INFORMANTS
PROFILES
CONSPIRACY
HASHISH
MARIJUANA
SEARCH
WARRANTS
BIKERS
HOT SHOT
SPEED
COURIERS
LABS
BUY-BUST
LSD
STASH
PCP
FREEBASE
RAIDS
CUSTOMS
MAFIA
PLAIN VIEW
HEROIN
SMUGGLING
SEIZURE
ANGEL DUST
COCAINE
MOTHERSHIP
DEALERS
UNDERCOVER

CRIMINAL INVESTIGATION OF DRUG OFFENSES

THE NARCS' MANUAL

John M. Macdonald, M.D.

Professor of Psychiatry and
Director of Forensic Psychiatry
University of Colorado
Health Sciences Center
Denver, Colorado

Captain Jerry Kennedy

Commander
Vice and Drug Control Bureau
Denver Police Department
Denver, Colorado

With a Chapter by

E. Edson Valentine

Formerly Senior Attorney
Drug Enforcement Administration

CHARLES C THOMAS • PUBLISHER
Springfield • Illinois • USA

CRIMINAL INVESTIGATION OF DRUG OFFENSES

By John M. Macdonald, M.D.

The Murderer and His Victim
Homicidal Threats
Armed Robbery: Offenders and Their Victims
Burglary and Theft
Rape: Offenders and Their Victims
Indecent Exposure
Bombers and Firesetters
Psychiatry and the Criminal

By E. Edson Valentine

Drug Agents Guide to the Controlled Substances Act
Legal Problems in Airport Interceptions of Domestic Drug Couriers

CRIMINAL INVESTIGATION OF DRUG OFFENSES

THE NARCS' MANUAL

By

JOHN M. MACDONALD, M.D.

Professor of Psychiatry and
Director of Forensic Psychiatry
University of Colorado Health Sciences Center
Denver, Colorado

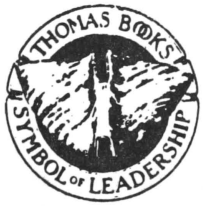
and

CAPTAIN JERRY KENNEDY

Commander, Vice and Drug Control Bureau
Denver Police Department
Denver, Colorado

With a Chapter by

E. Edson Valentine
Formerly Senior Attorney
Drug Enforcement Administration



CHARLES C THOMAS • PUBLISHER
Springfield • Illinois • U.S.A.

Published and Distributed Throughout the World by

CHARLES C THOMAS • PUBLISHER
2600 South First Street
Springfield, Illinois 62717

ISBN 0-398-04915-7

Library of Congress Catalog Card Number: 83-15543

With THOMAS BOOKS *careful attention is given to all details of manufacturing and design. It is the Publisher's desire to present books that are satisfactory as to their physical qualities and artistic possibilities and appropriate for their particular use.* THOMAS BOOKS *will be true to those laws of quality that assure a good name and good will.*

Printed in the United States of America
SC-R-3

Library of Congress Cataloging in Publication Data

Macdonald, John Marshall, 1920–
Criminal investigation of drug offenses.

Bibliography: p.
Includes index.
1. Narcotics, Control of—United States. 2. Narcotics dealers—United States. 3. Narcotic laws—United States. 4. Narcotic enforcement agents—United States. 5. Narcotics and crime—United States. I. Kennedy, Jerry. II. Title.
HV8079.N3M3 1984 363.2'5 83-15543
ISBN 0-398-04915-7

PREFACE

This book provides police officers, narcotics detectives and special agents with information not readily available within a single book, on the world of the drug dealer and his clients. It reviews the drug dealers' methods of operation; the motives of informants and problems likely to be encountered in working with them; the techniques of surveillance including electronic and aerial surveillance; the complexities of search warrants; the profiles of drug couriers, drug-smuggling planes, and mother ships; the investigation of prescription fraud, clandestine laboratories, and major drug dealers; as well as the perils of drug raids and undercover operations.

The police author, a graduate of the FBI National Academy and the Federal Narcotics Training School, speaks from fifteen years of experience as a narcotics detective, including over eight years as Commander of the Vice and Drug Control Bureau of the Denver Police Department. The medical author has spent over thirty years conducting psychiatric examinations of criminals for the district courts of Colorado and other states. During the last three years he has spent one or two nights a week from 7 PM to 3 AM riding with narcotics detectives in undercover police cars and has been present at over 100 drug raids.

He has interviewed many drug dealers including men who have killed informants, drug smugglers, police informants, and drug abusers. These persons have been interviewed in their own homes, in restaurants, in cars, in alleys, in jails, and in penitentiaries. Throughout the book their accounts in their own words of their criminal actions provide direct insights into their behavior. Descriptions of the effects of the various drugs come from the drug abusers themselves, who should know better than anyone else the experience of mainlining heroin, smoking

cocaine freebase, and crashing after a speed run.

Detectives and special agents from across the United States have described to the medical author the hazards of undercover encounters with drug dealers, including shoot-outs with violators. Their graphic accounts in their own words as quoted in this book are more informative than the matter-of-fact instructions on undercover work provided in conventional manuals for police officers. The medical author attended Drug Enforcement Administration (DEA) seminars on air smuggling, marine smuggling, and clandestine laboratory investigations; he spent one day alongside British customs officers at London's Heathrow Airport, and he has flown down narrow mountain canyons and at fifty feet above suspected marijuana plots in a plane piloted by a special agent of DEA. It is hoped that his practical experience of working alongside skillful narcotics detectives is reflected in the pages of this book.

ACKNOWLEDGMENTS

We are very grateful to the following command officers and detectives who served in the Drug Control Bureau of the Denver Police Department during the three years in which this book was prepared: Robert Aultman, Stephen Barnhill, Raul Batista, Darrell Bolton, Billy Cardenas, Marcus Chavez, John Costigan, Dennis Cribari, Tim Cuthriell, Alan Dalrymple (deceased), Don DeNovellis, George Esterbrook, Tom Fisher, Patrick Fitzgibbons, Joseph Garcia, Gary Graham, John Gray, Arthur Hutchison, Tom Lahey, Tony Lombard, Mario Luchetta, Miguel Martinez, Ronald Mayoral, Greg Meyer, Robert Moravek, Richard Mumford, John O'Dell, Michael Patrick, Larry Peters, Edward Roy, Jeffrey Ruetz, Gary Salazar, Tom Sanchez, Larry Subia, Marcus Vasquez, Gary Wagner, Douglas White, Darrell Wisdom, and Aristedes Zavaras.

Police Chief Arthur G. Dill of the Denver Police Department has provided generous cooperation and assistance over many years to the medical author during his preparation of books on homicide, armed robbery, burglary, bombing, rape, and other crimes.

Many special agents of the Drug Enforcement Administration were most helpful to the medical author, including Wayne Valentine, Richard Barrett, Patrick Fagan, Laurence Gilotti, Robert Hale, Ronald Hollingshead, Ralph Lochridge, Daryl McClary, Drew Moren, John Pope, Wilifred Stevenson, Theodore Weed, Gloria Woods, Electronics Technician Danny Bax, Intelligence Research Specialist Karen Gambrell, and Senior Diversion Investigator Elizabeth Mills. Karen Gambrell read the entire manuscript with a quick eye for errors, and she made many valuable suggestions.

A number of officers from law enforcement agencies across the country kindly provided information on unusual drug cases that they handled.

Mrs. Carolyn Zwibecker was most helpful in typing the many drafts of this book. We are indebted to her for her remarkable patience and skill.

Our thanks are due to authors and publishers who have permitted reproduction of material. The medical author would like to express his thanks to those drug dealers, drug abusers, and police informants who agreed to talk to him and often did so at some personal inconvenience and risk. Several were introduced by Officer Daril Cinquanta of the Denver Police Department. One informant was under the protection of federal officers because a contract had been placed on his life.

CONTENTS

CRIMINAL INVESTIGATION OF DRUG OFFENSES

Chapter 1

DRUG DEALERS AND DRUG ABUSERS

The death of a young person dependent on drugs is often the first warning to a community that it has a drug problem; and because so many of the deaths occur among otherwise physically normal young adults, they truly are tragedies. These deaths can be a barometer, albeit not a perfect one, of the extent and seriousness of drug abuse.

William Pollin, *Director, National Institute on Drug Abuse,* 1980

THE PROBLEM OF DRUG ABUSE

In the United States there has been a dramatic and disturbing increase in drug abuse. In the 1960s there were over 62,000 narcotic addicts. By the early 1970s there were over 500,000 heroin addicts. In 1972 the New York City Board of Education estimated that 8 percent of high school students used heroin. A study in Washington, DC, showed that in one part of the city 20 percent of youths from fifteen to nineteen years of age and 38 percent of young men between twenty and twenty-four were heroin addicts (4).

In 1980, the secretary of the United States Department of Health and Human Services reported that a national survey on drug abuse showed that between 1962 and 1979, marijuana use in the eighteen- to twenty-five-year-old age-group increased from 4 to 68 percent. It was found that females were catching up with males in marijuana use. Since 1962, the proportion who have tried harder drugs such as cocaine, heroin, and hallucinogens has increased from 3 to 33 percent in the same age-group.

It is difficult to obtain reliable figures on the incidence of drug abuse, as many persons conceal their illicit drug use while others falsely report such use. High school surveys miss those students who have dropped out, and household surveys miss those drug

users who do not live at home. These surveys can be used to indicate a general trend in the number of users and show differences in use patterns among groups. The National Institute on Drug Abuse estimates the prevalence of heroin use from the following indicators: heroin-related deaths, emergency room and treatment admissions of heroin users, and the average price and purity of heroin. When the purity of heroin increases and the price declines, availability of heroin is assumed to increase. Increases in availability are believed to be associated with increases in the total number of heroin users.

Illegal drug sales in the United States amount to more than $100 billion a year. Some drug dealers make over $1 million a year, and one such dealer had *over* $1 million *in his possession* at the time of his arrest. Within one year, suspected drug smugglers in Florida deposited $95 million in one Miami bank, and a Colombian principal in laundering money generated from drug smuggling deposited more than $32 million in Miami banks.

Newcomers to the drug scene, not connected with organized crime, make large profits so quickly that they can buy shopping centers while still in their twenties. Young pilots with a love of flying can indulge their hobby and buy their own planes, indeed their own private air forces, by flying drugs from Mexico to the United States. Air smugglers do not hesitate to set fire to a four-engine airplane, following a forced landing from mechanical problems, rather than risk possible identification and arrest from fingerprinting or other criminal investigation.

Heroin and cocaine are taken by drug abusers in milligram doses; yet, forty- to forty-five tons of these drugs are imported into the United States annually. A single planeload of marijuana from South America may amount to over ten tons. Clandestine laboratories produce controlled substances such as PCP and LSD by the hundreds of thousands of individual doses within a few days.

DRUG DEALERS

> *There are two ways of being addicted to heroin. One is to mainline it. The other is to traffic in it.*
>
> Richard Berdin, *Code Name Richard*

Many drug abusers finance their habits by dealing in drugs. It is not always possible, therefore, to draw a sharp line between the drug dealer and the drug abuser, but there are dealers, especially heroin dealers, who never take drugs themselves. The persons involved in this illegal trade include street criminals; sociopathic or antisocial personalities; young men in search of excitement; men and women of all ages with quick profit in mind; lawyers, doctors, and others with a professional background also attracted by the lure of financial gain; outlaw bikers; and members of organized crime.

Some enterprising distributors offer a wide range of illicit drugs to their customers, but many dealers confine themselves to one drug. This is perhaps not surprising. Sophisticated young businessmen confine their drug use largely to cocaine and perhaps some marijuana but have no interest in LSD or PCP. Heroin use has been prominent in subcultures of crime and violence, and dealers who are from these subcultures provide this drug. Dealers, like other businessmen, are sensitive to changing fashions and are quick to meet the needs of their customers. There are also dealers who provide fake drugs for those who do not know the difference between "speed" and caffeine.

Heroin Dealers

Heroin is usually sold on the streets to addicts by "alley runners," men who are themselves using drugs and who are willing to take the risk of arrest by the police. Sales are made on the street, in bars, in parking lots, and at other meeting places in high-crime areas. Runners may stash their balloons in some hiding place, possibly in their car, and replenish their stock as needed. Those fearful of arrest may hold the balloons in their mouths and swallow them if undercover detectives suddenly appear. Others simply throw their balloons on the ground or the floor so that they can disclaim ownership if questioned by the police. Another trick is to place drugs in a cigarette pack, which is left on the bar counter near where the dealer is sitting; once again, ownership is denied if the police conduct a search.

The dealer may have a young woman near him who carries the bags of heroin. When he receives payment for a bag, he tells his customers to go to the woman, and he nods or otherwise signals to her. Another method is to tell a customer to go to a particular

street corner, for example, 37th and Bryant, where delivery will be made.

The runners' supplier may be one of several men working for the source, the main dealer, who imports the heroin from Mexico or from overseas. An example is a fifty-four-year-old man who gets up at four o'clock each morning to prepare 300 bags of heroin. He keeps his stash at the homes of elderly persons and distributes his bags to ten employees at different locations and different times each day. He meets each employee twice a day and each time sells them ten $35 bags for $200 and five $75 bags for $200. Thus, his agents each pay $800 for balloons of heroin that they can sell for $1450, a profit of $650.

The main dealer's profit is much greater because he cuts his heroin so that his product may be only 5 percent strength. The $35 bag contains three to five "hits," or approximately three- to five-tenths of a gram. The $75 bag supposedly contains ten "hits," or one gram.

There are relatively few main dealers in any city. These are men who have risen to the top of their profession. They are aggressive businessmen who combine not only great energy and drive but also a violent nature, which keeps their businesses in good financial standing. A reputation for violence is all-important on the street, and often it is challenged. "Rabbi," a major heroin dealer in Chicago for many years, makes this point clear:

> "I was sitting in a diner, eating breakfast," he told us, "and in comes this tall young dude who's just come up from down South. He's swaggering and strutting, and he comes and sits down next to me. Now, he knows I've got a reputation, he's heard about me from other people. But he starts to push me—you know, insulting me, making remarks. I told him he'd better cool it, but he kept it up. He was just young and he wanted to prove something. So he kept it up and I told him several times to cool it. I didn't want to hurt him, but finally he just kept it up too long and I had to let him have it. So I just spun around on the counter stool and knocked him down on the floor with my arm, and then I pinned him there, and in my other hand I had this table knife—you know, I had been putting jelly on my toast or something—and I took this knife and I went for his throat, see, but I purposely missed. The knife just went into the floor right beside his neck, so he wasn't hurt, but he was good and scared. Which was all I wanted really. Then I let up on him and he got up and walked out.

> There wasn't any need for me to hurt him. Just sometimes you have to show people who's boss, that's all there is to it."*

A Denver heroin dealer made it clear in his youth that he was not to be crossed by anyone. People knew that it was wise to pay for heroin promptly, and they also knew that it would be foolhardy to attempt to rob him of money or drugs at gunpoint. During a four-year sentence to the state penitentiary he maintained both his heroin business and his reputation for violence. Following his release he became involved in an argument with one of his customers in a Denver tavern. The customer's body was found two days later, and it was generally believed that he was killed by the dealer. Criminals do not readily inform on such a person. He prospered in his heroin business for many years and owned an expensive home as well as other luxuries. It was difficult to catch him, as his only contact with the heroin was when he cut it. Apparently he did not trust others to do this. Eventually he was caught with the aid of a wiretap during a conspiracy investigation.

Another Denver heroin dealer gave the following account of his business activities:

> It's just like running a corporation; you've got to do certain things. I wouldn't bother with someone I didn't know. You only need five good dope fiends. They're going to spend everything they've got. New faces, broads—I don't mess with them. I can tell right away if somebody follows me. I look more in the rearview mirror than in front. I never get traffic tickets, never exceed the speed limit. You can't afford to get stopped. You can't afford to sleep on the job. You've really got to watch, 365 days a year; you've got to win every one. The police catch you one time, you lose.
>
> I like to work the early part of the day. Most of the narcs work 3 PM to 11 PM or 6 PM to 2 AM. I go down the street at 7 AM. I deal out of motels a lot. I carry a gun all the time, let it be known it will be used. You have to do that to protect yourself. You ditch it fast if you're seen by the police. I had four felony convictions, three on drugs and one on accessory to robbery. I couldn't afford to be without it either. You've got to protect yourself. Sometimes you just have to throw it away, but it's easy to get another one.

---

*From Patrick H. Hughes, *Behind the Wall of Respect*, © 1977 by the University of Chicago. All rights reserved 1977. Published 1977. Reprinted by permission of the publishers.

> If I put dope around telephone poles [to hide it and reduce the risk of being caught in possession of heroin while dealing on the street], people get to know. You put poison in it, hot shot people off, then they won't trail you. In Chicago they'd blow you away; most cities do that, except Denver. If your foot slips and you go to the penitentiary, you know they're going to kill you.

Yet another heroin dealer described one of the risks of his occupation:

> You've got to watch out for dope robbers. You know who to watch out for, but there'll be some guys who come in from out of town, from Los Angeles. They know you can't call the police. You've got to hunt for them yourself or just pass it off. They travel the country, all they do is knock off dope dealers. They knock off money from five or six dealers in each town. You could never relax. They'd hit three or four people in one day, then they'd be gone. They'd ask, "Who's got it?"—"So and so." Some guys tell things they shouldn't be telling. They can watch and see which way the traffic [drug users] is going.

Organized Crime

Top heroin dealers include members of organized crime. In the 1960s, the so-called French Connection was supplying about 90 percent of all heroin being used by American addicts. Although there was a ready supply of opium in Mexico and Asia, no major manufacturing outlets for the production of heroin so far existed outside of Europe (15). In the Marseilles area, Corsican organized crime groups employed skilled chemists to operate clandestine laboratories where morphine base was converted into heroin. This drug was smuggled into the United States on ships and planes.

A Citroen car seized aboard a French ocean liner contained 246 pounds of heroin in hidden compartments. Jacques Angelvin, a member of the French Connection, imported a Buick car in which was concealed 112 pounds of heroin. The Bureau of Narcotics and Dangerous Drugs arrested a number of Air France crew members smuggling heroin in twenty- to forty-kilo lots to members of La Cosa Nostra in New York City. The arrest of members of the French Connection in the early 1970s interrupted this flow of heroin from France.

French clandestine lab operators out of work because of these arrests soon found employment in Sicily and on the Italian

mainland, where the Mafia built modern labs with industrial equipment including automated mixers and dryers. One lab in Milan was capable of producing a ton of heroin a month. By the late 1970s, the Italian Connection had replaced the French Connection. A clue to the extent of the Sicilian heroin traffic was the discovery in 1979 by a customs officer at Palermo airport of a suitcase from New York containing $500,000.

Another clue was found by Boris Giuliano, head of Palermo's elite *squadron mobile* and one of Sicily's top policemen. In a raid on the apartment of a Mafia leader suspected of trafficking in heroin, Giuliano found a photograph showing rival Mafia leaders from all over Sicily. The fact that the gathering of these chieftains had clearly been convivial strongly suggested a new and formidable alliance. Giuliano's investigations threatened a rather profitable industry, and the Mafia reacted quickly. One morning in 1979, while Giuliano was reaching into his pocket to pay for his coffee at the Bar Lux in Palermo, he was shot eight times. Thirty-five witnesses could not agree on the color of the getaway car.

The brutal efficiency of Giuliano's killing and the fear of witnesses were both hallmarks of a Mafia execution, but what chilled Giuliano's colleagues was that the Mafia had killed him at all. Violent as its reputation is, the Sicilian Mafia does not by tradition execute policemen, certainly not policemen of Giuliano's rank and prestige (8).

Two months later Cesare Terranova, the chief instructing judge of Palermo, was murdered in the street by three gunmen. He was about to take over Giuliano's inquiries into heroin and the Mafia when he was ambushed in the street in front of a horrified crowd. After that there was little official enthusiasm in Sicily for continuing the investigation.

The Mafia shipped the heroin by air to New York, and the proceeds were flown back to Italy, where they were laundered through Mafia-owned construction companies and Mafia-infiltrated banks. The seizure of twenty-four kilos of heroin from a TWA flight at New York's John F. Kennedy airport, the wiretapping of telephones of leading mafiosi in Palermo, and other investigations enabled a local police chief, Emanuele Basile, to arrest six Mafia leaders. Basile, who was fast building a reputation as sub-

stantial as Giuliano's, was shot to death while he was walking to the police barracks. Despite increased police action against the Mafia, the Italian Connection continues to send large amounts of heroin to the United States.

In this country over the years, some Mafia members have avoided involvement in narcotics distribution. They make so much money from gambling, labor and management racketeering, loan sharking, and legitimate enterprises that they can survive without trafficking in illicit drugs, an activity that gives them a bad name. Joseph Valachi, one of the first Mafia soldiers to betray his organization, testified at length before a United States Senate subcommittee regarding the drug trade.

He revealed that as far back as 1948, Frank Costello ruled that no one in his Mafia family was to deal in narcotics. In 1957, after gang leader Albert Anastasia was shot to death in a New York barbershop because he had brought too many individuals not worthy of membership into the organization, all families were notified to keep out of narcotics. This resulted in a substantial loss of income, and those soldiers in Chicago who had been dealing in narcotics were paid $200 to $250 a week in compensation.

Soldiers who disobeyed this order aroused ill feeling. As Valachi testified: "Now if they were caught after getting that kind of payment, there was no chance at all for them. They would pay with their lives. Now up to the time when I left the street, I heard a couple were caught and taken care of. . . . The Genovese family [New York] was the same penalty. If you were caught and they had evidence on you, you were dead. For instance, like Joe DeMaca, that was the main reason he was eliminated" (19).

In recent years some Mafia families have been actively engaged in the distribution of heroin. Law enforcement agencies have not been very successful in coping with organized crime. They have had some success in catching underlings, but the families have prospered and their leaders have remained in control. In testimony before the Senate Subcommittee on Organized Crime and Illicit Traffic in Narcotics, John J. Shanley, formerly head of the Central Investigation Bureau of the New York City Police Department, described the many protective measures taken by the Mafia. The following sections describe these measures.

INSULATION. Every lawbreaker tries to avoid arrest. These efforts usually become more concrete and complicated in direct proportion to the prestige and cunning of the perpetrator. The top ranks of these families seldom become involved in crimes in such a manner that would subject them to embarrassment, much less arrest.

Their personal conduct is free of obvious misdeeds. Social associations are generally very restricted, and contact with actual lawbreakers is nonexistent. Of necessity, as the levels descend, the members get closer to operations and become increasingly vulnerable to police activity, but this descent is deep in the pyramid and a long way from the top.

Specific plans and devices are used, but, basically, the strongest insulation is supplied by a philosophy that permeates the group, i.e. that the boss must be protected. Inculcation of this thinking to the membership has been highly successful. Whether this stems in younger men from the hope that such sacrifices in the beginning will eventually afford them similar comfort, while in the case of the older men, never advanced, this thinking has become a part of a way of life, or whether it is a combination of fear and the traditional distaste for informing cannot be firmly stated. It is, however, this philosophy that gives the strongest protection to the hierarchy of these infamous families, and it is a philosophy that has produced thirty years of silence, Joseph Valachi being the only one who dared to abandon the credo.

RESPECT. Another inviolate rule is the requirement that there must be a strong sense of respect for leaders and traditions. This is beyond merely protecting the boss. It exceeds deference due any leader and is not confined to ordinary bowers and scrapers present in all organizations. This is *respect* in the true sense of the word.

With relation to individuals, respect seems to be achieved partly by position and partly by seniority, with stress on the former—although, all things being reasonably equal, the older of two members has more prestige. A member's position and the value of his counsel appear, in many cases, to be enhanced by age per se. Perhaps old age, under the circumstances, is a superior achievement in itself.

Among some older men, respect involves hat tipping and bow-

ing reminiscent of royalty, but usually it is less courtly, although by no means subtle. It is unmistakable. In public places, the reflex response triggered by the need to comply with this code has been beneficial to law enforcement. The terms of address, tone of voice, held door, proffered seat, and demeanor frequently reveal status in different groups. Based on these observations it is easy to believe that neglect of such niceties might bring severe discipline to the offender; a number of sleepers—high-ranking members previously considered possessors of routine membership—have been uncovered from a deep probe started by displays of this nature.

THE BUFFER. As has been said, the top members of this evil group do not as a rule mix or even do business with their immediate subordinates. They deal through a buffer, a member, usually around the same age, who is carefully selected and highly trusted. When traveling, they generally have this person with them.

This underling acts as an aid, but he is no menial. He drives the boss when necessary, but he is not his chauffeur; he handles messages from the field, but he is not a messenger; he discusses problems with the boss, but he is not a counselor; he would fight for his boss, but he is not a bodyguard; he travels with the boss socially, but he is not his equal. He performs a variety of functions—none overtly criminal—although he no doubt furthers many a conspiracy.

The buffer's main duty is to stay between the boss and trouble. In this, his value is great. The buffer, although he may not be a high-ranking member, has the confidence of the organization and is aware of all the operations. Only he could testify against the top man, but even here precautions are taken to assure that his testimony would be uncorroborated, and, therefore, useless to the State.

THE APPOINTMENT. In these families, all important matters go through channels. At the last stage, they come to one man, the buffer, and he takes them to the overlord. This procedure is strictly followed, but there are times when a low-level superior is permitted to speak to the boss on business. This is unusual and requires following a set method.

The member concerned must obtain permission from his immediate boss. This request then goes through channels to the buffer,

who presents it to the head. All this communication is done in person. Such a request is not honored except under unusual and urgent circumstances or when it comes from an old, old friend.

When a request is granted, the buffer picks up both the petitioner and his immediate superior and brings them to a place previously selected as convenient and acceptable to the overlord.

The meeting is formal. The matter is discussed; the petition is made; and in due time a decision is rendered and handed down to the petitioner. This concludes the matter. These appointments are very infrequent, occur within families only, and differ from sit-downs.

SIT-DOWNS. A sit-down develops when there is a threat to gangland peace because of a dispute between members of this subsociety. At one time, force—frequent and ruthless—was the ultimate pacifier. However, according to the chiefs of these notorious clans, when open violence is used "the only winners are the cops."

If a question comes up, the lesser syndicate leaders arrange to sit down and thrash it out. In most cases the issue can be resolved at this level. If necessary, it can go higher. On occasion, when these disputes reach a higher level, the disputants find out they are members of the same family.

Sometimes the quarrel must finally be referred to the highest authorities, the heads of the families. Arrangements are made to meet, and the heads sit down and talk the matter out. Their decision is final.

The sit-down, really a peace conference, has eliminated clashes between established houses. However, the sit-down does not apply to settling differences with people outside of these families, although conciliatory approaches are used in such instances, at least at the start.

DISCIPLINE. All disciplining of members of these tribes, no matter how barbaric, including murder, is done within the same house or family by its own members. Thus, if a family member has violated the rules or refuses to abide by a superior's decision, he must be punished. This punishment varies, from a warning, through cutting him out of some lucrative endeavor, to the ultimate—murder.

Keeping the killing within the family eliminates the develop-

ment of vendettas, makes it easy to perform the task, and paves the way for the *disappearance*.

In New York City, most murders of mob members have been performed by fellow members of the same family. Almost without exception, any other recent racket-type killings in New York City have been murders committed by mavericks or spontaneously or murders of people outside the family.

THE DISAPPEARANCE. Sometimes a sit-down decides murder is the only solution to the problem discussed. As mentioned, the homicide is assigned to the mob to which the victim belongs. Within a short time, the man disappears. In five instances in the last three years, a member and usually his car have vanished without a trace. These obliterations were carried out by *Judases*, friends or possibly actual blood relatives completely trusted by the victim. The victim showed no fear, no change from routine, prior to his disappearance.

This technique has great advantages. There is no apparent violence, no sprawled body in a bullet-punctured car, no gruesome pictures, no inflamed press and public. Usually, some time after the victim was last seen, he is reported as a missing person in the jurisdiction in which he resides. Frequently, this jurisdiction is a small town adjacent to the city, but, regardless, there is no body and no complaint of homicide. The case is carried as a missing person, a disappearance.

PERMISSION. "You gotta get permission." The first time a newcomer to a family is told this he is very surprised. He finds he must obtain permission to enter any illegal enterprise, commit a stickup or burglary, dispose of stolen property, or even borrow from a shylock.

The explanation given is that only undertakings in keeping with family policy are allowed. As long as permission is obtained, the family will help with lawyers, bail bondsmen, etc., if anything goes wrong. This is a practical consideration; from a viewpoint of public relations, no crimes that may cause a great public outcry are desired.

With regard to obtaining permission to deal with a shylock, the explanation is that when permission is granted, the family is vouching for the borrower. If the borrower fails to pay, the family will be required to make good and therefore must pass on such loans in advance.

THE MONEY MOVER. The main objective of these families is the efficient amassing of money. Huge amounts of cash from illegal sources pose two problems. Its true ownership must be hidden, and it must be put to work. The greedy overlords consider the need to put the money to work quickly equal in importance to the need to hide its ownership. The money mover provides this service.

Money movers, reasonably skilled in finances, are family members and, although not at policy level in systematized crime, are important and trustworthy. The money mover handles cash for a clique rather than an individual. He may, for instance, handle the Profaci or the Genovese "house." There may be more than one money mover for each family.

The cash is given him through a conduit, and the profits return to the thugs the same way. The money mover knows broadly whose money it is, but, it is probably not possible to go beyond him in tracing the specific origin, as he does not know.

The money mover is skilled at insulating himself. He has fury at his service. He has excellent and widespread connections, and he has as a partner an astute, unethical businessman. He and his partner merge two basic abilities: brains and brawn. The partner invests through corporations, other partners, and as an individual. Importing, real estate, trust funds, books, and stocks and bonds are typical undertakings. Both the money mover and his partner enjoy some return, but the bulk of the profits go to the mob. The object is to invest in legitimate situations, but no scheme in which a quick buck can be made without too much risk is overlooked.

PUBLIC RELATIONS. More than ever, public opinion is a concern of the criminal administrators. All strong action must be cleared with higher authorities. So compelling is this concern that failure to control bad situations is a serious reflection on the boss. A recent assault on a federal agent in Brooklyn caused a considerable decrease in the prestige of the head of the faction concerned. Many felt that the absence of discipline within his unit could cause his disappearance, although he personally was not involved.

The foregoing methods and traditions are fundamental to the administration of organized crime, and they have kept the leaders in their top spots. Right now, the hearings of the Senate Subcom-