

JAMES W. JOHNSON
Chief of Police



"INTEGRITY...FAIRNESS...SERVICE"

BALTIMORE COUNTY POLICE
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Message from the Chief of Police

It is my pleasure to welcome you to the 28th Citizens' Academy and to thank you for taking part. I know that joining us in the activity will take time from many personal and professional concerns and I want you to know the men and women in the department appreciate your commitment.

Serious crime in Baltimore County is down and this is a safe place in which to live and work. But that is not something that happens by chance. We know in this department that public safety depends on a well-orchestrated plan, with all citizens working together to provide effective and efficient law enforcement.

Public safety is a partnership. The partnership links this department with the County's elected officials and with law enforcement agencies in other jurisdictions and at other levels of government. But most important, it is a partnership between the police and the people we serve. That partnership can take the form of regular meetings between Police Community Relations Councils and precinct commanders, or it can be something as simple as a 911 call made by a concerned citizen.

Your participation in the Citizens' Academy strengthens our partnership. As you attend the classes and visit our facilities, you will learn more about our department and understand the challenges our officers and professional staff face every day. We believe you will come away with a deeper appreciation for the work we all do.

But we will also learn from you. We want to hear your questions and your concerns. This is the time to tell us what is on your mind, so we can respond as effectively as possible. You will be the voice of the people, and we will listen.

Once again, thanks for taking the time to join us.

Sincerely,

A handwritten signature in black ink, reading "Chief James W. Johnson".
James W. Johnson
Chief of Police



28th CITIZENS' ACADEMY

Thursday, 03/05/09	Welcome: Chief James Johnson Colonel William Kelly (Administrative & Tech) Colonel Mike McCleese (Operations) Colonel Kim Ward (Community Resources) Overview of the Citizens' Academy – Capt. Davis (YCRS) Precinct Overview (Patrol, IST, Outreach) – Capt. Lurz (PC 7) Introduction to Crime Analysis – Mr. Philip Canter
Thursday, 03/12/09	Media Relations – Mr. William Toohey Forensic Art – Det. Grant Homeland Security – Major Caslin
Thursday, 03/19/09	Internal Affairs – Lt. Troutman Diversity – Sgt. Williams
Thursday, 03/26/09 RANGE	Use of Force, Shooting Policy Less Lethal Weapons, Firearms Safety Live Fire
Thursday, 04/02/09 TRAINING ACADEMY	Reasonable Suspicion, Probable Cause, Arrest Calls for Service, Patrol Procedures Practical Application/Scenarios
Tuesday, 04/07/09	Firearms Interdiction Team/Violent Crimes Unit – Det. Ryan CSI/Forensics – Director Irvin Litofsky
Thursday, 04/16/09 CIRCUIT COURT BLDG	Courts – Judge Kathleen Cox/ASA Jason League Communications Center – Sgt. Young
Thursday, 04/23/09	Traffic Law – Off. Donovan Speed Measuring Devices, Traffic Stop Procedures DUI Laws/Enforcement, Accident Investigation Economic Crimes/Frauds and Scams – PSO Chenoweth
SATURDAY, 04/25/09 MARTIN STATE AIRPORT 9:00 A.M.	Support Operations Aviation Team/Marine Team K-9 Unit/Tactical Unit
Thursday, 04/30/09	Mobile Crisis Team – Sgt. Rassa Youth & Community Resources – Cpl. Goralski Hostage Negotiation Team – Sgt. Hart and Cpl. Goralski
Thursday, 05/07/09	Hazardous Devices Team – Cpl. Conroy Narcotics Identification & Investigation – Sgt. Bergin
Thursday, 05/14/09	Citizen Leadership – Capt. Davis Gangs – Det. Ciepiela
Thursday, 05/21/09	Graduation

**WITH THE EXCEPTION OF SATURDAY,
ALL CLASSES BEGIN PROMPTLY AT 6:30 PM**

CITIZENS' ACADEMY GOALS AND MISSION STATEMENT

The Citizens' Academy's primary objective is to afford an opportunity for community leaders, business persons and special interest groups to become informed about the many aspects of police work. The Academy is designed to give the attendees exposure as to the reasons why police respond to various situations in a particular way and how they ultimately handle that situation.

Our Academy will give attendees the opportunity to see the benefits of public service and learn about the challenges and demands associated with law enforcement. Attendees will learn about selected police units and will participate in practical application that demonstrates the aspects of the police officer's job. They will also learn about the many facets of the criminal justice system and how police interact with the court system.

We believe the academy experience will be a pleasant introduction to the role of policing and its role in society. Our attendees will gain a greater understanding of the safety procedures required in policing and will learn some of the techniques used in addressing crime in our community.

Our ultimate goal is to foster relationships that will bridge the gaps between law enforcement, communities and businesses. We hope to create an alliance that leaves us with voices in the community to act as ambassadors to build solid partnerships, thus creating a better quality of life for those we serve.

CITIZENS' ACADEMY OBJECTIVES

- To realistically simulate police officers training in order to provide the academy nominees with a basis of knowledge to better understand the police function in Baltimore County.
- To provide a medium for the exchange of ideologies and philosophies between community leaders and members of the department.
- To develop a mutual trust and understanding between the citizens of Baltimore County and the Police Department through open dialogue and education.
- To instill the philosophy that community education and involvement is a crucial component to the future of law enforcement in Baltimore County.

POLICE DEPARTMENT MISSION STATEMENT

The Mission of the Baltimore County Police Department is to enforce the laws and ordinances of the state and county, safeguard life and property, prevent and detect crime, preserve the peace, and protect the rights of all citizens.

ORGANIZATIONAL VALUES

INTEGRITY

We uphold the public trust by being honest. We maintain the highest standards of ethical and moral character.

FAIRNESS

We treat everyone with respect and dignity in an unbiased manner. We protect constitutional rights through impartial enforcement of the law.

SERVICE

We provide dedicated and compassionate assistance by promoting leadership, cooperation, and creativity. We aspire to improve the quality of life in partnership with the community.

VISION OF THE CHIEF OF POLICE

We will be the model of an innovative, community-oriented police department.

We are committed to excellence and professionalism in delivering comprehensive law enforcement services. Our core responsibility is to prevent and reduce crime. All department members have an obligation, a duty, to pursue those who commit crimes.

Using current and developing technologies, we are committed to research and innovation. Technology will enhance our highly skilled workforce in the investigation of traditional criminal acts, and the latest crime challenges such as Internet, economic and predator crime, organized gang and youthful violent offenders.

Homeland security will remain a priority as we focus on the goal of moving beyond communities where our citizens feel safe to communities that are safe.

We recognize the value of all our employees and partners, from professional staff and sworn members, to the many citizens who come forth to volunteer, assisting us in fulfilling our mission. We remain committed to the further enhancement of these partnerships. We will continually strive to develop the skills of our members, and to efficiently and effectively manage our resources to deliver the highest level of service to the public.

LAW ENFORCEMENT CODE OF ETHICS

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

I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

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

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence.

I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession...law enforcement.

What Are Policemen Made Of?

By Paul Harvey

Don't credit me with the mongrel prose: it has many parents-at least 420,000 (*now at 870,000*) of them: Policemen.

A Policeman is a composite of what all men are, mingling of a saint and sinner, dust and deity.

Gulled statistics wave the fan over the stinkers, underscore instances of dishonesty and brutality because they are "new". What they really mean is that they are exceptional, unusual, not commonplace.

Buried under the frost is the fact: Less than one-half of one percent of policemen misfit the uniform. That's a better average than you'd find among clergy!

What is a policeman made of? He, of all men, is once the most needed and the most unwanted. He's a strangely nameless creature who is "sir" to his face and "fuzz" to his back

He must be such a diplomat that he can settle differences between individuals so that each will think he won.

But...If the policeman is neat, he's conceited; if he's careless, he's a bum. If he's pleasant, he's flirting; if not, he's a grouch.

He must make an instant decision which would require months for a lawyer to make.

But...If he hurries, he's careless; if he's deliberate, he's lazy. He must be first to an accident and infallible with his diagnosis. He must be able to start breathing, stop bleeding, tie splints and, above all, be sure the victim goes home without a limp. Or expect to be sued.

The police officer must know every gun, draw on the run, and hit where it doesn't hurt. He must be able to whip two men twice his size and half his age without damaging his uniform and without being "brutal". If you hit him, he's a coward. If he hits you, he's a bully.

A policeman must know everything-and not tell. He must know where all the sin is and not partake.

A policeman must, from a single strand of hair, be able to describe the crime, the weapon and the criminal- and tell you where the criminal is hiding.

But...If he catches the criminal, he's lucky; if he doesn't, he's a dunce. If he gets promoted, he has political pull; if he doesn't, he's a dullard. The policeman must chase a bum lead to a dead-end, stake out ten nights to tag one witness who saw it happen-but refused to remember.

The policeman must be a minister, a social worker, a diplomat, a tough guy and a gentleman.

And, of course, he'd have to be genius....For he will have to feed a family on a policeman's salary.

HISTORY OF THE BALTIMORE COUNTY POLICE DEPARTMENT

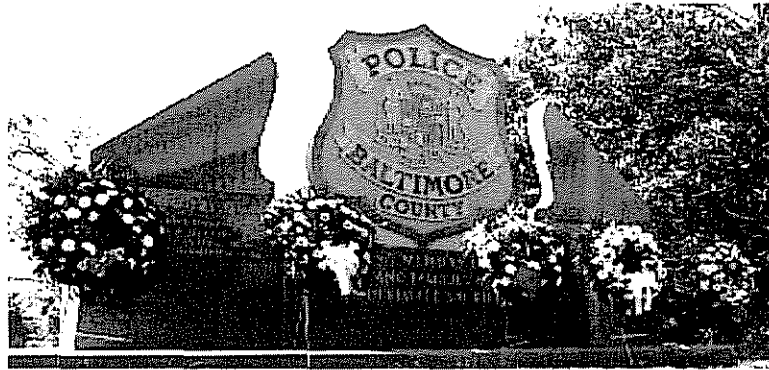
- 1874 The Baltimore County Police Department was established by the Maryland State Legislature on April 11, 1874. This legislation authorized the Baltimore County Commissioners "to appoint such number of policemen as they may deem necessary, for the better protection of persons and property". A second provision stated that "the pay of each policeman shall be two dollars per day". On June 17, 1874, the County Commissioners divided the County into five districts and appointed their first police department consisting of 30 men. Rules and regulations were established with officers appointed to one year terms.
- 1888 Early stations built were in geographical areas annexed to Baltimore City.
- 1892 The first detectives were assigned to duty.
- 1894 Officer Terrance Doyle attempted to arrest two men for breaking into a barn. One man drew a revolver and shot Officer Doyle six times. None of the wounds were serious and he recovered. This was the first time shots were fired at a Baltimore County police officer.
- ✱1913 Two women were appointed as special officers and worked with the police department to protect young girls at the river resorts.
- 1916 The first automobile (police car) was purchased and the first motorcycle was put into service.
- 1918 Another 40 square miles of Baltimore County was annexed by Baltimore City, establishing present boundaries. Police stations and County officers transferred to Baltimore City with the County maintaining stations at St. Denis and Reisterstown.
- 1920 New stations built in Pikesville, Halethorpe, Dundalk, Essex, and Fullerton. The St. Denis station was closed.
- 1927 A new Police Headquarters was erected on Washington Avenue in Towson.
- 1930 The Baltimore County Police force consisted of 48 uniformed officers and seven stations.
- 1939 The Department established its first training program.
- 1940 A plain clothes unit was established and trained to handle criminal investigations. A motorcycle unit was established and eight police vehicles were purchased and equipped with radios.
- 1941 The Police Academy was started.
- 1942 A two-way radio system was installed

- 1943 Edgemere station was built.
- 1949 The first pistol range was opened in Texas, Maryland.
- 1951 The Training Division and Public Relations Division were created.
The Narcotics Squad was formed.
- ★1952 The Traffic Division was formed.
The first African-American officers were appointed in Baltimore County.
- 1953 Thirty women were appointed under the supervision of the Police Department to be school crossing guards.
- 1954 The Juvenile Protection Bureau was formed.
The first female officers passed the written and physical examinations and were appointed to the Juvenile Protection Bureau in the position of sergeant.
Parkville station opened.
- 1955 Woodlawn station was constructed.
- 1957 The Police Department was divided into four divisions—Patrol, Investigative, Traffic, and Administrative—with an Inspector in charge of each.
The Auxiliary Police were reorganized and assigned under the control of the Police Department.
The Accident Investigation Unit was created.
Paddy Wagons were placed in operation.
A Manual of Rules and Regulations and Procedures was distributed to all Baltimore County police officers for the first time.
- 1958 The first mandatory police promotional test was instituted.
- 1960 The Cadet Program was established.
- 1961 In August 1961, the new Police Headquarters building was dedicated on Kenilworth Avenue in Towson. A central records unit and three-channel communications network were created.
The K-9 Unit was formed.
- 1962 Wilkens station replaced the Halethorpe and Catonsville stations.
The Underwater Recovery Unit was formed.
- 1965 Garrison station opened.
- 1966 A new pistol range was built and opened on Dulaney Valley Road.
- 1969 Cockeysville station opened.
- 1972 The Tactical Division was formed.
- 1973 A new Essex station was built.

- 1973 The Fraternal Order of Police was established in Baltimore County.
- 1974 The first female officers were assigned to regular patrol duties.
- 1975 The Marine Unit was started.
The first Baltimore County Police Memorial was dedicated at Goucher Boulevard and Joppa Road.
- 1977 The Police Athletic League (PAL) was created to assess the needs of youth in Baltimore County and provide an opportunity for them to interact with police officers in a positive setting that offers an outlet for educational and athletic programs.
- 1978 The Hostage Negotiations Team was created.
- 1983 The Police Community Relations Council was established.
- 1984 The Aviation Unit was created.
A Child Abuse Unit was established, the first of its kind in the State of Maryland.
A Baltimore County officer designed the "McGruff Crime Prevention" stamp.
- 1985 The Baltimore County Police Department achieved accreditation from CALEA--the Commission on Accreditation of Law Enforcement Agencies.
North Point station opened.
- 1987 White Marsh station opened replacing the Fullerton station.
- 1990 The first helicopter was placed into service.
- 1991 Staff began moving into the current Police Headquarters building at 700 East Joppa Road in Towson. The eleven story building was to be shared with the Fire Department and would be called the Public Safety Building.
The new Woodlawn station opened.
Police Bicycle Patrol was instituted.
- 1993 The Citizens' Police Academy Program was developed.
- 1996 The new Baltimore County Police Memorial was dedicated at Court House Plaza.
- 1997 A Department-wide reorganization was implemented to improve the Department's ability to address current and future challenges by grouping like functions together, by equalizing workloads, and by directing resources to improve efficiencies and effectiveness.
- 1998 Bar coding for Evidence Management was implemented.
Digital mug shot systems were installed in several precinct stations.
The Police Museum opened in the Public Safety Building.

- 1999 A new records management system was installed.
All police facilities and commands were networked, allowing the full use of the Internet and County Intranet. Correspondence exchanged via email.
Pilot sites began testing of the electronic report writing system.
- 2001 A new Precinct 6/Towson station was opened.
The Mobile Crisis Team was created to provide comprehensive mental health services to calls of persons in crisis. It was limited to the eastern portion of Baltimore County.
In November 2001, the Department established the Homeland Security Division in response to the terrorist acts of 9/11.
- 2002 The Department joined the CODIS database allowing it to share and access DNA information to identify suspects.
- 2003 Precinct 3/Franklin station was opened.
- 2005 The Gang Enforcement Team was created to fight the growth of gangs in the County.
- 2006 The Department was reorganized into three Bureaus—Operations, Administrative and Technical Services, and Community Resources.
The Department launched a pilot program to test the deployment of the TASER.
Precinct 4/Pikesville station was opened.
The new Aviation Unit hangar opened at Martin State Airport.
- 2007 The Violent Crimes Unit was created to investigate non-fatal shootings and other serious assaults.
Three new helicopters were purchased to be housed at the new hangar.
The new Precinct 8/Parkville station was opened.
- 2008 The Family Crimes Unit was renamed the Crimes Against Children Unit and investigates physical and sexual child abuse, child pornography and exploitation, and cases involving missing children.
The Mobile Crisis Team and its services were expanded county-wide.
- 2009 State legislation effective January 1, 2009, requires all law enforcement agencies in Maryland to collect DNA samples from an individual who is charged with a crime of violence or an attempt to commit a crime of violence, or burglary or an attempt burglary. The expansion of the Maryland Statewide DNA Database is expected to save investigation, prosecution, and incarceration resources, solve and prevent crimes, and exonerate the wrongly accused.

Baltimore County Police Memorial



The new Baltimore County Police Department Memorial was dedicated in Towson on May 21, 1996. The tribute consists of a carved replica of the department badge, flanked by two memorial tablets engraved with the names of those who have died in the line of duty since the department was established in 1874.

The Memorial bears the inscription:

***In lasting memory of those officers and families who made the ultimate sacrifice.
Blessed are the peacemakers for they shall be called the children of God.
Matthew 5:9***

Seven officers have lost their lives in the line of duty in the history of this department.

Officer Edward Kuznar: In December 1969, Officer Kuznar died as a result of a traffic accident. While on traffic patrol, Officer Kuznar was hit head-on by a driver who crossed the center line and plowed into his police car—killing both the officer and the driver.

Officer Charles Huckeba: Officer Huckeba left a wife and young son when he was gunned down in July 1977 while attempting to talk a barricaded suicidal youth into surrendering.

Corporal Samuel Snyder: Responding to a call for assistance from fellow officers, Corporal Snyder, a thirty-year veteran of the department, was shot in August 1983 by a deranged subject. Corporal Snyder died 10 days later as a result of his wounds.

Officer Robert W. Zimmerman: On November 5, 1986, Officer Zimmerman was struck in traffic and critically injured. The 41-year-old officer died nine days later as a result of his injuries.

Sergeant Bruce Prothero: On February 7, 2000, Sergeant Prothero was shot and killed during an armed robbery. He was a 12-year veteran of the department. Sergeant Prothero was married and the father of five children.

Officer John Stem: Officer Stem died on October 19, 2000 of complications of paraplegia caused by a line of duty gunshot wound he suffered in July 1977.

Sergeant Mark Parry: Sergeant Parry died on January 21, 2002 from injuries sustained in a motor vehicle accident. Sergeant Parry was on routine patrol when a drunk driver struck his unmarked police car. The driver fled the scene and was arrested a short distance away. Sergeant Parry was married and the father of three children.

Baltimore County

Rank Insignias

Chief of Police	<i>Gold Badge</i>	Two Stars on Collar	
Colonel	<i>Gold Badge</i>	Eagle on Collar	
Major	<i>Gold Badge</i>	Oak Leaf on Collar	
Captain	<i>Gold Badge</i>	Two Bars on Collar	
Lieutenant	<i>Gold Badge</i>	One Bar on Collar	
Sergeant	<i>Silver Badge</i>	Three Chevrons on Collar	
Corporal	<i>Silver Badge</i>	Two Chevrons on Collar	
Officer First Class	<i>Silver Badge</i>	One Chevron on Collar	
Officer	<i>Silver Badge</i>	No Chevron on Collar	

Upon successful completion of the Police Academy, recruits attain the rank of Officer.



BALTIMORE COUNTY POLICE DEPARTMENT STATISTICAL PROFILE January 2009

PERSONNEL (July 1 to December 31, 2008)

TYPE	AUTHORIZED	ACTUAL
Sworn	1,911	1,910
Non-Sworn	310	266
School Crossing Guards	273	225
Cadets	64	48
Police Service Officers	16	16
TOTAL	2,574	2,465

Sworn Officers per 1,000 population: 2 393
Sworn Officers per square mile: 3 13

K-9 Dogs: 29
K-9 Handlers: 24

VEHICLES (January 2009)

Marked: 436 Unmarked: 424 TOTAL: 860

VEHICLES INCLUDED:	TOTAL	VEHICLES INCLUDED:	TOTAL
CAT	72	Hazardous Devices	3
SRO	47	AVNU	3
Traffic (SOD/Patrol)	43	Court Liaison	2
BPI	32	Marine	2
Tactical	23	HNT Truck	1
Training	19	Armored Response	1
K-9	13	Underwater Rescue	1
Prisoner Transport Vans	10	Large Cargo Box	1
PAL Vans	9	Forensics Mobile Lab	1
HIDTA	7	Auxiliary	1
Motorcycles	6	Aviation	1
JOINS	9	Mobile Command	1
Forensic Vans	5		

TRAILERS:	TOTAL
Boat Trailers	4
Hazardous Devices Trailers	3
Speed Trailers	2
PAL Trailer	1
Motorcycle Trailer	1
Child Seat Trailer	1
Traffic Cone Trailer	1
VEHICLES NOT INCLUDED:	TOTAL
Boats	3
Zodiac Inflatables	3
Bomb Pot	1
Helicopters	3

POLICE FACILITIES

FACILITY:	TOTAL	FACILITY:	TOTAL	FACILITY:	TOTAL
Precinct Stations	10	Crash Team Office	1	Training Academy	1
Firearms Range	1	Substations	3	Police Athletic Centers (PAL)	9
Vice/Narcotics Office	1	Marine Center	1	Aviation Center	1
Family Crimes Office	1	Public Safety Building	1		

TRAINING

New recruits receive 27 weeks of entrance level training with an additional 8 weeks of field training. Veteran officers attend in-service training annually and firearms qualifications semi-annually.

- Starting Salary: \$45,783.00

ABOUT THE COUNTY

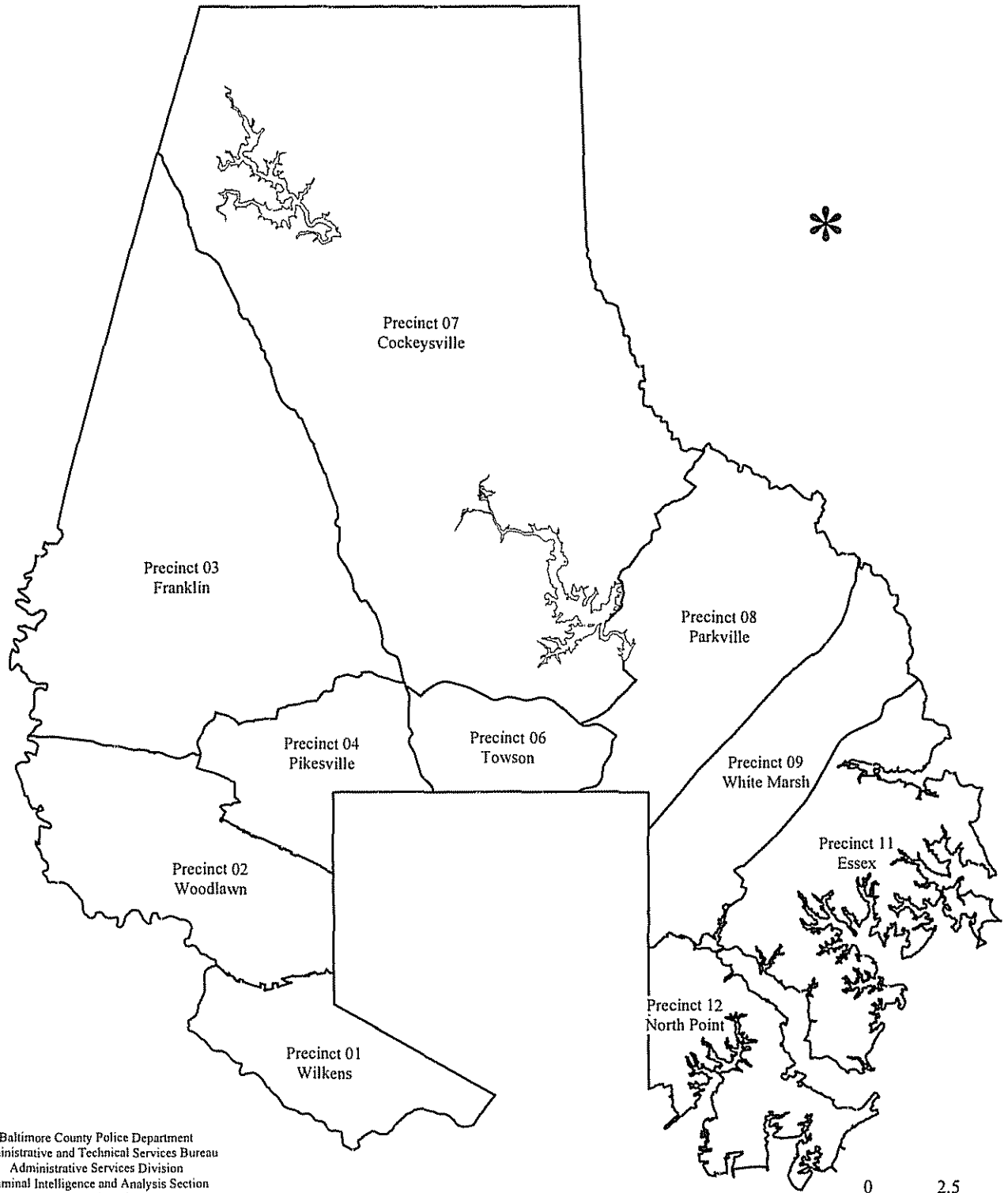
Population: 797,830
Square Miles: 610
Waterfront Miles: 173

County Road Miles: 2,640
State Road Miles: 402
TOTAL MILES: 3,042

GOVERNING BODY: Home Rule – Elected Executive and Council – Incorporated Areas – none.

(January – June 2008)			
CRIME:	TOTAL	ARRESTS	CLEARANCES
Part I Offenses	15,246	4,961	5,534
Part II Offenses	19,512	13,554	N/A
Total:	34,758	18,515	N/A
	Calls for Service:	317,516	(Includes traffic stops)
	Assaults on Officers:	449	

Baltimore County Police Precincts



Baltimore County Police Department
Administrative and Technical Services Bureau
Administrative Services Division
Criminal Intelligence and Analysis Section
Analysis Unit
Crime Analysis Team

0 2.5
miles

POLICE DEPARTMENT FACILITIES ADDRESS/PHONE LISTING

FACILITY	ADDRESS	CITY/STATE/ZIP	PHONE NO.
Public Safety Building - Headquarters	700 E. Joppa Road	Towson, MD 21286	410-887-2214/5506
Precinct #1/Wilkins	901 Walker Avenue	Catonsville, MD 21228	410-887-0872
Precinct #2/Woodlawn	6424 Windsor Mill Road	Woodlawn, MD 21207	410-887-1340
Precinct #3/Franklin	606 Nicodemus Road	Reisterstown, MD 21136	410-887-6975
Precinct #4/Pikesville	215 Milford Mill Road	Baltimore, MD 21208	410-887-1279
Precinct #6/Towson	115 W. Susquehanna Ave.	Towson, MD 21204	410-887-2361
Precinct #7/Cockeysville	111 Wight Avenue	Cockeysville, MD 21030	410-887-1820
Precinct #8/Parkville	8532 Old Harford Road	Parkville, MD 21234	410-887-5310
Precinct #9/White Marsh	8220 Perry Hall Boulevard	White Marsh, MD 21236	410-887-5000
Precinct #11/Essex	216 N. Marlyn Avenue	Essex, MD 21221	410-887-0220
Precinct #12/North Point	1747 Merritt Boulevard	Dundalk, MD 21222	410-887-7320
Training Academy Dundalk Community College	7200 Sollers Point Road	Dundalk, MD 21222	410-887-7380
Firearms Range	2001 Dulaney Valley Road	Timonium, MD 21093	410-887-2330
Aviation Unit Martin State Airport - Hangar 801	701 Wilson Point Road	Middle River, MD 21220	410-887-0280
Marine Unit	3033 Strawberry Point Road	Middle River, MD 21220	410-887-0279
K-9 Unit	1747 Merritt Boulevard	Dundalk, MD 21222	410-887-0906
Traffic Management Unit	1747 Merritt Boulevard	Dundalk, MD 21222	410-887-7361
Mobile Crisis/Workplace Violence Team	7939 Honeygo Boulevard	Baltimore, MD 21236	410-931-2145

WHAT TO EXPECT WHEN CALLING 911

When you dial 911 from a landline, the telephone number and address of your location are automatically displayed on the 911 operator's screen. For a suspected emergency, units can be dispatched and responding to your call while you are still speaking with the 911 operator. Be certain to give the 911 operator as much information as you can. Your information should be as accurate and concise as possible. Follow these guidelines to expedite the handling of your call:

- BE PATIENT AND REMAIN CALM.
- The operator will ask you a series of questions. Answer all questions to the best of your knowledge and ability.
- If you are calling about a person, be prepared to provide details concerning the person's sex, race, height, weight, clothing, location, and direction of travel.
- If you are calling about a vehicle, attempt to provide a color, make, model, tag number, state (if not Maryland), and direction of travel.
- Be prepared to explain what you observed and why the person or vehicle appeared suspicious.
- Remain on the line until the operator tells you to hang up.
- If requested, please provide your name and telephone number so that you can be contacted if additional information is necessary. This is important even if you wish to remain anonymous.
- When calling 911 from a cell phone, make sure you have reached Baltimore County 911. If you are near the geographical boundaries of Baltimore County, you may be connected to another jurisdiction's 911 Center. If this occurs, notify the operator of your location and you will be switched to the Baltimore County 911 Center.

Remember to provide as many details as possible. This will better assist the responding officer in their planning and approach prior to arriving on the scene. The police would rather respond to a call where they are not needed than to not be called in a true emergency. If you feel police assistance is needed, do not hesitate to call.

SUSPICIOUS ACTIVITY

Anything that seems out of place or occurring at an unusual time or location should be reported. The following are some of the situations that might be considered suspicious. While some, if not all, of these could have innocent explanations, the police would prefer to investigate these types of situations as they occur rather than be called when it is too late.

OBVIOUS THINGS TO WATCH AND LISTEN FOR:

- Screams for help could mean a robbery or assault.
- Person(s) being forced into a vehicle, especially children or females.
- A person wearing or carrying bloody clothing could be the victim of a crime or an accident, or the suspect in a crime.
- Sound of gunshots or audible alarms.
- A person that is not entering a building in a normal manner, i.e. through the door.
- Sound of breaking glass or loud explosive noises could be an accident, vandalism or burglary.
- Someone removing license plates, parts or accessories from a car.

NOT SO OBVIOUS THINGS TO WATCH AND LISTEN FOR:

- Person(s) going door to door, especially if they try a door to see if it is locked, look into windows, or go into the side or back yards of a residence. They could be looking for a house to burglarize.
- Person(s) carrying items (electronics, power tools, etc.) that are not wrapped or boxed as if they were just purchased. Pillowcases are often used by burglars to remove property from a residence.
- Person(s) running, especially if carrying something of value or if someone is chasing them.
- Person(s) going in and out of a certain residence on a daily or regular basis, especially during late or unusual hours, resulting in many visits of short duration. This could indicate sales of illegal narcotics or stolen property.
- Someone exhibiting unusual mental or physical symptoms (staggering, walking in the middle of the street, talking to self, sitting in the cold for a long period of time, etc.). The person may be injured, under the influence of drugs, or otherwise need medical or psychiatric assistance.
- Person(s) unknown to the area loitering in residential neighborhoods or around businesses, schools or parks.
- Open or broken doors or windows observed at a residence or closed business.
- A beam from a flashlight in a house or business might indicate a burglary in progress.
- Someone entering or leaving a business after hours.

SUSPICIOUS ACTIVITY

NOT SO OBVIOUS THINGS TO WATCH AND LISTEN FOR (Continued):

- Person(s) looking into parked cars on a residential street or in a parking lot may be searching for a car to steal or for valuables left inside the vehicle.
- Vehicles cruising an area – moving slowly without lights or in a repetitive or aimless manner. This could be a burglar looking for places to break into, a car thief looking for a type of car to steal, a drug dealer, a sex offender, etc.
- Parked occupied vehicles, even if the occupant(s) appear legitimate.
- Sales conducted from a vehicle may be for illegal narcotics or stolen property.
- An abandoned vehicle may be a stolen car.
- Continuous repair operations at non-business locations may indicate stolen vehicles being stripped, repainted, etc.
- Merchandise being sold at ridiculously low prices – the items could be stolen property.

PLEASE DO NOT HESITATE!

YOUR CALL COULD SAVE A LIFE, PREVENT AN INJURY, OR STOP A CRIME!

As attendees of the Baltimore County Police Departments Citizens Academy, we feel that you have been afforded an opportunity to learn in-depth information about the field of law enforcement and the basic application of the law and our investigative techniques. We ask that you assist us by teaching those you partnership with in your day to day activities about our agency and the importance of calling the police to report crime.

Remember time is of the essence when addressing criminal activity; please do not hesitate to call if the police are needed.

DELAYED RESPONSE PROGRAM

- 911 calls are prioritized by the seriousness of the incident.
- 911 calls are screened and certain criteria are applied when dispatching police calls for service.
- The 911 Center may hold calls for service depending on the priority of the call, the availability of police cars, or when authorized by a supervisor with sufficient justification.
- Sometimes it is necessary to hold calls for 90 minutes.
- Remember to leave your phone number(s) with the 911 operators so the desk officer can call you back if there will be a delay in the officer responding.

WHAT TO REPORT

When traveling in your day to day activities you may observe situations that may require a response by trained personnel.

Examples of emergency and non-emergency situations may include:

- | | |
|---------------------------------|---------------------|
| • Crime in progress | • Accidents |
| • Injured persons | • Fires |
| • Suspicious persons/conditions | • Chemical spills |
| • Suspicious vehicles | • Natural disasters |

It is possible that you may encounter a variety of situations where a human life could depend upon your actions. Therefore, you must think carefully, remain calm, and always consider personal safety first.

TEN CODES

The following codes are utilized by law enforcement personnel in the course of their tour of duty.

10-01 Unable to copy	10-29 Check for wanted
10-02 Signal good	10-31 Crime in progress
10-03 Stop transmitting	10-41 Beginning tour of duty
10-04 Acknowledgment (OK)	10-42 Ending tour of duty
10-06 Busy—unless urgent	10-43 Information
10-07 Out of service	10-44 Permission to leave...for...
10-08 In service	10-46 Assist motorist
10-09 Repeat	10-50 Accident (F, PI, PD)
10-10 Fight in progress	10-51 Tow truck needed
10-17 Meet complainant	10-55 Intoxicated driver
10-18 Quickly	10-57 Hit and run (F, PI, PD)
10-19 Return to	10-63 Prepare to make written copy
10-20 Location	10-76 En route.....
10-21 Call.....by telephone	10-78 Need assistance
10-22 Disregard	10-80 Chase in progress
10-23 Arrived at scene	10-83 Work school xring at
10-24 Assignment completed	10-95 Prisoner/subject in custody
10-25 Report in person (meet)	10-96 Mental subject
10-27 Drivers license information	10-97 Check (test) signal
10-28 Vehicle registration information	10-99 Wanted/stolen indicated

SIGNAL 13 – OFFICER NEEDS ASSISTANCE

PHONETIC ALPHABET

A – ADAM	J – JOHN	S – SAM
B – BOY	K – KING	T – TOM
C – CHARLES	L – LINCOLN	U – UNION
D – DAVID	M – MARY	V – VICTOR
E – EDWARD	N – NORA	W – WILLIAM
F – FRANK	O – OCEAN	X – X-RAY
G – GEORGE	P – PAUL	Y – YOUNG
H – HENRY	Q – QUEEN	Z – ZEBRA
I – IDA	R – ROBERT	

MILITARY TIME

2400	Midnight (twenty-four hundred)
0001	One minute after midnight (zero zero zero one)
0015	Quarter past midnight (zero zero one five)
0045	45 minutes past midnight (zero zero four five)
0100	One o'clock in the morning (zero one hundred)
0130	One thirty AM (zero one three zero)
0200	2 AM (zero two hundred)
0300	3 AM
0400	4 AM
0500	5 AM
0600	6 AM
0700	7 AM
0800	8 AM
0900	9 AM
1000	10 AM (ten hundred)
1100	11 AM (eleven hundred)
1200	NOON
1201	One minute after noon (twelve zero one)
1215	Quarter past noon (twelve fifteen)
1300 (add 100 to 1200)	1 PM (thirteen hundred)
1345 (add 0045 to 1300)	1:45 PM (thirteen forty-five)
1400 (add 200 to 1200)	2 PM
1500 (add 300 to 1200)	3 PM
1600 (add 400 to 1200)	4 PM
1700 (add 500 to 1200)	5 PM
1800 (add 600 to 1200)	6 PM
1900 (add 700 to 1200)	7 PM
2000 (add 800 to 1200)	8 PM (twenty hundred)
2100 (add 900 to 1200)	9 PM (twenty-one hundred)
2200 (add 1000 to 1200)	10 PM
2300 (add 1100 to 1200)	11 PM

MIRANDA RIGHTS WAIVER

YOU ARE HEREBY ADVISED THAT:

1. You have the absolute right to remain silent.
2. Anything you say can and will be used against you in a court of law.
3. You have the right to talk with a lawyer at any time before or during any questioning.
4. If you want a lawyer and cannot afford one, you can request the court to appoint a lawyer prior to any questioning.
5. If you agree to answer questions, you may stop at any time and no further questions will be asked of you.

I HAVE READ AND UNDERSTAND THIS EXPLANATION OF MY RIGHTS. MY DECISION TO WAIVE THESE RIGHTS AND BE INTERVIEWED IS FREE AND VOLUNTARY ON MY PART.

PROBABLE CAUSE DEFINED

Probable cause exists when the facts and circumstances within a person's knowledge and of which he or she has reasonable trustworthy information are sufficient in themselves to justify a person of reasonable caution and prudence in believing that something is true. It means something less than certainty, but more than mere suspicion, speculation, or possibility. Information to establish probable cause may come to a person through any of his or her five senses or through a third person or informant. Probable cause is required to justify the issuance of an arrest warrant or search warrant, all arrests made without a warrant, and most searches made without a warrant.

Probable cause to arrest arises from facts tending to show that a specific crime has been or is being committed and that a particular person committed or is committing it.

Probable cause to search arises from facts tending to show that the items searched for are items subject to seizure and that they will be located in a particular place at a particular time.

STANDARD OF PROOF CONTINUUM

“TOTALITY OF THE CIRCUMSTANCES”

Complete Doubt – No Proof

Mere Suspicion	-----	Initiate an Investigation
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Reasonable Suspicion or Belief	-----	Investigative Stop Stop and Frisk
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Probable Cause	-----	Arrest
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Preponderance of the Evidence

Clear and Convincing Evidence

Beyond a Reasonable Doubt	-----	Criminal Conviction
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Absolute Certainty – Beyond Doubt

LEVELS OF PROOF TO SUPPORT OFFICIAL ACTION
IN THE CRIMINAL JUSTICE PROCESS

ACRONYMS

ACIM	A Child is Missing
AED	Automated External Defibrillator
AFIS	Automated Fingerprint Identification System
AI	Accident Investigation
AMBER	America's Missing Broadcast Emergency Response (AMBER Alert)
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
BAU	Behavioral Assessment Unit
BPI	Business Patrol Initiative
CACU	Crimes Against Children Unit
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAT	Community Action Team
CC	Central Complaint (Number)
CDS	Controlled Dangerous Substance
CDVIT	Community Drug and Violence Interdiction Team
CED	Conducted Energy Device (Taser/Stun Gun)
CHANGE	Communities Helping Adolescents Navigate Grow and Excel
CID	Criminal Investigations Division
CIST	Critical Incident Support Team
CJIS	Criminal Justice Information Services
CODIS	Combined DNA Index System
COMPSTAT	Computer Statistics/Comparative Statistics
COP	Citizens on Patrol
COT	Community Outreach Team
CRT	Community Resources Team
DARE	Drug Abuse Resistance Education
DEA	Drug Enforcement Administration
DHS	Department of Homeland Security
DJS	Department of Juvenile Services
DNA	Deoxyribonucleic Acid
DNR	Department of Natural Resources

DPR	Differential Police Response (Delayed Response)
DRE	Drug Recognition Expert
DSS	Department of Social Services
DUI	Driving Under the Influence
DVC	Domestic Violence Coordinator
EOC	Emergency Operations Center
EP	Emergency Petition
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FIR	Field Interview Report
FLIR	Forward Looking Infrared
FNE	Forensic Nurse Examiner
FOP	Fraternal Order of Police
FSS	Forensic Services Section
FTO	Field Training Officer
GET	Gang Enforcement Team
GPS	Global Positioning System
HNT	Hostage Negotiation Team
IACP	International Association of Chiefs of Police
IAS	Internal Affairs Section
IBIS	Integrated Ballistics Identification System
ICE	Immigration and Customs Enforcement
ICS	Incident Command System
IST	Investigative Services Team
JOINS	Juvenile Offenders in Need of Supervision
LEOBR	Law Enforcement Officers' Bill of Rights
MAARS	Maryland Automated Accident Reporting System
MCAC	Maryland Coordination and Analysis Center
MCCPI	Maryland Community Crime Prevention Institute
MCPA	Maryland Crime Prevention Association
MCT	Mobile Crisis Team

MDT	Mobile Data Terminal
MdTA	Maryland Transportation Authority Police
MEMA	Maryland Emergency Management Agency
MILES	Maryland Interagency Law Enforcement System
MOU	Memorandum of Understanding
MPCTC	Maryland Police and Correctional Training Commission
MSP	Maryland State Police
MTA	Maryland Transit Administration Police
MVA	Motor Vehicle Administration
NACo	National Association of Counties
NCIC	National Crime Information Center
NCMEC	National Center for Missing and Exploited Children
NLETS	National Law Enforcement Telecommunications System
OC	Oleoresin Capsicum (Pepper Spray)
OJ	Other Jurisdiction
OSHA	Occupational Safety and Health Administration
PAL	Police Athletic League
PAR	Police Assistance Relief Fund
PBT	Preliminary Breath Test
PC	Precinct
PC	Probable Cause
PCRC	Police Community Relations Council
PERF	Police Executive Research Forum
PPE	Personal Protective Equipment
PSO	Police Service Officer
RATT	Regional Auto Theft Task Force
RRE/SO/D	Racial, Religious, Ethnic/Sexual Orientation/Disability
SAFE	Sexual Assault Forensic Examination
SAO	State's Attorney's Office
SOD	Support Operations Division
SOP	Standard Operating Procedures

SOR	Sexual Offender Registry
SRO	School Resource Officer
SRT	Special Response Team
SVU	Special Victims Unit
TRU	Telephone Reporting Unit
UCR	Uniform Crime Reports
VCU	Violent Crimes Unit
VNS	Vice Narcotics Section
VWA	Victim Witness Assistance
WATF	Warrant Apprehension Task Force
WMD	Weapons of Mass Destruction

DEFINING A CITIZEN LEADER

Richard A. Couto

Reprinted from *Public Leadership Education: The Role of Citizen Leaders*
(The Kettering Foundation, Dayton, Ohio 1992)
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There I was trying to impress members of the search committee during lunch and sitting across the table from James MacGregor Burns, Pulitzer Prize-winning patriarch of leadership studies. It was difficult to eat and talk without embarrassment, so I did little eating. I talked a lot. I heard myself counter points made by one search committee member about a recent coal miners' strike in Virginia—an impolitic step. Late in our luncheon conversation, Burns lamented the dearth of leadership in contemporary America. I took issue with his point as well, suggesting that the amount and quality of leadership varied depending on where you looked. Leadership at the local community level, I asserted, is abundant and of extraordinarily high quality. Suddenly, I realized that I felt more about leadership than I thought about it. I had lived it more than I had studied it. I had worked 20 years with an array of leaders in low-income communities of the rural South, Appalachia, and several urban areas. Like them I had spent far less time thinking about the "why's" and "how's" of leadership than on the "what's to be done" questions of leadership. I had what Michael Polanyi calls "personal knowledge" rather than scholarship. This realization gave me pause, but only momentarily. Undeterred, I forged on.

Burns and I eventually agreed on the disappointing dearth of political and national leadership and ascribed it, in large measure, to the fragmentation of America's political structures. We also agreed that possibly we have more and better leadership at the local level of American life than we give ourselves credit for. Fortunately, I got the job. Burns and I became colleagues and eventually traveled through parts of Appalachia to meet some of the community leaders I had had in mind when I spoke.

This trip, my new job, and that luncheon conversation challenged me to examine what I had taken for granted: What is citizen leadership? And why is it important? As I learned more about leadership, I recognized that I was dealing with only one form of citizen leadership. Legislators, labor union officers, social service agency heads, directors of nonprofit organizations, civic and business leaders, elected and appointed political officials are all citizens and they are also leaders to one degree or another. I was tempted to stretch a definition from that luncheon conversation to cover all these people. Such a definition, however, would risk becoming a Fourth of July celebrative elaboration of the virtues of American life, and certainly would obscure the distinguishing characteristics of the citizen leaders with whom I have worked. What sets these largely ignored leaders apart?

The citizen leaders I have in mind facilitate organized action to improve conditions of people in low-income communities and to address other basic needs of society at the local level. Their goal is to raise the floor beneath all members of society, rather than to enable a few to touch its vaulted ceiling. Sometimes citizen leaders work for change,

protesting proposed toxic waste dumping near their homes, for example. In all cases, they exhibit the leadership which occurs when people take sustained action to bring about change that will permit them continued or increased well-being. They recognize the existence of community, a set of relationships among people forged by some special bond. Sometimes that bond includes residence in a particular place. It *always* includes the common human condition with all of its aspirations and potentials.

There are obvious similarities between this form of citizen leadership and broader concepts of leadership. It entails follower-leader relationships and collaboration, exchanges, and interchanges. The citizen leaders about whom I write are transforming leaders who engage others in efforts to reach higher levels of human awareness and relationships. With time, citizen leaders also become transactional leaders and some of them acquire the administrative competencies needed to manage an organization. Burns has referred to "cobblestone leadership" and the "second and third tier" of leadership. These citizen leaders embody those concepts as well.

On the other hand, as I learned more about leadership, I understood the differences between the citizen leadership I knew and the other concepts of leadership. For example, in my first class on leadership studies, I asked my students to draw pictures of leadership. In response, students drew an array of images of money, power, prestige, and superiority—leaders were in front of or above others. Few scholars would define leadership in such terms, yet my students probably reflected accurately the lessons they had acquired from popular culture.

Citizen leaders contrast markedly with such popular conceptions of power and, to a lesser extent, with academic conceptions as well. For one thing, citizen leaders usually do not choose leadership. They do not even seek it. They leave their private lives reluctantly for these public roles. Often they intend to take some public action, to achieve their purpose quickly, and then to return to private matters. Customarily, their first action is to approach the people in charge to get something done about a specific problem. It is only when they are rebuffed or rebuked that citizen leaders go farther, eventually entering into a chain of events and actions that leads to the achievement of their original purpose. Somewhere in that chain, the people I have in mind acquire the truly distinguishing characteristic of leadership: the gift of trust bestowed by others with whom they work. Their groups may establish a formal organization—"Concerned citizens of..." is a frequently used name—and citizen leaders will be elected or delegated to act on behalf of the group. Whatever their titles, citizen leaders have a deeper sense of responsibility and higher sense of authority that comes from the trust others have bestowed informally upon them to act on behalf of the group.

Citizen leadership brings new responsibilities, new contacts, media exposure, and other trappings of leadership that, more often than not, citizen leaders would prefer to shed. They would like to return to their "normal" lives. Ten years ago, Larry Wilson and his wife, Sheila, backed into leadership positions in the controversy over pollution of Yellow Creek near their eastern Kentucky home. Today, they direct a regional environmental program of the Highlander Research and Education Center. He attended the United Nations Earth Summit in Brazil in the summer of 1992. At the same time, she visited other citizen leaders in Northern Ireland who had traveled to Appalachia earlier to observe her work. Larry Wilson calls local environmental citizen leaders "reluctant warriors", who pay for their leadership:

These people have to raise families in the contaminated areas, punch a time clock within an organization that is frequently opposed to their environmental activities, be sensitive to rocking the political boat, [and] maintain social ties in a community divided by the issue they are working on.

The Wilsons' full-time work creates an alter ego that separates them from other local citizen leaders to whom they feel kindred. As Larry Wilson put it, "I wake up in a different world every morning." His expanded role of citizen leader requires him to accept that new world, but to adjust it to a world he does not want to leave behind.

The loss of what is familiar prompts citizen leader William Saunders to maintain adamantly that he did not and would not choose the role. His work on the Sea Islands of South Carolina, and his direction of the 100-day hospital workers' strike in Charleston in 1969, earned him a place in the film, *You Got to Move*, which dramatizes citizen leadership. Saunders now runs a radio station in Charleston, South Carolina, and continues to be an important part of the civil rights movement and antipoverty programs in the area. Like Martin Luther King, Jr., Saunders understands citizen leadership as a burden, a cross that few would take up willingly. After all, he points out, the transforming aspect of citizen leadership transforms the personal lives of leaders as well as the conditions they intend to change:

It's not the kind of life you choose. You get caught up in it. But you wouldn't choose to be misunderstood. A preacher near here gave a sermon, "Being Picked Out to be Picked On." That's a heavy subject. To see things clearly ahead of your time carries a heavy price. You're friendless. There's no one you can talk with straight across the board, not even your family. Ten years later, they may see what you are saying, but by that time, you've gone on.

Citizen leadership is leadership with far fewer perks and far less glamour than that which marks those in the threadbare political and national leadership we lament. At the same time, citizen leadership comes with the same or greater personal costs as other forms of leadership.

Despite their reluctance, citizen leaders act from fairly simple motives. One does not hear long, complicated analyses of Abraham Maslow's hierarchy of needs. Instead, citizen leaders speak in simple terms about the basic dignity of every human being. They act from the conviction that we, as a society, are responsible for redressing the conditions that undermine and understate the human dignity of any of its members. While others may accept the needs and deprivation of some groups without a sense of moral responsibility, citizen leaders cannot. They are compelled to pass on to the next generation a society less tolerant of human and environmental degradation. For citizen leaders, with bonds to specific low-income communities, success has a single, clear measure: Will our children have a reasonable choice to live with dignity in their community as adults? Eventually, their assertion of social responsibility for the human condition becomes exceedingly troublesome. It means entering the value of "community" into economic calculations in which community has no monetary value. It means giving voice and stature to groups of people without political influence. Citizen leadership means making a political, economic, and social system accountable for whom it serves and fails to serve.

Citizen leaders express the simplicity of their motives in anger mixed with humor and determination to persuade those who impede them to recognize the human dignity of individuals and the worth of community. Eula Hall helped establish a health center in Mud Creek in eastern Kentucky. She still works at the center to assure residents of the area access to medical care providers and to the rights and benefits to which they are entitled. She exemplifies the sophisticated competencies citizen leaders acquire to conduct their work. She has an outstanding record of victories in black lung hearings, for example. Press her for her reasons for a 30-year career in full-time citizen leadership and she echoes Fannie Lou Hamer: "You just get sick and tired of seeing people get pushed around."

Citizen leaders are not showered with traditional forms of recognition. Colleges and universities, for example, often ignore them or delay recognizing their achievements. Citizen leaders are likely to be pressing the medical school's hospital on its policy for indigent care. They are likely to be protesting conditions in the rental property of a university's landlord, or protesting the inadequacy of pollution controls at the plant of a major university contributor. It serves the interest of many institutions to ignore the reality citizen leaders work to make us aware of. Colleges interested in instructing students about the workings of the American economy are more likely to encourage them to speak to people in corporate offices than in picket lines.

Recognition does come to citizen leaders. First, and fewest, are the awards that recognize them for addressing an issue of injustice or inequality. In general, these awards come from organizations and institutions, including some foundations, that understand themselves as part of a process of basic social change. Larry Wilson was designated an environmental hero by *Mother Jones*. Second, and most frequent, are the awards that recognize citizen leaders for individual courage within a context of need but separate from the political and social issues that underlie that need. These awards make citizen leaders into heroes and heroines by emphasizing their personal traits. *People* magazine, for example, depicted Eula Hall as a crusader when it included her among 25 "Amazing Americans!"

Eventually, some citizen leaders are recognized by institutions that previously shunned them. This form of award measures the acceptance of positions that citizen leaders took and the transformation of society and some of its institutions. Bill Saunders, for example, served as chairman of the Democratic Party of Charleston County. The leadership path that led him to this position began with a protest against racial barriers that prevented him and others from voting and joining a political party. Often this recognition comes long after the controversy has subsided, after the citizen leader has passed on the mantle of leadership to others, or even after he or she has died.

As I thought about why citizen leadership is important, I came back to our luncheon consensus about the dearth of national and political leadership. Citizen leadership protests and mitigates the shortcomings of our national and political leadership. In the absence of strong formal political leadership, leadership slips over into the hands of those with economic and social power. We not only recognize this dispersion of political power, we praise it. We teach pluralism as a political system which provides a high probability that an active and legitimate group can make itself heard effectively in the process of decision making. Our first inclination is to include citizen leadership in that pantheon, but that would miss the importance of the form of citizen leadership with which I am concerned.

Citizen leadership demands that the political system expand its notion of "legitimate" groups beyond economic and social elites. It constantly presses the static boundaries of our political system to broaden, to incorporate new issues, and to involve new groups. For citizen leaders, politics is the public expression of society's sense of community and of the common interests of its members. Invariably, citizen leaders are criticized early on in their efforts precisely because of their efforts to wake sleeping dogs and to expand the public agenda. Any political system throws up barriers to resist change. If there is one thing that citizen leaders are about, it is taking down those barriers. The greater the change, the more likely the resistance. Citizen leaders soon understand that their form of leadership is intolerable for some. All the people mentioned in this essay have stories of being shot at and threatened with physical harm and arson.

Eventually, most citizen leaders learn to work within "the system," but it is a system changed by their presence. Eula Hall invited the representative of her congressional district to the ground-breaking ceremony for the new clinic in Mud Creek. Twenty years before, that would have been inconceivable. But, in the intervening time, Hall's aspirations and leadership had acquired legitimacy. Likewise, any listing of the political elite of Charleston and, perhaps, South Carolina today will include Bill Saunders. Larry Wilson and the Concerned Citizens of Yellow Creek initiated forums to discuss issues with candidates for local political positions.

In a sense, citizen leadership is a parallel government, a shadow government, or a government in exile depending on the degree of change entailed in its demands. As a "parallel government," citizen leaders carry out changes before political leaders are prepared to do the same. Addressing the needs of the homeless is the most recent case in point. In cases where needed changes exceed the capacity of citizen leaders, they may become a "shadow government," the loyal opposition of those with political power, to demand public action for public problems heretofore ignored or considered "illegitimate." The demand for public responses to the AIDS crisis illustrates the point on a national scale. When the demand for change exceeds the capacity of public officials to act, citizen leaders also become a "government in exile" waiting for the day that issues, long denied, become crises demanding action.

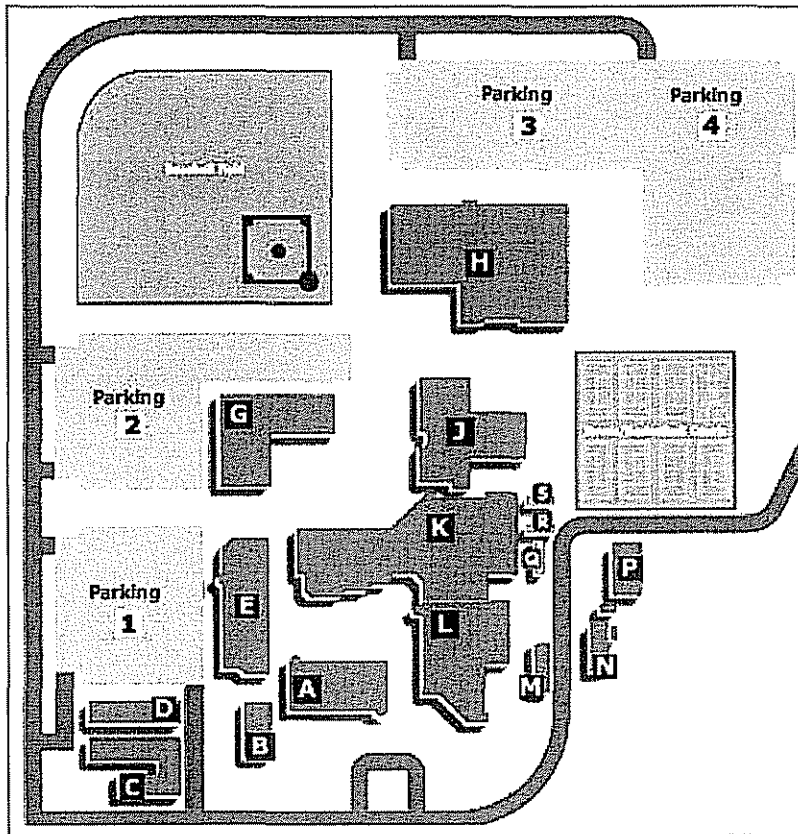
Through protest, demands for fairer portions of public resources for some groups, and a vision of a transformed state of society in which the bonds of community are more apparent, citizen leaders pursue and establish change. In some measure, the dearth of political leadership that we lament reflects the inability or unwillingness of elected and appointed leaders to express the degree of compassion, concern, and community that animates citizen leadership. In part, this failure is structural and needs to be fixed. In another sense, however, it represents a valuable gap worth preserving. As long as our citizen leaders exceed the quality of our elected and appointed leaders, the latter have someone to follow—what could be more central to a vital democracy?

Richard Couto, Ph.D. joined the Ph.D. program at Antioch University as a founding faculty member and Professor of Leadership Studies in July 2002. Prior to that he had been a founding faculty member and Modlin Chair in Leadership Studies at the Jepson School of Leadership Studies of the University of Richmond. At Jepson, he helped integrate classroom instruction with community service and action research. Prior to the

University of Richmond, he taught at Tennessee State University in the Institute of Government. The most formative element of his professional development happened from 1975 to 1988, when he directed Vanderbilt University's Center for Health Services. Its programs uniquely combined community-based, problem-centered education with community organizing and community development in low-income areas of Appalachia and predominantly African-American areas of the rural South. He continues to lecture and write on Appalachian topics; community leadership, development, and political change; and the role of higher education in a scholarship of engagement. His most recent publication, Reflections on Leadership, compiles contributions of leadership scholars about the past and future of the field. He is currently engaged in programs and research on leadership and global poverty; competency-based leadership development of federal executives; leadership curriculum elements for programs of public policy; models of curriculum and community development integration in different nations; and the relationship of creativity and leadership. He will also head the editorial team preparing SAGE's two-volume reference handbook on political and civic leadership scheduled for publication in 2010.

DIRECTIONS TO DUNDALK COMMUNITY COLLEGE/POLICE ACADEMY:

CCBC Dundalk



From North via I-695

Take Exit 39 (Merritt Blvd.), proceed approximately 2.5 miles. At the 8th traffic light (intersection of Merritt Blvd - Peninsula Expressway) turn right. (If you cross railroad tracks you have gone one block too far). At the first traffic light, Merritt Avenue becomes Sollers Point Rd. Go Straight. The College is at the top of the crest on the right.

From South via I-95 (TOLL)

Take I-95 North, through Fort McHenry Tunnel. Stay to the right. Take Exit 58 (Dundalk Ave.). Proceed three lights, stay in left lane. At the third light, turn left onto Holabird Ave. Proceed four more lights and turn right on Delvale Ave. College is on left.

Proceed straight to Building G (School of Justice) (if you pass the Baseball field, you've gone too far). Enter the Building, Police Academy is first office on the left, classrooms are on the right.

DIRECTIONS TO POLICE PISTOL RANGE:

Take I-695 to Exit 27 North at Dulaney Valley Road. The Range is on the east side (your right) less than two miles north of I-695. It is located directly across from Ivy Church Road.

Phone Number: 410-887-2330

DIRECTIONS TO THE NEW COURTS BUILDING/911 CENTER:

The Courts Building is located in the heart of Towson on Bosley Avenue between W. Pennsylvania and W. Chesapeake Avenues. You may park in the garages on W. Susquehanna Avenue or metered parking along the streets. NOTE: After 8:00PM the parking garages and meters are free.

DIRECTIONS TO THE AVIATION AND MARINE UNITS:

From I-95 South to MD 43 East – Exit 67A White Marsh Blvd.....

From I-95 North to MD 43 East – Exit 67B White Marsh Blvd.....

From I-695 Southeast towards Essex – Left Exit 31C White Marsh Blvd.....

Make a right onto Eastern Blvd. (Rt. 150 West). Merge to far left lane and make a left onto Wilson Point Rd. at the light. Martin State Airport will be on your left. Drive ½ mile to main entrance security gate for directions to the Baltimore County Police Aviation hangar.

From I-695 Northwest (from Key Bridge). Take Exit 38 East (towards Essex) on Eastern Blvd. (Rt. 150 East). Drive 5 miles on Eastern Blvd. to Wilson Point Rd. and make a right on Wilson Point Rd. at the light. Martin State Airport will be on your left. Drive ½ mile to main entrance security gate for directions to the Baltimore County Police Aviation hangar.

Phone Numbers: Aviation Unit 410-887-0280

Marine Unit 410-887-0279

Important Phone Numbers

Security Desk	410-887-2214 or 410-887-5506
Community Resources	410-887-5901

Things to Remember

While attending the academy, remain in the designated areas. The building is a secure facility. Doors and stairwells require a specific pass card. Your card will not activate these doors. The stairwells are recommended for emergency use only. In the event you enter a stairwell, the only exit will be on the first floor, outside of the building.

Parking will be on the Public Safety Building parking lot, adjacent to the building. Please do not park in the areas designated Police Parking.

When entering the building you will need to present your academy I.D. card. The I.D. card needs to be displayed at all times while in the building. The front entrance will be the only access to the building for the academy attendees.