staff member, or would like to give other feedback, they can request to speak to the Unit Sergeant who will address the issue. If the issue is regarding a civilian staff member, the Unit Sergeant will brief the Executive Director and Unit Lieutenant of the occurrence.

If a youth has a complaint about a law enforcement member and confronts a STAR/PAL employee, the STAR/PAL employee will contact the Unit Sergeant or Unit Lieutenant. In the event the Unit Sergeant or Unit Lieutenant are not available, the STAR/PAL employee will call communications, at (619) 531-2000 and request a police sergeant respond to handle the complaint. All citizen complaints will be handled in accordance with San Diego Police Procedure 1.10.

***NOTE: City and County employees assigned to STAR/PAL are primarily governed by the grievance policies presented by the City and County of San Diego Policy and Procedures and their respective labor union MOU.***



## FRATERNIZATION POLICY

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It is essential that a policy be established and maintained regarding fraternization with program youth participants, program youth participant's family member(s), tutor(s) and volunteer(s).

Any member of the unit who socializes with youth participants, either on duty or off duty, should be mindful that in some instances, a personal relationship with the youth or the youth's family member(s) may be interpreted as the youth participant receiving special privileges from the staff member. Officers should disclose relationships that may create a conflict of interest or a perceived conflict of interest to the Unit Sergeant prior to a youth participating in any program. It is not the intent of this policy to preclude employees from recruiting friends, neighbors, relatives, or individuals with whom they have a pre-existing relationship for youth programs or volunteer opportunities. Nor is it the intent to prohibit members from mentoring potential youth in STAR/PAL programs. It is the member's responsibility to notify the Unit Sergeant of the existence of this relationship prior to the youth participant, youth participant's family member(s), tutor(s) and/or volunteer(s) participating in a STAR/PAL event or program.

Youth are not to be invited to a STAR/PAL staff member's residence. Activities outside of STAR/PAL must be approved. Transporting youth in a STAR/PAL staff member's personal vehicles is **strictly** prohibited. Additionally, any information the youth shares with STAR/PAL staff members during a mentoring capacity should be kept confidential. However, incidents that require mandated reporting (sexual assault, battery, child abuse and so on) as outlined by laws, regulations, policies and procedures, **must be reported immediately**. The Unit Sergeant will be notified when any reports are made. Also, any behavior by the youth participant that generates a referral to collaborative partners, such as SAY San Diego, for behavioral or conduct issues will require notifying the Unit Sergeant.

Each member assigned to this unit will sign an acknowledgement of this policy, where it will be placed in the member's divisional file during the duration of their assignment in the STAR/PAL Unit.

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Member's Signature

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Date



## GENERAL OFFICE PROCEDURES

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### FACILITIES AND MAINTENANCE

All facilities and maintenance issues to include office machines, requests for services, and utility services will be tracked and coordinated through the Officer Manager.

#### BUILDING MAINTENANCE

There are two buildings on the STAR/PAL premises. The Office Building is labeled building number 050018 and is comprised of the offices and work stations of the staff members. The Youth Center is building number 700 and consists of the classroom and storage rooms. The building numbers are marked in black spray paint on the north and south of each building.

The Office Building is maintained by San Diego Police Department.

The Youth Center is maintained by Parks and Recreation. The exterior and interior is maintained by the City of San Diego. Service requests are to be submitted to the Office Manager.

Exterior lights are on a timer. One is located in the snack room and the other is located in the Electrical Room on the south side of the Office Building.

#### KITCHEN

All supply orders for the kitchen will be routed through the Office Manager.

The cleanliness of the kitchen is the responsibility of each STAR/PAL staff member. Cleaning of the kitchen is not provided by janitorial services.

#### CLEANING: OFFICE BUILDING

Janitorial services for the Office Building are provided through San Diego Police Department. Any concerns should be routed to the Office Manager.

#### CLEANING: YOUTH CENTER

Janitorial Services for the Youth Center are provided by STAR/PAL non-profit. Any concerns should be routed to the Office Manager.





## GENERAL OFFICE PROCEDURES

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### OFFICE EQUIPMENT, SERVICES AND SUPPLIES

#### COPIER AND FAX MACHINE

The copier/fax machine is the machine on the eastern side of the main office floor. Another copier machine is located on the western side of the main office floor. Both machines are maintained through a City contract. All issues with these machines should be reported to the Office Manager.

A printer is located in the Resource Room in the Office Building. This printer is available for non-profit staff and a non-profit computer or laptop will need to be used in order to print from this machine. City computers do not have the ability to print to this printer. Any issues with this printer should be reported to the Office Manager.

#### INTER-OFFICE MAIL

There is no city mail run service used to deliver or pickup inter-office mail. The Office Manager will perform a mail run each Friday to deliver and retrieve mail for the unit to and from Headquarters. If there are items that require expediency, the staff member will be responsible for couriating the mail themselves. The location of the inter-office mail bin is in the Resource Room.

#### BUSINESS CARDS

City business cards and STAR/PAL business cards are ordered through the Office Manager. STAR/PAL business cards are at the expense of STAR/PAL non-profit.

#### SUPPLY ORDERS

Supply orders are done through the Office Manager.

#### SAM'S CLUB ORDERS

STAR/PAL non-profit purchases the bulk of office supplies and programmatic supplies through Sam's Club. Basic instructions for these purchases are in the shared G drive. The Program Director is responsible for submitting purchase request forms to the Director of Operations and Finance prior to making purchases.

#### Wi-Fi

The access code for the STAR/PAL wireless is the main phone number for STAR/PAL: 6195312718.

#### VIDEO SURVEILLANCE

Video surveillance cameras are installed on the outside of the buildings and the viewing equipment is located in the Youth Center. Basic instructions for operating the video surveillance are maintained on the G drive.



## GENERAL OFFICE PROCEDURES

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### STORAGE FACILITIES

STAR/PAL has seven storage locations:

The ***football equipment storage POD*** is located at the Canine facility and is maintained by the STAR/PAL officer assigned to coordinate football camps. The key for the storage container is labeled and stored in the supply room. The container is leased by the Los Angeles Chargers and is an in-kind donation to STAR/PAL to store their football equipment. Any issues with the container should be reported to the football coordinator, who will contact the representative for the Chargers.

The ***Colina Park storage POD*** is located in a secured storage lot north of the Colina del Sol Park and Recreation facility. The entrance is on the northeast side of the building. The key for the gate to enter the secured storage facility and key to the container is labeled and stored in the supply room. It contains sports equipment, event items, and STAR/PAL documents. This container is the property of STAR/PAL. Any issues with the container should be reported to non-profit staff.

The ***Special Events storage POD*** is located on the east side of the STAR/PAL secured parking lot. The container key is labeled and located in the supply room. This container is the property of STAR/PAL. Any issues with the container should be reported to non-profit staff.

Youth Center Storage #1 is on the southwest side of the building with the room north of the door. It contains program materials, music equipment, and Juvenile Administration supplies.

Youth Center Storage #2 (Snack Room) is on the west side of the building with the room east of the door. This is used for program food storage and tools.

Youth Center Storage #3 is on the east side of the building with the room west of the door. It houses the washer and dryer, barbeque, hardware, canopies and other miscellaneous items.

Youth Center Storage #4 is on the east side of the building with the room north of the door. It contains shirts, baseball jerseys and hats, sports equipment, tables and other miscellaneous items. Juvenile Administration shirts are on the top shelf and are separate from STAR/PAL inventory.



## EQUIPMENT

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### EQUIPMENT

STAR/PAL staff members are expected to use equipment, materials and other resources efficiently and economically. These concepts should be kept in mind when using equipment and materials, and when STAR/PAL resources are offered as giveaways at events, booths or in the course of programs. The following items are considered property of STAR/PAL and should be used for unit purposes.

Equipment such as STAR/PAL branded banners, STAR/PAL canopies, miscellaneous sports equipment, tables and STAR/PAL branded tablecloths will be inventoried by the Unit Sergeant. Any defects, malfunctions or maintenance issues should be reported to the Unit Sergeant who will work with the Office Manager to repair or re-order the items.

STAR/PAL giveaways include pens, pencils, stickers, rulers, fans, mugs and so on will be inventoried and maintained by non-profit staff.

T-shirts and staff polos inventory will be inventoried and ordered by non-profit staff.

T-shirts for volunteers (red) will be inventoried and ordered by the STAR/PAL football sports coordinator.

T-shirts for special events (Triathlon, Surf Clinic and Fishing Derby) will be inventoried and ordered by the designated event coordinator.

T-shirts for STAR/PAL law enforcement personnel labeled "STAFF" on the front and "POLICE" on the back will be ordered through the Unit Sergeant. These shirts are for staff members only and not for distribution to members outside the unit.

T-shirts should be stored in sealed, plastic containers to prevent rodent or other contaminants from deteriorating the material. The designated staff member responsible for ordering the above listed t-shirts will also be responsible for ordering any storage containers for new inventory or to replace damaged storage containers.

One STAR/PAL Officer will be designated as the t-shirt order liaison to prevent multiple orders and to allow for continuity. The Unit Sergeant will designate the officer for this task.

The most crucial portion of maintaining unit equipment, supplies and resources is returning items to where they are housed to prevent reordering items that are simply misplaced or time lost attempting to locate misplaced items. Designated areas for items have been outlined so staff members can locate equipment and gear. If you are unsure of where an item is stored, ask before leaving it adrift or finding a new location to store it.



## TRANSPORTATION REQUESTS

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During the course of STAR/PAL operations, the need for a range of transportation needs arise. These include requests for vehicles to transport equipment and youth.

### TRANSPORTATION AND RELATED EQUIPMENT

Requests for flatbeds and CIMU vehicles will be requested through the unit the vehicle is assigned. Flatbeds are reserved through Central Garage. CIMU vehicles, such as command vans, will be approved through CIMU.

CIMU portable bathrooms are for SDPD personnel and cannot be requested for STAR/PAL events.

### TRANSPORTING YOUTH

#### *CENTRAL GARAGE FOR LOANER VEHICLES*

In accordance with vehicle laws, all youth transported for STAR/PAL related events cannot be transported by STAR/PAL personnel or volunteers in a 15-passenger van without a class B driver's license with passenger endorsements. In instances where STAR/PAL vehicles cannot accommodate the transportation needs, a request can be made to SDPD Central Garage for a mini-van, which seats 7 people including the driver, or large capacity SUV. Multiple vehicles can be requested for each event. If the Central Garage does not have any vehicles available, the Unit Sergeant will be notified to seek out alternative transportation.

#### *BUSSES*

Lieutenant or Executive Director **MUST** approve each request.

Gather the following information

1. Date, time and location of pick-up
2. Number and age range of those being picked up if the number exceeds 50. (The number and age of the youth will determine the size of the bus needed).
3. Pickup locations if there are multiple stops
4. Destination location/drop off
5. Time and location of pick-up for return
6. List all drop off locations and the order they will be dropped off in
7. STAR/PAL point of contact with phone number

Ensure adequate time is given to reserve and coordinate the number of busses needed. The Lieutenant or Executive Director will make the final decision on which bus service to use based on the need and funding source.



## ***SCHOOL BUS***

Lieutenant **MUST** approve each request and Purchase Order must already be on file with Fiscal Accounting.

The Unit Sergeant will make the request or will delegate scheduling. If you are assigned the task:

Contact Kim Richardson, Transportation Supervisor of Unified School District at (858) 496-8774 and/or [krischardson1@sandi.net](mailto:krischardson1@sandi.net) with the following information:

1. Date, time and location of pick-up
2. Number and age range of those being picked up if the number exceeds 50. (The number and age of the youth will determine the size of the bus needed. School bus can fit approximately 64 middle schoolers and 52 high schoolers/adults.)
3. Pickup locations if there are multiple stops
4. Destination location/drop off
5. Time and location of pick-up for return
6. List all drop off locations and the order they will be dropped off
7. STAR/PAL point of contact with phone number

**EXAMPLE:**

Tuesday, Dec 19, 2017

Initial Pick-up: 54<sup>th</sup> Street / Orange Ave at 10:15 a.m. (18 passengers)

Pick-up #2: 1005 47<sup>th</sup> Street at approximately 10:30 a.m. (21 passengers)

Drop off: Sea World at Main Gate at flag pole in front of ticket entrance (has three different stops: By Education Gate, By Camp Cr., Main Gate at flag pole in front of ticket entrance)

Return Pick-up: Sea World at Main Gate at flag pole in front of ticket entrance at 5:00 p.m.

Drop off#1: 1005 47<sup>th</sup> Street at approximately 5:30 p.m. (21 passengers)

Drop off #2: 54<sup>th</sup> Street / Orange Ave at approximately 5:45 p.m. (18 passengers)

Please list Sergeant Clendenen as the Point of Contact with cell number (619) 361-4709.

## **EQUIPMENT**

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Request a trip itinerary be emailed. This is usually emailed by Esmeralda Trujillo or Sonia Pourazimi (Transportation Scheduling Assistants).

An invoice will come in the mail. If one is not received, contact DeAndra Green at Unified School District's Financial Accounting at (619) 725-7742.



Price for bus is \$210 flat rate per day during the week and \$385 flat rate weekend date.

There is a \$25 late fee if the bus is delayed on our part.

Once the invoice is received, Unit Sergeant writes “OK to pay” on invoice. Scan and email a copy of the invoice and trip itinerary to Danny Holguin at SDPD fiscal at [dhoulguin@pd.sandiego.gov](mailto:dhoulguin@pd.sandiego.gov). He will send an email confirming he has received the invoice.

The purchase order was set up by Jose Luis Romo, Jr. in the form of an open purchase order with five trips allocated. More can be added if needed. Contact fiscal prior to exceeding the allotted trips.

## **STAR CAR**

Civilian staff are not authorized to drive the STAR CAR because it is equipped with emergency equipment. Other members of the Department are authorized to borrow the STAR CAR for events. The STAR CAR will be reserved through the Unit Sergeant. A request form has been created to request use of the STAR CAR and is available in the G drive. The form can be provided to the requestor for them to complete but does not exclude the staff member who receives a request for the STAR CAR from completing the form and submitting it. All forms will be submitted to the Unit Sergeant through email in order to track the requests. This form may be scanned.

The STAR/CAR is maintained by the non-profit staff for maintenance through Kearny Pearson Ford.

## **POLICE EQUIPMENT**

Safety equipment will be secured in the Police Locker Room located in the Office Building. Non-sworn staff members do not have access to the Police Locker Room and do not have a key to this room. No safety equipment will be left in the Bathroom Locker rooms or unsecured at officer’s desks.

Law enforcement radios and Body Worn Cameras (BWC) will be allowed to be recharged at officer’s desks.

Because STAR/PAL operates in a plain clothes capacity for some of its operations, officers will have with them a minimum of the following equipment: bullet proof vests overlain with investigative cover with “POLICE” clearly printed on it, handcuffs, a portable radio, duty handgun and their Department badge and identification. Additional equipment should be utilized, when needed to respond to assist patrol units in the area as outlined in

## **EQUIPMENT**

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Policy and Procedures Manual, Section 4.15 for equipment needed for a knock and talk. Equipment requirements are also delineated in the Policy and Procedures Manual, Section 5.10 for civilian attire while on duty.

STAR/PAL Officers are assigned to Bravo Team for Mobile Field Force (MFF) activations. Refer to the MFF Manual and Inspections Manual for all required safety gear.



## STAR/PAL CITY VEHICLES

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Civilian and Probation employees are authorized to operate city vehicles once they have completed the San Diego Police Department Volunteers in Policing (VIP) process. Refer to Department Procedures 1.32 for VIP process.

The vehicles shall be operated and maintained in accordance with Department Procedures 1.12. Members are specifically prohibited from operating any City vehicle at any time when their driver's license is expired, suspended, etc., or when their ability is impaired through medication or chemical use.

Vehicles assigned to the unit are to be operated on a commuter only basis and will not be assigned to specific personnel. All vehicles shall be locked when left unattended. Vehicles assigned to the STAR/PAL Unit shall be parked in the secured lot south of the building. No vehicle shall be driven out of the county without prior approval from the Unit Sergeant. No vehicle shall be loaned out to anyone without the Unit Sergeant's approval.

Each time the vehicle is utilized, adhere to the following:

1. Inspect the vehicle prior to operating it and notify the Unit Sergeant of any defects, visible damage or maintenance issues.
2. Please **know your location** when you are driving STAR/PAL vehicles.
3. If you are the driver of a STAR/PAL city vehicle and are involved in an accident, you must do the following listed steps:
  - a. Do not move the vehicle.
  - b. Assess your injuries and the injuries of the other party involved in the collision.
  - c. Call the Communications supervisor at **619-985-0451** to report the collision and identify your location. Per Department Procedures 1.12, all traffic collisions involving Police Department employees and volunteers operating City vehicles or vehicles/equipment utilized by Police Department employees or volunteers in the performance of their duties will be investigated by Traffic Division personnel. This includes collisions that occur within other cities or jurisdictions within the county. You will be asked to provide the following information to the dispatch operator:
    - i. Your name and state you are an employee at STAR/PAL
    - ii. **Location** of the accident
    - iii. Injuries (yours and the other party's, if known)
    - iv. City Equipment Number (will be located on the back of the vehicle)
  - d. Call the Unit Sergeant to report the accident and any injury. If he/she is unavailable, call the Unit Lieutenant.
4. Ensure the vehicle is clean and adequately fueled when returned.

I have received my copy of the City's Driver's Operator Manual and understand the above listed guidelines.

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Member's Signature

Date

# **SECTION III: ROLES AND RESPONSIBILITIES OF PERSONNEL**





## SWORN ROLES AND RESPONSIBILITIES

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The Unit Lieutenant, in conjunction with the STAR/PAL Executive Director, is responsible for the overall management of STAR/PAL with its unique law enforcement and governmental partnerships.

### SDPD Lieutenant

The Lieutenant is the Commanding Officer of the Juvenile Administrative Unit, which is comprised of Juvenile Administration and STAR/PAL. The Lieutenant reports directly to the Assistant Chief of Traffic, Youth & Event Services.

#### **Responsibilities:**

- Supervises one (1) Sergeant
- Provides organizational oversight and expertise in law enforcement and City of San Diego operations
- Evaluates and ensures law enforcement personnel comply with all agency specific rules, regulations, policies, procedures, and EEO policies
- Ensures all members are moving forward with the goals and objectives of unit strategic planning and community policing
- Reviews and approves all “Outside Employment” requests
- Approves all requests for training classes
- Establishes and approves programmatic guidelines for STAR/PAL programs
- Reports statistical data regarding STAR/PAL programs and events to the Department, other agencies and the Board of Directors
- Assists with overall public relations of STAR/PAL
- Represents STAR/PAL in the community
- Supports STAR/PAL special events and fundraisers
- Works in partnership with the Executive Director to ensure unit goals are aligned and achieved

### SDPD Police Sergeant

The Police Sergeant reports to the Unit Lieutenant.

#### **Responsibilities:**

- Supervises San Diego Police Officers, Probation Officer and Office Manager
- Manages the day-to-day activities of the program directors (Police and Probation Officers)
- Provides direction, training and guidance for officers on unit strategy and goals and with implementing and facilitating STAR/PAL programs, events and presentations
- Reviews all program materials to ensure quality standards
- Ensures administrative and programmatic duties are completed and submitted (waivers, event plans, budgets, participant/volunteer statistics, surveys, after action reports, and etc.)
- Monitors the development and implementation of educational, recreational, and athletic events to ensure they meet quality standards and are executed in accordance with established programmatic guidelines
- Ensures programs are updated and best practices related to law enforcement, juvenile law, youth safety and community policing are adhered to
- Ensures topics, materials and presenters used for programs meet established guidelines



## SWORN ROLES AND RESPONSIBILITIES

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- Ensures programs' effectiveness are measured and reviewed
- Ensures law enforcement volunteers for programs and events are recruited and managed
- Oversees adequate youth recruitment for programs and special events
- Oversees the supervision of volunteers and youth during programs
- Oversees notifications to parents
- Develops partnerships with CBOs, schools, Park & Recreation sites, and other partners
- Become a resource to law enforcement officers in the county for youth engagement and community policing. Strive to accomplish strategic goals and objectives
- Ensures STAR/PAL data relating to events and programs is collected, submitted and provided to the Lieutenant for required reporting
- Provides statistical data regarding the programs to include rosters, attendance tracking, waivers, surveys and completion numbers to the Lieutenant and non-profit staff as needed
- Creates a written program update each quarter and presents an overview of the report to the Executive Board members at the Executive Board Meeting
- Provides direction, training and guidance for the Office Manager
- Ensures the shared calendar is updated
- Conducts spot inspections of the facility to ensure the facility, storage containers, storage rooms and classroom are kept in an orderly fashion, clean and left in professional manner after their use
- Oversees the STAR CAR loan procedures and coordinates the maintenance with non-profit staff
- Works in partnership with the Director of Program Partnerships to conduct interviews of prospective interns from various colleges
- Supports STAR/PAL special events and fundraisers
- Works in partnership with non-profit staff to ensure unit goals are aligned and achieved
- Assists with public relations of STAR/PAL as directed
- Represents STAR/PAL in the community
- Maintains all training & responsibilities related to their law enforcement function
- All other duties assigned by the Unit Lieutenant

### **STAR/PAL Police/Probation Officer**

All STAR/PAL Officers report directly to the Unit Sergeant.

#### **Responsibilities:**

- Plans, develops and implements approved educational, recreational, and athletic events that are in accordance with best practices related to law enforcement, juvenile law, youth safety and community policing
- Proposes topics for programs and presenters to be used for programs to the Unit Sergeant
- Makes initial assessment of topics, materials and presenters to be used for programs meet established guidelines and presents these to the Unit Sergeant. Final approval will be made by the Lieutenant
- Conducts a review of assigned programs, materials and presenters prior to the execution of a program to assess if they meet quality standards and will be executed in accordance with established programmatic guidelines and alerts the supervisor of any concerns or deviations



## SWORN ROLES AND RESPONSIBILITIES

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- Establishes a measurement for program effectiveness
- Conducts a review of assigned programs, materials and presenters at the conclusion of a program to assess if they meet quality standards and were executed in accordance with established programmatic guidelines and alerts the supervisor of any concerns or deviations
- Completes and submits administrative and programmatic paperwork (waivers, event plans, budgets, participant/volunteer statistics, surveys, after action reports, and etc.) in a timely manner
- Recruits, trains and organizes law enforcement and community volunteers for programs and events
- Recruits adequate numbers of youth for programs and special events
- Supervises volunteers and youth during programs and events
- Collects statistical data regarding the programs to include rosters, attendance tracking, waivers, surveys and completion numbers and provides it to the Office Manager in a timely manner for input
- Makes notifications to parents
- Builds relationships with youth in a mentor capacity
- Serves as a role model to youth
- Be knowledgeable about the unit and provide accurate information as it relates to the mission and objectives of STAR/PAL
- Become a resource to law enforcement officers in the county for youth engagement and community policing. Strive to accomplish strategic goals and objectives
- Develops partnerships and liaisons with various law enforcement agency personnel, CBOs, schools, Parks and Recreation sites, and other partners
- Supports STAR/PAL special events and fundraisers in assigned roles
- Assists with public relations of STAR/PAL as needed
- Represents STAR/PAL in the community
- Facilitates and assists civilian staff with booths and other PR events
- Presents STAR/PAL information and training in schools, community events, law enforcement lineups and as directed
- Represents STAR/PAL on committees
- Works in a team environment to assist fellow staff members with programs and events to achieve unit goals
- Ensures the facility, storage containers, storage rooms and classroom are kept in an orderly fashion, clean and left in a professional manner after their use
- Abides by Police and Probation Officers regulations regarding no solicitation of donations, gifts, or gratuities without prior approval per SDPD Procedure 1.35 and Policy 9.08.
- Maintains all training & responsibilities related to their law enforcement function
- Performs all other duties assigned by the Unit Lieutenant or Unit Sergeant



## SWORN ROLES AND RESPONSIBILITIES

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### RESPONDING TO CRIMES IN PROGRESS IN COLINA DEL SOL PARK

STAR/PAL Officers who have youth in their care should not abandon youth without considering their obligation to the youth's safety.

In instances where officers respond to emergencies in the park, youth should never be left unattended at the STAR/PAL facility. In instances where officers have youth in their care and determine they need to respond to an emergency call, they should direct the youth away from the incident, preferably to their residences, and respond to assist units in the area.

When STAR/PAL Officers are in charge of youth and are alerted to a crime, they must evaluate the situation to determine who will take the report. If the report is extensive, requires evidence collection, or interferes with their ability to supervise the youth in their charge, they will notify Communications of the incident and request officers respond to take the report.

All members of the STAR/PAL unit will be held responsible for abiding by the information contained in legal updates, orders, policies, procedures, and training bulletins of their respective agency.

### FIELD CONTACTS/ CONFRONTATIONS IN A PLAIN CLOTHES CAPACITY

STAR/PAL Officers will follow the procedure for field contacts/confrontations in a plain clothes capacity as outlined in the Investigative Procedures Manual (the following is from the August 2016 version and the most current version of Investigative Procedures Manual shall be followed).

When STAR/PAL Officers are working in plain clothes and respond to calls for assistance, they will have their required safety gear that includes a bullet proof vest overlain with investigative cover with "POLICE" clearly printed on it, handcuffs, a portable radio, duty handgun and their Department badge and identification as outlined in DP 4.15, Probation, Parole, and Knock and Talk Searches Including High-Risk Entries and Outside Assistance.

#### **Field Contact/Confrontations**

Because plain clothes/undercover officers are not readily identifiable as law enforcement officers, contacts between them and uniformed personnel include the potential for confrontation. The primary responsibility for avoiding or defusing this risk lies with the non-uniformed officer(s).

Their actions and demeanor when contacted by a uniformed officer are critically important. The following suggestions are intended to assist in avoiding or alleviating the tension possible in such contacts:

1. Where direct confrontation with suspects is anticipated, the officers involved in the contact should wear clothing with the word POLICE clearly printed on it that clearly identifies the officers.



## SWORN ROLES AND RESPONSIBILITIES

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2. When not clearly identified as a police officer, the undercover officer should carry his/her firearm well concealed rather than partially or completely exposed to view.
3. When stopped, plain-clothes officers will identify themselves verbally and indicate where credentials and weapons are located.
4. Follow the instructions of the uniformed officer explicitly.
5. Avoid any sudden movement, which could be interpreted as suspicious or threatening. Keep hands in sight and open.
6. Comply with any requests of the uniformed officer without hesitation.
7. Be prepared to provide the phone number and name of a supervisor or other agency member who may be contacted for verification as requested by the uniformed officer.

## ROLES AND RESPONSIBILITIES

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### Office Manager

The Office Manager reports directly to the Unit Sergeant and is responsible for providing STAR/PAL with operational support.

### **Responsibilities:**

- Maintains the units filing system
- Maintains and order supply inventory
- Receives and screens telephone calls and visitors
- Provides general information about STAR/PAL to visitors to the facility
- Creates and maintains databases and mailing lists
- Maintains statistical data provided by the Program Directors regarding the programs to include rosters, attendance tracking, waivers, surveys and completion numbers and provides it to the Unit Sergeant, Lieutenant and non-profit staff as needed
- Prepares labor timecards for City payroll
- Types memos, letters, and reports; composing routine correspondence
- Edits and reviews materials for accuracy, formatting, and compliance with policies & procedures
- Takes and prepares minutes for STAR/PAL board meetings and executive committee meetings
- Prepares meetings (i.e. notifying/scheduling participants, providing necessary items, etc.)
- Operates and maintains general office equipment, such as copiers and printers



- Picks up and drops off supplies/mail
- Assists with the registration of volunteers and participants at STAR/PAL events
- Performs all other duties normally associated with administrative responsibilities established by the Department

## NON-PROFIT ROLES AND RESPONSIBILITIES

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### **Executive Director (civilian staff)**

This position is responsible for securing a broad base of financial and community support for the organization to ensure STAR/PAL's future sustainability through significant success in raising funds through grants, donor cultivation, corporations, foundations, and in-kind resources. The Executive Director will provide strategic direction and leadership for the organization, facilitate board development, as well as serve as the primary liaison with law enforcement, governmental, and community partners. As such, the Executive Director may be required to represent the organization with the San Diego Police Department and with other City/County agencies.

The **Executive Director** will provide organizational oversight and expertise in the following areas:

- Budget, staffing, special events, & operations
- Personnel, volunteer, & client recruitment/management
- Program maintenance, assessment, & development
- Grant-writing & communications
- Media/public relations & marketing strategies

### **Director of Communications & Special Events (civilian staff)**

The Special Events Manager reports directly to the Executive Director and is responsible for managing a broad base of special events and fundraising efforts in support of STAR/PAL's youth programs, operations and services, including the planning and implementation of event logistics, strategic fundraising plans, donor cultivation and solicitation, grants and the expansion and management of corporate sponsorships. This position also develops partnerships, marketing strategies, sponsor communications and media efforts. Hours vary and may include long work days and weekend work.

#### **Responsibilities:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Develops and manages special events and other organization fundraising events
- Conducts fundraising strategies that align with STAR/PAL's mission and vision
- Research, identify, establish and foster relationships with funders and prospective funding sources



- Maintain donor database
- Manage and implement sponsorship benefits and underwriting agreements

## **NON-PROFIT ROLES AND RESPONSIBILITIES**

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- Research grants that match organizational mission and needs and support grant writing efforts; prepare grant reports for funders and Board of Directors
- Plan and execute annual giving campaigns and marketing campaigns
- Support public relations efforts in promoting all special events including updating social media, website and print
- Write monthly newsletter for distribution via electronic and print
- Represent STAR/PAL at various public events and support other organizational needs

### **Interactions:**

This position will interact closely with senior staff, elected officials, donors/donor prospects, community members, volunteers, board members and San Diego Police Department personnel. This position will provide information to donors, potential donors, volunteers, San Diego Police Department representatives, staff, and others from the community.

### **Knowledge, Skills and Abilities:**

- Commitment to understanding and supporting STAR/PAL's mission. Shows compassion and appreciation for underserved and/or at risk youth issues
- General knowledge of nonprofit organizational practices
- Possess an understanding of current philanthropic and public relations interests of individuals, foundations or corporations, acquired through regular contact with those individuals and organizations
- Ability to work both independently and collaboratively
- Must be highly organized, self-motivated, and efficient, with meticulous attention to detail
- Able to analyze, prioritize, and meet critical deadlines, with strong time management skills
- Excellent knowledge of Microsoft Office programs (Word, Excel, PowerPoint) and social media applications (Facebook, Twitter, Instagram)
- Ability to create and distribute press releases/media packets, and function as a media contact
- Strong proficiency in Microsoft Office Suite, Excel, Microsoft Word, Publisher
- Must have excellent customer service skills. Well-developed interpersonal and relationship building skills; interacts well with people from all segments of the community
- Excellent verbal, written, interpersonal, organizational, and public speaking skills
- Documented success in fundraising activities in the nonprofit sector inclusive of major gift solicitation and events



- Must be accurate and detail oriented, possess strong organizational and time management skills and the ability to juggle multiple priorities in a complex and fast paced environment, under pressure and with tight deadlines
- Ability to work well in a team environment with law enforcement officers and civilian personnel
- Experience with accounting and fundraising software preferred

## NON-PROFIT ROLES AND RESPONSIBILITIES

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### **Director of Operations and Finance (civilian staff)**

The Director of Operations and Finance reports directly to the Executive Director and is responsible for the day-to-day finances and organizational procedures to ensure STAR/PAL is efficient, effective and responsible in supporting their youth programs. This position will manage grants, donor cultivation and solicitation, budgets, and development strategies. In addition, this position assists with fundraising campaigns, marketing campaigns, and develops community partnerships. Hours can vary and may include long work days and weekend work.

#### **Responsibilities:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Distribute, track, reconcile and manage all petty cash, credit card and check requests and ensure all staff is adhering to policy
- Assist in the development and operation of the annual budget and programming budgets
- Manage the day to day financials including donations, invoicing, accounts receivable and purchasing
- Maintain the donor database with incoming and current information
- Manage all grants, including research, grant writing, applications, tracking and reporting; prepare grant reports for funders and Board of Directors
- Assist with the execution of annual giving campaigns, branding and marketing
- Research, identify, establish and foster relationships with funders and prospective funding sources
- Represent STAR/PAL at various public events and support other organizational needs

#### **Interactions:**

This position will interact closely with senior staff, elected officials, donors/donor prospects, community members, volunteers, board members and San Diego Police Department personnel. This position will provide information to donors, potential donors, volunteers, San Diego Police Department representatives, staff, and others from the community.

#### **Knowledge, Skills and Abilities:**





- Commitment to understanding and supporting STAR/PAL's mission. Shows compassion and appreciation for underserved and/or at risk youth issues
- General knowledge of nonprofit organizational practices
- Possess an understanding of current philanthropic and public relations interests of individuals, foundations or corporations, acquired through regular contact with those individuals and organizations
- Ability to work both independently and collaboratively; ability to work well in a team environment with law enforcement officers and civilian personnel
- Must be highly organized, self-motivated, and efficient, with meticulous attention to detail

## NON-PROFIT ROLES AND RESPONSIBILITIES

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- Possess an understanding of current philanthropic and public relations interests of individuals, foundations or corporations, acquired through regular contact with those individuals and organizations
- Ability to work both independently and collaboratively; ability to work well in a team environment with law enforcement officers and civilian personnel
- Must be highly organized, self-motivated, and efficient, with meticulous attention to detail
- Able to analyze, prioritize, and meet critical deadlines, with strong time management skills
- Excellent knowledge of and proficiency in Microsoft Office programs (Word, Excel, PowerPoint, Publisher)
- Excellent knowledge of and proficiency in donor/fundraising software (DonorPerfect)
- Must have excellent customer service skills. Well-developed interpersonal and relationship building skills; interacts well with people from all segments of the community
- Excellent verbal, written, interpersonal, organizational, and public speaking skills

### **Director of Program Partnerships (civilian staff)**

The Director of Program Partnerships reports to the Executive Director and is responsible for securing resources for all STAR/PAL youth programs by developing and fostering partnership opportunities with community groups, schools, and nonprofit and governmental agencies.

#### **Essential Duties and Responsibilities:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily, with or without reasonable accommodation. The requirements listed below are representative of the knowledge, skills and abilities required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Secure program resources through developing partnerships with youth based organizations, schools, municipal agencies, and other community organizations
- Represent STAR/PAL through committee activities and at community events
- Function as National PAL liaison and track and report program effectiveness, as well as secure relevant curriculum for youth programs



- Coordinate and oversee STAR/PAL mentor program, including interviews, orientations, scheduling, assignments, and introductions to program leads
- Represent STAR/PAL at community and juvenile outreach programs and events
- Seek out and coordinate attendance at youth-centered community events by working with program leads
- Perform additional related duties as requested by Executive Director
- Prepare reports to support STAR/PAL's development and grant writing efforts, as pertains to mentors and National PAL grant requirements
- Prepare ad hoc reports for board meetings related to partnerships, community events, program curriculum, and mentoring

## **NON-PROFIT ROLES AND RESPONSIBILITIES**

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### **Interactions:**

This position will interact closely with other STAR/PAL staff, SDPD staff, youth, parents, community and business leaders and STAR/PAL board of directors.

### **Knowledge, Skills and Abilities:**

- Commitment to understanding and supporting STAR/PAL's mission. Shows compassion and appreciation for underserved and/or at risk youth issues
- General knowledge of nonprofit organizational practices
- Ability to work both independently and collaboratively
- Must be highly organized and self-motivated
- Excellent knowledge of Microsoft Office programs
- Must have excellent customer service skills; interacts well with people from all segments of the community
- Excellent verbal, written, interpersonal, organizational, and public speaking skills
- Must possess strong organizational and time management skills with the ability to juggle multiple priorities and tight deadlines
- Strong ability to work well within a team environment, with law enforcement and community members

### **Board of Trustees Members**

#### **Role:**

Trustees must be committed to improving the quality of life for the youth of greater San Diego. Trustees should embrace the mission and goals of STAR/PAL and commit to their furtherance.

#### **Responsibilities:**

Trustees are asked to lend their credibility, influence, support and perspective to the Board and staff of STAR/PAL. Trustees will vote on strategic direction, agency goals as well as the annual budget.



## **Public Partner Members**

### Role:

Public Partners must be committed to improving the quality of life for the youth of greater San Diego. Public Partners should embrace the mission and goals of STAR/PAL and commit to their furtherance.

### Responsibilities & Activities:

Official Public Partners are asked to share their skills, assets and/or provide other resources to the STAR/PAL organization on a regular basis. Public Partners may be appointed by the Board of Directors.

## **NON-PROFIT ROLES AND RESPONSIBILITIES**

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### **Board of Directors Members**

#### Length of Term:

Three years

#### Role:

Board members provide leadership, strategic direction and broad-based support for the STAR/PAL organization.

#### Responsibilities:

Board members of STAR/PAL report the Board Chairman. Board members must be actively committed to improving the quality of life for the youth of greater San Diego. Their responsibilities are: to serve the Board as a voting member; to develop policies, procedures and regulations for the operation of STAR/PAL; and to monitor the finances of STAR/PAL, its programs and overall performance. In addition, a STAR/PAL Board member should be a goodwill ambassador for the organization.

### **Executive Committee (permanent)**

Purpose: To represent the Boards of Directors and Trustees in the discharge of leadership responsibilities between meetings of the Boards.

### **Volunteers**

All volunteers will be adults unless approved by the Unit Lieutenant and Executive Director.

Volunteers are instrumental in the success of STAR/PAL's programs and events. Although sworn law enforcement volunteers are a key component of STAR/PAL's mission, STAR/PAL recognizes the significant contribution of other community volunteers. All prospective volunteers, who are not employed with a City, State or Federal law enforcement agency or STAR/PAL's educational programs and would like to assist with STAR/PAL youth programs, must complete a "Volunteer Application" form. In addition, if a non-law



enforcement volunteer is expected to work directly with youth in a situation with moderate to low level supervision by law enforcement OR may work independently at the STAR/PAL facility, he/she must complete a background check through AD Live Scan or at another facility deemed appropriate by STAR/PAL.

All volunteer hours are tracked in the STAR/PAL volunteer database which is saved on the City shared drive. Civilian interns/tutors report to STAR/PAL Director of Program Partnerships. Law enforcement and community volunteers assigned to a specific program report to that programs respective Program Director.

Short-term volunteers are volunteers who participate in a single Special Event, such as the Celebrity Waiter Luncheon, Surf Clinic, Fishing Derby and TRI N HARDER for Kids. In these instances, the volunteer should

## **NON-PROFIT ROLES AND RESPONSIBILITIES**

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be referred to the Director of Program Partnerships who will approve the volunteer to participate in the event and no application is necessary. Law enforcement volunteers do not need approval from the Director of Program Partnerships for these events.

Long-term volunteers are volunteers who participate in programs. Prospective volunteers who are not employed with a City, State or Federal law enforcement agency must complete a "Volunteer Application" form and background check through STAR/PAL's (non-profit) contracted facility. In addition, a non-law enforcement volunteer is expected to work directly with youth with moderate to low level supervision by law enforcement. Non-law enforcement volunteers should be referred to the Director of Program Partnerships who will approve the volunteer to participate. Law enforcement volunteers will be referred to the Unit Sergeant for approval.

### **Interns**

Interns report to the Director of Program Partnerships. The applicant must complete a "Volunteer Application" form and background check through STAR/PAL's (non-profit) contracted facility. This process also includes an interview with the Director of Program Partnerships and the Unit Sergeant.

Interns are referred from local colleges who have an established agreement between the college and STAR/PAL. In addition to outlining the expectations of STAR/PAL, the agreement includes requirements the intern must fulfill in order to receive credit for participating in an internship and may include restrictions the college has with regards to the involvement of an intern. For example, a college may not allow non-tutoring hours to count towards hours for credit.

Once an intern has been approved to volunteer at STAR/PAL, the Director of Program Partnerships will email an introduction of the intern with their contact information (email and phone number), availability, any specific requirements and restrictions to STAR/PAL staff members. The Program Directors will notify the Director of Program Partnerships opportunities they have for the intern.

The Office Manager assists with statistical tracking of the volunteer hours of interns. The Director of Program Partnerships will work with the Office Manager on the method of tracking hours.



The intern will be required to sign a Code of Conduct form that outlines their role with the youth. This form is maintained by the Director of Program Partnerships, who will also update the form as needed.

Any issues with an intern will be reported to the Director of Program Partnerships and Unit Sergeant.



# SECTION IV: OUTREACH



## OUTREACH

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### NETWORKING

Networking includes interacting with others to exchange information in order to develop professional contacts. This includes a willingness to establish these connections without a formal direction at events, meetings and other locations where professionals gather. STAR/PAL Officers should have business cards with them while on duty to facilitate networking opportunities.

*Networking does **not** include soliciting donors or resources. STAR/PAL Officers will adhere to their agency's policies regarding solicitation/donations. San Diego Police Officers are not authorized to solicit donations and will adhere to Department Procedure 1.35, Accepting Donations on Behalf of the Police Department. Civilian staff will establish protocols and guidelines for soliciting donors for the STAR/PAL Unit. Refer to the Donations section of the Operations Manual for more details.*

### LAW ENFORCEMENT NETWORKING

STAR/PAL Officers are assigned SDPD Divisions to act as a liaison. This does not preclude officers from developing and maintaining existing relationships with other divisions. As the liaison, the STAR/PAL Officer is responsible for establishing working relations with the Community Resource Officers (CRO) and Juvenile Service Team (JST) Officers for their assigned commands. These relations will help promote the STAR/PAL unit and recruit law enforcement volunteers to participate in STAR/PAL functions. The ability to form a partnership with officers is a vital part of the STAR/PAL position.

STAR/PAL Officers also work with law enforcement agencies outside of San Diego Police Department. They include local, state and federal agencies. Networking to establish partnerships with these agencies is necessary because STAR/PAL provides services to the entire county of San Diego. It is also important to reflect the multiple agencies who operate in the county for STAR/PAL functions.

### COMMUNITY NETWORKING

The STAR/PAL mission is achieved through interactions with community members that include principals, teachers, parents and various other community members. While serving underserved youth in the community is the center of the mission, this is achieved through collaborative partnerships throughout the community in the form of facilitating STAR/PAL programs in schools, presenting specific topics of interest (such as bullying, safety and so on) to community groups, educating the public about STAR/PAL through information booths at community events, tours of the facility and a variety of other opportunities.

Many of the guest speakers and presenters for STAR/PAL programs include members of the community outside of law enforcement. An ability to network to secure these programmatic volunteers is necessary. In addition, STAR/PAL collaborative partners include business members of the community and sporting organization leaders, such as the Los Angeles Chargers and the San Diego Padres. Networking in a variety of methods (email, phone calls, meetings and social settings) is a skillset used by STAR/PAL Officers on a daily basis. The



## OUTREACH

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ability to engage community members in these settings requires general police knowledge, agency specific knowledge, STAR/PAL unit (mission, objectives, website, operations and programs) knowledge, an ability to establish a relationship with members of the community, and strong administrative skills, in addition to a passion for working with youth.

### **VOLUNTEER RECRUITMENT / PROCESS**

Volunteers are instrumental in the success of STAR/PAL's programs and events. Although sworn law enforcement volunteers are a key component of STAR/PAL's mission, STAR/PAL recognizes the significant contribution of other community volunteers. Refer to Volunteers section of Operations Manual. All volunteers will be adults unless approved by the Unit Lieutenant and Executive Director. Staff members should be familiar with volunteer responsibilities and encourage citizens to volunteer for events.

### **YOUTH RECRUITMENT**

Program Directors are responsible for the recruitment of youth for their events and program needs. These duties may be delegated for large events, and the officer assigned this role will be responsible for ensuring an adequate number of youth are enrolled. A standardized process for youth recruitment will be proposed by the Program Director for each program to ensure a fair process of admission is adhered to. All recruitment efforts will be approved through the chain of command prior to being implemented.

### **PRESENTATIONS: OUTREACH RESPONSIBILITIES**

The use of STAR/PAL Officers for events will be at the discretion of the Unit Lieutenant and Unit Sergeant. STAR/PAL Officers will be tasked with presentations for various schools and community members regarding the STAR/PAL Unit and specific topics. All presentations will be reviewed and approved through the chain of command prior to the presentation to ensure consistency and topics do not deviate outside the scope of knowledge and expertise of STAR/PAL staff members. In instances where the presentation is outside of the skillset of the member, acquiring a subject matter expert on the topic may be more appropriate.

Providing current and up to date information is necessary for the credibility of the material being presented. Any proposed changes to approved material must also be approved prior to any deviations or alterations.





## OUTREACH

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### **BOOTH PROTOCOLS: OUTREACH RESPONSIBILITIES**

STAR/PAL event booths should be set up and staffed by STAR/PAL staff and volunteers. Staff members working the booths shall have a professional appearance and wear the approved attire/uniform for the booth. At all times, they should remain professional in dress and grooming standards. Personnel should be familiar with the STAR/PAL mission and goals. They should have knowledge of all youth programming activities and Program Directors contact information to disseminate.

### **PROGRAM PARTNERSHIPS**

The use of collaborative partners (organizations/independent presenters) helps achieve the mission and goals of the unit. They provide a wide array of information and knowledge specific to areas outside of law enforcement's scope of expertise to STAR/PAL programs. There may be instances where missions, goals or interests do not align for a collaborative partner, STAR/PAL, and law enforcement. It is necessary to review the objectives of the collaboration for all involved. Therefore, all presentations and presenters must be approved by the Executive Director and Unit Sergeant prior to the collaboration. Additionally, any deviations from agreed upon presentations must also be approved. The Unit Lieutenant will have final approval for collaborative partners use in programs.



# SECTION V: MEETINGS



## MEETINGS

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### STAFF MEETINGS

All staff members will attend the weekly Staff meeting held on Tuesdays from 0900-0930 hours. The Unit Sergeant facilitates the meeting. The Office Manager captures the minutes for the meeting.

### STAR/PAL LAW ENFORCEMENT MEETINGS

The STAR/PAL Law Enforcement Meeting is a weekly meeting to keep abreast of programs and programming needs. The Unit Sergeant facilitates the meeting and the Executive Director sits in the meeting. The Office Manager captures a general overview of topics discussed for the meeting when she is available.

### PROGRAM & EVENT PLANNING MEETINGS

These ad hoc meetings are coordinated on an as needed basis by the Program Director and the staff members who have assigned roles in the program/event will attend.

### BOARD OF DIRECTORS MEETINGS

This meeting occurs four times a year in (January, April, July and October) on Friday from 0800-0900 hours. The Chairperson facilitates the meeting. The Executive Director, Office Manager and Unit Sergeant attend the meeting. The Unit Sergeant provides printed copies of the Program Update Report and gives a brief review of highlights from the report. The Office Manager captures the minutes for the meeting.

### EXECUTIVE BOARD MEETINGS

The Executive Director and Office Manager attend these meetings. The Office Manager captures the minutes for the meeting.

### COMMANDING OFFICERS BRIEFING

The STAR/PAL facility is used to host the meeting twice a year. The schedule is predetermined by the Chief's Office and the Office Manager is responsible for preparing the Youth Center to host the meeting and providing basic refreshment items. No other staff are needed for the meeting.



# SECTION VI: REPORTS AND DOCUMENTS



## REPORTS AND DOCUMENTS

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### **CORRESPONDENCE**

Correspondence will be conducted in a professional manner in prescribed City formats. Refer to The City of San Diego Visual and Correspondence Style Guide for format, font and specific details.

### **PROGRAM UPDATE REPORT**

The Program Update Report is generated by the Unit Sergeant and is provided to the Executive Board Members four times a year. The Unit Sergeant provides printed copies of the report and gives a brief review of highlights from the report to Executive Board Members at meetings four times a year in (January, April, July and October).

### **QUARTERLY MANAGEMENT REPORT (QMR)**

The Unit Lieutenant completes the QMR. Most of the information needed for this report is generated in the Program Update Report.

### **QCPR REPORT**

This report tracks community outreach, partnerships and givebacks. The Unit Sergeant is responsible for ensuring these community events/interactions are captured and recorded through the Community Policing Event Tracker system on a weekly basis.



## REPORTS AND DOCUMENTS

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### WAIVERS

Youth selected for a program may participate with a signed parent/guardian permission slip which includes the participant's contact information, permission to be photographed/filmed and any additional relevant data. The purpose of a waiver is for audits, student registration and program liability. The most current fiscal year waiver will also be used to seek medical treatment for the youth should they need treatment while being chaperoned by STAR/PAL staff. Therefore, the Program Director is **required to be in possession of the original** while the program is in session, anytime STAR/PAL staff are chaperoning the youth or anytime the youth are being transported by STAR/PAL staff. The original will be retained until the end of the fiscal year or the conclusion of the program. The original will be scanned and provided to the Office Manager for entry into a database maintained by the Office Manager. A copy will be maintained onsite in the office while the program is in session.

#### Program Waiver Procedure

1. Waivers are checked for accuracy at student intake. Student **participation is prohibited without a completed and signed waiver.**
2. Waivers, Volunteer Sign-in sheets and STAR/PAL Event Forms are **due monthly for each program.** Copies of waivers may be turned in until the program ends.
3. One day events will require a separate waiver for each participant. One day event waivers, Volunteer Sign-in Sheets and STAR/PAL Event Forms are **due by the next working day.**

### SURVEYS

STAR/PAL collects participant and volunteer data to track total STAR/PAL services, measure program effectiveness, and to secure future funding opportunities. STAR/PAL respects the privacy of its clients by maintaining confidentiality and does not share information with third parties without client permission.

Surveys are used for specific educational and mentoring programs. Youth in the program will complete a survey at the beginning and end of the program. The Director of Program Partnerships will work with the Program Director to assist with creating an **approved** survey that measures the effectiveness of the program. It is the responsibility of the Program Director to have a survey created. The survey will be approved by the chain of command. The survey should reflect the goals and objectives but include data needed to secure future funding and will be approved by the Unit Sergeant.

Surveys are a tool Program Directors use to assist with evaluating the program. They should determine if the Program Director met his/her goals and objectives of the program. Surveys should trigger a re-evaluation of the program based on feedback received. The Program Director and Unit Sergeant will review the data and evaluate the topics presented, the method the information is presented and usefulness of the program for future use.



## REPORTS AND DOCUMENTS

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The Program Director is responsible for ensuring the surveys are completed and submitted to the Director of Program Partnerships for entry. The surveys will be entered into Survey Monkey (password secured). The Director of Program Partnerships is responsible for entering the data and maintaining the Survey Monkey website. The Director of Program Partnerships will provide training on the system for interns and staff members. In the event there are no interns available to enter the data, a staff member will be assigned by the Director of Program Partnerships to enter the data and will generally be the Program Director.

### FINANCIAL REQUESTS

Financial requests for programming needs are handled by the Director of Operations and Finance. Three forms are used to facilitate these requests (petty cash, credit card and check requests) and are stored in the shared G drive. All requests need to be submitted to the Director of Operations and Finance at the Tuesday Staff Meeting.

### PROGRAM SPECIFIC FORMS:

In order to provide consistency, standardized forms for program use have been created. These are stored in the shared G drive. The Unit Sergeant will approve updates to the forms as needed. Below is a list of forms used for programs:

- RESOURCE LIST (EVENT NEEDS LIST)
- PROGRAM CHECKLIST / EVENT PLAN
- EVENT CONTINGENCY PLAN
- AFTER ACTION REPORT
- NEW PROGRAM PROPOSALS
- APPLICATION PROCESS FOR PROSPECTIVE YOUTH
- YOUTH CODE OF CONDUCT
- AWARDS AND RECOGNITION FOR VOLUNTEERS

### DATA STORAGE

Program/event pictures are to be stored in the shared G drive. Any pictures the Special Events Coordinator requests for social media use will be provided to her on a thumb drive.

All STAR/PAL programmatic documents and relevant information relating to programs shall be stored on the shared G-drive by SDPD staff. If staff members (Probation and civilian employees) do not have access to the shared drive, documents will be provided to the Office Manager to upload to the shared G drive. In no instance shall a SDPD officer provide their password or unlock SDPD network secured computers for the purpose of allowing an unauthorized user to upload files. In these instances, an authorized user can upload the files to the shared G drive for the unauthorized staff member.

Non-profit computers that contain STAR/PAL information are to be password secured.



## REPORTS AND DOCUMENTS

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Financial information will be stored on non-profit computers and will be backed up by the STAR/PAL bookkeeper on an external source. Any financial information stored on the shared G drive will be relevant to program budget related documents and as needed by the Lieutenant and Office Manager. All financial information outside of program budget related documents stored on the shared G drive will be approved by the Executive Director and Lieutenant.

### PURGING FILES

Program documents are kept for specified periods of time. The purpose of purging files is two-fold: to reduce the volume of stored paperwork kept by the Unit and to prepare files for electronic archiving. Program Directors are STAR/PAL Officers who facilitate a program. Program Directors are responsible for ensuring files are purged according to policy.

Program Directors will review their program files in July and will notify the Unit Sergeant when files should be purged. The Unit Sergeant will review the files to be purged. Prior to files being purged, the clerical staff will begin the electronic archiving process.

All records shall be disposed of in accordance with the records disposition schedule adopted by the City Council on January 17, 1989. A copy of the schedule is available in Police Human Resources (City Document No. RR-272688). Item number per City Document No. RR-272688

Waivers (original wet ink copies)	1 year
Program documents (physical)	1 year
Waivers (electronic copies)	7 years
Program documents (electronic copy)	7 years





# SECTION VI: PROGRAM DESCRIPTIONS



## INTAKE FLOW CHART

### STAR/PAL Intake Guide

*"My child is making  
the wrong choices"*

(Mentoring)

MYT, Teen LEAP, Making Changes, SAY  
San Diego, Big Brothers / Big Sisters

*"My child has been  
in trouble with the  
law or will be soon"*

(Diversion)

Voices & Choices, Girl-E & ManUp (at  
Central Division), WeCan, LifeSkills

*"My child needs to  
keep busy and stay  
out of trouble"*

(Athletics/Recreation)

MYT, Summer Excursions, Fishing Derby,  
Surf Clinic, ProKids, Basketball  
Clinic/Tournament,

*"My child needs a  
structured program"*

(possible  
LE Career Path)

Jr. Police Academy, Police Cadet Program,  
Marines Devil Pups, National Guard Youth  
Challenge



## PROGRAM DESCRIPTIONS

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*All STAR/PAL programs are free of charge for its youth participants.*

### **SPORTS PROGRAMS**

#### ***FOOTBALL CAMPS***

For 2018, there are 10 football training camps in partnership with the Los Angeles Chargers. Schools request a camp on their campus through an online forum. Law enforcement and community volunteers are a key component of the clinic. This program promotes positive interactions with law enforcement in a football environment. Volunteers from probation, police agencies, sheriff's department, and the community provide instructions on football skills. Football drills are designed to challenge participants physically and promote being active for 60 minutes a day. Volunteers are a key component of the clinic. Each camp has 100 students anticipated.

#### ***BASEBALL CLINICS***

The San Diego Padres Staff, Senior Probation Officer Ana Diaz Piña and Officer Chris Jones host 2-day baseball clinics. On Day One, the youth participate in instructional drills. On Day Two, they attend a San Diego Padres baseball game at Petco Park. These camps are designed to promote an active lifestyle and positive interaction with local law enforcement in a team sport environment. Volunteers from probation, police agencies, sheriff's department, and the community provide instructions on baseball skills with a specific emphasis on beginner to intermediate levels. 60 youth participants are anticipated for each clinic.

#### ***GOLF LESSONS***

STAR/PAL works in collaboration with a neighboring non-profit organization located in Colina del Sol Park, Pro Kids. Through this partnership, golf lessons are secured for STAR/PAL youth through an agreement between STAR/PAL and Pro Kids Executive Directors. Any opportunities for future collaborations should be discussed with the Executive Director for guidance and approval.

#### ***OTHER SPORTS CLINICS***

Other sports clinics can include basketball, soccer, tennis and any other sport. These clinics will generally be one-day events and will be approved through the Unit Sergeant who will seek approval from the Executive Director and Unit Lieutenant. These sports clinics must follow new program protocols found in the Operations Manual under New Program Protocols.



## PROGRAM DESCRIPTIONS

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### *SPORTS TEAMS*

STAR/PAL does not have its own sports league. Working in collaboration with community organizations such as Park and Recreation, YMCA and others, STAR/PAL staff members can assist with coaching and possible sponsorship of sports teams in order to form a collaborative partnership to bring law enforcement mentorship opportunities to these organizations. Sponsorship can include donations for team uniforms but will be approved and coordinated by the Executive Director prior to any formal commitment being made. In these instances, STAR/PAL Officers facilitate meetings and gather information to funnel to the Executive Director with regards to financial commitments and the use of the STAR/PAL brand and logo being associated with any other organizations. The use of STAR/PAL staff in any of these organized sports will be approved and coordinated through the Unit Sergeant.

### **ACADMEIC PROGRAMS**

Approval for academic programs will follow the law enforcement chain of command who will work in collaboration with the Executive Director. All program content, material, partnerships and presenters must meet the standards of the Unit Lieutenant before being implemented.

Any curriculum taught by STAR/PAL staff and officers will be approved by the Unit Sergeant prior to being implemented. The Unit Lieutenant will have final approval for lesson plans. When lesson plans are needed for a program, subject matter experts should be sought out. These include community members with an expertise in the subject as well as law enforcement officers who have a solid foundation for the material being presented. SDPD lessons will be reviewed by the Training Division to ensure a uniform presentation of material presented by Department members. In some instances, the SDPD Speakers Bureau has approved lesson plans and a training course for officers interested in presenting the material. These lesson plans and trainings should be explored prior to creating a lesson plan for approval.

Outside law enforcement presentations and collaborations will be vetted through the Unit Sergeant and Lieutenant to ensure there are no conflicts of interest with the organizations and/or material and there are no deviations from established best practices, if applicable. Additionally, the organization will also be approved by the Executive Director for the same purpose.

### *INTERACTION*

- The program is taught on a high school campus during one class period for 12 sessions.
- This crime prevention education program involves creative writing and drama in collaboration with the La Jolla Playhouse.
- The emphasis is on educating students about the law and providing them with skills to make positive choices when faced with negative influences and self-destructive behavior. It also provides a forum for students to express themselves in a non-threatening environment.
- Topics include: Juvenile Law / Public Speaking / Substance Abuse-Social Issues / Writing project / Dangers of Social Media / Healthy Teen Relationships



## PROGRAM DESCRIPTIONS

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### *LIFE SKILLS*

- This 8-week program is designed to help youth establish skills and provide them with resources to assist their transition to adulthood by creating a life plan. Class lectures are designed to educate and prepare the youth to become self-sufficient by providing them tools to enter the work force, manage their money and finances, understand the role of a police officer (role reversal), discuss healthy lifestyles and introduce basic CPR information.

### *WE CAN*

- This 6-session program educates youth about the dangers of juvenile crime and the long term consequences of delinquent behavior. Topics include new marijuana laws, under the influence of a controlled substance and DUI's, supporting healthy teen relationships, consequences of substance abuse/social issues, navigating the dangers of social media, and juvenile law

### *GIRL-E*

- This 6-session program for teenage girls focuses on self-image, juvenile law, basic life skills, the dangers of social media, human trafficking and the consequences of substance abuse/social issues. It also assists with career preparation and community involvement.

### *MAKING CHANGES*

- This year-round program is divided into two sessions and meets once a week from 5-7pm. The sessions are held at STAR/PAL's Youth Center and is comprised of seniors, juniors and sophomores from University City, Crawford, Point Loma, Sierra and Gompers.
- This program brings youth and volunteer mentors together for a civic engagement based curriculum designed to educate teens on the importance of making positive life decisions, empower them as leaders in their community, and prepare them for college.

### *MAN UP*

- This 6-session program for teenage boys focuses on self-image, juvenile law, basic life skills, the dangers of social media, human trafficking and the consequences of substance abuse/social issues. It also assists with career preparation and community involvement.



## PROGRAM DESCRIPTIONS

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### *TEEN LEAP*

- This year-round program is taught on a high school campus for 27 sessions. Two classes are taught during the school year.
- The program encourages 9<sup>th</sup> grade students to be effective leaders within their schools and communities by providing new experiences designed to teach them to address community issues through civic involvement. The students are exposed to unique curriculum that includes public speaking, personal development, financial literacy, juvenile law, and street gangs.
- At the conclusion of the yearlong program, the students compete for the opportunity to be one of four students (from each class period) selected to represent their class. The two 4-person teams present their class' community project to representatives of council members from Districts 4 and 9. This process displays the presentation skills, leadership tools, and civic knowledge the students learned throughout the year.

### MENTORING PROGRAMS

#### *MENTORING YOUTH FOR TOMORROW (MYT)*

- This program is held in STAR/PAL's Youth Center and has year-round recruitment for new students.
- The program includes homework assistance, sports activities, field trips, and monthly crime prevention presentations. Excursions to various locations in San Diego aimed at education, outdoor enrichment and mentoring occur on Wednesday afternoons.
- Interns from SDSU, UCSD, and USD tutor and assist with homework assignments.

### RECREATIONAL PROGRAMS

#### *GET ELEVATED SUMMER BOOT CAMP*

Get Elevated Summer Boot Camp is designed for youth who will be joining STAR/PAL's Making Changes program in the fall. It introduces the youth to a variety of lessons that they will be experiencing in the Making Changes program, making the transition into the Making Changes program that much easier and ensuring their success in the program. They learn about teambuilding, social responsibility, conflict resolution, goal setting, financial literacy, leadership, community service, etiquette training and civic engagement. The Get Elevated youth meet for two weeks in July.

#### *HORSE CAMP*

Horse Camp is a three day camp hosted annually in the month of August in Pine Valley. It is designed for youth to learn to interact with horses and participate in a variety of equestrian related activities.



## PROGRAM DESCRIPTIONS

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### ***OUTDOOR SUMMER EXCURSIONS***

STAR/PAL offers outdoor excursions to introduce youth to outdoor activities in their community, teach youth to respect their environment, encourage youth to make healthy life choices, and bring youth together with law enforcement officers in a non-threatening environment.

### **SPECIAL EVENTS**

STAR/PAL has established, annual events that have a long history. These are labeled as special events and include events organized and facilitated through the Director of Special Events such as TRI N HARDER for kids and the Celebrity Waiter Luncheon. They also include the Surf Clinic and Fishing Derby, which STAR/PAL law enforcement staff take on the lead role of Program Director. Additionally, Shop with a Cop is a large undertaking that non-profit and law enforcement staff members of STAR/PAL equally play a major role in.

Being flexible to handle multiple assignments and tasks leading up to the event, during the event and at the conclusion of the event is necessary for all STAR/PAL staff members in order to make these events successful. In every special event STAR/PAL hosts, the STAR/PAL Officers networking skills, administration skills, communication skills, manual labor skills and many more talents shine. Having a passion for youth is enjoyed during the event when staff member's hard work is visible by the product produced.

***TRI-N-HARDER-4-KIDS*** is a triathlon fundraiser held every year in the month of February. While the organization of the event falls to the Director of Special Events, STAR/PAL law enforcement officers play a crucial role in the event by promoting the event to law enforcement and community members to participate in the event. In addition, they set up/break down the event and run each station.

***The Celebrity Waiter Luncheon*** is generally held in the month of April. It is a fundraising event organized by the Director of Special Events. All staff members assist with the event in a variety of capacities.

***The Surf Clinic*** is held in the month of August. The organization of the event requires multiple tasks be delegated to each STAR/PAL Officer, which include recruiting law enforcement volunteers, recruiting youth to participate in the event, and setting up/tearing down the event. In addition, the Director of Program Partnerships assists with recruiting community collaborators to also volunteer their time. Each year the goal is to provide an opportunity for 100 youth to learn to surf through the assistance of community, business and law enforcement volunteers.



## PROGRAM DESCRIPTIONS

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*The Fishing Derby* was established in 1990 and is held in the month of October. This event mirrors many of the same tasks outlined in the Surf Clinic. It is a huge undertaking and requires the assistance of each STAR/PAL staff member. 300 youth are presented with fishing poles they get to keep and are taught basic fishing skills from Fish and Game and local fishing clubs with the assistance of law enforcement, public safety, and community and business volunteers at Chollas Lake. Everything from the procurement of the fishing poles, ordering of shirts, coordination of the stocking of Chollas Lake with fresh fish to the organization of the fishing stations and recruitment of volunteers and participants is involved in this special event.

## JUVENILE DIVERSION PROGRAM AND REFERRALS

### *VOICES AND CHOICES*

Voices and Choices is a diversion program offered to assist in providing direction for youth offenders. This program is a three-week program that is not offered year-round. It will be offered on an as needed basis with a minimum of 15 participants and maximum of 20 participants. Due to the lack of steady referrals for the program, most referrals made to STAR/PAL are returned to the area station and other partnerships, such as SAY San Diego, are suggested to another partner who can accommodate the referral.

Referrals from SDPD's Mid-City Division and Central Division will be accepted. The location will be offsite at a division station to be coordinated by the Program Director. This program is held offsite to assist with making the program more accessible to the participants and ensure the likelihood they will attend all three sessions, which will be required in order to successfully complete the program.

Because there is a component of ensuring the participant has not offended while they are in the program and requires record checks by a Probation Officer, the STAR/PAL Probation Officer will be the Program Director for the program. Additionally, the status of the participant (completion of the program or failure to complete the program) will be reported back to the detective who made the referral.

## CAMPS

Camps are generally not stand-alone camps. They are in conjunction with academic programs and the participants are from these programs. High school and middle school camps are offered through the San Diego County Office of Education (SDCOE) and PAL (Police Activities League). They provide unique opportunities for youth to explore new environments with overnight stays. These are almost always out of county camps that include out of state trips such as one to Washington D.C. and other cities such as Anaheim and various locations in the mountains. Due to the expense associated with these trips, not all program participants will be able to attend, and the Program Director will establish set guidelines for the selection process.

While these camps have several adult volunteers who act as chaperones, the Program Director will not attend these camps without another STAR/PAL staff member in attendance to assist with chaperoning youth from STAR/PAL programs. All STAR/PAL Officer's overtime associated with these camps will be approved through the chain of command prior to committing to attend the camp.





## **PROGRAM DESCRIPTIONS**

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The use of STAR/PAL vehicles outside of the county will follow Department Procedure 1.16, Off-Duty Use of Department Take-Home Vehicles that requires written approval from the command prior to the trip. The memorandum will be prepared by the Program Director and submitted through the chain of command.



# **SECTION VII: PROGRAM & EVENT BINDERS**



## PROGRAM & EVENT BINDERS

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All STAR/PAL academic programs will have a binder providing pertinent information for the program. Established information required for STAR/PAL academic programs will include the below listed and will appear in the same order listed, unless approved. Programs with an established partnership will have a separate appendix for each partnership the program is being facilitated and will include documents specific to the partnership.

### BINDER HEADERS

1. Overview
2. Goals
3. Collaborative Partners
4. Survey (Pre and Post)
5. Grants and financial sources for the program
6. Agreements/Contracts with Partners
7. Attendance tracking method
8. Schedule (order of lessons)
9. Curriculum for each lesson
10. Waiver sample
11. Budget outline
12. Resource List (Event Needs List specific to program/event)
13. Personnel and contacts (personnel, tutors, volunteers, and logistics)
14. Equipment and supplies (transportation needs, canopies, supplies and etc.)
15. Participant Code of Conduct
16. Discipline Procedures
17. Awards / Recognition
18. Recruitment Efforts (flyers, etc.)
19. Applicant Acceptance Process
20. Miscellaneous
21. Appendix A (specific partnership)
  - 1.) Schedule (Calendar of lessons specific to partner)
  - 2.) Program checklist / Event Plan
  - 3.) Recruitment Efforts (flyers, etc.)
  - 4.) Event Contingency Plan
  - 5.) Contact List
    - (a) Presenters / speakers
    - (b) Partners (School location, school principal, teacher, tutors, volunteers, etc.)
  - 6.) Roster of participants
  - 7.) Waivers of current participants
  - 8.) Contracts (parental and/or participants)
  - 9.) Instructions for substitutes (STAR/PAL Officers)
  - 10.) Budget tracking form
    - (a) Financial requests: petty cash, credit card and check requests
  - 11.) After Action Report
22. Appendix B (specific partnership) as needed



## PROGRAM & EVENT BINDERS

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**Original** binders will be stored in the Unit Sergeant's Office. Any modifications to the binder will be reported to the Unit Sergeant for approval. Everything that appears in the binder will be saved in the shared G drive.

A *copy* of the program binder can be kept at the Program Director's desk for reference. All **original ink** copies of waivers specific to the program should be with the Program Director when the program is in session or any youth from the program is being transported, in attendance of an event where they are being chaperoned by STAR/PAL staff, and any other instance the youth is under the care of STAR/PAL staff. Refer to Waivers section of the Operations Manual for specific protocols regarding waivers.

Binders will be maintained and continuously updated by the Program Director. The Program Director will review the program at the completion of each program, at the conclusion of the school year or as needed when new partnerships (locations the program will be facilitated) are introduced or established. A review includes ensuring information being presented is current, keeping with best practices of the unit's mission, seeking new presenters for the program, updating documents relating to the budget, ensuring information in the binder is current and the topics remain relevant. Proposals for significant changes will be approved by the Unit Sergeant. The binder will be updated immediately to reflect any changes.

At the conclusion of the program due to an end of a partnership or the end of the school year, documents from the Appendices will be stored and filed according to data storage and purging protocols outlined in the Operations Manual.

Recreational programs, sports programs, special events and camps will not need all of the listed headers. These binders will modify the headers according to what is applicable for the specific event. For instance, curriculum topics will not be necessary for a sports program. All recreational programs, sports programs, special events and camps binders will be reviewed with the Unit Sergeant for guidance but should incorporate all information available for the event.