

# **San Diego Police Department**



## **Volunteer Services Administration**

### **Operations Manual**

**August 2023**

## **INTRODUCTION**

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

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

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

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

The Volunteer Services Administration provides a challenging and meaningful work environment. Volunteers include Crisis Interventionists, Retired Senior Volunteer Patrols, Volunteers in Policing, Reserve Officers, Cadets and Non-Paid Interns. These volunteers are staffed in support positions that enhance the organization's effectiveness. This is a result of two decades of change in policing philosophy that has heralded San Diego as a pioneer in many areas of law enforcement.

The San Diego Police Department has a significant resource available in the San Diego community: individuals who are ready, willing, and able to serve as volunteers. The dedication of these volunteers is immeasurable. Each volunteer has become a valued and integral member of the San Diego Police Department.

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

Placing the right volunteer in the right position is paramount. The organizational objective of a volunteer program is to increase Department efficiency. The City of San Diego has experienced some very positive results through the use of volunteers. Volunteers are seen as critical in providing a quality service to the community they serve and assist both sworn and non-sworn members of the Department.

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

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## **GOALS AND OBJECTIVES**

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

Keeping this definition in mind, the Volunteer Services Administration has developed fundamental goals and principles leading to successful volunteerism in the Department.

### Goals

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

### Objectives

- To network with private organizations with a successful volunteer program development and maintenance history.
- To stay abreast of current trends in volunteerism.
- To inform the organization about the Chief's vision and expectations of our volunteer program.
- To educate members of the organization about the unit's duties, responsibilities, and capabilities.

- To educate members of the organization as to the successes of other law enforcement volunteer programs and the benefits volunteers can and will bring to the Department.
- To involve Commanding Officers and their staff in the identification of volunteer tasks within their units.
- To match volunteers with appropriate organizational tasks based on their experience and interests.
- To maintain an accurate database to track volunteers, their assignments, hours worked, and volunteer job classifications available within the organization, etc.
- To allow and encourage Department volunteers to participate in designing, managing, and evolving volunteer programs.
- To work with and encourage commands utilizing volunteers to acknowledge their achievements.

## **UNIT STAFF DESCRIPTIONS AND DUTIES**

### Volunteer Services Administrator

The Volunteer Services Administrator is a Police Administrative Sergeant who serves as the supervisor of the Unit. The position is responsible for the overall direction, administration and coordination of volunteer programs throughout the Department. Duties include planning, developing, and managing volunteer services so the program will benefit from a valuable resource. Other responsibilities include:

- Budget Management
- Appointing Authority for new hires
- Attends monthly meetings with Volunteer staff
- Participates and Reviews Background Packets
- Track Time Accrument
- Liaison with Commanding Officers or their designees in charge of volunteer activities within their units.
- Compilation of unit statistics
- Preparation of management reports
- Inspection procedures
- Generation or revision of policies/procedures dealing with volunteer activities within the Department
- Advocate increased agency-wide and inter-agency commitment to and support of volunteerism and volunteer programs
- Coordinates/Monitors training
- Attends monthly meetings for RSVP and Crisis
- Coordinates quarterly meetings with Police Reserves

### Crisis Intervention Coordinator

The Crisis Intervention Coordinator is a sworn officer designated by the Volunteer Services Sergeant. This position is responsible for selecting personnel and managing, coordinating, and approving all team operations and training. Other responsibilities include:

- Coordinate Crisis Interventionist interviews and selection process
- Conduct training for interventionists
- Preparing call-back rosters/procedures provided by the Program Director

- Conduct monthly Crisis Intervention meetings
- Act as liaison with patrol and specialized investigative units who interact with interventionists
- Submit monthly reports on Crisis Intervention activities
- Maintain Crisis Intervention statistic files Linda and Karen do this
- Process Crisis Interventionist applications
- Conduct background investigations on all Department volunteer candidates in accordance with current procedures established by the Backgrounds Investigations Unit

### Reserve Officer Coordinator

The Reserve Officer Coordinator is a sworn officer designated by the Volunteer Service Sergeant. This position is responsible for coordinating and approving all team operations and training. Other responsibilities include:

- Preparing call-back rosters/procedures
- Act as liaison with patrol and specialized investigative units who interact with Reserve Officers
- Submit monthly reports on Reserve Officers' activities.
- Maintain Reserve Officers' statistic files.

### Retired Senior Volunteer Patrol Coordinator

The RSVP coordinator is a sworn officer and is designated by the Volunteer Services Sergeant. This position provides direction and control of the RSVP program. Duties include recruiting and hiring area RSVP members and supervision of the RSVP volunteer administrators. Other responsibilities include:

- Conduct/facilitate training for RSVP groups
- Attend Divisional RSVP monthly meetings
- Coordinate RSVP interviews and selection process
- Assure area station RSVP administrators provide and track background packets for prospective applicants
- Submit monthly reports on RSVP activities
- Review and update RSVP policies and procedures
- Maintain RSVP statistic files
- Work closely with RSVP administrators to assist their activities/programs



- Evaluate activities/programs implemented at area commands for liability/labor issues and effectiveness
- Liaison with Commanding Officers/ Division Coordinators on RSVP issues
- Develop new and innovative duties for RSVP's
- Conduct background investigations on all Department volunteer candidates in accordance with current procedures established by the Backgrounds Investigations Unit

### Volunteers In Policing Coordinator

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

Other responsibilities include:

- Evaluate the need for volunteer services within the Department
- Direct the recruitment and placement of volunteers
- Develop, supervise and conduct volunteer orientation
- Develop goals and objectives for the VIP program
- Direct the development of a department manual containing policies and procedures
- Assist area commands in appropriate recognition, retention, and motivation programs for volunteers
- Plan and schedule volunteer placement and changes in assignments
- Keep informed about current state and federal laws that apply to the volunteer program
- Processing of volunteer applications for all Departmental volunteer programs
- Update the Volunteer Services Unit Coordinator on background investigation workload status and the need for additional assistance
- Informational correspondence
- Maintenance of unit volunteer files and records
- Submitting monthly reports on VIP hours and activities
- Conduct VIP program volunteer interviews
- Provide and track background packets for all prospective VIP's.
- Process requests for all volunteer ID cards

- Conduct background investigations on all Department volunteer candidates in accordance with current procedures established by the Backgrounds Investigations Unit.

### Cadet Coordinator

The Cadet Coordinator is a Police Administrative Sergeant. The position is responsible for the overall direction, administration and training of cadets. Duties include planning, developing, and managing volunteer services so the program will benefit from a valuable resource. Other responsibilities include:

- Academy
- Ride-a-long Assignments
- Honor Guard

The Cadet Coordinator has two sworn officers who assist with the academy and logistics for division ride-a-longs and special events. The Volunteer Services Unit only conducts a limited background investigation to assist with selection. However, the Volunteer Services Unit Sergeant has appointing authority for new hires.

### Intern Coordinator

The Intern Coordinator is a civilian with the title of Senior Management Analyst (SMA), designated by the Crime Laboratory's Commanding Officer. The SMA is responsible for assigning interns to the unit associated with their field of study. The two types of Interns are Paid and Non-Paid.

The Volunteer Services Unit coordinators conduct the background investigation only. Once the Intern is hired, the SMA will become the administrator. However, the Volunteer Services Unit Sergeant has appointing authority for new hires.

## UNIT POLICIES

### Definition/Role of Volunteer

Volunteers are individuals who perform service without pay ("voluntary service"). Voluntary service shall include service performed by any authorized volunteer who receives no compensation. Volunteers are "at will" staff with no employee "rights" and are not represented by employee associations.

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

### Confidentiality

Some information obtained by volunteers may be confidential, and disclosing it is prohibited. Each Division/Unit needs to determine which volunteer positions will allow access to confidential information; and/or whether it is appropriate for volunteers to have access to confidential information. All volunteers will complete a Department confidentiality statement and submit their Personal History Statement.

### Liability Coverage

As stated in City Council Resolution No. 286906

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

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

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

### Resolution of Disputes

Volunteers who experience difficulties associated with their job duties should follow the chain-of-command complaint procedures. The volunteer should notify his/her immediate supervisor of the complaint. If the response is unsatisfactory or if the issue is the supervisor, the volunteer supervisor should notify the Volunteer Services Administrative Sergeant. If a resolution is not possible, the volunteer may be given the option of selecting an alternate volunteer position or terminating from the volunteer program.

### Security Clearance Release (Background Check) and Fingerprinting

All volunteer positions within the Department require a security clearance. Background checks will be required in all instances. The Background Investigations Unit determines the extent of the background check and depends on the position and Unit within the Department where the volunteer will work. All applicants must complete a Personal History Statement. Volunteers are fingerprinted as part of the clearance check.

### Volunteer Position/Job Descriptions

Volunteer job descriptions must include a position title, a complete list of job duties, and identification of potential hazards/safety concerns. Before the interview/screening process, this information must be given to the individual being considered.

Volunteer positions should be designed to augment, not replace, paid staff positions. Position titles and job descriptions should not match any current employee's job classification. Adding "aide" or "assistant" to current position titles (from paid staff job classifications) is acceptable.

## Workers' Compensation

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

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

Risk Management Department, Workers' Compensation Division  
1200 Third Avenue, Suite 1000  
San Diego, CA 92101 (619) 236-6395

## UNIT OPERATING PROCEDURES

### Hours of Operation

The Volunteer Services Office is open from 6:00 a.m. to 4:00 p.m., Monday through Friday. Generally, a staff member will be in the office to answer the phones or assist walk-in traffic. In the event all staff members are out of the office, messages can be left on voice mail on the following phone numbers:

Volunteer Services Sergeant	(858) 523-0791
Crisis Intervention/Police Reserves	(619) 446-1017
Police Cadet Backgrounds	(619) 446-1017
Police Cadet Program	(619) 531-2824
Retired Senior Volunteer Patrol (RSVP)	(619) 446-1017
Volunteers in Policing (VIP)	(619) 446-1017

### Supervision of Volunteers

There are two major responsibilities when supervising volunteers:

- To see that tasks are completed according to agency standards
- To enable the volunteer to experience growth, personal satisfaction, and increased self-confidence in performing tasks.

Each volunteer supervisor is expected to direct and manage the volunteer in the same manner as regular employees. The volunteer needs to be oriented to the Department; given clear direction regarding the volunteer job assignment and work performance standards; notified of applicable City and Department policies, procedures, and work standards; trained as needed; safe in the workplace; given feedback regarding his/her work performance; and officially recognized for his/her volunteer efforts. Several of the Department's volunteer programs use capable volunteers to supervise other volunteers and act as managers. Ultimately, every volunteer must be supervised by a sworn or civilian employee.

Many problems in volunteer management stem from the fact that most coordinator/supervisors are lacking in skills, support, knowledge and recognition concerning their use of volunteers. It is one of the primary roles of the Volunteer Services Administration to work toward having an organization whose division coordinators and staff are eager and knowledgeable regarding the use of volunteers. This involves training volunteer supervisors. Methods and times to provide training vary by volunteer program; however, the objectives are the same:

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

### Records Management

Upon completing a background investigation, all associated documents will be transferred to the Background Investigation Unit for storage.

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

- Interview Rating Sheets Do not do this
- Training Records Do not do this
- Volunteer Database Information Sheet
- Medical Waiver (Only for RSVP)
- Statement of Confidentiality
- City Volunteer Participation Agreement
- Threat Management Policy
- Conflict of Interest
- EEO
- Child Abuse
- Adult Abuse

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

## Better Impact

The Crisis Intervention, VIP, Reserves, RSVP and Cadets will enter their hours and any other associated information, unique to their unit, into the Better Impact database. The database shall also reflect the overall individual program (RSVP, VIP, Reserves, Crisis Intervention and Cadets) including, the total hours and vital statistics of work performed, and updates on unusual occurrences relating to the volunteers (i.e. illness, death, awards, change of status).

## Weekly Report

The Volunteer Services Administrative Sergeant will prepare a weekly report summarizing the events the week prior. The report will identify the issues encountered, the remedies, and statistics and share new ideas to enhance the knowledge, skills and abilities of our volunteers.



## **PROVISIONS**

### Identification

The Department will provide a standard photo identification card stating the volunteer's name and their status as a San Diego Police volunteer. The ID card will be worn on the outermost garment whenever the volunteer is acting as a Department representative or dealing with the public in an official capacity. RSVP personnel in uniform need not display the identification card.

All volunteers are issued a four-digit identification number. For consistency, volunteer identification numbers consist of 0001 – 0999. Volunteers requiring access to Department computers and computerized files will be given an ID number beginning with 0 (example 0087). Volunteers not requiring access to Department computers and computer files will be given an ID number beginning with the letter 'V' (for example V087). Reserves 9001-9799, VIP 0501-0699, Interns 0900-0910 and RSVP/ CRISIS V001-V999

### Use of Department Computers and Computer Files

All volunteers whose job requires access to Department computers have an ID number beginning with the number '0'. Before being granted access to Department computers, these volunteers must attend a computer training class for the Automated Regional Justice Information System (ARJIS), San Diego User's Network (SUN), and other associated systems through In-Service Training. The appropriate Volunteer Services Program Coordinator will arrange and schedule the training. After successfully completing the training, the Coordinator will submit the appropriate paperwork to the Information Services Unit to assign a login/password for the volunteer.

### California Law Enforcement Telecommunications System (CLETS)

All Volunteers who have access to any police facility must be certified with less than full access (minimum) in the CLETS system. The CLETS system requires those certified to operate the system to recertify every two years. Absent of injury or other debilitating condition preventing the completion of the recertification, volunteers will be given a 30-day extension from their expiration date. If volunteers fail to recertify by the 30-day extension, they will be removed from their respective program(s).

## Inquiries and Complaint Investigations

From time to time it may be necessary to investigate allegations from a complainant. Whether or not the complaint is generated by a citizen, employee or co-volunteer, or if the complaint is being investigated by Internal Affairs or Internal, the volunteer will be temporarily removed from their assignment and location and will not be allowed to participate in any volunteer-related functions pending the outcome. The Volunteer Services Sergeant, or designee will contact that volunteer, either at their residence or another location to confiscate the identification and access card. The event may be alarming to the volunteer. Therefore, it is the responsibility of the Sergeant or designee to explain the process.

## Use of City Vehicles

Those volunteers who have undergone a background check, have a valid driver's license and a good driving record, are eligible to drive a department vehicle if required by the assignment. Volunteers driving department vehicles will be subject to the same rules and regulations as paid staff.

## Reimbursement

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

## Retention

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

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

## Recognition

It is important to recognize those that take time to volunteer and assist the Department and their community. As budgetary conditions allow, Volunteer Services Administration staff will coordinate an annual recognition banquet/event for all volunteers. This event will be held in conjunction with National Volunteer Week, usually in April. Cost of the banquet is handled through the Police Foundation via the Volunteer Services staff or through grant/donation support. In addition, the office will keep all supervisors abreast of any citywide recognition of volunteers.

Each individual program/division/unit is encouraged to develop methods of reward and recognition that are particularly meaningful to those volunteers. Each Unit is responsible for the cost of its volunteer recognition program.

## Evaluation and Feedback

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

By implementing periodic feedback sessions, the supervisor adds credibility to the Department and states that volunteers are held as accountable as paid staff. During these meetings, the supervisor can detect signs of burnout or the need for new challenges and can work with the volunteer to adjust the volunteer's assignment. This is also a great time to recognize and thank volunteers for their contributions to the organization.

## Equal Employment Opportunity

All volunteers shall receive training outlining the Department, City, state, and Federal EEO guidelines

## Volunteer Termination

Like paid employees, volunteers terminate their relationship with organizations through resignation or dismissal.

Termination of a volunteer may originate from any Department member, their assigned workplace, or from Volunteer Services. Recommendation for terminating is subject to final approval by the Volunteer Services Unit Captain or designee. If a volunteer is not terminated and a conflict with their assigned workplace exists, they may be transferred to another assignment.

Although volunteers have no civil service protection and serve solely at the will of the Department, Department members should maintain accurate records and documentation of the situation. These records may be reviewed during the process to determine if termination is supported. Any and all discussions regarding the termination of volunteers will be brought to the attention and reviewed by the specific Volunteer Program Coordinator and the command under which the volunteer falls.

Volunteers are not disciplined for misconduct. There are no suspensions or probationary periods. Volunteers found guilty of sufficient misconduct should normally be terminated. Refer to Department Policy 1.32, Volunteer Services.

### Exit Interview

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

- Tracking retention
- Recognizing and thanking volunteers
- Locating problems within a particular department or aspect of the organization
- Detecting any recruitment problems
- Determine the effectiveness of the volunteer position and/or program
- Providing closure to the relationship

## **VOLUNTEER PROGRAMS**

The Volunteers in Policing (VIP) program was initiated in 1989 by the San Diego Police Department. The Volunteer Services Unit is charged with the maintenance, oversight, and strengthening on the Department's volunteer programs.

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

It is important that staff assigned to the Volunteer Services Unit keep abreast of the functions being performed by Police Volunteers, monitoring these activities and addressing unsafe or improper actions immediately. Staff members must develop and evaluate ideas for additional volunteer responsibilities and participation in the Department.

There are six main components to the Volunteer Program:

- **Crisis Intervention**

Interventionists respond to scenes to provide short-term emotional and logical support to individuals involved in traumatic incidents such as natural death, homicide, suicide, traffic collisions, crime victims, witnesses and SWAT incidents.

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

The Retired Senior Volunteer Patrol is comprised of volunteers age 50 and older, who patrol in distinguishing uniforms and marked vehicles, and observe neighborhood activity. RSVPs take a vital role in crime prevention.

- **Volunteers In Policing (VIP)**

VIPs form a core group of volunteers who provide volunteer staffing within the Department. Volunteers assist with a variety of functions including clerical, administrative, technical, and professional.

- Police Reserve Officer

Reserves are fully trained as Police Officers. Reserves perform the same functions as a full time sworn officer and have full police powers while on duty.

- Cadets

Cadets are minors and adults ages 16 – 20 years of age from diverse communities that learn aspects of law enforcement through meetings, academy classes and training sessions to prepare for a successful career in law enforcement.

- Interns

Paid or unpaid interns are students who gain experience in several specialized fields working towards a degree. Basic entry level experience exposes the student to work experience for education or employment opportunities.

## CRISIS INTERVENTION

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



### Minimum requirements to apply:

- 21 years of age or older
- Pass initial interview and Police Department background investigation
- Successfully complete training
- Be on-call for a minimum of 20 hours per month
- Attend monthly in-service training meetings
- Automobile transportation and proof of insurance
- Possess a valid California Driver's License
- Have a good driving record

### Recruitment

The Volunteer Services Unit relies heavily on the recruitment efforts of our current volunteers. Volunteers staff various events throughout the City as Department representatives or hold special events for recruiting additional members. Additionally, Department Procedure 5.15 authorizes one discretionary day off for any employee who successfully recruits a new Crisis Intervention member. Various avenues of recruitment are utilized, such as:

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

## Interview and Selection

The interview process in the volunteer unit is seen as a different process than interviewing an individual for regular employment. This is especially true for Crisis Interventionists. Once trained, Interventionists perform their duties with little or no supervision and contact the public during extremely adverse emotional circumstances. Because of this, it takes a unique person to successfully participate in the program.

The interview process is designed to identify proper placement, determine the abilities of the potential volunteer and their suitability for the program. Quality screening of applicants allows for the selection of volunteers that meet the Department's standards of conduct, personal integrity and talent, as well as the organizational and program needs.

A panel consisting of the Volunteer Services Unit Crisis Intervention Program Coordinator and select current interventionists conducts interviews of prospective candidates. The Volunteer Services Unit Crisis Intervention Program Coordinator decides on the applicants selected, with input from the panel. The selection process must comply with Equal Opportunity requirements. Approved candidates are then processed through a background screening.

## Background Screening

The Volunteer Services Unit will perform a Limited Inquiry Background Check on all volunteer applicants. The Crisis Intervention Coordinator will provide selected candidates with a background packet. When the completed background packet is returned, the Crisis Intervention Coordinator is responsible for completing the required background investigation. Once a candidate is cleared, the Crisis Intervention Coordinator will notify the candidate and schedule them for the next available training session.



## Orientation and Training

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

The purpose of training is to relay the specific knowledge and skills necessary to perform the job functions.

The Crisis Intervention program requires specific training for all volunteers wanting to be an Interventionist. Within the program, a number of specially trained interventionists make up a core training group. New members are trained by these core interventionists with supervision by the Program Coordinator.

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

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

Refer to the Crisis Intervention Operations Manual for additional information on Crisis Intervention.

## Uniforms and Equipment

Each Crisis Intervention volunteer will be provided by the department one jacket, shirt, and cap when they successfully complete their training. Efforts can be made through the Fiscal Management Unit, Grant Applications and donations to help fund the cost of the uniforms for the Interventionists. The Crisis Intervention Program Coordinator will conduct this.

The Department supplies the Crisis Intervention dispatchers with cellular phones to be used for the call-out process. A non-profit organization is in place with the purpose of providing funding for items not included in the budget.

The Department will supply the Crisis Intervention volunteer that specifically responds to nighttime incidents with a flashlight. The flashlight will be an issued piece of equipment that will be returned upon exiting the program. Storage and tracking of the flashlights is the responsibility of the Crisis Intervention program coordinator.

## RETIRED SENIOR VOLUNTEER PATROL (RSVP)



The Retired Senior Volunteer Patrol is comprised of volunteers age 50 and older, who patrol and observe neighborhood activity, check homes of vacationing residents, visit homebound and isolated persons, conduct safety talks, and collect fingerprints of school children for the parents' retention. RSVP members have vehicles and police radios to enhance patrol abilities and provide communication with Department personnel in the event police intervention is required.

### Minimum requirements to apply:

- Be 50 years of age or older
- Be retired or semi-retired
- Pass initial interview and Police Department background investigation
- Pass polygraph
- Possess a valid California Driver's License
- Have a good driving record
- Successfully complete a 40-hour training session and field training tasks two-week academy
- Be willing to invest 20 hours per month to the program (four) 5 hour shifts
- Medical clearance

### Recruitment

Each RSVP group conducts recruiting drives. Various avenues of recruitment are utilized, such as:

- Existing city and other agency volunteer program coordinators
- Newspapers, community papers and other media including the Internet
- Service clubs, community groups, town councils, etc.

The Volunteer Services Unit relies heavily on recruitment efforts of our current volunteers. Volunteers staff various events throughout the City as Department representatives or hold special events for recruiting additional members. Additionally, Department Procedure 5.15 authorizes one discretionary day off for any employee who successfully recruits a new RSVP member.

## Interview and Selection

The interview process in the volunteer unit is seen as a different process than interviewing an individual for regular employment. The interview process is designed to identify proper placement, determine the interests and abilities of the potential volunteer, determine their suitability for particular jobs, and assess their skills for the organization, its style of operation, and its mission. Quality screening of applicants allows for the selection of volunteers that meet the Department's standards of conduct, personal integrity and talent, as well as the organizational needs.

A three-person panel of RSVP Personnel from within the individual group interviews potential candidates, using a standardized set of questions. The panel is appointed by the Divisional RSVP Administrator and approved by the Divisional Coordinator. Individuals conducting interviews with volunteers must have completed Appointing Authority Interview Training. The selection process must comply with Equal Employment Opportunity requirements.

Interview rating sheets from each interview are submitted to the Volunteer Services Unit's RSVP Program Coordinator for review. Approved candidates are then processed through the background screening.

## Background Screening

The Volunteer Services Unit will perform a Background Check on all volunteer applicants. The RSVP Program Coordinator will send selected candidates a background packet. When the completed background packet is returned, the RSVP Program Coordinator is responsible for completing the required background investigation. Pass polygraph Once a candidate is cleared, the RSVP Program Coordinator will notify the area station RSVP Administrator, who notifies candidates and schedules them for the next available Academy.

Divisional RSVP Administrators should be kept abreast of the status of candidates and have regular contact with them to maintain interest. Suppose there is a long delay with the background process. In that case, the appropriate RSVP Divisional Coordinator should be contacted to arrange a ride-a-long or other activity to maintain the candidates' interest in the program.

## Orientation and Training

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

The purpose of training is to relay the specific knowledge and skills necessary to perform the job functions.

All RSVP members are required to attend a two-week academy. The session is designed to provide both the orientation for new members and the job skills necessary to perform the duties of an RSVP member.

The curriculum consists of an overview of the Department, EEO training, providing citizens assistance, vacation house checks, elder abuse, disabled parking enforcement, Department Policies and Procedures, You Are Not Alone Program (YANA), basic traffic direction, and other patrol functions. After the academy, the new member must go on a 10-hour ride-a-long with a patrol officer.

Once RSVP members complete the academy, all members are required to demonstrate their learned skills for an additional week. At which time, the RSVP Field Training Officer will evaluate the recruit. To retain their skills, RSVP will schedule training meetings at their assigned division, which takes place once a month. Keeping all RSVP members current on safety and training issues is important.

## Uniforms and Equipment

The Department supplies each RSVP member with one hat, one short sleeve and one long sleeve shirt, pants, belt, tie, and tie clip when they successfully complete the academy.

Additional uniforms and radios may be provided through each command's non-profit organization. These non-profit organizations are able to take private donations to help fund needed equipment. Vehicles are furnished and maintained by the Department's Fleet Maintenance Division. Control and assignment of the RSVP vehicles are the responsibility of the Auto Maintenance Fleet Supervisor. For additional information on RSVP, refer to the RSVP Program Guide.

## **VOLUNTEERS IN POLICING (VIP)**

VIPs form a core group of volunteers who provide Volunteer staffing within the Department. Volunteers assist with a variety of functions including clerical, administrative, technical, and professional. VIPs also assist by, staffing storefronts, and conducting computer research.



### Minimum requirements to apply:

- Be 18 years of age or older
- No felony convictions
- Complete a PIQ (Police Investigative Questioner)
- Background
- Polygraph
- Perform specified duties
- Work within a police facility, or for a police unit
- Work according to a set schedule (minimally 20 hours per month)

Because VIPs are spread throughout the Department, the VIP Program uses Unit Coordinators to assist with the administration of the program. Each Unit assigns a regular employee to coordinate and supervise the volunteers within their Unit. The Volunteer Services Unit's VIP Program Coordinator must work closely with these Unit Coordinators to maintain a vibrant and positive program.

### Recruitment

The VIP Program utilizes a variety of means for recruitment, including:

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

The Volunteer Services Unit relies heavily on recruitment efforts of our current volunteers and Unit coordinators. Volunteers staff various events throughout the City as Department representatives or hold special events for recruiting additional members.

## Interview and Selection

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

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

The interview process for VIPs is designed to identify where to best place a volunteer, based upon the interests and abilities of the potential volunteer, their suitability for particular jobs, and their skills for the organization. Care is taken to match the volunteer with the position for the betterment of the Department's mission. Quality screening of applicants allows for the selection of volunteers that meet the Department's standards of conduct, personal integrity and talent, as well as the organizational needs.

When seeking a volunteer, the requesting Unit must contact Volunteer Services. Upon receiving the request, the VIP Coordinator will actively recruit a volunteer meeting the specified qualification.

When individuals express interest in a volunteer assignment, the Volunteer Services Administration will inform the potential volunteer of the available positions. A pre-screening will be done by telephone to determine minimum qualifications for a job.

Volunteer Services staff members shall send out volunteer background packets only after the applicant has completed the PIQ and the applicant has been considered a viable applicant.



## Background Screening

The Volunteer Services Unit will perform a Background Investigation on all volunteer applicants. The VIP Program Coordinator will send selected candidates a background packet. When the completed background packet is returned, the VIP Coordinator reviews their Personal History Statement and schedules an interview with the candidate. The VIP Coordinator is responsible for completing the required background investigation. All applicants are required to pass a polygraph before being assigned to that unit. Once a candidate is cleared, the VIP Coordinator will notify the candidate, advise them of their assignment and provide training.

## Orientation and Training

Volunteer Services staff will conduct an Orientation for all new VIP volunteers. Orientation may be distinguished from training in that it is usually more general in nature, while training is tailored to a specific volunteer position. All volunteers will receive the following:

- Orientation / Training to the division and/or section policies and procedures
- Information on how the volunteer will interact with others
- Specific Volunteer Job Duties - On the job requirements
- Safety Training/ EEO Training

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

All new VIPs will meet with the sworn supervisor of the unit they have been assigned to go over expectations. Specific job training is handled within each unit after the volunteer is placed.

New VIPs will be supplied with one collared shirt. Any equipment supplied to a VIP must be approved by the VIP Coordinator.

## **POLICE RESERVE OFFICER**

The Reserve Unit of the San Diego Police Department is currently comprised of only Level I Reserve Officers. Reserve Officers are sworn police officers with the same duties and abilities as a full-time police officer when they are on duty or performing an authorized assignment. Reserve Officers should be utilized whenever full-time officers are assigned and should not routinely be relegated to prisoner processing or transportation details. Reserve Officers may work a variety of uniformed and plainclothes assignments depending on the needs of the Division or the Department.

Level I Reserve Officers may perform general law enforcement duties alone or with another Level I Reserve Officer. The San Diego Police Department does not utilize Level II or Level III Reserve Officers.

### Reserve Officer Qualifications:

- Must obtain and have graduated from a California P.O.S.T. approved Police Academy with a basic Peace Officer's Certificate, Level I.
- U.S. citizenship or permanent resident who is eligible and has applied for U.S. citizenship prior to application for employment.
- 21 years or older
- Graduated from a High School located within the United States or a U.S. Territory or passage of the California High School Proficiency Examination or G.E.D. with scores that meet the California standard established by the American Council on Education or possession of a two or four year degree from an accredited College or University.
- Possess a valid California Class C Driver's License, which permits you to drive an automobile
- No Court Referrals accepted
- Pass a Police background check. (No felony convictions or currently on probation accepted).
- Pass a typing skills test
- Volunteer at least 20 hours per month, attend required training and meetings.
- Pass the Physical Agility Test
- Pass the Polygraph and Medical test

## Recruitment

Working with the Department's Recruiting Unit the Reserve Administration officer should act as a liaison between the department and local training academies to coordinate presentations and promote the selection of the most viable candidates for the Reserve Unit.

## Training

After graduation from the academy, Reserve Officers will be assigned to the Volunteer Services Sergeant and begin the Field Training Program. Field training includes a minimum of 400 hours working with a Field Training Officer (FTO). Under no circumstances should the field training program take longer than one year to complete.

Probationary Reserve Officers must successfully complete all critical tasks and pass the Department Policy and Procedures examination. Probationary Reserve Officers are not permitted to participate in special details during the field training program. Upon completion of the field training program, probationary Reserve Officers will be assigned to an area command. Probationary Level I Reserve Officers are required to complete an additional 300 hours at their assigned division by working with a full time Officer, performing the full range of law enforcement duties. Upon the completion of the entire 700-hour training program, Reserve Officers shall be considered fully qualified to perform the duties of their respective positions.

P.O.S.T. requires a minimum of 24 hours of Continual Professional Training for Level I Reserve Officers every two years. This training will occur during Regional Officer Training (ROT). Reserve Officers will be allowed to attend ROT in daily blocks if necessary. The Department may mandate training in addition to ROT as necessary. Reserve personnel shall qualify with firearms on the same schedule as full-time Officers. In accordance with Department Procedure 1.5, Reserve personnel who fail to attend the regularly scheduled qualification shoot will be relieved of field duties until the qualification is completed.

The Police Department does not supply uniforms for Reserve Officers. However, Reserve Officers do receive a onetime payment for uniform and equipment if hired from another agency. Reserve Officers shall carry and have uniform items available at all times. After successful completion of the field-training program, Reserve Officers will receive an initial \$200.00 uniform allowance. In each subsequent fiscal year, Reserve Officers who meet the 240-hour minimum annual hour requirement will receive a \$500.00 annual clothing allowance. Reserve Officers working 500 hours will receive a \$650.00 annual clothing allowance. Only one clothing allowance check will be issued during a fiscal year. All clothing allowance checks will be mailed to the Reserve Officer. All Reserve Officers will be issued a San Diego Police Department Reserve Officer Badge and ID card. All issued equipment will be signed for upon receipt and returned. This equipment list will be maintained in Operational Support equipment data base.

For additional Information on the Reserve Program, refer to the Reserve Operations Manual.

## **POLICE CADET PROGRAM**

The goal is to provide opportunities for San Diego's diversified youth to learn about law enforcement as a career, to develop individual potential, and to develop an eligible pool of police applicants for employment with the San Diego Police Department. The Police Cadet Program is not under the umbrella of Volunteer Services. However, the volunteer hours accumulated will be monitored by Volunteer Services.

### Objectives

- To provide law enforcement learning experiences through participating in lectures, ride-a-longs, training classes, and academy conferences.
- Encourage decision making.
- Provide positive adult role models
- Provide a wide array of life experiences that promote leadership, maturity, self-esteem, competence, friendships, and acceptance of responsibility.
- Provide positive peer support as an alternative to negative peer and social pressures; and
- Promote importance of a continuing education.

### Program Overview

The San Diego Police Cadet Program consists of the following personnel:

- Administrative Advisor
- Recruiting Officer
- Seven Associate Advisors
- One Cadet Captain
- Three Cadet Lieutenants
- Six Cadet Sergeants
- Sixty Cadet Officers

The Cadet Program currently is divided into six squads with each supervised by a Cadet Sergeant. There is a Cadet Recruiting and Training Unit. Cadet meetings are held on the first, second and third Monday of each month. The first meeting is a business meeting and the second meeting is dedicated to In-Service Training. The second meeting of the month is for the recruiting/processing of new Cadets.

## Cadet Assignments Duties & Responsibilities

The Administrative Advisor is a sergeant position. The responsibilities and duties include the following:

- Responsible for all aspects of program operations
- Ensure compliance with department rules, policies, and regulations
- Resource to program advisors
- Keeper of records for activities, personnel, and finances
- Selection and training of the program advisors
- Final decision in selection of cadet program applicants is made by the Juvenile Administration Lieutenant
- Administration of promotional process
- Conduct all internal investigations of advisor misconduct
- Chair advisor meetings
- Coordinate cadet academy curriculum and instructors
- Supervise all cadet program advisors
- Attend cadet supervisor meetings
- Update the Juvenile Administration Lieutenant of the agenda prior to the two monthly scheduled meetings
- Send all overtime slips to the Juvenile Administration Lieutenant for approval

The Recruiting Advisor is an officer position. The responsibilities and duties include the following:

- Supervise cadet training and recruiting advisors
- Assist in selection of program applicants
- Ensure proactive and impartial recruitment, testing, and acceptance
- Facilitate applicant appointments

The Field Operations Advisor is a detective position. The responsibilities and duties include the following:

- Approve or deny special detail request for cadet assistance
- Ensure adult leadership at a cadet activity
- Prepare monthly calendar to include program advisor and cadet meeting date/times, applicant testing, interviewing, cadet assignments, and details.

The Associate Advisor is an officer position. The responsibilities and duties include the following:

- Provide adult leadership
- Coordinate with other advisors to implement assignments
- Counsel squad member when appropriate
- Investigate cadet misconduct
- Attend activities and details
- Ensure accountability
- Attend individual squad meetings as moderator, source of information and decision making
- Be a positive role model

### Recruiting

On the second Monday of each month, the Cadet Recruiting Unit meets in Room 213 to process incoming applicants. Prospective members are given a written exam and an application. Cadet recruiting personnel then interview the applicants. The Recruiting Advisor supervises this process. After an applicant has passed this process, the Recruiting Advisor forwards the applications to the Backgrounds and Recruiting Unit where a background investigation will be conducted. The background investigation consists of a criminal and traffic history check and the sending out of reference letters. After this process is completed, the applicant is notified of the success or failure of his/her application. When a prospective cadet is successful in the application process, he or she is invited to attend meetings until the next cadet academy is scheduled.

### Cadet Academy

The Police Cadet Academy is a six-week academy held twice per year depending on fiscal constraints. Each class consists of approximately thirty students. All classes are held at Police Headquarters, Room 213. After submitting an application and being accepted into the program, each student is assessed thirty-five dollars to attend the academy. The fees cover some uniform costs and fees associated with the instruction. Students are instructed in numerous police subjects, including but not limited to First Aid/CPR, Narcotics, Report Writing, map book reading, and Police Ethics. San Diego Police personnel teach all classes. At the conclusion of the academy, a graduation ceremony is organized by the Cadet Advisors.

## **POLICE UNPAID INTERN PROGRAM**

The local universities serve as a source of interns wishing to gain experience working in a Crime Laboratory or Data Systems in a non-paid or paid status.

Interns for the Laboratory will assist the unit by performing certain clerical duties, cleaning the laboratory work areas, and monitoring the operating temperature of equipment. In addition, depending on the experience level of an intern, they may also be involved in laboratory projects such as the validation of new technologies. Interns for Data Systems will acquire the knowledge, skills and abilities to design, implement, support or managing computer-based information systems.



## REFERENCES

The Volunteer Services Administration has established liaisons with community-based volunteer organizations. These organizations include: San Diego City Wide Volunteer Program, United Way, Information Referral Network, DOVIA (Directors of Volunteers in Agencies), etc. Membership on committees will be at the discretion of the Volunteer Services Coordinator.

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

### Organizations

American Red Cross  
3650 Fifth Avenue, San Diego CA 92103-4273,  
(619) 291-2620, ext. 211.

Points of Light Foundation  
P.O. Box 66534, Washington, D.C., 20035  
(202) 223-9186.

Support Center of San Diego  
8361 Vickers Street, #304,  
San Diego, CA 92111, (858) 292-5702.

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

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

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