

UTMUN



PROHIBITION ERA

FEBRUARY 1929

DIRECTOR
NICOLE SHI

MODERATOR
DIFFANY WANG

CRISIS MANAGER
LAWRENCE WOOD

CRISIS ANALYSTS

ADAMS AMICUS
JACK MCKINNEY
MARTIN CONCAGH
SONAL KAURA
LUKE JAGIELSKI

A Letter from Your Director	2
Historical Background	3
Prohibition in the United States	3
Organized Crime	3
Law Enforcement	5
Topic A: Bootlegging	7
New York City in the 1920s	7
Sources of Production	7
Transportation and Trade Routes	8
Sale and Distribution	10
Evading Prosecution	11
Questions to Consider	13
Topic B: Maintaining and Gaining Power	14
Mafia Power Structure	14
Current Power Struggles	15
The Five Families of New York	16
Other Key Families	17
Questions to Consider	19
Advice for Research and Preparation	20
Topic A Key Resources	21
Topic B Key Resources	21
Bibliography	22

A LETTER FROM YOUR DIRECTOR

Dear Delegates,

My name is Nicole Shi, and it is my distinct pleasure to welcome you to the University of Toronto Model United Nations Conference (UTMUN) 2019 as members of the Prohibition Era committee! If you are a newcomer to UTMUN, let me warn you of how intensely fun and challenging this conference will be. If you have attended to UTMUN before, I assure you that this year will be equally (if not more) full of surprise and intrigue. Regardless whether you are a first-time or a seasoned delegate, I'm confident you will all leave as better delegates and hopefully with a reinvigorated love for Model UN.

My own love for Model United Nations dates back to my sophomore year of high school, when I joined the Model UN club. I still remember my first experience as a member of the African Union, and the rush of adrenaline that pulsed through me when I raised my placard and rallied the committee with a speech. Ever since, I have participated in numerous MUN conferences both as a delegate and as a staff member. As a first-year here at U of T, I am currently studying Political Science and Philosophy, and I am excited to delve into the underground networks of Mafia families during the height of Prohibition through this committee.

As the only committee of its kind at UTMUN, the Prohibition Era crisis committee will allow you, the delegates, to get in touch with your creative, cunning, and even immoral sides as you endeavour to break past the prohibition laws established to maximize your own profits. The Prohibition Era committee bears little resemblance to your average MUN committee -- instead of solving society's issues, you will all be working to serve your own self-interests, regardless of the ethics behind the means you use to achieve it. We leave the adherence to the law, respect for public officials, and upholding of moral principles behind. Deceiving prohibition agents, brokering secret alliances, carrying out illegal operations, and building your mafia family's reputation through criminal activity and violence -- these are all feats mafia members accomplishes daily, and these are the kinds of tasks that awaits you.

Working with me are your moderator, Diffany; your crisis manager, Lawrence; and your analysts, Sonal, Jack, Adams, Luke, and Martin. We have all been to be working diligently together to make this committee as entertaining, intriguing, and well-developed as possible. In order to prepare for your position on the Prohibition Era committee, I encourage you to read and review this background guide diligently. However, as this is a crisis committee, this background guide will only serve as a launchpad -- I highly advise you research and devise creative strategies to surprise and outsmart other delegates and to push yourself ahead. If you have any questions pertaining to UTMUN or our committee, don't hesitate to get in touch with me! Until then, delegates, read up: the fates and fortunes of your mafia family rests squarely on your shoulder.

Best,

Nicole Shi

Director, Prohibition Era Committee

nicole.shi@mail.utoronto.ca

HISTORICAL BACKGROUND

PROHIBITION IN THE UNITED STATES

The year is 1931 – Salvatore Maranzano is dead, and it has been eleven years since the United States officially ratified the Eighteenth Amendment to the United States Constitution, which established the prohibition of alcohol.¹ The Volstead Act, which took effect in 1920, declared the production, sale, and distribution of intoxicating liquors illegal.²

While the morality of the consumption of alcohol have been at the forefront of public debate since the colonial era in the United States, the efforts of Protestants, and particularly the Woman's Christian Temperance Union, was influential in making the constitutional ban of alcohol a reality.³ The prohibition movement arose out of the social and religious belief that drunkenness is a destructive force within marriages and families, and is ultimately an immoral sin that wastes the talents that God has gifted to men. From a policy viewpoint, the intent of alcohol prohibition was to cure society from alcoholism and the harmful effects it engenders: violence, social conflict and poor health and hygiene. Seen as a noble act and a victory for public morals, the prohibition of alcohol promised the reduction of crime, corruption, and social tension and conflict.

However, the nationwide ban of the transport and sale of alcohol severely backfired. Because millions of Americans were willing to consume alcohol illegally, prohibition consequently gave rise to bootlegging (illegal production and sale of alcohol), speakeasies (illegal and secret drinking nightclubs or stores), and ultimately, gangsterism. Instead of reducing crime and corruption, and resolving social issues, prohibition paved a new platform for "organized" crime to thrive, increased the corruption of public officials, and exacerbated violence and social conflict in the United States.⁴

ORGANIZED CRIME

Rise of Organized Crime

Given the high demand for alcohol, the black market for liquor naturally formed during the prohibition to fill the demands. Groups of individuals began working together to illicit profit

¹ "Prohibition | Definition, History, Eighteenth Amendment, & Repeal." n.d. Encyclopedia Britannica. Accessed November 18, 2018. <https://www.britannica.com/event/Prohibition-United-States-history-1920-1933>.

² "Volstead Act | United States [1919]." n.d. Encyclopedia Britannica. Accessed November 18, 2018. <https://www.britannica.com/topic/Volstead-Act>.

³ "History." n.d. Woman's Christian Temperance Union. Accessed November 18, 2018. <http://wctu.org/history.html>.

⁴ July 17, Mark Thornton, and 1991. 1991. "Alcohol Prohibition Was a Failure." Cato Institute. July 17, 1991. <https://www.cato.org/policy-analysis/alcohol-prohibition-was-failure>.

through illegal and often violent means.⁵ Organized crime syndicates grew and thrived as they capitalized from the illegal liquor market. From Los Angeles to Detroit to New York, criminal enterprises provided speakeasies and illicit organizations with vast quantities of beer and liquor. Well-organized bootlegging operations used rivers and waterways to illegally import liquor across state borders. Eventually, crime syndicates expanded, diversified, and grew in power and influence from the ludicrous bootlegging profits. Gangs grew increasingly complex and organized, as the underground network of syndicates established territorial boundaries, distributed profits, and enforced its rule through violence and homicide.⁶ As organized crime syndicates grew throughout 1920-1933, geographical disputes often converted urban American cities into violent warzones. Murders, thefts, and assaults dramatically increased during the Prohibition period.⁷

The Mafia

Arguably, the most organized, powerful, and successful criminal organizations belonged to Italian-American organized-crime network. With enterprises and operations set up across different cities in the United States, the Mafia ascended to power and dominance through its success in the clandestine alcohol trade, profiting off of the prohibition policies and cementing themselves as the *de facto* leaders in the underground liquor trade.⁸ Formed out of the large waves of Italian farmers, unskilled labourers, and craftsmen that migrated to America in hope of better economic opportunities during the late 1800s and early 1900s, the Mafia mainly consisted of criminals who formed neighborhood mobs, often preying on people within their own community. With most Italian-Americans concentrated in New York City and Chicago, the largest Mafia factions naturally emerged there. New York, which had formed into America's capital of organized crime, had been divided amongst five central Mafia families; in contrast, there was just one crime family per city (everywhere else the Mafia operated).

Illegal Activities

Although the illicit liquor trade was the most profitable operation, bootlegging was just one of the many illegal activities conducted by the syndicates. The next two illicit businesses that capture the most profits are gambling and prostitution. Commonly appearing in the forms of roulette, craps, card games, and betting on horse races, gambling was operated and regulated by the organized criminal syndicates. Gambling joints were often disguised as pool halls, while horse-race took place over telegraph-wire system to relay the results of horse races across the country to specific gambling hideouts in New York and Chicago. The other activity mobsters were also heavily involved in operating was prostitution. Gangsters created,

⁵ "Origins of Organized Crime," *Crime Museum* (blog), accessed November 18, 2018, <https://www.crimemuseum.org/crime-library/organized-crime/origins-of-organized-crime/>.

⁶ "Organized Crime," accessed November 22, 2018, <https://www.u-s-history.com/pages/h1596.html>.

⁷ Hilary Parkinson, "Prohibition and the Rise of the American Gangster," *Pieces of History*, January 17, 2012, <https://prologue.blogs.archives.gov/2012/01/17/prohibition-and-the-rise-of-the-american-gangster/>.

⁸ "Mafia in the United States - HISTORY," accessed November 22, 2018, <https://www.history.com/topics/crime/mafia-in-the-united-states>.

operated, and managed hundreds of brothels (also known as *bordellos*), which often masqueraded under the guise of being a roadhouse, saloon, or resort. The success of the operation of the prostitution business heavily depended on the gang's affiliation and alliances with the mayor and police officers. Profits fluctuated widely, depending how cooperative and receptive the public officials were to bribery. Other markets of illegal activities, though not as profitable as gambling or prostitution, include robbery, hijacking, and contract killing.



A bordello disguised as an inn at 310 North Peoria Street in Chicago during the early 1900s.

LAW ENFORCEMENT

Bureau of Prohibition

To enforce the Volstead Act and to uphold the Eighteenth Amendment of the Constitution, the federal government created the federal task force called the Bureau of Prohibition (also known as the Prohibition Unit 1920). Prohibition agents and local police officers throughout the United States confiscated warehouses full of whiskey, destroyed stills, shattered bottles of alcohol, and dumped beer barrels into gutter and sewers. On Gulf of Mexico, the Great Lakes, the Atlantic Ocean, and the Pacific Ocean, The Coast Guard used speed boats and retired military ships to chase, board and seize the ships of bootleggers illegally importing whiskey into the country.⁹

Inefficiency

However, the government initially provided funds for only 1,500 agents to enforce the prohibition of the manufacturing, transportation, and sale of alcoholic beverages across the country. They were issued guns and given access to vehicles, but many had little or no

⁹ "Prohibition Bureau (Bureau of Prohibition) Was a Troubled Agency Riddled with Corruption," accessed November 22, 2018, <https://www.alcoholproblemsandsolutions.org/prohibition-bureau-bureau-of-prohibition/>.

training. Too add on, none of the forty-eight states of the United States were inclined to take part in the prohibition enforcement effort. State governments did not want to pool their resources into the effort, preferring to have federal agents shoulder the burden. At the same time, operating funds were low and inadequate – the federal government and states together spent less than \$500,000 to enforce Prohibition across the country in 1923.¹⁰

Corruption

Because the agents of the Bureau were not required to take Civil Service exams, this allowed Congressmen and local politicians to appoint their friends and allies (some of whom with questionable backgrounds) which exacerbated cronyism and opened the door for corruption and bribery. Corruption existed at from the lowest to the highest levels of law enforcement. Custom agents and U.S. Coast Guard made large profits by allowing rum-running ships to enter into ports.¹¹ Mob bosses often paid officers to be absent for a specific period of time, and during that period, bootleggers would smuggle large amounts of liquor into the country.

Prohibition officers also seized liquor, then coerce bootleggers to pay a high price to regain the alcohol. Many officers chose to sell the seized alcohol to other smugglers for their own profit.¹² The highest officer of law enforcement, that being the Attorney General of the United States, was susceptible to corruption. U.S. Attorney General Harry Daugherty was guilty of selling alcohol illegally, giving licenses and pardons to offenders, and taking bribes from bootleggers.¹³



Police emptying beer barrels of beer.

¹⁰“The Masters of Disguise: Prohibition Agents ‘Izzy’ Einstein and Moe Smith,” Prohibition: An Interactive History, accessed November 22, 2018, <http://prohibition.themobmuseum.org/the-history/enforcing-the-prohibition-laws/law-enforcement-during-prohibition/>.

¹¹“Corruption During Prohibition of Alcohol in the U.S. in the U.S. Was Rampant: The Public Demanded Alcoholic Beverages,” accessed November 22, 2018, <https://www.alcoholproblemsandsolutions.org/corruption-during-prohibition-of-alcohol/>.

¹²“Corruption During Prohibition of Alcohol in the U.S. in the U.S. Was Rampant: The Public Demanded Alcoholic Beverages,” accessed November 22, 2018, <https://www.alcoholproblemsandsolutions.org/corruption-during-prohibition-of-alcohol/>.

¹³ “BBC Bitesize - GCSE History - Prohibition - CCEA - Revision 6,” accessed November 22, 2018, <https://www.bbc.com/bitesize/guides/zqp7pbk/revision/6>.

TOPIC A: BOOTLEGGING

As members of various mafia families during the prohibition era, you will all be working to ensure that there is a steady flow of contraband alcohol into the United States to profit in the illicit liquor trade. Because of the complex operations through the production, transportation, and sale of alcohol, mafia families must be prepared to evade prosecution at every step of the process.

NEW YORK CITY IN THE 1920S

In New York City, the number of Italian immigrants increased from 20,000 to 250,000 between 1880 and 1890. By 1910, there were more than 500,000 Italian immigrants and first-generation Italian Americans, or one-tenth of the city's population.¹⁴ As a result, New York City boasted many, if not the most, influential and powerful crime syndicates in the United States, and clearly cemented itself as the capital of organized crime. With the most demand for alcohol, most speakeasies, and consequently, the most liquor imported and profits gained, New York is undoubtedly the most important trade location for the illicit liquor market. But, the presence, dominance, and competition between the five major New York City organized crime families of the Mafia, known as the Five Families, guaranteed power struggles and results in constant precarity.¹⁵

SOURCES OF PRODUCTION

When Volstead Act took effect on January 16th, 1920, American distilleries and breweries across the country were banned and rendered illegal. Because only wine and cider were still allowed to be produced in the United States, popular alcohol and liquors such as beer, whiskey and rum relied completely on external and foreign distilleries and breweries. As a result, alcohol manufacturers neighbouring countries tremendously thrived during the Prohibition era. Producers in Mexico, and the Caribbean, and especially Canada flourished as their alcohol were consumed by visiting Americans and clandestinely imported into the United States.

Canada

Because of its geographical proximity to the urban cities of the United States, Canada was the largest supplier of alcohol to the United States. The province of Ontario had its

¹⁴ "Mafia in the United States - HISTORY," accessed November 22, 2018, <https://www.history.com/topics/crime/mafia-in-the-united-states>.

¹⁵ "Five Families | American Crime Syndicate | Britannica.Com," accessed November 22, 2018, <https://www.britannica.com/topic/Five-Families>.

prohibition policies repealed in 1927, and therefore Canadians were free and legally allowed to manufacture and export liquor. The Canadian government fervently refrained from attempting to stop the liquor trade with the United States because of the exorbitant revenue that the exports produced. A case of whisky bought in Quebec for \$15 was sold in New York State for \$120. ¹⁶The Canadian federal government knew of the high demand in the alcohol market from the US. Canadian manufacturers are conveniently already producing the alcohol and the Canadian government profited from exporting fees and tax from the high revenues. Not only were there no incentives, there were no risks either. American customers who took possession of it in their own waters or on their own soil assumed all the risk.

Mexico

In Mexico, alcohol producers became hugely popular and gained large amounts of success and profits after the United States outlawed both the production and consumption of alcohol. As a result, the act of smuggling developed rapidly as an illicit occupation in the 1920s in Mexico. The act of exporting alcohol to the United States was especially effortless for Mexican bootleggers, because regulations involving customs and immigration were almost impossible to enforce. Because there were only one border checkpoint at approximately every fifty miles, the Treaty of Guadalupe-Hidalgo had divided families and friends apart on each side of the border. This allowed people to frequently pass the border illegally at an overwhelmingly high and successful rate. ¹⁷As people crossed the border, they took alcohol across, bypassing border security and prohibition agents.

TRANSPORTATION AND TRADE ROUTES

With industrial-scale amounts of liquor flowing into the United States, there were multiple methods of transportation developed to effectively smuggle alcohol past the border and circumvent prohibition laws. The most common and popular method of clandestinely importing liquor was by loading ships with the illegal goods just outside of the US territorial waters, and letting small boats carry the goods into the country. This method allowed the bootleggers to better outrun US Coast Guards, who patrolled rivers and waters, as smaller boats were more agile and fast than large vessels with the alcohol. Once the alcoholic goods reached American grounds, bootleggers used ingenious methods to conceal alcohol past guards, and cover their tracks. Carriers hid alcohol under their clothing and misleading containers, and wore shoes that produced an impression of horse footprints to conceal their tracks, to name a few. ¹⁸

¹⁶“Prohibition in U.S. Led to Exciting Times in Canada,” accessed November 22, 2018, <http://www.vancouversun.com/Prohibition+exciting+times+Canada/10697267/story.html>.

¹⁷“Treaty of Guadalupe Hidalgo | United States-Mexico [1848] | Britannica.Com,” accessed November 22, 2018, <https://www.britannica.com/event/Treaty-of-Guadalupe-Hidalgo>.

¹⁸“10 Ingenious Ways Booze Was Hidden During the Prohibition Era,” accessed November 22, 2018, <https://www.ranker.com/list/crazy-ways-people-hid-alcohol-during-prohibition/kellen-perry>.

The busiest route, known as the Detroit-Windsor funnel, was from Windsor, Ontario down through the river to Detroit, Michigan. Vital Benoit, a bootlegger from Windsor who gained abundant amounts of profit, privately constructed a streetcar line connecting Windsor and the Detroit ferry. It is estimated that 80 per cent of Canadian liquor passed through Windsor to Detroit, where it was widely distributed. This single part of the trade amounted to 40 million dollars during the 1920s, which amount to over 400 million dollars in 2018.

The Bureau of Prohibition and customs officers were overwhelmed by the sheer number of people participating in the illegal transport and import of liquor. Prohibition enforcement agencies lacked organization and smugglers often had better routes and better technology than the police. The police responded by introducing new equipment. The United States federal government and various federal agencies attempting to stop smuggling from happening among the Detroit River, which included Detroit Border Patrol, the Detroit Police, and the Prohibition Bureau. In 1922, the government created a powerful speedboat with advanced weaponry, forming the "prohibition navy", which was also known as the Rum Patrol. Once the Rum Patrol was established, rum runners began using aircraft. Canada was reluctant to close distilleries because of tax revenues and the potential loss of thousands of jobs, thus making alcohol easily available.¹⁹

A successful strategy to illegally transport alcohol from Windsor to Detroit, was for large ships docked in Windsor on the Detroit River to have documentation for import to countries in South America, but then, once released, drop off the illegal shipments in Detroit. For example, with a permit produced by a bribed customs officer allowing the boat driver to export his cargo to Venezuela. the driver would simply take his cargo to Detroit.

¹⁹ Revolv LLC, "'Rum Patrol' on Revolv.Com," accessed November 22, 2018, <https://www.revolv.com/page/Rum-Patrol>.



Underage delivery runners stand outside of the Brewers Warehouse in Windsor with small red wagons, waiting to pick up a load of beer.

SALE AND DISTRIBUTION

In New York, most illegal alcohol was sold in illicit bars, “Speakeasies”, which ranged from fancy clubs with jazz bands and ballroom dance floors to dingy back rooms and basements. The majority of these businesses were owned by organised crime syndicates. Owners of speakeasies, not their customers, would be held liable for violation of prohibition laws- which meant the former frequently would go to great lengths to hide liquor in case of raids by federal authorities. Camouflaged doors, false walls and secret cellars were common devices used by more established and wealthier speakeasies.²⁰ It is estimated that average spending on alcohol (accounting for nationwide inflation) doubled from \$17 before prohibition to \$35 by 1930, largely as a result of decreased supply.²¹ Price-setting itself is crucial; criminal

²⁰“The Speakeasies of the 1920s,” Prohibition: An Interactive History, accessed November 22, 2018, <http://prohibition.themobmuseum.org/the-history/the-prohibition-underworld/the-speakeasies-of-the-1920s/>.

²¹Bonnier Corporation, *Popular Science* (Bonnier Corporation, 1930).

organizations strive to set a price lower than competing syndicates, yet gain the maximum profit to cover their costs of operation.

EVADING PROSECUTION

Crime organizations during the Prohibition era used a variety of strategies to prevent being discovered by authorities. Below are a few examples of the strategies used to transport alcohol that delegates can consider. This list is not exhaustive, and delegates are strongly encouraged to research and implement other methods.

Methods of Bootlegging

The word “bootlegging” originally referred to soldiers in the American Civil War literally smuggling flasks in their boots for personal consumption. Come Prohibition era, the term was still used to describe methods of illegally transporting alcohol, but the original method was no longer efficient for smuggling large amounts. Bootleggers had to think of creative new ways to transport their merchandise. Some expanded on the original bootlegging method, strapping large containers around their thighs or torso, then concealing them with an overcoat. This method may be the simplest, but also the most risky. Wearing heavy layers can affect the smuggler’s mobility and draw suspicion, then a simple pat-down could easily ruin the operation. Another strategy involved using seemingly innocuous items, including canes, mannequins, and torpedoes, to store and ship alcohol. Depending on the items used, these methods can be more secure than attaching containers to the smuggler’s body, but still are at risk of being exposed. “Rum-running” was another method of smuggling, specifically referring to transporting alcohol via waterways. Rum-runners would send boats through the Great Lakes and the Gulf of Mexico, or travel along the coast to smuggle liquor from Canada and Mexico. The shipment would then be loaded into waiting trucks upon reaching the dock, or was simply sold to local fishing boats. Smaller boats were more favourable for transportation as they were quicker when escaping from Coast Guard ships. However, Coast Guards were not the main obstacles in the rum-running business. Instead, rum-runners posed a much higher threat to each other compared to authorities, as they would often sink other ships and steal the cargo onboard.²²

²² “10 Ingenious Ways Booze Was Hidden During the Prohibition Era,” accessed November 22, 2018, <https://www.ranker.com/list/crazy-ways-people-hid-alcohol-during-prohibition/kellen-perry>.



Left: A custom-made mannequin hollowed out to store alcohol.



Right: A woman with large flasks attached to her torso.

Bribery

Corruption existed on all levels of law enforcement during the Prohibition era, as powerful officials recognized the high profitability of this illegal industry. Crime organizations spent several thousands of dollars on paying off various officials, including policemen, judicial staff, politicians, and customs inspectors. Even the U.S. Attorney General Harry Daugherty, the head law enforcer of the country, participated in the alcohol trade and pardoned various bootlegging crimes. Some officials became regular employees of the organizations, such as policemen that would help manipulate evidence and alert criminals of upcoming searches. Customs agents, as well, were often the key facilitators in the bootlegging industry. Coast guards and other border officials were paid to escort rum-runners across major waterways, or to be absent on certain nights where the rum-runners would carry out their operations. These border officials came to wield a large amount of power over the alcohol trade, as they could arrest and confiscate alcohol from uncooperative smugglers and sell it to others.²³

²³Prof David J. Hanson Ph.D, "Corruption During Prohibition of Alcohol in the U.S. in the U.S. Was Rampant: The Public Demanded Alcoholic Beverages," Alcohol Problems & Solutions, February 29, 2016, <https://www.alcoholproblemsandsolutions.org/corruption-during-prohibition-of-alcohol/>.

QUESTIONS TO CONSIDER

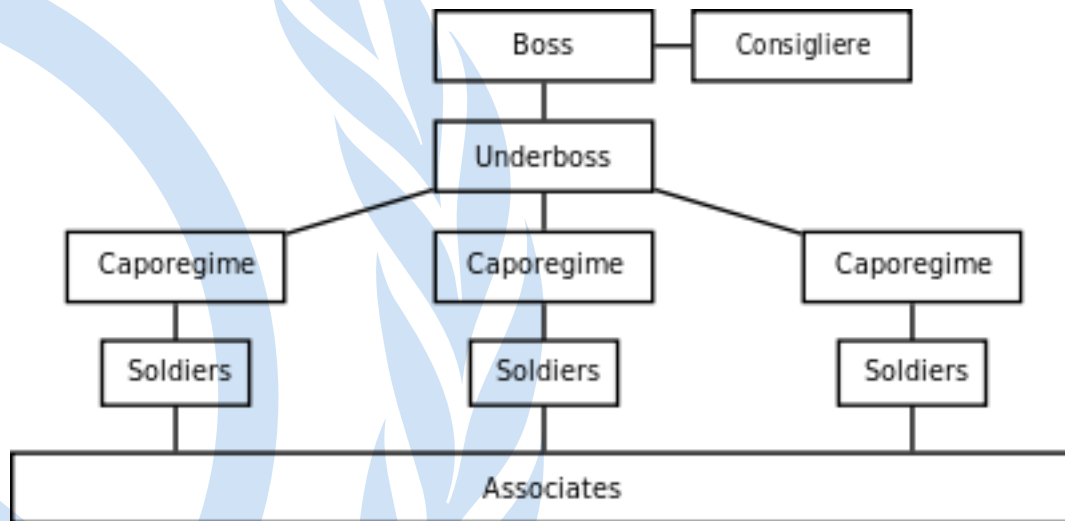
1. What are other current trade routes for transporting alcohol?
2. What are the strength and weaknesses of each route? What are the trade routes your mafia family will rely on?
3. What are creative and effective methods your syndicate will use to evade prohibition agents?
4. How will you set the price of inflation? To achieve the most profits? Or become more lower-priced than the competing families?
5. How will you establish trading relationships with suppliers in Canada and Mexico?
6. How can you convince Canadian and Mexican manufacturers to trade with you, rather than the other competing mafia families?



TOPIC B: MAINTAINING AND GAINING POWER

As mafia families became more organized, they became more successful in carrying out complex underground business enterprises. Mafia families carried out the transportation of alcohol, owned locations where alcohol was sold, and even partitioned off cities and neighbourhoods for each family. Like any business organization, the mafia family is complex, with certain roles and responsibilities assigned to multiple positions within the family.

MAFIA POWER STRUCTURE



Typical power structure of an Italian-American mafia family.

Boss (Don)²⁴

At the top of the hierarchy, the Boss or the *Don*, is the undisputed leader of the crime family. This is the highest position of organization, and the *Don* holds the most power, and his orders are absolute.

Underboss

The Underboss or the *capo bastone* is the powerful individual in the second-in-command. He ensures that profits from criminal businesses trickle up to the boss. The underboss gives permission for caporegimes to perform criminal activities. He also supervises the selection of the caporegimes and soldiers to carry out murders.¹ Often a family member, the Underboss may be a son who is in the process of being groomed to one day take up the post of the Boss in the family business.

²⁴ "Mafia Org Chart," File, Federal Bureau of Investigation, accessed November 22, 2018, <https://www.fbi.gov/file-repository/mafia-family-tree.pdf/view>.

Caporegime

Similar to a military captain who commands their troops, the caporegime is the leader of a crew of soldiers. This post was originally known as a *capodecina* (Captain of Ten), as there are 10 soldiers under his purview. The caporegime is appointed by the Boss to run his *borgata* (crew) of *soldato* (soldiers). The caporegime reports directly to the underboss, who gives him the permission to perform criminal activities. If the family needs carry out an assassination, the underboss assigns a caporegime to complete the assignment. Running the everyday and regular operations of his crew, the caporegime receives the part of his soldier's earnings, and then he gives a share to the underboss.

Soldiers

Also known as the Soldato, this position is the lowest level of the crime family. Each soldier is required to undertake the omerta, a code of silence when questioned by authorities or outsiders. This includes intentionally ignoring and avoiding interference, and not contacting police authorities when he is aware of the illicit activities of others. In some families, it is a requirement that a soldier must have committed murder.

Associates

An associate is a person who works for the mafia family, executes activities, and reaps profits from the criminal enterprise, but is not a soldier or of Italian descent.

CURRENT POWER STRUGGLES

Under the order of Charles "Lucky" Luciano, boss of the Luciano Family, the "capo di tutti capi" Salvatore Maranzano or boss of all bosses was killed by his supposed "subordinate." Prohibition is still in its full swing and alcohol racketeering is still profitable as ever. New York, as the centre of this illicit business, resulted in gang feud that rages since the passage of the 18th Amendment. The dominating Italian New York Mafia families began to devolve into inner strife and war to vie for control amongst each other, at the cost of their control to other ethnic crime groups. This war was nominally on the control for the title of capo di tutti capi, the ultimate control of the Mafiosi Families. However, in truth, the war was between the traditional "Mustache Pete" faction led by old New Yorker capo di tutti capi Giuseppe "Joe the Boss" Masseria, and the reform faction led by the new Sicilian arrival: Salvatore Maranzano. This was a war about the direction of the Mafia, whether to continue the traditional Sicilian system of fealty, tributes, and Italian-exclusivity or modernized the structure against those points. Ultimately, with funding from his Sicily connections, Marazano won this war.

Marazano began to modernize the Mafia structure. Described above, he made a highly organized system where each city's Mafia adheres to. However, due to the sheer size of New York, he split New York's crime family into five, with their own defined territories. These five families, named after their boss, are: Marazano of Bronx and Northern Manhattan, Profaci of Northern Brooklyn and Southern Queens, Mangano of Queens, Luciano of Brooklyn, and Gagliano of Manhattan. However, in a surprised move to all, Marazano also declared himself as

capo di tutti capi of all American Mafia. Marazano showed his “Mustache Pete” Sicilian tendency and broke his deal with Luciano, one of the most powerful member of the reform faction. Luciano therefore ordered the death of Marazano on September 10, 1931. With Marazano assassination, Luciano became the eminent Mafioso of the US. True to his promise, he did not declare himself as capo di tutti capi and instead set up “The Commissions.”

The Commissions are set up like a board of directors and are sat by the eminent Mafia families of the nation that includes the five families of New York, Chicago’s Chicago Outfit, and Buffalo’s Magaddino Family. Instead of the old absolute capo di tutti capi, the commissions replaced this role and the 7 bosses of equal status governs the Mafia’s affair by a system of democratic consensus. The Commissions has wide ranging powers to its members from boss membership within to operations of the families. All in the effort to keep peace amongst the families. Luciano took the role of Chairman of The Commissions. However, things are not always smooth. Despite the nominal peace, tensions still exist in such a cut throat business and here is a summarization of the 7 families of The Commissions.

THE FIVE FAMILIES OF NEW YORK

Luciano Family-adams

Lead by the chair of The Commissions: Charles “Lucky” Luciano. As the creating family of The Commissions they are the de facto controller of this body. Luciano is the most eminent Mafioso of this body and is the capo di tutti capi all but in name. However, due to the strength of the other New York Families combined, full power was never achieved and this family still needed help from them to keep another destructive war from happening. Due to their near-total control of The Commissions, this family often represents other Eastern Seaboard families that did not have seat, such as Pittsburgh’s or New Jersey’s, and other cities such as Detroit or New Orleans.

Maranzano Family:

Lead by the young 26 years old Joseph Bonanno. With the death of their former boss under Luciano, Luciano awarded this family to Bonanno. Despite being the smallest of the five families, this family is one of the most close-knit and was rewarded with little internal or external dissent. They controlled the highly profitable Bronx region and was one of the richest family. They are however still greatly influenced by Salvatore’s traditional Sicilian elements.

Profaci Family

Lead by Giuseppe “Joe” Profaci. Led by a relatively inexperienced boss who’s appointment in the 20s was a surprised to the Mafia world. However, his prior experiences in the legal business world shines and became one of the first families to introduce narcotics into New York. His family were neutral during the earlier war but was deemed loyal enough to be awarded The Commissions seat. Profaci are allied with the Bonanno and the Magaddino family, thus more aligned to the traditional elements.

Mangano Family

Lead by the Vincent "The Executioner" Mangano. One of the older boss, this family still emphasize the old traditional "Mustache Pete" ways. However he stand against Marazano after his controversial declaration and thus was allowed to be in The Commissions. Although not as rich as the other families, they owned the highly lucrative City Democratic Club. A club disguised for illegal activities and the meeting place for the infamous Mafia assassin organization: The Murder Inc.

Gagliano Family

Lead by Tommy Gagliano. Despite being on Masseria side during the war, their key defection to the reformed faction resulted the collapse of Masseria's power. This defection is due to Gagliano's dislike of Masseria's power. Therefore, this family is against any centralized leadership and support Luciano's struggle against Maranzano later. Despite having The Commission's seat, this family is highly secretive and small. They, unlike the other, made most of the profit in legitimate business in trucking and clothing.

OTHER KEY FAMILIES*Chicago Outfit*

Lead by the Al "Scarface" Capone. The absolute controller of the Chicago's crime scene. A powerful family that has controlled most of Chicago for almost a decade, with politician and police in their payroll. Within their city, they do not have any competition as they have eliminated most of them in the St Valentine Massacre of 1929. This event made Al Capone the most well known gangster of the prohibition. This resulted in constant government prosecution against Capone and resulted in a few convictions, however Capone still remains a free man. However, a new lawsuit against him on tax evasion charge are still ongoing and indications points toward his conviction. This family are now tense for a possible succession crisis. Despite this, the Outfit are still an important family that control the alcohol trade with Canada to the Midwest. They are a key member to have for the control outside the Eastern Seaboard, as they represented many families located in cities of the Midwest, Florida, and even California.

Magaddino Family

Led by Stefano "The Undertaker" Magaddino. Originally started in New York before basing in Buffalo, this family is connected with the Bonanno. A traditional family by heart, this family first started in Buffalo in the legitimate funeral industry. However with the prohibition and its proximity with Canada, they became one of the most crucial family in the bootlegging business. They controlled the key of alcoholic import into the New York region, and hence their seat in The Commissions. Despite not profiting the lucrative sales of alcohol in New York, their bootlegging and legitimate business in hotels of the region made them an affluent and influential family of the early 30s Mafia world.

Other Non-Italian Families

Despite being an all Italian Mafia commissions, Luciano and his reform faction members made an effort to include none Italian groups to help their profit. These mainly includes the Jewish mobster families that greatly help Luciano's plot against Maranzano and the foreign families based in Canada and Mexico that supplied the alcohol. These members have their own motivation and are not aligned to the goals of the Italian Mafia, however they all speak the common language of profits. They are not subjected to The Commission's' ruling on matters such boss membership and operational matters, but they are also not allowed to partake in the decision process that are applied to the Italian Families. They are simply there to profit from each other.



QUESTIONS TO CONSIDER

1. Which mafia is your character in? What are the strengths and weaknesses of other mafia families?
2. How do your position in the mafia family structure affect your actions?
3. What are some strategies and actions you must take to rise up the hierarchy of your family?
4. What are some strategies and actions your mafia family must take to gain more profits and power than the other families?



ADVICE FOR RESEARCH AND PREPARATION

As for any crisis committee, it is crucial that you, the delegates, come in prepared and armed with innovative strategies and actions to counter unexpected events:

Find out what actions are historically successful and unsuccessful

As you will all be participating in a Historical Crisis Committee, you have the advantage of being able to revisit history. A good technique to strengthen your plans is to identify which actions have been carried out successfully, and which actions failed. With this information in mind, you can build your plans off strong triumphant operations, and avoid weak tactics and actions.

Identify the tools, capital, and equipment you have at your disposal.

Knowing what actions you can undertake is crucial to whether your directives will come to fruition. It is important for you to know which action is outside your jurisdiction or command, and what tools and equipments you can put to use during committee session.

Understand the political context of the time period

Being familiar with the underlying political, economic, and social tensions of the 1920's will be an important factor that will affect both your decision-making and the crises might occur.

TOPIC A KEY RESOURCES

“Prohibition: An Interactive History, Presented by The Mob Museum.” n.d. Prohibition: An Interactive History. Accessed November 18, 2018. <http://prohibition.themobmuseum.org/>. *This interactive history of the Prohibition in the United States extensively covers many key topics such as bootlegging, organized crime, and law enforcement.*

TOPIC B KEY RESOURCES

“Five Families | American Crime Syndicate.” n.d. Encyclopedia Britannica. Accessed November 18, 2018. <https://www.britannica.com/topic/Five-Families>. *This encyclopedia excerpt provides a great and simple overview to what is the complex relationship and backgrounds of each of the Five Families of New York.*

Editors, History com. n.d. “Mafia in the United States.” HISTORY. Accessed November 14, 2018. <https://www.history.com/topics/crime/mafia-in-the-united-states> *This historical recount of the Mafia in the United States offers an insightful overview of how the mafia ascended into power out of its underground networks, and also explains the hierarchy and rituals within the mafia organizations.*

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