

CHICAGO POLICE

**An Inside View – The Story of
Superintendent Terry G. Hillard**

ABOUT THE AUTHOR

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CHICAGO POLICE

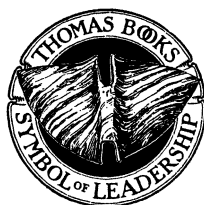
**An Inside View – The Story of
Superintendent Terry G. Hillard**

By

THOMAS J. JURKANIN, PH.D.

and

TERRY G. HILLARD



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This book is dedicated to my wife, Terri, and to Elizabeth and the Coach. I love you all.

– THOMAS J. JURKANIN

This book is dedicated to my wife, Dorothy; my children, Terri Lee and Dana; my granddaughter, Danaé; my mother, Lelia Mae Drew; and my stepfather, Alfonso Drew, Sr. I would also like to thank my brothers and sisters for their support and being there for our mom when I was unable to be there for her care. Last but not least, the folks who are forever on my mind and in my thoughts and prayers, a salute and thanks to the police officers who have given me their support and loyalty while I was the superintendent of the Chicago Police Department.

– TERRY G. HILLARD

PREFACE

The following article was written by *Chicago Sun-Times* columnist Michael Sneed and appeared in the April 18, 2003, edition of the *Sun-Times*. Michael Sneed is a long-time friend of Terry Hillard and, as a columnist, followed his rise to the top of the Chicago Police Department. When Hillard decided to retire after five and one half years as superintendent of the nation's second largest police department, he first talked to his family, then to the Mayor, and then to his good friend Michael Sneed. What follows is Sneed's tribute to Terry Hillard.

* * * * *

In 1979, a police officer named Terry Hillard stepped quietly into my life.

His cadence was reserved; his comments measured. He was one of Mayor Jane Byrne's bodyguards, when I was her press secretary . . . and his reserve was a contrast to the flamboyant personalities of Byrne's security staff.

My brief tenure with Byrne was tortured; my brief acquaintance with Hillard was blessed.

And years later, when Mayor Daley chose Terry to become police superintendent, I was stunned by Daley's ability to choose so wisely.

Hillard's sudden decision Thursday to pull the plug on his 35-year career was not a surprise to those of us who knew him best.

But you might be surprised why this man – this elegant, kind, almost saintly man – abruptly decided to call it a day and will be leaving office in August.

It's true Hillard has an 8-month old granddaughter, Danae, he wants to spend more time with as well as an 80-year old mother, Lelia, who has a number of medical problems. And it's true he has been cancer-free for 10 years and was just given a clean bill of health.

And it's equally true the average tenure for big city police superintendents is less than three years and he's been at the grindstone for more than five years.

But what really was Hillard's epiphany was the sudden, unexpected death recently of his beloved friend, First Deputy John Thomas.

"His passing was a wakeup call," said Hillard.

"His death hurt me a lot. . . . We didn't go to dinner and hang out. But we talked together three or four times a day and every night . . . and at 4:15 every afternoon, we'd chat in my office and talk about work and our families."

"I tend to walk to clear my head," said Hillard. "And when John Thomas died I walked a lot the next day. I walked alone. I walked by the lakefront . . . and I remember how he'd always tell me, 'Soup, we are two country boys who came up here and were blessed in our work. When you quit, I'll leave one week after you and then we are both going to teach. We're going to teach criminal justice.' John was from southern Illinois, and I am from South Fulton, Tennessee, and we just hit it off even though we'd only known each other for about eight years. And he always said, 'We will get through this.'"

"He believed what I believe. That everyone has to be heard. That you have to listen. That we have to take care of our police officers," said Hillard, who has made this philosophy the center of his administration.

Hillard, who had become legendary for doing what his predecessors did not – showing personal concern for the private agonies many police families face when alcohol, drugs, finances, or illness hits – carries a special African poem in his pocket.

"It's old and orange and full of wisdom," said Hillard. It's tattered from use. It says . . .

"Every morning in Africa, a gazelle wakes up and knows it must outrun the fastest lion or it will be killed. Every morning in Africa, a lion wakes up and knows it must run faster than the slowest gazelle or it will starve. And it doesn't matter whether you are a lion or a gazelle. When the sun comes up, you better be running."

Said Hillard, "In essence, this is the profession we are in. You better have your game together and be progressive in your thinking and listen to folks from the bottom to top; otherwise you are not going to be a good leader."

Hillard joined the police department March 11, 1968, after spending four years in the Marine Corps and 13 months in Vietnam, "where you learned to obey orders and dig a foxhole if someone said to dig one!"

"In other words, you have to operate as a team to survive, and I hope that's the legacy I will leave behind. That we were a team."

The man who decided not to join the State Police and became a Chicago cop instead was following his mother's orders to come home.

The man who lost a close friend was following a pal's orders to follow your bliss while still healthy.

The man who adores his wife, Dorothy; two children, Dana and Terri; twin brother; sick mother; and seven other siblings will continue to keep that African shard of wisdom in his pocket signaling him to keep running.

But this giant of a man will prefer to walk in order to keep his head clear.

– Michael Sneed, *Chicago Sun-Times*, April 18, 2003

INTRODUCTION

In macro-style, this book examines crime, criminal activity, and police response. More specifically, the book focuses on the City of Chicago, which has a long history of and association with crime. The purpose of this book is to get inside the Chicago Police Department so that the reader might gain a better understanding of police operations not only in Chicago but in other major city police agencies. Although every big city police department is similar in many respects, each is also unique, having its own operating and management style. Police agencies often reflect the culture of the city and the people they serve.

Chapter One provides an overview of the history and cultural characteristics of the city of Chicago. Chapter Two summarizes the history of crime in Chicago in the twentieth century by focusing on five infamous crime episodes: Leopold and Loeb, Capone, Dillinger, Speck, and Gacy. Taken together, the first two chapters provide a backdrop for a better understanding of events that, for better or worse, have influenced the City of Chicago and its police force.

In large part, this book is centered on the life and career of Terry G. Hillard, who served as a Chicago police officer for 35 years and retired as superintendent of police. Hillard's early life and career is examined to gain perspective on how his childhood and experiences on the job contributed to his rise to the top of the nation's second largest police agency. The balance of this book focuses on the five and one-half years in which Hillard served as superintendent of police.

Police administration and management is an ever-developing field. By examining the challenges, problems, and issues that Superintendent Hillard faced in his tenure, future police administrators will be forewarned concerning possible pitfalls and better informed about effective management techniques. This book examines how the Chicago Police Department battles gangs, guns, drugs, and murder; how Hillard exhibited leadership in good times and in bad times; how Hillard dealt with politicians, the community, cops on the street and the media; how the department handled difficult crimes and their investigations; and how Hillard led, what he learned in the process, and what he accomplished. The final chapter examines the reasons why Hillard chose to retire as superintendent of Chicago Police.

This book examines contemporary police issues including police corruption and brutality, use of force by police, police pursuits, police shootings and deaths, community policing, police accountability, and the use of emerging technologies in the fight against crime.

It is important for citizens to understand their police. Too often, law enforcement officers are criticized by those who do not have a complete understanding of what police do and the innumerable problems that they face on the job. Police do make mistakes, and they are justifiably held accountable for their actions; however, the life of a cop is not a walk in the park. It is the hope of the authors that, after having read this book, readers will have gained a more complete understanding and appreciation for the police and the difficult job they perform in striving to protect us all.

Proceeds from this book will be used to further educational and training opportunities for police officers.

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Chapter 1

THE CITY

She is always a novelty, for she is never the Chicago you saw when you passed through the last time.

– Mark Twain

Among American cities, Chicago might best be characterized as dynamic and alive. The beauty of the skyscrapers reaching toward the sun and casting their reflections upon the rough blue waters of Lake Michigan reveals the glitter, gleam, and energy of this metropolitan masterpiece.

Rich in history, culture, tradition, and folklore, Chicago has emerged and rebuilt itself a hundred times over since that fateful night on Sunday, October 8, 1871, when, according to legend, Mrs. O’Leary’s cow kicked over a lantern in her barn and the city burned. It was never documented that the fire was started in this manner, nor was the theory eliminated as a possibility, and so the story lives on. The night was dry and windy, and Chicago’s buildings and structures had been built much too close together. When the fire finally tired and the flames burned out, more than 17,000 buildings were destroyed, and 100,000 people lost their homes, businesses, or both. Such a devastating loss would cripple any city and cause its people to despair about their future – but not Chicagoans. John Stephen Wright, speaking on behalf of Chicago, immediately and confidently proclaimed, “Five years will give Chicago more men, more money, more business, than she would have had without the fire. Chicago is not burnt up, only well blistered for bad ailments, to strengthen her for manhood” (Chicago Historical Society and the Trustees of Northwestern University, 1996, p. 1). He was right; the people and the city would quickly rise again, and the city would develop into world-class status.

The people originally drawn to Chicago came for the promise of a more prosperous life fueled by commercial and agricultural trade, the union stockyards, and the industrial revolution. The completion of the Illinois Michigan Canal in 1848 opened Chicago up as a world shipping center. The first railroad, the Galena and Chicago Union Railroad, was completed just a few years

later, and many other railroads were soon built. In 1840, the population of Chicago was less than 5,000; by 1850, the population was nearly 30,000; by 1870, the city boasted a quarter of a million people; and, by the end of the nineteenth century, the city population had reached 1.7 million (Chicago Public Library, 2004). Chicago had indeed become a world hub for the transportation of goods.

As the city continued to grow building by building, street by street, and neighborhood by neighborhood, the pavement, stone, and glass came to visually represent the city's prosperity. However, those who best know Chicago, while appreciating its impressive structural girth, recognize that Chicago's people are what best define the city.

Chicago folks are friendly, robust in spirit, hard working, and generally represent and embrace the wholesome values associated with the Midwestern lifestyle. Many of the families that now live in Chicago are primarily descended from Polish, Irish, German, and Italian immigrants and are now second and third generation. Chicago's predominantly African-American families migrated from the southern states to work in the city's stockyards and the many emerging factories in the 1920s, 1940s, and 1950s. Most recently, in the 1980s and 1990s, large populations of Hispanic and Mexican-born immigrants relocated to Chicago. Retaining and respecting the best cultural traditions of their ancestors, today's "born and raised" Chicagoans and recent immigrants have created their own culture and their own identity. As stereotyped by the popular *Saturday Night Live* television show, "Da Bears" comedy skit portrays language usage, loyalty to sport, and a love of food (bratwurst and other fat-rich delights) as central to Chicago culture. Chicago sports fans still love Mike Ditka, "Da Coach," genuinely appreciating his brashness, toughness, loyalty, and no-nonsense approach to life and the game of football. The Chicago stereotypes can be amusing, but we all know that the people of Chicago are so much more interestingly diverse.

The 2000 U.S. Census indicates that Chicago's population is just under 3 million. Included in the Chicago metropolitan area are 8.2 million people, with hundreds of thousands of people commuting to the city daily for work or flocking to the city for entertainment, shopping, dining, and fun. Within the city of Chicago, the population is diverse and comprised of 36% African-American, 31% Caucasian, 26% Hispanic, 4% Asian and Pacific Islanders, and 3% other or combined races (City of Chicago, 2003). The neighborhoods in Chicago reflect the cultural and ethnic diversity of its people. It is a fact that Chicago's Polish population is second only to that of Warsaw. While the city continues to develop and reinvent itself, many of the ethnic and cultural neighborhoods have been largely maintained. The museums, restaurants, watering holes, and traditions of established ethnic communities continue to thrive and offer every richness that such diversity brings. Race and ethnicity may define Chicago's individual citizens, but the city's inhabitants are irrefutably "Chicagoans" through and through.

Chicagoans' passion for their city may best be illustrated by their love of local sports teams. One need only sit between a White Sox and Cubs fan at a ballgame at ivy-walled Wrigley Field or "The Cell" on the city's South Side to appreciate the fierce loyalty Chicago baseball fans have for their teams. And who could forget the dominance of the Chicago Bulls, Coach Phil Jackson, and the team led by Michael Jordan in the 1990s? The Bulls, with Jordan, won six National Basketball Association World Championships, putting together a "three-peat" from 1991 through 1993 and another "three-peat" from 1996 through 1998. With the world's greatest player on the world's greatest team, mania prevailed. The United Center stands in tribute to the Bulls of the 1990s – referred to as the "House that Michael built." A bronze statue of Michael Jordan in an athletic pose forever welcomes visitors to the United Center and reminds everyone of a reign in sports that will never be forgotten. The Bulls, the Monsters of the Midway, the White Sox, the Cubs, the Blackhawks – they all have the support of their loyal Chicago fans. Work is important, but the sport, spirit, and camaraderie associated with rooting for Chicago teams are integral to the city's lifestyle.

Chicago is also well known for its politics and strong political characters. The father and son duo of Mayors Richard J. Daley and Richard M. Daley has guided the city for 37 of the past 50 years. The Daleys' reign in the mayor's office, featuring their acute political savvy and powerful presence, has led Chicago to prosperity. Chicagoans elect and re-elect their mayor based upon trust, loyalty, and the belief that the mayor knows, and will absolutely do, what is in the best interests of Chicago and its people. In February 2003, Mayor Richard M. Daley was elected to his fifth consecutive term and received an astonishing 79% of the vote. *Time* magazine recently named Richard M. Daley as one of the most effective and powerful mayors in the nation, saying, "He wields near imperial power and most of Chicago would have it no other way. . . . He speaks with a blunt, blue-collar brio that Chicagoans find endearing. . . . He's used [his power] to steer the Windy City into a period of impressive stability, with declining unemployment and splashy growth" (Thigpen, 2005). It is widely assumed, if not acknowledged, that Daley could well be mayor for life if he so chooses. He is currently the longest-serving big city chief executive in the nation. His father, Richard J. Daley ("The Boss"), died in office at 75 years of age, after serving as Mayor for nearly 21 years. Put in contemporary terms, "The Daleys rule in Chicago." Their election and re-election upon re-election demonstrate once again the core traditional values of Chicago people: loyalty and trust. While mantras and city slogans are often created to represent symbolic as opposed to substantive affect, Chicago truly is "The City That Works" – a tribute to the mayor, to the people who elect him, and to their almost sacred bond of respect and mutual trust.

Frank Sinatra loved Chicago, hanging out at the Ambassador East Hotel's "Pump Room" and popularizing the well-known song "Chicago, (is) My Kind of Town." As the lyrics so aptly proclaim,

*This is my kind of town, Chicago is
 My kind of town, Chicago is
 My kind of people too
 People who smile at you
 And each time I roam, Chicago is
 Calling me home, Chicago is
 Why I just brim like a cloud
 It's my kind of town
 My kind of town, Chicago is*

*My kind of town, Chicago is
 My kind of razzmatazz
 And it has, all that jazz
 And each time I leave, Chicago is
 Tuggin my sleeve, Chicago is
 The Wrigley Building, Chicago is
 The Union Stockyard, Chicago is
 One town that won't let you down
 It's my kind of town*

Chicago was indeed Sinatra's kind of town – full of life, music, dance, beautiful women, and wine. Rush Street once was known as a party district where “anything goes,” where revelers could indulge themselves in personal predilection and overconsumption of alcohol until the sun rose over the city. While the seedier elements of prostitution, gambling, and vice are now less evident, the music, dance, libations, and “all night” parties continue on Rush Street, Division Street, and throughout the city. Contemporary piano bars like The Red Head on Ontario with patron sing-alongs led by Lisa McClowry and Thomas Linsk, harken back to the days of old and introduce a new generation to the music, fun, and frolic of years past. It is said that Sinatra's ghost still wanders Rush and is present at Jilly's, the popular drinking and dance establishment named after Sinatra's long-time bodyguard Jilly Rizzo.

If New York is “the city that never sleeps,” Chicago is “the city that never goes to bed.” The distinction is significant. “The city that never sleeps” may imply an underlying anxiety and restlessness, but “the city that never goes to bed” connotes a choice not to shut down. Chicagoans often choose not to go to bed, to stay out and enjoy the town, and to combine last call with sunrise. Chicago is where “all nighters” and “early risers” meet in transition on the sidewalks, trains, and cafes. Again, it was Sinatra who knew Chicago the best:

*Chicago, Chicago, that toddlin town
 Chicago, Chicago, I'll show you around – I love it
 Bet your bottom dollar you'll lose the blues in Chicago
 The town that Billy Sunday could not shut down
 On State Street that great street, I just want to say
 They do things that they don't do on Broadway – say
 They have the time, the time of their life
 I saw a man and he danced with his wife
 In Chicago, my home town*

The Chicago blues began to emerge as a distinctive and popular form of entertainment around the same time that Sinatra was celebrating the city. In the late 1940s and 1950s, Chicago became known as “the home of the blues.” African Americans had migrated in large numbers from the south and had brought with them their beloved music, culture, and style. Musical influences that were prevalent in the Mississippi Delta, Memphis, and St. Louis were transported to Chicago. The “Chicago Blues” added voice amplification as a