



Carolyn Bailey papers

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INFO PLATE

... of the ... of the ... of the ... of the ...
... if this world I would like to call you a ...
Judas Iscariot who sold Jesus Christ for thirty pieces of silver.
... of the ... of the ... of the ...
... because Judas committed suicide. If the cop had
kept him alive perhaps Judas would have given up the rest of the
twelve apostles and Christianity would have died before it was
really born.

Informing has a dirty implication. Many Americans have a
hatred of informers derived from a father or grandfather who had
dealings with the Black and Tans, the Gestapo, the ~~AKVD~~, etc.

In the 1930's America was plagued by John Dillinger, a bank
robber who stole 1/3 of a million dollars, accounted for 15 deaths
including three cops. His career was terminated through the efforts
of Anna Sage, the woman in red. Anna was a Madam / An alien who
was about to be deported to Roumania because of her occupation.
Anna knew that John Dillinger was dating her room mate. She went
to a police sergeant in the Chicago Police Department whom she

trusted and told the story. As a result John Dillinger was pinned
down in front of the BIG BROS WIFE'S in Chicago. Anne
received a large cash reward but was deported. I THINK SHE HAD
RECEIVED BETTER TREATMENT AT THE HANDS OF THE POLICE IN THE 1930's.

Unless an informer is willing to testify he is of little
value in an actual trial. In addition his character is sure to be
attacked. BUT in the investigation of a case he is invaluable.

For example;

Justice Whittaker in Drago vs. U.S. "In dealing with
probable cause, as the very name implies, we deal with probabilities.
These are not technical, they are factual and practical considera-
tions of everyday life, on which reasonable and prudent men, not
legal technicians, act."

Information on narcotics or for that matter on any other un-
lawful act is not likely to come from orthodox sources. We must
search diligently and carefully for informers.

With narcotics traffickers the primary rule is "never deal
with strangers." The dealers would like to extend this rule to

"never deal with any outsider". Legally by the laws of homicide
take this extension impossible. The fact that it could not
flowish. In order to buy from the underworld we need
good credentials. Good credentials can be considered an intro-
duction by an accepted criminal who works for the Undercover.

This is the place where the informer plays his most important role
in Narcotics enforcement.

For our purposes the informer is not the law abiding citizen
type. Cabbies, barbers, janitors can be used as good but limited
informers, but for our purposes the true informer is the criminal
we turn. There is an old saying "Altar Boys Make Lousy Informers".
This is a fancy way of saying you have to go ^{to} the area where infor-
mation is likely to be found.

There are several motives which will make a man work.

Fear ~~Fear~~ Self preservation is the first law of nature. Fear of the
law. Just because a man is on the hook you can't expect him to
come forward. You have to stick in the gaff and then twist it.
Fear of associates. In this case the man may come in and turn
with no help from you.

R
I
W
R
I
E.

Revenge

Perverse Criminal out to eliminate competition.

Generally a nonymous but information good.

Egotistical Petty criminal wanting to look like biggie.

Mercenary

Repentant

Demented

The most important motive in narcotics enforcement is Fear.

Fear of going to jail. When you speak to this man remember there are five psychological requirements for obtaining a confession or for our purposes turning a man.

1. Person accused by authority or its representative

The higher the authority the better. ~~Ex. Costin and self in Mary West case.~~

2. Evidence presented or believed available.
3. Forces friendly to accused are reduced.
4. Person feels guilt. In our case he is facing jail.

Person feels that confession leads to psychological freedom.
Maybe but it is more likely we are offering physical freedom.

The psychologists say all conditions must exist. If you are working on a kilo man you must have the thought in your mind that you will try to turn him. Therefore all your work and planning should be directed to that goal. Get the strongest case possible. If you can, involve the subjects entire family. BUT when all conditions do exist the officer still will not be able to turn and then handle a High Level informer if the officer does not have a reputation for INTEGRITY AND FAIR DEALING.

In the latter 1940's there was a Sicilian mountain bandit named Salvatore Guiliano who committed so many atrocities that the Italian government dispatched a task force of 1300 carabinieri with a Colonel Luca in command. Actual warfare raged for months but Luca was making no progress because the local people considered Guiliano as a type of Robin Hood. Conditions were actually so bad that the Italian Govt. was on the verge of toppling. At this point an invitation came to Luca to meet an unidentified informant.

Now remember Luca had lost some officers who before being killed had been tortured and mutilated but Luca still went alone to meet the informer. The informer turned out to be one Pisciotta, the right hand man of Guiliano for years. Pisciotta wanted to turn in Guiliano. His reason - Guiliano was giving assignments to other in the band that Pisciotta believed belonged to him. Also he felt that it was time to quit and leave Sicily. He wanted ^aAmnesty, a job in Northern Italy and 50 million lira. All reasonable conditions and Luca agreed. In addition to avoid suspicion he wanted to be arrested, brought to trial but acquitted. Again Luca agreed but Pisciotta demanded the agreement signed by the Minister of the Interior that the Italian Government would honor his demands. At a subsequent meeting Luca delivered such an agreement. On information supplied by this informer Luca raided Guiliano's headquarters killed Guiliano and many of his people. Pisciotta and many others were arrested and held for trial. One defector, was able to accomplish in one move what the Italian Government and 1300 police

were unable to accomplish in many months. Unfortunately the story had an unhappy ending for Pisciotta, Luca reneged on the deal and he was sentenced to life imprisonment. He threatened to tell his story to the press and shortly thereafter was found dead in his cell-poisoned. Pisciotta was undoubtedly a killer and worse but from the standpoint of good police work Luca committed an unforgivable error. I doubt that many other informers would volunteer their services to Luca if the story of Pisciotta got out as obviously it did since I'm telling it to you right now.

When handling informers try to show them a little respect. I know it goes against the grain but remember it is the underworld who benefit most by the attitude of the public and the police towards the stool pigeon. They are the ones who convinced us that the informer is one to be despised. If you trust him to work for you then you can't show your distaste for what he stands for. You don't have to ~~kill~~ ^{KISS} him but treat him decently.

Now that he is working for you get the most out of him. Don't accept the idea that he can't be exploited beyond the first prospect. He can often go far beyond your original goals.

You must make his physical protection your personal business.

We get the benefit of his services, we must pay the price. If we don't take personal interest who the ~~will~~ will.

There are many hazards inherent in the use of the informer.

In order to use him we have to divulge many if not all of our tricks. Once we are finished with him and he is cut lose, ~~it~~ will be damned tough to get him again. Some think they are cops after working with us for awhile unfortunately we can't make this a reality.

Addict informers. Risks. IN 1960 Malachi Harney wrote in his book "The Informer in Law Enforcement"

"~~That~~ if the system of narcotics law enforcement agency is such as to permit accessibility to drugs to supply an addict, that system should be corrected as the organization may be on the verge of disaster." That quote was written ten years before the Knapp hearings. Get them on Methadone.

-2-

NEED
~~WHY DO WE WANT~~ INFORMERS?
~~INFORMANTS~~

- (1) To furnish information from sources not readily available to the Agent/Officer.
- (2) To make observation or perform shadowing assignments in localities where strangers would be immediately suspected.
- (3) To conduct undercover negotiations with narcotic or criminal suspects.
- (4) To gain first-hand knowledge of the prices of drugs on the street, who is dealing, where and how, identify persons, places and automobiles.
- (5) To give testimony in legal proceeding, Grand Jury, Court.

I DEVELOPING INFORMANTS:

- A. Must develop personal rapport.
- B. Create the atmosphere to gain his confidence.
- C. Must be able to communicate clearly and effectively.
- D. Identify the appropriate motivating factors.
- E. Consider and evaluate the motives and interests.
- F. Be truthful, fair, and make no promises you do not intend to carry out.
- G. Verify all information.

II MOTIVATION OF INFORMANTS:

- A. Fear - from his associates and legal punishment.
- B. Revenge -
 - (1) Discriminated treatment by their associates.

- (2) Jealousy and quarrels over women, narcotics and money.
- (3) Refusal of narcotics (if informant is an addict).
- C. Perverse - unusual advantage for himself.
 - (1) Elimination of his competition.
 - (2) Diverting suspicion from himself.
- D. Egotistical - receives a personal satisfaction from enlisting the attention of the police officer/agent.
- E. Mercenary - applies to the individual who supplies information for money.
- F. Repentance - applies to the informant/individual that wishes to sever ties with the drug/narcotic traffic.

III OFFICER/INFORMANT UNDERSTANDING:

- A. Identification of target subjects.
- B. Determine the investigative procedures.
- C. Determine method of reimbursement.
- D. Outline procedures of subject's subsequent arrest.
- E. Policy for handling advance funds.
- F. Informant statements and court appearances.

IV OFFICER CONTROL:

- A. Photograph and fingerprint informant.
- B. Take personal history.
- C. Determine criminal record for intelligence.
- D. Maintain official contact.
- E. Document all significant development/information.
- F. Develop a policy for advertising unreliability.

V OFFICER/INFORMANT UNDERSTANDING RELATIVE TO UNDERCOVER INVESTIGATION:

- A. Review informant's official file relative to motive.
- B. Know the identity of the subject and his relations to the informant.
- C. Determine the objectives of the undercover mission.
- D. The method of introduction, negotiated price, the sequence of payment, and the method of delivery.
- E. Rehearse entire cover story with the informant.
- F. Pre-buy search of the informant.
- G. Search the informant after the buy.
- H. Take informant's statement as soon as possible.
- I. Maintain official contact with the informant relative to the active investigation.

VI PROBLEMS OF INFORMANT UTILIZATION:

- A. False or misleading information.
- B. Absconding with official funds.
- C. Intentional entrapment.
- D. Involvement in other illegal endeavors.
- E. Compromising the undercover agent's identity.
- F. Solicit drugs or money from the suspect during the undercover investigation.
- G. Potential approaches to other illegal endeavors, not limited to guns, women, drugs, and stolen goods.
- H. Failure to appear at legal procedures.

VII POLICY FOR UTILIZATION OF THE NON-TYPICAL INFORMANT:

- A. Females -

- (1) Searches
 - (2) Advantages of multiple officer collaboration to combat potential accusations.
- B. Minors under eighteen years of age.
- (1) Parents or guardians written authorization.
- C. Probation - Parole - Conditional Release
- (1) Federal probation and parole.
 - (a) Not to be utilized.
 - (2) State probation and parole.
 - (a) Documented authority from appropriate official.

VIII PUBLIC SENTIMENT REGARDING UTILIZATION OF INFORMANTS:

- A. There exists a tendency for individuals not to furnish intelligence information to the police and often those individuals bring discouraging pressure on those that indicate an interest in furnishing such information.
- (1) Become stigmatized.
 - (2) Repeated court appearances.
 - (3) Loss of pride.
 - (4) Fear of retaliation.
 - (5) Distrust of officials.

INTELLIGENCE CLASSIFICATION SYSTEMS

FOR

INFORMATION, INFORMANTS, AND VIOLATORS

An intelligence unit exists within each of the Organized Crime Control Bureau's operating divisions. The function of these units is the solicitation, collection, evaluation, analysis and forwarding of intelligence information and reports from the subordinate units within each division.

The Intelligence Section within the Administrative Division serves as a staff arm to the Deputy Commissioner, Organized Crime Control. Its function is the collation (indexing, cross referencing, filing, and retrieval), and such further analysis and evaluation as may be necessary, of the above reports, and of such information as is contained in case folders and communications handled at the Administrative Division, or as may be obtained from other agencies. Distribution of intelligence information will be made on a need to know basis, consistent with existing security procedures.

For analysis purposes, both the intelligence information and its source must be evaluated. Accordingly, the following classifications shall be used within the Organized Crime Control Bureau:

INFORMATION CLASSIFICATIONS

<u>Class</u>	<u>Description</u>
I	Factual - public records, e.g., someone is the registered owner of a certain vehicle or premises, or was arrested at a certain time at a certain location, <u>or</u>

<u>Class</u>	<u>Description</u>
I	Observation, e.g., was seen operating a certain vehicle or frequenting a certain location.
II	Opinions Opinions or views of the reporting officer, informant, or other source.
III	Hearsay - rumors, communication allegations, et cetera.
IV	Unknown - any other evaluation that does not conform to any of the above classifications.

SOURCE CLASSIFICATIONS (Including Informants)

<u>Class</u>	<u>Description</u>
A	Highly Reliable
B	Usually Reliable
C	Not Often Reliable
D	Unknown

For proper evaluation, the analysis of any intelligence must include a determination of the class of information as well as the class of its source. For example, an observation (class I information) submitted by a not usually reliable informant (class C source) might not be given as much credence as the hearsay (class III information) of a highly reliable informant (class A source). An independent judgement must be made in each case.

* * * * *

For purposes of target selection and the evaluation of current and future arrests, defendants and suspects will be classified according to stature in their criminal specialty. For uniformity both public morals and narcotics violators will be subdivided into four (4) classifications. For further uniformity the narcotics violator classifications will be similar to those in use in the *Drug Enforcement Administration* ~~Bureau of Narcotics and Dangerous Drugs.~~

Classifications may be determined by either direct evidence or by intelligence information.

NARCOTICS VIOLATORS

Class

Criteria

I

Any two of the following:

- a. Sale or seizure of one kilogram or more of heroin or cocaine of a purity of seventy percent (70%) or more.
- b. Sale or seizure of 100,000 or more dosage units of illegally manufactured dangerous drugs (hallucinogens, amphetamines, barbiturates, etc. ~~cetera~~).
- c. The operator of a clandestine laboratory.
- d. The head of a smuggling organization.
- e. A financier of narcotic drugs.
- f. The head of a criminal organization (including the principal of an identified drug distribution system which sells heroin or cocaine in lots in excess of four ounces).

Class

Criteria

II

Any two of the following, or one of the following and one Class I:

- a. Sale or seizure of one half kilogram or more of heroin or cocaine, of a purity of thirty-five percent (35%) or more.
- b. Sale or seizure of 100,000 or more dosage units of dangerous ~~any ~~hallucinogenic~~ drug. ~~(LSD, STP)~~~~
- c. Sale or seizure of 30,000 or more dosage units of any hallucinogenic drug (LSD, STP).
- d. Sale or seizure of 250 pounds of hashish.
- e. Sale or seizure of 25 pounds of hashish.
- f. Any identified member of any of the organized crime families (as indicated by the Intelligence Division's Organized Crime Section).
- g. The principal of an identified class-III distribution system.

<u>Class</u>	<u>Criteria</u>
III	Any one of the following, or one of Class I or II: a. Sale or seizure of two ounces or more of heroin or cocaine. b. Sale or seizure of 100 or more pounds of marijuana. c. Sale or seizure of 10,000 or more dosage units of any dangerous drug. d. Sale or seizure of 10 or more pounds or hashish.
IV	All Other Dangerous Drug Violators.

PORNOGRAPHY AND PROSTITUTION

<u>Class</u>	<u>Criteria</u>
I	Any one of the following: a. Principal of a pornography distribution system grossing over \$500,000 annually. b. Principal of a compulsory prostitution ring, involving three or more prostitutes. c. Principal of any prostitution ring involving ten or more prostitutes. d. Any identified organized crime family member.

Class

Criteria

II

Any one of the following:

- a. Actual producer of a pornographic film.
- b. Principal of a pornography distribution system grossing between \$250,000 and \$500,000 annually.
- c. Any compulsory prostitution operator.
- d. Any madam operation or procurer grossing over \$50,000 annually.

III

Any one of the following:

- a. Principal of a pornography distribution system or outlet grossing between \$100,000 and \$250,000 annually.
- b. Operator of a pornographic theatre.
- c. Producer of a live pornographic show.
- d. Procurer with two or more prostitutes.

IV

All others.

GAMBLING VIOLATORS

Class

Criteria

I

Any one of the following:

- a. Bookmaking/Wireroom Operator
- b. Policy Bank Principal
- c. Policy Bank Operator
- d. Corruptor (if identified as such)
- e. Loanshark (if identified as such)
- f. Organzied Crime Link (if identified as such)

II

Any one of the following:

- a. ~~P~~olicy Controller
- b. Combine Operator
- c. Major Runner (Bookmaking)
- d. Pay and Collect Man
- e. Wireroom Manager
- f. Major Wireroom Clerk (over \$10,000. per day)
- g. Major Bank Clerk (over \$3,000 per day)
- h. Electronic or telephone technician (if identified as such)

<u>Class</u>	<u>Criteria</u>
III	Any one of the following
	a. Minor Wireroom Clerk
	b. Minor Bank Clerk
	c. Policy Bank Pickupman
	d. Minor Runner (Bookmaking)
	e. Handbook
	f. Collector (listed by name in identified combine)
IV	All Others.

SPECIALIZED TRAINING UNIT

UNDERCOVER WORK

1. DEFINITION - Undercover work is an investigative process in which disguises and pretexts are used to gain the confidence of criminal suspects for the purpose of determining the nature and extent of any criminal activities they may be contemplating or perpetrating.

11. PURPOSE

- A. To determine if a crime is being planned or committed.
- B. To identify all persons involved.
- C. To obtain evidence for court.
- D. To locate contraband or stolen property.
- E. To determine a suitable time for raiding a hangout or arresting principals.
- F. To remove contraband from illicit market.
- G. To immobilize narcotic trafficker.
- H. To develop cooperating individuals (informants).

111. QUALIFICATIONS FOR UNDERCOVER OPERATIVE

- A. Undercover work does not require any special type of individual so far as appearance or personality is concerned. There is no one ethnic group which possesses the innate ability to act in an undercover capacity. Anyone can operate undercover if he is given the basic operational principles and ample opportunity.
- B. Intelligence
- C. Self-confidence
- D. Courage
- E. Good judgement

- F. Mental alertness
- G. Initiative
- H. Resourcefulness

IV. OPERATIONAL PRINCIPLES OF UNDERCOVER WORK

- A. The Agent acting in the undercover role should fully understand the objective of the particular mission and assist in developing the investigative policies.
 - 1. Review informant's official file to determine:
 - a) Motivating factors
 - b) Relationship with the suspect
 - c) Documented evidence of informant reliability
 - 2. Review intelligence reports:
 - a) Past and present activities
 - b) Capabilities in illicit narcotic traffic
 - c) Determine complete identity of suspect and known associates
 - 3. Complete debriefing of information relative to:
 - a) Relationship with suspect
 - b) Method of introduction, negotiated price and method of delivery
 - c) Rehearse entire cover story
 - d) Pre and post buy search of informant
 - e) Informant's statement
 - f) Location and familiarization with area

V. SELECTING THE UNDERCOVER OPERATIVE

- A. Is he known? Has he developed the ability to act in the undercover capacity?

- B. Can he talk the business? Has he received the working knowledge of underworld methods and modus operandi of other related crimes?
- C. Special talents, hobbies, trade or professional skills which will facilitate the accomplishment of the mission.
- D. Has the informant's reliability been documented?
- E. Cultural background.

VI. COVER STORY AND DISGUISE

- A. Cover story approach should be such that it offers something attractive to the suspect.
 - 1. Ability to purchase contraband goods.
 - 2. Ability to assist in criminal activities.
 - 3. Friendship
- B. Requirements of cover story
 - 1. It must facilitate the accomplishment of the mission.
 - 2. It must be appropriate.
 - 3. It must be thoroughly memorized.
 - 4. Every effort must be made to live the part.
 - 5. Try to anticipate questions that may be asked and formulate answers in advance.
- C. Abandon official identity
 - 1. Remove badge and all credentials.
 - 2. Remove cards, letters, notebooks and all other items that might cause suspicion of official status or that can be traced to its source, unless consistent with background story.
- D. Assume a character compatible with the suspect and the neighborhood involved
 - 1. Select a remote background city which you are familiar with, but if possible one not well known to suspect.

2. The background story should include names, addresses, and descriptions of assumed education, places employed, associates and neighborhoods.
3. Try to select fictitious information that cannot be readily verified by the suspect. Arrange for principals in story to be persons who have been coached to corroborate the story in case the suspect investigates.
4. Corroborating persons should be bartenders, waiters, hotel clerks, pool room operators and others in occupations that would not arouse suspicion in the mind of the suspect.

VII. INITIAL CONTACT WITH SUSPECT

- A. Through informers. (Thoroughly rehearse background story so there are no inconsistencies)
- B. By living in a locality or frequenting places where close association can be had with the suspect or his friends.
- C. By discreetly disseminating information or creating a situation which will cause the suspect to become interested and approach the undercover man.

VIII. ELICITING DESIRED INFORMATION

- A. Talk no more than necessary to keep suspect talking.
- B. Listen to all he has to say.
- C. Take advantage of the exception to the Hearsay Rule in conspiracies, that a statement made by a co-conspirator not in his presence is admissible against him. -- (You, in an undercover capacity, talk to "A" and "A" quotes "B", his superior. You are then in a position to testify against "B" despite the fact that the statement was not made in "B"'s presence where a conspiracy has been established.)
- D. Assume that the suspect is as clever as you are.
- E. Carefully observe all locations and activities.
- F. Try to keep conversation going without asking too many specific questions. Asking questions usually arouses suspicion.

G. Arrest by local police

1. Advice on identity disclosure should have been obtained previously from superior.
2. Suspect may have had a policeman friend make arrest to test your claims.
3. If police determined to be O.K., an officer may be confidentially requested to telephone or otherwise get in touch with your superior.

XI. ENTRAPMENT

- a. Definition - Entrapment is an act by law enforcement officer characterized by inducing a person to commit a crime.
- b. An undercover man may provide the opportunity to commit a crime, but not the criminal intent.
- c. When entrapment is used as a defense by the accused, the prosecution may introduce testimony regarding his reputation for commission of the type of crime with which he is charged.
- d. Disguises and aliases are legally permitted.
- e. Extent to which an enforcement officer may not participate in unlawful undertakings
 1. In furtherance of own interests.
 2. To gratify own personal feelings.
 3. Any acts not approved by superior

- F. Secret signals should be prearranged between undercover man and shadow detail.
 - 1. Method of wearing or carrying hat or coat.
 - 2. Handkerchief showing from coat pocket.
 - 3. Smoking, etc.
 - 4. If care is exercised, brief notes may be dropped for fellow officers
 - a) Written on empty match book covers.
 - b) Written on empty cigarette package or cigar band.
 - c) Written on scrap of paper rolled up and pushed in one end of cigarette. Cigarette is lighted, then crushed and abandoned before fire has reached note.

X. ESSENTIAL PROCEDURES AND PRECAUTIONS

- A. Undercover work never should be undertaken without authority unless a situation develops where it is impractical to contact his superior and immediate action is appropriate.
- B. Arrangements should be made in advance for methods of communicating with headquarters and fellow officers.
- C. Arrangements should be made for check to be made by fellow officers if undercover man fails to report by a designated time.
- D. Do not take part in any criminal act or ^{law} violation without the knowledge and approval of your superior and the U.S. Attorney.
- E. In general, do not associate with or court women who are associated in any way with the suspect.
- F. Remember, lying, deception and double-crossing are normal conduct for criminals.
 - 1. Be cautious. Try to avoid creating disfavor or being forced into a defensive position.
 - 2. Be skeptical. Never rely on or trust a suspect.
 - 3. Continually rationalize all developments.

- 7
- G. Fake bank pass books or fake money transfers from a telegraph company may be carried to impress suspect with financial ability to carry out a deal to purchase contraband or other goods. If possible, it is better to make a real deposit or transfer of funds instead of faking records.
 - H. Operative should refrain from drinking, if possible. However, every effort should be made to encourage the suspect to drink as much as he will. Stomach ulcers may be used as an excuse for not drinking.
 - I. Never accept contraband goods at the first price quoted. Dicker hard to reduce price.

IX. AUXILIARY SURVEILLANCE

- A. Guise and conduct must be typical and natural for the neighborhood.
- B. Employment or occupation usually used as pretext.
 - 1. Street photographer
 - 2. Street cleaner
 - 3. Newspaper peddler
 - 4. Push cart peddler
 - 5. Gas, electric or telephone installation man
 - 6. Truck driver
 - 7. Store clerk
- C. Undercover activities should be augmented by a shadowing detail.
- D. Undercover man must always try to move slowly and cause such delays as may be necessary for shadow men to maintain contact.
- E. Direct meeting with fellow officers are dangerous and should be avoided if possible.

Kathleen Burke

How do you become an under-cover officer?

What does it take? Besides all the other things that an officer must have. Well first of all you have to be half crazy. Because that's what it takes. You have to be as crazy as the guy on the street that you're going to work on.

You have to have determination. You're going to get him at any cost. And that cost might mean that you're going to have to go down a dark alley, you're going to have to go into an old broken down building, you're going to see starvation and deprivation all around you, you're going to have to bring yourself down to that level of the guy you are trying to buy.

One of the first buys I made by myself, I went into a hotel and I'm walking down the hall and naturally I had my informant with me my snitch, as you call him, The connection of ~~XXXXX~~ course,

and all of the sudden some big arms came around me and threw me into a bathroom. Now I was all of 25 yrs. old single, and had never seen a man undressed. And there my connection, in all his glory dropped his drawers. Now, I don't know if you know this, but when a junkie gets off he has an erection. Now let me tell you my connection was a junkie and he had just gotten off. And let me tell you I made the best ID possible. And I was scared. Cause I thought this guy was interested in my body, cause I had a big ego, and he was only interested in my money. And I turned to my informant just to see that he had a six inch knife out cause he was scared too. What do you do? You can't show fear cause you're supposed to be a junkie. You can't show your embarrassment cause you're supposed to be a prostitute. Your not to show that your uncomfortable being in the men's room, cause it's supposed to be a common occurrence. So what do you do you grit your teeth and pray for the best. You give him the money, he gives you the stuff and he gives you a set of rubbers and he says OK babe let's get off. Well, I ain't getting off with him. I ain't getting off with anybody. So what do you do. You talk your way out of it.

You have to be prepared for that. My boss once told us that the only thing certain about narcotics was it's uncertainty. And he knew what he was talking about. For every person out there there is an incident that goes along with him. You may have the best cover story in the world and you're out there and your'e rubbing your nose and you're bopping down the street, looking for a deal and the next thing you know some guy comes up and says "Hey you ~~XXXX~~ lookin' ? "Yeah" You straight Yeah How much and you go through the whole thing and then he grabs your arm and he looks for your tracks.. What do you do? You damn well better have a story. "Hey man, you know I don't shoot dope I skin pop." "Oh yeah, let's see." "What do you think I'm going to drop my drawers right here for you on the street?" You have got to have a story. You need a gift of gab to work on the street. It's a game of wits.

You have to be alert. You have to be very observant. You're going down the street. Your knees are shaking. You've got a cold sweat, You're wishing you were anywhere else in the world but on the street with this guy you make your buy you go back to your team and the team says "What did he look like." He's got black hair. Well, that doesn't help you pick him up in a month. So you have to look at the guy without him knowing that your looking at him. Does he have a mole, does he limp does he have an accent what color are his eyes where are his ears on his head does he have a funny ear-lobe how was his nose what's the shape of his face what kind of clothes does he wear what do his fingernails look like does he have tracks is he a junkie isn't he a junkie Very important you're not going to make that case in 3, 4 or 6 months unless you know what the guy looks like.

You have to learn to overcome your fear. Never put yourself in a compromising position. Keep your back against the wall. You're going in a pad with a guy don't let him get between you and the door you'll put your back to the door against the wall as far as you can right and noone can come in behind you. You look when you go into a room. You ask How can I get out of here if I have to get out in a hurry. Cause you're alone. And you might die. And the odds that you might die are even greater today than they were yesterday. Because today the streets are a little more warned because the courts have made us reveal everything.

When I started working narcotics seven years ago noone knew that there were female undercover agents. The man couldn't be a broad that's how he got the name of being the MAN. And low and behold one day I got ripped off and the whole world knew that we had female agents in New York City. After that every girl who worked with me took a burn. Every female junkie out there took a burn. Cause she might have been the MAN, cause the MAN now wore a skirt. Big problem. Be prepared for it.

You're going to be challenged. You must have an alias when you hit that street. You don't want to use your name. Guys will say and I've had Federal Agents and all sorts of narcotics authorities tell me "When you pick an alias for the street use your first name." Well, that's good for Jo Mike and Bob. But it's not good for Kathy, Marie and Sue. Because they are going to stick out. Those guys are probably only going to know one Kathy. So if his lawyer gets ahold of those papers and sees that name Kathy well you've got it. Well, you say I'll lock him up and he'll go to jail, Fine, But he probably gets out in six months and you're up in a pad somewhere with another dude and he comes to cop and he knows you're the MAN. You're dead. And it's not going to be pretty. We had an informant bird not too long ago in the China Town area and they hung him very nicely on a meat hook and proceeded to skin him alive. When you're a cop they aren't going to have anymore respect for you. Sometimes it saves your life. But today we have some many illegal aliens in the country they hop a ship and go back to where they came from. Meantime you're dead. You have to be willing to accept this and face it.

We have another requirement. This holds true for most of our women. And it doesn't hold true for the men. They prefer that you be single.

That's so you don't have any family ties. But if you are married, they prefer that you don't have children. Because even the department realizes the mortality rate although we haven't actually lost any agents, we have come damn close. And the day will come. People these people have no respect for human life.

Another thing that an undercover must be is very resourceful. He must use the things around him to his best advantage. God wants the money up front. You don't want to put the money up front, cause the city has told you that you can't give this guy the money until you see the package. How do you get out of it? He tells you that "the other connection gives him the money. everybody gives him the money" Here check my credentials I'm reliable, I'm a stand up guy, I'll deliver the package. But you don't want to because you might loose the deal you might loose your shield you might loose your job if you give him the money and he skips. So turn if on him. "Hey man, what do you want my money for. You give me the dope up front." But you have to be quick you gotta be fast. Put him in a position where he thinks he's obliging to you. Transactional analysis courses will teach you how to reverse this role how to get a guy into a conversation where you want him, where he'll do things your way very much like what Lou Mahigel said this morning. This type of thing really comes into play. Your picking up a guy and he thinks that he really owes it to you you are in control of the situation.

You have to learn how to control informants. This guy will turn you up for a nickle bag. His main concern is not going in jail, still be OK out there and get HI. You don't doubt. They try to cut your informants out. This is ~~not~~ very easy, because you're informant wants to know what's going on because he's getting something off the top from the connection. He can step down on him, and when your a girl it's not easy cause here's this big six foot two guy who thinks he's going to make you, cause a lot of times you've got back up men who tell them "Hey, you give us 50 collars and you get to spend a week'end with the UC = undercover. They don't usually tell the undercover. So what if the guy's given you 40 to 45 collars and he says "Hey great going, pretty soon we get that week end!" What week end? You know. "You know, we're going to do our thing you know!" Oh yeah, well you stop short at 49. It happens. I've had it happen. You find ways of getting even with your team though. Cause you pick the ugliest, dirtiest smelliest guy and make a buy from him. And you make sure you've got a warrant and the team has gotta go in and search his reach infested, rat infested filthy apartment and you say, "I gotcha!"

Another thing you have to be is willing to buck and fight the system. Bosses think that yeah anybody can go out and buy drugs. Not so! I mean you can't walk up to a dude and say, Hey, pardon me sir, I would like to buy an envelope of heroin". This dude is going to produce an envelope and say Mam, I don't produce nothing but chick. Bosses don't see that logically at all. They'll tell you, now look, get some money and when you go out there, when he says this to you, you give him this answer. Well that's great, but he don't have the script. What happens if he doesn't say it. Well, make him say it. Well that's entrapment. And you can't make anyone out there do something and then charge them with it. You have to learn how to handle it

You have to learn how to handle the boss, diplomatically. Sometimes, being a girl helps because you can smile and say, "You know look we have to do it my way, just once." Another thing you can't do is let someone talk you in to doing something you don't want to do or that you don't think is right. Your intuition is the most valuable thing that you've got. When you hit that street given a control situation you are riding the same sector night after night. You ~~see~~ see the same kids out on the street the same winos walking down the block the same family is having a fight in the apartment. All things, common to that particular area. One night you go out there and it's quiet. Something is wrong. The air is still even the cats aren't squealing. And you might even say to your partner "Something's going to happen tonight, it just doesn't feel right." Well, the same thing is true in narcotics. You work that narcotics area day in and day out, you take it home with you, it's with you on your off duty time, when you socialize you are aware of junkies around you, you can't help it. Well, when you hit that street, and you see your local dealers and you see strange faces around and everybody seems up tight, don't make that buy. Cause you're going to get your ass ripped off. And that's right where it's at. And I know. Because it happened.

After about three years of undercover work, I thought I could walk on water. I was God. Nobody could touch me. I had been in apartments, in cellars, in roof-tops, in cars out of the city, in the city, you name it I bought it. If there was a place where they were selling drugs I had been there. Until one day I met a guy that I knew. And I knew he was the dealer. I get out of my car in broad daylight. In what we call Fort Apache, which is a precinct in the south Bronx. A lovely place somewhat like a war zone. I get out of the car and I had been here for a year. They thought I was a hooker from down town. I walked with immunity. And I thought I had this place sewed up. Over confident. That day on my way to the office I fell up the stairs. Clue #1. On my way up to the Bronx I burned the brakes out on my car. Clue #2. I meet my informant (and this is a black and Puerto Rican area) here I am little white Jane coming in but they knew me I was OK. My informant is white. For him it's rip off city. So I'm afraid. Did I listen to any of these things. No. The night before I had even received a phone call from old team and they said "Hey are you going out with that new team today, Don't work with them they are not your kind of people, they don't know how to treat an uncle (a word that we use for undercover)" "Well listen, I gave my word, so I'm going to go out and do the case. Clue #4. I violated my own cardinal rule. I didn't listen to my intuition. The day was wrong. And I almost got it. Waiting to meet my connection and then standing on the corner talking to him and his friend comes up behind me, and his friend is #285 and 6*2" , He picked me up from behind and carried me into an alley. Where is my partner? I don't know! I still don't know and it's four years later. I know where they are now they are in jail but because of something else not because of that. Because I'm a good guy. OK, now I'm in the alley. Him and me. OK, it's one on one. I got a 50-50 chance of coming out. I said, "Here's the money." You know. The boss has told ya "don't fight for the city's money, the money can be replaced undercovers are hard to get cause it costs a lot to train them. Ok, I give him the rotten \$25 and he says, "Look mother I aint happy. He says, "I want the rest". and he proceeds

to take my shirt and rip it down from end to end. No money! He didn't find the shield. He produces a gun. I said OK, you know. Here it comes all that training at the police academy. Fire arms right. OK gun in right pocket. Take out gun. Point gun at perpetrator, Pull trigger. OK, I had a 25 automatic. The range also says, when carrying a 25 automatic do not keep a round in the chamber. Which means when you pull gun to pull trigger you must also pull back slide. Ah . . . by the time I took my left hand, and placed it in the proximity of the slide, of the gun that was in my right hand, his two friends joined him in the alley. A matter of two minutes. A matter of maybe three minutes. Now what do you do. You haven't any room to get down on your knees any pray. You feel your knees are getting a little damp because everything in your body has just let go. It happens to good guys too. And I'm not ashamed to say it, I was scared to death. They were black. I was white. I was unwed and I had no desire of having the first "in the line of duty" baby in the city of New York. I didn't know if the Police Commissioner would have taken me under his wing and given the kid a name. It's fun now but it wasn't much fun then. Friend #1 takes the gun. #2 takes a knife and places it in the center of my shoulder. Fortunately, I was a skinny broad and it hit the bone. It could have hit my neck, it could have killed me. But big Rufus decides "I'm going to kill you mother," and he proceeds to put the gun to my head and pull the trigger. It didn't go off. Casue Rufus never went to the Police Academy and didn't know that he had to carry new ammunition regularly. un! But that's what undercover work is all about.

We had a young man about two years ago, and I had met him two years prior to that when he told me that he would love to get into undercover. I said, "You're crazy, I don't think you'll make it, You're too much off a cop." But he who is determined to be an undercover, did. About ~~two~~ three years ago he was making a buy. Went up to the door, and he was setting somewhere around \$1800 for a piece of coke and Rufus on the other side decided he wasn't going to give him the coke, he was going to give him the business. And he shot him at point blank range in the chest with a 357 magnum. Now the undercover was wired. He had a transmitter on. And his field team sat in the street helplessly while this boy pleaded for his life. They shot him and left him for dead. And we play that tape for our new undercoveres coming in where he cries out, "Please don't leave me here to die please." I get goosepimples just thinking about it. They almost killed him. Do you know why? And to show you how crazy he is and how crazy you have to be to do undercover, he's back out there making buys.

Another thing you must have is a great devotion to your cause. You have to hate narcotics. It's not a nine to five job. It's not something you can pick up again tomorrow. It stays with you. And it makes you very bitter about the court systems when you see the judges turn the people out. You get a sick feeling in the pit of your stomach when you go into an apartment that is inhabited by two junkies and you see their children starving, or suffering from rickets and malnutrition. You get sick to your stomach and you meet your new informant and you find out she's a fifteen year old girl, whose father first raped her and then turned her out to begomala prostitute and turned her onto junk. You get sick when

you walkin these areas and you see three young kids burning an animal that's alive and you smell the decay. You get sick when you have to go into a bar and all these guys make all these lewd remarks and they preform all sorts of lewd gestures in front of you because they think that you are what they are. It's disgusting. It's disgusting to the men too because they have to deal with loose women. They also have the feelings for the young children who are starving because they have children at home. But that's what narcotics is all about. It's a dirty, rotten, stinkin game but somebody's got to do it. Our schools are infested our streets are infected our businesses are infected, our politicians are infected even our jails are not immune to narcotics. We just had an offer to buy a 45 automatic in the Federal House of Detention, from one of the prisoners. OK. The gun was not on the premises but the buy went down there. The contact went down there. What is safe. What is sacred. More and more laws come down to make it harder for us and easier for them.

You have to learn to live with this. You have to learn to accept this without it changing your character too much. Cause you can never loose sight of your goals.

Another problem that you encounter when being an undercover, is the tremendous amount of paper work. Everything has to be down in black and white. The prosecuting attorney, when your'e sitting in court can't make a case unless you hand it to him on a silver platter. We've spoiled them. We bring them the videos, we bring them the still shots, we bring them the taped conversations. We bring them all the documentation. We bring them the evidence and still they loose the case. He doesn't ask the right questions. How come the defense can? Why should I be challenged. Why should I have to take the polygraph. I'm the police officer. I took an oath and I swore to uphold the laws of this city. Why do I have to take the polygraph. So we don't. They don't instruct the jury into what we do. You come in to court and you're in your dungarees you look like abecause this DA has said "Come into court the way you were on the street kid because the defendant has the right to face his accuser the way that he was on the day of the buy." Alright so I come in. I'm in my sloppy hobo outfit. Now the jury is insulted because I didn't show proper respect for the court. That's because the DA never told the jury that he was bringing the undercover in in her work clothes. We've had undercover's reprimanded in the court and the judge's said "I will not have you in my court room looking like that officer, stand in the corner, while I address the jury." I'm the COP. I'm the good guy, remember. No, they don't remember.

Juries are picked by a list. They are people who are supposed to be of good character. You're a businessman, you're supposed to be of good character so you can serve on the jury. But you live in an ivory tower, in a 26 story apartment house, you don't own a car cause there is no place to park. You come out of your building in the morning, just in time to get on the bus, go to the train, go to work, back to the train, back to the bus and you go home. You're not concerned with personal property. You don't own a house, you don't have property that is vandalized, you don't have a car that's ripped off, you're 55 years old so your kids are not growing up in

this generation they are married and living in the country. So what do you care if this guy is dealing dope on the corner? You don't see him. You're smoking your joint up in your ivory tower saying "Well that's OK cause I can handle it." Well, that's fine but what about the thirteen year old girl, that smokes a joint and Rufus takes her to bed. Now she has a psychological problem, she may have a physical problem, she may now have a health problem. And then she may have an arrest problem because when she finds out that she likes it from Rufus she's going out and selling it everywhere else. And she's a thirteen year old kid. But that doesn't affect that 55 year old guy whose smoking the joint in his apartment. When he sits on your jury, he's judging you, not the defendant. We had in New York City or in New York State the toughest narcotics law in the country.

I asked for some statistics. I went to my Chief and said "Chief, I'm giving a lecture. I needed some statistics on the effect of the new law cause I have my own opinion." And he says, "We don't have any such statistics, Kathleen, you must go to the state prosecutors office. So I cross the street and go to the special narcotics prosecutors office and said "Mr. Johnson, I'd like some statistics on the effectiveness of the new law, that we have in New York since ~~XXXXX~~ Sept 1, 1973. Do you have any such prepared materials?" "Well no Kathleen we don't have any such material what about arrest records?" So they gave me these numbers. Well figures don't lie but liars can figure. They don't mean anything and I'm not going to give you these statistics because it is a lot of hooey. It's how many cases they've got on the calendar and how many cases they had on the calendar. That's just according to how many cases the DA can handle and how many he wants to make. You know they pick and choose what ones they want to try. The more information you give them the better you make their case and the more inclined they are to put this guy away. So they give the guy life probation. Well la dee da. We had guys on probation before, on parole before. Did they care if they went back to the joint, of course not, they are going back to meet their old friends and make new acquaintances pick up the current trends. The law stinks. The old law we had was just as good. We don't need new laws. We need new judges. We need new juries. Big Problem.

I found out recently in working a major case that there was a parallel with all the people whose names were coming up in the investigation, although they did not come from the same community. They all had served time in Washburg Federal Detention facility. Now I understand that the Italians have their own little community in that detention facility and that's where they all meet and they make plans for when they are getting out. This is stange. I mean the Feds are doing a good job in organizing crime. I called the Bureau of Prisons and asked them if this was so, and they said, "Well, we don't know anything about it." And I said well, let me inform you. I don't think they much cared. They really do have beautiful facilities and I shouldn't knock them because they give them a lot of money. They give us a lot of abuse and a lot of aggravation. We have them in New York City and work side by side with them and they do their thing and we do ours.

They can get information from us. And it goes on and on. It's very frustrating.

I'm sure that a lot of you if you become more and more in touch with narcotics, you will see these very same problems.

Another problem that you have as an undercover is that you will have to fit the role that you are about to play. Do not go into an area unprepared. If you know you are going to be working a certain part of town, because that's where your new informant is coming from, go down and do some homework. Drive through the set, see what the people wear, see how they walk, see what places in which they might be hanging out, try and find out some of the background information on the area, who the local big guys are who the people are that you might have the most problem with when you hit that street, who the competition will be out there. This depends on the role you are going to play. Find out where you will likely be taken to make the purchase. And try and fit your story to fit that group. When your picking your background cover story, make sure that it's not easily checked up on. If you tell the guy that you come from the other side of town make sure you know about the other side of town. Don't tell him you come from there. Hell say, "Oh, yeah, did you ever go in such and such a bar on the corner of 116th & Lennox?" and you say Yes. When in actuality that bar is on 117th & Amsterdam. So don't do it, cause now the guy knows that you are a liar. And if you lied once you lied about everything and he's going to set you up and it's going to be very costly, because even if he doesn't kill you the department is going to reem your ass out for loosing the money. So you have to be prepared for that. We have taken recently to equipping our undercovers with credentials. We give them what we call a B picture, which is nothing but a photograph that is taken when you are arrested. We have that on file. We give them a yellow sheet, or criminal record and that is on file. We have his fingerprints taken and processed as if he were a criminal and that's on file. Now his prints are already on file in Washington D.C. because he has a civil service job. And we are all fingerprinted, as most of you are. And there is a special note on these prints, I don't know exactly how it works but they flag them so that any information or any inquiries to those prints, . . . all they get is the criminal prints stats. This is especially important when you dealing with figures in organized crime. Because very often you will find attorneys involved, politicians involved police officials involved, either in New York State or a neighboring community you don't know where their power is or that friends they might have. You kown, you say to a guy, gee you know I'm going to hire this guy for my business (now this is a bad guy talking) and he meets a cop friend of his. "I'd like him for a security position. Could you run a record check on him for me?" Now that looks innocent on the surface. And the cop, being a good guy as most of us are, will go and run a record check on the guy. What's he going to report? Hey this guy was a bad buy or this guy was a cop, he's OK. Bad News. So, because you don't know whose is going to be checking on you it pays to insulate your undercovers as much as possible. This is very important.

If you pick an alias make sure you remember that alias. If a guy yells out, Hey Joe, turn around if that is your street name because you are expected to turn around.

And be prepared to turn around when you are off duty. Because you are going to meet these people. And especially you women in the area where you are working. I've had it happen myself. I'm out on a date, I'm at a bowling alley six blocks from my house and I hear, "Hey Marie what do you got for the head?" And the boyfriend looks at you and what's with the Maïre and what's with the head? Shut-up. I'll tell you later.

Ok. When you're in the street, there is some contradiction as to whether you should or should not carry your piece. Carry it! That's what they gave it to you for. The bad guys got one why shouldn't you have one. We use undercover guns we use automatics. After I got ripped off, I took to carrying the automatic and the .38. I figured this way I could faint pull the .38 shoot the guy in the back. It's a no, no but I don't care. I'll take the complaint. Don't be afraid to have that gun in the street. I mean the guy says to you What's ghat? That's my pièce! It's no big deal. Carry it. It may be the only thing between you and survival. You have that right use it. If ~~you~~ we don't use it, they are going to disarm us. And none of us really want that. It gives you a little edge on them in the street because you know as a last resort, you can always put them up against the wall, you don't have to kill them, but you can hold them at abeyance, and back yourself out of a situation. Y

You will find other problems. You must be very flexible. Be able to adjust, with the current situation. You go to point A to make a buy, and the guy says "Hey man, the connection's wheels are broke and we got to go over to the connection's." Have alternate plans when you go out in that street. Never lock yourself in, because your team has got to be able to move with you. Have signals set up. Live by them. Know them. Don't violate them. They can save your life. We use a tactical plan before we go on the street. You tell the boss "I'm going to have to go into this apartment, Give me 45 minutes If I am not out in 45 minutes and I haven't contacted you in some way, come in and get me out somehow because it will mean I'm in trouble." And you will know this. Because you will know the guy ~~you're~~ you are dealing with. You know what he is apt to do and how much he wants to talk. You can control the situation. Have a story ready to help you get yourself out of the pad. "Hey you know, my old lady is out in the car and I want to tell her that I am going to be a few minutes more." Or "I'd like a cold beer." Go out and buy a six-pack. Get in contact with your team. Be prepared for spotters out there. So be very discreet. Even if you just poke your head out of the door and then go back in the pad, at least they know you're alive. Remember, when you're out there, you're alone. Even when you have back up, ~~XXX~~ They cannot hear what's going on. They can only guess. And if their timing is off, you're burned. If you're timing is off, you've lost the case. Obey the rules. Live by the rules. Because it's the only way. If you don't live by them, you are going to be on trial, and the big guys are not going to be nice to you in the court room. You are the one whose going to do the time and he'll be out there sellin' his junk.

When something happens of an unusual nature out there, don't try and cover it. You have to tell the truth. Tell the facts as they are, because it might help ;the next undercover cover the same ground. ~~XXX~~

Don't be ashamed if you feel fear. The day you don't feel fear like myself is the day that you are going to come close to meeting your maker. My ego got too big. And I know it. And I learned a lot by it. And I try to teach other undercovers to express your fears live with it learn to understand it sit down with other officers and talk about your problems. Express that you went into a flat and you were never so scared in your life. Even for men. And for the women too. Don't be afraid to cry even. It happens. Men and women both cry. Don't try to loose the fact that you are a woman, because that won't change. Sure you're partners are going to care for you, but you will find if you ever have occassion to reverse the role, ~~XXXX~~ like I have now, I care for the male undercover, because now I'm in the back-up. I know what he's going through, I know that hell, and that torment, the fear and the agony that disgusting feeling, that frustration. And I fear for his safety and I fear for his life. And we have gone in and dragged our undercover out and will lock everybody up including the undercover, to preserve his cover but at the same token to save his life. Don't be afraid to be afraid. It's naturally it's normal. You read stories about the war, and the things that soldiers had to go through, the mental anguish, the release of the body functions. It's natural, It happens. You can be that scared. It's possible. And especially in the narcotics world. Anything can happen out there..

I worked on a police officer a few years ago who was selling LSD, by the thousands of pounds. An unpleasant assignment! Because he was after all, a fellow cop. My informant was his girlfriend. While I'm in the apartment, he takes my informant, grabs her by the back of the neck holds her face, throws two tabs of LSD down her throat and then takes her to bed. Be prepared for that, cause they can damn well try to do it to you.

One thing, a cardinal rule that an undercover never does, is test drugs, orally or on your skin. You don't know what the heck is in that package. That's a no, no. And if the stuff is laced with LSD baby, you're going on the cheapest trip in your life. And you may not recover. They say if you rub a little cocaine on your skin you can feel the numbing effect. Sure, but suppose it's angle dust and it assimilates in your skin, into your pores, you're going to trip out. "Take a little draw to make it look good." OK, if the guy next to you has just dropped acid, and he's got it in his spit, the saliva goes on the cigarette and you stick it in your mouth and you're on your way. Don't do it. It's bad policy. It can cost you. Besides when you go to trial this dude is going to say, "You're right, man I was selling dope, but that man, hey, he was smoking a joint with me." Now you are on trial. Big headlines, Cop smokes joint while trying to make narcotics bust." It does a great thing for your trial. You loose and your departments are going to loose. And every undercover suffers when one undercover makes a mistake. What one man does in the outfit all have to pay for. Today you are a hero. But the boss doesn't want to know what you did for him yesterday. He wants to know what did you do today?

I don't care if you killed a guy yesterday and made a thousand pound seizure what did you give me today? You made a mistake. You're out. Live by the rules that you set for yourself. Don't prostitute yourself for anything and especially not to make a case. There is enough junk out there for everybody so there is no use to flake anybody. If you're going to flake ~~the guy~~ somebody, why don't you just take the guy that gave you the stuff to flake the guy. It's a number. Don't sell your values short. When you're in undercover work be proud of it. It's a damn tough job you do. It's probably one of the toughest.

Although patrol I have to admit is the backbone of every department. That is what serves the community. But undercover people, and the people who work in the field of narcotics are the unrecognized heroes. They are the guys that are out there locking up the little petty larcenists, the muggers who are hitting the old ladies in the head to get money to buy junk. You are not going to get thanked for it. People are going to ask how you can do such a disgusting job. But for me it was better than searching prostitutes as a matron. That was my alternative. I don't have to touch the junkies. I had to touch the ~~XXX~~ prosts. It is a dirty job, but it is a job that needs doing.

Go into your schools and work undercover. It's not beneath you to sit in a classroom. You may learn a lot. You learn what a sad state our country is in when we have no discipline. There is a total breakdown. The kids don't take instruction from the teacher anymore. He runs the class. The teacher dare not say anything, or the kid will sue them. Sit in. And then maybe when you go before councils and different legislative bodies you can give your recommendations as an authority. Don't be afraid of them. Do it.

If you don't have an undercover unit. Start one. Suggest one. Pick your people carefully. Just remember when you go out there that's the day that you might die. Be prepared to pay that price Every police officer does. But somehow when you are on a plain clothes assignment you don't think that much about it. You don't have any friends out there. The junkies don't like you, all they want is your money. The uniformed policeman doesn't like you because he thinks you're a junkie. The citizens don't like you, because you are a threat to their security. So you have no friends. You must live alone. And it's a very loney existence. There are times that you might want to sit down and cry when you want to get drunk, because you feel so isolated from the rest of your job from the rest of your peers. But that is what narcotics is all about. You have no one to talk to for 8 hours except a babbling informant who doesn't even speak the same language you do, he smells bad, he hasn't had a bath in six months and his morals are about as low as they can go and he tells you how many times he's had VD. Not exactly the kind of company you want to be with. But that's what you might have to live with when you're out there. Don't let it change you. When you go home, put on your clean clothes sit down and appreciate your wife and your family and count your blessings, cause you are better off than the guy you were just with.

When I first started working narcotics seven years ago there were 250 people in narcotics that included 20 undercover officers.

We had two back up men and the undercover and the informant if you could count him for anything. Today because of the big corruption situation you know you need that watch-dog, watch-dog thing, we have what we call modules. So we have a SGT, who reigns supreme, I have four partners and myself and we may use two undercovers because now one undercover's word is not good anymore, because he might lie, so now you have two liars instead of one. At least that's the way the court perceives it. So basically you'r modules are running four back up men, and then you have the Lt. over the boss. He usually doesn't know too much.

OK. If you go into a flat and find it's a shooting gallery, you make your purchase, you buy four or five decks of heroine and the guy says "OK, here's your work!" And you look, and you know, you're not going to get off. You need the stuff for evidence. Secondly you can say you got hi before and you don't have to get high for a couple hours. So you tell the guy "Look man, I only use new work." Well, this is new work I just got it from the hospital. "Yeah, man but I just got over the hep (Hepatitis) and I can't or I don't shoot I don't use it it's for my old man who is laid up and things are kinda hot for him and so I'm doing his bidding." Never admit to being a junkie, if you are going into that kind of a situation. Because a junkie will never turn down a free blow. I mean he will lick it up off the sidewalk before he will see it go to waste. And it's true, I've seen them get down on their hands and knees in a bathroom and get down and lick it up and try to get it together and I mean that is absolutely repulsive. But junkies will do that because they are low.

And the deal is, that if you buy high level, they expect you to taste the coke. Well, you tell them that you don't believe that there is an human tester that can tell you the quality of that shit. You are going to take it to your man, cause your man is a chemist." That's right, he works for the Police Lab. You're not telling him a lie. We have had occasion to take our lab technicians out with us. If you have a guy in the Lab who is pretty sharp on the street there are times when you've got a major case going down. Bad guys have chemists.

Another form of cocaine but not hydrochloride is soluble in gasoline and kerosene. They'll throw it into a tank in an airplane, an auxiliary gas tank when they get to this country they add an acid to it, the cocaine base separates they take it off, run it through an activated charcoal filter and Bingo, they've gotten rid of the taste and smell of the kerosene and gasoline and they have their coke in this country compliments of Pan Am Airlines. Those are a few things that we've picked up recently.

475.00 COVERT OPERATION PLANS:

In some instances the most successful mode of police response takes the form of covert operations. Such tactics are most often employed in proactive strategies directed primarily to activities in the areas of Organized Crime, Narcotics and Vice. The following plans have been formalized as a reference for use in those situations where such strategies offer the best opportunity for satisfactory resolution of criminal activities of this nature:

A. Surveillance Operations

The unit commanders of the Vice, Narcotics, and Special Investigations Units, will either singularly or in concert with their subordinates analyze statistical data, offense reports, intelligence information and citizen complaints to determine the most appropriate and beneficial targets upon which to concentrate their units' resources. A decision will be made indicating a probable suspect(s), the most probable location of that suspect(s), and a course of action aimed at surveilling the suspect(s). Data will be gathered concerning the locations frequented by suspect(s), his/her routine itinerary, vehicles used by or available to the suspect(s), his/her associates, etc.

A member of the surveillance team shall make every effort to visit the location of the surveillance and any other secondary location to gather geographic and tactical data useful to the surveillance team. The information shall be shared with other members of the team during conferences held prior to the operation. During these conferences, the following points should be considered:

1. Will the surveillance emanate solely from vehicles?
2. Is the person being surveilled "police conscious"? Does he/she constantly look for tails or assume to be followed?
3. Could that person have counter-surveillance?
4. Is there a strong chance the suspect will park and proceed on foot? If so, are officers in a position to continue the surveillance? (Alternative communication strategies may be required.)
5. Will the surveillance extend beyond the immediate vicinity?
6. Is the surveillance aimed at gathering information only or will it culminate in an arrest?
7. If the surveillance is stationary, are means available

to replace members of the team without giving notice to the target? (This is important if the surveillance continues for long periods of time.)

8. Are enough officers available to provide for reasonable relief for personnel during extended surveillance?
9. Determination of Legal Ramifications?

All personnel shall utilize the D.V.P. Pac Sets for all transmissions. Use of any other frequency that could jeopardize the mission is forbidden. 6

Any expense money utilized during the operation shall be documented on the appropriate expense voucher (city, state, or CSIF fund), and that amount shall be reimbursed by the unit commander. Money may be given to the investigator in anticipation of a need prior to an operation. The unit commander shall see that the appropriate documentation is submitted by the investigator and/or the return of any unused money to the appropriate fund at the conclusion of the operation.

The Department has on-going contracts with various automobile dealers which allows for the use of non-police vehicles for undercover/surveillance operations. These vehicles are to be utilized at all times unless approval by the unit commander is obtained prior to the use of any other type vehicle, except department-owned vehicles.

B. Undercover Operations

When the appropriate enforcement measure dictates an UNDERCOVER operation, all available information relative to the suspect/target shall be assembled. Current data to indicate physical and/or mental state of the person(s) involved, past criminal history to indicate M.O.s, attitudes, assaultive behavior, or any other characteristics that could bear upon the success of the operation should be determined and analyzed. Associates of the suspect should also be considered in the event of counter-surveillance. 1.

All UNDERCOVER operations require sufficient back-up officers to insure the safety of all involved, including police officers, suspects and innocent bystanders. Prior to the undercover contact, a member(s) of the back-up surveillance team will visit the location of the contact in order to obtain tactical data needed to provide for a safe and successful operation. (Refer to Surveillance Operations.) 3.

The Saint Paul Police Department has provisions for obtaining false documents to be utilized by undercover personnel, i.e., drivers license, welfare cards, etc., and these items should be in possession when engaged in these operations. The unit 2.

commander shall maintain a current listing of all false identification, the names and addresses on the face of the ID cards and the names of those officers to whom they were issued. This information would, out of necessity, remain confidential.

Prior to an undercover meeting, the unit commander will determine what equipment is required and insure its availability. This might include body bugs, listening devices, video cameras, or binoculars, etc. The undercover officer will be supplied with an amount of money from the "buy" fund to provide for purchases of controlled substances, stolen property, liquor/prostitution matters, and any other expenses that can be foreseen. At the conclusion of the operation, all expenditures shall be accounted for on the appropriate expenses voucher (city, state, or CSIF), and any unused money shall be returned to the fund. 6.

Communication between the undercover (UC) officer and his/her back-up personnel is critical, and methods to assure this should be implemented prior to the start of the operation. When the UC officer is being monitored by use of a body bug, messages to the back-up personnel is easily accomplished; however, messages from back-up personnel to the UC officer is somewhat more difficult. Visual signals should be worked out well in advance so that surveillance personnel can get critical messages to the undercover person who normally would not be in a position to meet with them face-to-face. 6.

If an undercover operation will culminate in an immediate arrest, a definite plan must be in place to assure the safety of the UC officer and prevent the escape of the suspect. In addition, all elements of the crime must be fulfilled, and all other legal ramifications resolved. Whereas the UC officer usually will be the only person with this information, the UC officer must be in a position to signal other officers when the arrest is indicated. 9
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Since an UNDERCOVER operation usually places an amount of danger on the UC officer and the back-up personnel it requires timing, patience and coordination. Consequently, all undercover operations shall be closely monitored by a supervisor who must be in a position to oversee the various aspects of the endeavor and insure a successful outcome. 9.

C. Crime Raids (Search Warrants)

Many Vice, Narcotic, and Organized Crime investigators will culminate with the execution of a search warrant. Authority for conducting a search warrant shall rest with the respective unit commander who shall designate one person to supervise and/or coordinate all aspects of the execution of the warrant. In the absence of the unit commander, that person will usually be the affiant on the warrant.

Prior to the execution of the warrant, the target location shall be visited in order to gather pertinent information on the physical layout of the building and surrounding area. Avenues of approach to the target location must be identified that will allow for approaching officers to arrive at the threshold of the area to be searched unobserved. Several questions must be answered if entry into the premises is to be safe and successful.

1. How many entrances/exits are in the building?
2. If several, which will afford the quickest and easiest entry?
3. Which must be covered for suspects attempts to flee?
4. Are the doors fortified?
5. How many floors in the structure? Number of rooms to be searched?
6. Do young children live in the house?
7. Is there a likelihood that those inside have weapons and might use them against the police?
8. What types of equipment are needed to gain entry? If above is true, C.I.R.T. may be utilized to make initial entry. (See G.O. concerning use of C.I.R.T. for search warrants.)

When utilizing C.I.R.T. for entry, the C.I.R.T. leader will be supplied with a DVP Pac Set with which to communicate with Narcotic/Vice Unit personnel.

What provisions does the warrant allow or prohibit?

- a. A search warrant can only be executed between the hours of sunrise to sunset except if the warrant is nightcapped.

Is an unannounced entry (no knock) authorized? If so, what equipment is required to make physical entry to the premises?

- a. Large sledge hammers are available for this purpose.

Once entry is made, the first objective is to secure each and every person found on the premises. This is to be accomplished as quickly as possible so that weapons cannot be used against the entry team, escape will not be considered by those present and evidence (especially in drug cases) cannot be destroyed. Additionally, in order to enhance prosecution for cases involving possession of contraband, each occupant

found on the premises shall be held at the exact point that they are found by the entry team until released by the officer in charge or the affiant.

When all persons have been secured, the affiant/supervisor shall assign areas to be searched to members of the searching team. He/She shall insure that all areas to be searched have been assigned to someone and that no area is left unsearched. Having completed the initial search, it may prove advantageous to conduct a second search of some areas using a different officer. This procedure can provide evidence that might have been overlooked by the original, searching officer.

All evidence found during the search shall be photographed if appropriate, marked by the person finding it, and given to the affiant who shall record the item on the receipt, inventory and return portion of the search warrant. The affiant shall then insure the chain of custody by either returning the item to the finding officer for transportation to Headquarters or retaining and transporting the item himself/herself. All items seized pursuant to the search warrant shall be transported to Headquarters and properly submitted to the Crime Lab or Property Room. ALL NARCOTIC EVIDENCE SHALL BE SUBMITTED TO THE CRIME LABORATORY FOR ANALYSIS.

Upon leaving the premises, a copy of the search warrant and inventory receipt shall be left at the scene or with a person having control of the property. Any arrested parties shall be transported to the Ramsey County Jail Annex and booked by assisting patrol units. If the building cannot be secured, a responsible person shall be contacted, and the scene shall be turned over to that individual. No premises shall be left open and unattended to allow unknown parties to enter after our departure.

Any use of force shall be governed by the circumstances of the situation and shall at all times be in conformity with current state and/or federal laws.

STANDARD 43.2.17

A majority of Vice, Narcotic, and Organized Crime investigations will culminate with the execution of a search warrant. Authority for conducting a search warrant shall rest with the respective Unit Commander who shall designate one person to supervise and/or coordinate all aspects of the execution of the warrant. In the absence of the Unit Commander, that person will usually be the affiant on the warrant.

Prior to the execution of the warrant, the target location shall be visited in order to gather pertinent information on the physical layout of the building and surrounding area. Avenues of approach to the target location must be identified that will allow for approaching officers to arrive at the threshold of the area to be searched unobserved. Several questions must be answered if entry into the premises is to be safe and successful:

1. How many entrances/exits are in the building?
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4. Are the doors fortified?
5. How many floors in the structure? Number of rooms to be searched?
6. Do young children live in the house?
7. Is there a likelihood that those inside have weapons and might use them against the police?
8. What types of equipment are needed to gain entry? If above is true, C.I.R.T. may be utilized to make initial entry. (See G.O. 447.01 concerning use of C.I.R.T. for search warrants.)

When utilizing C.I.R.T. for entry, the C.I.R.T. leader will be supplied with a DVP pac set with which to communicate with narcotic/vice unit personnel.

What provisions does the warrant allow or prohibit?

- a. A search warrant can only be executed between the hours of sunrise to sunset except if the warrant is nightcapped.

Is an unannounced entry (no knock) authorized? If so, what equipment is required to make physical entry to the premises?

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Once entry is made, the first objective is to secure each and every person found on the premises. This is to be accomplished as quickly as possible so that weapons cannot be used against the entry team, escape will not be considered by those present and evidence (especially in drug cases) cannot be destroyed. Additionally, in order to enhance prosecution for cases involving possession of contraband, each occupant found on the premises shall be held at the exact point that they are found by the entry team until released by the officer in charge or the affiant.

When all persons have been secured, the affiant/supervisor shall assign areas to be searched to members of the searching team. He/She shall insure that all areas to be searched have been assigned to someone and that no area is left unsearched. Having completed the initial search, it may be advantageous to re-search some areas with a different officer than the first. This procedure can produce evidence that might have been overlooked by the original searching officer.

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Upon leaving the premises, a copy of the search warrant shall be left at the scene or with a person having control of the property. Any arrested parties shall be transported to the Ramsey County Jail Annex and booked by assisting patrol units. If the building cannot be secured, a responsible person shall be contacted, and the scene shall be turned over to that individual. No premises shall be left open and unattended to allow unknown parties to enter after our departure.

Any use of force shall be governed by the circumstances of the situation and shall at all times be in conformity with current state and/or federal laws.

STANDARD 43.2.15

When the appropriate enforcement measure dictates an UNDERCOVER operation, all available information relative to the suspect/target shall be assembled. Current data to indicate physical and/or mental state of the person(s) involved, past criminal history to indicate M.O.s, attitudes, assaultive behavior, or any other characteristics that could bear upon the success of the operation should be ^{analyzed} determined. Associates of the suspect should also be considered in the event of counter-surveillance.

All UNDERCOVER operations require sufficient back-up officers to insure the safety of all involved, including police officers, suspects and innocent bystanders. Prior to the undercover contact, a member(s) of the back-up surveillance team will visit the location of the contact in order to obtain tactical data needed to provide for a safe and successful operation. (Refer to ~~43-2-14~~, Surveillance Operations.)

The Saint Paul Police Department has provisions for obtaining false documents to be utilized by undercover personnel, i.e., drivers license, welfare cards, etc., and these items should be in possession at all times when engaged in these operations. The unit commander shall maintain a current listing of all false identification, the names and addresses on the face of the ID cards and the names of those officers to whom they were issued. This information would, out of necessity, remain confidential.

Prior to an undercover meeting, the unit commander will determine what equipment is required and insure its availability. This might include body bugs, listening devices, video cameras, or binoculars, etc. The undercover officer will be supplied with an amount of money from the "buy" fund to provide for purchases of controlled substances, stolen property, liquor/prostitution matters, and any other expenses that can be foreseen. At the conclusion of the operation, all expenditures shall be accounted for on the appropriate expense voucher (city, state, or CSIF), and any unused money shall be returned to the fund.

Communication between the undercover (UC) officer and his/her back-up personnel is critical, and methods to assure this should be implemented prior to the start of the operation. When the UC officer is being monitored by use of a body bug, messages to the back-up personnel is easily accomplished; however, messages from back-up personnel to the UC officer is somewhat more difficult. Visual signals should be worked out well in advance so that surveillance personnel can get critical messages to the undercover person who normally would not be in a position to meet with them face-to-face.

If an undercover operation will culminate in an immediate arrest, a definite plan must be in place to assure the safety of the UC officer and prevent the escape of the suspect. In addition, all elements of the crime must be fulfilled, and The UC officer usually will be the only person with this information, therefore ~~Consequently, the UC officer must be~~ ^{he must be certain that he is} in a position to signal other officers when the time comes to make the arrest.

Since an UNDERCOVER operation usually places an amount of danger on the UC officer and the back-up personnel, it requires timing, patience and coordination. Consequently, all undercover operations shall be closely monitored by a supervisor who ~~should~~ ^{must} be in a position to oversee the various aspects of the endeavor and insure a successful outcome.

?
all other legal
considerations
resolved.

ACCREDITATION STANDARD 43.2.16

Undercover decoy operations involve an investigative process in which disguises are used to gain the confidence of criminal suspects for the purpose of determining the nature and extent of any criminal activities they may be contemplating or may commit. The purpose is to determine if a crime is being planned or committed, to identify persons involved, to obtain evidence for court, and/or to determine an appropriate time for conducting a raid/search warrant and/or making arrests.

A preliminary investigation should be made to determine undercover requirements. This can include background information on suspects, associates of suspects, description of neighborhood (including people & activities), lay-out of specific buildings which may be involved, etc. The Watch Commander and Patrol Team Commander should be notified in advance of the operation unless it is specifically not feasible.

In disguising undercover decoys, it is necessary to abandon official identity and assume a character compatible with the suspect and the neighborhood involved. Depending on the nature and extent of the operation, the decoy should select a fictitious identity with which the decoy is familiar and which cannot be readily verified by the suspect. If indicated, corroborating persons such as bartenders, hotel clerks, informants, etc. can be utilized to minimize suspicion. Physical clothing and other disguises should conform to the neighborhood and/or the role the decoy has assumed. False identification cards can further support the assumed identity. Initial contacts with suspects can be made through informants, by frequenting common areas or by creating a situation which will cause the suspect to approach the decoy. Decoys should not take part in any criminal activity. They should avoid assignments where they might be recognized as police officers.

(next page)

Maintaining Surveillance of Decoy:

(See also Standard 43.2.15)

Back-up officers should be sufficient in numbers to assure security and protection of the decoy. Location of at least one back-up officer should permit extended observation from a particular location without causing suspicion. Appearance and conduct should be typical and natural for the neighborhood. The back-up officers can use occupational pretext for being in the area, such as a street cleaner, truck driver, store clerk, etc. Direct meeting with decoys can be dangerous and should be avoided if possible.

Arrangements should be made in advance for methods of communicating between decoys, back-up officers, and headquarters. The DVP Pac Sets shall be utilized for transmission between the back-up officers. Monitoring equipment should be re-checked immediately prior to decoy operations. Additional signals should be arranged in the event that equipment fails or decoy is unable to report by a designated time. Secret signals can include method of wearing cap, handkerchief, ribbon, etc. Signals by the decoy can also inform back-up officers that conditions are right for specific action on the operation. The decoy should try to move slowly and cause such delays as may be necessary for back-up officers to maintain contact. The decoy should avoid moving unexpectedly in to areas which cannot be visually/audibly covered, such as alleys, basements, etc. It is advisable when the decoy is in a moving vehicle with the suspect that outside perimeters of permitted travel be pre-determined to alert back-up to stop vehicle for protection of the decoy.

In the event that an undercover decoy may be challenged by another police officer who does not know the decoy's official identity, the decoy officer should not move or argue and should obey instructions

(next page)

given by the challenging officer, even if it means losing a fleeing suspect. An attempt should be made to develop dialogue with the challenging officer using phrases commonly familiar only to police. The decoy should raise a non-gun hand to display credentials. Back-up officers should be particularly alert to the possibility that this could occur and should intercede when indicated. The decoy can refer to other units that can be contacted to provide verification of identity, such as the Communications Center, Watch Commander, etc. It should be determined prior to the operation, if possible, whether the identity of the decoy is to be disclosed at the time arrests or raids are made, but the safety of the decoy is paramount in such a challenging situation.

Carolyn Bailey

STANDARD 43.2.14

The unit commanders of the Vice, Narcotics, and Special Investigations Units will, either singularly or in concert with his ^{THEY} or her subordinates, analyze statistical data, offense reports, ^{upon which to} intelligence information to determine the most beneficial targets ^{to} concentrate their unit's resources on. A decision will be made indicating a probable suspect(s), the most probable location of that suspect(s), and a course of action aimed at surveilling the suspect(s). Data will be gathered to show the suspects hangouts, ^{routine / emergency} places he/she frequents, vehicles used by the suspect(s) and/or available to him, ~~and~~ his associates, etc.

A member of the surveillance team shall make every effort to visit the location of the surveillance and any other secondary location to gather geographic and tactical data useful to the surveillance team. That information shall be shared with other members of the team during a conference ~~to be~~ held prior to the operation. During this conference, the following points should be considered:

1. Will the surveillance ^{emanate solely from} remain in vehicles, ^{only?}
2. Is the person being surveilled "police conscience"? Does he/she constantly look for tails or assume to be followed?
3. Could that person have counter-surveillance?
4. Is there a strong chance the suspect will park and proceed on foot. If so, are ^{officers} you in a position to ^{alternate} continue the surveillance? (^{different} communication requirements ^{strategies} might ^{be required} be needed.)
5. Will the surveillance ^{extend beyond} leave the immediate vicinity?
6. Is the surveillance aimed at gathering information only or will it culminate in an arrest?
7. If the surveillance is stationary, are means available to replace members of the team without giving notice to the target? (This is important if the surveillance continues for long periods of time.)
8. Are enough officers available to provide for reasonable relief for personnel during extended surveillances?
9. ^{Determination of legal ramifications}

All personnel shall utilize the D.V.P. Pac Sets for all transmissions. Use of any other frequency that could jeopardize the mission is forbidden.

Any expense money utilized during the operation shall be documented on the appropriate expense voucher (city, state, or CSIF fund), and that amount shall be reimbursed by the unit commander. Money may be given to the investigator in anticipation of a need prior to an operation. The unit commander shall see that the appropriate documentation is submitted by the investigator and/or the return of any unused money to the appropriate fund at the conclusion of the operation.

The Department has on-going contracts with various automobile dealers which enables the use of non-police vehicles for undercover/surveillance operations. These vehicles are to be utilized at all times unless approval by the unit commander is obtained prior to the use of any other type vehicle.

UNDERCOVER WORK

I. DEFINITION - Undercover work is an investigative process in which disguises and pretexts are used to gain the confidence of criminal suspects for the purpose of determining the nature and extent of any criminal activities they may be contemplating or perpetrating.

II. PURPOSE

- A. To determine if a crime is being planned or committed.
- B. To identify all persons involved.
- C. To obtain evidence for court.
- D. To locate contraband or stolen property.
- E. To determine a suitable time for raiding a hangout or arresting principals.

III. QUALIFICATIONS FOR UNDERCOVER OPERATIVE.

- A. Undercover work does not require any special type of individual so far as appearance or personality is concerned. Anyone can operate undercover if he is intelligent, resourceful, and possesses the requisite qualities of individual initiative, energy, and courage.
- B. Self-confidence.
- C. Good judgment.
- D. Mental alertness.
- E. Resourcefulness.
- X F. Language.
 - 1. Accents.
 - 2. Foreign languages
 - 3. Colloquialisms
 - 4. Underworld slang.

F O R O F F I C I A L U S E O N L Y

UNDERCOVER WORK (Continued)

- G. Cultural background.
- H. Special talents and hobbies.
- I. Trade, profession, occupation.
- J. Good memory for names, faces, and information.
- K. Knowledge of underworld methods and the modus operandi of crimes.

IV. DISGUISE.

- A. Abandon official identity.
 - 1. Remove badge and all credentials
 - 2. Remove cards, letters, notebooks and all other items that might cause suspicion of official status or that can be traced to its source, unless consistent with background story.
- B. Assume a character compatible with the suspect and the neighborhood involved.
 - 1. Select a remote background city with which you are familiar, but if possible one not well known to suspect.
 - 2. The background story should include names, addresses, and descriptions of assumed education, places employed, associates and neighborhoods.
 - 3. Try to select fictitious information that cannot be readily verified by the suspect. Arrange for principals in story to be persons who have been coached to corroborate the story in case the suspect investigates.
 - 4. Corroborating persons should be bartenders, waiters, hotel clerks, pool room operators and others in occupations that would not arouse suspicion in the mind of the suspect.

F O R O F F I C I A L U S E O N L Y

- e. Simulated infirmities may be valuable.
 - (1) Faking deafness may cause suspect to be less careful with his talk.
 - (2) Faking poor eyesight may cause suspect to be less cautious about his actions and concealment of evidence. Use of glasses may help in this bluff.
 - (3) Carrying a cane and acting weak or feeble may elicit sympathy and give impression of harmlessness
- 2. Physical guise.
 - a. Clothes and method of dress.
 - (1) Must fit chosen character and be appropriate for suspect's neighborhood.
 - (2) Must conform to appropriate standards of quality, price, age, fit and cleanliness.
 - b. Laundry marks must either be obliterated or made to agree with name, address and details of background story.
 - c. If possible, use clothing labels from city chosen for background.
- 3. Livelihood.
 - a. The background story should include a chosen occupation.
 - b. If a trade or profession requiring tools is selected, procure tools, carrying case, etc., that are not new.
 - c. Do not choose a trade or profession unless familiar with the operations and terminology involved.
- 4. Credentials.
 - a. Carry fake identification cards, letters, etc., bearing assumed name and address.

F O R O F F I C I A L U S E O N L Y

b. Fake newspaper clippings about subject may help establish assumed identity.

(1) Case must be important to warrant using such involved methods.

(2) If used, dummy corroborating records should be put in police or other appropriate files.

V. INITIAL CONTACT WITH SUSPECT

A. Through informers. (Thoroughly rehearse background story so there are no inconsistencies.)

B. By living in a locality or frequenting places where close association can be had with the suspect or his friends.

C. By discreetly disseminating information or creating a situation which will cause the suspect to become interested and approach the undercover man.

VI. DEVELOPMENT OF CONTACTS.

A. Gain confidence of suspects.

1. Act natural.

2. Act nonchalant.

3. Do not overplay your part.

4. Do not make too many explanations.

5. Do not talk too much or bluff more than necessary.

6. Do not give information unnecessarily.

7. Never be caught writing or observing suspect too closely.

8. Do not associate with or show too much interest in subject's wife or women friends.

9. In some cases, it may be proper and profitable to take a small present to the subject's mother, children or sister, but never to wife or girl friend.

F O R C E F F I C I A L U S E O N L Y

- B. If suspect appears too suspicious about your identity, simulate strong anger and disgust. Place the suspect on the defensive by insisting that you are not too satisfied with his identity and demand more identifying proof from him. Do not be bluffed by suspect's suspicions use counter bluff.
- C. If appropriate, appear tough. Criminals are frequently impressed by anyone as tough or tougher than themselves.
- D. Be patient.

VII. ELICITING DESIRED INFORMATION.

- A. Talk no more than necessary to keep suspect talking.
- B. Listen to all he has to say.
- C. Carefully observe all locations and activities.
- D. Frequently best to start conversations by talking about types of crimes other than type suspected.
- E. Try to keep conversation going without asking too many specific questions. Asking questions usually arouses suspicion.
- F. Fake bank pass books or fake money transfers from a telegraph company may be carried to impress suspect with financial ability to carry out a deal to purchase contraband or other goods. If possible, it is better to make a real deposit or transfer of funds instead of faking records.
- G. Operative should refrain from drinking, if possible. However, every effort should be made to encourage the suspect to drink as much as he will. Stomach ulcers may be used as an excuse for not drinking.
- H. Never accept contraband as goods at the first price quoted. Dicker hard to reduce price.
- I. Undercover story and approach should be such that it offers something attractive to the suspect.
 - 1. Ability to purchase contraband goods.
 - 2. Ability to assist in criminal activities.
 - 3. Friendship.

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- J. In some cases it may be desirable not to get in touch with the suspect for a few days by pretending to be out of the city. Arrange for cards to be sent to suspect from other city.

VIII. SURVEILLANCE UNDER COVER

- A. Generally used as "blind" to permit extended observation from a particular location without causing suspicion.
- B. Guise and conduct must be typical and natural for neighborhood.
- C. Employment or occupation usually used as pretext.
 - 1. Street photographer.
 - 2. Street cleaner.
 - 3. Newspaper peddler.
 - 4. Push cart peddler.
 - 5. Gas, electric or telephone installation man.
 - 6. Truck driver.
 - 7. Store clerk.

IX. MAINTAINING OFFICIAL CONTACT

- A. Arrangements should be made in advance for methods of communicating with headquarters and fellow officers.
- B. Arrangements should be made for check to be made by fellow officers if undercover man fails to report by a designated time.
- C. Use of telephones.
 - 1. Always use public booths or dial phones not connected to a switchboard when calling headquarters.
 - 2. To avoid tapped phones, try to use a different telephone each time a call is made.
 - 3. In some cases, there is less risk if official contact is maintained by telephoning a fellow employee at his home.
 - 4. If necessary and properly prearranged, it is possible to call headquarters in the presence of the suspect. Pretent to call girl friend or similar pretext.
 - 5. Do not duck out to make call. Always give logical reason for departing.

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D. Notes and reports.

1. Notes may be made on match book covers, toilet paper, magazines or other available bits of paper.
2. Take only necessary notes and write in such a way that information would be unintelligible to anyone else.
3. Numbers may be written as mathematical problems or as part of a fake phone number.
4. Written reports to headquarters may be addressed to a fictitious name or organization at a prearranged general delivery address. Do not put your return address on the letter.
5. Less risk if reports are written in Post Office and immediately mailed.

X. AUXILIARY SURVEILLANCE

- A. If appropriate, undercover activities should be augmented by a shadowing detail.
- B. Undercover man must always try to move slowly and cause such delays as may be necessary for shadow men to maintain contact.
- C. Direct meeting with fellow officers are dangerous and should be avoided if possible.
- D. Secret signals should be prearranged between undercover man and shadow detail.
 1. Method of wearing or carrying hat or coat.
 2. Handkerchief showing from coat pocket.
 3. Smoking, etc.
 4. If care is exercised, brief notes may be dropped for fellow officers.
 - a. Written on empty match book covers.
 - b. Written on empty cigarette package or cigar band.
 - c. Written on scrap of paper rolled up and pushed in one end of cigarette. Cigarette is lighted, then crushed and abandoned before fire has reached note.

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XI. ESSENTIAL PROCEDURES AND PRECAUTIONS

- A. Undercover work never should be undertaken without authority unless a situation develops where it is impractical to contact his superior and immediate action is appropriate.
- B. A preliminary investigation should be made to determine the undercover requirements.
 - 1. The suspect.
 - a. Determine history and background.
 - b. Determine past activities.
 - c. Determine present activities.
 - d. Determine type of character.
 - e. Determine type of crime currently suspected.
 - 2. The neighborhood.
 - a. Determine whether business, residential, etc.
 - b. Type of activities carried on there.
 - c. Type of people living or working there.
 - d. Types of dress, conduct, speech and occupation commonly found there.
- C. Requirements of background story.
 - 1. Must be appropriate.
 - 2. Must be thoroughly memorized.
 - 3. Every effort must be made to live the part.
 - 4. Try to anticipate questions that may be asked and formulate answers in advance.
- D. Practices to be avoided.
 - 1. Bragging or claiming to be a big shot -- may place yourself in a position that cannot be proved if later necessary.
 - 2. Do not spend more money than would be normal for assumed character and position.
 - 3. Do not take women on undercover assignments.
 - a. Suspect may become interested in her, thus diverting his attention.
 - b. Women may be placed in a position where it would be necessary to disclose identity to resolve difficulty.

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4. Do not take part in any criminal act or law violation without the knowledge and approval of your superior and the U. S. Attorney.
5. In general, do not associate with or court women who are associated in any way with the suspect.
6. Never go to office. You may be shadowed by suspect.
7. Never admit identity.
8. Try to avoid places where you might be recognized and persons who know you.

E. Pitfalls.

1. Remember, lying, deception and double-crossing are normal conduct for criminals.
 - a. Be cautious. Try to avoid creating disfavor or being forced into a defensive position.
 - b. Be skeptical. Never rely on or trust a suspect.
 - c. Continually rationalize all developments.
2. Arrest by local police.
 - a. Advice on identity disclosure should have been obtained previously from superior.
 - b. Suspect may have had a policeman friend make arrest to test your claims.
 - c. If police determined to be O.K., an officer may be confidentially requested to telephone or otherwise get in touch with your superior.

F. Investigative policy must be predetermined.

1. Whether or not, or under what conditions "buy" money may be sacrificed.
2. Whether or not, or under what conditions on arrest of the principals will be made.
3. Whether or not, or under what conditions a raid of criminal hangouts or crime locations will be made.

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4. Secret signals by which the undercover man can inform his fellow officers that the conditions are right for action on the above operations.
 5. Whether or not the identity of the undercover man is to be disclosed at the time arrests or raids are made.
- G. Assume that the suspect is as clever as you are.
- H. Take advantage of the exception to the Hearsay Rule in conspiracies, that a statement made by a co-conspirator not in his presence is admissible against him -- (You, in an undercover capacity, talk to "A" and "A" quotes "B", his superior. You are then in a position to testify against "B" despite the fact that the statement was not made in "B's" presence where a conspiracy has been established.)
- I. The decision to carry firearms undercover is left to the judgment of the undercover agent in the field.
- J. Exploit your undercover potentialities laterally and upward.

XII. ENTRAPMENT

- A. Definition - Entrapment is an act by a law enforcement officer characterized by inducing a person to commit a crime.
- B. An undercover man may provide the opportunity to commit a crime, but not the criminal intent.
- C. When entrapment is used as a defense by the accused, the prosecution may introduce testimony regarding his reputation for commission of the type of crime with which he is charged.
- D. Disguises and aliases are legally permitted.
- E. Extent to which an enforcement officer may not participate in unlawful undertakings.
 1. In furtherance of own interests.
 2. To gratify own personal feelings.
 3. Any acts not approved by superior and U. S. Attorney.

XIII. DEMONSTRATION OF A TYPICAL UNDERCOVER ASSIGNMENT.

- XIV. STUDENTS TO BUILD A COVER STORY AND PRACTICE IT TO APPROACH OTHERS, ETC.

F O R O F F I C I A L U S E O N L Y

Some Sound Advice . . .

Plainclothed Police Personnel: An Identification Problem

By
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Police Department
New York, N.Y.



Rising levels of lawlessness have required the assignment of more plainclothed law enforcement personnel on many of our cities' streets. In New York City, particularly, the number of police officers carrying out assignments in civilian attire has greatly increased in the last few years.

With this increase in numbers has come the obvious problem of identi-

fying the police to the police. The problem is complicated by the fact that many of these police officers are no longer attired in just "plain clothes" but are disguised by dress and manner. While the use of disguises has proven tactically successful, it has sometimes resulted in dire consequences because of mistaken identity. During the past 2 years, nine sworn members of the New York City Police Department were shot and seriously injured because of encounters of the uniformed police with their civilian-clothed counterparts whose identities were unknown to them.

On an average day, in the New York City area, literally thousands of law enforcement officers are working in civilian clothes. The varied anticrime units (whose members dress in disguises while on patrol) of the New York City Police Department alone assign hundreds of people to field duty daily, and their appearances are, of necessity, acclimated to their working environments. The presence of these anticrime officers, in addition to other plainclothed police personnel, combined with the recent upsurge in attacks on police officers by extremist

"Re

The sudden turn of an armed undercover police



FBI Law Enforcement Bulletin

sibility is shared by all parties
a confrontation incident."

(center), in response to the challenge of the uniformed officer, could be fatal and result in the escape of the felons in the foreground.



groups has created a tense atmosphere among the police. These tensions have contributed to mistaken impressions and tragic shootings of police officers by other police personnel.

Flexible Directives

Recognizing the magnitude of the problem and the necessity for structuring a series of procedures for handling such confrontations, the New York City Police Department Police Academy compiled guidelines and included them in its inservice training curriculum.

A fundamental point to be remembered is that the guidelines are not rigid and static rules but flexible directives which should be applied as the particular characteristics of a given situation require. Due to the limitless variety of police identification situations, guidelines must be generalized and only rarely can they be specific.

The problems inherent in identification situations are not limited to those encounters between uniformed and plainclothed officers. Mistaken confrontations often arise among officers in civilian clothes. In the New York City area, where numerous criminal justice agencies function, hazardous possibilities exist when non-uniformed persons take enforcement action which might be challenged by unsuspecting local police. The possibilities of such encounters are limitless and the solutions to the problems they create must be designed to save officers' lives.

Responsibility is shared by all parties in a confrontation incident. The law enforcement officer in civilian clothes being challenged has the primary responsibility for a correct response in an identification situ-

ation. However, this responsibility has its limits. The challenging officer also has a responsibility to use approved tactics and sound judgment in his approach to the situation.

In order to reduce the hazards of encounter situations and to provide time for appraisal and adjustment, the New York City Police Department suggests the following tactical guidelines.

The Challenging Officer

Police personnel, whether uniformed or civilian-clothed, responding to an occurrence and challenging an unidentified armed person shall initially take cover.

This is undoubtedly one of the most important preliminary steps to be taken in an armed confrontation situation. Take cover to the rear of the person being challenged, not to the side. A challenge from the rear allows more time to evaluate the subject's reactions and obtain a tactical advantage over him. A challenge from the side reduces response time and places the challenging officer at a distinct disadvantage. Always keep in mind that the person being confronted *may* be a police officer. Use extreme caution in judging his response to your commands as he may be taken off guard and inadvertently start to turn. Utilize any cover available (an automobile, a garbage can, a lamppost, a mailbox, etc.), bearing in mind that any object, regardless of its size or structure, can be a form of protection if only from the concealment it provides.

Of equal importance in the preliminary stage of the encounter situa-



Commissioner Michael J. Codd

tion is the challenging officer's responsibility to state his identity. This should be done by stating in a loud, clear voice, "Police—don't move." Slang terms or ambiguous expressions, such as "freeze," "hold it," and others, should not be used. Avoid using confusing orders like "Don't move," "Drop the gun," and "Raise your hands" as these, particularly if blurted out, are unclear and may make dangerous situations worse.

Further, during this early phase of the confrontation, the challenger must guard against being lulled into a false sense of security by the subject's appearance. There is no such person as a stereotype criminal or law enforcement officer. Whether or not the subject "looks" like a law enforcement officer or criminal is irrelevant. Looks can be, and often are, deceiving and should not be used as a basis for the challenging officer's actions.

Another mistaken conclusion that has recently resulted in the tragic killing of one police officer by another is the notion of a standard police gun. It is incumbent upon the chal-

lenging officer not to make any assumptions based on the style, color, or type of the subject's firearm. All guns are dangerous and the fact that a subject holds an odd type of weapon is no reason to conclude he is not a law enforcement officer. The person being challenged may be a law enforcement officer from another criminal justice agency where such weapons are authorized, particularly in undercover assignments where discreet weaponry is essential.

The Challenged Officer

Inasmuch as the identification problem is a two-way street, we must view it from both perspectives: that of the challenged officer as well as the challenger. A collateral series of guidelines has been structured for the law enforcement agent who is the subject of the challenge.

The primary tactical consideration for the challenged officer is not to move. He must remain motionless and react correctly and professionally to the command, "Police—don't move," even if it means losing a fleeing suspect. All directions of the challenging officer must be obeyed, whether or not he is in uniform. An attempt should be made to develop dialogue with the challenging officer using phrases and words commonly familiar only to police personnel. In anticipation of such an event, law enforcement personnel should carry their credentials (badges or identification cards) in the nonshooting hand pockets. This will simplify producing such credentials and should eliminate unnecessary movement of the gun.

If challenged in the performance of duty, do not make any movements on your own. If in doubt as to the challenging officer's directions or questions, ask him to repeat them. Most importantly, don't argue with the challenger. Remember, he is in

"The problems inherent in identification situations are not limited to those encounters between uniformed and plainclothed officers. Mistaken confrontations often arise among officers in civilian clothes."

"The primary tactical consideration for the challenged officer is not to move."

command of the situation and you are at a disadvantage. As an overall recommendation, whenever a civilian-attired officer has occasion to take police action requiring the use of his revolver, he should raise his nongun hand to display his credentials. This signal should indicate to another law enforcement officer that he may be a police officer.

It is an obvious fact that the challenging officer has the advantage over the person being challenged. He knows what he is about to do and plans accordingly. On the other hand, the person being challenged is caught by surprise and may be unaware of many circumstances contributing to the gravity of the situation. For example,

an officer in civilian clothes who has just apprehended a suspect and is holding him at gunpoint while conducting a search must be acutely aware that he might be challenged during his actions.

Put yourself in his place for a moment and think of what would happen if you heard a voice behind you state, "Police—don't move." The challenging officer was on his way to a liquor store holdup in which the proprietor and a patron were known to be shot. Before arriving at the scene, he encounters you in the immediate vicinity. The situation is more urgent and serious because of this knowledge your challenger has and about which you know nothing. It is an extremely crucial moment for both parties. Poor judgment by either or both individuals could result in needless tragedy. When reviewing these guidelines be prepared to be involved in either role. The person you challenge may be a law

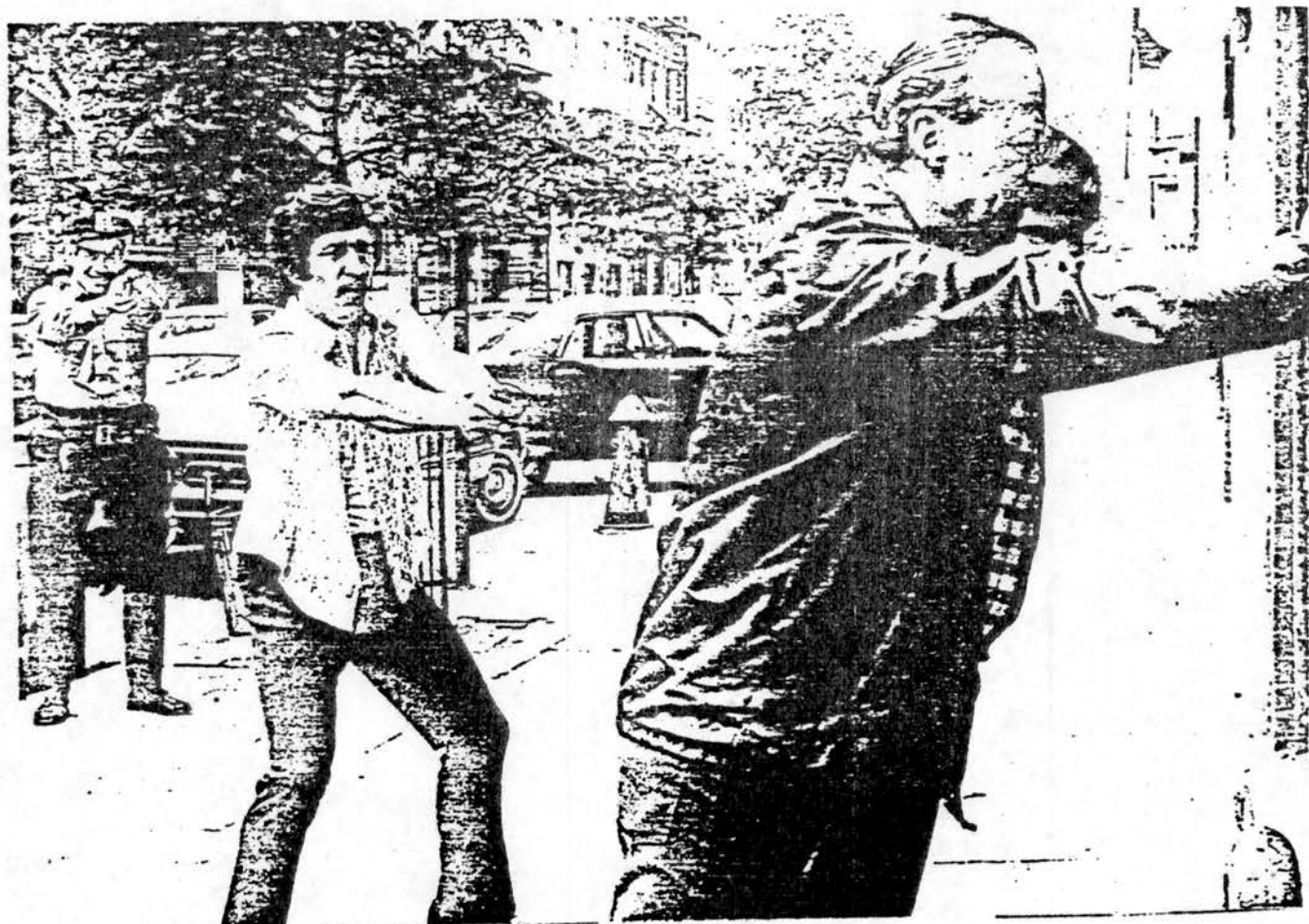
enforcement officer, the person challenged may be you.

Notification

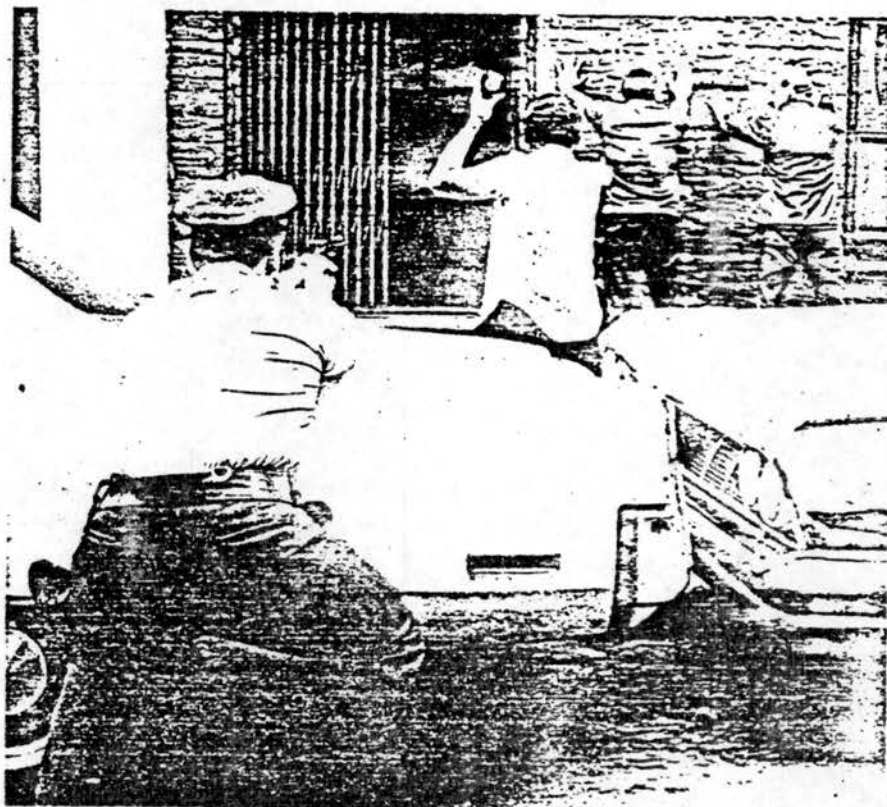
Since responsibility for the safety of all police personnel is, in a sense, shared by the police community at large, it is incumbent upon all agencies to do what they can, in all areas of their operations, to minimize the chance of such confrontations occurring and the risk if they do.

As an initial step in this direction, all officers of our department are apprised as to the whereabouts of units working plainclothes assignments. Daily teletype messages are forwarded to all field commands indicating assignments of citywide anticrime personnel, the "color of the day" (a different one is used each day for a specific article of attire—hat, headband, or lapel pin, for example), and other unique identifying features of these

Both police officers shown in the photograph have exposed themselves unnecessarily to danger. The uniformed officer should have taken cover while challenging the plainclothed officer in the center foreground who must avoid any sudden turn toward his challenger in a manner which could be misinterpreted and provoke gunfire.



“ . . . it is incumbent upon all agencies to do what they can, in all areas of their operations, to minimize the chance of . . . confrontations [involving civilian-clothed officers] occurring and the risk if they do.”



A uniformed officer properly takes cover while a plainclothes officer responds deliberately to his challenge by holding identification in clear view in nongun hand.

groups. Similarly, such information is broadcast to radio motor patrol units in concerned geographic areas.

Individual patrol supervisors have obligations within the format of these guidelines to inform their subordinates on a daily basis of the following: (1) the “color of the day” and other identification means; (2) areas and tours of duty to which such personnel are assigned; (3) number of police personnel involved; (4) number and types of vehicles used; and (5) unusual disguises being affected.

Further, superior officers of plainclothes police units are obligated to notify other law enforcement agencies of their activities when deemed prac-

tical. In the New York City area, this would apply to police operations in precincts contiguous to other political jurisdictions and any activity which would affect public facilities patrolled by other law enforcement authorities.

Identification Aids

Headbands which depict the appropriate “color of the day” have been adopted as a universal means of recognition for civilian-clothed members of our department. This device is used where appropriate when recognition as police officers is desired. It must be worn on the head, as wearing the band on one’s arm leaves it visible only to one side. Additionally, the headband should never be worn on a hat because it may blend into the fabric and lose its distinction. However, it must be clearly understood that the use of headbands is not a complete assurance that a person is in fact a police officer. A recently arrested criminal was found to be in possession of a series of headbands and was thoroughly conversant with their use. Headbands are only a supplementary form of identification and nonuniformed police personnel must display their credentials as soon as possible.

Portable radios are a valuable asset to law enforcement officers in civil-

Headbands (different colors for different days) help alert uniformed officers to the identity of a policeman making apprehension clad in casual attire.



"Portable radios are a valuable asset to law enforcement officers in civilian clothes."

ian clothes. If at all possible, before taking enforcement action, the base station should be notified. This information can then be made available to concerned uniformed personnel making inquiries on the police radio. When involved in a pursuit, whether on foot or by vehicle, the communications center should be alerted to the descriptions of both the officers involved and the suspects pursued.

Civilian-clothed officers present at the scene of a crime which is the subject of a radio alarm should not enter alleyways, hallways, or rooftops where they might easily be mistaken for fleeing suspects. If a building is to be searched for a suspect, it should ordinarily be done by uniformed police. If it is necessary to use plainclothed officers for search duties, each should be assigned with a uniformed officer.

Conclusion

There is no more heart-rending loss to law enforcement agencies than that occurring when one police officer mistakenly shoots another. In too many instances, such tragedies are the result of confusion that could have been avoided by carefully drawn preventive guidelines instilled into all officer personnel through training. ®

NCIC

As the year 1974 ended, the computerized files of the National Crime Information Center contained more than 5.5 million active records on wanted persons, stolen property, and criminal offenders, an 11-percent increase over 1973.

POLICE LAW SPECIALIST PROGRAM

The FBI sponsors Police Law Specialist Schools to prepare police officers to serve as in-house lay legal advisors to their departments and to present formal instruction in the law before police recruit classes, retraining sessions, and specialized schools. The program, designed to assist in meeting the increasing demand for these services has as its ultimate aim an increase in the effectiveness of an entire department through the law specialists.

Each school is approximately 4 weeks long and is held at the FBI Academy, Quantico, Va. Present plans are to continue holding two schools each fiscal year. The University of Virginia recognizes the Police Law Specialist School as an upper level course and awards students, who successfully complete all requirements, 6 semester hours credit. There is no charge to the student for either the school itself or the University of Virginia credit.

While an effort is made to teach the officer to see legal problems in a factual setting and apply principles of law to those problems, no effort is made to produce a lawyer in 4 weeks. The program is not designed or intended to train a police officer to compete against a prosecutor or an attorney employed as a professional legal advisor to a police department. To the contrary, the FBI envisions the law specialist as a complement to these attorneys.

The method of instruction used is a modified case study approach which combines lecture with discussion of cases. The course, which involves about 90 hours of classroom work, includes the study of criminal procedure, a basic introduction to the law library and legal research, practical experience in legal problem solving and instruction, and other matters of interest.

The major portion of the instruction is given by Special Agents assigned to the Legal Instruction Unit, Legal Counsel Division, FBI, all of whom are accredited by the University of Virginia. In addition, distinguished guests such as members of the faculty of the University of Virginia School of Law and the Director of the Legal Office of the New York City Police Department present special topics on occasion.

The graduates of previous schools and their commanding officers have advised that the law specialists perform many duties for their departments. They teach in classrooms, review recent court decisions, prepare directives and bulletins, and/or recommend changes in manuals as necessary. They serve as liaison officers with prosecuting attorneys, aid in resolving on-the-scene practical problems involving legal issues as they arise during investigations, review affidavits, and assist professional legal advisors.

Officers who are invited to attend are selected from among those submitted as candidates by Special Agents in Charge of FBI field divisions. Each class is limited to 20 officers. Although there is no absolute requirement that attendees have a college background, an advanced educational record is helpful. Students are given extensive reading and writing assignments.

Interested persons should direct all inquiries and correspondence to the Special Agent in Charge, Attention: Police Training Coordinator, of their local FBI field office.