YOUNGSTOWN STATE UNIVERSITY ORAL HISTORY PROGRAM

Law Enforcement Officers

John Terlesky Personal Experiences
O. H. 247

JOHN TERLESKY

Interviewed

bу

John M. Bukovinsky

on

March 11, 1981

JOHN TERLESKY

John Terlesky was born June 9, 1914, in Youngstown,
Ohio. His parents were immigrants who migrated from Western
Europe, his father in 1910 and his mother a few years later.
Terlesky's education came from various North Side schools,
culminating with his graduation form Rayen High School.

Terlesky throughout the thirties worked at various jobs, mostly part-time ones. He then decided that the only safe employment would be a government job so he took the civil service exam to become a fireman or a policeman which paid off when he was hired by the Youngstown Police Department in 1941.

During his career with the Youngstown Police Department, Terlesky held various positions: Police Chief, 1941 to 1950; Sergeant, 1951 to 1952; Lieutenent, 1953 to 1962; Police Chief, 1964 to 1970; and Chief of Detectives, 1970 to 1976. He was unfortunate, or perhaps fortunate, to have been Police Chief during some fairly trying times: the start of the drug problems, labor strikes, and civil rights riots.

Since retiring from the Youngstown Police Department in 1976, Terlesky, a widower, is still residing in the Youngstown area.

by John M. Bukovinsky

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Law Enforcement Officers Project

INTERVIEWEE: JOHN TERLESKY

INTERVIEWER: John Bukovinsky

SUBJECT: Being a policeman in the 1940's, Cases he worked

on, His experience as Police Chief

DATE: March 11, 1981

B: This is an interview with former Police Chief John Terlesky for the Youngstown State University Oral History Program on Law Enforcement Offices. This interview was conducted by John Bukovinsky at Mr. Terlesky's home at 530 Francisca Avenue on Wednesday, March 11, 1981, at 2:00 p.m.

 $\mbox{Mr.}\ \mbox{Terlesky}$ tell me what you remember about your parents and family.

- T: My father came to this country from the eastern part of Europe in 1910. He was in Oklahoma for a short period then settled in Youngstown and lived there the rest of his life. He was employed with US Steel until he retired about 1951, I believe. He passed away in 1965 at the age of 83. My mother came from the same part of Europe a few years later and lived in this town all her life. We lived in the lower part of the North Side. I had sort of a happy life; I enjoyed my youth, mostly sports and so forth. Times were pretty hard during the Depression. My father was never completely out of work; he always had a few days pay. It was pretty tough, everybody had a tough time.
- B: Where did you go to school at?
- T: I went to school on the North Side of Youngstown. Mostly Jefferson, Hayes, and Rayen School. I graduated from Rayen in 1933 right about the height of the Depression. It

was quite a while before I got a steady job. I was working part-time in grocery stores and things of that sort. I worked in a bakery for a while. They were all part-time jobs, nothing full-time. Then I started working around 1935 in a plant in town. I worked there for a while then got laid off and then rehired and then laid off. Finally I took an exam for the police department in 1940 and was appointed as a policeman in 1941, June 28.

- B: As a young man growing up in Youngstown in the late 1930's, were there a lot of things for you to do in this city?
- T: Yes, there were a lot of things because Youngstown always had more than their share of parks, ball fields, and swimming pools. They had Mill Creek Park that I used to go to in the summertime and spend all day there. At that time you could swim in Mill Creek Park and ice skate in the wintertime. There were a lot of things that you could do, things that didn't cost any money. Today children don't go for things that don't cost money. Today they want things that you usually have to pay quite a bit of money to enjoy. I can't say that it wasn't a happy youth.
- B: What was downtown Youngstown like?
- T: Downtown Youngstown was the heart of Youngstown then. Everybody shopped down there, busses ran every five minutes. Saturday you could hardly walk down the street it was so crowded. All night long restaurants were flourishing and doing business. Then during the Depression they kind of slowed down, but then during the 1940's when World War II started, they started really booming downtown. At that time Youngstown was the hub, not only for Youngstown, but for New Castle, Warren, and all the surrounding towns. All came to Youngstown to shop.
- B: Were there a lot of theaters and restaurants and stuff?
- T: Theaters, there must have been about twenty theaters downtown or right around the perimeter of town and they all did good business. They had dance halls, one of them was where Youngstown University is at now, called The Elms. They had the Statler downtown, Idora Park, and many many things you could have done in those days if you had the money.
- B Was there a lot of gambling going on then?

T: At that time, 1940 to 1941, gambling wasn't considered as bad as it is now. During the Depression just about every business in town wrote numbers on the side, that was part of the way they were paying their rent. Nobody thought anything of it at that time. Bookie joints, there were fourteen of them right downtown and they were all open; nobody even bothered them. They didn't even consider the people running it as racketeers; they were considered sportsmen.

- B: When you think of World War II what stands out in your mind?
- T: I know that things got changed around completely here. All the women started to work and the busses were overcrowded. Gasoline was hard to get and most people had to share bus rides, or car rides, and so forth, and everything was rationed. Then they started selling these phony stamps for gasoline. In fact, I was instrumental in catching one of those sheets in his back pocket. We finally, through investigation, found out where he was getting them and we sent the man to the penitentiary for it. That slowed up the illegal stamps for a while.
- B: What made you decide to get on the police force?
- T: I really never planned on getting on the department. I got married and I was being laid off, and the job was not secure, and at the time almost all my buddies got on federal jobs. Some were social security jobs and mailmen, and it just so happened at the time there was an examination coming up at the police department and I took it. I also took the one for the fire department, but the police department opening came up first so I took that one. I probably would have taken the fire department if that came up first.
- B: Was there a respect for policemen back then?
- T: Yes, a lot more than there is now, although I think respect for policemen is starting to come back again. I honestly believe that if they attempt a levy for police and firemen only, they would pass it with a big majority.
- B: When you went to work in 1941 as a policeman, what was your day like?
- T: In those days you worked six days a week, you got one day off, and if you were a rookie you were probably going to be off on Mondays for five or six years before you moved up to Tuesday. You were looking forward to working 20, 21, 22 years of nights. You didn't get any

T: day turn at all until you put at least that much seniority in. I didn't mind working nights; I enjoyed working nights. It was tough on the family; my wife and children hardly ever saw me. The children would be in school and I would be sleeping and I would be working when they were coming home. Sometimes I wouldn't see them for four or five days. It was tough on the wife; she couldn't plan anything with me working nights all the time. That's one of the reasons there's so much divorce in the police department now. Not many present day wives put up with it like my wife did.

- B: What kind of training did you have to go through?
- T: The training was very minimal at that time. All they did was swear you in, give you a badge, a club and a gun, and told you you were a policeman. You went out and the captain would take over and he would start assigning you with some of the older men and you learned a little from each man you worked with. You were never assigned to a steady beat at first. You worked with one man one day, another man another day, and that was how you got your training. Some policemen you learned the good, positive things from, then you worked with some bad policemen and you learned negative things that you wanted to stay away from and not do. That was the way you trained. It took you five or six years to get to be a pretty good policeman.

Today most of these policemen are coming in with training from a university and it cuts it down to probably a policeman today can be a good policeman within two years if he's willing to learn. Today a new patrolman must attend a state required police training school of over 300 hours before he can be certified by the state of Ohio and many more hours of in-service training.

- B: Did they used to put you on with an older policeman?
- T: Oh yes, on all occasions. They never put two new men together in those days, which they are doing in the department today with so many of the older men quitting. They cut the force down some 50 or 60 men right now, nowhere near enough.
- B: How big was it back then?
- T: When I was chief it reached the point where there were 296; that was the highest they had and then about twenty civilians besides that. The actually sworn personnel was 297.
- B: What stands out as major or something of significance in your early days on the force?

T: Numerous strikes that we were involved in that were always very, very tough to deal with. I remember we had one strike, Falcon Bronze, downtown; it was one of them that would lock horns and neither would give in. Finally, the plant just actually closed down. The employees took the plant over and went down to Lowellville with it, and they made a big success of it. We just lost one of our major plants. Steel strikes were always pretty bitter.

Then we had a job where we actually got big stick-ups and safe jobs. We actually caught people right on the job blowing the safe. I worked in the downtown car which was the major vehicle, with a sergeant and three men. We were assigned all the big calls, and it was a very exciting car to work. I like working on most of the major calls. I had seven years of that duty, then I was promoted to sergeant of the foot patrol downtown and different details.

- B: Did you ever have any trouble with the service men that were stationed here during the war?
- T: To some extent we did. You know they had a Camp Reynolds here at the time. They used to send in about 40 MP's every night and they worked with our men. They were always assigned, one or two MP's, with one of our patrolmen. They were able to take care of it. There used to be twelve or fourteen thousand soldiers coming into town every night.
- B: Was there a problem with juveniles, with the girls, <u>/</u> bad_/ girls, or what ever?
- T: No, not at that time because at the time Youngstown had never had a camp around here before. They just threw their arms wide open to them. They invited these fellows to their homes and fed them and treated them very well. I mean this was heaven for a soldier. Of course, towards the end they started outliving their welcome around here and there were a few of them that got out of line and people turned against them. But for a long time they really had it nice here.
- B: Were there any problems with political groups such as communists or socialists here?
- T: We always had a small core of communists here that the police department kept under surveillance, but I would never consider them a problem. Back in the Depression, before I came onto the department, they did have a few May Days in town that evolved into riots. They used to

come in on what they called national, it was an International May Day. They had them all over and I guess they came here from every part of the country too. They knocked some policemen off horses and there were some hurt on both sides, but that was prior to my time in the department. I just heard that from the men down there. They never had any May Day parades whenever I was on the force. Once the Depression was over and we started having good times here with the war going on in Europe, the communists just disappeared. They're only effective when there is a Depression or when people are dissatisfied.

- B: What do you remember about Mayor Henderson's Administration?
- T: I have some very good and fond memories of Henderson because he appointed me, or promoted me rather, to two positions. Mayor Henderson appointed me sergeant and then later on to lieutenant. Both of them were promotional examinations that came under his tenure as mayor. I always considered him as a very outstanding mayor, a very good mayor. To this day he still has the respect of all the people in town.
- B: What kind of reforms did he and the Police Chief Allen institute?
- T: Prior to his coming in here some fellow came here from Buffalo by the name of Joe DeCarlo and started organizing some of the local places and booking operations using muscle enforcements. It finally erupted into the shooting at the Purple Cow. Shortly after that Henderson took over as mayor, and the first thing they did was run Joey DeCarlo out of town.

Prior to that we had a state investigation here from Columbus that investigated all the number spots in town-there were three big number houses in town known as number banks at the time--and they brought in a special prosecutor. They had a grand jury over the county that refused to listen to the local prosecutor and asked for their own. The governor appointed Simon Leis from Cincinnati to come in and conduct the investigation.

At the time I was a rookie; I was only on the job about a year and a half, and I was assigned to the investigation. I was working out of the Trinity Church. They picked the young policemen because they figured they were just rookies and not connected. I worked on that until the investigation was all over and they sent most of the local number men to jail.

Shortly after that Henderson came in. Then we had another problem because all these big number houses broke up into little ones. You wound up having eighteen little number houses, where we only had three prior to that, and that brought on a lot of bombings later on because they were fighting over territories and so forth. Chief Allen tried like heck to break it up, but even he couldn't break it up.

- B: What other kind of reforms did Allen try to institute?
- T: I don't know. He was involved in a thing outside of Youngstown in Trumbull County at the Old Jungle Inn. He went in on that raid and broke that place up along with state officers from the Liquor Department. That was a Trumbull County operation, it wasn't in Youngstown.
- B: Did he have any problems with the people about the way he went about his job?
- T: No. At first he was idolized. They really liked him because he was picking on the people that they wanted to see him pick on. But he went too far; at the end there he started having tremendous traffic drives pressuring the police to make so many traffic arrests, to write many parking tickets and jaywalking violations. People you know, rebelled on that. They'll only take so many arrests then they go to the politicians to slow them up, but if you go beyond that they start to handicap you.

The best example of that is when they first invented radar. It was fantastic what radar did to lower the deaths as a result of car accidents. It went from something like forty down to five in one year. Akron had a better experience; they even went down as low as three in one year. Radar made it so easy to arrest people that were speeding that it was like shooting ducks in a barrel. The next thing you know they started handicapping the police department. See, any time we do too good of a job they find some way to handicap you. We had to put up a sign five hundred feet down the road notifying the speeder that we were down there and waiting for him.

You can see what happened to our arrests then. The following year the deaths went back up to thirty again.

That's the way it is with any kind of arrest. If we make too many arrests of any kind the judges start giving them suspended sentences or dismissing it on a technicality and then you're spinning your wheels again. You're not getting any convictions so what's the use of going out and making

arrests. They'll only tolerate it up to a certain point!

The same thing is true with putting people in jail. They don't have enough jails to keep people in. I'm on this committee right now to build a new jail for the city and county and it's really a necessity. The county jail is overcrowded something terrible; it's nowhere near the standard set by the federal government and yet there's not a chance in the world of this city and county raising ten million dollars to build one. The federal funds that they used to get have just evaporated. There's no money there and yet the public wants to know why people aren't being arrested. The judges can't send them to jail because there isn't any place to put them.

This new jail they built outside of Columbus was built to standards five years ago and it's not even up to standards anymore. They won't let you put two men in a cell anymore; you have to put them in single cells. I know there are kids going to college living up to four or five in a room, but you can't put two prisoners in one cell. You know now that doesn't make sense to me and yet you have to comply with these regulations or one of them will sue the city or the county and come up with a one hundred thousand dollar lawsuit or something.

These are the problems that the public doesn't realize exist down there. Another thing, when I first took over the Chamber of Commerce had the International Chiefs of Police come in and make a survey of Youngstown and they came out with a book about an inch thick with all the things that should be done to increase the efficiency of the Youngstown Police Department. Well, I became Chief in 1964 and that book came out about the last month in 1963 so I inherited it. I honestly tried to do some of the things that they recommended.

One of the things that I thought was most important was increasing the standards for coming on the department. I went up to the Civil Service Commission and I had them agree with me and they raised the standards. You had to have at least a high school education.

Then they were complaining at the time that police were doing a lot of brutal things and so forth, so they had to go and be examined by Woodside Receiving Hospital. They gave them a psychiatric examination and so forth to see if they were the kind that were vicious and could not control their temper under all circumstances.

Then I started getting all kinds of pressure that we didn't have enough black policemen on the department. They took

the test and they never came up there high enough.

By this time one of the other recommendations that they had was that I should appoint two captains to assist the chief. They thought that the job was getting too big for one man and I agreed with them on that. But the book stated that the chief should be allowed to name his own assistant chiefs being that they had to do his bidding. Well, I went ahead and appointed Carmen Bruno Assistant Chief and also Donald Baker. Some of the policemen went to court and said that the job had to be made under civil service regulations to be a promotion. The court ruled that it had to be that way. That defeated the very purpose of the regulation that was put in there. We finally did away with the assistant chiefs of police; rather than make them under civil service they just deleted that.

At the time, while Bruno was Assistant Chief, for about a year, I had him go to the Buckeye Elks and hold classes and instruct the black applicants to help them pass the police exam. Then I got bitterly criticized by the whites because I was showing partiality there. Finally, we did get quite a few of them up to the top, some good boys; we got some good black policemen there.

I made five appointments one time, three of them were black, then the very next time I made three appointments, two of them were black. How many do you think stayed after that? Not many. Now see, these policemen, if you get a good black policeman he can go out and get a job in industry today at twice the money he is making at the police department. Industry is also under a pressure to hire through affirmative action and they want the better ones.

So now we had to lower the restrictions. They have one examination for the blacks, one for the whites, and you have to appoint two whites and one black. They lowered it all together.

In order to get the girls on the department now they had to lower the heights and the weights and everything else. You can't just lower for the girls and not lower it for the men. Today there is actually no restrictions of any kind any more. I can't see where that is going to benefit the department. In order to have a good police department you must appoint the best that apply for the position. The department is becoming computerized and requires much more legal knowledge than ever before.

- B: How did you become sergeant?
- T: Through examination, you had to take a competitive examination. All the patrolmen are eligible to take the exam.

- B: What were your duties once you became sergeant?
- T: Once you become sergeant you supervise, directly supervise the patrolmen. You go on calls with them and you directly supervise them, but you also work right along with them. You're what they call a working sergeant.
- B: Then you become lieutenant. What did you do as lieutenant?
- T: After three years as sergeant I became lieutenant. I was a patrolman nine years, a sergeant about three years, I guess, then I was a lieutenant seven or eight years.

The same procedures followed for lieutenant, you took a promotional examination. All the detectives and sergeants are eligible and the highest grade gets the promotion. It's automatic if you're the highest grade. Then you become an administrative officer. My job was desk lieutenant; at that time I worked inside.

- B: What kind of relationship did you have with Paul Cress?
- T: Paul and I got along well. I get along to this day. In fact, I just called him a couple days ago. He's in the hospital now. Yes, I got along well with him.
- B: What did he do as police chief?
- T: He had quite a few problems. Every chief has problems. I mean it's not a job that you go in there and enjoy. Usually you have a tough grind for whatever time you're in there. The problems that come up are always different; they're not always the same.

Cress was primarily a traffic man until he became a patrolman and sergeant in traffic. I think his first title was Deputy Traffic Commissioner and then he became Chief. He had the job for six years under Mayor Kryzan. He had the same problems I had when I first went in; the wages were so low that it was hard for us to attract any policemen into the department. It completely changed from the time when I came on. At that time there were almost 900 applicants. We were hardly able to get forty or fifty to take the exam under Kryzan and Flask. The job just didn't pay anything.

A patrolman made \$5,300 when I was chief and I made \$10,000 as chief. We had trash collectors in town, who had a union, that were making \$11,000 at the same time. That was why we had so many morale problems in the police department. They finally went out on strike, even

though police weren't allowed to strike. They just didn't care anymore. Or course, today policemen aren't making that bad of a wage in comparison. Wages increased at least triple now.

- B: In the late 1950's and early 1960's there were a lot of bombings in Youngstown and the surrounding areas, what do you remember about them?
- T: The bombings started when I was still a lieutenant. I was on some of them. I know I was on the one where Vince DeNiro was bombed on Market Street in the uptown district. I was on that call and I was on several other, but there was nobody hurt on those.

I was on a call as Chief of Detectives when Charlie Cavalier got bombed up on the North Side. There were two deaths in that, Charlie and his son. There were others that were minor things, but nobody was hurt. When Charlie Cavalier was bombed the FBI sent in many FBI men. They were determined they were going to solve it once and for all.

I coordinated that because I was Chief of Detectives and I gave them all the information that we had gathered over the years. The head of that force came in and told me that they came in with quite a bit of money to buy information. They thought that was the only way they were going to get it. They weren't anymore successful with that than we were with ours. You just can't buy that kind of information because as the one man told this FBI man, "If I told you, I'm not telling you that I know, but if I told you and I got this money, I would never live to spend it," so he said, "Forget it." That's what you're dealing with on bombings. Bombings never leave us clues of any kind. You can't ever pick up enough stuff to ever get any kind of evidence of any kind.

When we broke these bombings all down, although we were credited with 88, we actually only had 22 in Youngstown. There were 28 of them in Warren, some in Niles, there were quite a few down in Ravenna, Cuyahoga Falls, Campbell, and Struthers, yet we got credit for every one that happened within fifty miles of Youngstown.

A lot of them were labor disputes. In the six years I was chief we had no bombings. There was one almost in Poland. Some doctor or dentist there had one placed on his back step. He was president of Randall Race Track in Cleveland and at the time they were having a little labor dispute up there with one of the unions. Whether that had anything to do with it or not he denied it, but that was the only thing I could ever connect with it.

- B: What were the causes for the bombings?
- T: Mostly fighting over territory and so forth. I found out one thing, if you don't give anybody any okay to run and everybody's just cheating, you don't have bombings and that was the way I operated. If they got caught they got caught, nobody had an okay under Flask or me. If you allow certain factions to go, the other factions are going to start bombing and that's what you try to guard against, just letting certain people run. You don't let anybody run, they cheat. If you catch them they go to jail and that's the only way you can run a police department. You're not going to catch them all. There's no way you can have enough men in a department to sit somewhere and watch somebody continously. As long as there is a profit there somebody is going to cheat.
- B: How did you become police chief?
- After I took an exam for chief of detectives I replaced T:Chief of Detectives William Reed, who had been on the job 49 and a half years. I took his place in 1963, in October. I was on the job for about a year and three months when Mayor Flask became mayor. He asked me to become his chief. I was kind of reluctant to take the job because I did have one of the better jobs on the police department at that time and I figured I was jumping into the fire because I knew what the chief's job was. It's no job you can enjoy; it's a really tough Anybody who has that earns his money. He agreed he wouldn't interfere with my running the department and I had an agreement with him that I could quit at any time if I didn't like it. Under those conditions I I have to agree that he did back me up and accepted. he did not interfere with my running the department. The only time he came over there was when I was promoting somebody or something and I asked him to come over and have his picture taken, otherwise he did not interfere with my department.
- B: Did you make any changes within the department?
- T: I did from time to time. I didn't make any drastic changes in a hurry like some mayors tend to do. They come in and want to put all their friends on different jobs and so forth. I didn't think that was good for the morale of the department. I just made the changes whenever I thought it was necessary if somebody didn't do the job I thought he should do or something. I gradually changed the vice squad around. They had been there for some time and I thought that they should be changed. I didn't

think they should be in there forever. I kept the same assistant in the chief's office, Detective Ed Pryzelomski. He had been there for two or three former chiefs. I didn't change him because he was the best there was in the department on that job. There was no reason to change him. The detective department, you don't make changes there, they're all professional detectives, they're all civil service. That's the one part of the department that is really professional. They don't change, whoever the mayor is they stay. They do their job and they're good at it.

- B: Who did you replace as police chief?
- T: Chief Golden was there two years under Mayor Sevasten. He had a short term and he resigned and he never came back to work after that. He was around 66 or 67 years old.
- B: What events stand out as major significance during your time as police chief?
- T: The way the town has changed, I guess. Youngstown at one time was the hub of this area. It was nothing on Saturday to see car after car coming into Youngstown from Warren and out Belmont Avenue and McCartney Road. They all came in to shop at our major department stores and other business places. It was really a tremendous business center here at the time. Youngstown, at that time, had close to one hundred and eighty thousand population and it was probably the metropolitan area of around six hundred thousand, which was one of the major ones of the country.

I haven't given up hope for Youngstown. I still say that Youngstown is going to some day become another big center. We have the best roads around here that you can go anywhere on. Under our former Congressman Mike Kirwin we have plenty of water, which is going to be a major problem in this country in time. Not only do we have a lot of water, but it is controlled. We don't have floods where other towns who get a few inches of rain get washed out. It's going to be a different kind of a town; it's going to be diversified. We're going to have much smaller industry. They're not going to have big things like when we had the steel, which was good in one way and bad in another. When they went down this town was really in bad shape like during the Depression. Some of the mills were closed completely and people were out of work for two or three years.

B: What kinds of problems did you have as police chief?

T: Understand when you become chief in Youngstown you have to take a leave of absence from your civil service position and you become what is almost a civilian police chief. Youngstown has a unique situation, the mayor can appoint his wife as chief if he wants to. There are no requirements or anything and fortunately most of our mayors have always appointed someone from the police department with one exception. Henderson appointed an out-of-towner, but he too was a policeman.

When I became chief the first thing that happened was a terrible situation for me to get into right off the bat. I was caught right in the middle between labor and the management there and for a while there I was condemned on both sides. I think towards the end I gained the respect of both of them so I think I wound up pretty good at that.

We started getting riots. We went into the period of the rebellious 1960's when everybody was marching and dissatisfied with everything. We started with these groups that started a little trouble at night and finally it developed into a minor riot down on West Federal Street at the Town Burger. That one only lasted a day and it wasn't too bad.

But shortly after that we had the assassination of Martin Luther King. I knew that was going to bring trouble because within two days they had 103 riots in the United States. All the cities in the country were going on the riot. We controlled it here for a few days and we got some of the levelheaded people in the town to have a memorial for him at Stambaugh Auditorium. They had over three thousand people jammed up there. It was a beautiful affair. Nobody had any trouble of any kind and all the people of Youngstown were kind of levelheaded and kept cool.

That didn't satisfy the younger black community, they wanted to have their own march. They started up at Hillman and Falls and marched down Market Street. We had to assign policemen to them so somebody wouldn't run a car through an intersection or something and make it worse. They marched down to the Mahoning Courthouse and they made some talks and everything broke up.

We thought everything was all right but we had some undercover surveillance. They told us that these leaders of that group were planning on starting a riot, that they were going to go to McKelveys where there was a policewoman there that had arrested them for shoplifting and they were going to go in and get her. Then they were going to go across the street to Chesterfield Clothing, walk in there, the whole bunch, and grab a lot of clothes, and go out of the place.

Well, we were ready for them, we had men at Chesterfield and they watched them over at McKelveys. They went upstairs and knocked over a table with a lot of crystal on it and so forth and did a lot of damage and ran all through the place, but we were able to contain them and they went back out on Hillman Street. They just stayed there for hours moving around there. We had some policemen there standing by. We kept them out of sight because we felt that they would subside in time and go home. We tried to handle it by sending up some of our black policemen, sergeants, lieutenants, and captain of detectives. They tried to reason with them for hours there and couldn't get anywhere.

In the meantime the neighbors there were calling us telling us that they were making Molotou cocktails behind their places and so forth. Finally when we saw they weren't getting any better, they were getting drunker by the minute, we sent the two platoons of policemen up there to try and break it up.

Everything went fine until a bunch of them ran into the playground. The playground was locked and they couldn't get out and one of them pulled a gun and shot Patrolman Grady, and he in turn was shot him in the leg and arm, and that started the riot.

I called the mayor and he came down to read the Riot Act, which was the legal way of handling it. You had to read the Riot Act over the radio. Then we started calling all the policemen that were available. We contained them in a small area by surrounding them. We held them there until about three o'clock in the morning, then the National Guard came in. I started to relieve some of my men, they couldn't work 24 hours, they had to go on twelve hour turns.

As long as we kept them contained there they never got out on Market Street where they would have been able to break into bars and get into the liquor stores and so forth. There were a couple of pawn shops where they would have been able to get some guns. They never did get out there. Once you contain them it starts to burn out and in time it quieted down.

We were fortunate that we had that many policemen to call. If this was to happen today I would hate to be the chief of police. They only have about two hundred and fifty policemen now, which is fifty less. Under no condition would I look forward to seeing the National

Guard come in here. I'm sure the governor would never send the National Guard again, not after what they went through with the Kent State incident.

- B: Did you have to go through any training for a Riot Act?
- T: Yes. At the time there were riots all over. They had them in Philadelphia and New York so most of these did prepare for them. You know we did have pamphlets. Like I said, we were prepared to break them up in the proper manner. You sent them in from two streets to an intersection, then they had two streets to break up in. You never want to trap them anywhere, if you trap them then they have to fight back. As long as you give them an avenue of escape they can go out.

After this riot was over then we had another one later on in the same area, Hillman, but this time we were better prepared because we had the proper equipment The first one we had tear gas. If you threw tear gas, one of those canisters, at them, they would kick them back at you. Our policemen got more tear gas than they The second riot we had we bought a different type of tear gas which was like a baseball. You threw it behind them and it would explode and they couldn't kick it back at you. You had to equip yourself different You can't go out there with rifles or even a handgun because you are going to hit someone that is innocent. By this time we were able to get some of these riot quns and use bird seed which would not hurt anybody badly, but would break them up. That was the disadvantage that the National Guard had. I remember talking to the general when he was here and he said, "I don't know how we're going to handle one of these situations if they ever fight back. We have nothing but field pieces." He asked me what I had and I told him we were using shotguns with the smallest kind of bird seed. It wouldn't kill anybody unless you put it right up to his head practically and we didn't have to use that very often. A couple of times we shot in the air to scare them to dispurse, but that's exactly what happened when they went to Kent; they had the same equipment and see what the results were.

- B: What problems did you have with strikes?
- T: Youngstown has always been a very powerful labor town and we have had an awful lot of strikes. Not so much lately, but US Steel had finally got to where they agreed not to have strikes. By that time they raised their wages so high there was no reason to strike. General Motors had quite a few, but we were never

involved in them. General Fireproofing, they had quite a few up there. We had one downtown at Falcon Bronze, which lasted so long the company finally folded up and refused to open up.

- B: How about at Stop Five?
- T: That was before my time. Do you mean the Steel Stike?
- B: No the Stoney Truck Strike.
- T: Oh, that one. There you get into a situation where you have a couple of hardheads on both sides, neither one would listen to reason. Stoney was determined to go down there even though I told him he was possibly going to cause trouble, but he was determined to go down there. The truckers were just as determined. We had policemen down there that time that were supposed to be handling it, but there was a delay for some reason sending that truck down there. It didn't come down when it was supposed to. In the meantime two of my policemen had to go on a call in a cruiser and they got involved in an accident. Both of them were hospitalized, they were hurt bad.

The captain was down there and he ran up to make an investigation to see what was going on and that's about when they started coming in there. We were shorthanded down there to begin with. I tried to get an injuction from the judge at the time to restrict those pickets that were there and he wouldn't act on it. He gave it to me after it happened; after it happened I got the injunction I wanted. It just seemed like nobody wanted to act whenever a big union was involved; everybody wanted to look the other way and they put the policemen on the spot with those situations. Of course, now they're taking drastic actions against the teachers, but they never would do anything like that in the past.

- B: Did you ever have any problem with war protestors and demonstrations?
- T: No, not to any extent that I know of, but there might have been. We had quite a few protestors from the university up there. They used to march down on the square and so forth, but we allowed them to do that.

I found out that if you allow them to do that and don't argue with them and don't try to stop them usually there are no problems. One time the only problem we had was somebody came down here stoned, ran on the square, passed out, and a couple of people had to help

him, but that was the only problem we had. There was quite a few marching from the university down around the square who had a few words to say there and they went back up Wick Avenue, but we had no problems. It inconveniences you, you know, you should be doing other work while you're doing this. It gives you a lot of inconvenience, but I say they had a right to do it and all you could do is go along with it.

- B: Did you have any problems with drugs when they first started to come into the area?
- T: Drugs were not a big problem while I was in the chief's office. The only problem we had at the time was with marijuana. It wasn't until towards the end there, after that last riot we had on Hillman, it seemed like somebody went up around Hillman Street and was giving heroin to those kids up there. Within a week you had them hooked and then from then on it started to spread like wildfire.

See, the trouble with narcotics is you have to get somebody who has a little more money than you've got. So that's when it started spreading around here and around the North Side and Boardman and every where else because those kids all had pretty nice allowances every month.

- B: Looking back on it now, what would you say were the positive aspects of your time as police chief?
- Τ: Positive? I had to train most of those policemen under the new regulations set up by the Supreme Court, the Miranda Case and all the other rulings, and we adapted I won't say that it didn't cause us a lot of inconvenience and take a lot more man hours which we didn't have, but I don't remember a single case that we ever had reversed anywhere for any of those infractions. We were still allowed to have show ups, which a lot of towns had discontinued, because we did it according to their rules and regulations. We always made sure that everyone was the same height and same color. always invited the attorney for the defense to come in and sit in on these things to see that we didn't prompt the witnesses and that they were positive on the identifications, and we never had one thrown out of court. Canton had to discontinue using them altogether because they had them thrown out of court all the time. you do it the right way you can abide by these rules, but it just takes so much more manpower and time and that's something we don't have.

People are just not willing to pay for more policemen

and equipment. Like during the riots here when Martin Luther King was assassinated, that was the second riot we had so I had already learned something from the first one. I found out in the first one that most people didn't trust you, they didn't believe what you told them so I just set up a command post right in my office and invited the National Association of Colored People. Nathaniel Jones was there. I had several reverends, Reverend Lee and a couple other leaders of the Black communty, and I asked them to come in my office and sit there and hear the calls as they went out, as I put them out, also as they came in from the field out there. They came in and sat there and listened to it for a couple of days. On the third or fourth day they didn't show up anymore. It satisfied them.

We also had one of those rumor controls set up. One of the things you have to fight all the time is rumors. We put Sid Roberts from the univeristy, Mrs. Ira, and Alice Lev in charge of that. They handled all of the rumors they could just dispense of right away. The rumors that came in there were fantastic, about thousands of people being killed and raped and everything, but nothing like that ever happened. If you don't quiet it right away you have a heck of a problem.

- B: Did you have any help in instituting the Criminal Justice Department at Youngstown State?
- Т: Yes, I helped Professor Foster start that. He came down to me and said he wanted to start it. They already had one at Kent at the time and so we started it. He didn't get enough applicants so I went to council. I had council appropriate about eighteen thousand dollars for the education of the policemen. Anybody who wanted to go up and take those classes we would pay for their tuition. We even allowed them time off to go there if they couldn't make it at any other time. Then the sheriff sent a few people and Warren sent some and a few others and then we started getting some students taking the class and it picked up after that. I quess it's pretty successful. I know most of the policemen who come on the department now are graduates of that school up there. It's a big advantage when they take the test.
- B: Did you, the police department, have any trouble with vigilanties?
- T: No, I don't recall of any incidents. We had maybe one or so persons in the neighborhood, but nothing that was ever organized or anything.

B: What would you have done differently now that you look back on it?

- T: I don't know if I would have done much different. See, anymore it's not enough to be well-trained in police work, you also have to be a communicator that can sell. You have to be a salesman and you have to be able to be a public speaker. Up until recently all we wanted was a good policeman, one that knew police work. Today, whether you're mayor or whatever you are, you have to be both. If you can be both that's fine, that's great, but if you're only a speaker and don't know the job, you can do more harm than the person who doesn't know how to speak, believe me. If you go out and sell something and you can't deliver, you lose more respect than if you didn't say anything.
- B: Do you think you left the police department in better shape than when you found it?
- T: I thought when I left there the department had increased quite a bit as far as respect is concerned. I know that they passed a levy for the police at the time with a vote of around seventy percent, which was fantastic. Nobody thought it would even pass. Like I say, when I left there I thought I had the black community pretty well satisfied. To this day any time I go anywhere they seem to show me a lot of respect. I had some tough situations to handle, but I think that after it was all over they must have agreed that I did it the right way.
- B: What kind of relationship did your department have with the media?
- T: I got along well with the media outside of a few young hotshot TV men once in awhile. They're the ones that give you the biggest problems. You really don't have problems with the <u>Vindicator</u> or people that come in that you can sit and talk with like I'm talking to you, but these television reporters they have to have a story all the time and if you don't give it to them they make one.
- B: Did you have good rapport with other police deapartments?
- T: Oh yes, yes. I even got an award from the Chamber of Commerce for that. I started what they called the organization of all the police departments, which included Ashtabula Sheriffs Departments, Geauga County Sheriff and Chief, Trumbull County Sheriff and Police Chief, Girard, NIles, Campbell, Struthers, Boardman, and Austintown. We met every month at a meeting.

There were no officers. We decided from the beginning we didn't want any officers. If you do that you start getting people trying to get up to the top to get their names in the paper and so forth. Every department would have a meeting, every month, with a different department hosting the meeting. They would have it in their territory. We talked about the latest police procedures and we exchanged information there at the meeting and got to know these people individually. When I was Chief of Detectives that worked beautifully for me because if I ever wanted any information from Ashtabula or anywhere out of town all I did was pick up the phone and call them and they would go ahead and investigate it for me. I wouldn't have to send two men up there for a whole day. Then if they reported back that there was something in substance to what I had inquired I would send a man up there to take care of it or we would get a warrant here and go up and pick him up. It saved you a lot of time.

- B: Why were you replaced as police chief?
- T: Baker, he was my Assistant Chief when I was in there.
- B: What were the reasons for that, political?
- T: Political, each mayor is more comfortable with his own chief.
- B: What made you decide to stay on?
- T: Of course, I didn't want to be chief anymore. I had a sick wife at the time who just passed away and she had seven brain tumor operations. I just didn't think I could continue anymore. It was just too tough for me.
- B: What did you do then?
- T: I went back to my regular job, Chief of Detectives. I stayed there from 1970 to 1976. I retired in October of 1976.
- B: What kind of cases did you work on with Chief of Detectives?
- T: As Chief of Detectives we worked on just about all investigations. We were on that fire they had at the Union Bank, Youngstown Club, and we solved that one. We sent two men to the pen on that.

As Chief of Police I worked on that case at Youngstown University where that young girl was grabbed up there, abducted, and stuck in a trunk of a car. We solved that one the next day. That was a brilliant piece of police work. I'll never forget the next day, Channel 27 came in

my office and they started to photograph me and they wanted me to be on TV. I said, "Wait a minute, I was home sleeping when this was solved. You go upstairs and get the men who solved it." So I sent them up to the Detective Department. Captain Bruno, who was involved in the apprehension with plain clothesman A. Tabachino is now captain in the sheriffs office. In fact, he was the one that got the break in the case and they received the credit they so deserved.

- B: What other cases stand out in your mind?
- T: I was involved in another case, but that was as a patrolman. Another girl was abducted at Youngstown University
 in the parking lot across the street in back of that
 Sunoco station that used to be where the parking garage
 is at now. He was a man that had been put in jail once
 prior to that for the rape of a young schoolgirl. He
 served ten years, came out of jail, and the first year
 he was out he grabbed this girl. You see, these people
 repeat in many instances.
- B: As a law enforcement officer how do you feel about plea bargaining?
- T: Most policemen are bitter about plea bargaining. Another thing that they don't like is what they call shock probation. A detective will go out and work six months on a case, solve it, and go over to the court, and work hard presenting this case to get the conviction. The man is sentenced to jail and the next thing you know the detective sees him out on the street, and he doesn't even know that he has been released. So he calls me and he says, "How come so and so is out?" And I say, "Well, I don't know, I will call the prosecutors office."

 I found out he got what they call shock probation and believe me the detective who puts him in jail gets a bigger shock out of it than he did.

You have to understand one thing, the jails are so over-crowded that every time they put somebody in they have to let somebody out. There is just no place to put them. The last thing the public wants to do is pay taxes to build jails, although they holler and complain all the time that there aren't enough being put in jail, they will not provide the jails for them. I don't know what you're supposed to do. You can't build stalag 17's around, especially the way they want you to treat them today.

B: Seeing that you stayed on the police force after you were chief of police, what kind of relationship did you have with Chief Baker?

T: Mostly it was okay, but towards the end it started getting strained. Although, when I finally decided to quit he came up and asked me not to quit, but at the time my wife's health was so bad that I had to quit. There was no way that I could continue. I had nurses here with her and it was costing me so much that it just didn't pay me to continue. I had 36 years in then. I miss it in a way, but not that much.

It has really changed down there. All the men that I worked with are retiring. I'm going to a retirement party this Saturday for four more detectives that just retired last week. These are good officers that could work another five or ten years and be good, efficient police officers, but are just disgusted. I don't know, the job is getting to be tougher all the time. I mean the less policemen you have that means the more you have too work. When you're out there all night long and you beat your brains out it starts to affect you.

- B: Over the years how would you say police work has evolved?
- T: In some ways it has increased in efficiency, in other ways it has gone the other way. A policeman used to be respected. I mean, if he went out on the street and there were ten or twelve kids on the corner making a lot of noise and so forth, he used to just come up there and say, "Fellows, okay, there has been a complaint registered. Let's get off this corner. It's a violation of the street order." Then what happens is the unions will fight these things because when they go on strike they will congregate on the sidewalk. They'll go ahead and they'll get the law changed. It's unconstitutional, that's the way they get around all these city ordinances, it all becomes unconstitutional.

The same thing happened with strikes; they started changing a lot of the laws and they started diminishing the policeman's authority. It has gotten to a point now where a policeman doesn't have that much authority anymore. What one policeman used to handle we send four or five cars now to handle. Everybody knows his rights! He doesn't know his responsibilities and until they teach these people their responsibilities to commenserate with their rights, you're not going to solve this problem. That is the biggest problem.

- B: Do you think the Search and Seizure Acts, Miranda Acts, have helped or hurt the police work?
- T: They increased the efficiency of the department. Now I'm not saying that it is right or wrong. It is the constitution

and the Bill of Rights, but this thing has been on the books for two hundred years and only recently have the courts enforced the acts.

- B: What do you think makes a corrupt law enforcement officer?
- A police department is no different than your public. T: They're a cross section of the public. You have your good ones and you get some bad ones. Occasionally you have to weed out a few. I had to fire quite a few of them when I was chief and you gradually weed them out. You have to be very careful. Now the FBI fired a lot of people, but nobody ever heard of it. They just dismissed the man and that was it. He didn't have civil service protection so he couldn't fight you. Consequently, they had as many bad people in the FBI as probably anybody else had, but it never made the papers or anything. Where with us, you fire a man and he has civil service protection, he fights you and it comes out and it becomes a big thing and everybody hears about it. I don't think the police department is any more corrupt than anybody else is. You're going to find a few. I've known men there that have left their department and didn't have any savings and only their meager pension to live on because while they were on the department they gave money away to people who were hard-up and down on their luck. Then you have the other kind that are connivers. They have two or three jobs on the side and something like that, you know, always looking for an extra buck. But you have that in any other place; in many other kinds of businesses you have that too. I don't think they're anymore corrupt than them. I know othing, that most policemen don't like a corrupt policeman because it puts the department in a bad light. I have four children all living in Youngstown here. I didn't want them to be ashamed of my job and most policemen don't. I'm not going to say that you don't get some that are corrupt, there are going to be some.
- B: How did the police department handle investigating them?
- T: Usually it's done internally, but you've got to get good evidence to fire them, believe me. If you go ahead and fire one and you don't have that evidence, you're not going to get anywhere. The way I used to do it is I used to get evidence that was almost good enough to go to court with, but not quite. Then I would call them in and I would say I want you to resign. I would show him what I had and rather than getting embarrassed and embarrassing his family he would resign. Now if I went to court the chances are he would have fought me for a year and I would have wound up having to put him back on the payroll and I would have have had to pay him his back wages because that happened to Baker on several occasions. It's awfully hard to get

the kind of evidence that you have to have that could convict them in court. We did have some that we did convict in court, some even went to jail. Most of the times you have a man that comes in and says, "I gave him money." Well, it's his word against the policeman's. You're never going to go to court with something like that and get a conviction.

- B: Has arresting and booking people over the years changed?
- T: Not that much, not in our police department. It has over at the sheriffs office. They've had big changes over there.
- B: Were there ever any kinds of jailbreaks that you remember?
- Τ: In Youngstown we had two jailbreaks and that's since that jail has been in operation since 1941. One I never considered it as a jailbreak. It was a soldier that was AWOL from Youngstown. The turnkey there just gave him some privileges, let him walk around outside the cell area, and one day while the turnkey was busy booking somebody else, he reached in and took his gun. A turnkey isn't allowed to carry his gun while he's walking around the cells. He puts it in his desk drawer. He took the gun out of the drawer and made the turnkey open the door and he walked out. We picked him up on Albert Street about three hours later, so that was the jailbreak. Later on with Chief Baker there were two prisoners that got out of the jail. At that time there was a matron who was involved They fired her, she was one of those CETA workers. in it.
- B: Is there anything else that you think is important that we may have not covered?
- Τ: Youngstown is like the federal government, I guess. seems like we get the right mayor at the right time all the time. When Henderson was mayor the town needed money and he was just well enough thought of at the time that they passed different levies, bonds, to create ten million dollars which later was used as seed money for the sewer disposal plant and urban renewal downtown and everything else. Kryzan came in then after that and he's a doer and he went out and really started moving things. we had a weak period there. Franko who had four chiefs of police in a matter of two years and some of the biggest bombings and stuff came in that period there. DeNiro was bombed and Sandy Naples and his girl were shot Then came Sevasten for another two-year term and that's when Cavalier got bombed. Then after that came Flask and that was when we were in for six years and we at least had good stability for six years. Flask was a

remarkable mayor really. He knew that job inside out, being councilman all those years and president of council. He really was a good manager.

- B: What kind of a relationship did you have with Mayor Flask?
- T: I didn't know Mayor Flask that well before I became chief. I had a good working relation going as chief. I mean, when you needed an appropriation or ordinance you went to council to get it passed and he wrote it out for me. That's one of the things being chief, you're always fighting for funds, cruiser cars, and different equipment you need. Councilmen, for some reason, are always reluctant to give you things like that if it's not in their ward.

You know, Youngstown could have been a big major city, but we made some big mistakes way back. One of them was when they started selling water out of the city. Boardman would have been nothing if it hadn't been for giving them about a twenty-five year water supply and the same with Austintown and Liberty. The cities that were smart enough not to sell their water out unless they annexed became big metropolises. Columbus was one of them. Columbus was smaller than the town of Youngstown, today it's almost as big as Cleveland. They would not sell any water outside the city unless they annexed and here we have one of the best water systems in the country. Do you know that drinking water here is probably about the third best in the country. We had a valuable asset and we just let it slip Now these townships are taking all of our light industry, our better homes, people with high-paying jobs, and most good businesses while Youngstown is just going I think that the solution now is to make Youngstown into one big city of the entire Mahoning County like they've done in Indianapolis, Jacksonville, Florida, and several other places. They made a county into one city. Do away with all these police departments and all these duplications of services and everything else. Of course, the county people wouldn't want to have the name Youngstown. They could change that, they wouldn't have to call it Youngstown, call it something else.

- B: Do you remember any problems with the Mahoning County Sheriffs Office or even the FBI over jurisdiction of who gets precedence?
- T: You know it's a funny thing, I was chief of police in a Democratic administration and the sheriff of Mahoning County was Republican and the sheriff in Trumbull County was Republican. The sheriff in Ashtabula, in Jefferson, was also a Republican and yet I got along wonderfully with these fellows. I never had any trouble with them.

I got along with the prosecutor who was also Republican, Osborne, he's a judge now. I got along fine with those fellows. Anytime that we had anything they would cooperate and we would cooperate. The chief after me couldn't get along with any of those men and he was working with a Republican administration. How you account for that I don't know. If you want respect yourself you better show a certain amount of respect for somebody else.

- B: What kind of problems did Baker have when he was administrator?
- T: Mostly made himself, self-made, he didn't trust anybody. In turn very few trusted him. You know, that's what happens.
- B: As a law enforcement officer, what are your views on gun control?
- I would like to see guns controlled, I always did as a policeman. Any policeman would like to see guns controlled, but you are never going to control these guns until these people feel secure in their homes again. That's ridiculous to even tackle now. There are more and more people buying guns and learning to use them. Dan Ryan had a program here a week ago about people not knowing how to use guns. Last week they opened up a training school in North Jackson for somebody to teach these people and I'll bet these people go up there and spend two or three hundred dollars to learn how to shoot a gun. That isn't just unique to Youngstown, that's happening all over the country. If you want to see fear go down to Florida. For most of these people a gun isn't going to help them. You know, most people are not killers and they won't pull that trigger. That guy that you've got the gun pointed at will look at you and he will be able to tell in a minute whether you're going to use that gun or not. He'll wind up taking it off you. If you're going to point the gun and shake with fear, you're going to wind up losing the gun too. But, you see, they took all the deterent away from everybody. At one time your home was your castle and if anybody came in your home and started running out the back door and you shot them in the back no jury in the world would ever convict you. Today you're not only going to get convicted, you're going to get sued.
- B: Do you think that might hurt law enforcement too?
- T: It certainly doesn't hurt the criminal to know that he can get away with this. You know there was a saying at one time that crime doesn't pay, but let me tell you

something, there's nothing that pays better. The first time that you pull a felony is a free one. If it's your first time, it's almost automatic it's a free one. second one is probably going to be shock probation or something and if it's not that it will at least be one of those plea bargain things. We've had cases where two men would walk into a bar and stick up twelve people with a sawed-off shotgun and a gun, fire two shots in a ceiling, walk out of the place, get picked up, and they came in and they got charged with unarmed robbery. You know that's hard to believe with twelve witnesses there that saw the guns and could show evidence where it was fired. charged them with armed robbery and they were convicted of unarmed robbery. When you have an ironclad case like that you wonder how in the heck they can change it. didn't happen once, it happened a lot of times. Then you hear people say there are two kinds of justice in the world, one for the black and one for the white, which isn't true. We charge every case up to what we had on them.

They don't always understand, but there's a difference between premeditated murder and just an argument with somebody and you pull out a gun and shoot him. One you planned it and the other was just done on the spur of the moment. A lot of these are over fifteen cents. They have a little crap game or card game and one says he cheated him out of fifteen cents and he shoots him. That's one of those that you call spur of the moment, you know it's in anger. That's manslaughter, that isn't first degree murder, the charges are different, the crimes are different, and the sentencings are different. To somebody who lost somebody, that doesn't make that much distiction, somebody killed him.

- B: Over the years, I think you mentioned earlier, the department sort of got specialized, in what way?
- T: When I came on the department there were two sergeants and one captain in each turn, everyone else was a patrolman. They had one juvenile officer, a man by the name of Kidder. He was paid half by the city and half by the county and that was the extent of it. They didn't have any auto theft department at that time and they didn't have any traffic investigators. They were all patrolmen, everybody was a patrolman and we would send out forty or fifty people a night on a turn. Cars were pooled, we had two men to a car, ten cars plus two sergeant cars and then maybe four traffic cars went out there. We had a lot of men out there on the street.

These young men today come out of Youngstown State University and take a job down here and they don't want to work like that. They want supervision almost from day one. If they don't get supervision then they want some kind of a job where they work in plain clothes, or work on narcotics,

grow breads, and so forth and get out there and get lost in the shuffle. Their time is their own, nobody controls them, nobody knows how they work, where, and when. They don't like to work under any degree of discipline if you want any kind of coordination and control.

They get on a job and they see a councilman or somebody and the first thing you know they create this job and they start scattering them all over the department. Then what people don't understand, you hear it said often, that the city has decreased from one hundred and eighty thousand down to one hundred and twenty or something, so why do you need so many policemen. Well, at one time there were two weeks vacation for everybody, nobody got more, nobody got There was no such thing as accumulated time, there was no such thing as ten holidays off, plus six weeks vacation like they get now. If you don't take a day off sick all year, you get four extra days vacation. If you go to court for fifteen minutes you get four hours accumulated time and these young policemen out there in traffic cars and cruisers are going to court all the time and they're accumulating all this time. If you have a complement of 50 men assigned to you, you're lucky if you have 25 men working everyday and the rest are off, all legitimate. I'm not talking about anything that is illegitimate. are allowed that time; you have to give it back to them or pay them. They don't have the money to pay them so they give them compensatory time or you accumlate that time up until the day you retire and then they have to pay it to you in cash when you retire. They're having a hard time doing that because there are a lot of retirements now and they don't have the money to pay these men. Baker got a large amount of money when he retired. When I was chief you weren't allowed to get paid overtime, but when he went in Hunter made it possible so that everybody, whether they were cabinet officers or other city employees. got paid overtime. They're all leaving there with some damn nice checks when they retire. Even though you have as many or more policemen now you don't have as many working everyday because of all these fringe benefits they've been accumulating over the years. It has gotten to where it's hurting the department, it is really hurting them.

- B: When you were chief of dectectives how many guys worked under you?
- T: I had 40 detectives there, but they weren't always there all the time. Some were always on vacations or days off. I also supervised the juvenile, auto theft, and major accidents, and assigned some detectives to head these divisions.