

## SAN DIEGO POLICE DEPARTMENT PROCEDURE

**DATE:** 11/01/2013

**NUMBER:** 1.32 – ADMINISTRATION

**SUBJECT:** DEPARTMENT VOLUNTEER PROGRAMS

**RELATED POLICY:** N/A

**ORIGINATING DIVISION:** TRAINING/VOLUNTEER SERVICES

**NEW PROCEDURE:**

**PROCEDURAL CHANGE:**

**SUPERSEDES:** DP 1.32 – 09/24/2010

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### **I. PURPOSE**

This Department procedure establishes guidelines for the organization, planning, and logistical support for volunteer activities sponsored by the Department.

### **II. SCOPE**

This procedure applies to all members of the Department.

### **III. BACKGROUND**

The San Diego Police Department's volunteer programs offer a unique opportunity for citizens to become actively involved in providing efficient, effective, and responsive service to our community. The Volunteer Services Office is dedicated to providing an exciting, challenging, and meaningful work environment. Volunteer Services is a section within the Training and Volunteer Services Division. The Volunteer Services Unit coordinates the Retired Senior Volunteer Patrol (RSVPs), the Crisis Intervention Team (CIT), Volunteers in Policing (VIP) Program, Cadet Program, and the Police Reserve Program.

The Police Reserve Program provides qualified volunteers to augment the field operations of the San Diego Police Department. Penal Code Section 830.6 states that whenever any qualified person is appointed by the proper authority as a Reserve Police Officer and is assigned specific police functions by such authority, such person is a peace

officer. The authority of such person as a peace officer shall extend only for the duration of such specific assignment.

#### **IV. DEFINITIONS**

- A. Crisis Intervention - a volunteer program for citizens, age 21 or older, utilizing specially trained volunteers to assist citizens who have been traumatized by a crime or other critical incident.
- B. Crisis Intervention Coordinator - a paid employee assigned to the Volunteer Services Unit.
- C. Police Reserve Officer - a volunteer program for citizens, age 21 and over, who possess a basic POST certificate from a certified law enforcement academy. Reserve Officers perform all the duties of paid Police Officers. There are three levels of Police Reserves as defined by Peace Officer Standards and Training.
  - 1. Level I - full police powers while on duty; may work alone.
  - 2. Level II - full police powers while on duty; must work with regular officer supervision (non-probationary regular officer who possesses a Basic POST certificate).
  - 3. Level III - limited police powers while on duty; non-enforcement, technical support services.
  - 4. The San Diego Police Department only accepts Level I Reserve Officers. Persons possessing Level II or Level III POST Certificates may participate in other volunteer programs outlined above.
- D. Reserve Officer Program Coordinator - a paid employee assigned to the Volunteer Services Unit.
- E. Retired Senior Volunteer Patrol (RSVP) - a volunteer program for citizens, age 50 or older, who perform specific field functions at a Patrol Division, in an approved uniform and a specially marked vehicle.
- F. Retired Senior Volunteer Patrol (RSVP) Coordinator - a paid employee assigned to the Volunteer Services Unit.
- G. Volunteers - individuals who perform service without pay (“voluntary service”). 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 in order to enhance services to the community.

- H. Volunteer Administrator - an unpaid volunteer performing administrative and coordination functions within a specific group of volunteers.
- I. Volunteer Coordinators - Volunteer Coordinators provide support to the volunteer programs.
- J. Volunteers In Policing (VIP) - a volunteer program for citizens, age 18 or older, performing specific administrative or technical functions within a specific unit or division of the Department.
- K. Volunteers In Policing (VIP) Coordinator - a paid employee assigned to the Volunteer Services Unit.
- L. Volunteer Services Coordinator - a paid police supervisor overseeing the functions of the Volunteer Services Unit.
- NEW

M. Cadets - a volunteer program for citizens between the ages of 16 and 21. The cadet program is primarily a mentorship program. It exposes young people to a variety of life experiences to promote leadership, maturity, and decision making. Cadets volunteer at numerous special events throughout the City, are utilized for Vice decoy operations, and participate in ride-alongs.

## **V. VOLUNTEER SELECTION PROCESS**

### **A. Application Process**

- NEW

1. Any citizen interested in becoming a volunteer should be referred to the VIP Program Coordinator.
- NEW

2. The VIP Program Coordinator will pre-screen potential volunteers to determine minimum qualifications, as well as interest and capabilities.
- NEW

3. The VIP Coordinator will distribute volunteer background packets to all potential volunteers that meet minimum qualifications.

### **B. Background Screening**

- 1. Once a completed background packet has been received, the VIP Coordinator reviews the packet for completeness, conducts a records and criminal history check, and prepares and mails reference letters.

NEW

The Volunteer Services Unit conducts a limited inquiry background investigation on all candidates, including a personal interview. Candidates who clear backgrounds will be assigned to units in need of volunteers.

The VIP Coordinator will be responsible for acquiring an ID card and electronic access card (if required for the assignment) for each volunteer.

**C. Selection and Placement**

**NEW**

Volunteers who clear the background investigation are notified via telephone or email. For RSVP candidates, an email will be sent to the corresponding RSVP administrator advising them that the candidate has successfully completed the backgrounds process.

1. Candidates who do not clear backgrounds will be sent a non-select letter.
2. Any unit seeking a volunteer should contact the VIP Coordinator and make a request. The requesting unit will advise the VIP Coordinator of the type of work the volunteer will do and the prerequisite skills the volunteer needs to have. The VIP Coordinator will select an available volunteer based upon the specific needs of the requesting unit.
3. The FTO Office is advised when a Reserve Officer has cleared backgrounds and may begin training.
4. Completed background investigation packets are maintained in the Background Investigations Unit.
5. All new volunteers will be given a Department orientation, including general Department functions and Equal Employment Opportunity (EEO) training. RSVP and Crisis Intervention volunteers will receive additional training during an RSVP or Crisis Intervention academy session. VIP volunteers will be trained by the unit to which they are assigned. Reserve Officers receive training during the week-long Agency Specific Orientation and a minimum of 640 hours of field training.

**NEW**

**VI. VOLUNTEER PROGRAMS**

**A. Volunteer Services Unit Coordinator**

The Volunteer Services Unit Coordinator is responsible for the overall direction and coordination of volunteer activities throughout the Department. Duties include planning, developing, and managing volunteer services so the program will derive full benefit from a valuable resource. Other responsibilities include:

1. Budget preparation;
2. Payroll (time sheets);

3. Liaison with commanding officers or their designees in charge of volunteer activities within their units;
4. With concurrence of the Chief of Neighborhood Policing and the Volunteer Services Lieutenant, may remove any volunteer from any program for cause;
5. Compilation of unit statistics;
6. Preparation of management reports;
7. Inspection procedures;
8. Generation or revision of policies/procedures dealing with volunteer activities within the Department; and,
9. Advocate increased agency-wide commitment to volunteerism.

B. Crisis Intervention Team

1. The Crisis Intervention Coordinator directly supervises and coordinates the Crisis Intervention Team and is responsible for the selection of Crisis Intervention personnel. In addition, the Crisis Intervention Coordinator must manage, coordinate, and approve all team operations and training. Other responsibilities include:
  - a. Conduct informational meetings for recruiting purposes;
  - b. Coordinate Crisis Interventionist interviews and selection process;
  - c. Review Crisis Interventionist background packets;
  - d. Conduct training for interventionists;
  - e. Prepare call-back rosters/procedures;
  - f. Conduct monthly Crisis Intervention meetings;
  - g. Act as liaison with patrol and specialized investigative units who interact with interventionists;
  - h. Submit monthly reports on Crisis Intervention activities;
  - i. Maintain Crisis Intervention statistic files; and,

- j. Review response evaluation sheets on Crisis Intervention Team members and give feedback or training, when appropriate.
2. Crisis Intervention Training
  - a. 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 and logistical support and referrals for long-term needs. This support allows officers to continue with other law enforcement duties.
  - b. Crisis Intervention training is required for individuals interested in becoming an interventionist. Training is coordinated through the Volunteer Services Unit. Training includes topics ranging from active listening and crisis response techniques to ethics, grief support, homicide, and Medical Examiner procedures. Interventionists are trained to be “generalists” and have the ability to assist in any type of crisis. Training is conducted in groups and individual sessions by specially trained members of the Crisis Intervention Team. This includes “field training” and assisting interventionists at actual calls for service.
  - c. After completion of the initial training, monthly training continues. Interventionists are updated on any changes or additions to policies and procedures, topics not covered in their training classes, and other relevant information.

### C. RSVP Program

1. The RSVP Coordinator directly supervises and coordinates the RSVP Program throughout the Department. Duties include recruiting RSVP members and supervising the RSVP Volunteer Administrators. Other responsibilities include:
  - a. Conduct/facilitate RSVP Academy;
  - b. Coordinate activities of RSVP members with the Divisions’ Volunteer Coordinators;
  - c. Coordinate RSVP interviews and selection process;
  - d. Submit monthly reports on RSVP activities;
  - e. Review and update RSVP policies and procedures;

- f. Maintain RSVP statistical files; and,
  - g. Evaluate the performance of RSVPs.
2. The RSVP program is comprised of volunteers, retired or semi-retired, age 50 or older. They patrol and observe neighborhoods, check homes of vacationing residents, visit homebound and isolated persons, and conduct safety talks for schoolchildren and senior groups. RSVP members have vehicles and police radios to enhance patrol abilities and provide communication with Department personnel in the event police intervention is required.
3. **RSVP Training**
  - a. All RSVP members are required to attend a 40-hour academy. The Academy is designed to give the volunteer an overview of the various responsibilities and duties of its members. Prior to attending the Academy, the new member must go on a ten-hour ride along with a patrol officer. New members must also complete a Field Training phase with specially trained RSVP members prior to beginning regular volunteer duties.
  - b. The curriculum provides information about citizen's assistance, vacation house checks, elder abuse, handicap parking enforcement, Department policies and procedures, the You Are Not Alone (YANA) Program, security surveys, senior safety presentations, and other topics related to their duties.
4. The Volunteer Services Office issues an Operations Manual that outlines the general functions and procedures for the RSVP Program. Each RSVP division is tasked with creating and maintaining an Operations Manual outlining the specific tasks and procedures for their Unit. The Volunteer Services Lieutenant must approve any changes.
5. Once the RSVP member completes the Academy, they are required to attend the scheduled monthly training meeting in their Division. This is important to keep all RSVP members current on safety and training issues. RSVP members are required to patrol three times a month, or 24 hours every month.

#### **D. VIP Program**

1. The VIP Coordinator directly supervises and coordinates the VIP program. Duties include providing direction, coordination, and consultation for all division volunteer coordinators. Other responsibilities include:

- a. Evaluate the need for volunteer services within the Department;
  - b. Direct the recruiting, interviewing, selection, and placement of volunteers;
  - c. Coordinate the application and background screening process for all volunteer applicants within the Department;
  - d. Develop and supervise volunteer orientation;
  - e. Develop goals and objectives for the VIP Program;
  - f. Direct the development of appropriate recognition, retention, and motivation programs for volunteers;
  - g. Produce statistical reports concerning volunteer usage;
  - h. Keep informed about current state and federal laws that apply to the volunteer program;
  - i. Plan and schedule volunteer placement and changes in assignments;
  - j. Track volunteer hours; and,
  - k. Evaluate VIP performance.
2. VIP volunteers form a core group who staff every Department facility. Volunteers fill classifications including clerical, administrative, technical, and professional activities. VIPs assist by taking “cold” crime reports, fingerprinting, translating, staffing storefronts, developing operation manuals, and conducting computer research.
3. Each division/unit/section is responsible for assigning an employee to act as the Volunteer Coordinator. The Volunteer Coordinator is responsible for arranging on-the-job training and orientation for the individual volunteer, as well as arranging for volunteers to attend any pertinent training classes. Volunteers are encouraged to participate in regular City-sponsored training programs. Thorough on-the-job training enables the volunteer to work independently and be as productive as possible.
4. The Volunteer Coordinator is responsible for tracking the hours worked by assigned volunteers and forwarding the information to the VIP Coordinator on a monthly basis.

5. The Volunteer Services Office will assist Volunteer Coordinators in providing volunteers with additional information, skills, and assistance in performing their work more productively. Specifically, ARJIS/SUN training is mandatory for all volunteers who are assigned computer identification numbers.
6. Volunteer positions should be designed to augment, not replace, paid staff positions. Positions, titles, and job descriptions should not match any current employee job classifications. Volunteer position job descriptions must include a position title, a complete list of job duties, and an identification of potential hazards/safety concerns.
7. Volunteers will generally be required to work a minimum of 12 hours a month. Each volunteer will be provided a time sheet on which he/she will document the days and hours worked. The time sheets will be approved monthly by their supervisor and forwarded to the VIP Coordinator.

#### **E. Police Reserves**

1. The Police Reserve Coordinator coordinates the Police Reserve Officer program. Duties include:
  - a. Providing direction, coordination, and consultation regarding the program to Department members;
  - b. Evaluate the need for Police Reserve Officers within the Department;
  - c. Coordinate the recruiting and selection of Police Reserve Officers;
  - d. Coordinate the application, testing, and background screening process;
  - e. Develop goals and objectives for the Police Reserve Program;
  - f. Direct the development of appropriate recognition, retention, and motivation programs for Reserve Officers;
  - g. Produce statistical reports concerning Reserve Officer usage;
  - h. Keep informed about current state and federal laws that apply to the Police Reserve Officer program;
  - i. Plan and schedule Reserve Officer placement and changes in assignments; and,

- j. Track Reserve Officers' hours.
2. Field Training

Reserve Officers are required to complete four 160-hour phases of field training at a minimum of four area commands for a total of 640 hours. In addition, Reserve Officers are required to successfully complete 40 hours of agency-specific training, Regional Officer Training, and all other training which is mandated for full-time sworn officers.
3. Duties of Reserve Officers include:
  - a. Working a minimum of 20 hours monthly;
  - b. Working as a single officer patrol unit;
  - c. Working as the second officer in a regular patrol unit;
  - d. Testifying in court as a result of official duties; and,
  - e. Working special events and assignments.
4. Any special assignments may be generated by the commanding officer of a Patrol Division. Division captains may directly solicit their assigned Reserve Officers to work a variety of details and special assignments such as Beach Teams, uniformed and non-uniformed crime suppression details.
5. Reserve Officers are to be utilized to augment sworn personnel staffing within the full range of patrol or traffic enforcement duties, not in lieu of a full-time, sworn police officer.
6. Reserve Officers may seek Department authorization to carry a concealed firearm if they meet the following criteria and comply with the following procedures:
  - a. Successfully pass the Department's annual shoot;
  - b. Maintain a minimum 240 hours of Department service per year;
  - c. Meet the approval of the Reserve Administration;
  - d. Receive a signed letter from the Chief of Police to carry a concealed firearm. Reserve Officers should take the signed letter from the Chief of Police to the San Diego Sheriff's Department to apply for the CCW permit. They must complete the entire CCW permit process with the Sheriff's Department;

- e. Reserve Officers should take their new CCW permit and a copy of the approval letter from the Chief of Police to Human Resources to be issued a new identification card. The new identification card will have a CCW authorization and expiration date which coincides with the CCW permit expiration date. The ID card and the CCW permit will expire simultaneously. A copy of the CCW permit will be kept in the Reserve Officer's file in the Volunteer Services Office;
- f. Reserve Officers are not required to carry their badge and/or ID card off duty, unless they are carrying a concealed firearm that has been authorized;
- g. All firearms carried on- or off-duty shall be a type approved or issued by the Department. The Rangemaster shall retain the master list of approved firearms. It may be updated by submittal of additions to the Uniform and Safety Equipment Committee; and,
- h. The Department-authorized Reserve Officer CCW status shall not be utilized for private enterprise.

#### F. Requests for Volunteer Assistance

- 1. Non-emergency requests for volunteer assistance may be received either internally or externally (allied agencies).
  - a. Internal requests
    - (1) Internal requests originate from any command within the San Diego Police Department; and,
    - (2) Requests for assistance should be made by telephone, directly to the Volunteer Services Unit as far in advance of the event as possible. Volunteer Services staff can be reached at (619) 446-1010 or MS 796.
  - b. External requests
    - (1) External requests generally originate from allied law enforcement agencies;
    - (2) Are routed through the Chief of Police to the Volunteer Services Unit; and,
    - (3) Any cancellation of an event must be immediately relayed to Volunteer Services so personnel may be notified.

2. Emergency Call-back

- a. Reserve Officers may be called to active duty when an urgent or emergency situation requires additional personnel on short notice. A full call-back is initiated by a ranking regular officer calling the Watch Commander's Office. The Watch Commander will notify the Volunteer Services Unit Sergeant and/or Reserve Coordinator. Information about the reporting location and number of personnel needed must be given on the first call. In the event of a full callback, the Training & Volunteer Services Lieutenant will be notified.
- b. An abbreviated Reserve Officer call-back may be initiated by a ranking full-time, sworn police officer at any area command, via the Watch Commander's Office. The Volunteer Services Unit Sergeant or Coordinator must be called with specific information about reporting location and the number of personnel needed.
- c. RSVP members may be called to active duty to augment field personnel for any emergency or natural disaster. A call-back may be initiated by a ranking full-time, sworn police officer at any area command, via the Watch Commander's Office with specific information about reporting location and the number of personnel needed. The call-back may be command-specific or City-wide. The Watch Commander will notify the Training & Volunteer Services Lieutenant or Volunteer Services Unit Sergeant.
- d. RSVP members called back into service will report to their area command for command-specific call-backs. For City-wide call-backs, members will report to Volunteer Services, 2500 Commercial Avenue for assignment and tracking, per DP 8.21, Use of Volunteers in Critical Incidents and Disasters.

G. Injuries

1. All Department volunteers are eligible for Workers' Compensation benefits in the event of a work-related injury. If a volunteer sustains an injury, it must be reported immediately to a supervisor who will follow the standard procedures for on-duty injuries to employees.
2. All forms must be complete, approved by the appropriate supervisory personnel, and routed through the Department in the same manner as with paid staff.

3. In all cases where the member is unable to complete the necessary forms due to illness or injury, and in all cases where the member requires medical attention, the following persons are to be notified immediately:

- a. Watch Commander's Office; and,
- b. Volunteer Services Unit Sergeant.

H. Legal

1. Protection from Civil Action

- a. Protection for a volunteer acting within the scope of his or her duties while on duty is the same as that given other employees.
- b. The City will indemnify volunteers for any award of compensatory damages rendered against the volunteer arising out of conduct within the scope of his or her duties, provided the member did not act with malice. An award of punitive damages would be the responsibility of the member.

I. Court Appearance

1. Reserve Officers are eligible for witness fees. To obtain witness fees, Reserve Officers must comply with the following:

1. In cases where the City Attorney subpoenas the Reserve Officer, application must be made at the Criminal Division of the City Attorney's Office on the seventh floor of the Civic Center Plaza building, 1200 Third Avenue.
2. When subpoenaed by the District Attorney, the officer should contact the reception desk on the seventh floor of the Hall of Justice.
3. In each instance, the prosecutor or Court Liaison Officer must sign the Reserve Officer's copy of the subpoena to verify his/her appearance in court.
4. Subpoenas will be forwarded to the Reserve Officer's assigned area command by the Subpoena Clerk for service.
5. Court call offs will be sent to the Reserve Officer's assigned area command. On short notice call offs, the Reserve Officer may be notified by telephone.

J. Legal/Labor Personnel Issues

1. Units should be aware of confidentiality issues within their commands. Volunteers sometimes have the same access to sensitive information as employees. Units need to determine if a volunteer's exposure to confidential information is required for their job functions.
2. All volunteer positions with the Department require a security clearance (background check). Background checks will be required in all instances. Individuals applying for volunteer positions must complete a Personal History Statement and submit fingerprints.
3. Volunteers who experience difficulties associated with their job duties should follow the chain-of-command complaint process utilized by paid staff to resolve disputes. The volunteer should notify his/her immediate supervisor of the complaint. If the response is unsatisfactory, or if the issue involves the supervisor, the volunteer should notify the next level supervisor. If resolution is not possible, the volunteer may be given the option of selecting an alternate volunteer position or terminating from the Volunteer Program. The Volunteer Services Coordinator assumes an active role in disputes, functioning as a mediator. If the dispute is the result of the volunteer's actions, the Volunteer Services Coordinator will evaluate the problem and determine if the volunteer should continue his/her duties. Prior to any dismissal of a volunteer, the Volunteer Services Coordinator will obtain authorization from the Chief of Neighborhood Policing and the Volunteer Services Lieutenant.
4. Discipline
  - a. There is no formal evaluation or discipline of volunteers within the Department. However, like paid staff, volunteers should be provided regular feedback 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.
  - b. Any discussions regarding the separation of a volunteer will be brought to the attention and reviewed by the Commanding Officer where the member regularly works. The Lieutenant of Training and Volunteer Services has the final decision as to retention of any volunteer.

K. Supervision of Volunteers

1. Each supervisor of a volunteer is expected to direct the volunteer as he/she manages his/her employees. The volunteer needs to be:

- a. Oriented to the Department;
- b. Given clear directions regarding the volunteer job assignment and work performance standards;
- c. Notified of applicable City and Department policies, procedures, and work standards;
- d. Trained as needed;
- e. Given feedback regarding his/her work performance; and,
- f. Officially recognized for his/her volunteer efforts.

2. Supervisors of volunteers should assure that volunteers are integrated with regular employees. Much of the job satisfaction for a volunteer comes from being affiliated and accepted by others at the worksite.
3. Reserve Officers are expected to attend line-up prior to going into the field and work the same shift as other officers, unless prior arrangements have been made with a field supervisor.
4. Appropriate workspace should be provided.
5. Work should be meaningful.
6. Volunteers shall notify their supervisors if they will be absent or late.
7. Each unit should establish a volunteer work schedule to meet the needs of the unit. Absenteeism or tardiness should not be ignored. Volunteers should be advised that everyone is required to be on time for work. In this respect, volunteers should be treated the same as any other employee.
8. Citizen complaints regarding the conduct of a volunteer should be investigated in the same manner as those lodged against paid employees.
9. Substandard performance by volunteers should not be tolerated. If the volunteer cannot perform to standard after being adequately trained, he/she may be transferred to another assignment or removed from the Volunteer Program. This decision rests with the work-site supervisor with the concurrence of the Volunteer Services Coordinator, Volunteer Services Lieutenant, and Chief of Neighborhood Policing. To accept performance which is less than standard from any volunteer will endanger the integrity of the program.

10. Supervisors should be mindful that volunteers are not compensated. Volunteers are donating their time, and their motivation comes from a feeling of being appreciated, doing meaningful work, and a sense of accomplishment.

L. Provisions

1. Identification
  - a. The Department will provide an identification card stating the volunteer's name and status as a San Diego Police Volunteer. The identification card will be worn whenever the volunteer is not in uniform and is in a police facility. Additionally, it shall be worn anytime the volunteer is not in uniform and is acting as a Department representative or dealing with the public in an official police capacity. The card will have an expiration date as may be required by the Human Resources Unit.
  - b. Reserve Officers who qualify and are authorized to carry a concealed weapon off duty will have an identification card noting the CCW and indicate HR218 authorization (CCW qualified per 18 USC Sec 926C). The ID card and the CCW permit will expire simultaneously.
  - c. Reserve Officers are not required to carry their badge and/or ID card off duty, unless they are carrying a concealed firearm that has been authorized.
  - d. In cases where uniforms, tools or other equipment is necessary for performance of a particular job, the individual program will be responsible for issuing those items.

2. Use of City Vehicles

- a. Volunteers are authorized to operate city vehicles. RSVP members may drive specially marked police vehicles designated for their use. Use of regular marked police vehicles by RSVP members may be authorized for specific short-term functions authorized by their command; however, they will not be used for regular patrol functions. RSVPs will drive specially marked police vehicles in pairs (i.e., two RSVPs per vehicle).
- b. VIPs and Crisis Intervention personnel may drive unmarked department vehicles for official business with permission from their assigned Command.

- c. Reserve Officers may drive Department vehicles in the performance of their duties.
- d. All volunteers must adhere to the provisions in DP 1.12, Operation of Police Department Vehicles, 1.13, Emergency Vehicle Operation, and other applicable policies and procedures.

3. Reimbursement

- a. 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.

4. Retention

- a. The key to a successful volunteer program is not only to attract the right volunteers, but also to create a supportive atmosphere that encourages them to continue serving the organization, and recognizes them for their service.
- b. The Volunteer Services Unit will coordinate an Annual Recognition event for all volunteers during National Volunteer Week in April. In addition, Volunteer Services will keep all supervisors abreast of any City-wide recognition of volunteers.
- c. Each individual program/division/unit is encouraged to develop methods of reward and recognition, which are particularly meaningful to those volunteers.