VOLUNTEERS IN POLICE WORK
A STUDY OF THE BENEFITS TO LAW ENFORCEMENT AGENCIES

EASTERN MICHIGAN UNIVERSITY
SCHOOL OF POLICE STAFF AND COMMAND

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ABSTRACT

This research will provide an overview of the use of volunteers in police work, with particular emphasis placed on the Auxiliary Services Unit of the Madison Heights, Michigan, Police Department. A brief history of the department and the volunteer units will be given, with a statistical breakdown of the number of hours contributed to the community by volunteers. This, along with an explanation of the demographics of Madison Heights, will serve the purpose of illustrating the significantly positive impact of police volunteer units. The use of volunteers in departments nationwide will be explored, and a comparison will be made between these departments and Madison Heights’ volunteer programs. The research method involved searching the Internet for periodical articles relating to police volunteers, interviews with Madison Heights Police Reserve Officers, Explorers and Crisis Response Team members, and annual reports/statistical compilations prepared by Police Department management. A review of this material resulted in answers to these three questions: 1) How is a police department and community positively or negatively affected by the existence of volunteer units? 2) How are volunteers positively or negatively affected by their involvement? 3) Do the advantages outweigh the disadvantages?

Results showed that police volunteerism has an overwhelmingly positive affect for the department, the community it serves, and the volunteers themselves. The department is able to deploy these volunteers as a supplement to the sworn police force. In Madison Heights, this added police presence has promoted a safe environment for large-scale City events, with few or no police-related problems occurring, and has served as an effective
crime prevention method, benefiting the community as a whole. Most volunteers enjoy the experience so much that they routinely exceed the required monthly time commitment. Based on this research, the recommendation is to continue active recruiting efforts for the volunteer units of the Madison Heights Police Department, and to continue to encourage area communities and departments nationwide to be supportive of police volunteerism by providing a volunteer model such as that which exists in Madison Heights.
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INTRODUCTION

The Madison Heights Police Department offers unique volunteer opportunities to residents of many ages and experience levels. Beginning in the early 1970’s, numerous residents have given freely of their time and expertise as members of the Police Reserve Unit, Law Enforcement Explorers, or Crisis Response Team. Many of the volunteers have been members of their respective unit for 10 or more years, contributing countless hours to the City of Madison Heights and its Police Department. Some volunteers have been members of more than one group.

These groups are part of the Auxiliary Services Unit of the Police Department, and are supervised by a full-time, sworn member of the department, usually a sergeant. Each unit is highly structured, with its own manual of policies and procedures, and each is responsible for submitting quarterly reports on their activities. Members of each unit receive extensive training. This high level of training enables members to perform their services more efficiently, enhancing the overall professionalism of the police department. Training also serves the purpose of “demystifying” police work for volunteers, leading to a more cohesive police department as a whole and intensifying the sense of trust between officers and the citizens they serve.

The Auxiliary Services Unit is included in the annual budget for the Police Department. In addition to providing their time free of charge, members finance their own uniforms, equipment and, in many cases, training seminars and educational outings. In view of this,
and in comparison to the amount of services offered by these units, operational costs to the department remain low.

The time given by volunteers enhances the safety of the community, increases the efficiency of the police department, and promotes a positive illustration of how police and citizens can work together to improve a city’s police services. Madison Heights Police volunteers are exemplary of the growing nationwide trend of public safety volunteers.

**BACKGROUND AND SIGNIFICANCE**

The City of Madison Heights came into being on January 17, 1955 (City of Madison Heights (Michigan) Historical Commission *History Book*, 1997). Located in southeastern Oakland County and formerly part of Royal Oak Township, Madison Heights is 7.4 square miles, and is bounded by Royal Oak (west), Warren (east), Troy (north) and Hazel Park (south) (History Book). The City is almost evenly divided between residential and industrial/retail, with a reported population of approximately 31,000 (City of Madison Heights (Michigan) *Annual Report 2002*, 2002), and includes two public school districts with a total of 13 schools (City of Madison Heights (Michigan) Police Department *2002 Annual Report*, 2002). The Police Department currently consists of 61 sworn members, headed by a police chief, with approximately 15 civilian support staff members (Madison Heights Police Annual Report).

In November of 1973, the Police Department established a Police Reserve Unit. Community members who were interested in police work, and who met the basic
requirements, were encouraged to join. Reserve Officers were given the task of patrolling parks and schools, checking the homes of residents on vacation, and providing an increased police presence at civic events. Members of the Reserve Unit also delivered subpoenas for the Police Department’s Detective Bureau. Thirty years later, these remain the primary duties of Police Reserve Officers. The unit has a manual of rules that mirrors the Police Department’s Policies and Procedures Manual (with some changes made to reflect the duties of Reserve Officers), and Reserve Officers wear a uniform that includes the unit’s shoulder patches and a badge. Members are armed, and are required to obtain a firearms permit prior to active duty. To be a Reserve Officer, an applicant must be at least 21 years old and live in Madison Heights or in one of the surrounding communities. He or she must be in good physical condition, and is required to undergo a rigorous background examination, including a computerized criminal history and reference check. Prior to being sworn in, an applicant must complete a 120-hour Basic Police Reserve Academy, currently held at Schoolcraft College in Livonia. Upon graduation, a Reserve Officer has to complete an in-house “Field Training Program”, during which a senior member of the unit familiarizes the new Reserve Officer with the geography of the City of Madison Heights and the policies and procedures of the unit. After earning favorable evaluations from the training officer, Reserves are approved for solo patrol and must contribute at least eight hours per month to the unit. The Charter of the City of Madison Heights allows for 60 Police Reserve Officers. From 2000-2002, active recruiting resulted in an increase of membership from 35 officers to 40.
Since 1976, the Police Department has sponsored a Law Enforcement Explorer Post. A division of the Boy Scouts of America, Exploring allows young people between the ages of 14 and 21 an opportunity to get an up-close, hands-on view of law enforcement. The Madison Heights Explorers wear a police-style uniform, including a badge and the Post’s shoulder patches. Post members are required to abide by the unit’s rules and regulations, or by-laws, and must contribute a specific number of hours to the Post in areas such as training, Police Reserve dispatch, and special events. Training includes basic police procedure taught by sworn police officers (many of whom are past members), and attendance at various conferences and seminars hosted by other Explorer Posts. Explorers meeting certain training requirements are allowed to ride-along with Police Reserve Officers, and members are able to obtain ranking from Corporal to Captain and are eligible for specialized commendation ribbons and college scholarships. Members are afforded the opportunity to compete at the state level (annually) and national level (every two years). In the past, the Madison Heights Explorer Post has won state and national awards in firearms, felony traffic stops, building searches, and emergency response. Total membership ranges from 20-30; there are currently 27 Madison Heights Explorers.

In 1984, the Madison Heights Police Department became a law enforcement forerunner with the establishment of a police-based crisis response program. This program was the first of its kind in Michigan and was originally called Victim Advocates. Several years ago, the name was changed to Crisis Response Team to reflect the level of service offered by the team’s volunteers. Members of the Crisis Response Team assist crime victims by
intervening in times of trauma. When a sworn police officer responds to an incident in which an individual has been victimized, that officer offers the individual a chance to discuss their feelings with a Crisis Response Team member. Team members rotate “on-call” days and hours, and are paged by Police Department dispatch to respond to a scene. Each of the members receives extensive training before being permitted to participate. This training is provided by mental health care professionals, and members are required to attend two annual update courses. Each member that responds to an incident must submit a brief report of their actions, and is debriefed by another unit member. There are currently 20 individuals who serve the citizens of Madison Heights as members of the Crisis Response Team.

**LITERATURE REVIEW**

Two facets of the available on-line literature were particularly interesting: 1) the involvement of federal agencies in promoting volunteer programs and 2) the number of elderly citizens providing volunteer services to police departments nationwide. While these facets are not discussed at length in this research, they are illustrative of the growing acceptance of volunteer programs and the benefits of volunteerism in police work.

The Bureau of Justice Assistance, which is part of the Office of Justice Programs, established a Volunteers in Police Service program in 2002. Referred to as VIPS, this initiative “now includes more than 500 registered programs, representing more than 22,000 volunteers in 49 states and the District of Columbia.” (Bureau of Justice
VIPS works with the International Association of Chiefs of Police to provide information and assistance to departments interested in forming volunteer programs.

The elderly have proven to be a great asset to law enforcement agencies. Retirees have been utilized all over the nation as a supplement to police departments, performing such duties as clerical work, issuance of parking violation tickets, and surveillance. In Delray Beach, Florida, 70 senior citizen volunteers write about 10,000 tickets per year (Zaslow, Jeffrey *The Wall Street Journal, Global Action on Aging On-line, The Granny Patrol: Florida Recruits Elderly Volunteers*, February 3, 2003). Collierville, Tennessee has 14 elderly volunteers who gave in excess of 2300 hours of volunteer work in 1997 (Goodwin, Larry *Community Policing.org On-line Newsletter, Maximizing the Use of Civilian Volunteers*, August 8, 2003). And in Mesa, Arizona, a woman who spent 46 years in full-time employment gives two days a week to the Mesa Police Department (Padilla, Susan *The Arizona Republic On-line, Invaluable Help*, August 8, 2003). Says Delray Beach (Florida) Officer Skip Brown, “The Greatest Generation knows what it’s like to volunteer.” (Zaslow).

**PROCEDURES**

Most of the material for this paper was garnered from on-line publications. There is an abundance of information on volunteers in police service available on the Internet. In reviewing this information, it seems that the dramatic rise in volunteerism can be directly attributed to the terrorist attacks of September 11, 2001, although many departments around the nation (including Madison Heights, Michigan) have had some sort of
volunteer section for 15 years or more. For the information specific to Madison Heights, the Police Department and City’s Annual Report and History Book were used. Two members each from the Police Reserve Unit, Police Explorer Post and Crisis Response Team were interviewed regarding their experiences in their respective unit. Annual statistical compilations for each of these units were examined and cited to reflect the total contribution from volunteers.

RESULTS

Many departments around the nation are turning to volunteers to handle some of the more mundane aspects of police work, freeing sworn law enforcement officers to respond to calls that require professional training and experience. In a recent newsletter, U.S. Attorney General John Ashcroft acknowledged the benefits of police volunteers, saying, “More and more police departments are recognizing the value of using volunteers to supplement their efforts, so that officers can spend more time out on the streets where they’re most needed.” (U.S. Department of Justice Office of Justice Programs Press Release, July 30, 2003). In most cases, volunteers are permitted only to act in those instances in which sworn law enforcement experience is not required and the volunteer will not be exposed to peril. Volunteers routinely act as “eyes and ears” for the local police, conducting area patrols and reporting suspicious happenings to the department. Volunteers also are used to coordinate Neighborhood Watch Programs in their community, act as school crossing guards, and distribute law enforcement informational pamphlets at department events.
Many departments take advantage of their volunteers’ professional and/or cultural experience for specialized duties, such as computer repair performed by volunteers who work in the computer industry, vehicle maintenance programs overseen by skilled automotive mechanics who also serve as Police Reserve Officers, and translation services for crime victims who do not speak English. One such program in Colorado Springs, Colorado, is comprised of 40 volunteers who speak Spanish. These citizens are provided with department pagers and are on-call during all shifts to assist officers who have trouble communicating with citizens during traffic stops or other interactions (Gaseau, Michelle USAonwatch.org, National Sheriff’s Association On-line, Police Volunteers Help with Language Barrier in Colorado, March 31, 2003). The City of Prescott Valley, Arizona, has an on-line volunteer recruiting site that encourages individuals with a variety of experiences to give their time to the police department. “Chances are if you have a skill,” (this site promises), “we have a job for you!” (City of Prescott Valley (Arizona) Prescott Valley Services Recruiting On-line). Said Attorney General Ashcroft, “It’s more important than ever to find innovative ways to assist law enforcement in protecting our communities” (USDOJ Press Release).

Some departments allow volunteers to perform duties that are traditionally considered the venue of sworn officers or unionized civilian employees, such as dispatch, records maintenance, statistical compilation, and the preparation of basic incident reports. A Police Chaplain program in Dixon, California, is made up of clergy members who give their services for traumatic incidents such as death notifications and violent crimes. Chaplains are also available to provide religious counseling to sworn officers when
requested, or to assist the department in notifying the family members of injured or slain
officers. (City of Dixon (California) Police Department Web Page). Carlsbad,
California, utilizes Police Reserve Officers as additional sworn police officers, assigning
them such tasks as patrol, back-up for other officers, transport of prisoners, issuance of
citations, traffic and crowd control at special events, and response to calls for police
service. (City of Carlsbad (California) Police Department Web Page). In Mesa
(Arizona), volunteers supplement the department’s sworn police force by on-scene
processing of subjects who have been arrested for drunk driving. This processing
includes fingerprinting and photographing the suspect and taking blood and urine samples.
Volunteers work out of a specially equipped van, which responds to the location of the
arrest for the processing (Padilla). Said program supervisor Sgt. Bill Peters, “I only have
eight police officers for DUIs in a city of 440,000 people. If it weren’t for the volunteers,
I’d have to pull officers off the road to do the things the volunteers do. The volunteers
are just as responsible as officers in keeping citizens safe from drunk drivers.” (Padilla).

**DISCUSSION**

Nearly all of the volunteer programs reviewed require a strict selection process and
extensive training for participants prior to their status as full members of a department’s
volunteer unit. Carlsbad (California) mandates that Senior Volunteer Patrol members
attend an 80-hour academy with an additional 20 hours of hands-on training (Carlsbad
Police Web Page). Nassau County, New York, trains auxiliary police officers over an
18-week period at the same academy at which sworn police officers are trained
(Kreitzman, Wendy *Great Neck Record Newspaper* On-line, *Auxiliary Police Seeking*
Volunteers, December 20, 2002). In Los Angeles, anyone who wishes to volunteer as a Police Reserve Officer must first undergo a selection process similar to that of a sworn officer, including a written and essay test, oral interview, medical and psychological evaluation, physical agility test, background evaluation, and polygraph. After selection, Los Angeles Reserve Officers receive 787 hours of classroom and physical training and must pass a number of examinations to successfully complete the entire selection, training and appointment process. (Los Angeles (California) Police Department Web Page).

In Madison Heights, Police Reserve Officer applicants must also pass a background examination and computerized criminal history check, and are required to complete a 120-hour academy. Upon graduation, new Reserves are evaluated through a Field Training Program, with a senior Reserve as Training Officer, before being permitted to fully perform volunteer services on their own. Because they are armed, Madison Heights Reserves must qualify with their firearm twice per year. Crisis Response Team members must attend a basic crisis intervention course, as well as two update trainings per year. Law Enforcement Explorers receive training in a variety of police topics, with extensive instruction in police radio communications, and are not eligible for advancement in rank or commendations until they demonstrate proficiency in all areas of instruction. (Madison Heights Police Annual Report; City of Madison Heights (Michigan) Police Department Crisis Response Team By-laws, 2001; City of Madison Heights (Michigan) Police Department Explorer Post #1551 By-laws, 2001; City of Madison Heights (Michigan) Police Department Reserve Unit Manual of Rules, 2001).
Although the methods of selection and the level of training differs vastly from unit to unit and state to state, liability issues dictate that potential volunteers are properly screened and well-trained prior to participation. Law enforcement is a highly specialized profession, with its practitioners held to a standard of professionalism, integrity, and confidentiality. It is imperative that volunteers abide by specific rules and regulations.

During a recent on-line chat session, Montgomery County, Maryland, Police Volunteer Director Jeanne Bernard suggested, “Volunteer programs in police departments are most successful when efforts are made to mirror the paramilitary structure of the organization.” (Energize On-line chat session Volunteers in Law Enforcement Settings, August 8, 2003).

Volunteers will be called upon to work closely with sworn officers, and are therefore placed in a position of public trust. They will be subjected to many of the same things sworn officers must endure on a daily basis, the less savory aspects of human behavior that police officers witness daily. Volunteers must conduct themselves accordingly to avoid bringing negative publicity to their department. In the Energize chat session, Palo Alto, California, Police Volunteer Coordinator Eileen Derr wrote, “A police department is no place for the faint of heart; emotional whiplash is experienced by officers and volunteers alike…security requires not only careful screening but making arrangements for volunteers to work in secured areas so that they are free to come and go." (Energize On-line chat session).

Some full-time officers resent volunteers because of the inherent labor issues presented by those who are willing to work for free. Said one Madison Heights Police Officer (who
expressed a desire to remain anonymous) regarding the Police Reserves, “Some of these
guys are paid a lot of money for their regular job; why do they want to do mine for free?
Don’t they know that the more they do for free, the less the City will want to hire full-
time officers? It’s like they’re trying to steal our jobs and make it all volunteer, like some
cities have volunteer fire departments.” (Madison Heights (Michigan) Police Officer
Anonymous, Interview, August 1, 2003). Said Bernard, “Primary resistance to
volunteers in policing rests with confidentiality and liability issues. Labor issues are also
obstacles to the involvement of volunteers. A significant volunteer contribution can
represent a creative approach to marshaling resources but there may also be the
perception that volunteer involvement will make justifying the need for additional sworn
or civilian paid staff difficult, if not impossible.” (Energize On-line chat session).

Although Madison Heights Reserve Officers do not perform the same duties as sworn
officers, relations remain strained 30 years after the formation of the Reserve Unit.
Perhaps in an attempt to ensure that there would not be a volunteer take-over of the paid,
full-time police department, the Madison Heights ordinance that established the Reserve
Unit specifies that there may not be more Reserve Officers than there are sworn members
of the department. (City of Madison Heights (Michigan) Ordinance #508, November 12,
1973).

A great deal of the experience and training a volunteer receives is dependent upon the
willingness of sworn officers to contribute training time and allow volunteers to observe
them as they perform their duties. Because of anti-volunteer sentiment, it is difficult to
persuade some officers to take an active role or interest in a department’s volunteer
programs. In the Energize chat session, Mesa (Arizona) Volunteer Coordinator Linda Bailey illustrated this point by writing, “In a law enforcement environment, distinctions between sworn and civilian personnel are deeply felt. Officers may think of volunteers as untrained, inexperienced and uncommitted. Attitudes change slowly, so expecting officers to eagerly supervise volunteers may be unrealistic”. Derr furthered this by contributing, “Police are by nature suspicious. This may be hard for new volunteers who are trying to work with them and maybe make a few friends”. (Energize On-line chat session).

Some departments may have perpetuated this anti-volunteer attitude by emphasizing the statistical achievements and cost-saving measures of volunteer units. In Boynton Beach, Florida, senior citizens contributed over 45,000 hours to volunteer patrol in 2002. In nearby Delray Beach, volunteers now write about 99% of the parking violation tickets—approximately 10,000 per year (Zaslow). Dana Point, California, boasts in their community web page that volunteers saved the city $103,000.00 and wrote $66,000.00 in parking citations in 1999 (City of Dana Point (California) Web Page). The 350 Nassau County (New York) auxiliary police officers gave 61,066 hours in 2001 (Kreitzman). Sgt. David Blake, who oversees a volunteer program in Jefferson County, Kentucky, estimates that volunteers performed approximately $106,000.00 worth of services the county would have had to pay to contractors or civilian employees. (Wollhouse, Megan Louisville Kentucky Courier-Journal On-line, Metro Police Volunteer Effort Gains Recognition, March 26, 2003). Approximately $20,000.00, from December of 2002 to January of 2003, was saved by the use of police volunteers in Eugene, Oregon. (Nolan,
In Madison Heights, the three volunteer programs of the police department’s Auxiliary Services Unit contributed an astounding 45,960 hours in 2002 alone (City of Madison Heights (Michigan) Police Department Auxiliary Units Statistical Compilations and Estimates from May, 2003—September, 2003). Police Reserve Officers commit to a minimum 8 hours per month, but most exceed this requirement, with the majority contributing 36-40 hours monthly and 300-500 per year (Madison Heights Police Auxiliary Units Statistics and Estimates).

Despite the sometimes negative attitude, volunteers regularly express their respect and admiration for full-time officers. Said Mesa (Arizona) volunteer Carol Okerson, who has been working on a new database for the police department, “The officers lay their lives on the line for me so the least I can do is spend a few hours a week to enter information into a computer.” (Padilla). Louisville, Kentucky supervisor David Blake reiterates that some of the volunteers have built friendly relationships with officers over the years and they ‘feel charged to come out and help’. During major events such as the Kentucky Derby, volunteers will prepare meals for officers working long hours at these events. (Wollhouse).

In addition to giving so freely of their time and effort, volunteers often are required to supply their own uniforms and equipment. Nassau County (New York) auxiliary officers
pay an average of $1100.00 per person (Kreitzman). In Madison Heights, Reserve Officers spend anywhere from $2200.00 to $2700.00 for their gear, including their firearm, which they must supply themselves. Despite the personal expense, most find the experience rewarding. Says MHPD Reserve Officer Charlie Fresch, a 13-year Madison Heights resident and a Reserve Officer for 5 years, “I enjoy the camaraderie and being able to help people out. I service the community I live in; I consider it an investment in my family and in the quality of life in my hometown.” (Madison Heights (Michigan) Police Reserve Officer R.C. Fresch, Interview, August 28, 2003). Fellow Reserve Officer Randall Collins, who has been with the unit for 18 months and has lived in Madison Heights for 6 years, echoes Fresch's sentiments, saying, “This gives me a lot of personal satisfaction. I feel like I’m making a difference. Out on patrol, I provide a police presence; even if I don’t see anything happen, I never know what I may have prevented.” (Madison Heights (Michigan) Police Reserve Officer Randall Collins, Interview, August 28, 2003). Said six-year Crisis Response Team member Sarah Karas, “I joined to give back to the community. I get personal satisfaction from helping someone else. I’m a people person, and listening to others’ problems is interesting.” (Madison Heights (Michigan) Crisis Response Team member Sarah Karas, Interview, August 29, 2003).

Volunteerism does not seem to suffer from “the generation gap”. In Madison Heights, Law Enforcement Explorers, who range in age from 14 to 21, find that volunteering is a fulfilling experience. Many Explorers use the time they give as members of the Post to satisfy their high school’s community service requirement. Said 19-year-old Eva...
Murphy, a member of the Explorers for 3 years, “I enjoy the satisfaction of helping the community.” (Madison Heights (Michigan) Police Explorer Eva Murphy, Interview, August 29, 2003). Fellow member Scott Bennis agrees, saying, “I enjoy helping people, and this helps build my people skills for my law enforcement career.” (Madison Heights (Michigan) Police Explorer Scott Bennis, Interview, August 29, 2003). Elderly volunteers benefit, also, by providing a useful service in what may otherwise be an uneventful, unproductive retirement. Jane Thomas is a member of the Madison Heights Crisis Response Team. Thomas, 66, is a semi-retired teacher and has been a team member for 7 years. “When I first joined, I thought everyone should give something back to the community,” she says, “then, after I saw what a difference crisis intervention meant to victims, I do it because I enjoy helping people.” (Madison Heights (Michigan) Crisis Response Team member Jane Thomas, Interview, August 29, 2003). Says Delray (Florida) Senior Patrol volunteer Leo Freeman, an 85-year-old World War II veteran, “We might be up in age, but our eyes and ears are still good.” His partner, fellow veteran George Whitbeck, 82, agrees, “I fought for this country, and by God, I’m not going to let a bunch of ruffians take over.” (Zaslow).

RECOMMENDATIONS

Research has shown that the use of volunteers in police work offers far more advantages than disadvantages. Some departments, contending with staff and financial shortages, are able to utilize volunteers in cost-saving measures. Using volunteers for non-emergency tasks helps free sworn officers for higher-priority calls, ensuring that a community’s residents receive adequate emergency service when that unfortunate need arises.
Volunteers gain a unique perspective of the police service; as ancillary participants in the criminal justice system, they are able to form a supportive and positive opinion of their community’s officers. Such an opinion benefits the department in that volunteers, as civic-minded members of the community, wield the power to vote for tax increases that could assist the department in times of financial need. Volunteers derive a sense of personal satisfaction from the time they give, and many reap the social benefits of interacting with others who share common interests and goals. As a continuation of the community policing programs of the early to mid-1990’s, police volunteerism leads to a furthering of trust between a law enforcement agency and the community it serves. The drawbacks of police volunteers are minor: liability can be minimized by proper selection and training, and negative perceptions from sworn officers will eventually diminish as volunteers prove their worth and continue to express their respect for their police officers. Agencies both large and small, rural and urban, are well served by volunteers. Says Mesa (Arizona) Volunteer Program Supervisor Sgt. Bill Peters, “I just can’t say enough good things about the volunteers.” (Padilla).
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Madison Heights (Michigan) Police Explorer Scott Bennis, Interview, August 29, 2003

Madison Heights (Michigan) Police Reserve Officer Randall Collins, Interview, August 28, 2003

Madison Heights (Michigan) Police Reserve Officer R.C. Fresch, Interview, August 28, 2003

Madison Heights (Michigan) Crisis Response Team member Sarah Karas, Interview, August 29, 2003

Madison Heights (Michigan) Police Explorer Eva Murphy, Interview, August 29, 2003

Madison Heights (Michigan) Crisis Response Team member Jane Thomas, Interview, August 29, 2003

Madison Heights (Michigan) Police Officer Anonymous, Interview, August 1, 2003


**It should be noted that the following worksheet/table, which was used to determine the total hours contributed during 2002 cited on page 17, is an estimate only. The exact figures are unavailable due to the Department of Public Works fire of April 18, 2003. The Auxiliary Services office is located in the rear of the Department of Public Works building. When the fire occurred, that entire area suffered severe smoke and water damage. Repair/remodeling plans made it necessary for workers to pack and store the undamaged contents of the office. What was not destroyed is in storage and is unavailable. This estimate is made from statistical compilations made since April, 2003.**

**LAW ENFORCEMENT EXPLORERS**

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<td>Police Reserve Dispatch</td>
<td>27 members, 4 hours per month required of each member, with most members exceeding this requirement: estimated total <strong>1,944 hours</strong> (27 members X average of 6 hours per member per month X 12 months)</td>
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<td>Special Events (Civic Functions)</td>
<td>27 members, 8 hours per event required of each member, with most members exceeding this requirement, approximately 8 special events per year: estimated total <strong>2,160 hours</strong> (27 members X average of 10 hours per member per event X 8 events)</td>
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<td>Training/Meetings/Etc.</td>
<td>27 members, 2 mandatory 3-hour meetings per month, 1 mandatory 4-hour training session per month, duties of office obligation for elected board members requiring about 10 hours each month for 6 elected board members: estimated total <strong>3,960 hours</strong> (27 members X 6 hours per month per member for meetings X 12 months; 27 members X 4 hours per month per member for training X 12 months; 6 elected board members X 10 hours per month for duties of office per member X 12 months)</td>
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## POLICE RESERVE OFFICERS

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<td>Special Events (Civic Functions)</td>
<td>40 members, 4 hours per event required of each member, with most members exceeding this requirement, approximately 25 special events per year: estimated total <strong>7,000 hours</strong> (40 members X average of 7 hours per member per event X 25 events)</td>
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<tr>
<td>Meetings/Training/Etc.</td>
<td>40 members, 1 mandatory 3-hour meeting per month, approximately 3 3-hour mandatory training sessions per year (including firearms qualifications and first aid/CPR updates), duties of office obligation for executive board members and platoon leaders requiring about 10 hours per month for 20 board members and platoon leaders: estimated total <strong>4,200 hours</strong> (40 members X 3 hours per member for meetings X 12 months; 40 members X 3 hours per member for training X 3 training sessions; 20 board members and platoon leaders X 10 hours per month per board member or platoon leader X 12 months)</td>
</tr>
</tbody>
</table>
**CRISIS RESPONSE TEAM**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>ESTIMATED HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call-outs</td>
<td>Average of 3 call-outs per month, minimum of 2 members per call, average of 3 hours for each call-out: estimated total <strong>216 hours</strong> (2 members X 3 call-outs X 3 hours per call-out X 12 months)</td>
</tr>
<tr>
<td>On-call Time</td>
<td>20 members, on-call requirement of 4 12-hour per shifts per month: estimated total <strong>11,520 hours</strong> (20 members X 4 12-hour shifts per member per month X 12 months)</td>
</tr>
<tr>
<td>Meetings/Training/Etc.</td>
<td>20 members, 1 mandatory 3-hour meeting per month, approximately 2 8-hour mandatory training sessions per year, duties of office obligation for executive board members requiring about 10 hours per month for 20 members: estimated total <strong>3,440 hours</strong> (20 members X 3 hours per member for meetings X 12 months; 20 members X 8 hours per member for training X 2 training sessions; 20 board members X 10 hours per board member per month X 12 months)</td>
</tr>
</tbody>
</table>

**ESTIMATED TOTALS:**

- POLICE EXPLORERS: **8,064 HOURS**
- POLICE RESERVES: **22,720 HOURS**
- CRISIS RESPONSE TEAM: **15,176 HOURS**

**ESTIMATED COMBINED TOTAL FOR ALL MADISON HEIGHTS POLICE AUXILIARY UNITS FOR 2002:** **45,960 HOURS**