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"UTILIZATION OF THE NATIONAL GUARD
IN COPING WITH CIVIL DISTURBANCES"

COMMISSIONER DONALD D. POMERLEAU
BALTIMORE CITY POLICE DEPARTMENT

POLICE EXECUTIVES CONFERENCE
ON COMMUNITY TENSIONS

MEMPHIS, TENNESSEE
JUNE 12-13-14, 1967

27-14
~~XXXXXXXXXX~~

I DO WANT TO EXPRESS MY APPRECIATION TO MR. TAMM FOR EXTENDING THE INVITATION TO ATTEND THIS MOST IMPORTANT AND TIMELY CONFERENCE. FOR A MOMENT THERE WAS A QUESTION IN MY MIND AS TO WHY BALTIMORE WAS BEING REQUESTED TO PRESENT THIS PAPER. REALIZING THAT PERHAPS OUR CITY HAD GAINED SOME FIRST-HAND KNOWLEDGE IN 1966 WITH RESPECT TO COMMUNITY TENSIONS AND POTENTIALLY MAJOR DISORDERS, IT OCCURRED THAT AN EXCHANGE OF THIS INFORMATION COULD BE MUTUALLY BENEFICIAL. CONFERENCE PARTICIPANTS WILL, AS USUAL, ACCEPT OR REJECT THAT WHICH THEY FEEL CAN OR CANNOT BE APPLIED IN THEIR JURISDICTIONS. THERE MAY BE DISAGREEMENT BETWEEN US AS TO JUST HOW A GIVEN SITUATION SHOULD BE HANDLED, HOWEVER, IF THIS PAPER CAUSES SOME TO DISAGREE OR AGREE WITH OUR OPERATIONAL PLANS AND PROCEDURES, THEN PERHAPS THIS STIMULI WILL BE BENEFICIAL.

THE EXPERIENCES OF BALTIMORE CITY IN 1966 ARE CONSIDERED TO HAVE BEEN UNIQUE. NO DOUBT MANY ARE AWARE THAT THE CONGRESS OF RACIAL EQUALITY (CORE) AT THE NATIONAL LEVEL DECLARED BALTIMORE CITY THE "TARGET CITY" FOR THE SOCIAL REVOLUTION

DURING THE SUMMER MONTHS OF 1966. MR. FLOYD MC KISSICK, NATIONAL DIRECTOR OF CORE, AND MR. LINCOLN LYNCH, ASSOCIATE DIRECTOR, ARRIVED IN BALTIMORE IN APRIL OF THAT YEAR AND CAREFULLY DEFINED THROUGH THE MASS MEDIA THE PROBLEMS CONSIDERED BY THEM TO BE MOST CRITICAL. AS A RESULT OF THIS ACTIVITY, CONSIDERABLE ALARM AND APPREHENSION WAS MANIFESTED ON THE PART OF THE CITIZENRY.

WHILE OUR EXPERIENCES OF LAST SUMMER WERE UNIQUE, BALTIMORE AS A CITY IS REALLY NO DIFFERENT THAN ANY OTHER LARGE MUNICIPALITY - THE SAME PROBLEMS WITH WHICH YOU ARE SO FAMILIAR EXIST; OPEN HOUSING, FAIR EMPLOYMENT PRACTICES, INTEGRATION OF PUBLIC ESTABLISHMENTS, AND MORE, DO NOT DIFFER FROM MANY OTHER MAJOR METROPOLITAN AREAS. BALTIMORE ALSO HAS WITHIN ITS POPULATION THE PREJUDICES AND BIASES FOUND IN OTHER LARGE CITIES.

WE ARE THE SEVENTH LARGEST CITY IN THE NATION WITH THE SIXTH LARGEST POLICE DEPARTMENT. THE POPULATION IS JUST UNDER ONE MILLION PERSONS WITH FORTY-THREE PERCENT COMPRISED OF NEGROES AND THIS IS EXPECTED TO REACH FIFTY PERCENT BY 1975. WHILE

NEGROES RESIDE THROUGHOUT THE NINETY-TWO SQUARE MILES OF THE CITY THERE IS THE USUAL CONCENTRATION OF THE LOWER SOCIO-ECONOMIC LEVEL IN TWO GHETTO AREAS.

BALTIMORE IS A HISTORICAL ENTITY DATING BACK TO COLONIAL DAYS WITH AN ABUNDANCE OF CULTURE, BUSINESS, INDUSTRY, SHIPPING, AND IS RENOWNED FOR ITS EDUCATIONAL AND MEDICAL INSTITUTIONS. OUR CORE AREA IS UNDERGOING A FIFTEEN YEAR MAJOR FACE-LIFTING, RESULTING IN THE EMERGENCE OF SEVERAL 20 AND 30 STORY BUILDINGS WHICH ARE NEARING COMPLETION.

WE ARE A COMMUNITY OF ETHNIC GROUPS WITH STRONG RELIGIOUS TRAINING AND INTERESTS, AND WITH FEW EXCEPTIONS, A DESIRE TO LIVE IN HARMONY EXISTS THROUGHOUT. THIS WAS DEMONSTRATED DURING THE SUMMER OF 1966 AS VARIOUS GROUPS RESTRAINED PREJUDICES AND BIASES THEREBY DE-EMPHASIZING THE TENSIONS OF THE ENTIRE COMMUNITY.

EACH OF US IS NOW AND WILL CONTINUE TO EMPLOY A REASONABLE APPROACH TO PROBLEM SOLVING IN THE HOPE THAT VIOLENCE WILL NOT ERUPT; HOWEVER, WE WOULD NOT BE OBJECTIVE OR RESPONSIBLE IN OUR

OBLIGATIONS IF WE DID NOT PLAN FOR ANY EVENTUALITY. PLANNING IN THIS RESPECT HAS BEEN COMPREHENSIVE, AND OF A CONTINUING NATURE - THE DEPARTMENT IS AN ACTIVE PARTICIPANT IN THE TOTAL AFFAIRS OF THE COMMUNITY.

OUR BUDGETED STRENGTH IS 4,162. OF THIS NUMBER, 3,290 SWORN PERSONNEL ARE ASSIGNED TO 9 DISTRICTS AND A CENTRAL HEADQUARTERS. THE PHYSICAL FACILITIES AND EQUIPMENT ARE CONSIDERED TO BE FROM FAIR TO EXCELLENT, WHILE OUR FISCAL POSTURE IS OUTSTANDING WITH A BUDGET OF 46.8 MILLIONS OF DOLLARS FOR FISCAL 1967-1968.

ATTITUDES IN THE DEPARTMENT WITH RESPECT TO COMMUNITY TENSIONS AND DISORDERS ARE PRIMARILY GOOD TO EXCELLENT. RECOGNIZING THAT 60 PER CENT OF THE SWORN PERSONNEL HAVE LESS THAN A HIGH SCHOOL EDUCATION, AND CONSIDERING THE NATURAL ENVIRONMENT FROM WHENCE MANY CAME, PREJUDICES DO EXIST, BUT I HASTEN TO ADD THAT THE MEN ARE MOST WILLING TO BE LED AND SO DEMONSTRATED THIS FACT DURING THE PAST YEAR BY EXHIBITING A REMARKABLE DEGREE OF UNDERSTANDING AND RESTRAINT IN CONDUCTING THE DAY-TO-DAY AFFAIRS WITH WHICH THEY WERE CHARGED.

OUR COMMUNITY RELATIONS PROGRAM HAS RECEIVED OUTSTANDING SUPPORT FROM MEMBERS OF THE FORCE, EACH GIVING HIS BEST TO PROMOTE A BETTER UNDERSTANDING THROUGHOUT THE CITY. WE HAVE A FUNCTIONING COMMUNITY RELATIONS DIVISION. THE DIRECTOR IS A NEGRO WITH THE RANK OF MAJOR, HAVING ENTERED THE DEPARTMENT LATERALLY. HE IS A MOST ENLIGHTENED PERSON AND HAS BROUGHT A WORLD OF EXPERIENCE IN RACE RELATIONS.

EACH OF THE 9 DISTRICTS HAS AN ACTIVE AND INTREGATED COMMUNITY RELATIONS COUNCIL. THESE COUNCILS SERVE WITH COMPLETE DEDICATION TO MAINTAINING PEACE AND HARMONY IN THE DISTRICT AND THE ENTIRE CITY. THEY ARE FUNCTIONING MOST EFFECTIVELY AS A VEHICLE FOR THE TRANSMISSION OF INQUIRIES FROM THE PUBLIC TO THE POLICE AND CONVERSELY, FROM THE POLICE TO THE PUBLIC.

ADDITIONALLY, THERE IS A MYRIAD OF COMMITTEES, COMMISSIONS, SUB-COMMITTEES, AND GROUPS, ALL WITH SEMI-OFFICIAL TITLES FUNCTIONING WITHIN THE AUSPICES

OF OUR GOVERNING BODIES WITH ANNOUNCED GOALS OF COMPLETE PROBLEM RESOLVEMENT.

I HAVE MENTIONED OUR TOTAL COMMITMENT TO COMMUNITY RELATIONS AS WELL AS THE MAJOR ACTIVITY OF OUR COMMUNITY RELATIONS DIVISION FOR THE PURPOSE OF DEFINING OUR COURSE OF ACTION FOR COPING WITH COMMUNITY DISORDERS SHOULD THEY ARISE.

ALL OF US IN THE POLICE FIELD SPEND A GREAT DEAL OF TIME, MONEY, AND MANPOWER IN AN EFFORT TO IMPROVE OUR PUBLIC IMAGE. OF LATE, WE ARE CALLING THIS ACTIVITY COMMUNITY RELATIONS, BUT WHETHER WE REFER TO THIS UNDERTAKING AS "PUBLIC INFORMATION", "PUBLIC RELATIONS", "HUMAN RELATIONS", OR COMMUNITY RELATIONS, ONE POINT IS CLEAR - THE POLICE DEPARTMENT MUST GAIN THE RESPECT AND SUPPORT OF THE PUBLIC, AND ONCE GAINED, IT MUST BE RETAINED. ASSUMING THAT WE REACH THIS OBJECTIVE, LET US NOW TURN TO ANOTHER FACET OF THE PROBLEM. HAVING ONCE GAINED THE RESPECT AND SUPPORT OF THE PUBLIC, THE QUESTION THEN ARISES: SHOULD THE CHIEF EXECUTIVE OF A DEPARTMENT COMMIT HIS FORCE TO BATTLE WITH RIOTOUS AND REBELLIOUS SEGMENTS OF THE COMMUNITY? IS THIS THE RESPONSIBILITY

OF THE POLICE? SHOULD THE DEPARTMENT DEVELOP A FAST-STRIKING, HARD-HITTING, WELL-TRAINED AND EQUIPPED TASK FORCE CAPABLE OF SUBDUING DISSIDENT FORCES? WE HAVE TAKEN AN OATH TO UPHOLD THE LAWS OF THE LAND AND TO PROTECT OUR CITIZENS, THEREFORE, WITHIN THIS CONCEPT, IT WOULD APPEAR TO BE ENTIRELY APPROPRIATE, IF INDEED NOT MANDATORY, TO CHANGE THE CONVENTIONAL METHODS OF TRAINING AND POLICING IN ORDER THAT OUR CITIZENS CAN BE ADEQUATELY SERVED AT ALL TIMES. WITHIN THIS FRAMEWORK IT WOULD SEEM WE NOW HAVE AN ADDITIONAL RESPONSIBILITY OF TRAINING AND EQUIPPING SPECIAL FORCES FOR THIS PROBLEM AREA. IT MIGHT BE WISE, HOWEVER, FOR US TO EXPLORE THE PROBLEM A BIT MORE IN DEPTH BEFORE MAKING A DECISION CONCERNING THIS COMPLEX MATTER.

MANY OF OUR DEPARTMENTS ARE UNDER STRENGTH AND LACKING IN RESOURCES SO NECESSARY TO PROVIDE CONVENTIONAL POLICE SERVICES FOR THE TOTAL EFFORT NEEDED IN THE REPRESSING OF CRIME AND IMMEDIATE RELATED PROBLEMS.

SHOULD THE DECISION BE MADE TO DEVELOP CAPABILITIES TO DEAL WITH MASS COMMUNITY DISTURBANCES,

WITH WHAT RELATED PROBLEMS WILL THE CHIEF EXECUTIVE BE CONFRONTED? OUR WORKLOAD MANPOWER ANALYSES, FOR THE MOST PART, PROVIDE FOR ONLY A MINIMAL AMOUNT OF TRAINING HOURS ON AN ANNUAL BASIS AND IT IS PRESUMED THAT MANY WILL AGREE THAT THE NEED EXISTS TO INCREASE OUR SKILLS RELATED TO THE ACCOMPLISHMENT OF THE PRIMARY MISSION OF PREVENTING AND DETERRING CRIME - SERVING AND PROTECTING THE CITIZENS AND THEIR PROPERTIES, AS WELL AS THEIR INDIVIDUAL RIGHTS WITHIN THE RULE OF LAW. IF WE SUBSCRIBE TO THIS CONCEPT, IT WOULD APPEAR THAT POLICE DEPARTMENTS WHICH ENGAGE IN LARGE-SCALE TRAINING PROGRAMS FOR PARTICIPATION IN QUELLING RIOTS WOULD SUFFER CONSIDERABLY WHEN WE SUBTRACT FROM THESE VERY OBVIOUS TRAINING NEEDS BY DEVOTING ADDITIONAL TIME FOR PERFECTING CROWD CONTROL SKILLS, AND IF WE DON'T TRAIN AND EQUIP THE PROBLEMS ARE COMPOUNDED. BUDGETARY CONSIDERATIONS IN EQUIPPING AN EFFECTIVE FORCE WILL ALSO OFTTIMES PRECLUDE ASCENSION TO THE PROPER LEVEL OF PROFICIENCY.

IN OUR JURISDICTION WE RECOGNIZE THE NEED FOR A LIMITED CAPABILITY IN COPING WITH THE PROBLEM UNDER DISCUSSION, HOWEVER, WE ALSO RECOGNIZE THAT

THE PRINCIPLE OF MASS WHICH PROVIDES FOR A PRE-PONDERANCE OF FORCES CANNOT BE ATTAINED WITHOUT OTHER SEGMENTS OF THE COMMUNITY SUFFERING FROM A LACK OF POLICE SERVICE. ANY FORCE SUFFICIENT IN SIZE TO BE EFFECTIVE WOULD SURELY CAUSE SERIOUS SHORTAGES IN OTHER PARTS OF THE JURISDICTION. TO DEVELOP SUCH A FORCE WOULD SEEM TO ME TO BE A DISSERVICE TO THE MAJORITY OF OUR RESIDENTS, AS THEY HAVE A RIGHT TO EXPECT SERVICE AND PROTECTION AND I HAVE AN OBLIGATION TO PROVIDE FOR THESE NEEDS AT ALL TIMES.

WE HAVE, THEREFORE, DEVELOPED A 5-PHASE PROGRAM WHICH WILL PROVIDE FOR A MINIMUM OF 10 UP TO A MAXIMUM OF 500 POLICE PERSONNEL. A PORTION OF THIS FORCE HAS BEEN TRAINED AND EQUIPPED, HOWEVER, WE ARE DEFICIENT IN THIS AREA BY DESIGN. AT THIS POINT IT WOULD BE WELL TO SAY THAT MY MEN ARE PERFECTLY WILLING TO GET IN THERE AND DO BATTLE WHENEVER THE NEED ARISES, HOWEVER, THERE IS GENERAL AGREEMENT THAT IF THIS UNFORTUNATE OCCASION SHOULD PRESENT ITSELF, OUR COMMUNITY RELATIONS PROGRAMS AS WE KNOW THEM TODAY MIGHT JUST AS WELL BE DISCONTINUED. WE CANNOT, IN MY JUDGMENT, BE FRIEND, BROTHER,

FATHER AND MOTHER TO ALL THE PEOPLE ONE DAY
AND A FORCE PREPARED AND EXPECTED TO DO BATTLE
FOR AN EXTENDED PERIOD OF TIME IN COPING WITH RACIAL
AND OTHER COMMUNITY DISORDERS OF ANY MAGNITUDE THE
NEXT DAY.

THE POLICE ARE A SYMBOL OF AUTHORITY AND
RIGHTLY SO, BUT IN TODAY'S CLIMATE THE APPEARANCE OF
THIS AUTHORITY IN SENSITIVE AND HIGHLY EXPLOSIVE
SITUATIONS ADDS FUEL TO THE FLAMES ALREADY KINDLED -
RIGHTLY OR WRONGLY I MUST RECOGNIZE THIS -- AND
DEVELOP OTHER COURSES OF ACTION TO SUPPRESS THESE
DISORDERS WITHOUT DETRACTING FROM THE IMAGE AND
SUCCESSSES OF THE DEPARTMENT.

AFTER CONSIDERABLE EVALUATION IT WAS
DECIDED THAT WHILE WE IN THE BALTIMORE CITY POLICE
DEPARTMENT CANNOT AND WILL NOT ABDICATE OUR
RESPONSIBILITIES TO THE CITIZENS, WE CAN PERHAPS
DEVELOP SOLUTIONS TO THIS PROBLEM WHICH WILL PERMIT
US NOT ONLY TO FULFILL THESE OBLIGATIONS BUT WILL
PERMIT CITIZEN PARTICIPATION IN THESE SUCCESSSES
AS WELL. OUR 5-PHASE PROGRAM DESIGNED TO PYRAMID
EMERGENCY FORCES HAS BEEN DEVELOPED FOR THE

PURPOSE OF SUPPRESSING AND REDUCING SPONTANEOUS DISORDERS WITH WHICH WE ARE ALL TOO FAMILIAR. IT IS HOPED THE DEPARTMENT WILL NEVER BE REQUIRED TO INSTITUTE PHASES 4 AND 5 WHEREIN WE WILL HAVE COMMITTED FROM 300 TO 500 POLICE PERSONNEL. FOR WHEN WE REACH THESE NUMBERS, WE HAVE IN MY OPINION REACHED THE POINT OF NO RETURN WITH RESPECT TO COMMITMENT AND IRREPARABLE DAMAGES TO OUR COMMUNITY EFFORTS. AS OUR ESTIMATES OF THE SITUATION DEVELOP IN THE EARLIER PHASES, IT WILL BE MY RESPONSIBILITY TO MAKE A JUDGMENT AS TO WHETHER OR NOT WE NEED OUTSIDE ASSISTANCE. THIS AID IN OUR CASE WILL BE FURNISHED BY THE MARYLAND NATIONAL GUARD AND I WILL NOT HESITATE TO REQUEST THESE FORCES, FOR AS I HAVE INDICATED PREVIOUSLY, I DO NOT FEEL THE POLICE SHOULD BE USED IN QUELLING RIOTS AND ANARCHY. THIS SEEMS TO BE A REASONABLE RESPONSIBILITY THAT CAN BE ASSUMED BY OUR NATIONAL GUARD. WE ARE ALL AWARE THAT WHEN THESE FORCES ARE COMMITTED IN SUFFICIENT QUANTITY, ON A TIMELY BASIS, CONTROL IS READILY REGAINED. THIS CITIZENS' ARMY MADE UP OF MECHANICS, SALESMEN, LAWYERS, STOREKEEPERS, AND OTHER BUSINESSMEN, WHEN

TRANSFORMED FROM THEIR DAY TO DAY PURSUITS TO THAT OF NATIONAL GUARDSMEN HAVE A TREMENDOUS PSYCHOLOGICAL IMPACT ON THE COMMUNITY AND THE RIOTOUS FORCES. IT SEEMS TO ME THEN THAT IT IS THESE CITIZEN FORCES WHO HAVE AN OBLIGATION TO SUBDUE PROBLEM AREAS BROUGHT ABOUT BY THEIR FELLOW CITIZENS.

IN THE STATE OF MARYLAND THE GOVERNOR HAS THE AUTHORITY TO PROVIDE ASSISTANCE WHEN CALLED FOR BY PROPER AUTHORITIES OF A GIVEN COMMUNITY. IN BALTIMORE THE POLICE COMMISSIONER IS APPOINTED FOR A SIX YEAR TERM BY THE GOVERNOR, AND THE DEPARTMENT IS AN INSTRUMENTALITY AND AGENCY OF THE STATE. WITHIN THIS FRAMEWORK I HAVE THE AUTHORITY AND OBLIGATION TO DISCUSS MATTERS OF THIS TYPE DIRECTLY WITH THE GOVERNOR AND HE AGREES IN PRINCIPAL WITH RESPECT TO THAT WHICH I HAVE SAID HERETOFORE.

UNDER OUR MILITIA LAW, STATE OF MARYLAND, THE GOVERNOR MAY ASSUME PERSONAL COMMAND OF THE FORCES OR DELEGATE COMMAND AS IS USUALLY THE CASE TO THE ADJUTANT GENERAL WHO, OF COURSE, IS AN

APPOINTEE OF THE GOVERNOR. THE RELATIONSHIP OF THE
COMMANDING GENERAL AND LOCAL AUTHORITIES ONCE THE
GUARD IS MOBILIZED IS FLEXIBLE IN OUR STATE. THE
FOLLOWING IS A QUOTE FROM THE MILITIA LAW, STATE
OF MARYLAND:

"THE GOVERNOR SHALL HAVE
THE POWER IN CASE OF INSURRECTION, IN-
VASION, TUMULT, RIOT, BREACH OF THE
PEACE OR IMMINENT DANGER THEREOF, OR
TO ENFORCE THE LAWS OF THIS STATE, TO
ORDER INTO SERVICE OF THE STATE ANY
PART OF THE MILITIA THAT HE MAY DEEM
PROPER. WHEN THE MILITIA SHALL BE IN
ACTIVE SERVICE AS HEREIN PROVIDED, THE
COMMANDING OFFICER THEREOF, AND HIS
SUBORDINATES SHALL BE, AND THEY ARE
HEREBY INVESTED WITH ALL THE AUTHORITY
OF SHERIFFS, AND DEPUTY SHERIFFS, IN
ENFORCING THE LAWS OF THIS STATE, AND
THEY MAY COOPERATE WITH CIVIL AUTHORITIES,
OR TAKE ENTIRE CHARGE OF THE SITUATION
AS IN THE JUDGMENT OF THE COMMANDING
OFFICER THE EXIGENCIES OF THE CASE
MAY REQUIRE."

THE POLICY OF THE ADJUTANT GENERAL OF THE
STATE OF MARYLAND HAS BEEN TO DIRECT THE GUARD TO
COOPERATE WITH LOCAL AUTHORITIES WHERE SUCH PERSONS
ARE CAPABLE AND WILLING TO DIRECT THEIR EFFORTS TOWARDS
AN INTELLIGENT SOLUTION. HERE THEN IN MY OPINION IS A
MOST IMPORTANT PHASE OF THE DISCUSSION - THE PLANNING
AND COORDINATION OF EFFORTS WITH GUARD OFFICIALS WELL

AHEAD OF ANTICIPATED PROBLEMS.

OUR ADJUTANT GENERAL IS A CAREER MILITARY MAN WITH A CIVILIAN APPROACH TO PROBLEM SOLVING. WE HAD OUR FIRST DISCUSSION ON THIS MATTER SEVERAL MONTHS AGO. AT THAT TIME I INDICATED MY DESIRE NOT TO COMMIT OUR FORCES IN ANY QUANTITY FOR A SUSTAINED PERIOD OF TIME. BUT RATHER IT SEEMED DESIRABLE TO COMMIT HIS FORCES IN KEEPING WITH THE CONCEPT OF HAVING THE CITIZENS' ARMY CONTROL THE CITIZENS GROUPS INVOLVED. IN RESPONSE TO MY QUESTION AS TO WHETHER OR NOT HE WOULD BE AMENABLE TO THIS, HE RESPONDED IN THE AFFIRMATIVE AND INDICATED THIS TO BE A PROPER COURSE OF ACTION IN HIS OPINION, AND WENT ON TO SAY, "I AM GLAD TO HEAR THAT YOU WILL NOT HESITATE TO ASK FOR ASSISTANCE - IT SEEMS THAT THIS HAS NOT ALWAYS BEEN THE CASE." I ASSURED HIM THAT WE WERE NOT APPREHENSIVE ABOUT LOSING OUR AUTHORITY OR COMMAND PREROGATIVES BY ASKING FOR THIS ASSISTANCE, AND WENT ON TO REITERATE THAT OUR MUNICIPAL FORCE WAS NOT APPROPRIATE TO COMMIT TO THIS ACTIVITY - IT WOULD BE THE USUAL STORY, TOO LITTLE AND TOO LATE, AND I CONCLUDED BY TELLING HIM THAT I WAS INTIMATELY AWARE

THAT MY MUNICIPAL POLICE FORCE WAS NOT AS WELL TRAINED AND EQUIPPED AS THAT LAST MARINE BATTALION I WAS WITH AND THEREFORE I WAS TURNING TO OTHER MILITARY FORCES TO COPE WITH THIS SITUATION.

FROM THIS THE ADJUTANT GENERAL'S STAFF HAS DEVELOPED AN OPERATIONS PLAN DESIGNED TO PROVIDE FOR THE ORDERLY ASSEMBLY AND SUBSEQUENT COMMITMENT OF OUR NATIONAL GUARD TO SUCH PROBLEM AREAS AS MAY DEVELOP. THIS OPERATIONS PLAN HAS BEEN DISSEMINATED THROUGHOUT THE MARYLAND NATIONAL GUARD AND TO THOSE OF US WHO HAVE A "NEED TO KNOW". IT IS COMPREHENSIVE AND COMPLETE IN EVERY DETAIL AND INCLUDES THE NORMAL MILITARY PARAGRAPHING INVOLVING (1) SITUATION, (2) MISSION, (3) EXECUTION, (4) ADMINISTRATION AND LOGISTICS, AND (5) COMMAND AND SIGNAL. IT IS, IN FACT, THE NORMAL FIVE PARAGRAPH ORDER TO EXECUTE A PARTICULAR MISSION UNDER A GIVEN SET OF CIRCUMSTANCES ON ORDER. ADMINISTRATIVE, OPERATIONAL AND SERVICE ACTIVITY INVOLVED HAVE BEEN GIVEN FULL CONSIDERATION AND ON ORDER THE GUARD WILL PROCEED TO PREDETERMINED ASSEMBLY POINTS FOR THE PURPOSE OF COMMITMENT ON A TIMELY BASIS.

THE ADJUTANT GENERAL WHO IS HERE TODAY HAS ASSURED US OF A LIMITED CAPABILITY OF 1500 PERSONNEL WITHIN TWO HOURS OF MY REQUEST AND FULL ASSEMBLY WITHIN SIX HOURS. OUR ARRANGEMENTS ALSO INCLUDE THE MANNER IN WHICH WE ARE TO CONTACT THE GOVERNOR FOR NECESSARY APPROVAL TO ACTIVITATE THE GUARD. UNDER OUR FORMER GOVERNOR, THE ADJUTANT GENERAL AND THE POLICE COMMISSIONER WERE ONE AND THE SAME PERSON AND THE GOVERNOR HAD DELEGATED TO HIM THE AUTHORITY TO PUT THE WHEELS IN MOTION IF IN THE ADJUTANT GENERAL'S OPINION THESE FORCES WERE NECESSARY AND THE GOVERNOR WAS NOT AVAILABLE FOR CONSULTATION. WE CURRENTLY HAVE ESSENTIALLY THE SAME ARRANGEMENT WITH OUR PRESENT GOVERNOR AND IT IS DOUBTFUL THAT WE WILL BE UNABLE TO CONTACT HIM UNDER ANY CIRCUMSTANCES. SHOULD THIS BECOME A REALITY, THE ADJUTANT GENERAL STILL HAS THE AUTHORITY TO ASSEMBLE THE GUARD ON REQUEST WHEN IN HIS JUDGMENT THESE FORCES MAY BE NEEDED. OBVIOUSLY, OUR ADJUTANT GENERAL CONCURS IN THE PHILOSOPHY AS REFLECTED IN THIS PAPER.

PREPARATIONS FOR POSSIBLE COMMITMENT HAVE BEEN PROCEEDING ACCORDING TO PLAN AND ON A SCHEDULED

BASIS. GENERALLY SPEAKING, THERE IS AN AGREEMENT BETWEEN MY OFFICE AND THE GUARD COMMANDER THAT HIS FORCES WILL ASSUME FULL RESPONSIBILITY IN THE PROBLEM AREA. THERE WILL BE A PASSAGE OF LINES AS WE KNOW IT IN THE MILITARY SERVICE - THE GUARD FORCES WILL ASSUME THE POSITIONS AND RESPONSIBILITIES OF MY PERSONNEL WHO ARE INVOLVED IN CONTAINMENT EFFORTS. WHEN THIS HAS BEEN ACCOMPLISHED, OPERATIONAL PROCEDURES AND TACTICS OF THE GUARD FORCES WILL BE THOSE NEEDED AS INDICATED BY THE SITUATION AND REQUIRED IN THE JUDGMENT OF THE GUARD COMMANDER. TASK FORCE OSCAR AS IT IS KNOWN IS UNDER THE COMMAND OF A BRIGADIER GENERAL OF THE MARYLAND NATIONAL GUARD. THE BALTIMORE CITY POLICE DEPARTMENT WILL THEN RESUME ITS NORMAL FUNCTIONS. THIS IS IN KEEPING WITH THE OPERATIONS PLAN WHICH READS IN PART AS FOLLOWS:

SITUATION

- A. OPPOSING FORCES. DISSIDENT MEMBERS OF CIVILIAN POPULACE BENT UPON WIDESPREAD DISORDER ACCOMPANIED BY RIOTING, LOOTING, AND DESTRUCTION IN BALTIMORE CITY, AND THE BALTIMORE METROPOLITAN AREA.
- B. FRIENDLY FORCES.
 - (1) TAG MD, CONTROLS ALL LAW ENFORCEMENT AGENCIES IN ASSIGNED AREAS.

(2) STATE, COUNTY AND CITY POLICE
CONTINUE ASSIGNED MISSIONS.

THE FOREGOING MIGHT BE MISUNDERSTOOD AND POSSIBLY BRING ABOUT CONTENTION IF THE MISSIONS OF BOTH FORCES WERE NOT CLEARLY DELINEATED AND MUTUAL RESPECT AND UNDERSTANDING PREVALENT BETWEEN THE CHIEF LAW ENFORCEMENT OFFICER AND THE ADJUTANT GENERAL. I AM HAPPY TO STATE THAT OUR RESPECTIVE ROLES IN COMBATTING A PROBLEM OF MUTUAL CONCERN HAVE BEEN CAREFULLY DEFINED AND ARE UNDERSTOOD BY OUR TOP-RANKING COMMAND OFFICERS. WE AGREE THAT THE COMMANDER OF THE PRIMARY FORCE HAVING RESPONSIBILITY FOR REACHING AN OBJECTIVE MUST ALSO HAVE COMMAND AUTHORITY TO TAKE SUCH ACTION AS IN HIS JUDGMENT IS REQUIRED.

WE IN THE BALTIMORE CITY POLICE DEPARTMENT WILL ASSIST THOSE FORCES IMMEDIATELY ENGAGED IN THIS EFFORT BY PROVIDING PERIPHERAL PROTECTION AROUND THE AREA INVOLVED, BY ESTABLISHING STRAGGLER LINES, BY PROVIDING TIMELY INTELLIGENCE DATA, AND TRANSPORTING AS MAY BE REQUIRED.

CUSTODIAL PROBLEMS WITH RESPECT TO VOLUMES ARE IN NEED OF REFINEMENT AND PLANNING FOR THIS

CONTINGENCY AND OTHER REFINEMENTS ARE OF A CONTINUING NATURE.

COMMUNICATIONS, COORDINATION AND CONTROL ARE OFTTIMES NEGLECTED IN THE PRE-PLANNING PROCESSES, THEREFORE, WE ARE HAVING A COMMAND POST EXERCISE THIS MONTH TO REFINE THIS MOST ESSENTIAL PART OF THE OPERATION. THE TASK FORCE HEADQUARTERS IS LOCATED IN OUR FIFTH REGIMENT ARMORY WHICH IS IN BALTIMORE CITY. THEY HAVE THE USUAL OPERATIONS, ADMINISTRATIVE AND COMMUNICATIONS CAPABILITIES; AND PARTICIPATING AGENCIES IN THIS PLAN HAVE LIAISON OFFICERS ASSIGNED AND LANDLINES AND RADIO COMMUNICATIONS HAVE BEEN INSTALLED.

WHILE OUR GUARD FORCES WILL BE ON EXTENSIVE MANEUVERS DURING THE SUMMER MONTHS, THEIR FORCES WILL NOT BE REDUCED BELOW 3,000 . THE TOTAL STRENGTH OF THE GUARD APPROXIMATES 7,000 , AND WE FEEL THAT THOSE FORCES ON ACTIVE DUTY STATUS WILL ENHANCE OUR POSITION WITH RESPECT TO COMPLETE READINESS.

FRANKLY, IT IS SOMEWHAT DISHEARTENING WHEN IT BECOMES NECESSARY TO MAKE PLANS SUCH AS WE HAVE

DISCUSSED. IT WOULD SEEM THAT WE SHOULD BE ABLE TO LIVE IN HARMONY. CERTAINLY THE TASKS WHICH WE IN LAW ENFORCEMENT HAVE ARE SUFFICIENT TO TAX OUR CAPABILITIES TO THE EXTREME. WITH THE ADVENT OF THE SOCIAL REVOLUTION OF THE LAST FEW YEARS WITH ALL ITS ATTENDANT FACETS, DECISIONS MUST BE MADE AS TO HOW WE INTEND TO RESOLVE PROBLEMS AS THEY ARISE. IN OUR AREA WE FEEL THAT COMPLETE AND SUSTAINED COMMITMENT OF POLICE FORCES IS IN- APPROPRIATE. WE HAVE, THEREFORE, DEVELOPED AND HOPEFULLY IMPROVED UPON THE READINESS AND EARLY COMMITMENT OF OUR GUARD FORCES. IN THIS PROCESS WE EARNESTLY BELIEVE THERE HAS NOT BEEN AN ABDICATION OF RESPONSIBILITY ON THE PART OF THE POLICE..... RATHER AN AWARENESS OF THE COMPLEX PROBLEMS WHICH FACE US TODAY AND A NEED FOR IMPROVED SOLUTIONS. IT IS OUR EARNEST HOPE AND PRAYER THAT OUR GOOD CITIZENS WILL RESOLVE THEIR DIFFICULTIES IN AN INTELLIGENT MANNER - AND THERE IS NO REASON TO BELIEVE THEY WILL NOT DO SO. WE ARE, HOWEVER, READY TO COPE WITH THESE PROBLEMS AS THEY ARISE WITH A VIEW OF EARLY CONTAINMENT AND

REDUCTION, CONTINUED SERVICE TO ALL OUR CITIZENS
AND IN THE FINAL ANALYSIS WE HOPE TO IMPROVE THE
PUBLIC IMAGE OF LAW ENFORCEMENT AS WELL AS MAKE
-INROADS IN OUR FIGHT AGAINST CRIME, CRIMINALS AND
IMMEDIATE RELATED PROBLEMS.

.....

IT IS NOW MY PLEASURE TO INTRODUCE
AN OUTSTANDING CITIZEN OF THE STATE OF MARYLAND.
HE IS A NATIVE MARYLANDER AND RECEIVED HIS EDUCATION
IN OUR INSTITUTIONS OF HIGHER LEARNING. DURING
WORLD WAR II HE WAS ON ACTIVE DUTY FROM JULY 1942
TO 1948 AT WHICH TIME HE ACCEPTED A FULL-TIME
ASSIGNMENT IN THE MARYLAND NATIONAL GUARD, AND
HE HAS CONTINUED IN THE ACTIVE SERVICE OF THE
MARYLAND NATIONAL GUARD SINCE THAT TIME.

HE HAS ATTENDED NUMEROUS SCHOOLS WITHIN
THE MILITARY ESTABLISHMENT TO INCLUDE THE COMMAND
AND GENERAL STAFF COLLEGE IN 1960 AND THE ARMY WAR
COLLEGE IN 1964. HE WAS APPOINTED AS THE ADJUTANT
GENERAL OF MARYLAND ON JUNE 1, 1966. IN FEBRUARY

OF THAT YEAR THE GOVERNOR ASSIGNED HIM THE ADDITIONAL DUTIES OF INTERIM POLICE COMMISSIONER OF BALTIMORE CITY, AND HE SERVED WITH DISTINCTION IN THAT CAPACITY UNTIL SEPTEMBER 22, 1966.

IT WAS A VERY TRYING EIGHT MONTHS FOR HIM. THE POLICE DEPARTMENT WAS IN THE PROCESS OF A MAJOR REORGANIZATION AND A PART OF THE SOCIAL REVOLUTION WAS FOCUSING ITS MAIN EFFORT ON BALTIMORE CITY. SOMEHOW HE MANAGED TO RESOLVE THE MANY PROBLEMS OF THOSE MONTHS AND IN THE PROCESS HE HAS BEEN ENDEARED IN THE HEARTS OF ALL MARYLANDERS.

THERE WERE MANY OCCASIONS OF A HIGHLY EXPLOSIVE NATURE AND POTENTIALLY EXTREMELY DANGEROUS, BUT THROUGH HIS PERSONAL DEDICATION, DIRECTION, AND INDIVIDUAL CONTACTS WITH ALL SEGMENTS OF THE COMMUNITY, THE STATE WAS ABLE TO GO THROUGH THE LONG HOT SUMMER WITHOUT A TRAGIC INCIDENT. NOT ALL APPROVED OF HIS MANNER OF POLICING BUT THE END PRODUCT; RELATIVE PEACE, QUIET AND HARMONY, SEEMS TO HAVE VINDICATED HIS POSITION - OUR ADJUTANT GENERAL WAS ALSO THE COMMANDER OF THE FORCES

WHICH REDUCED THE PROBLEM AREA IN CAMBRIDGE,
MARYLAND TO A PEACEFUL AND HARMONIOUS COMMUNITY
DURING THE YEAR OF 1964.

I FEEL FORTUNATE INDEED TO KNOW THIS
MAN IS AT THE HEAD OF THE MARYLAND NATIONAL GUARD;
TO BE ABLE TO CALL HIM A FRIEND AND PROFESSIONAL
ASSOCIATE. NEITHER OF US CLAIMS TO HAVE "THE
SOLUTION" TO THE PROBLEM UNDER DISCUSSION;
HOWEVER, WE FEEL THAT BASED ON LAST YEAR'S
EXPERIENCE, AND CRITIQUES IN DEPTH OF THE
EXPERIENCES OF OTHERS THAT WE HAVE DEVELOPED
"A SOLUTION" - AND WE INTEND TO PROCEED ALONG
THE LINES PREVIOUSLY DISCUSSED MAINTAINING
FLEXIBILITY OF ACTION AND JUDGMENT AS WE "TAKE
ONE MOUNTAIN AT A TIME."

IT IS A PLEASURE TO INTRODUCE ONE OF
THE FINEST, AND PROBABLY THE MOST RELAXED,
GENERAL OFFICER I HAVE EVER KNOWN IN OVER
THIRTY YEARS OF MILITARY ASSOCIATION:

MAJOR GENERAL GEORGE M. GELSTON
THE ADJUTANT GENERAL
STATE OF MARYLAND

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