

MILLENNIUM'S
END



SOURCEBOOK



FLORIDA
DUSTOFF

by
Robin Mallory Allnutt



CHAMELEON ECLECTIC



MILLENNIUM'S END



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Robin Mallory Allnutt



CHAMBERLAIN PUBLISHING



**THE MIAMI SOURCEBOOK
For Millennium's End**

Written by Robin Mallory Allnutt, with additional material by Charles Ryan.

Edited by Charles Ryan.

Illustrated by Charles Ryan and Arthur Crawford.

Thanks to Hal Mangold for editorial assistance.

For Joanne, even if this isn't a novel.

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This book is a work of fiction. Names, characters, places and situations in this text are either products of the authors' imaginations or are used fictitiously. Any resemblance to existing people, products, places or situations is coincidental.



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INTRODUCTION ▼ ▼

Welcome to the *Millennium's End Miami Sourcebook*, the definitive guide to Miami at the turn of the millennium and the home campaign of the *Millennium's End* roleplaying game. Whether you've set your campaign in Miami or are simply bringing your operatives in for a visit, you hold in your hands a complete guide to the people, places, events and organizations that drives the vibrant and dangerous Miami of 1999.

This is primarily a GM's book. Most of the geographical information, and a lot of background, can safely be read by your players without giving away any surprises, but it should probably only be done under your supervision. Chapter Two is definitely a good one for players to read, and there's a lot of good background in Chapters One, Three, and Four, but you players probably have no business anywhere else. This book's got a lot of secrets, and you don't want to give them away too soon.

This book was driven by a philosophy of inclusion and integration. It was set out not simply to provide a guide to the physical city of Miami, or to render a series of unconnected people, places and events, but to build an atmosphere, a sense of place, and an adventuring environment that weaves together the character, campaign, and background elements essential to a *Millennium's End* campaign. The city described in this book is real because it presents a complete and connected composition.

Virtually every element or character covered in this book connects in some way to the others. Reba Esposito, BlackEagle Miami's office manager, is mentioned in Chapter Two for example—but it's in Chapter Six where her activities with a Cuban activist group is discussed. Maybe that group will become the focus of one of your assignments, or maybe it won't—but either way, the potential for the conflict, subplot, or connection is there. The characters, places, organizations and events throughout this book are loaded with such hooks, and any campaign that even begins to exploit them will never suffer for complexity, depth, and motivation.

This book's characters and agencies are designed to become institutions in your campaign. A big organization like Insycon Corporation or FARC won't come and go in a single assignment—it'll always be there in the background, whether or not your operatives deal with it during any particular assignment. These players aren't paper thin, either, and their roles shouldn't be stagnant. An adversary in one adventure might appear briefly two assignments later as an interested third party, then

again further down the road as an ally or even a client. There's enough connection, motivation, and hidden agenda in these characters and organizations to keep your players guessing for months of play.

The first chapter of this book begins with the setting. It is written much like a travelogue for Miami in 1999, detailing the Miami region and specific areas within it. Woven into the text are brief histories outlining notable events of those parts of the city as they might figure into an adventure or campaign. There are also descriptions of the important neighborhoods along with maps detailing many of those areas, as well as quick-reference maps showing everything from public transportation to restaurants and hotels, to the relative safety of certain parts of Miami at different times of the day and night.

Further chapters cover the BlackEagle Organization's presence in Miami, mapping out part of their office building and detailing their basic location in reference to the rest of the city. Much of the text on BlackEagle Miami is devoted to a walk-through of their office accompanied by brief character descriptions for many of the Miami staff whom operatives would deal with on a day to day basis. Office and building layout and security is also covered at some length—should your Miami adventures come a little too close to home.

The next chapter focuses on the conflicts within Miami's major institutional organizations: its government, businesses, and media. It begins with the city's dysfunctional government, detailing the major power centers and the conflicts among them. The chapter continues by describing several businesses with serious game potential and concludes with an overview of the local media.

Chapter Four covers the many local and Federal law enforcement agencies operating in the Miami area—agencies whose activities can obviously affect those of your operatives. It describes the basic organization and activities of the Metro-Dade Police Department as well as the FBI, DEA, and the United States Coast Guard. Opposite the law enforcement section is Chapter Five, which covers Miami gangs and criminal empires. Information is presented in two formats: a Real Scoop, detailing the truth behind the scenes, and a compilation of information operatives might come up with through research or general knowledge—information that is often false or misleading.

The final chapter fills in the Miami underworld, covering smugglers and black marketeers, as well as groups and individuals pursuing their own odd agendas on the fringe of society. The appendix is filled with several high-end non-player characters with whom players might interact over the course of your assignment in Miami.

Throughout this book are sidebars. Some are related directly to topics discussed in the main text, but scattered around a number that are only indirectly related, in that they discuss small facets of the Miami experience. For the most part, these have little to do with Miami-based assignments, but they do reflect some of the elements that make Miami a unique city and adventure setting.

The images presented in this book are not from many different worlds, disparate characters and institutions that have nothing to do with one another. All of the characters and stories in this sourcebook are woven together as they would be in real life. It's a tight mesh. Go ahead, tug on one thread and see what you pull out. Or better yet, let your players do the tugging.

CHAPTER ONE

THE CITY ▼▼

Miami, as covered in this book, is a sprawling metropolis actually comprised of twenty-six independent municipalities, of which this book covers Bal Harbour, Bay Harbor Islands, Biscayne Park, Coral Gables, El Portal, Hialeah, Hialeah Gardens, Indian Creek Village, Medley, Miami Beach, Miami Shores, Miami Springs, North Bay Village, North Miami, North Miami Beach, Opa-Locka, Surfside, Virginia Gardens, West Miami and of course Dade County and the city of Miami itself. In truth, the Miami region could be said to extend northward through Hollywood, Fort Lauderdale, and even to Boca Raton (some forty or so kilometers off the top of the map on page 10), south past Kendall (just off the bottom of the map), and west to the Homestead turnpike (five kilometers off the left edge). This book focuses on areas within about ten kilometers of downtown, where most of the action is centered, with only occasional diversions to noteworthy areas—like the Everglades and the Florida Keys—outside this radius.

Miami is a highly diverse city, drawing its population from dozens of American and Caribbean ethnic groups and ranging from abject poverty to grand opulence. The last forty years saw an enormous expatriate Cuban community develop, mainly in southern and western Miami, growing to over one-half million. Haitians fleeing a string of repressive regimes have arrived by the tens of thousands—mostly illegally, although the majority of such illicit immigrants have gone on to gain U.S. citizenship and fuel the growth of Miami's healthy and vibrant Little Haiti. Scattered immigration from El Salvador, Nicaragua, Guatemala, Jamaica, and other nations of the Caribbean swells the population, while the war in Colombia has brought in tens of thousands of refugees and temporary expatriates. Retirees from all over America continue to pour in as well, if in reduced numbers over the past few years. In 1999, Dade County and the included municipalities house almost three million people, with nearly 600,000 living within the limits of Miami itself.

Since its beginnings as a resort mecca carved out of untamed swamp, Miami has always been something of a fantasy land. The area has a fictional atmosphere, an acknowledgment of its image that can be felt in

almost no other city, except perhaps Hollywood California. Television shows have hyped its glamour and movies its underworld, but the truth is almost stranger than fiction. Collins Avenue in Miami Beach is a canyon lined with the towering glass and concrete curtainwalls of posh hotels and condominiums. Millions are spent there daily, as the nation's rich enjoy the subtropical environment. Yet a few blocks back from the shore is the geriatric ghetto of South Beach, an aging slum of retirees whose fixed incomes have been vastly outstripped by the inflation of the nineties, but where one can still move about safely at night. Just across the bay are the neighborhoods of central and northwest Miami—often even poorer and much more dangerous. Battered signs warn travellers not to drive up 2nd Avenue between 20th Street and I-195 after dark, and the motorist that ignores this warning after midnight had better hope he can hold out in the Red Zone until dawn—because the police won't mount a rescue before then. And yet, south of the Red Zone, past the high-rises of downtown and Brickell Avenue—financial heart of the Caribbean and much of Latin America—is hip, upscale Coconut Grove with its expensive restaurants, trendy boutiques, and see-and-be-seen night spots. These strangely-mixed neighborhoods of fantasyland and abject poverty are wrapped to the north, south, and west in a broad mantle of flat, gridlike suburbs, distinguished only by the unique way each mixes Latin and Caribbean culture into an otherwise almost stereotypical image of the middle-class suburban American lifestyle.

Miami is a major business center. Dozens of multinational corporations make their home in the Miami region. Despite the worldwide depression, Miami's banks in particular are doing a brisk business. A business center second in the U.S. only to New York, Miami's labyrinthine financial connections to a whole network of loosely-regulated Caribbean banks also make it a major money-laundering center. Some of the money comes from illegal weapons and drug trades, but a surprising percentage comes from the thriving blackmarket in all sorts of restricted or stolen goods, from high technology to gasoline, which might as well be looked upon as legal tender in 1999.

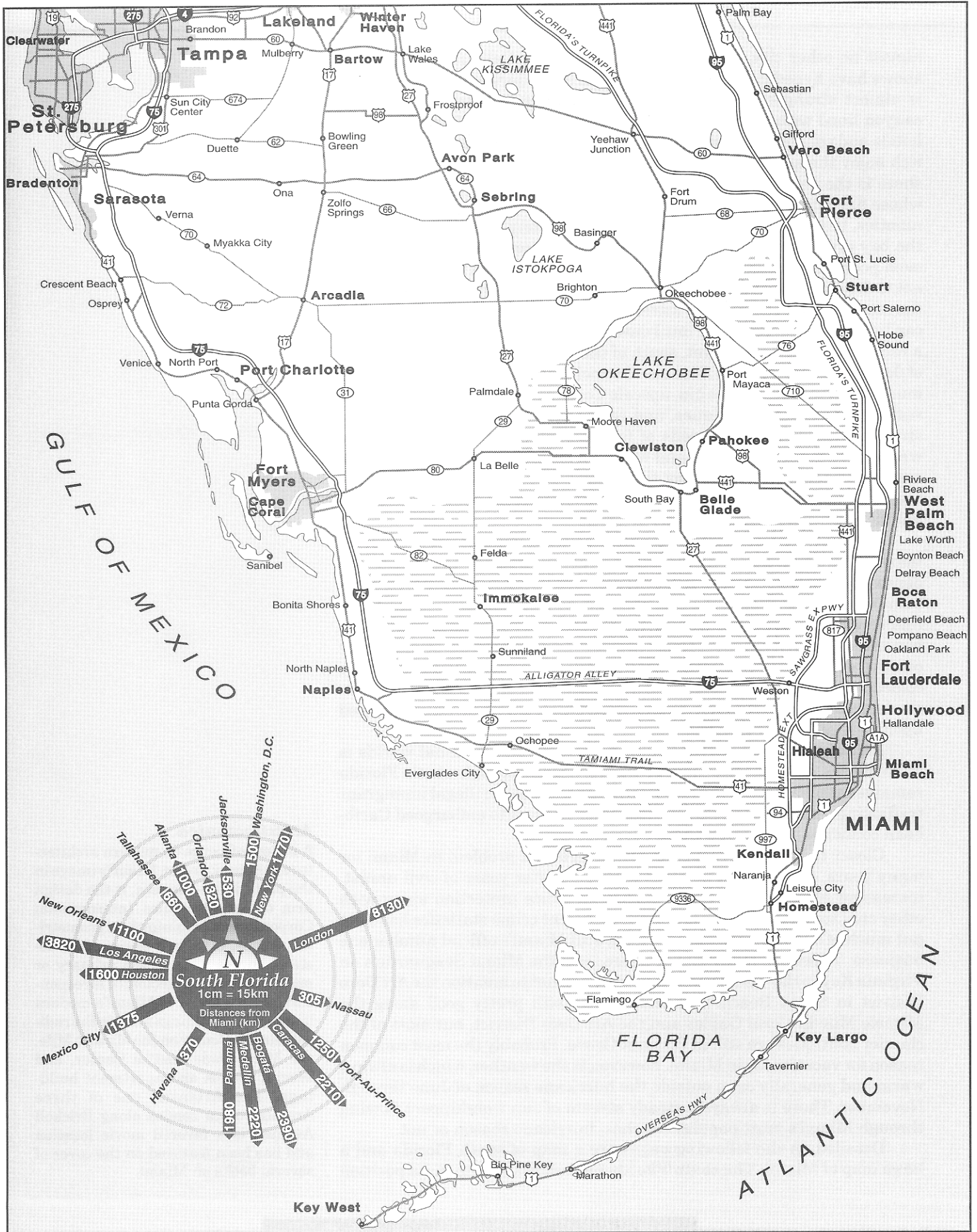
Indeed, the line between Miami's business and criminal worlds is often blurry at best. The flow of illegal drugs through south Florida remains intensive, as do the highly-organized trades in illegal immigrant trafficking and the smuggling of consumer goods into embargoed Caribbean countries, most often Cuba.

Closer to home, street crime has been a real problem in Miami for many years, and in 1999 is worse than ever after years of civil unrest, increasing gang activity, and a decline in police protection along with other civil services. But the murder and violent crime statistics have not put much of a dent in the tourist trade, still Miami's official number one business. There are many sights to see from the Miami Seaquarium on Virginia Key to the Vizcaya in Coconut Grove, not to mention the Art Deco District in South Beach. The shopping is still pretty good along the Miracle Mile in Coral Gables and the Art Deco District, but most of the classier boutiques are still in Coconut Grove. Probably the most common reason for vacationing in Miami, however, is the weather, which is always warm and generally calm outside the hurricane season of June through November. There is always a steady stream of sun worshippers flowing through Miami's most popular beaches, hurricane season or not.

Detailed on the following pages are a map of south Florida and a large map of Miami. The south Florida map shows Miami in its position

Arquitectonica

A major influence on modern architecture in Miami, and on Miami's image in the post-Miami-Vice era, is the design firm of Arquitectonica International Corporation. Combining bold geometrical shapes, high-tech design, and abstract curves with strong primary or pastel colors, Arquitectonica is responsible for a number of Miami's modern landmarks. Buildings include the radical Miracle Center on the Miracle Mile, the Metro-Dade Justice Center, and several condos and apartment buildings. The Atlantis, one of three Arquitectonica condos along Brickell Avenue, is a favored movie location and has been featured on the cover of several books on Miami.








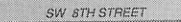






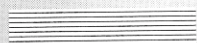







relative to other south Florida cities, as well as its distance from particular cities around the United States and world, such as Washington D.C., New York, Bogota, and London. The map of Miami does not detail every single Metro-Dade municipality, although it does show the location of all the neighborhoods and areas pertinent to this book. A handful of the more noteworthy neighborhoods are discussed later in this chapter, with detailed maps showing individual streets and landmarks. Each neighborhood section is accompanied by a small bullet map to show its general location within Miami itself.

Between the large Miami map and the actual neighborhood sections is a series of six Miami-at-a-Glance maps. These give an overview of, among other things, Miami's transportation centers; police stations, hospitals, and government centers; restaurants, hotels and nightspots; tourist and cultural attractions; and a breakdown of the city's crime levels.

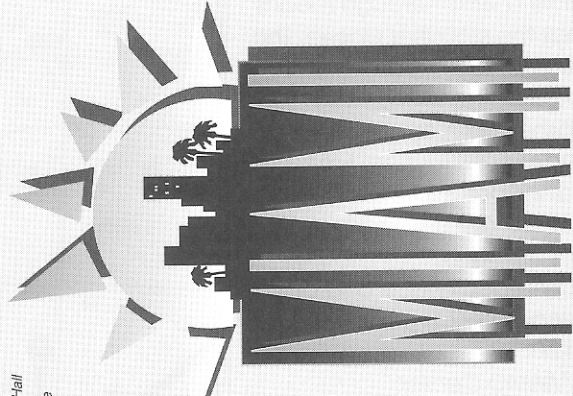
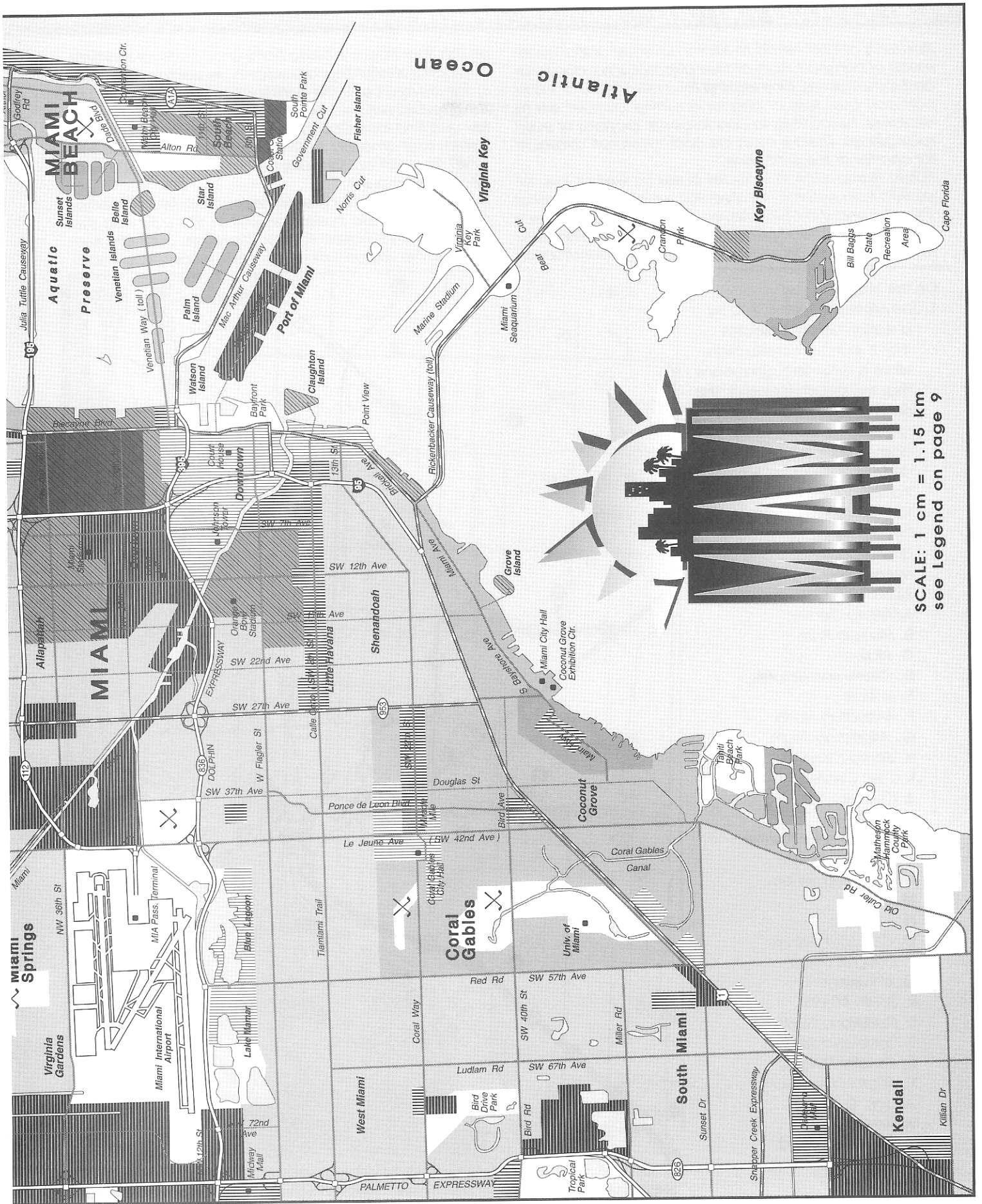
Flat as a Pancake

To one used to more diverse terrain, it can be hard to truly appreciate south Florida's flatness. The Miami area has so little variation in altitude that the highest terrain on the entire map on pages 10 and 11 is the embankment supporting the overpass at I-95 and I-95. Virginia Key features the area's tallest natural hill, at roughly ten meters—most of the rest of the area lies at less than five meters above sea level, with much of it (including all of Miami Beach) at less than two! In fact, Miami's most diverse terrain is probably below sea level—for any hole dug more than a meter or two below the surface hits the very high water table—as evidenced by the scores of tiny ponds, lakes, canals and water-filled ditches dotting the map.

LEGEND FOR MAPS

	City or Town Name
	Neighborhood, Place, or Area Name
	
	Limited-access Highway with Exit
	Major Thoroughfare
	Other Major Roads
	Train or Metro Line with Station
	River, Water
	Drawbridge
	Tower
	Dock, Pier, Footbridge or Seawall
Neighborhood Types (map pages 10-11)	
	Business District—Primarily and professional buildings
	Commercial District—Stores, malls, and shopping centers
	Industrial District—Light manufacturing and warehouses
	Wealthy Suburb—Primarily single-family homes
	Affluent Suburb—Primarily single-family homes
	Poor Suburb—Houses, duplexes, and townhouses
	Upscale Urban—High-end apartments and condos
	Blue-collar Urban—Primarily low- to mid-rent apartments
	Poor Urban—Low-rent apartments





SCALE: 1 cm = 1.15 km
see Legend on page 9

PUBLIC AND PRIVATE TRANSPORTATION

Residents of and visitors to Miami have just about every mode of transportation at their disposal, save dog sleds and snowmobiles. One looking for a new mode of transport can buy, rent or charter anything from jet skis to airplanes, helicopters to cars to boats, bicycles or even roller blades. There is even the odd hovercraft available for charter at the right price.

Public transportation includes buses as well as two elevated train systems: the Metrorail, which covers most of the city; and the Metromover, a two mile closed track monorail at the heart of the city. The Metrorail service was set to expand in the mid-nineties, although construction

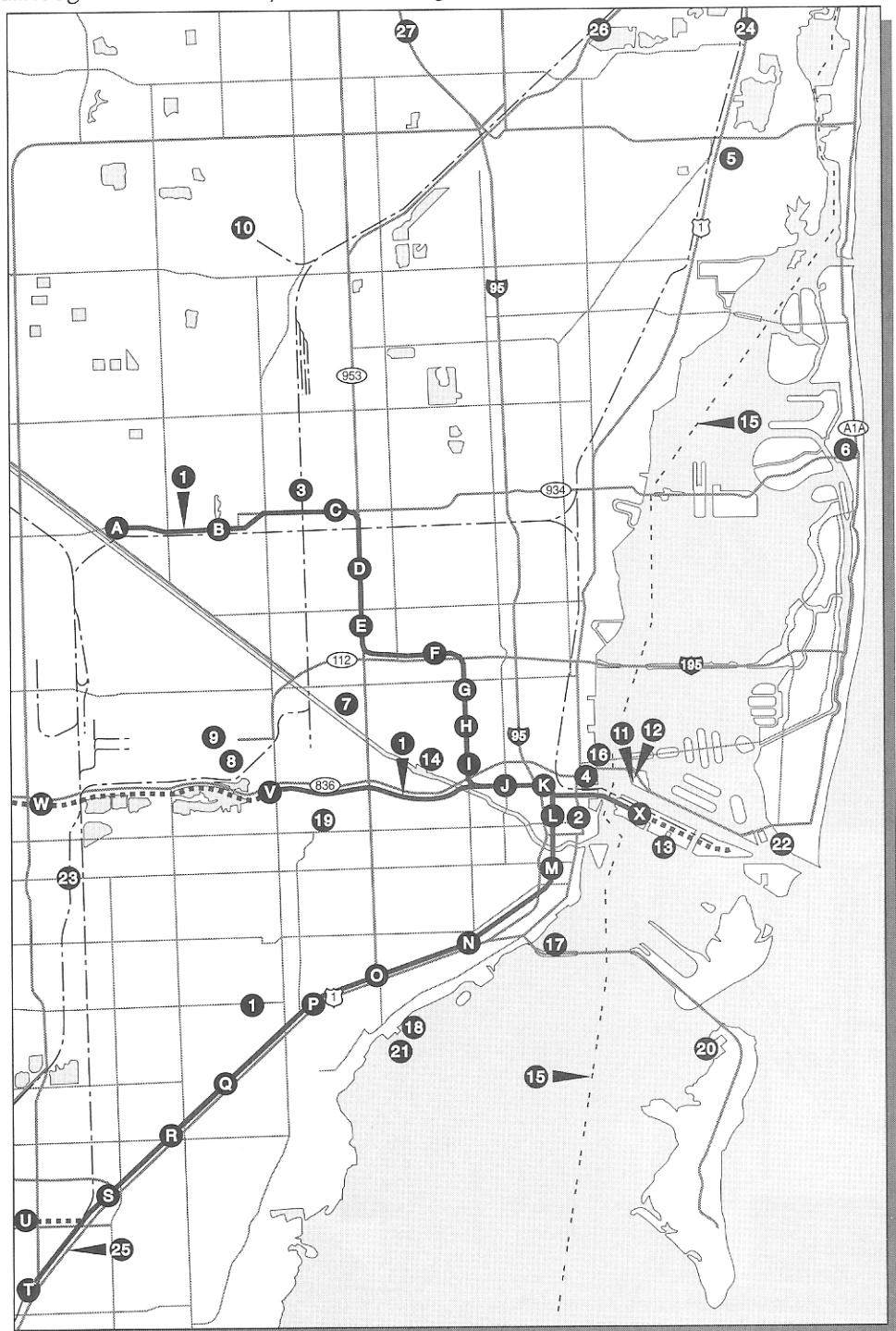
on the final stages is being hampered by fiscal shortfalls and political infighting, as well as increased gang activity in the areas around the construction sites. In addition to these public services, Miami is served by any number of taxi and limo lines. Cab fares are governed by a complex system that amounts to \$4.00 for the first kilometer and \$2.40 for each additional km (that's about \$30.00 from MIA to downtown).

Two airports serve the greater Miami area: Miami International, one of the busiest airports in the U.S.; and the Tamiami Civil Aviation Facility. There are over fifty helipads in the region—most privately owned and main-

On the Map:

1. The Metrorail System. A **C** by a station below indicates that it is under construction, while a strike-through means that the station is closed. The heavy line indicates the route of the track, while dashed lines are sections under construction. Metro trains operate from 6:00am to midnight every day, one train every twelve minutes during peak hours and one every thirty off-peak. Fare is \$3.50.

- A. Metro Center.
- B. Hialeah Park.
- C. Hialeah.
- D. Glenwood Heights.
- E. Lincoln.
- F. Allapatah North.
- G. Allapatah South.
- H. Santa Clara.
- I. Civic Center.
- J. Culmer.
- K. Overtown.
- L. Government Center. Connects with the Metromover system.
- M. Brickell.
- N. Vizcaya.
- O. Coconut Grove.
- P. Douglas Road.
- Q. University.
- R. South Miami.
- S. Dadeland North.
- T. Dadeland South.
- U. Kendall Drive. **C**
- V. Miami International Airport. **C**
- W. Midway. **C**
- X. Port of Miami. **C**



tained, without facilities or aircraft based at them—and even at least two seaplane services.

The Port of Miami, one of the busiest container ship ports in the southeastern U.S., is also the most active cruise ship hub in the world. The Miami area is dotted with private and public marinas, with literally hundreds of locations where one can rent or charter boats.

Finally, for the more conventional traveller, Miami sits at the junction of a number of major highways. The city is the southern terminus of the eastern seaboard's biggest artery, Interstate 95, which heads north from Miami through the coastal cities of Fort Lauderdale and West Palm

Beach, then up through Jacksonville on its way up to Washington D.C., New York, and Boston. I 95 is paralleled by U.S. 1, an older byway that follows largely the same route up the coast, but passes through the hearts of many of eastern Florida's beach towns on the way up, and by Florida's Turnpike, a modern toll highway that crosses the middle of the state through Orlando. Heading west is U.S. 41, the Tamiami Trail, so-named because it links the Miami area with the city of Tampa. Interstate 75 also crosses the Everglades for the western shore, although it hits the metropolitan area a few kilometers north of Miami.

2. *The Metromover System.* A double-loop elevated monorail operating on a nine-stop (including the Government Center Metrorail Station) circuit of downtown Miami. Cars run every five minutes, 6:30am to midnight. Fare is \$1.00.
3. *Amtrak's Main Terminal.* 8303 NW 37th Avenue. Two trains—the Silver Meteor & Silver Star—make the run from Miami to New York daily. Other lines serve cities in Florida, the midwest, and even the West Coast.
4. *Downtown Bus Terminal.* 99 NE 4th Street. Greyhound and Trailways.
5. *North Miami Beach Bus Terminal.* 16250 Biscayne Boulevard. Greyhound and Trailways.
6. *Miami Beach Bus Terminal.* 7101 Harding Avenue. Greyhound and Trailways.
7. *Metro-Dade Transit System Headquarters.* 3300 NW 32nd Avenue. The main bus terminal for the Metro-Dade bus system, which serves most of the city.
8. *Metro-Dade Shuttle.* Airport shuttle from MIA to most parts of Metro-Dade. Runs twenty-four hours a day to and from the major hotels, or to other addresses upon request.
9. *Miami International Airport.*
10. *Opa-Locka Airport.* Owned and used exclusively by Resource Unlimited corporation.
11. *Chalk's International Airlines.* Watson Island. Seaplane service to the Caribbean and Central America. Oldest continuously operating airline in the world.
12. *Cowen's Copters.* 970 MacArthur Causeway (Watson Island). Helicopter charters available by the hour or day. Special services upon request.
13. *Port of Miami.* Major cruise line terminal complete with extensive shopping and a convention center.
14. *Miami River.* No Port of Miami, but a serious shipping center nonetheless. Often dwarfing the narrow waterway, small container ships pass under eleven drawbridges to reach their wharves. Old mattresses, used refrigerators, and stolen bicycles are often seen heaped on tiny Caribbean merchant boats swarming up and down the river.
15. *Intracoastal Waterway.* This nautical highway passes through Biscayne Bay en route from Texas to New York City. Navigable the entire way by small craft and some commercial traffic, it is protected from the open ocean by barrier islands and reefs most of the way.
16. *Boats R Us.* 555 NE 15th Street. Short and long-term rentals available for all classes of pleasure boats. At the foot of the Omni Center and the edge of the Red Zone.
17. *Biscayne Jet Skis.* 2307 Rickenbacker Causeway. Hourly and daily rentals of the latest in jet skis and paraphernalia.
18. *Coconut Grove Cigarette Boats.* 3240 South Bayshore Drive. Rentals by the hour, day, or week.
19. *Underwater Delights.* 3455 Flagler Street, Miami. Scuba gear and accessories rented by the day or week.
20. *Crandon Park Marina.* 400 Crandon Park Boulevard, Key Biscayne. Boat charters available for nearly every size and power of craft from jet skis and sailing dinghies to large pleasure boats. Crews available upon request.
21. *Dinner Key Marina.* 3400 Pan American Drive, Coconut Grove. The area's biggest.
22. *Miami Beach Marina.* 250 Alton Road, Miami Beach. Favorite rendez-vous for pilots with fast boats and those who require their services.
23. *Tamiami Trail.* A two-lane highway named for linking Miami and Tampa. One of two routes crossing the Everglades.
24. *U.S. 1 North.* A major pre-interstate highway, U.S. Route 1 skirts the coast all the way up through Boston. Where it bypasses beach towns, a state route, A1A, often diverges to run through the heart of town—as in Miami Beach.
25. *U.S. 1 South.* Route to the Keys.
26. *I-95 North.* Miami is the southern terminus for this eastern-most north-south interstate.
27. *Florida's Turnpike North.* A toll highway that runs the length of the state, crossing coasts through Orlando.

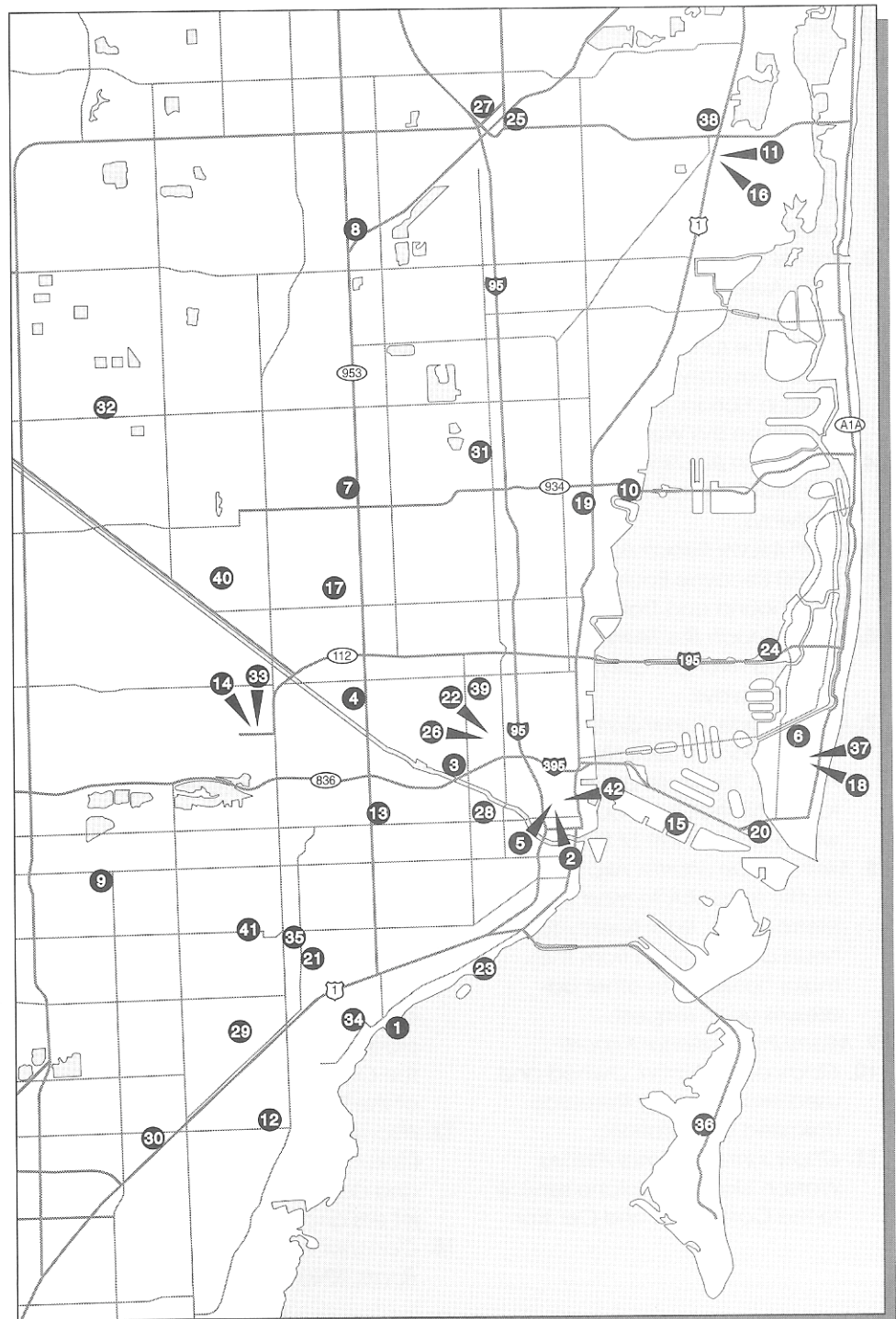
HOSPITALS, POLICE STATIONS, AND GOVERNMENT OFFICES

The map below covers Miami's government offices and emergency services, including police, fire, and medical facilities. All of Metro-Dade's services are drastically overworked, caught between skyrocketing demand for service and diminishing resources. Law enforcement in particular, with a mandate to respond to every emergency call, has lost all ability to patrol, prevent crime, or even pursue reasonable traffic enforcement. Fire fighters are in much the same predicament as their law enforcement colleagues. Personnel are so busy answering all of the emergency calls that sometimes "mi-

nor" emergencies go unchecked, often becoming bigger problems. Fire fighters are also sometimes called under false pretenses to the scenes of crimes by people who dislike or distrust the police department. Hospital staff, especially those in the emergency rooms and trauma centers, are massively overworked. Gunshot wounds and stabbings are so common (and stress levels so high) that the American and allied militaries often send their medical personnel through Miami's inner city hospitals for practical experience in trauma surgery and battlefield medicine. Emergency rooms have sometimes simu-

On the Map:

1. *Miami City Hall/Dade Government Center.* Dinner Key (not an actual island, despite the name), Pan American Drive, Coconut Grove.
2. *Dade County Courthouse/County Jail.* Miami Court & NE 1st Street.
3. *Criminal Justice Building.* Civic Center, 1351 NW 12th Street & NW 13th Avenue.
4. *Family and Juvenile Justice Center.* NW 32nd Street & NW 30th Avenue
5. *Metro-Dade Police Department Headquarters.*
6. *Miami Beach City Hall.* Includes MDPD station.
7. *NW 83rd Street MDPD station.*
8. *Opa-Locka MDPD station.*
9. *Red Road MDPD station.*
10. *NE 79th Street MDPD station.*
11. *North Miami MDPD station.*
12. *Cartagena Plaza MDPD station.*
13. *SW 27th Street MDPD station.*
14. *Miami International Airport MDPD station.*
15. *Port of Miami MDPD station.*
16. *Metro-Dade Justice Center.* 15511 Biscayne Blvd. Elegant and modern Arquitectonica building that includes a drive-through window for paying traffic tickets.
17. *Metro-Dade Police Training Center.* NW 58th Street, Hialeah.
18. *Miami FBI field office.*
19. *U.S. Customs District Headquarters.* 7880 Biscayne Boulevard.



lated battlefield conditions a little too exactly when members of rival gangs have clashed. The hospitals listed below all feature 24-hour emergency rooms and/or trauma centers.

-
- 19. *Immigration and Naturalization Service District Headquarters.*
7880 Biscayne Boulevard.
 - 20. *Coast Guard Station.* Government Cut.
 - 21. *Coral Gables Hospital.*
 - 22. *Jackson Memorial Hospital.*
 - 23. *Mercy Hospital.*
 - 24. *South Shore Hospital & Medical Center.*
 - 25. *Parkway Regional Medical Center.*
 - 26. *Cedars Medical Center.*
 - 27. *Miami General Hospital.*
 - 28. *Victoria Hospital.*
 - 29. *University of Miami Doctor's Hospital.*
 - 30. *South Miami Hospital.*
 - 31. *North Shore Medical Center.*
 - 32. *Palm Springs General Hospital.*
 - 33. *US Postal Service Airport Mail Facility.* Miami International Airport.
 - 34. *USPS Coconut Grove Office.*
3195 Grand Avenue.
 - 35. *USPS Coral Gables Office.* 251 Valencia Avenue.
 - 36. *USPS Key Biscayne Office.* 59 Harbor Drive.
 - 37. *USPS Miami Beach Office.* 1300 Washington Avenue.
 - 38. *USPS North Miami Beach Office.*
16400 West Dixie Highway.
 - 39. *Beckham Hall Correction Center.* NW 28th Street & NW 10th Avenue
 - 40. *Hialeah City Hall.*
 - 41. *Coral Gables City Hall.*
 - 42. *Federal Courthouse and USPS Downtown Miami Office.*

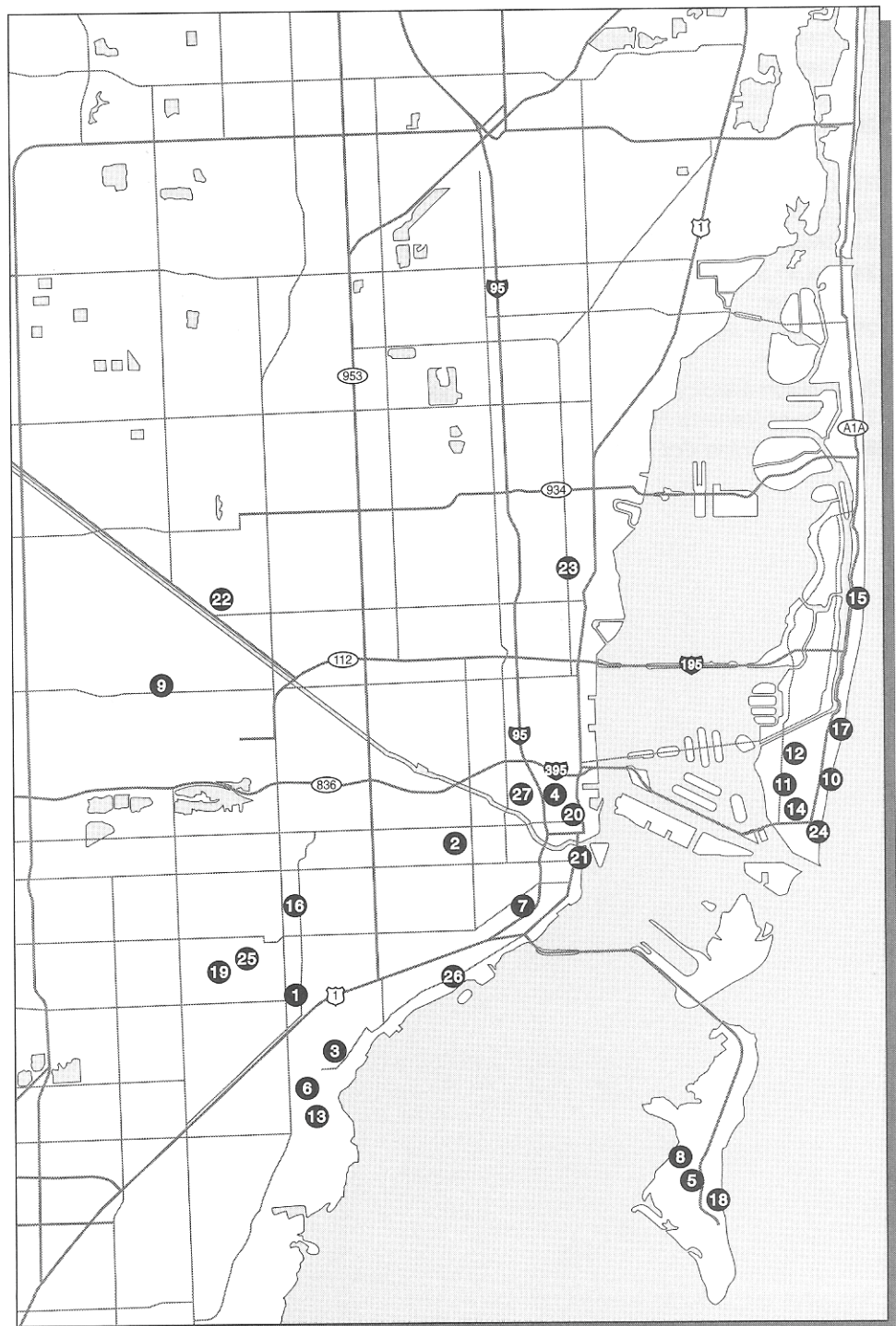
RESTAURANTS, NIGHTSPOTS, AND HOTELS

Hotels, restaurants, and nightclubs almost always go where there is money, which explains why most of the best are spread among Coral Gables, Coconut Grove, Miami Beach, Key Biscayne, and downtown. Restaurants and bars, of course, do abound all over the area, save perhaps the Red Zone. Like any American city, Miami has thousands of fast-food joints, cheap diners, and hole-in-the-wall eateries. Most are unremarkable, but with its broad immigrant base Miami is also home to scores of tiny but excellent ethnic restaurants. Those outside the trendy

areas are often overlooked by tourists and even the vast majority of Miami natives. Such hidden gems are not to be found in the lodging department, though. With the exception of a handful of cheap roadside motels and a few by-the-hour dives, hotels are few and far between in most of Miami's urban sprawl. Along the highways at the edges of town, however, and in those areas catering more to the tourists there are literally hundreds of hotels in every quality and price range. Miami Beach, Coral Gables, and Key Bis-

On the Map:

1. *Dominic's*. Four-star dining in the Ponce de Leon district. Favorite of drug lords and other high-end crooks.
2. *Villanova*. A hole-in-the-wall overlooked by most tourists, this ma and pa operation is known to insiders as the best Cuban cuisine in south Florida.
3. *Mad Mary's*. A sidewalk cafe in Coconut Grove, in vogue among the area's artists and writers. Sixties protest songs and owner Mad Mary's political cause of the day.
4. *Boudreux's*. The very best in Cajun and continental fare by world renowned chef Henri Boudreux and served in an extremely friendly atmosphere. Always a line to get in.
5. *Wrecks*. A Key Biscayne seafood restaurant decorated entirely with things dredged up from the sea. Owned by a reknowned treasure diver who still has his finger on the pulse of the south Florida diving community.
6. *Road Pizza*. Popular pizza joint in Coconut Grove. Over one hundred toppings, some of which could be found on many a roadside. Rattlesnake and alligator are favorites, but pepperoni is still available.
7. *Eat's*. Not particularly creative in name, but one of the most elegant and expensive



cayne in particular are home to dozens of very upscale hotels of every description.

Miami Beach and Coconut Grove both have thriving night scenes, supporting dozens of clubs and discos. Miami Beach is perhaps second only to Paris as a gathering place for international fashion models (and those aspiring to that title), and the night spots along Collins and in South Beach

tend to the hip and glamorous. Coconut Grove is only a little more understated, affecting an avant-garde image and drawing an artsy crowd. Both, of course, are popular with the tourists, and draw tens of thousands of south Florida natives every evening.

- restaurants in the area. Consistently at or near the top of *Miami Today's* best restaurant list. Fine food and wine, comfortable atmosphere, and impeccable service.
8. *The Blue Hound*. A cozy English pub on Key Biscayne, serving only English and Irish beers on tap. Large, regular, and loyal following—newcomers are spotted right away.
 9. *Rivets & Rust*. A favorite bar of many Miami International Airport workers, especially the mechanics, who love the decor of airplane parts, nostalgic yellowing photographs, and a Rolls Royce Merlin engine.
 10. *Browbeat*. The place to see and be seen among the rich and hip in south Beach. Home base for the model crowd.
 11. *The Shank*. Another of south Beach's hip nightspots. Admittance by password only—if you don't know, you obviously aren't connected. Don't miss Queen Bicep, Miami's hippest and most colorful bouncer.
 12. *Sonny's*. A small but hip dance club founded by the now famous M-D vice detective.
 13. *The Glove*. Fave Coconut Grove nightclub featuring a nightly revue of Michael Jackson impersonators. Over the top and very much tongue in cheek.
 14. *The Psychedelic Hippopotamus*. The Hippo is one of the most visited nightclubs in SoBe—huge, but always sporting lines around the block. A youthful clientele dances to Miami's top deejays and bands.
 15. *Fontainebleau Hilltop*. Grandest of the beach resort hotels, with over 1200 rooms and suites. Convention center, huge pool area, and great views from expensive penthouse suites.
 16. *Hyatt Regency Coral Gable*. Next to the Fontainebleau, the best known hotel in Miami. Combines Mediterranean motifs and sunshine, with American service and everything the guest could want.
 17. *The Raleigh*. A powder blue Art Deco delight on the waterfront. Large rooms, good, discrete service. Excellent Caribbean restaurant on the ground floor.
 18. *The Windsor*. A small hotel on Key Biscayne consisting of fifteen condominium townhouses, each staffed with a butler and cook. Every conceivable amenity is included or available. Very expensive.
 19. *The Biltmore*. Expansive, expensive Coral Gables Hotel dating to 1925 and thoroughly refurbished in the '80s. Features golf course, huge pool.
 20. *Upwind*. Authentic Jamaican food in open-air dining room. Live Reggae on weekends, pretty quiet at other times.
 21. *Telegraph Road*. Friendly bar and grill dating back to Miami's inception—a speakeasy during Prohibition. Sandwiches and drinks.
 22. *Joy Boyz*. Urban dance club, gangster and wanna-be hangout. Fights every weekend, but strict security keeps the gunplay outside.
 23. *Caribbean Market*. Colorful open-air Haitian market. The place for authentic ingredients, or Caribbean lunch from street vendors.
 24. *Westwind*. Art Deco hotel that missed the renovation frenzy of the '80s. Cheap rooms—don't mind the roaches.
 25. *Hotel Place St Michel*. 28-room Art Nouveau low-rise, built in 1926. Louvered doors and ceiling fans. Intimate, stylish, expensive. Great Continental-cuisine restaurant.
 26. *Bay View*. Arquitectonica-designed modern tower along Biscayne Bay. Great views.
 27. *Smallville*. Small and busy bar, favorite of off-duty cops. Traditional jukebox, good burgers.

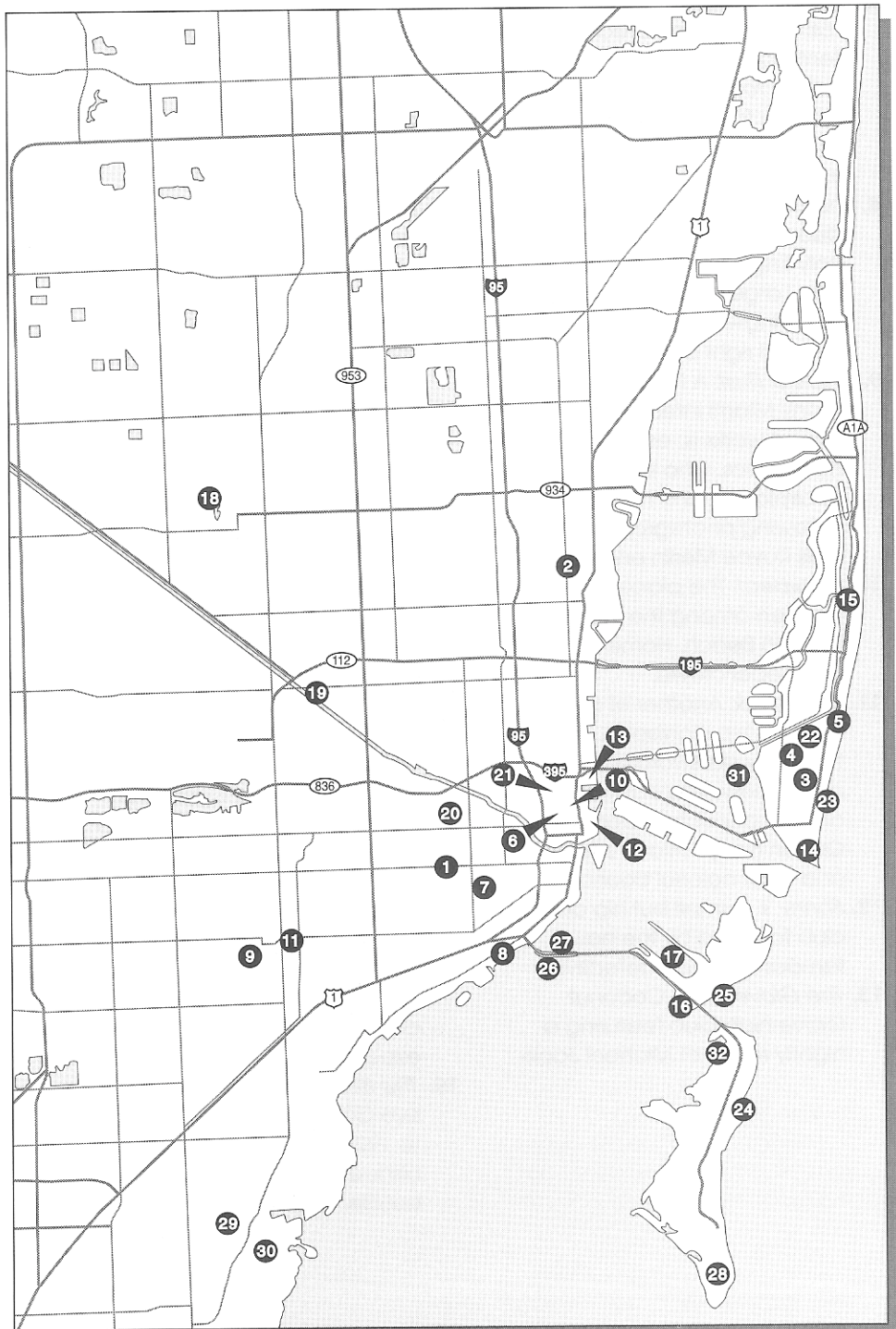
CULTURAL SITES AND TOURIST ATTRACTIONS

Regardless of taste, there is always something—indoors or out—to do in Miami. For those who love sports, there is professional football, basketball, baseball, soccer, even Jai-Alai, a game imported from the Basque region of Spain where the “pelotas” (Jai-Alai balls) can travel up to 270 kph. A cricket league also plays every Sunday for those who want a slower pace of game. Hialeah boasts a large racecourse for those who love the sport of kings—and betting on it.

For those who wish to relax on a beach, there are Miami Beach, Crandon Park, and Bill Baggs Cape Florida State

Recreation Area. Here, water sports abound—sailing, waterskiing, scuba diving, fishing, jetskiing, and simply swimming. For those who just like to watch, there’s plenty to see in SoBe, thanks to the liberal clothing policies on the long sandy beach that fronts the Art Deco District. The Miami Seaquarium on Virginia Key is a good place to go to observe other water life without getting wet... much. The Miami Arena, Orange Bowl, and the Marine Stadium all double as concert halls where the biggest stars in the world come to perform in front of thousands. If the beaches and rock concerts don’t provide a large enough crowd,

1. *Calle Ocho.* The alter ego of SW Eighth Street, center of Miami’s largest festival (Calle Ocho), and heart of Cuban-American culture in Miami.
2. *Little Haiti.* Busy neighborhood with brightly-colored buildings and lots of hole-in-the-wall shops and eateries. Heart of Miami’s large Haitian population.
3. *Art Deco District.* The youngest federally protected historic district in the nation. Although the colors have faded since the areas renovation in the early 1980s, it is still an area favored by many tourists and Miami natives alike.
4. *Lincoln Road Arts District.* Eight blocks of SoBe’s Lincoln Road closed to vehicles. Street and boutique shopping for the rich and not-so-rich. The Miami City Ballet can be viewed in their rehearsal quarters.
5. *Bass Museum of Art.* Good collection of Renaissance, Rococo and Modern Art.
6. *Metro-Dade Cultural Center.* Neo-Mediterranean home of the Miami-Dade Public Library, Historical Museum of Southern Florida, and the Center for Fine Arts. An Italian hill town piazza in downtown Miami.
7. *Cuban Museum of Art and Culture.* Cuban and Hispanic art.
8. *Villa Vizcaya.* An historic seventy-room waterfront



The Miami Sourcebook

there is always the Calle Ocho Festival, Miami's answer to Mardi Gras, where millions pour onto the streets at one time in a spirit of joy and multicultural celebration. Miami also has museums, theatres, ballet companies and libraries for those who enjoy more cerebral forms of recreation.

Miami, despite all of the problems with the worldwide depression, has managed to keep several of its fertile shopping districts alive. The Miracle Mile in Coral Gables is perhaps the most famous of these. There are also many upmarket boutiques among the nightclubs, restaurants,

and coffee houses of Coconut Grove. Hidden among the backstreets of Little Havana and Little Haiti are more ethnic boutiques that many tourists miss. These afford the adventurous another view of Miami and all of its many hidden delights.

- mansion modeled after a sixteenth century Italian villa. Filled with priceless antiques and works of art, with incredible formal gardens.
9. *Venetian Pool*. A large, beautiful pool, highlighted by fountains and waterfalls and listed in the National Register of Historic Places. The 800,000 gallons of spring water are drained and replaced each night.
 10. *Freedom Tower*. Once the tallest building in Miami and headquarters of the defunct Miami News. Also a famous processing center for Cuban refugees. No longer toured, but a regular sight along the tour boat circuit.
 11. *Miracle Mile*. Historic Miami shopping Mecca located in the heart of Coral Gables.
 12. *Bayfront Park and Marketplace*. Waterfront park with large amphitheater and memorials to Christopher Columbus and the Challenger astronauts. Site of attempted FDR assassination. Home base for *Heritage of Miami II* touring sailboat and *Miami Sights* motor tour of the city. Next door is Bayfront Marketplace, a trendy collection of upmarket boutiques and restaurants.
 13. *Bicentennial Park*. Home each year to the Miami Grand Prix.
 14. *South Pointe Park*. Street performers and free concerts, plus fishing at the mouth of Govern-ment Cut as huge freighters and liners roll past. Safe, but in a bad neighborhood.
 15. *River Queen Sightseeing*. 4525 Collins Avenue. A Mississippi-style paddle-wheeler makes three daily tours of Indian Creek and Biscayne Bay.
 16. *Miami Seaquarium*. A major sea-life attraction, home to the world's most famous dolphin, Flipper, and 5-ton Lolita, a performing killer whale. Consistently one of the city's most visited landmarks.
 17. *Miami Marine Stadium*. 6,500 stadium seats and room for thousands of boat-borne spectators. A venue for everything from hydroplane races to wrestling matches to rock concerts.
 18. *Hialeah Racetrack*. Still one of the main attractions in all of Metro-Dade. The rich fly in from around the country for the big races, but day to day, it's a great place to spend an afternoon in the sun sipping cocktails.
 19. *Miami Jai-Alai Fronton*. The world's fastest game in the world's fastest city. Season runs from November to September.
 20. *Orange Bowl*. Home to the University of Miami Hurricanes, and lots of other events. Seats 74,000. The Miami Dolphins play at Joe Robbie Stadium, in Carol City just off the top of the map.
 21. *Miami Arena*. Home of the Miami Heat, 1995 and 1997 NBA champs.
 22. *Miami Beach Convention Center*. Over 100,000 square meters of exhibition space.
 23. *Miami Beach/Lummus Park*. Gaudy, crowded, and loud. Boom-boxes blare and tops are optional. The hip beach.
 24. *Crandon Park Beach*. Peaceful and near-empty for Key Biscayne natives and those who can afford the \$25 Rickenbacker Causeway toll.
 25. *Virginia Key Beach*. Popular family beach.
 26. *Windsurfer Beach*. Good winds and calm waters. Several rental stands nearby.
 27. *Jet Ski Beach*. Jet skis are banned throughout Biscayne Bay, except at this beach.
 28. *Bill Baggs State Recreation Area*. Lush tropical park, beautiful empty beach. The favorite escape of those in the know, who can front the \$25 causeway toll.
 29. *Parrot Jungle*. 1,100 exotic birds (many of which fly free and occasionally visit surrounding neighborhoods), in a lush tropical park.
 30. *Fairchild Tropical Garden*. Large and lush tropical botanical park.
 31. *Flagler Monument*. Obelisk on tiny bay island memorializes railroad tycoon who co-founded Miami.
 32. *Wave Maker Tours*. Custom tours of Miami's waters in high performance speedboats.

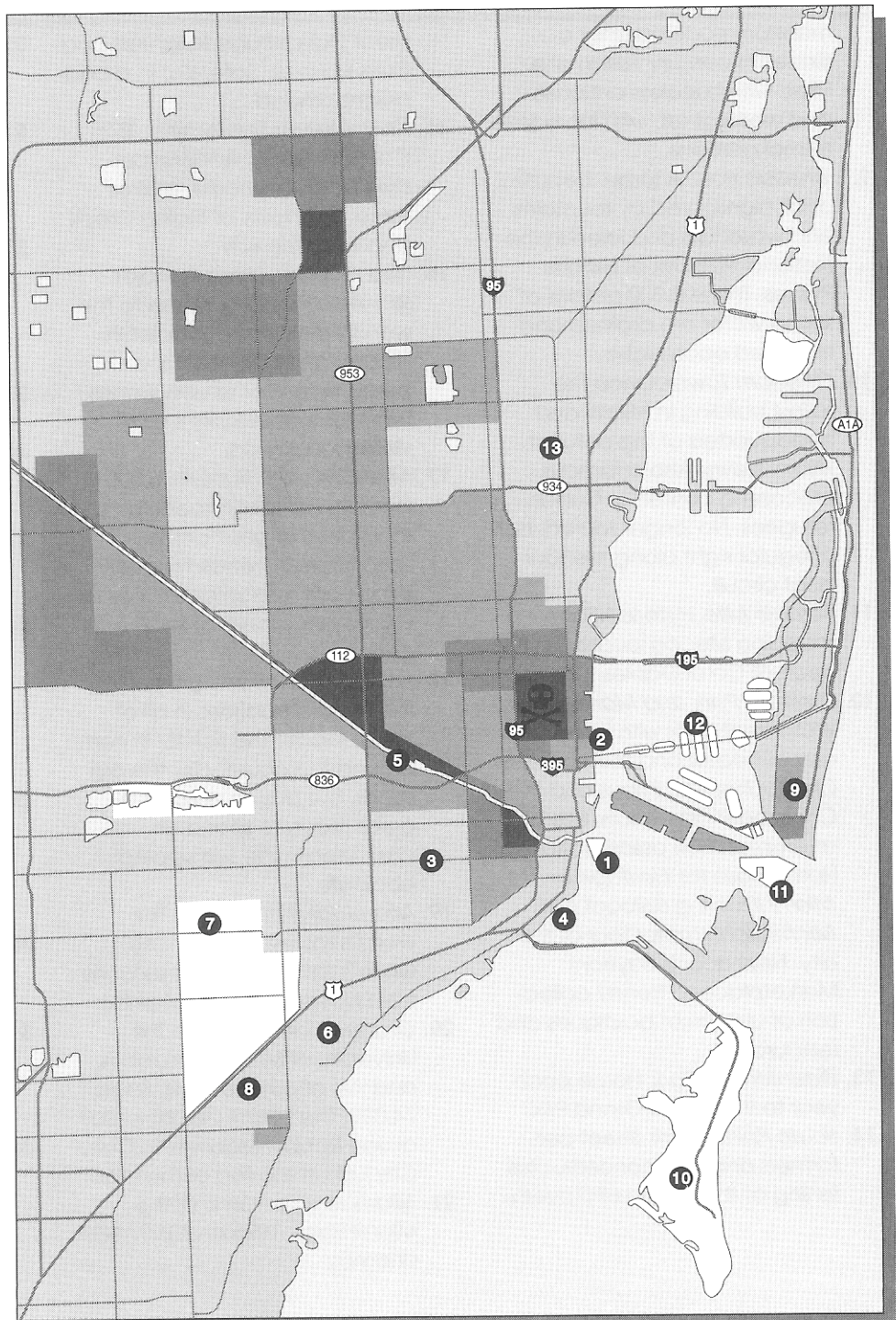
CRIME LEVELS AND PLACES TO LIVE

Miami's reputation for crime is not disingenuous. Violence is a real problem throughout the city, from the extremely dangerous Red Zone to the farthest reaches of suburban Kendall and North Miami Beach. While, as in every American city, crime levels generally drop in more affluent areas, even the protected communities of Coral Gables and the bay islands are not immune from car theft, burglaries, and the occasional shooting. Elsewhere in the city, robberies, muggings, rape and murder are an increasing threat, and no-one is totally safe from becoming a targeted victim or just a random bystander.

The map below lists a dozen or so neighborhoods that are popular living spots for BlackEagle operatives. Safer neighborhoods are desirable to anyone who can afford them, and B/E ops are no different in this regard, but operatives can generally fend for themselves, and many have other priorities. Most operatives' incomes put them in an affluent bracket, and that gives them lots of options—so the trendy and vibrant neighborhoods draw many. Others look for a spot convenient to the office and downtown, while still others like to stay close to the beach, any of Miami's many golf courses, or even a waterfront mooring

On the Map:

1. *Grove Isle*. A small protected community of condominiums on a bay island just a hundred meters or so from downtown. Not cheap, but very well-placed. There's a one-year waiting list for vacancies.
2. *The Omni*. Once an expensive condo/shopping complex, the Omni now suffers from its proximity to the Red Zone. Still not a bad place, and convenient to downtown.
3. *Calle Ocho*. Although most apartments are far from remarkable, the Little Havana neighborhood is vibrant and convenient to the Johnson Tower.
4. *Brickell Avenue*. Half a dozen BlackEagle operatives live in this strip of expensive, trendy bayside condos. Vacancies are uncommon, especially in the two landmark Arquitectonica buildings.
5. *The Miami River*. Two or three of BlackEagle Miami's operatives live on boats, and one of them keeps a slip on the Miami River. While it isn't the safest place to keep an expensive vehicle, it is cheap and close to the action, and if need be one can drive the house to work. There are scores of other marinas a boat-bound operative can choose from in the area.
6. *Coconut Grove*. Rentals are rare, but operatives who



for their boats. The examples on this map, of course, are simply representational—there are thousands of condos, apartments, houses, townhouses and duplexes all over the area, and a diligent operative can find something to fit his or her lifestyle in almost any section of the city. In addition to these potential homes, the map also charts the relative safety of Miami's neighborhoods. The legend, at right, lists typical 911 response times for daylight and nighttime calls, as well as calls during peak periods (Friday and Saturday nights, New Year's Eve and Mischief Night, periods of civil disturbance, etc.). Times of course can vary well beyond those guidelines.

intend to stay in Miami for the long haul—like Joanne Mallory—occasionally look to put down roots in this expensive and pleasant neighborhood.

7. *Coral Gables North*. Though no Coconut Grove, the beautiful houses at this end of Coral Gables are expensive. Rentals are uncommon but not unheard of.
8. *Coral Gables South*. A little less convenient to downtown than the nearer end of Coral Gables, the southern half features cheaper properties and more plentiful rentals. Not as spacious as the northern half, but still a good neighborhood. Several Miami operatives live in Coral Gables, most towards the southern end.
9. *South Beach*. Not a very secure neighborhood, but full of life and style. Half a dozen ops live in South Beach, some in the older apartments between Euclid and Washington, and some in the towering condos along Biscayne Bay.
10. *Key Biscayne*. An expensive but safe and friendly neighborhood. A handful of BlackEagle employees call The Village home, including the legendary Laenna O'Donnell and Raleigh's secretary Brenda. Houses are expensive, but the condos are affordable on an operatives'

earnings. A \$500 annual fee waives the Rickenbacker toll for residents.

11. *Fisher Island*. The isolation makes this a little inconvenient for most operatives (there's no bridge to the island, just a ferry)—but for those owning boats, the commute is fairly short.
12. *Venetia*. Although physically close to downtown, the closed bridge to the mainland requires a commute through Miami Beach. Nevertheless, Senior Cell Leader Raleigh Tykes calls the protected and beautiful Venetian Islands home. It's not a cheap place to live (although there are a few more affordable condos), but it is a lot less expensive than most of the other ritzy bay islands.
13. *El Portal*. Not very flashy, but a solid neighborhood for operatives seeking affordable suburban living.

CRIME LEVELS

Daylight crime is very unusual, and one can generally walk about at night without fear.

911 response times
 Day: 1-5 min (1d10/2).
 Night: 2-10 min (2d10/2).
 Peak: 2-20 min (2d10).

Violent crime is unusual, except for occasional actions between rival gangs or drug dealers. Non-violent crime (burglaries, car theft, etc.) is not quite as rare. Generally safe during the day, and in well-lit areas at night.

911 response times
 Day: 2-10 min (2d10/2).
 Night: 3-30 min (3d10).
 Peak: 12 min to 2 hrs (3d10 x 4 min).

Violent crime is not rare, nor are theft and burglary. No problem for the streetwise during the day, but not a place to waste time at night.

911 response times
 Day: 3-30 min (3d10).
 Night: 8-80 min (4d10 x 2).
 Peak: 24 min to 4 hrs (3d10 x 8 min).

Violent crime is a problem. Keep the car doors locked even during daylight, and avoid the area at night.

911 response times
 Day: 4-40 min (4d10).
 Night: 12 min to 2 hrs (3d10 x 4 min).
 Peak: 36 min to 6 hrs (3d10 x 6 min).

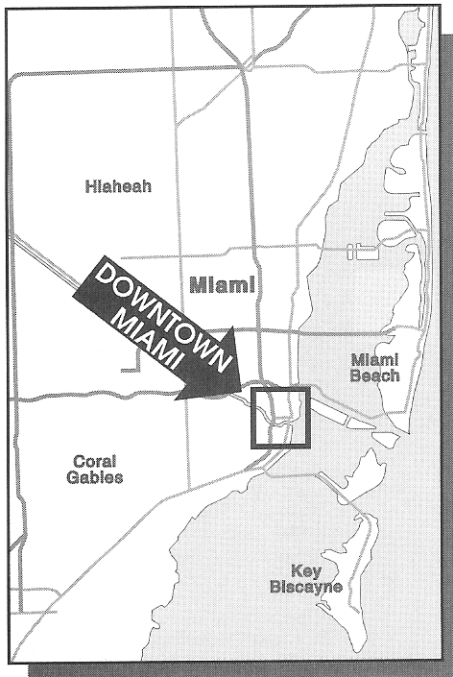
A very bad neighborhood. Avoid it during the day, and if you have to cross it at night, don't stop at any red lights that still happen to be working.

911 response times
 Day: 8 to 80 min (4d10 x 2).
 Night: 24 min to 4 hrs (3d10 x 8 min).
 Peak: 36 min to 6 hrs (3d10 x 6 min).

The Red Zone. Worst of the worst. Avoid it at all times. Police and emergency services simply do not enter the Red Zone at night.

911 response times
 Day: 8 to 80 min (4d10 x 2).
 Night: Within an hour after dawn, usually.
 Peak: Within three hours after dawn, usually.

DOWNTOWN MIAMI



Downtown Miami is where all parts of the city come together, if not always peacefully. The area surrounding the Miami Avenue/Flagler Street intersection, long considered the heart of downtown, is one of the most active areas of the whole city, not just in its street culture, but also the more secretive world of big business deals and high finance. Most of the legitimate deals (and a lot of the illegal ones as well) go on in the tall but often near-empty postmodern office buildings that carve out the upper edges of the Miami skyline. In the less antiseptic world of the streets below, a new breed of homeless wander about, sometimes wearing the tattered remains of designer suits. All around them are the street vendors who hawk their wares to passersby in Spanish, Creole, English, and sometimes even in Hebrew.

This intersection that marks the heart of the city essentially divides all of the downtown streets and avenues into quadrants reflected in their names: Northeast, Northwest, Southeast, and Southwest. The streets run east/west, and rise in number going north as they also rise in number going south (i.e. Flagler Street is flanked by NE/NW and SE/SW First Streets). Avenues numbers work much the same way, running north/south and increasing in number (from First Avenue on) to the east as well as the west of Miami Avenue. This grid system would have worked quite nicely had some of the various municipalities not settled on their own separate numbering systems. Hialeah and Miami Beach are particular offenders who only add to the overall confusion of the now unified Metro-Dade road system.

On Flagler Street, directly across from the Dade County Courthouse (see the sidebar) close to the heart of the city, is the Metro-Dade Cultural Center (est. 1983), one of the remaining gems of Miami. It is a modern, well-maintained Mediterranean style building with rounded arches, pale walls and a red tiled roof. Its central courtyard is still a peaceful place in the daytime to sit and read one of the books from the public library housed in the Center. There are also two museums in the Center: the Historical Museum of Southern Florida and the Center for the Arts. Security is incredibly tight, even for Miami, to guard against the ring of art forgers who have been plaguing Miami for the past few years.

Points of Interest:

Dade County Courthouse

The Dade County Courthouse on Flagler Street is one of the old city landmarks. It was built between 1925 and 1928, and at the time it was the tallest building in the south at 360 feet. It no longer dominates the skyline as it once did, but it is still distinctive with its ziggurat stepped roof that is taken over every winter by migrating turkey buzzards.

Back when the building was first completed the top ten floors were used as a jail and prisoners were sometimes hanged from gallows erected in the north courtyard. Now the top ten are used exclusively to house Miami's death row inmates. The bottom two floors of this section are filled with a dizzying maze of security procedures. Clearing all of these security measures can often take up a whole hour, even when everything is running smoothly. All those entering the upper floors are searched thoroughly for any contraband. It is the manual checks that take up most of the time. Reporters have joked that it is easier to get an interview with the president of the United States than with a death row inmate in this prison.

The Long Hot Summer

The first in a wave of riots that rocked Miami in the mid to late nineties happened in June of 1995, after the Miami Heat won its first-ever NBA title. The mood was good at first—a wave of good cheer spread out from the Miami Arena in Overtown Park West—but then fights began to break out between local gangs. After skinheads and ethnic gangs started shooting at each other, police intervention suddenly turned violent as well. The rioting escalated into what is a now legendary disaster in Miami's history—The Long Hot Summer. Miami has yet to recover.

A few blocks east of the courthouse and museums is "The Boulevard," as natives call Biscayne Boulevard, the stretch of U.S. Route 1 that runs through northern downtown Miami. It was once a prosperous bayfront street lined with palm trees, but most of those were burned up in the riots of 1995. It is now littered with human refuse—drug dealers, prostitutes, and hustlers. South of the Miami River, where Biscayne Boulevard becomes Brickell Avenue, the conditions are better.

Brickell Avenue is the center of most of Miami's financial district. In fact it is commonly referred to as "Banker's Row," because it has the highest concentration of banks in the United States. Few of the financial institutions are indigenous to Miami or Florida, however. Most are American branches of South American or Caribbean banks, and many are rumored to be favorites of money launderers.

The forty-seven story CenTrust Tower is one of the buildings in the Brickell Avenue area. Designed by I.M. Pei, it is the second tallest building in Miami (the tallest, fifty-five-story Southeast Financial Center, is just a few blocks away). One of the three-tiered building's (seen on the back right side of the Johnson Tower illustration on page 48) most recognizable features can only be seen at night, when it is floodlit with different colors. On holidays, it takes on the colors of the time—green for St. Patrick's Day, Red and White and Blue for Independence Day. At Christmas, the office lights are programmed through a central computer to make a pattern of falling snowflakes.

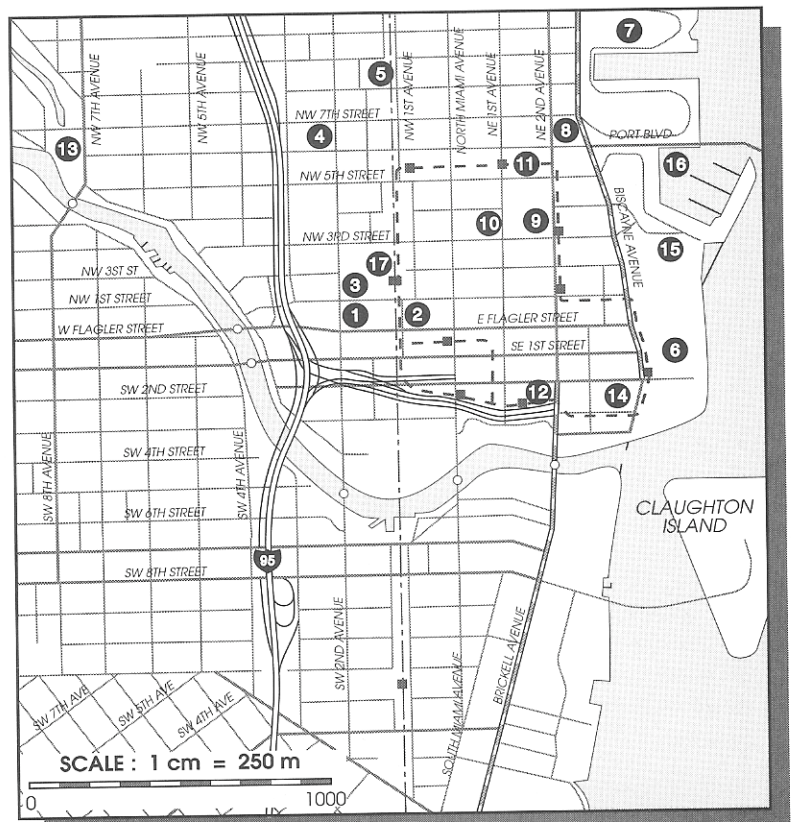
The common area sandwiched between Biscayne Boulevard and the bay is known as Bayfront Park. The park is quite large, stretching from the north bank of the Miami River to Port Boulevard, the landward access to the Port of Miami. At the southern end of the park by the river, there is a memorial to the Challenger Space Shuttle astronauts near the very spot where an assassin tried to kill president-elect Franklin Delano Roosevelt in 1933 (the assassin missed, but mortally wounded Chicago mayor, Anton Cermak). On the east side, there is a statue of Christopher Columbus and an amphitheater which has concerts and festivals and nightly laser shows. Just below Port Boulevard is the City Yacht Basin, a large marina where many of the inhabitants of Brickell Avenue moor their boats. Police try to keep the area vagrant-free, but there are usually a few mingling with the bankers and financial high rollers who often take their lunches down to the water's edge.

Immediately north of Bayside Park and Port Boulevard is Bicentennial Park, which on the last week of February is the site of the Miami Grand Prix for GTP (Grand Touring Prototype) sports cars. 80,000 spectators watch each year as cars race around the 1.87 mile circuit, which actually includes the part of Biscayne Boulevard between Port Boulevard and the MacArthur Causeway.

A few blocks west of Bicentennial Park is the Miami Arena, home of the Miami Heat, the city's basketball team. The area surrounding the arena was nearly destroyed in the same 1995 riots that wrecked much of Biscayne Boulevard. In 1988, the city government began to redevelop that part of downtown (called Overtown-Park West) in hopes

On the Map:

1. Metro-Dade Cultural Center
2. Dade County Courthouse
3. Metro-Dade Government Center
4. Overtown Park West
5. Miami Arena
6. Bayfront Park
7. Bicentennial Park
(site of the Grand Prix)
8. Freedom Tower
9. Miami-Dade Community College
Wolfson Campus
10. United States Post Office and
Federal Courthouse
11. Metromover
12. CenTrust Tower
(100 SE 1st Street)
13. Johnson Tower
(Northwest 7th & 7th)
14. Southeast Financial Center
(200 South Biscayne Boulevard)
15. Bayside Marketplace
16. City Yacht Basin
17. Government Center Station
Connects Metromover with
Metrorail.



of attracting suburbanites back to the city. The project was succeeding when the first wave of riots nearly levelled the neighborhood. Many damaged buildings were rebuilt, but no one came back. Some of the area now falls within the turf controlled by the Red Zone's Tabasco Cats (see Chapter 5), a large street gang which operates here with greater impunity than the Metro-Dade Police Department. The area is best avoided, though not so perilous as the Red Zone, Liberty City, or Opa-Locka.

A few blocks north of Bicentennial Park is the Freedom Tower, built in 1925, once home to the Miami News, a respected but now defunct Miami daily. The building was a processing center for Cuban immigrants in the first mass exodus of the 1960s, which is why it is commonly referred to as Miami's Statue of Liberty. Freedom Tower was abandoned for a long time, but was refurbished by Saudi Arabian businessmen in the late 1980s and is now an upscale office building. Unlike all of the other major office buildings in Miami, the Freedom Tower is filled to capacity. Word on the street is that somewhere within, the old presses are literally making money.

Two blocks west is the Miami-Dade Community College's Wolfson Campus, the largest community college in the United States. It is home each year to the Miami International Book Fair, a yearly festival that still attracts bookworms from all around the world as well as rare book dealers, con artists, forgers, pick pockets, and other all-purpose criminals. West of MDCC Wolfson is the courthouse where Manuel Noriega awaited trial after his capture in 1990.

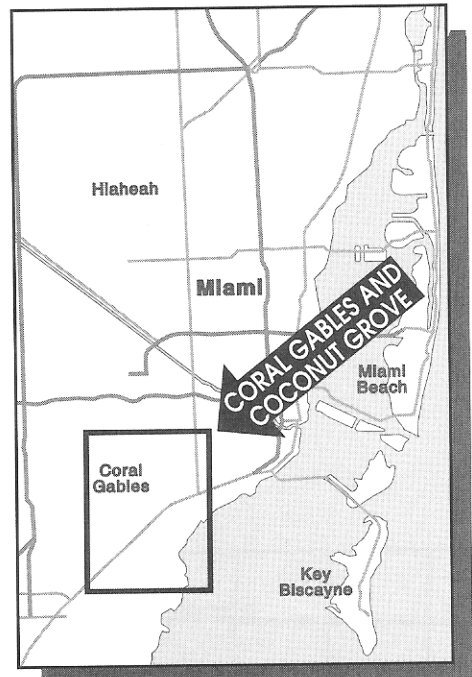
Coral Gables, southwest of downtown, is one of Miami's more stylish middle-class communities. It is also home to big businesses as well as the University of Miami. Most people come for the charm and beauty of the neighborhood. Neo-Mediterranean designs fill much of its residential and commercial landscape. Red tiled roofs and white stucco walls abound. People stay, however, because of the area's relative safety. Coral Gables is one of Miami's safest areas, largely because of its ultra-aggressive neighborhood watch program (see sidebar).

George Merrick, the original developer who transformed his citrus and avocado plantation into his own version of the French and Italian Rivas, also experimented with other architectural themes in several micro-neighborhoods within Coral Gables. There is the Chinese Village of six or seven houses (Riviera Drive and Menendez Avenue) inspired by pagodas, and a similarly sized Dutch South African Village (LeJeune and Maya Streets) inspired by 17th century Dutch colonial farmhouses. There are also French city, country, and Normandy villages within the limits of Coral Gables.

The Coral Gables Citizens Association was the driving force behind the aggressive and well-equipped neighborhood watch program that brought peace to the streets in the late 1990s. All homeowners are encouraged to participate in some capacity—many do. Some volunteers patrol. Others dispatch the patrol teams to reported disturbances. Most just contribute money or equipment each year, like surveillance cameras or C.B. radios.

The Coral Gables Citizens Association also runs a rigid and mandatory recycling campaign which they enforce with their Citizen Patrol, a paid force of uniformed "meter maids." The "meter maids" patrol all commercial and most residential areas of Coral Gables on three-wheeled motorcycles. They hand out fines on all manner of minor infractions. They also have the power to directly call for police backup when needed. The C.P. was so successful that it actually turned a profit in 1997 and 1998 through the fines it doled out.

C.P. profits are supposed to go to the Citizens Association, which then redistributes the funds amongst its other projects, but recently much of the revenue has been funneled into special projects run by the Chamber of Commerce (headquartered in a red tiled building at the corner of Aragon and Galiano) to attract businesses to Coral Gables commercial developments.



Points of Interest:

Little Cartagena

Little Cartagena is on the border of Coral Gables and Coconut Grove. A Colombian community that grew up around Cartagena Plaza at the convergence of LeJeune, Sunset, Cocoplum, and Old Cutler Roads, it attracted 30,000 immigrants, after the outbreak of the Colombian Civil War in 1995.

Trans-Gulf Airlift

The Trans-Gulf Airlift was a United Nations brokered deal of 1995, where several hundred thousand Colombian refugees were released from FARC-held territory on condition they be given the option of leaving the country. Nearly 100,000 people took this option, 30,000 of whom landed in Miami, in Coconut Grove, to be exact, as the guests of the Tiberius Foundation in a large specially-built tent city.

In the ranks of these refugees were a few hundred FARC agents of every level. Some set up political action operations. Others organized a drug distribution ring. A few just melted into the community to exert their influence in subtler ways. Crime rose in the area so dramatically it forced the residents of the upscale Coral Gables to enlarge their neighborhood watch to its current twenty-four hour, seven day a week schedule.

coral gables and coconut grove

Several industry giants such as IBM, Texaco, the Latin American division of American Express, and Resource Unlimited have long made their homes in the commercial districts of Coral Gables. Other companies have only recently moved their operating headquarters or Miami offices to Coral Gables to escape the crime of downtown Miami. The in-house security forces of all these corporations usually work in conjunction not only with the MDPD but also with the Coral Gables Neighborhood Watch, to provide more effective mutual coverage.

The best shopping district of Miami is said by many to be the Miracle Mile. These four blocks of Coral Way between Douglas and LeJeune Roads are jammed with fashion boutiques, book stores, specialty shops, and all other manner of retail outfits. At the center is the Miracle Center, a three story shopping extravaganza with an Olympic-sized swimming pool on the roof.

Coconut Grove, a neighborhood to the east of Coral Gables that is actually part of Miami proper, is much like New York City's Greenwich Village or the French Quarter in New Orleans—stylish, popular, and full of contradictions.

The real estate is some of the richest in Miami, and yet the area has essentially become one of the largest open air drug markets in the city. The wealth has done nothing to keep the drugs off the streets, and away from the nightclubs, and the all-night restaurants.

Despite the drugs, Coconut Grove is still home to a thriving artistic community of writers, musicians, painters, and sculptors. People still come out to see their shows or readings, and to get their thrills from the mostly perceived danger. In fact, many of the movers and dealers are quite cultured. Several act as patrons to many of the talented yet struggling artists whose works can be seen in the boutiques and art shops that dot the area around Commodore Plaza, Coconut Grove's cultural and culinary center.

The yacht clubs in Coconut Grove are great cultural centers also. The oldest and most prestigious is the Biscayne Bay Yacht Club, founded in 1887 by Ralph Munroe (other members once included Andrew Carnegie and Ernest Hemingway). Unfortunately there are only 250 memberships available at that exclusive club, so the general public must choose between the dozens of more mundane marinas—like Dinner Key, lo-



cated next to the Miami City Hall, which is Miami's largest with 575 slips—to charter water transport or moor their boats.

A little way north from the seat of the Metro-Dade government is the jewel of all Miami mansions, the Vizcaya (Italian for "elevated place"). The seventy-room renaissance-style waterfront mansion has now been turned into a museum filled with works of art from the Renaissance to the Pre-Raphaelite period. The security is fairly tight, but difficult to maintain as there is easy access from both land and water. In fact, in 1998 a BlackEagle cell was hired to recover two works of art that had been replaced with forgeries.

Unfortunately, it is easier for the underaged in Coconut Grove to buy crack or heroin than a six pack of beer. Marijuana is so prevalent that the Coconut Grove dealers don't even bother to advertise it as they hawk their wares on the streets. In some parts of Coconut Grove, drug dealers also sell black-market AZT and other more controversial (and hard to get) treatments for the AIDS virus.

Coconut Grove is the place where the wealthy can go to buy their drugs with little worry of being attacked, robbed, or killed. The great irony is that the area is safe, not in spite of the drugs, but because of them. Safety is the primary reason that dealers can demand and receive two to three times what they can charge in Opa-Locka, Hialeah, and other more dangerous areas of Miami. There seems to be an understanding that unprofessional violence scares away the people willing to pay those prices, so the dealers go out of their way to keep any guns out of sight, although they are never far from hand.

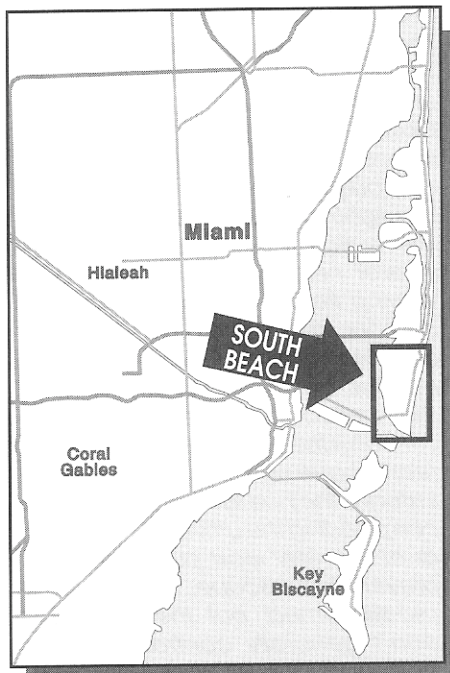
C.G. Neighborhood Watch

The Coral Gables Neighborhood Watch is a full time operation that has cut crime in more than half in the Coral Gables area. Those crimes that are committed most often, car theft and burglary, are often thwarted by the lightning-quick response times. The watch teams patrol their own smaller neighborhoods at intervals varying from fifteen minutes to half an hour, depending on the time of day. Teams are never more than two minutes away from any section of their limited patrol area—crime prevention is the name of the game. The teams have no true power of arrest. Instead, they detain suspects if they can pending the arrival of the police, or at the very least pursue them to prevent their escape. The teams are usually armed, but they generally don't generally confront superior opponents. CGNW, or the Home Front, as it is called in police slang, has a very good relationship with the Metro-Dade Police Department and the District Attorney's Office, so calls are responded to, prosecution followed up, and the occasional misstep of the CGNW forgiven.

On the map:

1. Resource Unlimited Corporate Headquarters
2. Coral Gables Neighborhood Watch Headquarters
3. Coral Gables Citizen Patrol Headquarters
4. Coral Gables Chamber of Commerce
5. Coral Gables City Hall
6. University of Miami
7. Biltmore Hotel
8. Hyatt Regency Hotel
9. Ponce de Leon restaurant district
10. Cartagena Plaza
11. Commodore Plaza
12. Miami City Hall
13. Dinner Key Marina
14. Consulate of Colombia
(280 Aragon Avenue)
15. Consulate of Guatemala
(300 Sevilla Avenue)
16. FARC Political Office
(511 Ingraham Highway)
17. Consulate of Japan
(2801 Ponce De Leon Boulevard)

SOUTH MIAMI BEACH



South Beach, the southern portion of Miami Beach, is a favorite of tourists and Miami natives alike. SoBe, as many residents call it, is the site of the Art Deco District and some of the most popular hotels and beaches in all of Miami. The area, at times, has been called a geriatric ghetto and “God’s front porch” for its large retired population. SoBe, however, is noted as a place for all sorts and ages—from ex-hippies to young conservatives to middle-aged businessmen to punks, shop keepers, artists, writers, even gang members. You name the demographic group—they’re represented in SoBe.

Unfortunately, most of SoBe is in decline. Cracks are starting to show in the famous Art Deco District (most of the area north of Sixth Street). The rainbow of pastel shades is gradually chipping away from the walls. The Flamingo Pink sidewalks are fading. Federal protection may have saved Art Deco from instant death in 1979, but it’s clear the buildings in the district are nearing the bottom of a long slow physical decline.

Despite the depression, SoBe is a good place to live and work. It is still a haven for tourists, who come for the Art Deco District, the multi-cultural atmosphere, the food, the hotels, the boutiques, or maybe the liberal clothing policy on its beaches and boardwalk (public indecency laws are not enforced—much to the delight of nudists everywhere). Probably more important to tourists is the safety of SoBe. Most of the area is pretty safe during the day, and even at night—although the wise avoid the beaches, boardwalk, and all unlit areas after dark.

The Art Deco District is considered one of the bright and cheerful areas of Miami, even if it needs a good coat of plaster and paint. The beach along the district is always littered with sun worshippers, be they old and sun-dried in moth-eaten bell bottoms, or young, smooth and nearly naked. The beach area is mostly empty at night, but there are plenty of trendy clubs and restaurants and the streets above 5th St. are well-patrolled by beat cops.

At the north end of SoBe is the Lincoln Road Arts District, which is a three block stretch of Lincoln Road inside the Art Deco District. All sorts of arts boutiques are located there, as well as an art deco Burger King serving Café Cubano and the Miami City Ballet rehearsing in a converted department store. Visitors can watch the dancers through the large front windows.

At the eastern edge of SoBe is Ocean Drive, the main beach-front drag, and, two blocks inland, Washington Avenue, an open air market closed off to

Points of Interest:

Art Deco

Art Deco can be traced back to the Société des Artistes Décorateurs formed in Paris, France, in 1901. Their goal was to create a modern aesthetic out of a collision of art and industry. They borrowed ideas from the Bauhaus and Cubist movements and made them their own. Corners were softened, rounded, and geometric shapes of all sorts were pronounced with heavy vertical lines. The style was still not known as “Art Deco” though, until after 1966, when the term was born at a retrospective of the 1925 Paris Exposition of the new aesthetic. And it wasn’t until the seventies that Miami began to take pride in its district, which had fallen into disrepair. Miami rebuilt and took the designs a step further by highlighting all of their Art Deco structures with multiple pastels, pinks, oranges, greens, reds.

A walk down Washington Avenue

In one stall, Jane Thewlis, a retired New York stockbroker with a broad Bronx accent and weather-beaten face, sells candied apples and extremely reliable inside information on major business deals in Miami. Next to Thewlis is usually an old Haitian woman, Mama Louise, who says she sells the future. She says can see things that no one else can, and there is always a small line to hear her pronounce her Tarot readings in the soft squeak of a voice that doesn’t quite match her large well rounded body. A few stalls down from Mama Louise and Thewlis is a Cuban-American woman, Carmen Silvia, who makes custom jewelry. The rest of the stalls are taken up with every kind of merchandise you can imagine, from valuables to hot dogs and tacos to bootleg CDs, souvenir T-shirts, and designer sunglasses. It is hard to tell, though, whether the advertised goods are the limit of services.

traffic. Everything is sold there, from fruit to kosher foods, to sushi, to antiques. It is not unusual to see punks in flamingo pink Mohawks rubbing elbows with business types in Armani suits.

The area south of Sixth Street (southern border of the Art Deco District) is the most rundown part of SoBe. Many of the buildings are abandoned. Vagrants roam the streets. Drug dealers work their own little niches. This area, like the rest of SoBe, however, is still culturally diverse. Marielitos mix with Hasidic Jews, with Haitians, Anglos, and everyone.

South Pointe Park is probably the safest and most public area below Sixth Street. The park takes up seventeen acres on the southern tip of SoBe. It is a sort of undeclared sanctuary for Miami drug smugglers and cocaine cowboys. They sometimes go there to meet, but more often just to hang out and be seen. On Friday nights, there are still free concerts for the public (South Pointe Park is not just a popular place for underworld figures). There are also many street performers, jugglers, dancers, mimes, and musicians.

South Pointe Park fronts Government Cut, the principal channel for the Port of Miami and Biscayne Bay. Fisher Island, across the way, was created when the channel was dredged in 1905. Directly across from South Pointe Park, it can only be reached by boat or helicopter (there is regular ferry service around the clock from the park). The University of Miami has a marine laboratory there, but Fisher Island is also home to a small city of fairly exclusive condominiums where a few B/E Miami operatives live.

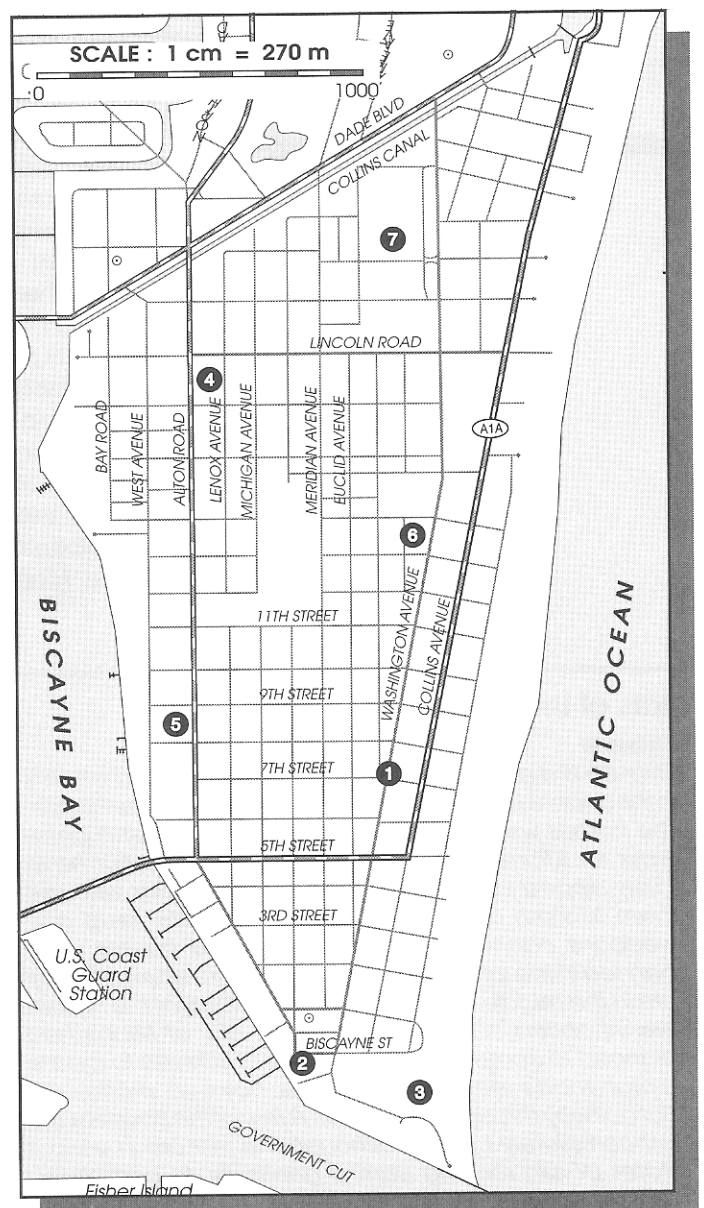
Like Coconut Grove, SoBe's relative safety can ironically be attributed more to criminals than to cops. There are still a few thugs and independent movers who can be of danger in the most broken down parts of SoBe, but since the Malecon Organization (see Chapter 5) has taken a choke hold on all major criminal operations, there has been little violence within the boundaries of SoBe.

The Malecon Organization carries a responsibility to the neighborhoods it controls, but it does exact a "tax" for its policing efforts—Malecon runs a private security service which nearly all businesses in SoBe employ. Businesses are free to choose other security services, but they tend to run into bad luck very quickly if they do.

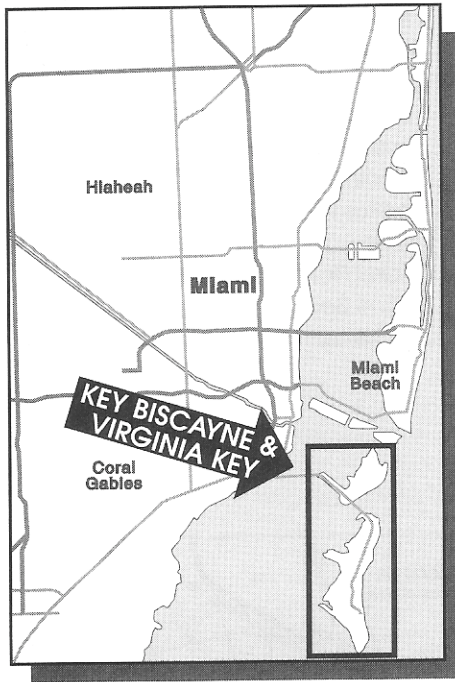
The Malecon Security Group actually does provide order in SoBe in that they keep out all other criminal operators, apart from those who are too small to notice. The Malecon organization has invested heavily in the area, legally and illegally, and order is good for their own businesses. The police haven't even put a dent in Malecon operations, although the area is publicly touted by Mayor Sota wherever she goes as one of the MDPD's crime prevention success stories. About the only true MDPD successes in SoBe, though, are with their aggressive crack-down on illegal parking along the beach and in the Art Deco District.

On the Map:

1. Art Deco District
2. Deco Airways (charter seaplane service)
3. South Pointe Park
4. Lincoln Road Arts District
5. Tiberius Home For Lost Boys and Girls
6. Miami Field Office for the FBI
7. Miami Beach Convention Center



KEY BISCAYNE AND VIRGINIA KEY



Modern Key Biscayne and Virginia Key started to take form in 1947 with the construction of the Rickenbacker Causeway, which was named after the founder of Miami-based Eastern Airlines, Eddie Rickenbacker (also America's top WWI fighter ace). The islands developed from mosquito infested swampland into commercially prosperous neighborhoods just fifteen minutes from downtown Miami by car.

Virginia Key is the first stop across the Rickenbacker Causeway. It is, by all appearances, the less developed of the two islands. There are not the large blocks of condominiums and residential towers that clearly mark Key Biscayne. The main body of the island is taken up by a large park and public beach that bear the name of the island.

The Rickenbacker Causeway passes across the southern tip of Virginia Key between two of Miami's top tourist attractions, the Marine Stadium on the left and the Miami Seaquarium on the right. The Marine Stadium is a U-shaped inlet designed for anything from boat races to floating concerts. Spectators can drop anchor and watch from their own boats, or sit in the stands on dry land. The Miami Seaquarium is a thirty-five acre aquatic complex with everything from sea lions to sharks to Flipper the dolphin (it was home to the original). The southern part of the island also has a collection of scientists and marine biologists who work at the National Oceanographic and Atmospheric Administration, the University of Miami's Rosenstiel School of Marine and Atmospheric Science, and Resource Unlimited's North American Marine Research Laboratories.

The northern tip of Virginia Key is covered by an abandoned sewage treatment plant. This area offers some of the best views of the Miami skyline, which is why there are plans to level the plant and redevelop the area—to make it into an exclusive neighborhood. These plans are only in their preliminary stages, but have already been met with stiff opposition not just from environmentalists but also from certain political elements of Miami's underworld who would rather the sewage plant remain locked up and undisturbed. It is only a matter of time before the situation breaks wide open in the media.

Along the causeway on Virginia Key, just before the bridge over Bear Cut (the channel separating Virginia Key from Key Biscayne), sits a large bullet-proofed tollbooth which is manned day and night. To maintain the exclusive feel of "The Village," as residents of Key Biscayne refer to their home, tolls for

Points of Interest:

Stiltsville

Stiltsville is a group of fourteen houses that stand on stilts in the underwater Biscayne National Park off Cape Florida. The houses were originally designed as weekend getaways for Miami and south Florida sportsmen, but have lately slipped into the hands of drug traffickers who use them to stash drugs, or to mark underwater drug and weapons caches. Improvements to the houses were banned in the late eighties, as were lease renewals (they are in the middle of a National Park). None of the houses are inhabited anymore and so the city of Miami had planned to completely demolish all of Stiltsville to create a man-made reef with the houses, however money ran out halfway through the project. A few of the houses were left completely upright, although the rest are in various states of ruin ranging from a gentle list to completely submerged.

On the Map:

1. Crandon Park Marina
2. Bill Baggs Cape Florida State Recreation Area
3. Cape Florida Lighthouse
4. Bear Cut
5. Petrified Forest/black mangrove reef
6. Resource Unlimited's North American Marine Research Laboratory
7. Miami Marine Stadium
8. Miami Seaquarium
9. Abandoned Sewage Treatment Plant
10. Crandon Park
11. Virginia Key Beach

visitors were raised to an excessively high twenty-five dollars per head (100 times the original \$.25 toll in 1947 which was even considered too high then).

Key Biscayne's first developments in the 1940s were far from the exclusive condominium sprawl of 1999. They were working class neighborhoods designed to attract GIs returning from World War II. Key Biscayne, however, was soon tapped by Miami's overzealous real estate industry to become the next island paradise. The developers quickly turned the island into one of Miami's most exclusive communities.

Key Biscayne's face lift from working class to high end neighborhood began in the late fifties and early sixties. Buildings went up everywhere, and all efforts at zoning were lost with the mansions and high priced condominiums. In 1999, Key Biscayne is still considered one of Miami's premier neighborhoods for the pampered and privileged.

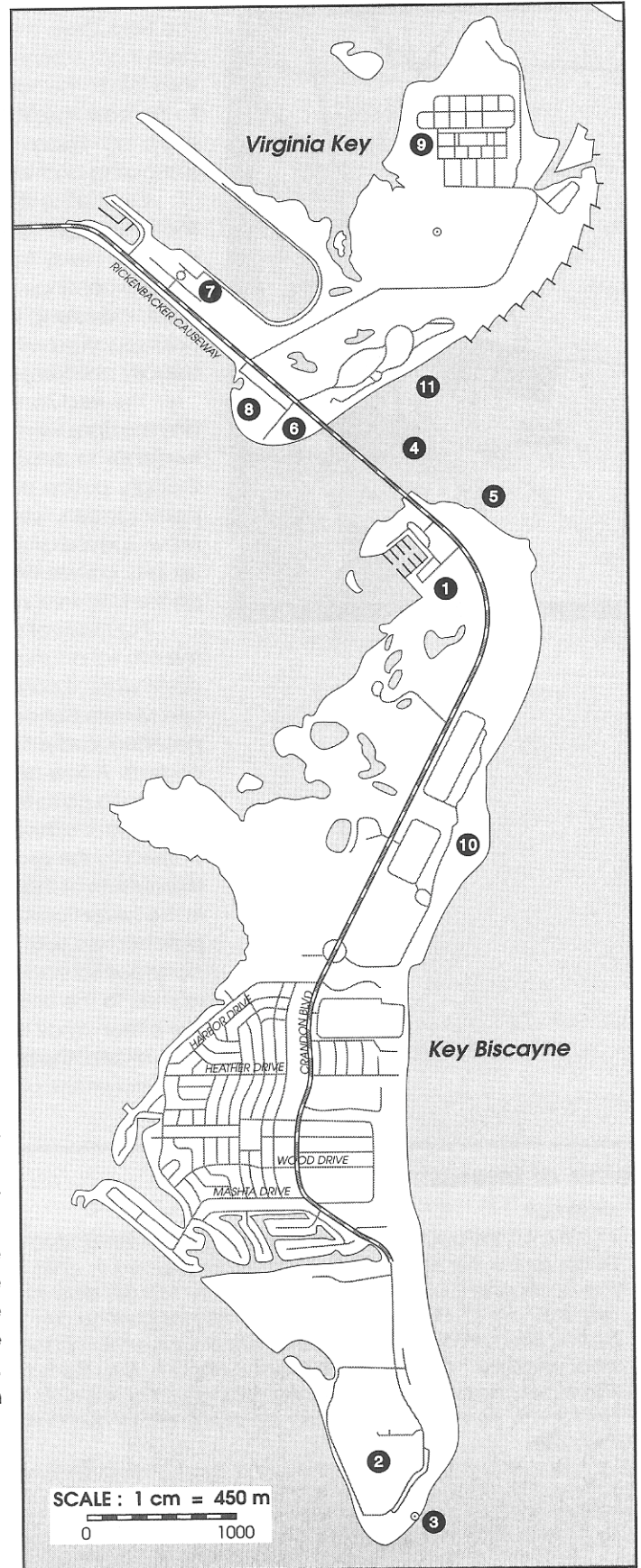
The Village News, Key Biscayne's weekly newspaper is still well padded with real estate advertisements, even in the virtually dead real estate market of 1999. Of course, the real estate ads are reputed to be a favorite drop for codes and messages among drug smugglers.

The marina in Crandon Park is the first stop off the causeway on the right. It is the perfect place to charter boats or to buy freshly caught seafood from the boats returning from a day at sea. Jet skis, catamarans, and windsurfers are also rented to those who are so inclined. Cigarette boats might be harder to come by, but they are also available for rent at the right price, with or without a driver.

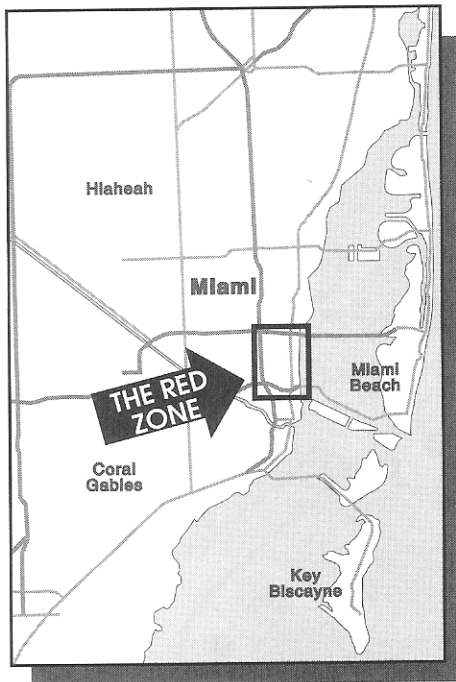
Crandon Park covers the entire northern end of Key Biscayne. It takes up about 1400 acres of beach and land that was once a coconut plantation, but it is now a public park and a favorite spot for picnickers and golfers. People can also explore the small petrified forest that forms a black mangrove reef on the shore of Bear Cut.

The public beaches on Key Biscayne used to be madness during the summer months, but since the toll was increased in 1997, it is not hard to find a good quiet spot. Many of the huge beachfront parking lots are all but deserted, save the natives who are exempt from all island tolls. Life is good in the central part of the island where most of their condominiums and waterfront homes are located.

At the southern end of Key Biscayne is Bill Baggs Cape Florida State Recreation Area. This park is made up of the 400 acres surrounding the 1825 Cape Florida light house (30 meters tall), and another 500 hundred acres of the floor of the surrounding Atlantic Ocean and Biscayne Bay. At one time it had over one million visitors a year, but with the restriction of traffic, that figure is way down.



THE RED ZONE



The Red Zone, the Combat Zone, Big Red, whatever name you prefer, the area is consistently the most dangerous part of Miami. Officially bounded by the I-195 to the north, I-95 to the west, 20th Street to the south, and the bayfront to the east, the danger actually extends a few more blocks in every direction, even into Biscayne Bay where some gangs occasionally put to boats for smuggling and island raids.

During the day, the Red Zone is definitely to be avoided. It is highly unlikely that a strange face will pass through unnoticed or unmolested. At night, it is one hair away from impossible to move without confrontation. Amazingly, families continue to live in the Red Zone. Most only venture out in the day—at night, they sleep in bathtubs. Stuck there by poverty, by the depression, they are supported with income from the local gangs, which often use the civilians (usually children) for mules, lookouts, and other low-level work.

The Red Zone officially came into being on June 25, 1997. That was the day the signs went up: "DANGER! Warning to pedestrians and motorists. Police response unavailable beyond this point. Proceed at own risk." Earlier on, though, police patrol teams had collectively decided to avoid what their commanders were calling the "Red Zone." 911 response times grew and grew. Special ambulances were bulletproofed, and accompanied by armed escorts. Early in 1997, the ambulances just stopped showing up until dawn. The police followed suit.

For those of the right age and inclination, two schools still operate within the official boundaries of the Red Zone. Buena Vista Elementary School stays open when it can get together enough teachers or volunteers, and Robert E. Lee Middle School functions as the only middle/high school, although most potential students of high school age are either dead or well into their criminal careers. A few persist to brave the streets every day, though some of these choose to go to the Tiberius Foundation school just outside the Red Zone. The three other schools in the Red Zone have been taken over, or completely burned to the ground. The two operating schools have wire mesh bolted to the outside of their windows, although many are broken. Most of the windows in the lower floors of other Red Zone buildings have also been knocked out or patched up with plywood. The first two floors of most buildings have been abandoned and fire escapes pulled away from the walls to prevent external access to the upper stories. The only buildings with people in the lower floors are either crack houses or gang headquarters, sometimes both.

Most of the buildings in the Red Zone are only medium height, maybe five or six stories tall, pale cement walls, a few red brick. There are also a few high-

Points of Interest:

MURDER!

In 1981, Miami became the murder capital of the United States for the first time (621 dead in Dade County). In 1998, the body count passed one thousand for the first time in any U.S. city (1034) and the problem is not getting any better. Most of the violence, however, is concentrated to small sections of the city, the worst being the Red Zone. There are also parts of Opa-Locka, Hialeah, Little Havana, and South Beach that can also be pretty dicey most of the time.

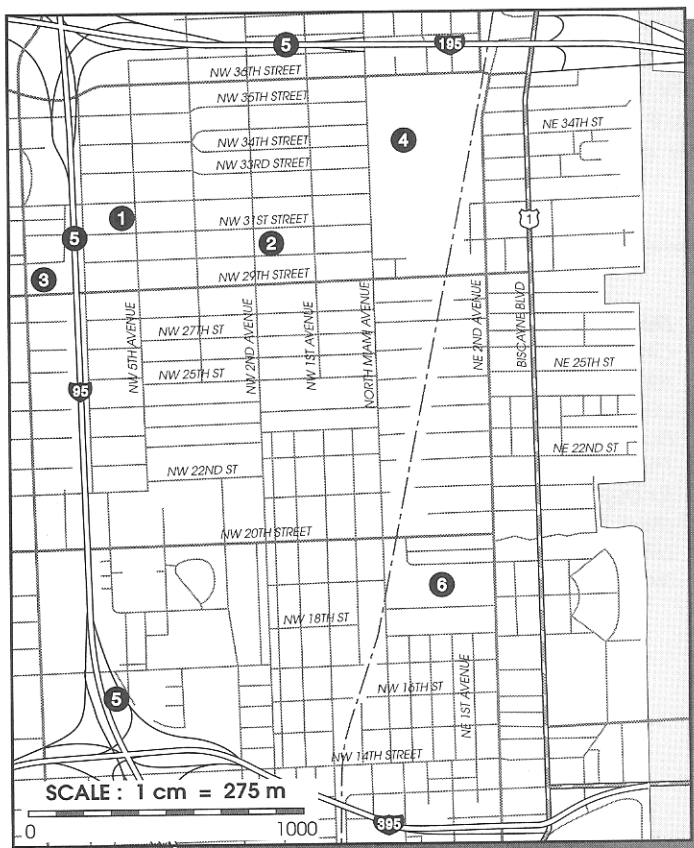
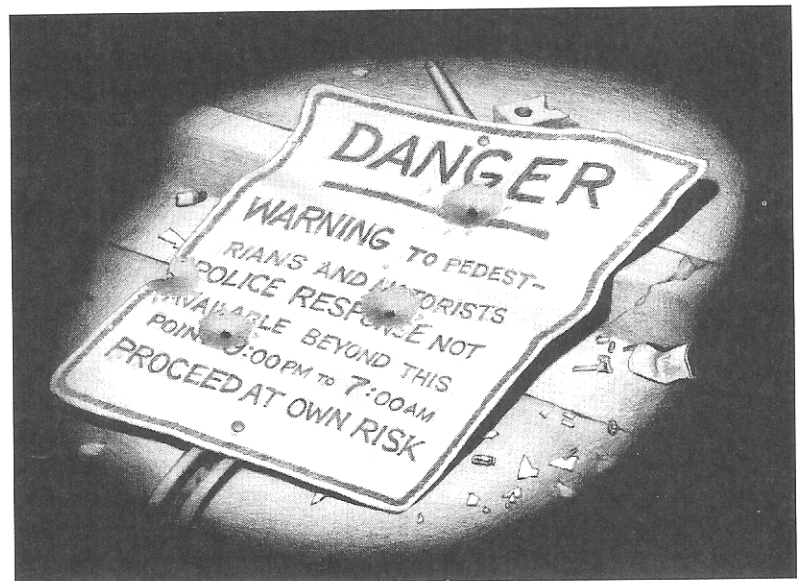
Fires of the Red Zone

Most gangs set about their business at night, using the cover of darkness. It is unusual to find even a single working streetlight. It is so dark that gangs often set trash cans alight around the perimeters of their buildings so that lookouts can actually see the surrounding streets. These fires are one of the creepiest things about the Red Zone, as they give the whole area a sort of flickering glow from the Biscayne Bay side. Many of the larger individual fires are even visible from Venetia and other points offshore.

rise projects of fifteen or more stories that are spread about the Red Zone. Many of the smaller buildings are completely abandoned, or just piles of rubble in now empty lots.

Trash builds up in the streets as the collection service is sporadic at best. Small piles collect in corners and alleyways protected from any winds blowing off the Atlantic. Most of the trash ends up as fuel for the fires that the more organized gangs set to illuminate their territory at night. Most of these areas seem to have a slight film of dust and ash over their exposed surfaces. The palms of Red Zone residents are often stained by the grey residue after years of exposure, the fingertips are generally the darkest.

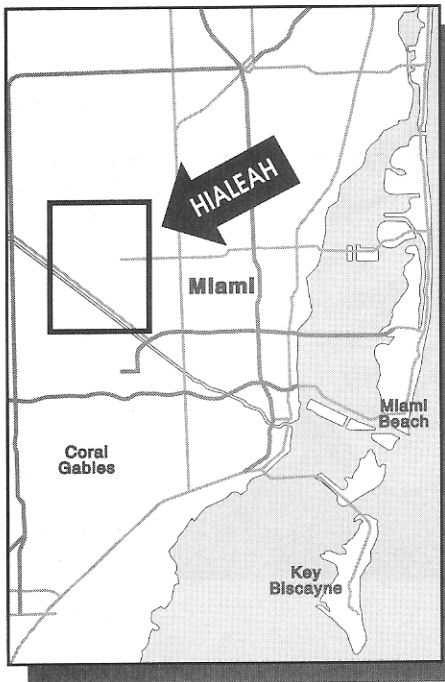
A walk through the streets is no easy task even in the daylight hours. It is unheard of for any outsiders to walk through unmolested. The residents seem to have a certain respect for violence, or at the very least, a fear of it. Unprovoked attacks for no apparent reason are not uncommon, and the weak are the easiest targets. This is where gang affiliation can be a big help, although wearing the wrong colors or tag (gang identification) in the wrong area is cause enough to get shot, stabbed, strangled, or any combination of the above.



On the map:

1. Robert E. Lee Middle School
2. Buena Vista Elementary School
3. The Tiberius School for Lost Boys and Girls
4. The Bone Yard
5. Favorite Wrecking Points (multiple)
6. Miami City Cemetery

HIALEAH AND OPA-LOCKA



When Glenn Curtiss designed Opa-Locka (from the Native American name—Opatishawockalocka), he wanted the exotic. He wanted outrageous colors matched with equally unorthodox architectural lines, onion domes, horseshoe arches, and minarets. He wanted the "Arabian Nights." All he got was a nightmare. The streets still carry names like Ali Baba Avenue and Sharazad Boulevard, but with the warm weather, sea breeze, gunfire and screams, it is not hard to imagine in the Opa-Locka of 1999 what life was like in Beirut early eighties.

While it is not so dangerous as the old Beirut, or Miami's Red Zone for that matter, Opa-Locka is to be avoided unless necessary. The latest depression has hit the area hard. Unemployment is extraordinarily high. Many businesses have closed, save liquor stores, gun & ammo shops, and the odd convenience store.

Opa-Locka is home, however, to Resource Unlimited's Transport Division Headquarters, which takes up the entire airport. The area immediately surrounding Opa-Locka Airport is one of the few thriving areas in this part of the city. There are a few pawn shops, a supermarket, even a small textile mill, and a cigar factory, although there are no car dealers or department stores. For those, residents of Opa-Locka have to go elsewhere. There is only one bank that serves Opa-Locka, although it does not offer checking accounts.

The problem businesses face is that each time riots rock the city, Opa-Locka is caught in the middle of the battlefield. Gun battles are so common that children learn to hit the deck before they can even put sentences together. Urban decay is winning, and money is unavailable to rebuild.

Every fourth building has been abandoned or condemned. More are just piles of rubble, or burned out shells, walls with nothing behind. The former architectural glories of Opa-Locka lie in ruin. Most of the minarets and domes have fallen. The rest are a mess of barbed wire and graffiti, all the color drained away like the ghost of broken dreams.

Gangs and the homeless have taken over many of the empty buildings, even the former city hall. Crack and freebase houses have conquered the rest. In some areas, it is difficult to even move along the sidewalks without stepping on empty crack vials, pipes, or other drug paraphernalia. They

Points of Interest:

Opa-Locka Airport

Opa-Locka Airport has had quite a history. It was founded by Glenn Curtiss after he came to Miami in 1916 to start a flying school. In 1937, it was one of the airports Amelia Earhart used on her doomed around-the-world flight. A large park beside the airport still bears her name. The airport was taken over by the Navy during World War II as a training facility, decommissioned in 1947, and then adopted by the CIA as a secret training facility (used for the Bay of Pigs preparations).

The airport returned to civilian control and, in 1994, was sold by the city of Miami to Resource Unlimited (see Chapter 3—"Business"). It is now their Transport Division Headquarters. The airport is heavily patrolled, and uninvited guests have a tendency to disappear. The only outsiders allowed are Customs, I.N.S., and MDPD officials (some who have been bought off). Any aircraft in distress is also given safe passage.

Death of a Dreamland

On September 18, 1926, a hurricane swept through Miami, taking most of Hialeah with it before the sun could even come up. All of Miami was devastated by the hurricane, but none seemed so permanently affected as Hialeah. The value of the land fell off the register. No one wanted to buy anything. Another one of Glenn Curtiss's dreams died, this one in wind and water and mud, lots of mud. And all because a few levees broke along the canals and around Lake Okeechobee.

crunch underfoot, like hard shelled insects. "If you seek a monument, look around you." This is a translation of the Latin motto Curtiss gave to his fairy tale city. The motto has proved to be an unfortunate choice.

Hialeah

Directly south of Opa-Locka, Hialeah has managed slightly better than its sister city. A few of the original Spanish-Californian mission style buildings remain intact, but many have fared no better than Opa-Locka's neo-Moorish buildings. Nearly three-quarters of Hialeah's residents are Cuban-American (Mayor Sota's base of power). Most of the signs around the district are in both English and Spanish, and often if only one language is used, it is just Spanish.

Hialeah didn't begin as a blue collar Spanish-speaking neighborhood where people just manage to get by. It was another one of Glenn Curtiss's real estate schemes. He envisioned it as another Hollywood, an entertainment capitol for the East Coast. Early on, it was successful (more so than Opa-Locka ever was), a booming cultural center with movie studios, a still famous racecourse, and the first Jai-Alai fronton in the United States. Unfortunately for Glenn Curtiss and Miami, what showed great promise at first was literally destroyed overnight by the great hurricane of 1926. The area has also been hard hit by the great storms and riots of the nineties.

Hialeah still shows the scars of those storms and riots, but not to the extent of Opa-Locka. There are a few ruins dotting the streets, and some condemned buildings, but almost all are inhabitable. The streets are not quite so dangerous as Opa-Locka, the Red Zone, or even Little Haiti. It is quite possible to walk in the daytime unmolested, although sunlight is no guarantee of safety.

There are citizen-led foot patrols which go out in force to prevent violent street crimes from happening. The patrollers usually wear bright red T-shirts and baseball caps, and they walk around at all times of day and night, usually in packs of ten or more. These "Cappers" are often drawn from the ranks of the unemployed who wish to find a sense of purpose. Meals and snacks are often provided to those who walk in these packs as an added incentive.

The relative calm in Hialeah could also be a result of a higher police visibility around the tourist areas of Hialeah—the racecourse, dog track, and Jai-Alai fronton. It could be the strong interest of the Malecon Organization in those parts of Hialeah, all of which are owned by principals or front companies of the organization. It could be the rumored presence of the feared gangster Jammin Jonesy somewhere in Hialeah, who personally keeps an incredibly low profile, despite the massive activity of his gang in Hialeah and parts of Opa-Locka. Few even in the Posses actually know where to find him.

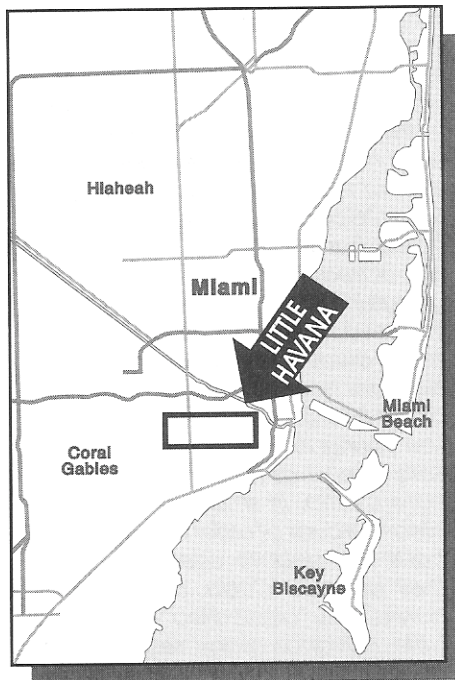
These strong influences tend to keep Hialeah safe around the public areas during daylight business hours. Nighttime can be more tricky off the major highways and roads, though. Wrecking (the practice of causing automobile accidents to loot the vehicles and drivers) and carjacking are growing problems in the northeast part of Hialeah closest to Opa-Locka. Unemployment is high, but not so bad as most other parts of the city, although there is a sharp rise in impulse thefts, armed robberies, and simple muggings, again in the northeast. These problems, however, are spreading.

Mayor Sota's Home

Hialeah is really Mayor Sota's "grass roots." It is where she first lived after escaping Cuba in the Mariel Boatlift. In the 1996 mayoral election, it was hard to find anyone in Hialeah who did not vote for then Councilwoman Sota ("Gabbri" to anyone in Hialeah). It was her efforts that officially won equal treatment of the Spanish language in Hialeah. She also convinced El Nuevo to move their offices to Hialeah away from The Miami Herald's bayfront headquarters on the edge of the Red Zone.

The young in Hialeah love Gabriela Sota almost as much as the old still hate Castro. In small pockets of Hialeah, groups of older Cuban Americans fuel debate over the fate of their beloved Cuba, and its much hated, now "abdicated" leader. Like Little Havana, many residents are obsessed with the idea that Castro is really the one pulling the strings of the new regime. They are convinced, and they are armed.

LITTLE HAVANA



Despite its name, Little Havana (the area roughly bounded by State Road 836 to the north, Coral Way to the south, the Miami River to the east and 37th Avenue to the west) is not the area of Miami with the most dense population of Cuban-Americans. That, in 1999, is Hialeah. Little Havana is, however, a great cultural center for all things Cuban. Streetsigns, billboards, and storefronts are mostly or completely in Spanish. Cafe Cubano is available everywhere, even in the local McDonald's. All sorts of Latin restaurants dot the Little Havana landscape: Cuban, Spanish, Peruvian, Colombian, and Nicaraguan. There are Santaria boutiques and even small factories which turn out hand made cigars in the Cuban tradition, where businessmen and cigar aficionados sign up months in advance to buy just one box from the most exclusive makers.

Castro is on the lips of many of the Cuban exiles in Little Havana. His name is usually spat out with disgust. In fact, shops, restaurants or any other business enterprises in Miami that are perceived to be soft on Castro often meet with unfortunate accidents, lost supplies or an inability to keep or hire help. Nothing seems to have changed in Cuba or Little Havana since Castro officially abdicated to "The Junta."

Away from Castro and at the physical heart of Little Havana is S.W. Eighth Street or Calle Ocho, also known as the Tamiami Trail. Calle Ocho is also the heart of Miami's largest festival which bears its name. The Calle Ocho festival, a sort of a late answer to Mardi Gras, takes place over a weekend in the middle of March, usually two weeks after Lent. It is a showcase for Latin food, entertainment, and culture. The main thoroughfare for the festival is Calle Ocho itself between 4th and 27th Avenues, but the party of a million plus people always spills out on to the side streets.

At the corner of Calle Ocho and Memorial Boulevard (S.W. 13th Avenue) is the memorial to Brigade 2506, the group that invaded Cuba at the Bay of Pigs in 1961. Ninety-four members of the brigade were killed and many more were captured and later ransomed. The names of the dead are engraved on plaques on a tall hexagonal pedestal that is topped by an eternal flame. This memorial, for many Cuban-Americans, is the emotional center of Little Havana.

The area now called Little Havana were once the old neighborhoods of Shenandoah and Riverside. These neighborhood changed drastically with the first wave of Cubans in 1959 soon after Castro came to power. Miami's

Points of Interest:

New Managua

Little Havana is not all Cuban. The Cuban concentration has been diluted by the influx of different Central American immigrants, the largest number of which are Nicaraguan (150,000 by 1990). The area within Little Havana bounded by 97th and 115th Avenues between State Road 836 and S.W. 40th Street is commonly referred to as New Managua. The main drag is Flagler Street, but many of the surrounding streets are named for Nicaraguans, like Ruben Dario Street, named for a popular Nicaraguan poet. This area was once prosperous, but the more successful Nicaraguans left the crime of the city for better neighborhoods, and their old homes deteriorated.

Little Vietnam

A small, but significant portion of the Marielitos, as the new Cuban refugees from the Mariel Boatlift came to be called, were drawn from the prisons of Cuba (a deliberate ploy by Castro to cause chaos in the U.S.). Crime rose dramatically all over Miami, but especially in the part of Little Havana which was nicknamed Little Vietnam for its violence and not another group of immigrants. Little Vietnam, the area east of 12th Avenue, in the Flagler Street region, has still not recovered from the second Cuban invasion. Much of the district is boarded up, burned out, or completely demolished. Derelicts walk the streets and small-time gangs of thugs rule much of the beat, especially at night. They all seem to wander these streets with nowhere to go, nothing to do, and nothing to lose.

Cuban population grew from the 29,500, in 1959, to 247,000, in 1972. Many of these people settled in what soon became Little Havana.

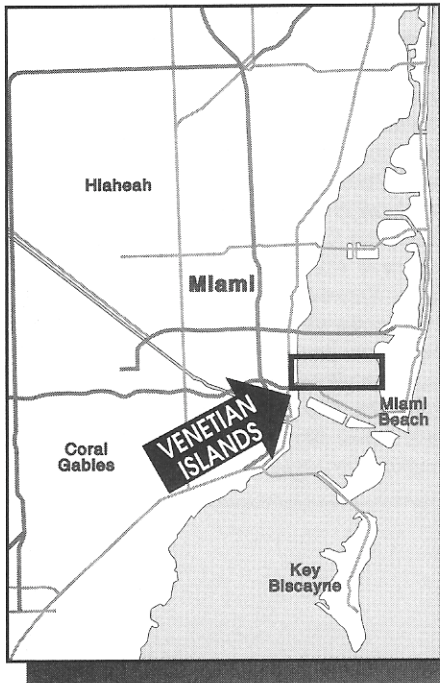
In 1980, Miami's Cuban population grew even more. After an argument with the United States, Castro opened the small fishing port of Mariel to all Cubans who wanted to leave the country. Almost all came through Miami. Most of those stayed. The Mariel boatlift brought over 125,000 new Cuban immigrants to the United States in just a few months. After the boatlift, many of the Marielitos were housed in the Orange Bowl or the Tent City built on the south bank of Miami River just west of the I-95 overpass. This area, once a Tequesta Indian settlement, was dedicated as José Martí Park after the famous Cuban writer and patriot, José Martí (1853-1895), who devoted his life to an independent Cuba.

Fourteen years later, in the summer of 1994, Castro unleashed another Mariel Boatlift on the shores of America. Nearly 100,000 Cuban refugees were rescued by the U.S. Coast Guard and put up in tent cities at the Guantanamo Bay Naval Base. Another 15,000 were shipped off to Panama. These refugees were going to be returned to Cuban soil after the apparent fall of Castro, but there was such an outcry among the Cuban community in Miami that the Immigration and Naturalization Service was actually sued by Cuban Frontier (see Chapter 6). Cuban Frontier won the initial court rulings, allowing most of the refugees to actually come to the United States. None were ever returned, even though Cuban Frontier lost the final battle in the Supreme Court. By that time, the point was moot.

So Where's Castro?

There are a growing number of Cuban-Americans who believe that Castro is still running the show from his current home of North Korea, the only place still hard line enough to take him. There is a complete news embargo from North Korea, and reports on Castro are rumor at best, so no one knows what is going on for sure. There is every sort of conspiracy theory floating around the streets and sidewalk cafes of Little Havana. Some even believe that Castro was finally offed by the CIA, and the North Koreans have him frozen in some experimental cryogenic chamber.

VENETIA



Venetia is an affluent community made up of the six man-made islands along the Venetian Causeway: Biscayne, San Marco, San Marino, Di Lido, Rivo Alto, and Belle Isle (from west to east). The colorful homes don't quite match the mansions of Palm, Hibiscus, or Star Island, where Al Capone lived and died, but the views of the Miami skyline are just as spectacular. Residents can sometimes even hear gunshots or see fires in the Red Zone from the relative safety of their ringside seats.

Venetia was once connected to both Miami and Miami Beach by the Venetian Causeway, but the drawbridge at the western end of the causeway has been locked up permanently since 1997, closing off access from the downtown side.

The drawbridge was raised in protest over the official marking out of the Red Zone, which nearly extends to the downtown entrance of the Venetian Causeway. Residents of Venetia were worried about even more gang violence overflowing into their affluent island neighborhoods, and so on the day the Red Zone signs went up (June 25, 1997) so did the drawbridge.

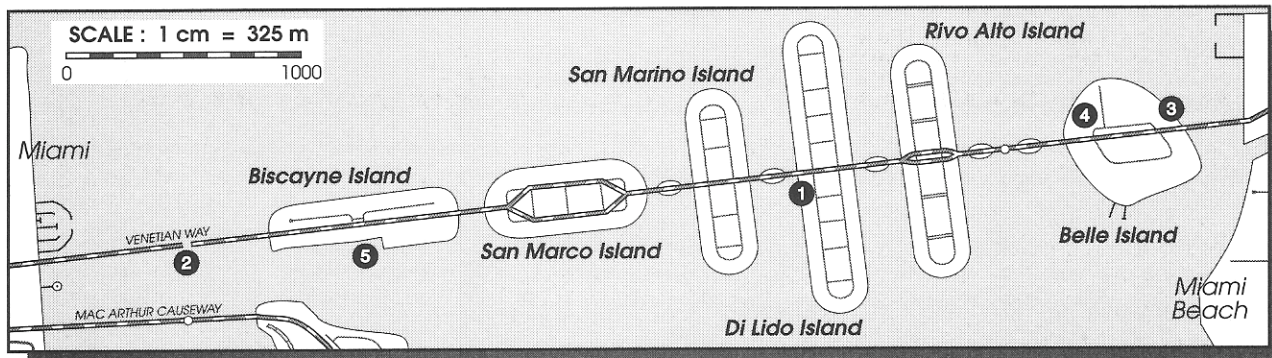
The threat from the Red Zone was real. The violence had spilled out on to Biscayne and San Marco Islands several times. Houses were burned and looted. There were several rapes and murders and innumerable robberies. Police presence was temporarily increased. Guards were hired to turn back cars not belonging to Venetia residents, but whatever safety they provided proved to be illusory.

Raising the bridge was only supposed to be a temporary measure to pressure Mayor Sota into increasing police presence and containing the violence surrounding the Red Zone. But every measure she sent through the city council was blocked by Jeffrey Caulfield, the Metro-Dade Controller. Citing what he called, "favoritism to Miami's elite," he effectively stalled every attempt to increase police presence.

As the hiring of new police officers ground to a halt, the bridge was sabotaged. The mechanism was destroyed, freezing the movable span in an upright position. The residents of Venetia acted quickly to shut down the other end of the causeway to all but residents, family, or registered visitors. A bulletproof and blast resistant guard post was built halfway across the span between Miami Beach and Belle Isle. A team of two or three well-trained and heavily armed guards manages the entrance and egress of residents and visitors. The results of the isolation have been dramatic—all crime, except for boat thefts, has dropped off the scale.

On the Map:

1. Raleigh Tyke's home
2. The broken drawbridge
3. Guard Post
4. Jeffrey Caulfield's home
5. Biscayne Charters

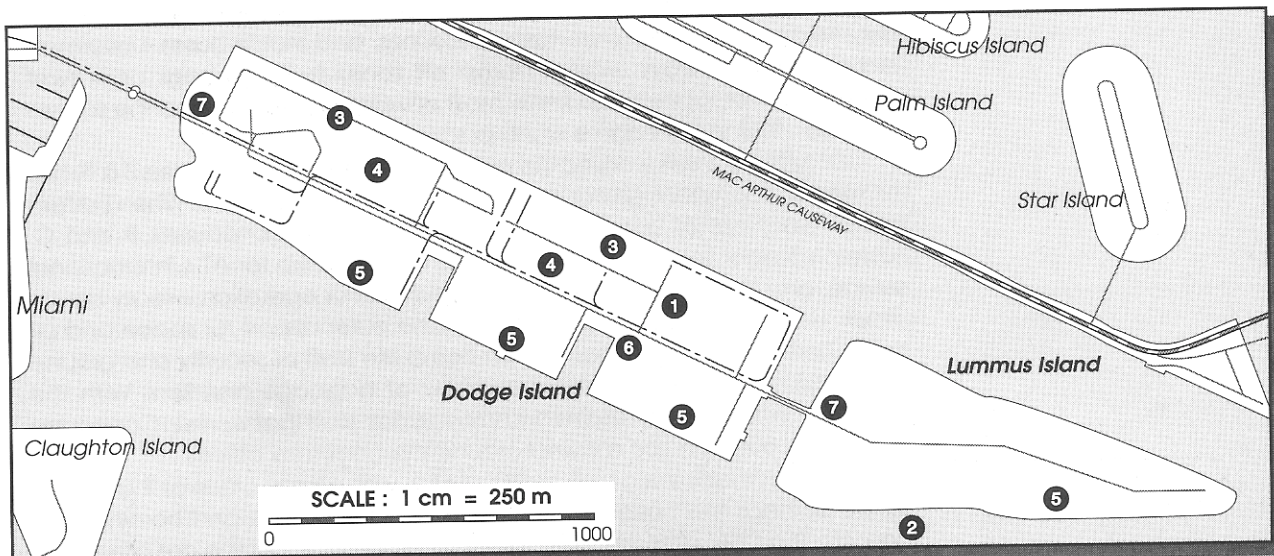
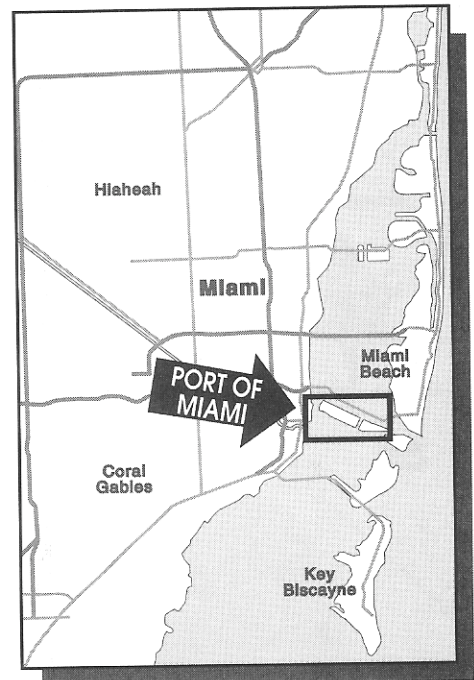


The Port of Miami is really comprised of two islands—Lummus and Dodge—just east of downtown. The southernmost deepwater container port in the United States, it sees a lot of cargo from the Caribbean, and Central and South America, as well as the odd ship from the Pacific that comes through the Panama Canal when it's operating. The Port of Miami is also the busiest cruise ship port in the world. It handles over three and a half million passengers a year on fourteen regular passenger lines.

The port can of course be reached by boat, but the only landward access is from Port Boulevard off Brickell Avenue. Security has been incredibly tight since the *Nereus* incident, when an unidentified gang firebombed the L&K Shipping office and sunk one of the company's largest ships—the *Nereus*. The incident made the national and then international news and panic blindly followed in the cruise industry when passengers found they would have to go through the Port of Miami. The *Nereus* still sits on the bottom along the abandoned L&K quay on the southern side of Lummus Island.

The shipping companies weren't badly hit by all the publicity, but the cruise lines were, so they banded together to improve security around the port. Security was radically stepped up, but the improved measures gradually dropped off as the *Nereus* incident fell out of the public eye. The new guard posts didn't last long, either. Most were somewhat suspiciously destroyed in Hurricane Fred just a month after going up.

Despite this decline, there remains a fairly large contingent of Customs and INS officials, and a small MDPD outpost which houses a uniformed group



as well as a band of undercover "Rovers" who mingle with crews, passengers, and dock workers to take note of any unusual behavior.

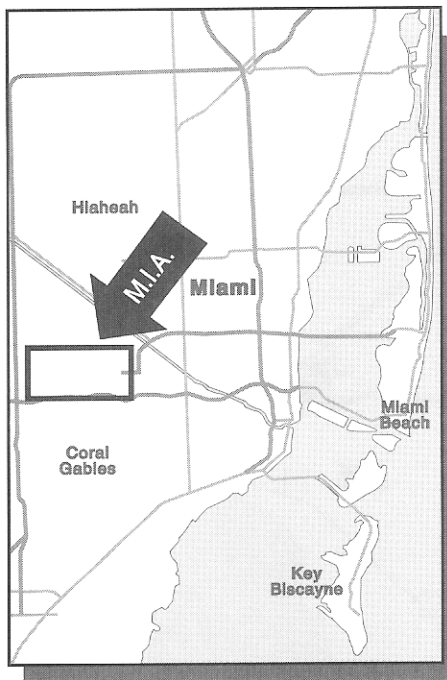
The Port of Miami, in the section housing most of the cruise lines on the northern rim of Dodge Island, often has a carnival atmosphere, especially around departure times. Passengers throw colorful streamers off the ships and wave to their friends or relatives on the shore. The outside areas around the departure lounges can often seem like markets as well. All sorts of vendors sell their wares. Most sell rather tacky souvenirs of Miami. The area is almost always crowded, and a haven for an even more direct rip-off artist, the pickpocket and purse snatcher.

The cargo ships occupy Lummus Island and the southern half of Dodge amidst bonded warehouses and freight trains and semis that carry in and out almost all the goods that go through the port.

On the Map:

1. MDPD Station
2. Wreck of the *Nereus*
3. Cruise Ship Terminals (multiple)
4. Public Parking (multiple)
5. Container Ship Docks (multiple)
6. Pilot's Office
7. Guard Posts (multiple)

MIAMI INTERNATIONAL AIRPORT



Miami International Airport is seven miles west of downtown, and just south of the Miami River. One of the biggest in the world, the airport serves most domestic airlines, as well as all major international carriers that fly to and from the United States. Several freight companies also operate out of the airport.

MIA, as the airport is known to locals, is shaped like a hand—that is a hand with seven fingers. The palm of this hand is the central terminal, and each crooked finger is a different concourse. The seven concourses vary in their exact shape and length, but can be easily identified by letter, from “B” at the north end of the main terminal to “H” at the south (going counterclockwise).

Inside the horseshoe-shaped central terminal is everything a traveller might need: food, a hotel, and a variety of shops selling souvenirs and books, snacks and extra underwear and socks. There are also a few international banks that sell traveller’s checks and trade in foreign currencies, and even the International Merchant Bank of Antigua has a small office here. At least one of every type of store is open twenty-four hours a day. To do business in Miami, one might never have to leave the airport.

Entering MIA by car, one turns off LeJeune Road (NW 42nd Avenue) on to Central Boulevard which runs perpendicular to the horseshoe-shaped central terminal. Central Boulevard goes all the way to the multi-story parking garages that take up most of the area within the mouth of the horseshoe. This is also the private drop off and pick up point. Since 1997, when the Miami taxi drivers went on strike, private cars have been prevented from using the drive way that runs around the parking garages, hugging the semi-circular inside perimeter of the main terminal building. The only vehicles allowed immediately next to the terminal are taxis, limousines, and shuttle buses. Uniformed Red Caps are always ready in drop off zones to carry bags or answer questions. These porters also know most of what goes on behind the scenes and often their knowledge is worth paying for.

Of all the carriers working out of MIA, Air Tiberius (see Chapters 3 & 5) has the most space, although not necessarily the largest presence. When Eastern Airlines went out of business, Air Tiberius took over Concourses B and C, Eastern’s former territory. Concourse B is now the hub for AT’s international service, and C is the domestic hub. The Air Tiberius operation is really like an airport within an airport. It only relies on the outer airport for space and air traffic control. The airline has its own complete staff of security and ground personnel, as well as an extensive crew of baggage handlers. With the exception of the small Customs and Immigration staff that works in Concourse B, no other outsiders are allowed around the company offices.

The DEA maintains a high profile at MIA, with a large office at the airport. MIA is perhaps the busiest smuggling route for cocaine and heroin in the country. The DEA estimates that nearly three tons of cocaine are brought in through MIA undetected each week, amounting to nearly one third of all cocaine smuggled into the United States.

Security along the perimeter of the airport has been doubled since the early nineties and all airport staff are required to go through rigorous security procedures to enter and exit the airport. A number of additional monitoring devices were also installed. These new procedures worked for a while, cutting down on all forms of smuggling as well as petty theft, but the drug movers merely became more resourceful. Occasionally, they even toss a bag man or low grade thug to the MDPD or federal law enforcement officials just to keep them happy, and to make the press think that the smuggling problem is not so bad as it seems.

One of the only effective methods of security are the “Rovers,” an undercover team of MDPD officers that work all the ports and airports of Miami

in conjunction with DEA agents. They wander around MIA disguised as everything from passengers to Red Caps, keeping their eyes and ears open for anything unusual. Several of these "Rovers" also work in the new U.S. Postal Service depot connected to the main terminal, as it is a high traffic area with its own access point to the airport. It is usually the first stop for most of the air mail that comes in and out of south Florida. A large fleet of trucks feeds the incoming mail to smaller depots around Miami, where it is processed.

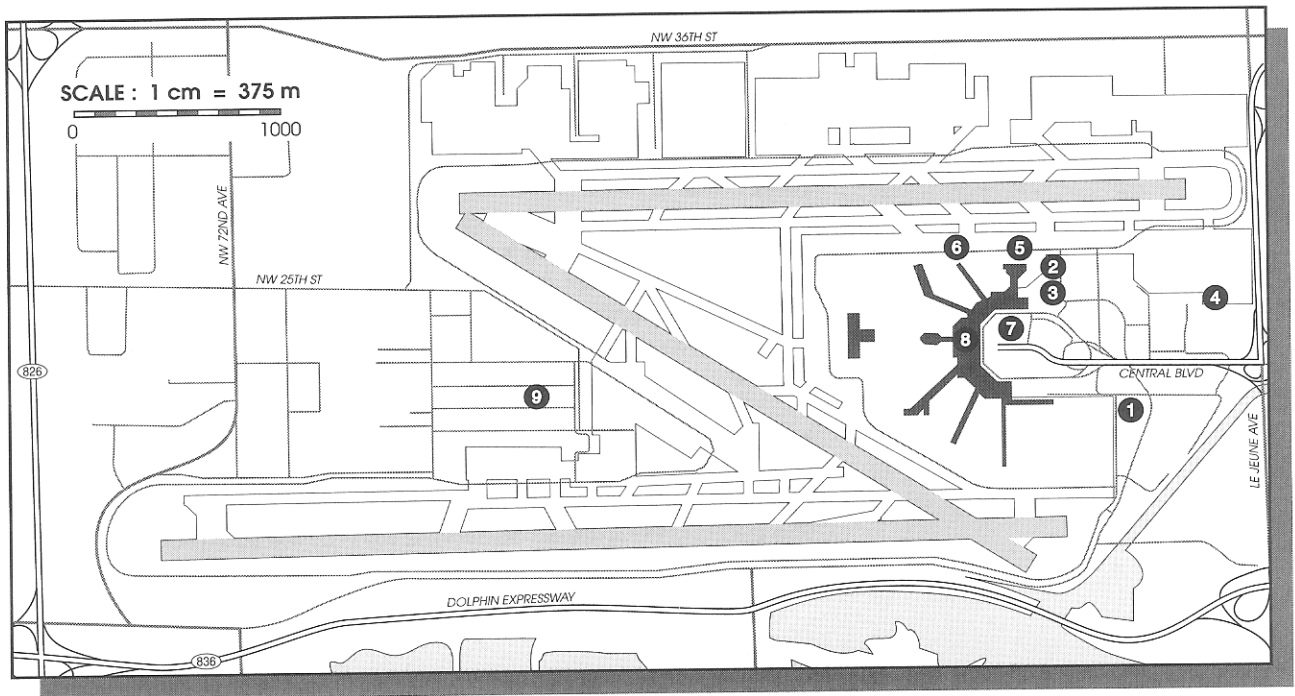
There are a number of heliports all around Miami at or near most police stations and hospitals, on the rooftops of several downtown skyscrapers, and in a few locations inaccessible to ground vehicles, like Fisher Island. There is even a heliport at the old Nixon residence on Key Biscayne. There are, however, only two other airports in Miami that can handle non-VTOL fixed-wing aircraft: Opa-Locka Airport and the Tamiami Civil Aviation Facility.

Opa-Locka Airport is now a private facility run by Resource Unlimited. It is closed to the public, and the only outsiders allowed within the perimeter are Customs and INS officials as R.U. flights often come in from overseas.

Tamiami Civil Aviation Facility is not a commercial airport, although several air tours and small-time charters operate from there. TCAF is also the new home of the Coast Guard Miami Air Station which moved from its old facilities at Opa-Locka Airport when that airport went private. The primary business of the facility, though, is housing private planes and the occasional corporate jet. It is not a busy place, but there always seems to be a pilot around for hire. A hundred dollar bill in the right pocket will usually get the name of someone who might be willing to deviate from FAA guidelines if necessary.

On the map:

1. MDPD Station
2. U.S. Customs Office
3. Immigration and Naturalization Service Office
4. U.S. Post Office Collection and Sorting Center
5. Air Tiberius International Terminal
6. Air Tiberius Domestic Terminal
7. Parking Garages
8. Airport Hotel
9. Control tower



At first glance Everglades National Park may seem to consist entirely of saw grass, murky water, and mosquitoes—lots and lots of mosquitoes. Contrary to popular belief, however, this large wetland area is not a swamp, but a vast and slow-moving river, very broad and very shallow. It is south Florida's ecological heritage and one of its biggest tourist attractions. Unfortunately, it is also a haven for poachers and smugglers, and a training ground for action groups, mercenary organizations, and urban gangs.

Just a few dozen kilometers west of Miami, the Florida Everglades is the largest wetland region of its kind in the world. It covers about one third of Florida, although only one seventh of this area (1.5 million acres) is protected within the boundaries of the National Park. The protected area, however, relies more on what is outside its borders than what is within. What it needs is water, which for thousands of years it got from Lake Okeechobee, the second largest lake completely within the borders of the United States.

The system of levees and dikes, built in 1928 by the Army Corps of Engineers around Lake Okeechobee to prevent flooding, effectively cut the Everglades off from its major water source, leading to a slow but marked environmental decline. It took decades to discover and acknowledge the source of this decline, but in the last decade or so the National Park Service has actively pursued all possibilities to provide the Everglades with the water it needs. One of which, a Kern & Williams project, is the complete reconstruction of the South Florida Water Management District. Unfortunately, these preservation efforts have been hurt by political opposition and corruption in the Park Service, both locally and in Washington D.C.

In 1999, heavy rain is the only thing that keeps the river flowing and the Everglades alive. Eco-terrorists have been known to occasionally destroy or sabotage the system of levees and dikes to provide temporary relief. Less radical groups are searching for a more permanent solution, but have little money to fund their proposals which go further than the K&W water management project.

Water is not the only problem of the Everglades. Poachers seem to kill almost as much as the drought. The Florida Panther is officially extinct, despite rumors of a few breeding pairs. The population of alligators and crocodiles (only place in the world where they co-exist) that had been on the upswing in the seventies and eighties has rapidly shrunk in the nineties. Recreational gator and croc shooting is popular among urban gangs, who just leave the bodies to rot. Other poachers pursue the valuable meat and skin, and although the sale of crocodile or alligator skin items has been officially banned in the United States and much of the world, there is a booming black market.

The best method of moving about the Everglades is by airboat, although only park rangers are officially allowed to use them here, because of the potential environmental damage of widespread use. The airboats have flat bottoms, and huge fans at the back which drive them at speeds up to 110 kph. The pilot's chair is raised above the level of the saw grass for better visibility.

The Florida Keys are a collection of several hundred tiny islands that are still taking form off Florida's southern coast. The islands are never what they seem—even the waters around them change color, from light blue to green, varying with the sun and clouds.

Some of the islands are inhabited, but many are too small to garner interest from anyone except boaters looking for a quiet spot to drop anchor. Forty-two of the larger Keys are directly connected to the mainland by the Overseas Highway (U.S. Route 1), Key West being the last stop. Thirty-seven of the Highway's decrepit bridges were replaced in 1982, but even with expanded road widths and added lanes it still crawls during tourist season. "The Highway" is marked off each mile, beginning at marker 126 just south of Florida City on the mainland to marker zero, at the corner of Whitehead and Fleming Streets in downtown Key West.

Ask for directions to somewhere in the keys, and chances are the place will be described as just north or just south of a particular mile marker. It is these signposts that lend the Keys some sense of unity. Each island has its own flavor, from the anonymity of No Name Key to the bohemian culture of Key West.

Key Largo, where the Overseas Highway first comes off the mainland, is the site of the John Pennekamp Coral Reef State Park, nearly 250 square kilometers of the only living reef in the country. It is an idyllic place for divers to swim around over 40 different types of living coral and a myriad varieties of tropical fish. The state park is also underwater home to the three meter statue of Christ, which was knocked off its pedestal sometime in 1997.

There are a few shipwrecks in the underwater park as well, in particular the *M. V. Benwood*, a 300 foot English freighter that was sunk by U-boats in 1942 in 50 feet of water. There are many other wrecks of ships and airplanes up and down the coast of the Florida Keys—everything from Spanish Galleons laden with gold, to planes carrying shipments of marijuana.

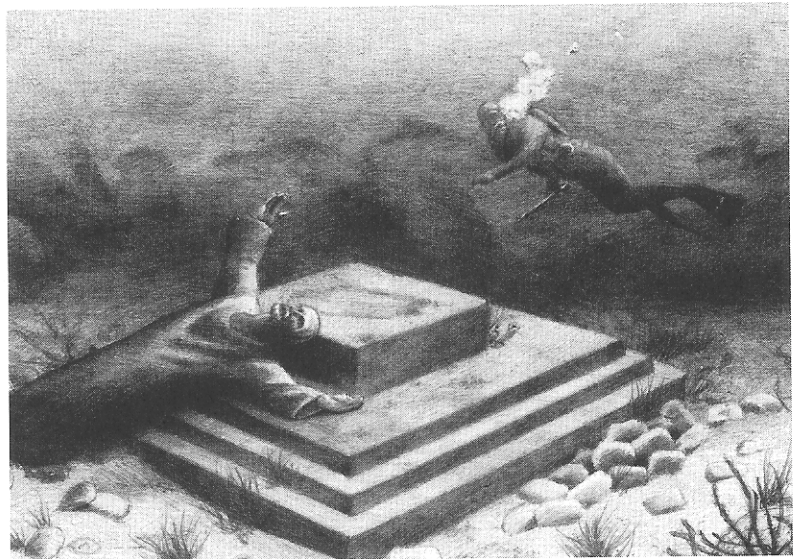
When early Spanish explorers discovered Key West, now the southernmost U.S. city, they found sun-bleached skulls and bones (probably Native American) covering the ground. The explorers named the island Cayo Hueaso, the Island of Bones, but the lazy mouths of English-speaking sailors and early residents twisted the name into Key West—an equally logical name for this island at the western end of the long strip of Florida Keys.

There are a number of places worth visiting on Key West. The various marinas are great places to get cheap seafood, or to charter a boat for a day's fishing. Mallory Square is a favorite place of what can only be described as "characters." Street performers and others put on a show around sunset each day when there is a spontaneous party of sorts. It is a good place and time to meet people with every sort of connection, and the sunsets are truly without equal.

Many of Ernest Hemingway's old haunts are marked off in Key West, including his house, a beautiful old Spanish colonial, which is now the seat of an ever growing colony of cats. Hemingway has become one of the cottage industries of Key West. His likeness can be seen on all sorts of paraphernalia, from T-shirts to beer mugs. Every bar in Key West seems to claim that Ernest Hemingway once drank there, and the patrons, if they are old enough, will often tell stories about the famous writer—but the stories tend to last only as long as the free beer does.

The Word "Key"

The term Key, synonymous with island, is used uniquely in Florida and nearby Caribbean regions. It descends from the Spanish word for island, *cayo*, and can be placed before (Key Largo) or after (Big Pine Key) an island's name. It isn't often used as a singular noun—you don't generally hear people say "let's sail over to that key"—but it is used collectively for the Florida Keys, the string of islands drifting southwest from the tip of Florida. Dinner Key, home to Miami City Hall, is misnamed—it's not actually an island—but such misuses are uncommon.



CHAPTER TWO

BLACKEAGLE

MIAMI ▼▼

The Miami field office is the busiest of all sixteen BlackEagle outposts around the world. Its collective character, while completely professional on-duty, tends to be a little looser off-duty, more unorthodox than other B/E field offices. Instead of waiting around in the relative comfort of the BlackEagle office on the eleventh floor of the Johnson Tower, many Miami operatives would rather spend their off-assignment duty hours rappelling down the sides of the building or running mock tactical exercises in the many abandoned office suites—much to the annoyance of the building security and cleaning crews who sometimes run afoul of these games. This unusual sense of play can largely be attributed to the extreme nature of their operations—which range from anti-gang sweeps and after-dark rescue missions in the Red Zone, to the eradication of coca plantations in the Peruvian highlands, to fighting industrial espionage in Rio de Janeiro and chasing down pirates in the West Indies.

Covering operations in Florida, the Caribbean, and Central and South America, B/E Miami continues to grow. Two or three cells will probably be added to the existing ten by the end of 1999, as well as more legal and L&P representatives. Despite the extra personnel, the Miami office will still have to pass on a few of their assignments to the eleven cells at the Atlanta and Houston offices.

In 1998, BlackEagle Miami took on 148 separate assignments (almost half of which were for just ten clients—see “BlackEagle Miami’s Top Ten Clients” in the *1999 Datasource*). Most Miami operatives were pushed to their maximum forty-week work limit for the year. A few even went over. In many cases operatives fudged their work times a bit, not registering office duties or training exercises in order to meet BlackEagle’s minimum vacation requirements.

The quantity of work at BlackEagle Miami is not the only burden on the operatives—even their average missions rank among the most

difficult and dangerous of the whole B/E organization. In fact several of Raleigh Tykes's (Miami's Senior Cell Leader—see the *GM's Companion* for more details) past assignments, including his famous run-in with Colombia's Cali Cartel, have been recreated as simulated missions for the new recruits on the L&P Operative Training Course.

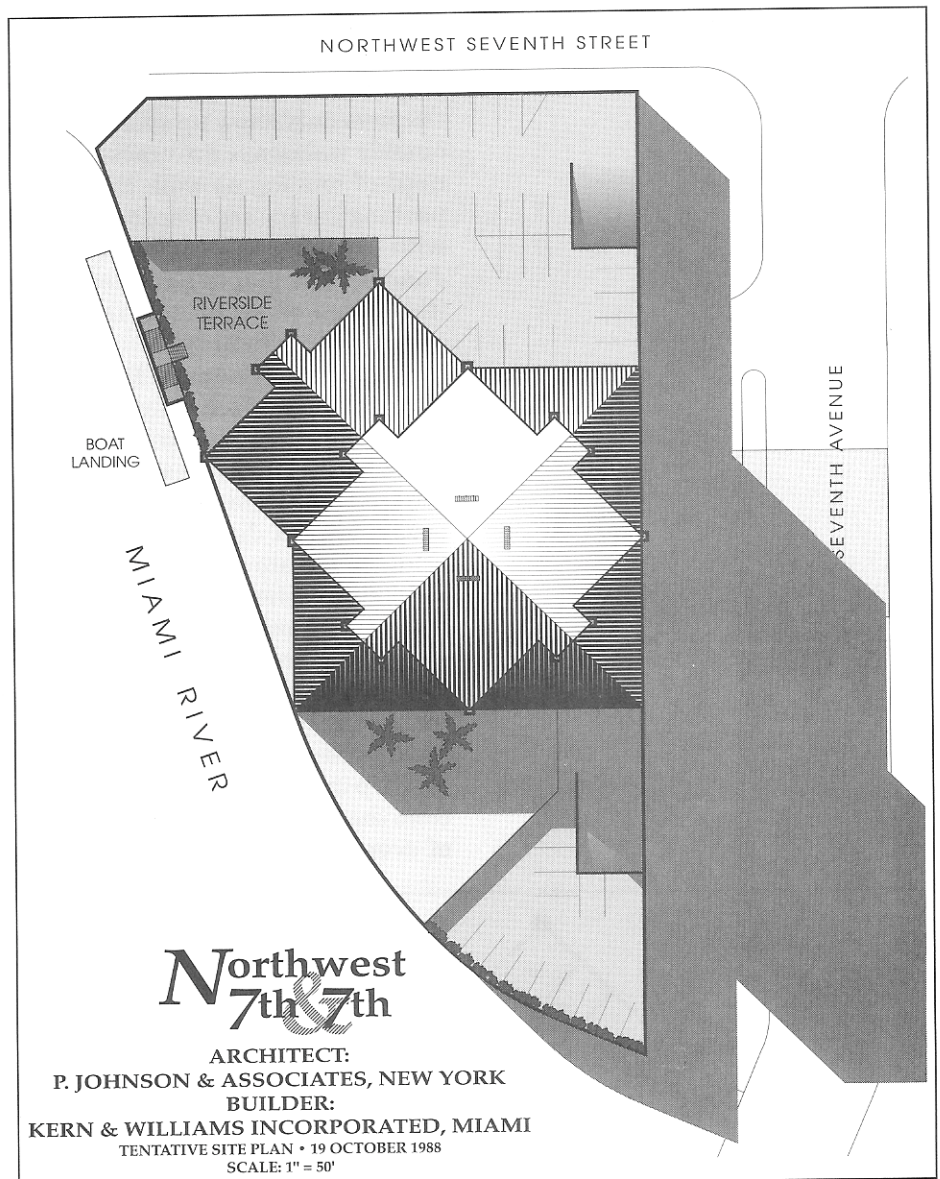
To ease the demand on the overworked Miami operatives, there is talk of a new field office opening up somewhere in South America in late 1999 or early 2000, under either the Atlantic or Pacific Theatre. Sites presently under consideration include Buenos Aires (Argentina), Caracas (Venezuela), Santiago (Chile), Rio de Janeiro (Brazil), Cuzco (Peru), Quito (Ecuador), and La Paz (Bolivia). The exact location—and even the final decision to open such an office—is still up in the air.

THE JOHNSON TOWER

The pressures of a growing field office forced BlackEagle to relocate its Miami facility in 1998, from a small office park near MIA to a sweeping office suite in the Johnson Tower, one of the premier high-rise office blocks in downtown Miami. The Johnson Tower is a 38-story steel and glass high-rise seven

blocks from the heart of downtown Miami at the intersection of NW 7th Avenue and NW 7th Street. The building's construction in the late eighties was seen as a symbol of Miami's return to economic prosperity, though that early promise proved to be a mirage which completely dissolved in the economic repercussions of the Gulf War. In better days, the Johnson Tower would have been a bustling economic center—a jewel of postmodern architecture on prime real estate fronting the Miami River—but the nineties have been cruel.

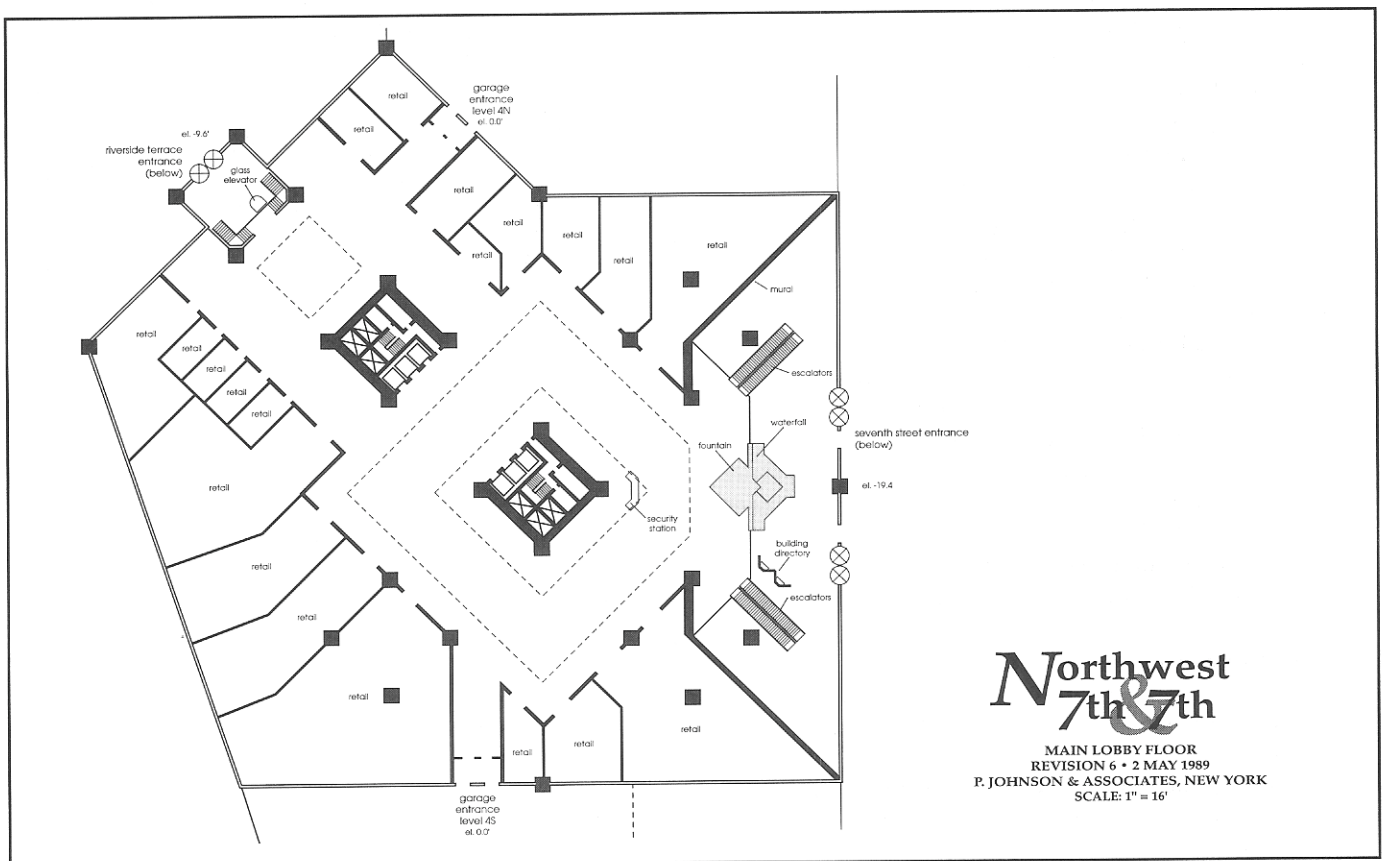
The feeling upon entering the building is one of complete emptiness. It is quite easy to pass through large parts of the it without running into a single person. Even the grand lobby is usually empty, save the lone guard at the security station near the head of the elevator foyer. Less than one-quarter of the office space is filled. Only twelve businesses operate out of the building, including BlackEagle, three law firms, the International Merchant Bank of Antigua, and a virtual reality laboratory.



Aside from the emptiness, the building also shows the past decade of decline through its physical neglect. On the outside, the windows, if they don't need replacing, are in constant need of a wash (window cleaners only show up sporadically, and without warning). Several of the outside walkways are cracked up, and the rest of the grounds are in dire need of tending as well. Even the plants growing along the rim of the parking garage are overgrown. The unused section of Level 2 is so covered with creeping vines and shrubs that building residents call it "The Jungle." The plants have nearly pushed their way to the far inside wall (the closed-off sections of the garage are shown in grey on the parking garage plan opposite).

Inside the Johnson Tower, the dust and grime is building up on the once polished black marble floors of the lobbies. One enters from the street into a lower-level lobby (along the right side of the plan view, below), with two long escalators leading up to the main lobby, overlooking the entrance from a broad balcony two floors up. A grand fountain pours water down a decorative waterfall to pools in the entrance lobby—or would, if it were operating. A six by ten meter Marc Chagall mural on the right side of the entrance lobby has been well maintained by a local arts society, although the large painting seems especially out of place with everything around it in decline. To save building maintenance costs, the Kern & Williams building management staff have shut down the escalators, along with four of the six central elevators. Visitors off the street now have to climb the two-story escalators to the main lobby.

Up in the main lobby, one can directly reach every part of the building from the lowest parking garage to the roof. The elevators are at the center of everything. Branching out from this lobby are the riverside terrace

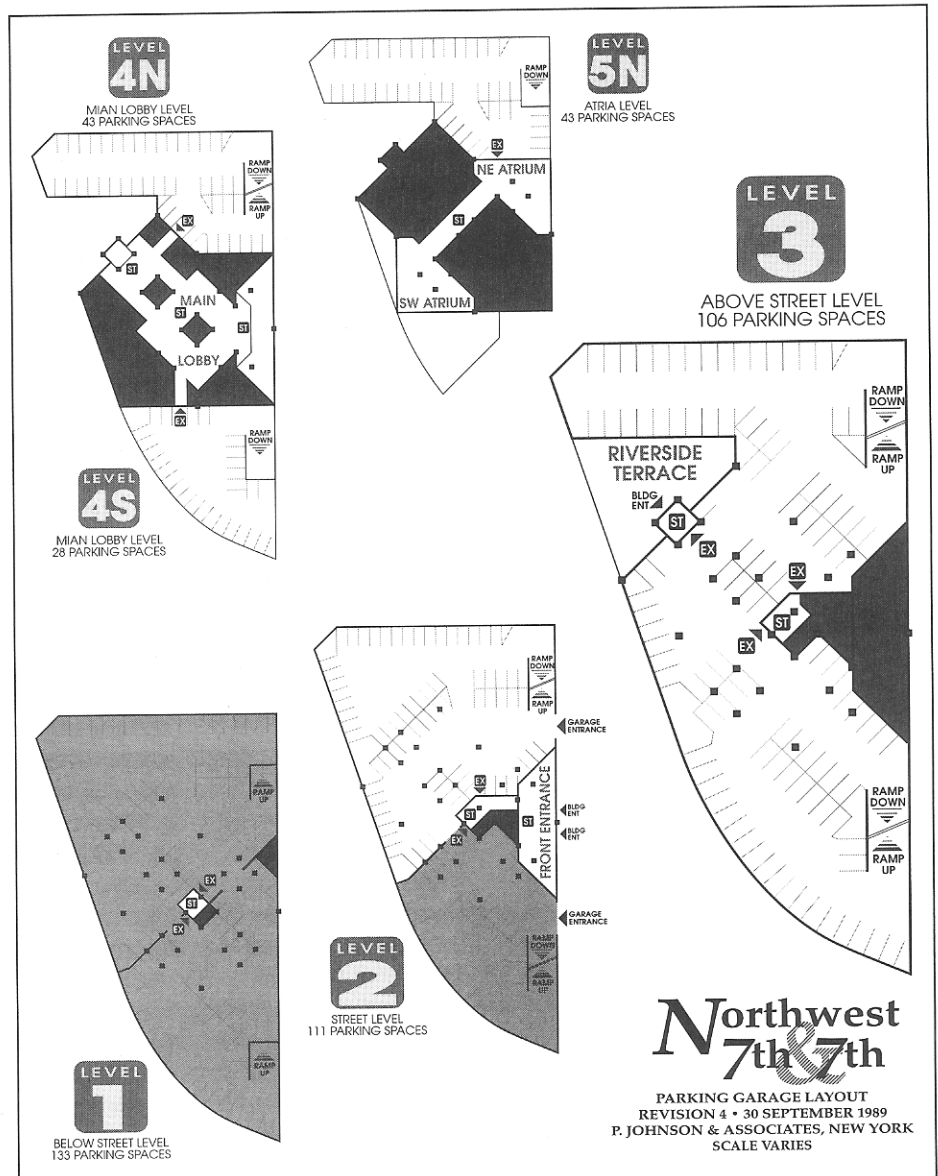


with its boat landing on the northwest, and all of the now defunct retail outlets. Along each corridor are the shells of empty shops long since bankrupt. Some signs remain—many of them advertising clearance or going-out-of-business sales. One designer clothing store even left a bevy of half naked mannequins in various states of repair. On the riverside terrace, a few of the wrought iron chairs and tables remain where an indoor/outdoor cafe once served everything from capuccino to smoked salmon sandwiches at all hours of the day. An old red, white, and green awning still hangs over the cafe facade shading the bits of the black and gold logo that never rubbed off the front window.

The floors above the main lobby (numbered from the lobby level, even though it is two floors above ground level—except for the parking garages, which are inexplicably numbered from lowest, below ground level, up) are all dedicated to office space, though most sit partially or completely empty. The second floor, directly above the lobby level, also houses the northeast and southwest atria. Each triangular atrium was originally designed as a sanctuary from the noise of the shoppers, as well as the cars and sirens outside. There are small trees and plants placed conspicuously around black leather lounge chairs and sofas to make the seated feel as though they are hidden from the bother of urban life—but one look around at the glass palace is enough to prove otherwise. The whole cityscape is visible on one side through the outside glass, and then reflected in the flat mirror-tinted panes of the offices on the opposite side. At dusk or dawn, the sun sets the western or eastern windows ablaze. Some of the BlackEagle operatives took to calling the Johnson Tower the “Light House” for these colorful reflections. Others simply call it “The Pencil,” for the sharp straight features of its tapered roof.

THE OFFICE

Dorothy Nelson is the first person visitors encounter upon entering BlackEagle’s Miami office during normal business hours. Her disembodied voice greets guests as they approach the frosted-glass doors that divide the office entrance from the elevator lobby on the eleventh floor.



The small elevator lobby is well lit, but harsh, neon—devoid of the natural light that seems to fill all other parts of the building. It reflects off the white tiled floor and pale walls free of decoration, so the room seems a little brighter than it is, like a “clean room” in an electronics factory. At first glance, one might half expect the occupants of the offices to come out in non-conductive slippers and surgical-style garb.

To the northeast of the functioning elevators is the BlackEagle office, the only occupied office space on the eleventh floor. The frosted glass doors claim it to be such with BlackEagle logos engraved into each one. “Welcome to BlackEagle/BlackEagle, how may I help you?” is Dorothy’s standard greeting.

Operatives are greeted by name and clear themselves with their own electronic passkey. All others must be buzzed in. Dorothy sits opposite the entrance ready to greet visitors as they enter (see the office map on page 142 of the *Millennium’s End v2.0* rulebook). Her permanent smile is the first thing people see in the room—all teeth. She asks visitors their business and welcomes them to sit in the reception area to her left as she summons the desired cell or staff member.

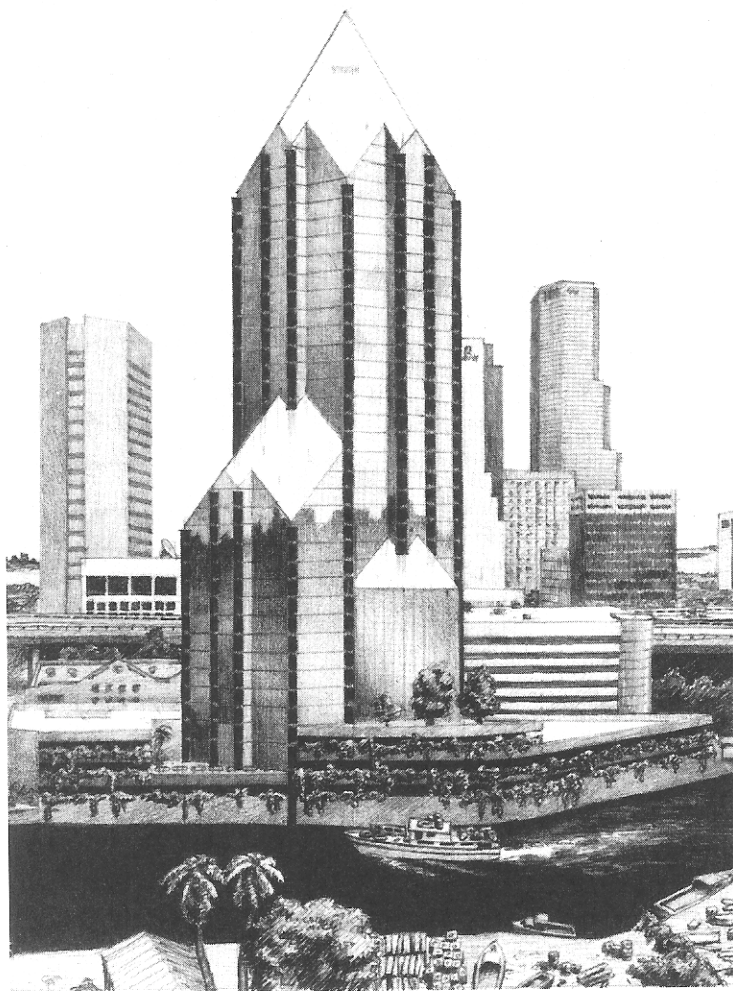
The reception area feels like that of any other professional establishment—it could easily belong to a law firm or large medical practice. The colors are soft, the couch and chairs comfortable—but not too comfortable.

The coffee table is littered with magazines that are slightly out of date. There is also a rack of daily national papers beside Dorothy’s L-shaped desk, and the latest hardcopy of Miami Today and other on-line news services.

Behind Dorothy and the large reception desk is the office of Raleigh Tykes, the Senior Cell Leader and head of the Miami BlackEagle office. To the right of his door, in the open area sandwiched between his office and the main conference room, sits Brenda Reillo, his secretary, with her back to the floor-to-ceiling glass looking out into the atrium. Reba Esposito, the office manager, sits in the open area on the other side of the conference room from Brenda.

Armand Bounassissi (described, along with Raleigh Tykes, in the *GM’s Companion*), the legal counsel, sets about his work in the corner office next to Raleigh’s. Armand is assisted full time by a paralegal secretary, Rodrigo Laroche, and an aspiring law student, Linda Matherly, who acts as a research assistant and general legal dogsbody. Rodrigo and Linda share the anteroom to Armand’s office, although Linda can often be found in the University of Miami Law Library doing research.

The southeast side of the office, opposite the reception and staff areas, is taken up by the cubicles housing the ten cells currently operating out of Miami, as well as the L&P staff. This is the least formal area of the office, and visitors are barred from this section for more than security reasons. The atmosphere has a tendency to slip into a sort of co-ed locker room banter with any lull



in activity. The air has been known to turn quite blue with rude jokes usually involving bad puns and scatological references.

The cell cubicles themselves are homebase for the office's ten operations cells. At first glance, the cubicles are pure corporate architecture—two-meter cloth-covered walls neatly subdividing the office's biggest room into three-meter squares stocked with identical blue and grey modular furnishings. But with a second glance, it's clear that there's something different about office culture here. There's the usual number of yellowing comic strips taped up by the cubicle entrances, along with the "don't-ask-me-I-only-work-here" type leaflets, soft and blurry through multiple photocopying. A couple of cubicles are home to straggly office plants, and there are a few mini-microwaves and coffee machines scattered about. But that's where similarities to other office blocks end. Cubicle decor often features souvenirs from past assignments—anything from gangster doo-rags to (disarmed) landmines. Several cubicles are heavily decorated with news clippings related to the occupants' activities. There are more than a few posters featuring firearms and other military gear—an office favorite is a calender from a Brazilian arms manufacturer, featuring scantily-clad models astride a different armored vehicle every month. Ironically, it was brought in by cell one leader Joanne Mallory, who seems to find it hysterically funny. The "turning of the page" has become an office ritual the first weekday of every month.

Each cell calls one cubicle home, though fitting five or six people in a single cubicle might be a bit of a squeeze. The meeting rooms are available when the entire cell needs to sit down together—the cubicles are where operatives can dump their gear, get together two or three at a time, check their messages, or sit down for serious work individually or in small groups. Each cubicle features a large, L-shaped desk (big enough for use by two or even three people), a couple of cabinets, a small table and three or four chairs. BlackEagle provides a single computer workstation, but many cells keep two or three additional machines—desk- and lap-top—scattered about their offices. CNN is often left running in small computer screens windows.

Adjacent to the cell cubicles are the kitchen and vending machine area. The kitchen has a full sized refrigerator, an oven, stove, sink, storage cabinets and small counter. There is also a microwave and an expresso machine.

Past the kitchen and vending machines to the very last cell cubicle is the Day Room, an entertainment area for operatives who are on call but have no office duties to take care of. There's a couch, table, chairs, and a television with a VCR, and talk of getting a ping-pong table as well. Two exits lead off the Day Room into the locker room and changing area, equipped with toilets and showers. Through the locker room, away from the day room, one comes to a storage room full of office supplies on the left, and a vault on the right for weapons, valuable equipment, and evidence. Past the vault on the right is a short corridor that emerges in the kitchen area. Going straight ahead leads to the L&P forensics lab and darkroom at the physical center of the BlackEagle office.

The L&P lab is probably the safest part of the entire office—unless Morris Wiley (also covered in the *GM's Companion*) is running one of his chemistry or forensic experiments (operatives have asked Raleigh if the lab can be "smell-proofed" as well as sound and bulletproofed). The L&P lab and darkroom can only be reached by passing through nearly every other part of the office, from reception to the small conference rooms to the

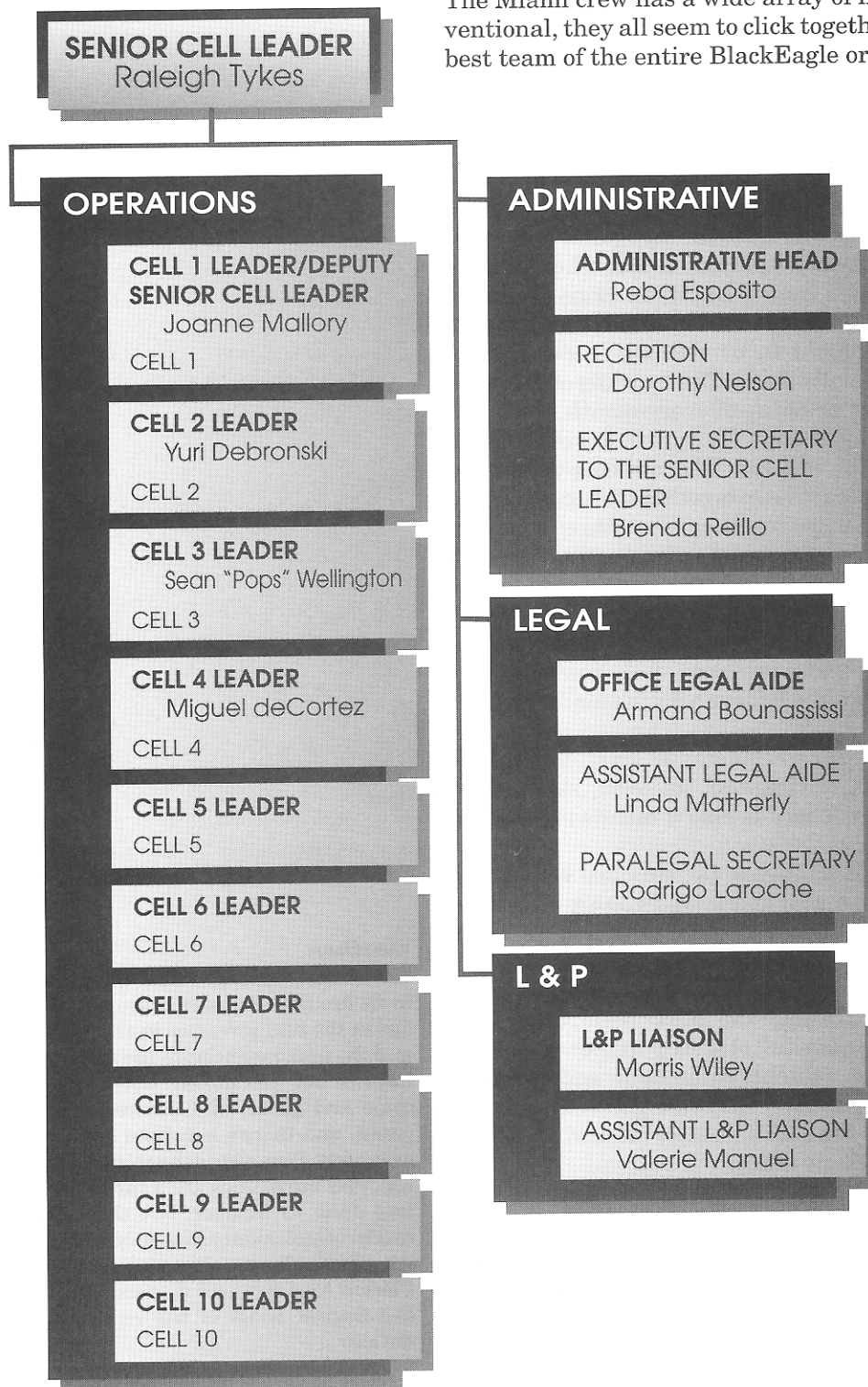
Weather

Miami has, without a doubt, weather to die for. Daytime temperatures average in the mid seventies in the winter and the upper eighties in the summer. Rain is not uncommon, but tends to come and go in brief, intense downpours, and there's sunshine virtually every day. Summer is the rainiest season, and hurricanes are a threat from late June to October, but that's the extent of inclemency. Not surprisingly, it's practically an obsession in south Florida to notice and discuss the meteorological trials of the rest of the nation.

cell cubicles to the kitchen and vending machines. For this reason, it is one of the designated “safe rooms” to which the employees can retreat should the office come under serious attack. The walls and door are reinforced, and a cellular phone is kept on standby.

Personnel

The Miami crew has a wide array of individuals. No matter how unconventional, they all seem to click together in a nice tight fit—arguably the best team of the entire BlackEagle organization.



Joanne Mallory

As the cell one leader, Joanne Mallory is the most senior of the active cell leaders in the Miami office, and as such, she is Raleigh’s deputy should he be unavailable in an emergency. Joanne is a good choice as his second in command. Her laid back worldview lets her ease back and smile in some of the most difficult situations. Her manner is so infectious that those around her usually relax and laugh along with her. She’s a natural leader, and one of the top choices to head the new South American field office.

Joanne is a small woman. When she addresses any of the operatives as a group, she usually stands on one of the wooden benches among the white tiles and steam of the locker room, where she often holds court. Her voice, however, is anything but diminutive. Sean “Pops” Wellington, the cell three leader, says she has the vocal range of a regimental sergeant major, which many feel is an understatement. Her broad New Jersey accent can often be heard all the way across the office in the reception area when she’s really excited.

The one thing that Joanne is truly serious about, besides her work, is gardening. She loves her plants and flowers. She often spends her breaks and downtime in “The Jungle”—a name

she frowns upon, because she sees it as her own personal garden. She has even added a few plants and shrubs to the feral mess of the parking garage's planters, along with water and the occasional grow lamp. She also thinks the showers are another one of her gardening tools, and runs them on high heat for a few hours each morning to give her prized orchids a steam bath.

Joanne likes to maintain "The Jungle" for another reason as well. The remote, dimly lit garage, strewn with struggling vines, is a good site for meetings with more nervous clients. As she tells everyone (correctly so), it is quite discrete. One can enter, from either land or water, with little chance of being seen by person or camera, unless the operatives wish to record the meetings without knowledge of their clients.

Brenda Reillo

Brenda Reillo is Raleigh's secretary, and perhaps the only person outside the Tykes family capable of intimidating him. Brenda is the model of order. She keeps Raleigh moving in the right direction at the right time, organizing his calendar and keeping him to it. She tends to mother Raleigh, making sure that he eats the right foods and avoids too much caffeine. She also corrects his grammar and the spelling mistakes that slip across her desk in his hand written memos (she usually sends them back to him with red ink marks). Raleigh laughingly says she'd edit the nameplate on his door if he let her: "Raleigh Tykes—Administrative Secretary."

Brenda is a native of Brooklyn, and at sixty-two, she still curses the city of Los Angeles for stealing her Dodgers. All she has now is "Spring training and those damn Marlins." Ms. Reillo, or "ma'am," as Raleigh usually calls her, moved to Miami in the winter of 1996 when her husband decided to retire. They settled down in a nice condominium on Key Biscayne, where her husband promptly died of a heart attack whilst unpacking from the move. Brenda decided to remain in her new home and get a job, in her words, "to keep me off the golf course," but Raleigh's convinced it's his mother's curse for not paying close enough attention to her English lessons. He loves her though, and is as protective of her as she is of him.

Reba Esposito

Raleigh Tykes may make the important decisions as to the actual organization of the operatives, but it is Reba who keeps the Miami office running from day to day. She does everything from maintaining the accounts to making sure the office is properly equipped to scheduling client meetings, plus any miscellaneous non-designated jobs that pop up.

Reba, like Dorothy Nelson, is only twenty-four and has lived in Miami most of her life. She's not as extraverted as Dorothy though, which is probably a result of her losing her mother and father in the Mariel Boatlift, where she watched them get swept overboard and drown.

Reba lived in the Miami Beach Tiberius Foundation School for Lost Boys and Girls until she was thirteen, when an aunt and uncle finally located and adopted her. Reba kept up with the martial arts that she learned over her eight year stay. She knows a thing or two about Aikido and Tae Kwon Do that she could teach to the Miami operatives. She is so low key, though, that most operatives know little of her martial arts

The Miami Operations Roster

The Senior Cell Leader at every BlackEagle office maintains an Operations Roster, a document that keeps track of where each cell is, what they are or have recently been doing, and what their strong and weak points are. The roster is used by the Senior Cell Leader to assign incoming contracts, based both on an equitable distribution of workload and contract values, and on the skills and seniority of the offices' cells.

There's plenty of work coming into the Miami office to keep everybody busy, but the senior cells generally get the pick of new contracts. Joanne Mallory's cell is generally considered seniormost—Joanne herself is a Vet-5-ranked operative, and her cell includes a Vet-4 and two Vet-3s. Her cell handles a wide range assignments, but tends to focus more on investigative work than primarily tactical tasks. She's also the Deputy Senior Cell Leader, an informal title that means she's pre-designated as the Acting Senior Cell Leader should Raleigh somehow be unable to fulfill his duties. When her cell is available, she's always Raleigh's first choice for large, complex operations that require intense coordination with other cells or organizations.

Another senior cell is Yuri Debronski's team, a cell of six operatives of Vet-2 or higher status who all speak fluent Spanish and, not surprisingly, do a lot of work in South America. Other senior cells include Pops Wellington's rowdy group, who focus almost exclusively on tactical assignments, and Miguel deCortez's cell, which, with a strong suit in urban operations, has often asked to take on gang-related assignments in cities covered by other offices, even in other theatres.

Lou Reillo

Brenda Reillo's husband, Lou, was a successful accountant in New York City. For thirty years she thought he worked for one of the larger city firms, and he made his work sound so deadly boring that she rarely asked him about it. She certainly had no idea that his exclusive client happened to be consigliere of the Ganceddi Family, one of the larger crime families in New York and Atlantic City.

When Lou decided to retire, the consigliere, Michello Salvatore, decided that he would use Lou as a cover for an embezzling scheme. He managed to frame Lou for the loss of funds. The plan backfired though, and Lou was killed (in a poisoning disguised as a natural death) before Michello could recover any of the embezzled \$2 million that he set aside for himself in a private account in Lou's name. The account was frozen and then handed over to the control of Brenda, who assumed it was the nest egg that Lou had been talking about for years. Michello has been unable to collect it, because his bosses think that everything was recovered. He hasn't forgotten about the money though, and is just waiting for the right time to collect.

training. Her regimen of T'ai Chi and other martial arts practice takes an hour or two a day. She tells people that she does it to keep herself fit, but it is really part of her training for Cuban Frontier (see Chapter 6).

Linda Matherly & Rodrigo Laroche

On call twenty-four hours a day, 365 days a year, Armand Bounassissi has at some point or another saved nearly every Miami operative from serious legal trouble in the United States or abroad. He would not have been able to do this without Linda and Rodrigo—and he lets them know this with lots of praise and shared bonuses.

For Linda, being a BlackEagle legal assistant is an invaluable addition to her evening studies at the University of Miami, where she is currently enrolled in Judge Randall Jones' exclusive seminar on constitutional law (see NPC Appendix). At BlackEagle, she gets front-line legal experience every day in corporate, criminal, and constitutional law. She is near completion of her degree and plans to take the Florida Bar exam in late 1999 or early 2000. BlackEagle will probably hire another legal assistant and keep her on as a second office counsel.

Rodrigo is Armand's right hand man. While Linda is most often out of the office doing research for Armand, Rodrigo is on hand to assist with any legal problems that come up. He and Armand have an especially good rapport and seem to work as one person, each complementing the other's strengths and weaknesses in and out of the office.

Wiley Morris & Valerie Manuel

Wiley is the sort of person whose absence is as conspicuous as his presence. Aside from keeping the operatives amused with his rather unconventional manner, Wiley keeps medevac teams on call for particularly dangerous ops, secures untraceable one-shot phone and data communication lines, fulfills rudimentary forensic duties, assists anyone who requires sensitive computer network navigation, and functions as Miami's liaison to the L&P facility in Atlanta—although the latter duty is mostly delegated to his assistant, Valerie.

Most of the operatives call Wiley "Data Dump" or "Double D" for the amount of information he can download from his own memory without taking a breath. Every operative and staff member has been "data-dumped" at one time or another. Information seems to flow out of his mouth in one pedantic, yet dizzying, jumble of facts and figures.

The Miami operatives often gang together in what has become a miniature war of practical jokes with Wiley—but he always gets his own back. His favorite return trick is a "computer tweak"—an alteration to the source code of one or more of the target's favorite software applications (non-mission-critical applications, of course—computer games are his most common targets). His most famous occurred when he had a networked combat game assault its users with all sorts of unprintable epithets before shutting itself down. It struck at an intense moment for the game's several players—loud swearing was heard simultaneously from several cell cubicles.

Wiley is certainly the brains of the Miami office, but he relies heavily on his assistant, Valerie Manuel (pronounced like "manual"), without whom he would be lost. Wiley calls her Val, but just about everyone else in the office knows her as CQ (Cajun Queen), a name Raleigh Tykes coined when he was still an active operative.

Born just outside Lafayette, Louisiana, CQ grew up on the back bayous of Louisiana speaking English at school and an odd mix of Creole at home. She followed her brother, Trace, to Louisiana State University (LSU) and then to Miami, where he works—though no-one in the office is quite sure at what (he's covered in Chapter 6). CQ came to BlackEagle straight out of college with a bachelor's degree in Physics and Chemistry and has worked with the company for almost four years in the Miami office.

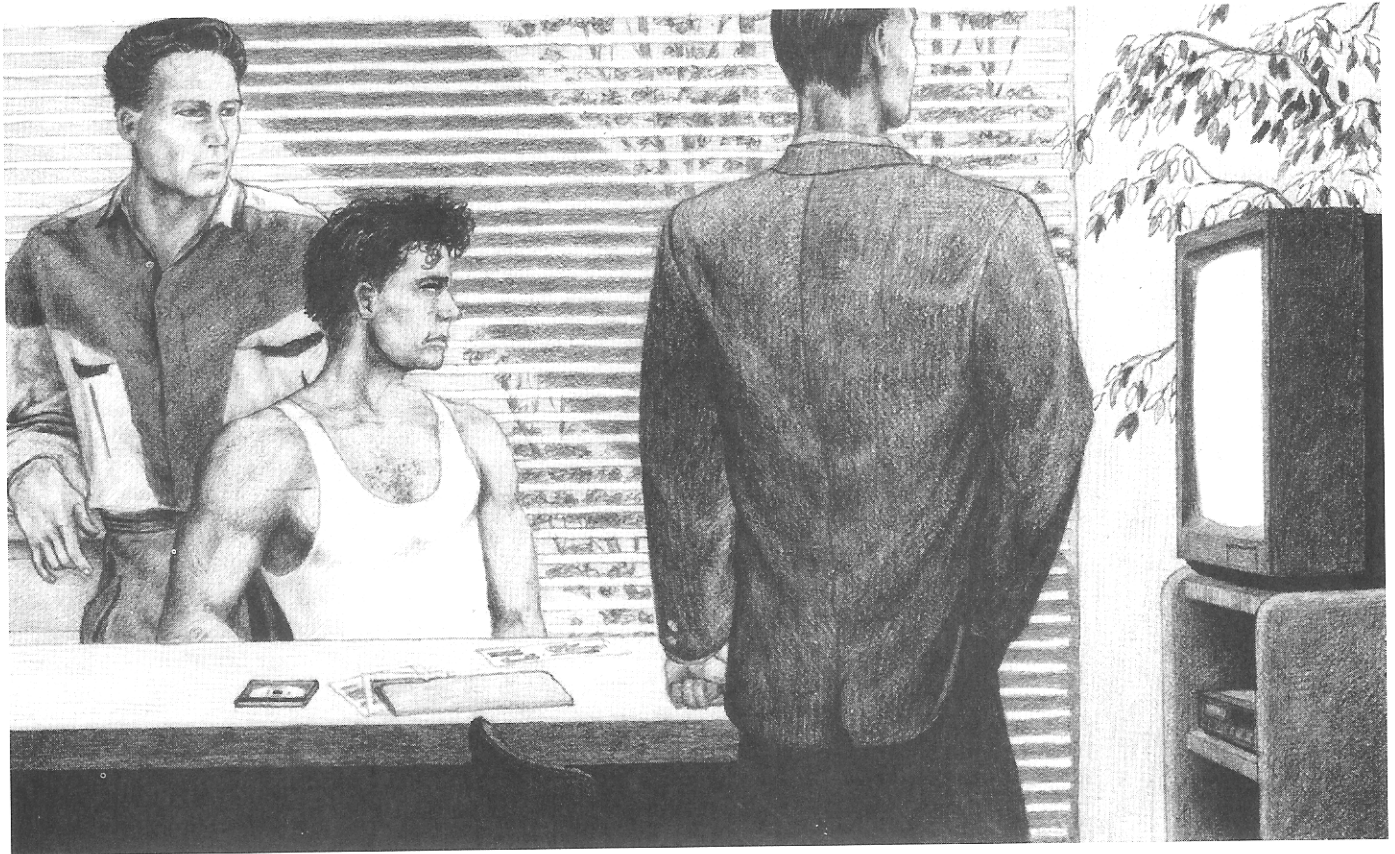
Although only twenty-six, Valerie is already number one on the seniority list for any lead L&P position that comes up in the BlackEagle organization. She is capable of all the jobs that Wiley does, although she may not quite have the exceptional hacking and analytical skills he does. It is CQ, however, who keeps everything in the L&P section moving smoothly. Her strong suits are organization and persuasion—she can even talk people into having seconds of her lethally spicy seafood gumbo.

CQ functions as the main liaison between operatives and Atlanta's L&P Facility. She's the one everyone goes to first (including Wiley) when they need to borrow or buy any piece of equipment. When the twelve-to-twenty-four hour wait from the Atlanta L&P warehouse is too much, she has been known to pull equipment out of thin air for only slightly more than the cut-rate B/E prices (thanks to her brother, Trace). "No problem, mon cher" (pronounced shah), she says snapping her fingers, "Magic." Needless to say, she is as respected as any veteran operative in the BlackEagle Organization.

The Fosters Massacre

The Practical Joke War between Wiley Morris and the Miami operatives, although not disruptive to important case work, is something of an obsession to all concerned. Jokes range from the simple liquid-heat tainted jockstrap to rather complex tactical operations. One such operation involved three remote controlled switches, a few strings of firecrackers, and a keg of Raleigh Tykes's favorite Australian lager laced with a heavy dose of laxative.

Wiley had the keg delivered to the office during a party celebrating three cells' completion of a particularly difficult joint operation. All of the Miami operatives present took part in the early evening festivities, although other staff members were warned. After about half an hour of social drinking and toasts to Wiley's unsuspected generosity, the laxatives began to take hold. Before anyone could shuffle off to the rest rooms, however, Wiley lit off the firecrackers, precipitating a rather shocking chain of events. There was not a dry seat in the house, save Wiley's.



Familiar Faces

Most B/E employees work odd hours, and there's almost always someone eating lunch or dinner in the office. Some of the operatives prefer to buy from the vending machines outside the locker room, or to cook in the small kitchen in the same area. There are usually a few, though, who like to order out, and they generally stop by Reba's desk at some point before noon to drop off their orders for the places that deliver to the Johnson Tower. Several of the delivery men and women are familiar faces at the BlackEagle office. One of them, Michel Boudreux, is a particular favorite. Michel is Haitian, but he speaks with a thick New York City accent. He grew up there after his parents emigrated from Haiti when he was just a baby. Michel is a street vendor in the area around the Johnson Tower, but his hand rolled burritos and tacos are some of the best in Miami. Several BlackEagle operatives pooled their money to buy him a cellular phone, so that they could call on him to place their orders.

Other familiar faces around the BlackEagle office are members of the work crew from Baro Cleaners employed by the K&W building management. BlackEagle takes care of its own cleaning, which is minimal anyway. Cells take the duty in turns whenever they are around the office. Baro usually stops off on the eleventh floor each evening to pick up the trash.

Building & Office Security

The Kern & Williams building management staff maintains a skeleton uniformed security crew who work the front lobby, active parking garages, and other public and engineering spaces. Security officers occasionally make rounds, but their primary interests always seem to lay with the scores of the football, basketball, baseball, and soccer games that seem to run continuously on one or two of the monitors at the main lobby security station.

The BlackEagle office maintains much tighter security measures. It starts with all the outside walls, doors, and multi-layered exterior windows. The walls and doors are all reinforced against minor explosions and small arms fire (AV 22). All exterior and atrium windows have also been opaqued for one-way viewing to disturb anyone trying to look in, but not anyone looking out at the splendid view of Biscayne Bay. The vacuum-insulated panes also make eavesdropping with laser microphones or similar devices nearly impossible.

As soon as people are buzzed into the office by Dorothy Nelson, remote metal and EM detectors let her know if anyone is possibly carrying a weapon or listening device. As clients are often armed, or accompanied by armed bodyguards, a silent alert from the metal detector is not unusual, although one or two of the operatives (the office's greatest security deterrent) generally appear to make a subtle show of force.

Dorothy has a bank of ten security monitors that jut up about 35cm from the front lip of her desk, out of sight from prying eyes. Five of the monitors are fixed in their displays. Two of those split between the roof and active parking garages, and the other three show the building's public areas, as well as the BlackEagle office's front entrance and reception area. The last five monitors rotate amongst other areas inside the office to keep an eye on any wandering guests. Other security cameras

around the building can be accessed if needed. After hours, on weekends, or at other times when Dorothy is not around, this desk is manned by off-duty operatives. It is considered the first line of defense.

If Dorothy encounters anything unusual, she can hit a silent alarm with either of two switches—one under her desk, and one a wrist-band transmitter fixed to her wristwatch. The alarm alerts Raleigh and all of the operatives with flashing red bulbs placed discretely around the office (one in each cell cubicle, none in reception area). The alarm also alerts all the Central Office police stations, although the police units are usually dispatched from the MDPD Headquarters building downtown.

The wide footwell of Dorothy's desk also doubles as an armored cubbyhole—a hiding place in case of attack. It's sealed to the front and side, and armored to withstand small-arms fire (AV 25). There are also two fully-loaded 9mm Beretta 92Fs and four spare clips in holsters duct-taped to the underside of the desk.

Another hardened section of the office is the vault where all of the security film is recorded on to video discs, alongside the stored weapons, evidence, sensitive documents, and the digital tape machines which record all phone conversations. Discs and tapes are kept for a fortnight and then placed back in the rotation to be recorded over (see the *Operations Policy Handbook*, in the *BlackEagle / BlackEagle Operatives Kit*, for more details on the protection of electronically stored information). Operatives can also directly patch into the security cameras from there.

To protect against other listening devices that might have been smuggled inside, the BlackEagle office is routinely swept with EM detectors. Reba organizes the rotation of these duties, along with other office matters, amongst the dozen or so operatives that can be found around the office at any given time.

CHAPTER THREE

INSTITUTIONS ▼ ▼

This chapter focuses on the legitimate side of Miami and the whole of Metro-Dade. That's not to say that the branches of government, the businesses, and the media mentioned here are completely above-board in all things, or that they're made up entirely of law-abiding citizens working for the greater good of humanity. These institutions employ all sorts, from those dedicated to the greater good to nefarious characters with hidden agendas ranging from turning a quick buck to world domination.

Of course, in some instances, corruption is not just limited to the actions of subversive individuals. Some businesses are no more than paper walls that hide vast illegal operations. These paper walls look like the real thing, but they are no more than legal fronts used to launder money. The entities covered in this chapter, however, are generally legitimate—several totally or mostly bogus organizations are covered in Chapter Six.

In Miami as elsewhere, perception rules. It is not what an organization does that matters, but what it seems to do. Politicians who seem to do good things are voted back into office, no matter what they might have really done. Businesses that seem to have good products, sell them. Any widely-perceived flaws, real or imagined, can spell disaster for a company or public official. It doesn't matter to the people if a company or a government is environmentally friendly, only that it seems to be. It doesn't matter if the politicians or journalists speak the absolute truth, only that they appear to do so. There are many facets to the organizations represented in this chapter, and what they seem to be or do is only a small part. In the final analysis, though, nothing is exactly as it seems. No one is exactly who they say they are.

GOVERNMENT

Metro-Dade is split into twenty-six separate municipalities ranging in population from a few hundred in North Bay Village to over half a million within the municipal limits of Miami itself. Each of these municipalities were once completely independent. They each had their own govern-

ments, including separate police departments, transit schemes, and public works offices. Today, everything technically falls under the executive control of the Mayor's Office and legislative control of the thirteen-member Metro-Dade Council.

The current incarnation of the Metro-Dade regional government was created by a sweeping set of reforms installed in 1996. While some services of local government, like the Metro-Dade Police Department, had been centralized quite some time before, the dozens of separate school systems, public works programs, transit authorities and other government agencies created constant jurisdictional conflict and inefficiency. Furthermore, many of the smaller municipalities were really too small to viably support a full range of community services. The 1996 reform was to change all that, streamlining the many conflicting agencies and governments into a single governmental body serving the entire county.

Central to the concept were two official offices: the Miami Mayor's Office and the Metro-Dade Regional Controller. The Mayor is elected to a four-year term by a popular vote of all registered citizens living within the county limits. The county itself is split into thirteen voting districts (Wards) of roughly equal populations, who in turn vote for their legislative representative on the Metro-Dade Council. Wards may encompass individual municipalities, like Miami Beach (Ward 8) and Coral Gables (Ward 7), they may be made up of several municipalities, like the combination of Surfside, Indian Creek Village, and Bal Harbour that makes up Ward 10, or they may simply be a part of the city of Miami or Dade County. The boundaries are redrawn every ten years to account for shifts in population.

The Controller is charged with the day-to-day running of the numerous agencies that operate across the boundaries of Dade County's twenty-six municipalities, such as the Metro-Dade Water Management Office, the County Maintenance Office, and all other infrastructure management offices. The Controller's office is a management post, not a policy-making one. Furthermore, the management of some critical departments remains with the Mayor's office, including the county budget, the Metro-Dade police, fire department, transit authority, and all county hospitals.

To insure a balance of power, and to keep the municipal governments involved in the governing of the region, the reforms specified that the Mayor would be popularly elected while the Controller would be appointed by the twenty-six municipal councils. This grand plan was championed by Miami businessman and Transition Chairman Jonah Tiberius. "Tiberius," *Miami Today* reported in November 1995 while reform was underway, "a respected community leader and businessman of national stature, suggested that 'in order to maintain the balance of power and the system of checks and balances in our government, we must give the new municipal councils a watchdog to prevent potential abuse from this new and mighty mayoral position.' This proposition was greeted with much applause by municipal representatives at the meeting."

Unfortunately, this balance of power replaced the old inefficiency with gridlock and political infighting. First, as the remaining duties of the municipal governments have become largely ceremonial, the hiring and firing of the Regional Controller has become the local governments' trump card over the centralized Metro-Dade government. More important, however, is the fact that Controller Caulfield, in practice, is able to implement the Mayor Sota's policies so ineffectively as to render them dead, and the mayor is unable to do anything about it. For example, the

The Guayabara

Miami's heat doesn't lend itself to formal clothes any more than its tropical languor lends itself to a hurried or uptight business climate. That, and Miami's Latin roots, make the advent of the guayabara no surprise, then. A guayabara is a man's short-sleeved, button-down shirt of light fabric, cut square at the waist to be worn untucked and featuring two low pockets and perhaps two additional breast pockets. Whites and beiges are the most common colors, with good-quality guayabaras featuring vertical stitchwork along either half of the front, and more casual ones vertical patterned bands. The guayabara is the de riguer business attire from the street to the boardroom, in all but the most formal settings.

Mayor's Office has control of the Metro-Dade Transit Authority, which includes the day-to-day operation of the county's public transportation system from buses to trains to the Metromover. The Controller's Office is in charge of the County Maintenance Office which oversees basic maintenance of buses and metromover trains as well as the elevated lines on which the trains run. The Controller can easily bring public transportation to a standstill by not authorizing the necessary repairs, or by closing certain strategic lines for extensive but unnecessary maintenance. Delays and cancellations are always blamed on the mayor so she sometimes has to make painful concessions to the Controller. Technically he is one of her employees, but she can't fire or even officially reprimand him without a majority vote of the twenty-six municipal councils.

The Mayor's Office

The Mayor's Office is located in the Miami City Hall, a bayside building at the end of Pan Am Drive in Coconut Grove—the former site of the now-defunct Pan American Airways flying boat service that once flew to the Caribbean and South America. The Mayor's Office takes up a large suite in the back portion of the building, which looks out onto Dinner Key Marina and Biscayne Bay beyond that. Along with Mayor Sota, her chief of staff, personal secretaries, and the press and public relations crew, City Hall is also home to all of the mayor's various department heads, and the offices of the thirteen members of the Metro-Dade Council. The Metro-Dade Regional Controller also has a small office in the building, but the current controller, Jeffrey Caulfield, has moved into a more secure and luxurious suite of offices in one of the downtown skyscrapers that dot the Miami skyline. He only uses his official space in City Hall as a place to hole up before his infrequent meetings with the mayor or Metro-Dade Council. All calls there forwarded to his working office.

Despite the Controller's interference, the Mayor is not entirely powerless. She can directly counteract the Controller's policies under the right legal circumstances. She also has certain powers to call out the National Guard given to her by the Civilian Defense Act of 1997 (dubbed the Riot Act by the media). The Mayor can also create temporary autonomous commissions and task forces to oversee specific problems that might fall within the realm of the Metro-Dade Regional Controller. These commissions and task forces have the authority to put their plans into action even over the direct objections of the Controller.

The special commissions or task forces, however, present a whole new set of problems and politicians that the mayor has to deal with, so they are not always the most desirable alternative. They generally require representation from all relevant municipalities to be effective, as well as permission from the thirteen-member Metro-Dade Council if the commissions are expected to exceed their legal six-month life-span. Commissions are sometimes useful for specific problems, though. They can often bypass the interlocking bureaucracies of the municipal governments, the Metro-Dade Council, and the Metro-Dade Controller's Office. There are even a few permanent commissions that oversee the Metro-Dade Police Department, fire department and all county medical services. These are not without their own bureaucratic problems, but they insulate these emergency services from the controller's machinations. Controller Caulfield, however, is not without his agents and spies in the departments.

Mayor Gabriela Sota

Gabriela Sota, a naturalized Cuban-American, ran for mayor in 1996 as an independent. She gained a lot of national attention, not to mention local support, when she refused to debate her two Anglo rivals in English, unless they also debated her in Spanish. It was this move that won her eighty-three percent of the Spanish-speaking vote, and a total of fifty-six percent of the popular vote in a three-way race. The language made no difference to her debates, though. Sota was as impressive and charismatic in English as she was in Spanish.

As mayor, Sota has not been able to accomplish all that she set out to do, despite continued strong support from all the immigrant communities. She has pushed many potentially helpful government programs through the Metro-Dade Council, only to have Controller Caulfield carefully sabotage them at the point of execution. She has been able to find ways around the gridlock, though. The latest string of “gloves off” political battles with Controller Caulfield began in January of 1998. Mayor Sota went on the offensive, launching a special commission with representatives from all the predominantly immigrant municipalities, to look into allegations of the misappropriation of funds by Caulfield and his staff. The District Attorney, Juanita Valdez, even got to the point of assigning a prosecutor to handle the politically sensitive case.

Sota coupled the creation of the Fuller Commission with leaks of rather sensational information from “undisclosed sources” about the suspected involvement of Jeffrey Caulfield, a former administrator of the Tiberius Foundation’s schools (see Chapter 5), in a child prostitution ring. There were also allegations of widespread drug use and even illegal arms trading. WENS, a local all-news TV station, put the story on heavy rotation for several weeks, giving new angles each day. National and then international news services picked up the story. The media scrutiny distracted the controller’s office to the point that Mayor Sota managed to get valuable welfare and urban renewal legislation implemented.

Although the sensational charges failed to pan out, the Fuller Commission actually did turn up seven witnesses and strong physical evidence of corruption within the Metro-Dade Regional Controller’s Office, implicating even Jeffrey Caulfield himself. The news hardly made the headlines, though, for within hours of the initial findings of the Fuller Commission’s disclosure the infamous summer riots of 1998 broke out. By the dozens, reporters were pulled off the Caulfield story to cover the mayhem, which carried on all summer to varying degrees.

The effects of the distraction were two-fold—not only did the media lose interest in the story, but much of the Fuller Commission’s key evidence disappeared. Four witnesses were killed in separate incidents during the riots, and the other three disappeared, although bits of one were found a few weeks later rotting in a city dump.

Such blatant destruction of evidence and assassinations of witnesses prompted Mayor Sota to form another commission to examine police corruption (the Kemp Commission). Leo Pittman, the popular Ward 5 Councilman, was appointed chairman. By early 1999, the Kemp Commission uncovered solid evidence of widespread police corruption within the MDPD. After an assassination attempt on Pittman, Mayor Sota called for federal assistance in storing and guarding all of the evidence, and Pittman privately hired BlackEagle to investigate, not trusting the MDPD (see the *GM’s Companion*). All of these issues have yet to be resolved.

Bilingualism

Miami’s Spanish-speaking population ranks it among the largest Spanish-speaking cities in the world—and Spanish is very much a publicly-spoken language. It’s quite possible to get by in Miami without speaking a word of Spanish—hundreds of thousands do—but it’s equally possible to get by with no English. The question of language has been a controversial one, prompting a state constitutional amendment to confirm English as the “official” state language, with national movements also springing from Miami—but that hasn’t affected the dozens of Spanish radio and TV stations, hundreds of Spanish billboards and ads, and thousands of Spanish-speaking citizens of Miami.

The Metro-Dade Regional Controller's Office

The Metro-Dade Regional Controller's Office is officially based in a small first floor suite of rooms in the Miami City Hall, but this office is usually only populated by two staff members to answer the phone. Most calls are transferred to the much larger penthouse suite of the Universal Trade Building at 1321 Brickell Avenue, where all the real business of this "under-government" is coordinated.

Controller Jeffrey Caulfield

Jeffrey Caulfield is a slick politician by any assessment. He wears just the right clothes, uses just the right amount of hair spray, and always seems to be able to dress up empty answers in substantial packages. Like most politicians, Caulfield thinks that he's doing the right thing, especially when he is not.

Jeffrey Caulfield was appointed soon after the election of 1996, when Mayor Sota was elected. Before his appointment, Caulfield was the chief administrator of the Tiberius Foundation schools in Miami, of which he himself was a graduate. He was seen as a proponent of education reform, and was taken on with much aplomb. Even Mayor Sota welcomed his appointment at the time. She had no idea that she would not be pulling any of his strings.

Caulfield has used his considerable management and political skills to counter Mayor Sota's every step—but his skills and means go well beyond those of most politicians. For example, although he certainly did not create the underlying conditions for the 1998 riots, which were probably inevitable, he did foresee and deliberately spark them to deflect the public interest in the Fuller Commission's investigation of his office. He then arranged the disposal of the Commission's evidence and witnesses. Finally, engineering his own win-win situation, Caulfield stepped in with members of the MDPD Gang Task Force, and negotiated a peace among the gangs which were heavily involved in the most violent moments of the riots. By the end of the summer of 1998, which would have been disastrous for almost any other politician, Caulfield had gained a large popular following. On January 9, 1999, he announced his candidacy for mayor of Miami in the 2000 election with a promise of further reform in the Metro-Dade government.

Unfortunately for Jeffrey Caulfield, the corrupt cops on whom he relied to arrange the riot and disposal of evidence were not as loyal as the Tiberius School graduates working for him in his office. Some of the crucial evidence against Caulfield was not destroyed, but ended up in the hands of two groups with the same idea—blackmail. The Beat, a gang of corrupt police officers (covered in Chapter Five), simply wants to make a little money. Lt. Michael Macon of the Gang Task Force, with whom Caulfield worked on both starting the riots and stopping them, wants more. He is a member of The Order (see Chapter Six), and has already begun to monitor Caulfield with the intention of offering him membership in the white supremacist group—a potentially deadly offer.

The Metro-Dade Council

The Metro-Dade Council is a thirteen-member legislative board with a number of functions that include approving all county ordinances and fiscal concerns. The council members primary responsibility, however, is

to represent the views of their various constituents in both county policy and legislation. The council also acts with the mayor in any time of crisis to provide emergency legislation or to temporarily grant the mayor special powers to resolve any immediate problems with executive action.

Councilman Delaney Montgomery

“Big Dee,” as he is called by everyone, is often the swing vote on any number of issues dear to the heart of Mayor Sota. In an evenly divided council, he is always the last to commit to any issue, playing his cards close to his chest—very much the old school quid-pro-quo politician. People never know how he is going to vote until the moment he casts his ballot. In holding on to his vote, however, he manages to accomplish a lot for his Ward 7 (Coral Gables) constituents, and they back him through thick and thin. Montgomery does have an Achilles heel, however. He may be faithful to his constituents, but he is not always faithful to his wife. This leaves him wide open not just to political problems, but also to personal blackmail. It is only a matter of time before someone discovers this weakness.

Councilwoman Natasha Valenko

Tasha Valenko was once the cultural attache for the Soviet Consulate in Miami. When she defected in the late 1970s, it made international headlines. She made headlines again in 1992, when she became the first Soviet defector to hold elected office in the United States. She takes the business of democracy extremely seriously, and will stop at nothing to make it work. One of her many accomplishments was helping to arrange the movement of TGR, a major manufacturer of satellite launch vehicles (see page 67), from Russia to south Florida. She continues to keep in touch with many of the Russian scientists who live in her constituency, Ward 13—South Dade County, including Homestead and Kendall.

Councilman Travis L. Roberts

Councilman Roberts comes from a family of bootleggers who played a large part in making Miami “the leakiest place in America” during Prohibition. His family’s tune has not changed a great deal, apart from a shift in contraband—to drugs. His family may not be a major player in south Florida’s booming drug-smuggling trade, but it probably has the most history.

Travis Roberts is the first of his family to be involved in politics, and takes great pains to appear legitimate. In truth, he has no direct connection to the family business, run by his two brothers and sister. He entertains hopes of challenging one of Miami’s U.S. congressional seats in the coming 2000 election, although any scandals involving his family would almost certainly sink his chances. Until then, he will continue to represent Ward 11, which encompasses Key Biscayne, Virginia Key, Port of Miami and most of the bay islands.

The Other Council Seats

The wards are numbered from the center of the county out in a sort of mad spiral of red tape that whirls through Metro-Dade. It begins appropriately with downtown Miami and the financial district. This Ward 1 seat

is held by the chairman of the Metro-Dade Council, Fred Duiggen, a twenty-five year veteran of city government. Ward 2, the area just northwest of downtown that includes the rough Overtown and Allapattah neighborhoods, is represented by Jean-Paul Boudreaux, a Haitian American. The neighborhoods north of downtown, east of I-95 up through the Red Zone to Little Haiti, is represented by Sally T. Barger, Ward 3 Councilwoman. Ward 5 includes much of Hialeah as well as Miami Springs and Miami International Airport. Its seat is filled by Roberto Sota, the Mayor's younger brother who filled the vacancy after her election to mayor. Ward 6's boundaries are nearly the same as Opa-Locka's, although it stretches further west into less crime-ridden areas. Councilwoman Martha "Ty" Cobblens has her hands full. Ward 8 encompasses Miami Beach, where Councilman Frederico de Marquez lives among his constituents and some of his fellow members of the Malecon Organization. Ward 9, including Coconut Grove and Little Cartagena, is represented by a Colombian-American with a very English name, Ernest D. Warrington. The Biscayne Bay islands north of the John F. Kennedy Causeway are included in Ward 10 which is also filled out by Surfside, Indian Creek Village, and Bal Harbour. These prosperous neighborhoods are represented by Gregory Harding, a new replacement for Councilman Harvey Goldstein, who died mysteriously during his latest term. Ward 12 is mostly filled up by El Portal, Miami Shores, and the North Miami neighborhoods. This area has Councilman Charlie "Birdman" Parks in its seat on the council.

The District Attorney's Office

The District Attorney's Office has to keep its feet in both the political and law-enforcement worlds. The DA is an elected position that coordinates the investigation and prosecution of all felony crimes in Metro-Dade. The office also takes on some misdemeanor cases which, for some reason or other, the municipal attorneys cannot or will not cover. Most of the 1500 person staff of the DA's Office are based in the county buildings surrounding the Metro-Dade Courthouse in Downtown Miami, although the current District Attorney, Juanita Valdez, actually has her own suite of offices on the seventh floor of the building.

District Attorney Juanita Valdez

Around the office, people refer to Nita Valdez as "Big Foot"—but only when she's not around. She is nearly six feet tall and extremely fit. She runs every day with her bodyguards, whom she regularly tires out. Nita likes to do things her own way, and is not completely comfortable with the public aspects of her job. She always feels a little awkward in business attire, as though it doesn't quite fit her. The truth is that she hates dresses and suits. She would love to go to work every day in T-shirt, jeans or sweat pants, if she could get away with it.

Nita came to Miami from Cuba on the first wave of the Mariel Boatlift. She was seventeen, without a friend or relative to help her, but she was quite capable of taking care of herself. Within a year, she had convinced the Metro-Dade School System that she was qualified to receive an American high school diploma.

With that diploma in hand, Nita managed to make her way into the University of Miami, where she worked two part-time jobs to pay tuition and living expenses. Four years later, she received her Bachelor of Arts

degree just a few days after taking the oath of United States citizenship and winning a scholarship to continue her studies at the university law school.

After law school, Nita clerked for one of the senior justices on the Florida Supreme Court. When she discovered that he was taking bribes, she turned him in even though he, in turn, offered her quite a sum to keep quiet. She made an instant name for herself in the Florida Bar Association as someone above reproach, and she was offered all sorts of positions at large Miami law firms, but instead she chose to become an assistant DA. She became the Metro-Dade District Attorney in a special 1998 election after she prosecuted her own boss for corruption.

At thirty-seven, Juanita Valdez is the youngest District Attorney of any major United States city, as well as being the first Hispanic woman to hold that post. She has been fearless so far in her attacks on organized crime and street gangs. In one full year, she has put more high-level criminals behind bars than her predecessor did in his eight years as the Miami D.A. Lately, she has set her sights on Jeffrey Caulfield's illegal activities.

On the street Nita is known as the "Lady Shark," because she only smiles as she moves in for the kill. Her face rarely gives away any other clues to her thoughts. She has the practiced look of an experienced interrogator. When she questions someone, her eyes never move. She never seems to blink. The overall effect is quite piercing and intimidating.

BUSINESS

Miami is one of the largest financial and business centers in the United States, and is often called the business capital of the Caribbean and Latin America. Its multicultural commercial environment is unique among American cities, although most of its corporate cathedrals stand half empty, victims of the worldwide depression. Many businesses are getting by, though most of those that flourish have adapted successfully to an environment that values intelligence, instinct, flexibility, high technology and low ethics.

Business in Miami has truly become war, and those companies that do not understand the conflict soon fall to more ambitious and less ethical enterprises. Industrial espionage and trade in inside financial information is now so common that some companies have entire sections solely devoted to maintaining the security of their own secrets, and to cracking those of their competitors.

Tourism is the top legal money-maker in Miami, although numbers have dropped off in recent years because of the sharp rise in travel costs. The lag in the tourist industry has not only affected hotels, restaurants, and tourist spots, but has also hit the retail trade quite hard as well. There are fewer customers, and those have less money in their pockets.

The textile industry was probably Miami's largest victim of the decade long depression. Once Miami's biggest manufacturing industry, most of the mills have closed or radically downsized. Many small businesses have shut down also in the last few years, and thousands of Miami residents have been laid off. Some are still foundering, reduced to mere numbers among the nearly fifteen percent unemployed. Others, not counted in the official statistics, moved into Miami's booming illegal trade of black market goods, like stolen fuel and high tech equipment. A few moved deeper still into the growing underworld.



Resource Unlimited

We Know the World

Corporate & North American HQ:

428 SW 27th St, Coral Gables

Transport Division HQ:

Opa-Locka Airport

An international resource management corporation based in the United States, Resource Unlimited has offices of varying sizes all over the world, including large field offices in Moscow, Sydney, Tokyo, London, Rio de Janeiro, New York, and Washington D.C.

President & CEO:

Dr. Janet Carroway

Senior Executives:

VP Database Resources:

Dr. Helena Guittirez

VP Operations:

Dr. Romero de Maglina

VP Legal Division:

Kevin Handley

VP Transport Division:

Jean Luc Duvalier

VP Accounting Division:

Sean Hearly

Gross Revenue (FY 1998):

\$3,234,567,000

Outstanding Stock:

578,465 shares (78.4%)

Controlling Interest:

publicly traded

Top shareholder:

Dr. Helena Guittirez (21.6%)

Subsidiaries: none

Employees:

Corporate Total: 15,456

Miami Area: 3,409

Those companies that prosper have adapted and survived in a hostile environment. They have thrived where others fell. Some of these companies have a necessary product for the contemporary world. More found ways to sell their products and services to customers forbidden by United States law, thus increasing their client base. Others merely changed products and began using their legitimate operations to cover for a healthy sale in contraband weapons and narcotics. The following businesses are a few of those in Miami that have not only managed to stay afloat, but prosper in the worldwide depression.

Resource Unlimited

Headquartered in Coral Gables, Resource Unlimited (RU) is widely regarded as the foremost international resource management corporation in the world. The nineties have been good—Resource Unlimited is one of the few large corporations to actually prosper in the worldwide depression. In 1999, RU holds a virtual monopoly over all large scale resource management operations throughout the world, although the company is not above taking smaller, more specialized jobs as well.

From its inception in the late sixties, Resource Unlimited has amassed large databases of geographical surveys on untapped regions all over the world. Their first big break came along with the first of two oil crises that hit the United States and turned Resource Unlimited from a small company of a few scientists into a multinational player sending out research teams (bigger than the original company) at a moment's notice to all parts of the globe.

Although quite a large company by 1990, RU nearly doubled in size with the Persian Gulf crisis after discovering large oil fields in Trinidad and off the California coast. In 1999, gross revenue from the North American operations alone is expected to exceed a billion dollars.

Market

Much of the Resource Unlimited client list is confidential, although most are major corporations and Third World governments. Resource Unlimited helps its Third World clients determine what and where their natural resources are and the best methods of exploiting them without significant risk of depletion. Corporations, on the other hand, generally hire RU when they are trying to locate a specific resource. They also use RU's service when they need an analysis on the infrastructure resources—roads, buildings, communications lines—within a region that interests them. RU can also survey the commercial and political climate for their clients.

Resource Unlimited rates change from project to project, depending on the services rendered, the potential gain for the client, and possible danger to RU personnel—field survey teams are often sent to remote, rugged, and often hostile or war-ravaged corners of the globe. The company's normal practice is to charge a flat fee which is held against a percentage of the gross yield of their work for the lifetime of the project.

Company Resources

Mobility is one of Resource Unlimited's major features. Many of the areas RU is called to visit are not visited by regular air service, if at all. For this reason RU maintains a fleet of 23 STOL aircraft (mostly C-130s modified

with JATO boosters) along with a variety of helicopters and all-terrain vehicles for its operations.

RU maintains facilities, hangars and ground crews for its exclusive use in six of the seven continents (Antarctica excluded), plus smaller relay stations in most of the regions in which they have large active operations (mostly Third World nations). The central headquarters of the Transport Division is the Opa-Locka Airport in Miami, which the company bought in 1994 from the city. The airport is closed off to all commercial and civil traffic except in cases of emergency. The only external officials present are U.S. Customs, MDPD, and INS agents.

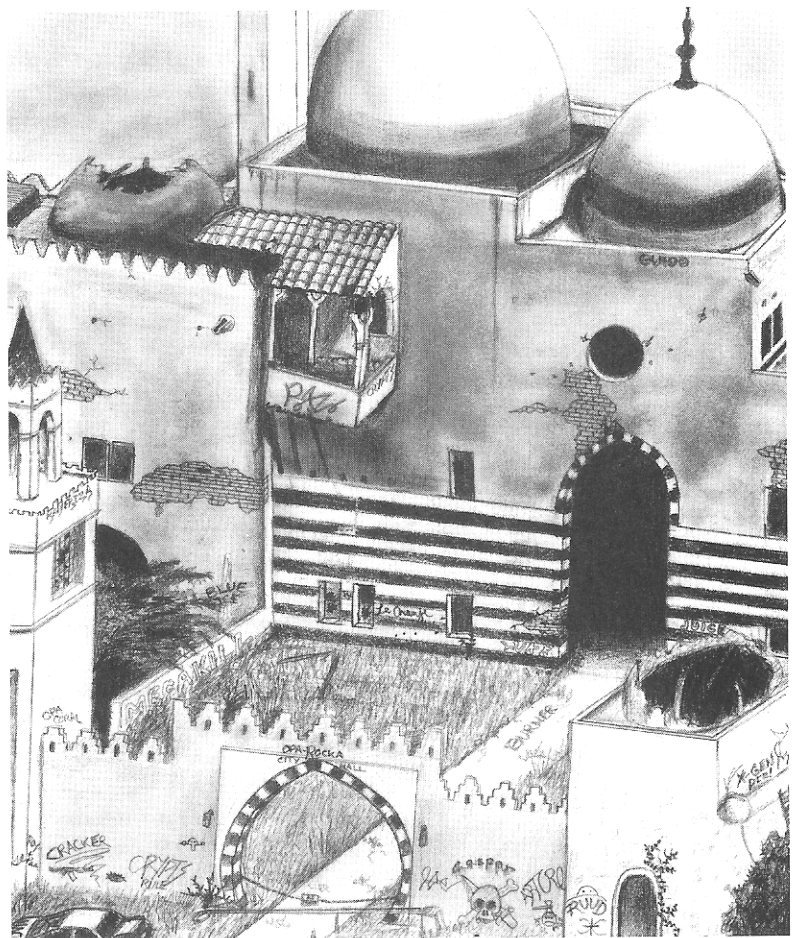
Resource Unlimited also has a vast Legal Division along with an Accounting Division with enough bean counters to bore the entire world. Along with the lawyers and accountants is a small army of logistics experts to order and distribute everything from toilet paper to communications satellites. The company's largest division, however, is their Database Resource Group, which collects and maintains all of the raw and analyzed field data, as well as cross-referencing absolutely everything. The databases are the heart of all the company's operations. Many times, clients will just pay for intelligence from RU computers, which is said to be the most complete and accurate source of resource management information in the world.

The Real Scoop

Unfortunately, the company name—Resource Unlimited—tends to reflect the attitude of many of the executives in charge of a company that was actually founded by environmentalists. The founders decided that America needed a company that could pinpoint its natural resources and devise the best ways of utilizing them safely, for man and environment. The current management, however, seems to take the strip-mining approach to environmentalism, while maintaining a public environmental image conducive to the original charter. Unfortunately, the founding members have either died or slowly changed their priorities over the years.

Although Resource Unlimited is a gigantic multinational, all of its divisions and subsidiaries essentially exist to support the core structure of field and home-base research teams. The structure of the Research Division is similar to that of BlackEagle's Operations Branch, in that it is composed of small field teams operating semi-independently around the globe. Most of the actual work that the client sees, though—the data analysis and proposed solution—is done from the central home base locations.

The Research Division is headquartered at the Opa-Locka facility, and is structured in six theaters of operation split along continen-



tal lines (Antarctic operations are occasionally run, but even RU has no permanent outpost there). The more than 200 field teams, or “packs” as they are referred to within the company, are divided amongst these six major offices, and then further divided into more specialized zones of operation that usually cover just a few countries. There is usually some overlap in coverage areas.

A full strength pack is made up of about twenty personnel, although that number varies with the type of operation, and the potential danger to personnel. Usually at least five of the group act as bodyguards and survival experts whose job it is to protect the rest of the team from any natural or man-made hazards. The bodyguards are also in charge of securing communications and any necessary transport. The rest of the pack works in twos or threes, gathering pertinent data within their scope of study from geology, to physics, chemistry, engineering and even human behavioral sciences, to gauge political and social situations. The specific range of studies is always determined before an operation, and the relevant personnel are sent.

The packs do field studies on everything from the best ways to fish for cod in the north Atlantic, to the most efficient ways of exploiting and augmenting the telecommunications infrastructure of various cities around the world, to finding the best and most cost effective place—anywhere in the world—to mine a particular mineral. Once the raw data has been collected, the packs work with their home base counterparts in analyzing the information and inputting it into the vast array of RU databases.

One of the more interesting jobs conducted by RU was in Colombia for the Medellín Cartel. After the start of the civil war, Resource Unlimited was hired (in defiance of the UN embargo) to do a survey on the natural resources available to FARC within their newly-gained territory. This included an in-depth analysis on the best methods of cultivating and refining Colombia’s best known resource (Coca): where to grow the plants, when to harvest, and how to maximize product.

Research Division packs have also done work for the Golden Triangle in Southeast Asia, the Chinese Triads, the Japanese Yakuza, the Sicilian Cosa Nostra, as well as extremist elements within the South African DeBeers Diamond Cartel willing to do anything to maintain the artificially high price of diamonds. They asked RU to do a study on how best to disable diamond production in Russia, their major competitor, after that country failed to renew the exclusive DeBeers contract with them in 1995. A few well-placed nuclear devices was RU’s answer—and the company made specific recommendations on placement and yield. The suggestion has not been acted upon yet.

Resource Unlimited has also done a lot of other work in Russia, as Siberia is one of the few largely untapped areas in the world. There are vast natural resources to be had, but the trouble is not finding them, it’s in getting them out of the country. RU actually faced its worst disaster on former Soviet soil when an entire pack working for the Russian government disappeared in 1997 without a trace of any of its seventeen members.

RU Operations can be perfectly safe or quite hazardous. The scientists in the more dangerous theaters of operation are given some training in defense and weaponry, but they are usually accompanied by larger teams of their all-purpose bodyguards. BlackEagle has been called in

from time to time to retrieve RU packs trapped or taken hostage by hostile locals, though B/E operatives not could find no trace of the pack that went missing in 1997.

One real thorn in the side of RU is the growing number of environmentalists opposed to their research. ETG and Gaia's Fist, as well as other eco-terrorists, have been known to closely shadow "Rapists Unlimited" research teams in the field, as well as executives from the home offices.

Resource Unlimited almost always works for the highest bidder, although they do reserve a level of patriotism to America if they can directly benefit in some way. The company has the money and influence to operate above the law in many places, but they take great pains to make their operations legal, at least when it is expedient for them to do so. Opa-Locka Airport is one of the places where RU holds the law to its own standard. Technically, all of the airport is designated as a bonded warehouse. Nothing is supposed to enter or exit without being cleared first by Customs and INS officials, but in practice this is not so.

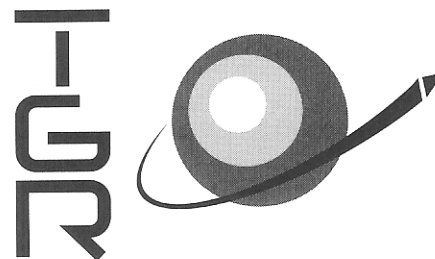
Resource Unlimited has a small network of tunnels underneath Opa-Locka Airport, two of which surface outside the perimeter fence. The tunnels are left over from the old drainage system at the airport. They were all supposed to be filled in during the year of renovations that preceded RU's takeover of the airfield. New tunnels were dug, but the old ones were not filled in. They were actually reinforced and blocked off from the new system to prevent flooding. The old tunnel network can be accessed from the heavily guarded central airport building, or from either of its exit points at a small cigar factory, and a small textile mill on the east perimeter. Both are owned and maintained by RU as covers for the small but valuable packages that the company occasionally smuggles in and out of the airport before Customs, INS or MDPD officers can suspect anything.

Using their facilities at Opa-Locka Airport, RU has on occasion helped BlackEagle, the CIA, and other covert agencies, move sensitive items or personnel in and out of the country. As a result of this work for the government, law-enforcement agencies have occasionally been ordered to turn a blind eye to RU's operations at the airfield.

TGR

TGR (Titov/Gagarin Rockets) is a small ex-Russian company that designs, builds, and launches large-payload disposable launch vehicles for commercial use. They launch satellites for communications, weather, mapping, and scientific missions. TGR has also launched a few satellites that could only be described as military-oriented, for both the Russian government (in its former life as part of the Soviet space industry) and that of the United States. TGR was actually founded as a private Russian company by a handful of the scientists who headed up the once formidable Soviet Space Research Institute. They went into business for themselves when the Russian space program dried up in the early 1990s.

Outside of the government fold, however, TGR was faced with Russia's burgeoning organized crime problem. The mobs, which routinely demanded protection money from Russian businesses, saw the struggling TGR as a high-tech and lucrative target. In their efforts to exploit that potential, several employees were kidnapped and murdered. Offices



TGR

Building Your Tomorrow

Corporate HQ: InterTel/NetCom Corp. campus in Homestead, Florida

Although TGR has no branch offices, testing and flight operations are carried out at facilities as Shark Tooth Key, Florida, and Capabarri, Guyana, both officially owned and operated by InterTel/NetCom Corp.

President & CEO: David Radisham

Senior Executives:

Propulsion Systems Engineering:
Dr. Vladimir Beluski
Research & Development:
Yuri Nabakov

Gross Revenue (FY 1998):

\$1,272,000,000

Outstanding Stock:

45,000 shares (45%)

Controlling Interest:

InterTel/NetCom Corp (55%)

Top Shareholder: Lauren Rhodes

Subsidiaries: none

Employees:

Corporate Total: 121
Miami Area: 121

were ransacked, plans destroyed, rockets sabotaged, and launch sites overrun by hoodlums—many of whom were the actual security guards paid to protect the company from such attacks.

Things were not looking good in the private sector. But in 1995, InterTel/NetCom Corp, an international telecommunications giant, bought controlling interest in TGR. The Russian scientists were transplanted from the chaotic area surrounding the Blagoveshchensk missile base in the Russian Far East to a spacious headquarters on the 131-acre InterTel/NetCom campus in Homestead just outside Miami proper.

Today TGR has developed and tested two payload delivery systems, the TIGER 1, and the smaller TIGER 1b. Plans are afoot for an even larger TIGER 2 HLV rocket capable of reaching high orbits with more than twice the payload of TIGER 1 and 1b combined. TGR launched three TIGER 1s and two TIGER 1bs in 1998, all successfully, and already eleven launches are scheduled for 1999. At \$280 million a pop, whether a launch is successful or not, TGR is set to make its first healthy profit in the coming year, as are the Russian founders who still own forty-five percent of the company. The first TIGER 2 ground tests are set for late 1999.

Market

While most of the current technology effort is being put into reusable rockets and small payload delivery systems, like NASA's Scramjet or the ESA's Hotol shuttle, few companies other than TGR are designing disposable rockets with large payloads. Only the ESA's Ariane 5 heavy booster offers a similar large payload service to the world's commercial telecommunications services. Even NASA's aging fleet of space shuttles is incapable of delivering the largest systems into high orbit.

Since 1995, the company has focussed on research and development, subcontracting construction and launch of the rockets, under TGR management, to InterTel/NetCom. The mother company also oversees the actual assembly of the rockets on site in Guyana with the help of the TGR designers and ground crew.

TGR holds a growing share of an increasingly important market, as there have been long delays with many of the reusable deployment schemes of the world's space agencies. The completion date for the multinational Freedom Space Station has been pushed back yet again. The new Freedom deployment plans are set for 2002 and call for substantial TGR involvement if they can get their TIGER 2 rocket functioning in time.

Company Resources

TGR's greatest resource is its founding fathers—the ninety-seven Russian scientists, including Nobel Prize winning physicists Vladimir Beluski and Yuri Nabakov, who moved to the U.S. with the company. Without them, the company is just another pretender to the throne. But though those scientists hold a large portion of the company stock, the takeover agreement gives them only two seats on TGR's InterTel/NetCom-dominated Board of Directors, and as such they have little control over nontechnical policy decisions. The agreement does give them full control over all research and development, however, and guarantees complete funding and exclusive access to launch sites in the Caribbean and Australia.

The primary launch site is in Guyana, at a remote location along the Cuyuni River (one of ESA's Ariane launch sites is nearby at Kourou). At roughly seven degrees above the equator, the site, while not convenient for surface travel, is perfect for putting satellites into geo-synchronous orbit. Resource Unlimited and INSYCON teams are currently at work on studies designed to improve the transportation routes and telecommunications infrastructure from the coast at Port Georgetown to the launch site nearly 350 kilometers up the Cuyuni River.

Secondary sites are under development in the Florida Keys, Nicaragua, and Australia. The Nicaraguan site was officially completed on March 15, 1999. Two launches have already been scheduled there for June and November. The other nine launch dates are set for the Guyana facility, which has been christened The Tiger's Den by InterTel/NetCom officials for the harsh jungle-like atmosphere surrounding the small TGR compound. The Australian facility is set to open in early 2000.

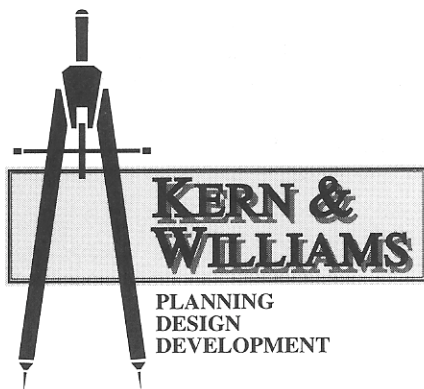
Other than personnel, TGR has no viable resource of its own. The company is, in essence, just a division of InterTel/NetCom Corp. The mother company supplies the researchers with whatever they need, from pencils to computers to advanced rocket test facilities on Shark Tooth Key. InterTel/NetCom Corp even supplies additional personnel where needed, from lab assistants and secretaries to a few of the better American rocket propulsion scientists lured away from NASA's Huntington, Alabama facility.

The Real Scoop

InterTel/NetCom Corp was actually looking for a tax write off when they bought a fifty-five percent controlling interest in TGR, but some elements within the company soon recognized TGR's potential and have allowed it to grow and succeed. Lauren Rhodes, the InterTel/NetCom CEO, has gone a long way to assist this cause, although not everyone at the company feels the same way that she does. She has developed a few powerful internal enemies for her positive stand on TGR.

American isolationism hasn't ended with the high-tech world of the information age. Some of the older InterTel/NetCom executives are holdovers from the old Space Race, and view the Russians with contempt. They still perceive the Russian scientists as competition, question their capabilities and the quality of their work, and resent the fact that the company bears the initials of the two cosmonauts who beat the first American astronaut into space. More importantly, many of InterTel/NetCom's board members question the commitment of billions of dollars poured into the development of the company and its launch facilities, when the viability of the market (especially for the very large TIGER 2 HLV) depends on government-sponsored programs like the Freedom Space Station, which could be canceled at any minute. Some of these executives were especially surprised when all five launches came out successfully despite their elaborate attempts at sabotage. The failure of their dirty tricks merely stiffened their resolve to act again to prove the Russians wrong.

Some of the Russians have picked up on the resentment, and correctly suspect that they are under surveillance. What the people spying on the scientists haven't reckoned on is that the Russians are used to being monitored constantly by their bosses, and know a thing or two about avoiding spies and eavesdropping devices. They are also well



Kern & Williams Incorporated
The City Builders

Miami Office: K&W Tower, 459
Brickell Avenue, Miami

One of the largest design and construction firms in the world, Kerns & Williams has offices all over the globe. Corporate Headquarters are in Nassau, the Bahamas

President & CEO: Janice Williams

Senior Executives:

COO: Katherine Kern-Thornhill

CFO: Reginald Williams

CLO: Patricia Williams

SVP-Research & Development:
George Kern

SVP-Human Resources:
Geri Williams-Kern

SVP-Procurement:
Michael Raven Williams

Gross Revenue (FY 1998):
\$14,456,765,000

Outstanding Stock:
not publicly traded

practiced at sending out misinformation. The core Russian scientists also have their own network of spies within the InterTel/NetCom hierarchy, with the CEO sympathetic to their cause, and have managed to prove painful to the wallets of some of the mother company's executives who are running an illegal high-tech exportation scam through TGR shipments to Port Georgetown in Guyana (see pg. 126).

The greatest potential threat to TGR integrity, however, comes from Russia itself. While the ninety-seven core scientists were transplanted in the United States with their immediate families, most of the Russians still have friends and family remaining, all of whom are potential targets for gangs and organized crime. Blackmail is a serious threat to all of the transplanted scientists. Many already send a small percentage of their income back to Russia to pay "protection money," but it is only a matter of time before the criminal demands escalate. One such demand knocked out the BAT II (BlackEagle Administrative and Tactical) Communications Network run by InterTel/NetCom Corp for BlackEagle/BlackEagle. Four B/E operatives from the Kyoto office died as a direct result of the communications breakdown, which was engineered by the Worldwide Islamic Jihad through their Russian connections.

Kern & Williams Incorporated

Kern & Williams Incorporated is an international construction and architectural conglomerate. They refer to themselves as "The City Builders," which is not at all off the mark. K&W has made significant contributions to the skylines of every major city in the United States, as well as scores of others around the world.

The company was founded in New York in 1865 by two young architects, Howard Kern and Frederick Williams. During the Civil War, the pair worked for the Union Army as engineers, organizing the construction of forts, bridges, and whatever else the army needed. It was after the war, however, that Kern and Williams made their first great impact on the American landscape. The pair of architects hired on many of the soldiers who had been under their command and turned them into a highly organized and disciplined construction unit. The company had its first jobs assisting in the physical reconstruction of Southern cities, most notably Richmond and Atlanta.

Kern & Williams Incorporated gained a good reputation, even among Southerners, for their sturdy construction, reasonable prices, and efficiency, which was unmatched by any other company at the time—North or South. The American Civil War was only the first conflict to make a fortune for the company. Other wars followed at regular intervals all over the world, and K&W was always there to clean up after the fighting. The destruction of the Gulf War brought in over \$8 billion in gross contracts.

Market

Kern & Williams usually only takes large jobs—skyscrapers, shopping malls, suspension bridges, airports, palaces and such. They rarely involve themselves in small projects like individual houses, although they do own many other small construction and architectural firms around the world that do.

Kerns & Williams are building the new European Union facilities in London, Paris, Bonn, Geneva, and Rome. K&W built the Johnson Tower in Miami, home to the BlackEagle office there. The company's enormous range of efforts includes such diverse projects as the TGR launch facility at Shark Tooth Key and the redesign of the South Florida Water Management District, a system of canals and gigantic underground pipes that will not only provide all of south Florida with drinking water, but will also redirect water to the drought-choked Everglades National Park. Construction on this project is supposed to begin in mid-1999 and last ten years.

Company Resources

Kern & Williams has the resources and manpower to set down in any abandoned part of the world and build a small city from scratch—sewers to skyscrapers. This is essentially what they were asked to do by the Saudi and Kuwaiti governments after the utter devastation of the Gulf War.

Kern & Williams employs every sort of professional, from architects to medical doctors to engineers. They even employ a small staff of historians to research architectural histories of various cultures, ancient and modern, to assist designers and clients in their thematic approach to certain projects.

Interestingly, Kern & Williams also has one of the largest virtual reality research teams in the world. VR simulators, installed in several K&W offices around the world, allow clients to walk through a building before construction crews even think about digging a foundation. Simulations are even made of the surrounding landscape, so that clients can see the views from their projects, while “fly-arounds” allow interested third parties, like zoning officials, to easily visualize the impact of large projects on surrounding neighborhoods and vistas.

VR aids not just the clients, but also the architects and builders, who can stand in the actual rooms they are about to build. Some portion of the design (usually limited to final details) can even be done interactively from the simulation—changes that the designer makes in the virtual space automatically update the technical documents on the design computers.

Kern & Williams also has a fair-sized resource management staff to keep track of the raw materials they need. Their surveys have led to the purchases of mines, steel mills and lumber yards that are put under exclusive contract to Kern & Williams. One example is M.I.C. or Miami International Chemical. It is a major producer of paints and soaps, detergents, and various pesticides. Its paint products can be found covering the walls of every Kern & Williams building in the world.

M.I.C. itself is quite a large company. It even has its own subsidiaries, one of which, Gellum Pharmaceuticals, is about to introduce a new headache medicine called Mytarin, and an experimental drug called PNA, a controversial treatment for the AIDS virus. A further subsidiary, Second Skin, produces contraceptive devices. Their latest is the first Spray On Condom (otherwise known as “SOCs”) developed from synthetic spider silk. It is slated for release in January 1999.

One of the many other subsidiaries of Kern & Williams is J.P. Simpson & Son, a textiles company that has diversified into clothing design and production. The company makes several popular lines, includ-

Controlling Interest: The Kern and Williams families

Top Shareholder: Harold Kern (14%)

Subsidiaries: (incomplete)

Appalachian Quarry and Stone Corp.

Gellum Pharmaceuticals

IE Systems, Inc.

J.P. Simpson & Son

Lee Sun Industrial

Miami International Chemical

Western Pipes and Fittings Co.

Employees:

Total: 27,349

Miami Area: 1,597

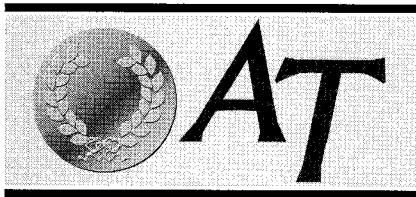
ing the Urban label (a designer of fashionable clothing intended to conceal body armor and readily accessible weapons), and is headquartered just off Cartagena Plaza in Coconut Grove.

The Real Scoop

Kern & Williams is legally headquartered in Nassau in the Bahamas, but its largest office is actually the K&W Tower on Brickell Avenue in downtown Miami. That office is the de facto headquarters, but an official overseas address is preferable for tax and accounting reasons.

Howard Kern and Frederick Williams are long gone, and their former company no longer runs with the efficiency of a small army. It runs like a big one, bureaucracy and all. The corporate hierarchy is a tangled web of subsidiaries and overlapping corporate divisions. From the outside, it is often difficult to tell under whose sphere of influence a project lies.

Relationships between divisions are always openly cordial, but divisions have a tendency to take on the attitudes of their leaders, and the executives at Kern & Williams have been known to quarrel over everything from promotion to how much toilet paper is left in the executive washroom.



Air Tiberius

Your Safety Comes First

Corporate HQ: 234 LeJeune Avenue, Coral Gables

Miami Flight Operations: Miami International Airport

A small to mid-sized airline, Air Tiberius primarily serves cities in Central and South America and the southeastern United States.

President & CEO:

Reverend Dr. Jonah Tiberius

Senior Executives:

Flight Operations:
Carol Felding

Personnel: Greg Daniels

Flight Security:

Juan de Costa

Logistics & Procurement:

Nancy K. Telenado

Gross Revenue (FY 1998):

\$879,347,980

Air Tiberius

The Air Tiberius gold coin logo featuring a laurel wreath can always be seen at Miami International Airport, the hub of its operations. At any given time, there are roughly a dozen AT planes docked at their exclusive MIA domestic and international concourses (B and C) where most AT flights begin or end.

Air Tiberius was founded just before airline deregulation in the early 1980s. Although not a big player globally, AT does have a major regional presence. Its fleet of sixty-eight passenger jets and nineteen turboprop shuttles serves Miami and nearly every major city in Central America, South America, and the southeastern United States. Air Tiberius even extends a few of its eighty-seven major routes to the West Coast and Europe. A new Asian route may also open up in late 1999.

Market

Air Tiberius is widely considered (and advertised as) the safest airline in the world, now that the U.N. embargo on Israel has grounded ELAL. In addition to a rigorous maintenance schedule, AT protects itself from terrorists with a security routine that includes two metal detectors and a physical pat-down for passengers, as well as x-ray machines and chemical sniffers for all luggage, which is shrink-wrapped after examination to further protect bags from tampering.

AT's published security procedures also extend to aircraft and facilities. Armed guards remain with each plane at all times that it is on the ground. At least one uniformed guard rides on each flight to maintain security whilst airborne. AT security has foiled a number of attempted terrorist attacks and hijackings, often with the help of passengers and crew members. Passengers don't seem to mind the extra time it takes to get everyone on board the aircraft. Most seem quite happy to wait for all of the additional security checks—the 100% safety record is one reason

that many people fly Air Tiberius. The staff and crew are noted as another major reason for repeat business. They are, without exception, intelligent, helpful, courteous, and seemingly omnipresent.

As mentioned above, AT is a regional carrier connecting the southeastern U.S. with central and South America. In fact, AT is the only American airline with regular flights to every capital city in South America, almost all of which hub from Miami International. Recent efforts have expanded AT's routes up the eastern seaboard and to a few cities in the American midwest and west, and industry analysts predict continued growth in the U.S.

Company Resources

Air Tiberius's greatest resource is personnel. They are extremely well trained, motivated, and loyal to the airline and its owner, the Reverend Dr. Jonah Tiberius. Their loyalty is no real surprise, as almost all employees are drawn from graduates of the Tiberius Foundation orphanage schools around the world (see Chapter Five), which foster a close family atmosphere among their longtime students.

The Air Tiberius executives, especially Jonah Tiberius himself, recognize the value of their personnel, and treat them extremely well. Company benefits include at least eight weeks paid vacation a year, full medical and retirement coverage, and a profit sharing program. It is rare for anyone to leave the airline voluntarily for a job that is not connected in some way to the airline or the Tiberius Foundation. No other airline treats its staff quite so well.

The Real Scoop

While Air Tiberius may be known as the safest airline, what is not known is that it is also the most drug-laden. Safety is just a side effect of all the security protecting the rather large drug shipments (and not, primarily, the passengers) on many of the flights. Nearly one-third of all cocaine in the U.S. comes in on Air Tiberius, and a good portion of that is through Miami International Airport.

The Tiberius security officers usually appear quite young, but they can be lethal. Undercover teams of Specials (see Chapter 5) are always near the flights with drug shipments, and are usually the passengers or crew members who assist uniformed security in any crisis (although real problems are actually quite rare). These teams of Specials also make a regular habit of setting up freelance movers to take the fall for small drug or arms shipments to show DEA, Customs and the MDPD that the airline is doing its job. So far, not one Air Tiberius shipment has been discovered that was not meant to be.

International Merchant Bank of Antigua

The International Merchant Bank of Antigua is a large financial institution headquartered in St. Johns, capital of the Caribbean island of Antigua. Its largest offices, however, can be found in the Johnson Tower, the Miami skyscraper it shares with the local BlackEagle office. Other IMBOA offices are located in many of the financial centers of the world including New York, Bonn, London, Tokyo, Hong Kong, and Zurich. The bank also maintains offices in Cartagena and Buenos Aires.

Outstanding Stock:
not publicly traded

Controlling Interest:
Rev. Dr. Jonah Tiberius

Top Shareholder:
Rev. Dr. Jonah Tiberius (100%)

Subsidiaries: none

Employees:
Total: 4,379
Miami Area: 893

The logo for IMBOA, consisting of the letters 'IM' in a large, bold, sans-serif font, followed by 'BOA' in a similar font but with a stylized, overlapping effect.

International Merchant Bank of Antigua

More Than Your Money

Miami Office:

Johnson Tower, 7th St NW and
7th Ave NW, Miami

Branch Office in Miami International Airport.

A large merchant bank with offices in London, Bonn, Hong Kong, and Zurich, the International Merchant Bank of Antigua's corporate headquarters is in St. John's, Antigua.

President: Henri Gaston Louis

Senior Executives:

VP Accounts: Mary Francesca

VP Acquisitions:

William Richard Peter Wade
IV

VP Trade: Alain Toulouse

Gross Revenue:

Not publicly released

Outstanding Stock:

not publicly traded

Controlling Interest: unknown

Top Shareholder: unknown

Number of employees:

Total: 2,798

Miami Area: 278

Such a large bank can only exist in a tiny country because of local banking disclosure laws. Antigua, like many other Caribbean countries in the late 1980s, adopted an extreme laissez-faire attitude toward the practices of its financial institutions. Such moves all over the Caribbean have made the area one of the largest financial centers of the world, initially attracting a great deal of money from drug cartels and organized crime families, although much of the money today is legitimate. Such regulation changes also helped the IMBOA evolve from a glorified currency exchange office serving tourists in St. Johns into what it is today—a primarily commercial bank that buys, sells, and trades companies as well as handles the accounts of numerous international corporations. Personal accounts of \$100,000 or more are welcome, although not solicited the way commercial clients are.

Market

The International Merchant Bank of Antigua, like the Banco Primero de Panamá, the International Commerce Bank of the Bahamas, and dozens of other Caribbean-rim financial institutions, caters to those who value discretion above all things. All accounts are logged by number—only first names (often fictitious) are recorded along with the account numbers. For security reasons, a photograph, fingerprint, or even a retinal scan can be left as a signature card to prevent unauthorized personnel from accessing accounts—although any client not wishing to leave such definitive evidence may open an account without such identifiers. Clients can also leave an electronic signature that digitally records not only the shape, but the speed and specific pressure with which a person writes of his or her name. Using electronic signatures, one can shift money without showing up at the bank in person.

In addition to savings accounts and commercial deals, IMBOA also offers safety deposit boxes to its customers. Unlike other banks, these safety deposit boxes do not have to be static. While a customer can request that the contents of a box remain at the bank location of his or her choosing, the bank can also arrange to move the contents of the box to any of its offices worldwide with just thirty-six hours' notice. There is a nominal transfer fee involved of course, which officially ranges with the size and weight of the package involved.

Company Resources

The International Merchant Bank of Antigua is much like any bank of its size and security rating. It keeps a large staff to maintain its day-to-day affairs, along with a small army of accountants, lawyers, and investment personnel who fill more speculative posts. The bank is sole or principal owner of over two-dozen holding companies, registered all over the world, which in turn own all or part of hundreds of corporations small and large. IMBOA not only maintains this trade for its own profit, but also offers its investment expertise (and inscrutable web of dummy and holding companies) as a service to its most important clients, for whom it often acts as purchasing agent or intermediary.

The Real Scoop

It's fair to say that the International Merchant Bank of Antigua makes the bulk of its profits from legitimate banking and investments—al-

though legitimate banking does not necessarily mean legitimate customers or legally-obtained cash. The truth is, however, that the bank also operates one of the largest and most sophisticated money laundering schemes in the world. The bank's investment efforts not only net it profitable, growing companies, but also failing businesses through which they can launder large quantities of cash.

The scheme is fairly simple. IMBOA purchases, on behalf of one of its clients, a small or struggling business through a chain of two or three holding companies. The target business is usually in a Third World country where cash accountability standards are not high, and the holding companies are registered in nations with protective disclosure laws. The client pumps cash into the company, which goes on the books not as equity but as earnings. That money is converted almost instantly into dividends, which are paid out to the holding companies and eventually back to the client. Voila, the client has rid itself of dirty money and gained a legitimate investment income, usually at a healthy sixty or seventy cents on the dollar. IMBOA gets its share through stock in the holding companies.

The bank also picks up a small but healthy income from their safety deposit box transfers. While many transfers are legitimate, some are actually passed through diplomatic channels to ensure that they remain unopened. This service is not often used to smuggle drugs or other contraband-it's too valuable, difficult, and expensive to arrange. It is mainly employed to pass valuables or documents in and out of countries without detection and without taxation.

INSYCON

INSYCON is one of the largest information systems consulting firms in the world. Created in 1983 by a unified crew of hackers from M.I.T. and Cal Tech, INSYCON became an information systems superstar when it helped develop the GenNet in the late 1980s and early 1990s along with much of the software necessary to access it. INSYCON license fees for the network control software alone generate nearly \$100 million a year.

Market

Other than maintaining the GenNet and creating new software applications for it, much of INSYCON's work comes from designing, building, or improving telecommunications infrastructures in the developing world. Many companies hire INSYCON when they want to move or set up shop at an overseas location not served by a solid telecommunications system. INSYCON researches the telecommunications infrastructure of the proposed location and draws up plans for its modification to match the client's systems. Often a company will instead give INSYCON a detailed list of parameters and ask them to find the location which best suits their needs.

Company Resources

Aside from the GenNet software, INSYCON's physical resources are minimal. INSYCON has offices in New York, Miami, Los Angeles, and Washington D.C., although physically, they are all quite small. Most staff work in their own homes and communicate by phone and electronic mail. These predominantly-electronic offices mean that someone working for



INSYCON

You Can Talk to Us

Corporate Headquarters:

231 Coral Way, Coral Gables

One of the most successful information systems consulting firms in the world, Insycon has offices in New York and Los Angeles as well as Miami, although most employees work from home. Insycon is really one large and incredibly efficient electronic office.

CEO: Quentin "Jesse" James

Senior Executives:

Operations Head, New York:
Fred Neebles

Operations Head, Los Angeles:
Harry Delano

Senior Project Coordinator:
Jane Miller

Gross Revenue (FY 1998):

\$678,987,300

Outstanding Stock:

98,765 shares (28%)

Controlling Interest:

publicly traded

Top Shareholder:

Quentin James (53.7%)

Subsidiaries: none**Employees:**

Total: 893

Miami Area: 327

the Miami office could actually live and work in the Bahamas or London, commuting to the U.S., and of course to their project sites around the world perhaps only four or five times a year for face-to-face meetings with clients. These central offices only see a skeleton crew of a few people on a regular basis—administrators, lawyers, public relations personnel and such.

The Real Scoop

INSYCON is a fairly upfront company, but its role in the development of so many important information systems has given it the unwanted attention of hundreds of hackers, organized criminals, terrorist organizations, and law-enforcement and espionage agencies. This, combined with the natural tendency towards conspiratorial paranoia among its hacker-founders, have given INSYCON unique and not always legal capabilities.

For starters, although it's not public policy, INSYCON always puts a "God Code" into the system software the company creates—because one never knows when a little leverage might be helpful, especially in a treacherous business climate. God Codes generally give the user unlimited access to systems and files. Some can actually trigger destruction of the system software and/or associated data archives. Obviously, the existence of these codes is a closely-guarded secret even within the company, with only a few dozen of the most senior engineers knowing for sure of their existence, and fewer than that actually know the codes themselves.

Furthermore, INSYCON's God Codes are not limited to clients alone. Many on INSYCON's staff were involved directly in the development of the GenNet, and there are God Codes into the Net's inner working as well. Obviously, they're rarely used—why make waves when the company has plenty of legitimate accessways into the Net's inner workings, and dozens of the world's foremost GenNet specialists on staff? Nevertheless, if there's anything INSYCON ever wants to do through the GenNet—or to the GenNet—it's well-prepared.

Finally, there are the company's clients. The vast majority are legitimate businesses and government agencies. A handful are less savory. In either case, INSYCON executives have more than the usual tendency to check up on their customers. It's not that they won't work for questionable or unsavory clients—it's just that they like to have a clear idea of the real purpose of their labors. That's made their files one of the best archives of dirt and inside information in the business world. INSYCON has data even the FBI would be surprised at.

Not surprisingly, INSYCON is a treasure trove of information. Although the company denies it, many don't believe them, the God Codes are mythical among GenNet hackers, and breaking into INSYCON is every hacker's dream. Scores have tried. None have succeeded, at least not so far, and most have been caught. One person on the inside, however, could conceivably do irreparable damage, not just to INSYCON but to hundreds of the company's clients and millions of individuals and businesses that rely on the GenNet.

MEDIA

The media in Miami, as in the rest of the United States, play a large role in manipulating and sometimes even generating the events it covers. The phrase, "If it didn't happen on camera, it didn't happen at all," has never

been more true for any region's media than it has been for that of south Florida. It's just in Miami, however, that the media manipulate the populace in English, Spanish, French, and Creole. Most local newspapers and broadcast news shows are offered in at least English and Spanish at the flip of a page or the press of a button. There is even wide spread use of bilingual close-captioning for the hearing impaired, or voice-over description of the images for the visually impaired. The blind can also get a daily version of the *Miami Herald* or *El Nuevo* that is read aloud.

Miami has set a number of media standards, for what they are worth. It's the only American city to have its own tabloid news channel dedicated to local news and national issues affecting Miami. It is also one of the only cities to have its own on-line newspaper. It was certainly the first on-line newspaper to win a Pulitzer prize. *El Nuevo* was the first dedicated Spanish-language newspaper in the country to do the same.

Soft News

News is popular entertainment, a fact that has taken decades of mass media to be fully realized in the consumer society of the United States. Now that it has, there are dozens of news broadcasts, tabloid shows, and "real-world" news dramas giving Miamites what they want at any time of the day in English, Spanish, French and Creole.

Soft news, as such entertainment-centered, sensationalist formats are known, is hard to escape in Miami. Almost all local television broadcasts have given up on legitimate, objective news reporting. Radio and print, which can't feature the glitzy video graphics or give the same immediacy to the sex and violence, have succumbed less completely, but that simply adds to the insidiousness, as it becomes difficult to separate agenda-based and slanted commentary from honest editorialism and objective news analysis.

WENS

WENS, a local all-news TV station modeled on CNN, is the first or second most popular channel in Miami, depending on whose poll you believe. "WENS—Over one thousand stories a day," boast the station identification announcements.

WENS is much like a top-40 radio station. It plays what the public wants to hear. Some stories are put on heavy rotation and played every half hour. In prime time, from 8pm until 11pm, the station runs Prime Request, where viewers call in and ask the "News Jockey" to play their favorite stories of the week.

Reporters for WENS are known to be extremely aggressive, often abusive. They are not above breaking the law or hiring thugs to get information. It doesn't even have to be accurate information, as long as it looks accurate for thirty seconds every half an hour. Mainly for this reason, WENS employs more lawyers than the entire BlackEagle organization. Lawyers and accountants figure out elaborate scales on which editors rely to see if a deliberately misreported, but sensational story, will be cost effective even if law suits are filed.

The main ingredients of the perfect WENS story are sex, blood, and tragedy. If a story contains any two of these, it is a likely candidate for

heavy rotation. All three elements in one story guarantees a half hour special report. Needless to say, in Miami, their reporters have no problem finding news, or manufacturing it.

WENS broadcasts hourly reports on “Gang Activity” as well as updates from Kevlar clad reporters on the daily body counts from Hialeah, Opa-Locka, Little Havana, south South Beach, downtown Miami, and the Red Zone. Deaths in Coral Gables, Key Biscayne, or the island communities are still uncommon enough to warrant special reports.

Ever since the second set of victims were found near the end of January, WENS has had daily and even hourly updates on the “Case of the Claw-Killer,” an apparent serial killer stalking the homeless of Miami. Each time it shows the mauled victims of the latest attack the station advertises its reward of \$100,000 to the person who can bring the killer to justice. Phone calls pour in and ratings go up with the pile of bodies.

Another popular feature of WENS is the Beach Report, which is basically Weather, Water, and “Tanning Activity.” The Beach Report is always accompanied by footage of topless sunbathers and pretty men and women in thongs frolicking in the surf. The pictures are changed every day, but repeated every half an hour each day. Ratings jumped 20% after the first week alone.

Hard News

There are a few local news organizations that still consistently report hard, accurate news with an emphasis on objectivity and reliability. Foremost are *Miami Today*, *El Nuevo*, and the *Miami Herald* along with its foreign language versions. There are a few weekly community papers, such as the *Coral Gables Gazette*, and *SoBe Now*, but most of their content is strictly of community interest. Unfortunately, print is the last holdout of local hard news—there are no reliably hard newscasts on local television. Fans of broadcast news must rely on national and international agencies: CNN on the TV, NPR on the radio, and TGS on the GenNet.

The Herald and El Nuevo

The *Miami Herald* is Miami’s oldest and most respected journalistic entity. The *Herald* also publishes a French-language supplement sold in Little Haiti and other predominantly French-speaking areas. *El Nuevo*, the former Spanish-language supplement of the *Herald*, is now a separate entity with its own complete staff and a good reputation.

Needless to say there is considerable cooperation between the related papers. The *Herald* quite often picks up stories from *El Nuevo* and publishes them in English. *El Nuevo* on the other hand, supplements its growing foreign coverage with stories from the *Herald*. Interestingly, these two papers are not only popular in south Florida, but are considered two of the most reliable news sources in Latin America, where their international editions are heavily distributed.

Miami Today

Miami Today is the only other daily Miami news source whose reputation approaches the *Herald*. Although it covers a much smaller scope, it has been known to regularly scoop the *Herald* on many local issues.

MT was one of the first continuously published papers in the country to run over the GenNet. Stories run on the GenNet in English, French, and Spanish and are updated twenty-four hours a day, seven days a week. Unlike TGS and other GenNet news services, *MT* is strictly a "print" publication, and does not carry any video or interactive elements.

People can read *MT* wherever they have access to GenNet. Subscribers can program their service to automatically print out or download custom editions on their favorite topics (sports, business, international news, style, etc.) at any desired time of day, or they can browse through the menus of headlines, photographs, and lead paragraphs to pick out stories they wish to read.

Other Media

Other media published or broadcast in the Metro-Dade area include college newspapers, community newspapers, tourist pamphlets, real estate magazines, as well as local and college radio stations. There is also a weekly publication called *What's On* that is free for all tourists staying in Miami hotels. It is filled with advertisements and coupons, and lists all of the upcoming events in and around Metro-Dade.

Listed below are the FCC-licensed local radio and television stations from the Miami area along with their programming formats. Not listed are pirate radio stations that usually broadcast from somewhere offshore on ships or fishing boats. All that is required is a transmitter strong enough. These pirate radio stations broadcast music, propaganda, or anti-propaganda. Several of these stations are financed by the CIA and focus their attention on transmitting "messages of freedom" to Cuba, but there are also one or two directed at Miami financed by political action groups within the United States such as Nation of Light or FARC.

Radio (AM)		Radio (FM)		Television	
560-WQAM	oldies	88.9-WDNA	public radio	2-WPBT	PBS
610-WIOD	news, talk	90.3-WAFG	religious	3-WENS	Independent, news
640-WLVJ	religious	90.5-WVUM	universal Miami	4-WTVJ	NBC
670-WWFE	Spanish news, music	91.3-WLRN	public radio	6-WCIX	CBS
790-WNWS	news, talk	92.3-WCMQ	Spanish contemp.	10-WPLG	ABC
830-WRFM	Spanish, gospel	93.1-WTMI	classical		
940-WINZ	news, talk	93.9-WLVE	contemporary		
980-WWNN	self help	94.9-WZTA	rock		
1170-WAVS	Caribbean	98.3-WRTV	Spanish contemp.		
1210-WCMQ	Spanish contemp.	99.1-WEDR	blues		
1340-WLQY	International	99.9-WKIS	country		
1380-WLVS	religious	101.5-WLYF	easy listening		
1420-WDBF	big band	102.7-WMVJ	oldies		
1470-WRBD	blues	105.9-WAXY	contemporary		
1600-WPOM	soul	107.5-WQBA	Spanish contemp.		

CHAPTER FOUR

THE FRONT

LINE ▼▼

Crime is rampant in Miami. From multi-billion dollar drug-running empires to individual hoodlums stealing car radios, almost every facet of criminal activity is on the rise. Miami has one of the biggest police forces in the country, but despite this and the best efforts of the Federal DEA, FBI, Customs Department, and even the Coast Guard, nothing seems able to stem the tide. Corruption is common throughout the Metro-Dade Police Department, and in many of the Federal law enforcement agencies, both locally and in Washington. Most departments are undermanned and underfunded for their mandates. The MDPD is constantly the subject and victim of political bickering, is swamped by a constant backlog of 911 calls that preclude any opportunity for scheduled patrols or crime prevention actions, and beset with a declining public opinion.

Despite these and countless other setbacks, however, Miami's local and Federal law enforcement agencies are the final bulwark between a disillusioned and frightened populace and an increasingly violent and brutal criminal element.

THE METRO-DADE POLICE DEPARTMENT

Even before the Metro-Dade Council was created, the MDPD was formed to consolidate the law-enforcement agencies of the Miami area's dozens of municipalities. One of the ten or so largest police departments in the U.S., it is a fully-rounded organization, capable of dealing with natural disasters, civil unrest, organized crime, smuggling, terrorist attacks, and a myriad of other major police problems in addition to general street crime. Despite its leadership crisis (in the fact that it is overseen by both

the Mayor's office and the Regional Controller) and problems with corruption in the ranks, the beleaguered MDPD continues to at least mitigate the crime problems of America's most violent city.

That violence is one of MDPD's greatest challenges. An increase in criminal brutality—and in criminals' access to high-powered weaponry—has reverberated through the MDPD. Police mortality rates are high, as is stress, cynicism, and turnover. All of these factors decrease professionalism, fueling corruption and diminishing public support. Increased violence has also changed police tactics, forcing a shift from one- and two-officer radio patrols in cars to three- and four-officer patrol teams operating from armored Jeeps. Cops routinely carry automatic weapons and even rifles, and go nowhere without solid body armor. These efforts save police lives and allow cops to react effectively to violent criminals, but they also eat up a lot of manpower and funding, decreasing the number of units on the street. They also make the cops look more like armed occupiers than civil servants in many neighborhoods.

Corruption is another major problem. On the streets, cops are a cheap commodity, with bribes often as low as \$100. Many cops are first reached with "down payments" from criminal organizations when they are still at the academy—and some have even joined the force with an eye to its lucrative underside. Although official estimates put corrupt cops at less than ten percent of the force, most on the street put the number at closer to one-fourth. And the issue really isn't so black-and-white—good cops face temptation every day, and many generally upstanding officers have occasional moments of weakness. Bribery offers—to look the other way, go after someone else, or provide a name or address—are so common that the police simply can't arrest everyone that offers them money, drugs, or sex. That simply fuels the problem.

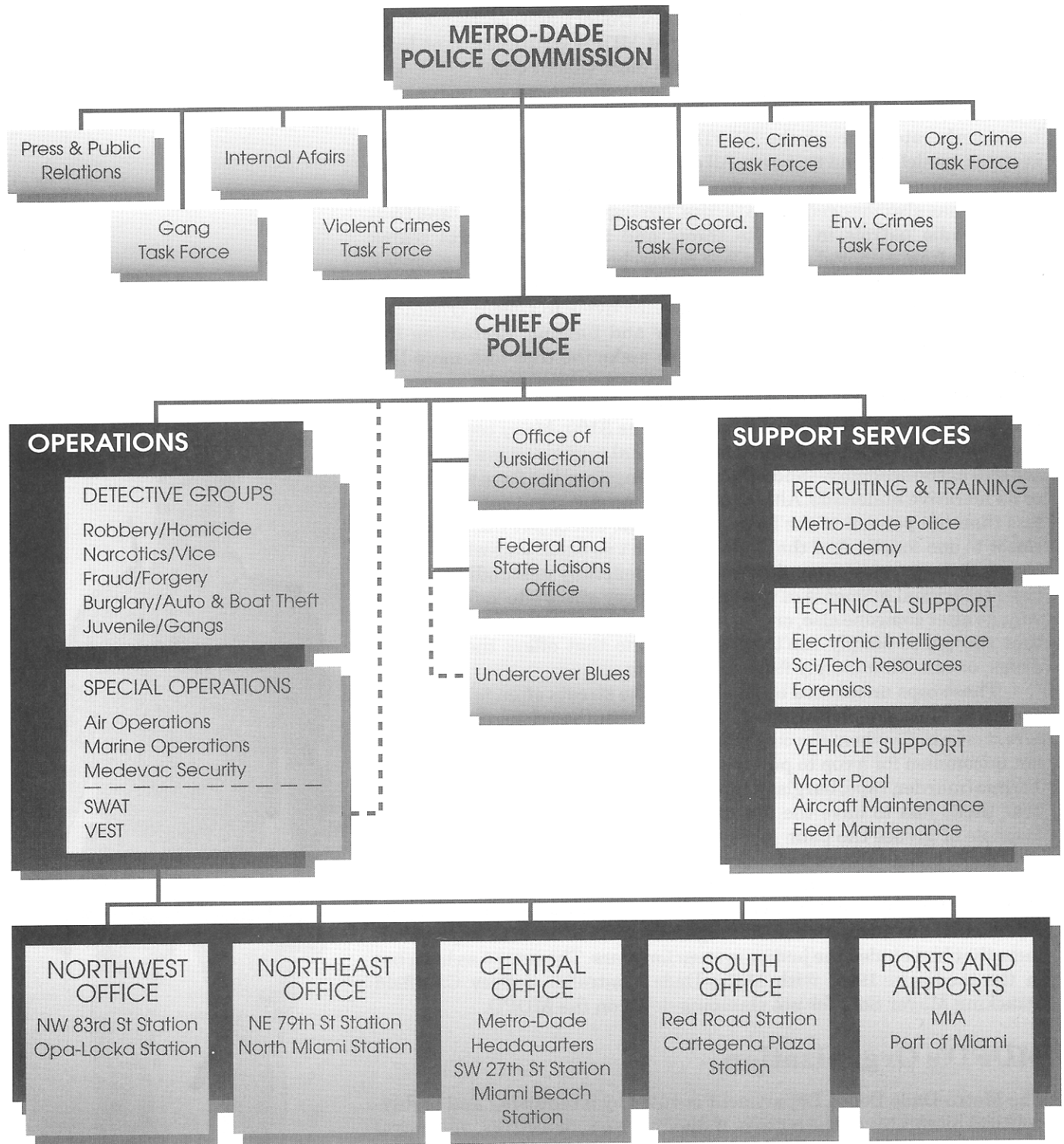
Those cops unswayed by the lure of the streets often fall victim to cynicism. Most are disillusioned with a system that risks their lives to arrest criminals whom the courts free in less than forty-eight hours. It is not uncommon for a cop to pull in some underage gangbanger for a Part I crime (murder, rape, burglary, larceny, assault, arson, robbery, auto and boat theft) just to have the kid front a \$500 an hour lawyer to find a loophole or grease the palm of a sympathetic judge.

Some police officers have turned to vigilante tactics, fighting gangs and criminal networks on their own terms—often to the death. A recent spate of "off duty" police-involved shootings, although not officially sanctioned, has succeeded in ridding the streets of several major hoodlums that had eluded the justice system for years. The issue has been hot in the media in 1999, with Metro-Dade Controller Jeffrey Caulfield attacking Mayor Sota for not clamping down on the MDPD.

MDPD's Organization

The Metro-Dade Police Department is ruled by a confusing and highly-political hierarchy. At the bottom, individual cops, detectives, and patrol teams struggle not just with the dangers of the streets, but also with an unresponsive and sometimes contradictory command structure that imposes regulation without providing leadership. At the top, politically-minded Commissioners and appointees bicker and feud, struggling to further their careers with only incidental concern for good police policy. Somewhere in the middle, the job of keeping the MDPD together and on





the right track falls on a struggling strata of task force heads, station chiefs, and mid-level commanders whose efforts are rarely rewarded or even noticed.

The Metro-Dade Police Commission

At the top of MDPD's rather convoluted hierarchy is the Metro-Dade Police Commission, a seven-member board that oversees the police chief. Members are appointed by the Metro-Dade Council and approved by a majority vote of the twenty-six municipal councils, with each council getting one vote. The commission was created in the governmental shake up of 1995-96 to prevent abuses of police power, but has largely been reduced to a political tool for stymieing mayoral control of the police department.

The Commission controls six permanent task forces (Gang, Organized Crime, Violent Crimes, Electronic Crimes, Environmental Crimes, and Disaster Coordination), complete special units made up of officers from the Operations Division. It also oversees the Internal Affairs Department (IAD) and has the power to create additional temporary task forces as it sees fit. Many of these sub-organizations do succeed in consolidating efforts on specific problems and in instituting useful policies, but more often than not they occupy themselves with imposing restrictions and regulations on their political enemies within the MDPD.

The Internal Affairs Department is probably the most effective of the Commission's organizations. Responsible for investigations of police corruption and misbehavior (the mayor and police chief can also begin such investigations on their own), the IAD is relatively corruption-free. It is generally seen as an elite investigative unit, and is very hard to get into.

Another large and successful Commission unit is the Gang Task Force. It gathers information on gangs, creates gang policy, and occasionally even acts as intermediaries in major gang conflicts. It maintains the Gang Operations Database, a highly-touted tool for local cops dealing with gang violence.

Other task forces include the Organized Crime Task Force, which coordinates the efforts of investigators dealing with stolen goods, prostitution, gambling, narcotics, racketeering, and money laundering; the Violent Crimes Task Force, which sets policy on violent crime deterrence; the Electronic Crimes Task Force, which coordinates investigations of computer and telecommunication crimes; the Environmental Crimes Task Force, which ensures industrial and agricultural compliance as well as investigating poaching and related crimes; and the Disaster Coordination Task Force, which creates natural and civil emergency plans for the MDPD, and coordinates with outside agencies. Most of these organizations are marginally effective at what they do, although the Electronic Crimes Task Force is seriously underfunded, and the Environmental Crimes group is seen as a showpiece, with little real power.

The Metro-Dade Police Commission also controls the Press & Public Relations Group, a tool for the promotion of the group's political members. Essentially a small public relations firm working exclusively for the MDPD, it handles community relations and has liaisons to cover every municipality and major news organization in Miami, from print to television. PPRG is the only group in the MDPD whose budget has steadily increased since 1996.

Crime

Miami has a special relationship with crime. It was "the leakiest place in America" during the Prohibition, a city teaming with bootleggers and speakeasies just a couple of decades after its inception. Famous mobster Al Capone made his home on Star Island, as did television crimefighter Don Johnson. The *Herald's* Edna Buchanan won a Pulitzer for her crime journalism, wrote two books best-sellers on the topic, and was the subject of a television movie. All in all, Miami's crime had a glamorous sheen well before Miami Vice came along to buff it into a fine polish. And yet, as its brutality and randomness spiral out of sight, Miami is less enamored of its criminal image every day.

Undercover Blues

The Undercover Blues are an invention of Armand Garcia, and not an officially sanctioned law enforcement group, although members are all part of the MDPD in one way or another. The Blues are a small trouble-shooting team whom Garcia hand-selected for their abilities, placement in the MDPD, and their personal loyalty.

The Undercover Blues all have different jobs on the force, which they continue to hold. They use their positions to gather information on whom-ever or whatever they are investigating. Like BlackEagle operatives, they sometimes use illegal means to achieve the goals given to them by Garcia (mostly just computer hacking, and illegal record searches, but they do use deadly force when necessary).

No one but Blue members and the chief actually know of their existence as a team. Blue missions always require the highest level of discretion. For example, one of their current missions is a corruption investigation into all members of the police commission, which, for obvious reasons, could not be carried out by any non-federal conventional force, even the IAD.

Office of the Chief of Police

The Metro-Dade Police Chief, appointed by the Mayor and confirmed by the Metro-Dade Council, is in charge of the day to day running of the MDPD. The police chief in 1999 is Armand Garcia, a twenty-four year veteran of the MDPD. One of the first in his post to have spent his entire career in Miami (instead of being hired in from elsewhere), Garcia is in every way a good cop. His integrity was the major reason Mayor Sota appointed him. Garcia came directly from the top post in the Internal Affairs Department, and corruption is his pet peeve.

The Chief's Office controls two additional high-level bureaus in addition to the MDPD's Operation Division (covered below). The Office of Jurisdictional Coordination determines all official policies on jurisdiction, both physical and between types of crimes. There is a great deal of jurisdictional overlap in many of the crimes committed in Metro-Dade, and the OJC assists in the flow of information between departments and state and federal law enforcement agencies when needed. The Federal and State Liaisons Office is the official link between the MDPD and all other law enforcement agencies operating within the boundaries of Metro-Dade—most commonly the FBI, DEA, and Coast Guard. The office also assists foreign law enforcement agencies dealing with international crimes involving Miami, and is the MDPD's principal link with Interpol.

MDPD Operations

The Operations Division is the real meat of the MDPD, responsible for all policing in the field and on the street—911 response, patrols, and investigations. Operations is split into five regions of operation as well as two departments—Detective Groups and Special Operations.

The MDPD's street operations and investigations are run out of the Police Department Headquarters building in downtown Miami and ten other stations (or "bunkers," as they're known in street parlance). These stations are organized into five "Offices"—Northeast, Northwest, Central, South, and Ports and Airports. Each station handles patrols and emergency calls within its physical jurisdiction, dispatched from a central coordinator for each Office. Most individual stations have some investigative capability in-house, although major crimes are generally handled by the Detective Groups working out of the MDPD Operations Center in the Headquarters building.

Detective Groups

All of the five Detective Groups (Robbery/Homicide, Narcotics/Vice, Fraud/Forgery, Burglary/Auto & Boat Theft, Juvenile/Gangs) are represented in most MDPD stations, with the particular exception of the smaller P&A stations, which focus mainly on smuggling operations and the petty thefts that are so common in ports and airports.

The Robbery/Homicide Detective Group is the busiest of the five, responsible for investigating armed robberies and wrecking, and every suspicious death in the Metro-Dade area. There was a time when homicide investigations took precedent over all others, but with so much violence going on between criminals, more and more cases are allowed to simply slip through the cracks.

The Narcotics/Vice Detective Group is also extremely overworked. It investigates pornographers, prostitutes, and pimps, but most of its time

Cops on the Streets

is spent looking into drug smuggling operations, large and small. Narcotics/Vice actively cooperates with DEA and the Coast Guard, with whom they often run joint operations. Because these detectives are such prime targets for bribery, the selection process for Narcotics/Vice is almost as difficult as it is IAD.

The Fraud/Forgery Detective Group is generally involved in white-collar crimes, investigating everything from credit-card fraud to art forgery. FFDG often works in conjunction with the Electronic Crimes Task Force to root out electronic fraud and the digital forgery of everything from driver's licenses to passports and property deeds.

The Burglary/Auto & Boat Theft Detective Group (known lovingly as BABY-T) focuses on the investigation of domestic and commercial burglaries, including industrial espionage (on which they often cooperate with the Electronic Crimes Task Force). Detectives also investigate automobile theft—a major problem in the Miami. Boat theft, also a problem in the region, is on the decline, however (largely because of the influence of the Malecon Organization, covered in Chapter 5).

Carjacking and piracy (when it happens within MDPD's physical jurisdiction) also fall under BABY-T's sphere of operation.

Finally, there's Juvenile/Gangs, another very busy Detective Group. This squad investigates all crimes (petty theft to murder) committed by minors, most of which are gang related. The squad works closely with the Gang Task Force on ways of containing and even preventing gang crime and violence in Metro-Dade, although not much is working. The rapidly

The Metro-Dade Police Department organizes its street cops into groups called Patrol Teams. Though cops alone or in pairs sometimes walk beats in Coral Gables, downtown, or along Collins Avenue, most patrol teams work from computer-dispatched Jeeps, and spend their time—especially after dark—going from one 911 response to the next, with little or no time spent on routine patrols. Patrol teams are made up of three or four individuals, and are well-equipped and heavily armed.

The basic patrol team tactic is to have two individuals—usually the team leader and his or her most diplomatic officer—attend to business while the remaining cop or two keep an eye on security. This is as true in a casual conversation with witnesses or when comforting a frightened victim as it is when approaching the scene of a shooting in the Red Zone. The two “face men” can apply their full attention to the situation at hand without worrying about their surroundings, while the security cops keep an eye out for snipers, threatening vehicles, or signs of hostility or hidden weapons among any surrounding bystanders.

Most MDPD cops know what BlackEagle is and what its operatives do. Individual opinions vary, of course, but most cops see B/E as an effective and helpful ally in the ongoing war against crime. BlackEagle has run afoul of the law on occasion, and some cops see the company as more a part of the problem than of the solution. Events push opinion back and forth—BlackEagle operations in support of police efforts (especially the occasional rescue of stranded or captive personnel) boosts the company's image, but any suspected involvement in a police death can quickly erase that.

The sort of reception a group of BlackEagle operatives gets from an MDPD patrol team depends entirely upon circumstances and environment. On the one hand, MDPD cops, like cops everywhere, like to

project an aura of benevolent authority. A hostile or defensive posture in an otherwise casual setting is not their general style. On the other hand, crime is everywhere, and cops are often deliberate targets, so they're always wary.

In a non-confrontational situation, one or two cops will generally approach the operatives. Styles vary, but often the junior-most of the two will do the talking, while the team leader looks on, sometimes interjecting additional comments or questions. The remainder of the team—one or two cops—will hang back three or four meters, where they can keep an eye on the whole proceeding and the surrounding area. MDPD street cops carry HK MP5A5s and laser-sighted Glock 17s, with one SIG 550 or 551 per team. Face men (those that approach the operatives) generally keep their weapons slung, while those on security keep theirs in hand, in a prepared but non-threatening stance.

A hostile situation is a completely different matter. Cops take no chances with armed or potentially armed foes. Suspects are forced—verbally if possible, physically if necessary—to lie face-down on the ground, where they are roughly handcuffed and thoroughly searched. Police officers do not maintain any façade of politeness in such situations—they yell, scream, and bully. Any operative resisting such treatment, or trying to stall or fast-talk, tries the patience of what might well be an itchy trigger finger. With scores of cops slain each year, many, when in doubt, shoot first and ask questions later. As under non-confrontational situations, hostilities are generally handled by two face men, with the cops on security only moving forward when needed.

Although Florida's gun laws are fairly permissive, and many people carry handguns, a patrol team that spots weapons among a group of operatives may well treat them as hostile until they have good reason to believe otherwise.

MDPD Detectives

Metro-Dade Police Department detectives, whether they work from one of the outlying police stations or the Operations Headquarters downtown, operate alone or in pairs. Unlike street cops, detectives do not normally wear uniforms—guayabaras or suits are traditional, although more casual wear is not uncommon.

MDPD's cadre of detectives is sharply divided over BlackEagle's relation with law enforcement. Some see the company's utility, but others—especially those who've had their investigations interrupted, stymied, or upstaged by a BlackEagle operation—resent what they see as unlawful meddling civilians. That position, of course, is sometimes quite justifiable, and it means

that cooperation between BlackEagle operatives and MDPD detectives is something of a gamble.

Detectives do not go as heavily armed or armored as uniformed cops. Most carry laser-sighted Glock 17s or Beretta 84s, although official policy allows them to carry a personal weapon instead of (or in addition to) their issue sidearm. Body armor is concealable (usually CL II), but is not always worn.

increasing number of underage murderers (and victims) and the advent of what the media has termed "children without conscience" suggests that this Detective Group will remain quite busy for some time to come.

Special Operations

The Special Operations Section is divided into five groups: three regular patrol units—Air Operations, Marine Operations, and Medevac Security; and two

groups of "irregulars" held on reserve for rapid deployment—Special Weapons And Tactics (SWAT) and the Video & Electronic Surveillance Team (VEST). Irregular units can theoretically be called into action by any station chief, but they've been so busy in the past year or two that requests for SWAT teams are sent to the Operations Division Headquarters, which then rations out their time to the most pressing situations. MDPD SWAT elements saw action at least once a week for thirty-two consecutive weeks in the last half of 1998—an incredible rate of action for such a specialized unit.

The Air Operations Unit is simply the MDPD air patrol wing. MDPD has fifteen helicopters—one UH-60, three Aerospatiale Dauphins, and eleven Bell Jet Rangers—and nine fixed-wing aircraft—three Cessna 172s, a Grumman Goose, and five ultralights. Aircraft are used for regular patrols, pursuit situations, air and coastal interdiction, SWAT requirements, and occasional search and rescue and medevac. The slow-moving and vulnerable ultralights are used only for traffic patrols.

Surprisingly, the Marine Operations Unit is smaller than its airborne counterpart, largely because of its operational overlap with the Coast Guard. Marine Operations runs six Boston Whalers and three small cabin cruisers, two high-speed cigarette boats, and a handful of Jet-Skis and dive boats. Patrols are limited to Biscayne Bay, the Miami River, and the many inland waterways around the city, as Marine Operations officers look for anything from piracy to licensing violations. Marine Operations also has a cadre of qualified divers.

Medevac Security teams are called "Ambulance Chasers" by everyone else on the force, and many at the hospitals also. MS teams escort ambulances into hazardous neighborhoods, and run morning patrols to check troubled areas for crimes or bodies that have gone unreported overnight. In addition to escorting vehicles, MS teams also secure the scenes of medical emergencies—dangerous work when the victim is a combatant in a gang or drug war. They also provide security in some hospital trauma centers, where fights and gun battles begun on the streets are sometimes continued.

Metro-Dade's SWAT teams used to be the weapon of last resort, reserved for hostage dramas and acts of terrorism. The need for firepower in raids on crack and gig houses, drug labs, and other heavily-fortified

Bribery

Corruption is a real problem in MDPD, with as many as twenty-five percent of all uniformed cops and detectives being occasionally or permanently on the take. As unfortunate as that is, it's an important thing for BlackEagle operatives to be aware of. A little side money can get an operative out of (or into) quite a bit of trouble, and a detective or patrol team leader in cahoots with a bad guy can also throw a major wrench into an investigative assignment.

Corruption among street cops goes generally by the team—all members are on the take, or none of them are. Teams work closely together, with the cops keeping one another in sight if only for the sake of security. This lack of privacy makes it hard for one individual to regularly take bribes without the knowledge of the others—although it's not unheard of for a corrupt leader to hide his or her activities from the team, or for a formerly corrupt officer, transferred to a "stand-up" unit, to look for opportunities for a little cash on the side.

This rule is not as hard or fast for detectives. Many work alone, those that have partners often spend a lot of time apart from them. Detective work is where the big bribe money is, and many

positions of conventional criminals, and the increasing need for more manpower on the streets means that MDPD's SWAT teams are seeing far more action than they were intended for. A high mortality and turnover rate has led to something of a lack of discipline, and a shoot first, ask questions later attitude.

The final element of MDPD's Special Operations Section is the Video and Electronic Surveillance Team, a new creation of Chief Garcia. VEST provides specialized surveillance teams to support the operations of the various Detective Groups, gathering information and staking out locations and individuals. Most VEST successes to date have been in digging up evidence of corruption on politicians and administrators within MDPD, which has led to charges that it is no more than a political weapon of Garcia's. VEST's staff reportedly includes several top-rate hackers.

MDPD's Support Services

The Support Services Division exists to assist the Operations Division, providing everything from patrol vehicles to top-notch forensics. The division is split into three departments—Recruiting & Training, Technical Support, and Vehicle Support.

The Recruiting & Training Department operates the Metro-Dade Police Academy in Hialeah. The Vehicle Support Department procures and maintains all vehicles—from patrol cars to helicopters to power boats to the MDPD's two armored personnel carriers. The Central Motor Pool, home base for all ground vehicles, is maintained at a facility just north of Homestead. MDPD aircraft operate out of the Tamiami Civil Aviation Facility (with the exception of the Grumman Goose, which calls Watson Island home), while the Marine Operations Unit works from Crandon Park Marina.

The Technical Support Department provides technical equipment for officers in the field as well as forensics and data analysis. The department is comprised of three sections: Electronic Intelligence; Sci/Tech Resources; and Forensics.

The Electronic Intelligence Section maintains large databases for criminal searches. EIS can electronically match fingerprints and wade through all available police files from around the country and the world—instantly. Most of these databases are available on a read-only basis at every police bunker, although some of the more restricted information is kept solely on the computers at the MDPD Headquarters downtown, available only to EIS personnel.

The Sci/Tech Resources Section is primarily responsible for purchasing and maintaining special technical equipment, from night vision goggles to cameras to electronic tracking devices, for the use of Operations Division personnel.

The Forensics Section is responsible for all forensic tests from fingerprints to in-house DNA analysis, although medical examination is performed by the Metro-Dade Coroner's Office. Some of the more rudimentary tests can usually be done by experienced detectives, although the Forensics Section always offers a more detailed analysis.

corrupt detectives are very aggressive in pursuing it—with their partners, or without.

Obviously, all cops are accountable for their duties, so bribery is only effective when no questions will be asked later on. A street cop can take a bribe for a traffic or drug violation, a detective to ignore evidence or drag feet in an investigation. But if there are plaintiffs or witnesses who won't keep quiet, dirty money will have to extend well up through the ranks. Minor infractions that can be taken care of on the spot—minor traffic, drug, or weapons violations—go for \$100 to \$200. Bribes for more serious legal problems can cost hundreds or even thousands on the street, and tens of thousands in the station or court house.

A "whip" (detective or uniformed cop regularly on the take) will make known his or her desire for a bribe. Failure to cooperate may make it hard on the suspect (or target), as the cop makes sure every annoying police procedure is followed to the letter, and possibly even threatens to trump up the charges. A cop that doesn't indicate corruption might still desire or respond to a bribe, and many crooks aren't shy about offering. A busy cop writing a citation or traffic ticket isn't likely to crowd his or her busy schedule to haul a minor violator down to the station, with all the paperwork that entails—and if the crook's being arrested anyway, a quick offer isn't going to make things much worse.

When subtlety is a better route, thought, established etiquette is to offer to pay "any necessary fines" on the spot, to ask if the officer has any preferred charities to which the suspect may contribute, or to simply pass an offered quantity of cash across through a handshake or enclosed in a traffic ticket or other document. The latter is the least polite method—it can imply a sort of entrapment, or that the cop is being tipped like a lowly servant. On the other hand, if the parties have already reached an agreement, perhaps through nothing other than body language, such a pass is a discrete method of concluding the deal.

FEDERAL BUREAU OF INVESTIGATION (FBI)

The Federal Bureau of Investigation has over sixty field offices to investigate the violation of federal laws in the United States and all of its territories. The Bureau's cases range from election fraud and organized crime to bank robbery and the interstate transportation of stolen cattle. The FBI even has jurisdiction over some crimes committed on the high seas. The nearly 10,000 special agents are also charged with putting together evidence in cases in which the U. S. federal government may have vital interests.

The FBI is responsible for performing other specific duties as directed by law and, in special cases, the President of the United States. It also coordinates several important services for local, state, and federal law enforcement agencies. These include the maintenance of extensive fingerprint and ballistics databases, for identifying specific people and firearms. These databases are available to all law enforcement offices through a special communications network that is also maintained by the FBI. The Bureau makes available other databases as well, including ones devoted to identifying automotive paints, hairs and fibers, as well as stolen property and anonymous letters.

A further mission of the FBI is the defense of United States borders against terrorists and spies (see the *Terror/Counterterror Sourcebook*). Its counterterrorist teams and special agents occasionally conduct operations overseas in cooperation with foreign law enforcement agencies. Some of these cases involve crimes committed against Americans on foreign soil, such as terrorist bombings and assassinations. Agents on these cases, usually just gather evidence for possible trials in the United States should any of the terrorists ever captured and extradited to the United States. Other foreign operations include a special field office that opened in Moscow in 1994 to assist Russian police in the interception of smugglers attempting to move nuclear weapons and fuel out of Russia and the former Soviet Republics.

FBI—Miami Field Office

The Miami field office is one of the busiest of all the FBI, although it is grossly understaffed for the job it has to do. The office is located in the heart of SoBe's Art Deco District. The building, a former art deco hotel, was confiscated by the Justice Department in the late 1970s when it was still known as Happy Jacks, a large bordello famous for its "four floors of fornication," not to mention, earlier in its history, frequent visits from gangster Al Capone. Local legend has it that Happy Jacks was where Capone caught the syphilis that eventually finished him off.

Miami is not just one of the highest crime areas in the United States. It is also one of the most confusing areas for FBI agents to cover, as there is a high incidence of jurisdictional crossover among several of the federal and state law enforcement agencies, especially between the FBI and the Drug Enforcement Administration (DEA). The DEA often usurps FBI authority over organized crime investigations involving narcotics, as their presence in Miami is far greater than that of the Bureau. They simply have more personnel to handle the intense caseload. The FBI is often too busy to care, but when they contest jurisdiction, sparks fly. Some criminal investigations turn into an enormous bureaucratic headache with the FBI on one side and DEA on the other and the case forgotten somewhere in between.

Miami Vice

Miami was at a low point in the early eighties, suffering crime, riots, immigration woes and a general perception as a resort city past its prime. When the Miami Vice television series kicked off in 1984, many saw it as the last nail in the coffin for the city's reputation and image—but that fear didn't last long. The show was an instant hit, successfully glamorizing the city's dark underbelly as well as its beaches and resorts. Miami Vice didn't invent pastel colors or cocaine cowboys, but it made both fashionable, and its impact on Miami's image (and self-image) has never faded away.

Although both FBI and DEA do their best to cooperate with one another, there is a definite professional rivalry between them which often gets in the way and delays time-crucial investigations even though both agencies fall under the authority of the Justice Department. Sometimes two sets of investigators attack the same case from opposite sides without making any attempt at a coordinated effort. Each side guards its own information jealously. The investigations lag as a result, leads go cold, and criminals often get away.

There are agents on both sides, FBI and DEA, who have created a bridge of communication. They share information and work together efficiently and with complete cooperation, although these agents often have to go behind the backs of their superiors or fellow agents to do so. The results of their cooperation, however, are impressive. Several major cases have been closed because of it, which is why many drug smugglers and distributors are starting to get a little more apprehensive, where they were once so cocky.

While it is much more difficult to bribe a federal official than an MDPD patrol officer, it is not impossible, and some delays in investigations blamed on a lack of communication between the agencies, are in fact generated by corrupted officials on either side. There is currently an internal Justice Department investigation into why these two agencies don't work together so well in Miami, although neither side is aware that it is under scrutiny. The report would be extremely dangerous, not only to the compromised agents, but also to the criminals. The discovery of such an investigation by any of the parties involved would have serious repercussions throughout both Miami's underworld and its law enforcement agencies.

Aside from investigating organized criminal groups, highway bandits are one of the groups that seems to be taking up more and more FBI time in 1999. The Miami field office even created a special unit to investigate the upward surge in automobile and truck hijackings on the highways of south Florida. Gasoline tanker trucks seem to be the prime targets, this unit has noted.

Other special units in the Miami field office cover the smuggling of illegal weapons, the smuggling of restricted technologies, the monitoring of paramilitary groups, and a large unit devoted entirely to the detection and prevention of industrial espionage. The Miami field office also maintains a small unit within its much larger organized crime unit to monitor street gangs in Miami with national organizations or affiliations. This unit coordinates most of its efforts with the MDPD Gang Task Force, although it keeps its own separate database detailing the larger gangs in south Florida suspected or convicted of committing interstate or federal crimes. This database may not be as complete as the MDPD Gang Operations Database in detailing every one of Miami's street gangs, but its information is more reliable in many cases.

Despite the fact that Miami's FBI agents are often bogged down by bureaucracy and an incredible caseload, they do manage to catch criminals and shut down smuggling operations. Unfortunately their efforts seem to be akin to Hercules fighting the Hydra. Whenever they cut off one operation, two more grow in its place. Such is the nature of crime in Miami.

DRUG ENFORCEMENT ADMINISTRATION (DEA)

The Drug Enforcement Administration does almost exactly what its name says it does. It enforces the laws and regulations of the United States that pertain to the production, handling, and distribution of drugs. The DEA investigates any organization, group, or individual connected with the illicit production and distribution of any controlled substance, both legal and illegal. The DEA also watches over all pharmaceutical companies or individuals such as researchers or medical doctors who are licensed to produce, handle, or distribute drugs within the borders of the United States and all of its territories.

In 1999, the nearly 7,000 agents on the official DEA payroll are split into two uneven branches, Regulation and Enforcement. Roughly 1500 Division Investigators control the regulatory duties within the United States. The remaining 5,500 Special Agents of the Enforcement branch have the mandate to carry weapons, make arrests, and conduct search-and-seizures in the U. S. as well as special cooperative actions overseas. It is these agents who most often come into contact with law enforcement agencies and BlackEagle operatives whilst on assignment.

Of all other law enforcement agencies, the DEA is most closely linked with the FBI. Both fall under the dominion of the Justice Department. They even share common training facilities in Quantico, Virginia. Their proximity, however, does not breed cooperation. This friction is most evident in Miami where the DEA is at its highest concentration. The DEA eclipses the FBI's relatively small field office in Miami, and the FBI agents resent having to cede some of their authority to the DEA, which coordinates most of its interdiction efforts with the Coast Guard and U.S. Customs Service, and not the FBI.

DEA—Miami Field Office

All of the DEA's South American, Central American, and Caribbean operations are planned and carried out from its Miami field office. The Miami field office also directs all DEA and coordinated law enforcement drug interdiction activities in the entire Gulf region, from Texas through the Florida Keys and into the Caribbean. The DEA sometimes plans and arranges police actions taken by foreign countries at the request of the United States government.

The DEA, under orders from the President, has begun in 1999 a new campaign to permanently take out drug production at its source—in foreign countries. Overseas operations are something of a dilemma for the DEA. On the one hand, operations carried out or led by the DEA are often very effective strikes at the drug production and distribution infrastructure of the many cartels. On the other hand, Presidential orders aside, the political mood in the U.S. is against foreign operations in general, military or civilian. While the DEA has always worked closely with foreign governments and police forces, it must increasingly act as a mere advisor instead of working with its own forces, equipment, intelligence and planning. In situations where incompetence and corruption prevent the local authorities from acting effectively, this restraint can cripple operations.

In Colombia, where the same political attitudes prevent serious U.S. military involvement, a number of resources have been shifted to the DEA, which it uses against FARC in the name of drug interdiction. The

foremost of this is the DEA's new AC-130 Spectre gunship, based in Miami, which has been used repeatedly against drug and military targets in FARC-held Colombia. The gunship is flown by a civilian DEA crew, which works in close cooperation with the Colombian Federal Army.

With so much going on in the region, it's no surprise that the DEA field office in Miami is the largest of the entire organization. The office takes up all of a fairly nondescript windowless commercial building one block south of the Tamiami Civil Aviation Facility. The only clue to its true purpose is the gaggle of antennas of every sort that pokes up from the flat roof.

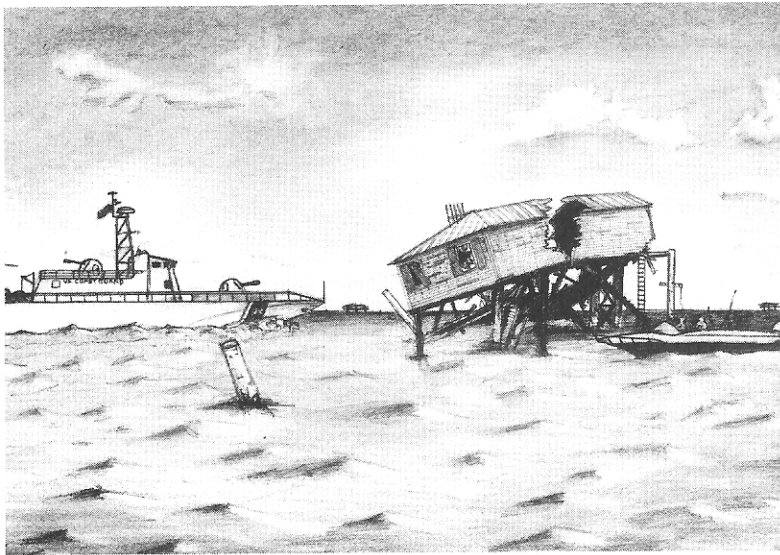
Three of this gaggle are moderately sized dish antennas used for the new satellite network that gives the DEA access to real-time imagery of most of the Gulf and Caribbean most of the time. The network has only been in place since late December 1998, but already drug seizures for the elapsed time period have doubled, and the interdiction coordination system has not even been perfected yet. The secret of this dedicated satellite network is not going to last long, which is why the DEA has beefed up security and placed concrete barricades around the building. A redundant control site is under construction in Homestead, on the perimeter of the InterTel/NetCom campus, in case of any failures of the primary control at the field office.

The DEA chose a site for its field office close to the Tamiami Civil Aviation Facility primarily for its proximity to the airfield. The DEA rents hangar space from the Coast Guard, using the TCAF as the base for its aircraft, and as the jumping-off point for its tactical operations in the U.S. and abroad. The DEA has nineteen aircraft in all based at the Coast Guard's Miami Air Station—fourteen helicopters and five fixed-wing. Of the helicopters, six are heavily-armed Mi-24D Hinds bought from the former Soviet air force. There are also eight UH-60 Black Hawks.

Of the five DEA fixed-wing aircraft based in Miami include the AC-130 Spectre gunship, which carries 20mm and 40mm cannons, 7.62 miniguns and a 105 mm howitzer, and four are E-2C Hawkeyes. The DEA tries to keep one of the latter in the air at all times, to complement three tethered radar balloons and the Coast Guard and Customs early warning radar systems in monitoring Florida's coast.

In addition to its air assets, the DEA maintains a sizable ground force in the Miami area. Scores of special agents work with the MDPD and other local agencies in undercover and tactical operations. The pinnacle of the DEA's tactical forces, however, are twelve special operations teams reserved for foreign assignments. Like the AC-130, many of these personnel recently came to the DEA from the military, and their units are organized very much like army special ops team. While most of their tasks are short, sharp raids on specific foreign drug manufacturing and distribution sites, several of these teams have already seen serious combat in Colombia.

Aside from these law enforcement and interdiction duties, the Miami field office of the DEA also provides services to foreign governments, training soldiers, investigators, and police in various methods of drug interdiction. The DEA is also building a drug intelligence network headquartered in the Miami office, to ensure maximum sharing of information among the many international agencies fighting the drug lords in central and South America.



UNITED STATES COAST GUARD

The United States Coast Guard is charged with the duty of enforcing all federal laws on the high seas and in U.S. territorial waters. Coast Guard personnel do have the power to arrest individuals and to seize any vessels along with their cargoes. Coast Guard Law Enforcement Detachments (LEDETS) sometimes serve aboard naval vessels, as they are empowered to board other craft and make any necessary arrests that naval officers are not, at least in peacetime.

The Coast Guard's primary mission encompasses drug and immigrant interdiction, as well as the enforcement of maritime laws and safety regulations. Craft of all flags are subject to boarding up to 200 miles offshore if

those on board are suspected of breaking any United States Economic Zone laws and regulations. Boats under the American flag, however, can be searched by Coast Guard personnel anywhere in the world and at any time without a warrant, ostensibly to check for safety code violations.

The U.S. Coast Guard is also charged with the responsibility of setting up and maintaining aids to maritime navigation. Other duties include facilitating oceanographic research, as well as enforcing any pertinent environmental statutes. The Coast Guard also employs a small fleet of twelve icebreakers and icebreaking tug boats to clear important channels. A larger fleet of Coast Guard tug boats assists vessels in or near U.S. and territorial ports that do not freeze over.

Aside from acting as police officer, scientist, crossing guard, and tow truck driver in its various missions, the Coast Guard is also ambulance driver and doctor when it responds to distress calls. The search and rescue mission of the Coast Guard is one of the higher profile duties of the service, and one of the riskiest as well, as it is often conducted in extremely rough seas and under poor weather conditions.

The United States Coast Guard also maintains a large fleet of helicopters and fixed-wing aircraft to assist it in its drug interdiction, as well as its search and rescue missions. The Coast Guard has roughly 120 helicopters in service. Eighty of these are the Aerospatiale HH-65A Dauphin. The remaining forty are Sikorsky HH-60J Sea Hawks (a maritime version of the UH-60 Black Hawk).

The Coast Guard has hundreds of boats and ships, all referred to as "cutters." Most large sea-going cutters carry an on-board helicopter, and some of the smaller cutters without dedicated aircraft can clear a viable landing deck for emergencies. Also in service are a number of P-3B Orions, and other fixed-wing radar and reconnaissance aircraft. The Army also maintains five Aerostat Ships with tethered radar blimps for DEA and Coast Guard drug and illegal immigrant interdiction purposes. These ships are normally deployed throughout the Caribbean, Gulf, and Straits of Florida, although funding problems sometimes limit their use.

U. S. Coast Guard Station—Miami Beach

The Miami Beach Coast Guard Station is not really at Miami Beach. It is actually just before it on the south side of the MacArthur Causeway right

below Star Island. The port is usually quite empty, though, unless one of the cutters is refueling or undergoing routine maintenance. There is little time to be wasted.

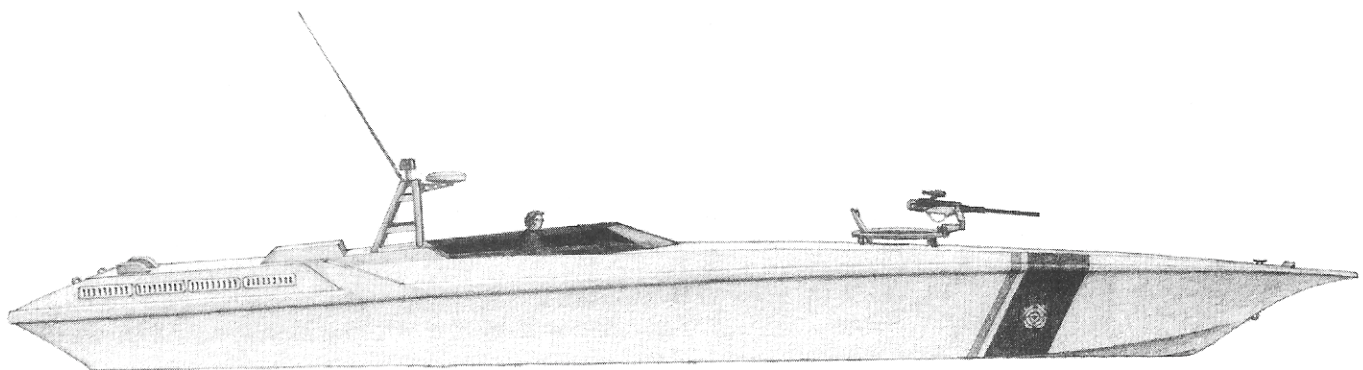
Although they are rarely at dock, the Miami Beach Station is home port for one Hamilton Class high-endurance cutter (116 meters long, 3000 tons displacement), along with one Reliance Class medium-endurance cutter (65 meters, 1000 tons), and six Island Class patrol craft (34 meters, 160 tons). Most of the activity at this Coast Guard Station, however, is generated by the bevy of small Coast Guard craft that run in and out of the station all day long, before and after patrolling Biscayne Bay and the waters immediately off Miami.

While the eight large cutters and patrol craft spend much of their time patrolling the waters of south Florida, the Gulf, and the Caribbean, most of the smaller craft operate fairly close to home. These local patrols of Biscayne Bay, and the nearer Keys focus less on interdiction than on boater assistance, safety and regulatory enforcement, and occasional search-and-rescue—maritime traffic-cop duty. It is boring and unglamorous right up until an unsuspected drug dealer or gun runner is halted—and then there's no margin for error. Like most cops, Coast Guard personnel have learned to stay wary and keep one hand on a weapon, even during routine tasks.

The glamor job of the Miami Beach Station, other than commanding one of the major cutters, is piloting one of the five high-speed cigarette boats (50 knots sustained) or two high-speed catamarans (75 knots sustained) operated by the U. S. Customs Service in cooperation with the Coast Guard. These boats see action day in day out on Biscayne Bay and the waters down to the upper keys. It seems like the maintenance crew is forever pulling one of them out of the water to plug up bullet holes.

U. S. Coast Guard—Miami Air Station

The Miami Air Station is located on the southern portion of the Tamiami Civil Aviation Facility. It is from here that the Coast Guard and DEA plan their air patrols and interdiction operations. There are always representatives of the Air Force and Navy present at the briefings, so that fighter jets can be scrambled to intercept and sometimes shoot down the most difficult targets. It is also important that they not shoot down the wrong aircraft if actions actually go that far. Four P-3B Orions are based at the station, along with twelve Aerospatiale Dauphins and eight Sea Hawks, although some of the helicopters stay at sea, assigned to the larger cutters.



CHAPTER FIVE

GANGS AND

EMPIRES ▼ ▼

While street crime and random violence are a major problem in Miami, the area's real crime woes spring from the more organized criminal elements: the street gangs, smuggling organizations, and mob empires. There's so much going on in Miami that complete coverage of all the drug smugglers, black marketeers, illegal immigrant traders, pirates, mobsters and gang-bangers in the area would take up an entire sourcebook of its own—and a big sourcebook at that—so the coverage of street gangs and organized crime groups in this chapter is really just representative.

STREET GANGS

At the beginning of 1999, the Metro-Dade Police Department's Electronic Intelligence Section has a total of 267 separate entries in its Gang Operations Database. The accuracy of that number is, of course, questionable—many of the entries are outdated, or are reiterations of the same organizations under different names. A lot of alleged "gangs" are really just groups of kids, hanging out together under a collective name for a sense of identity and mutual protection on the dangerous streets. All that having been said, however, most experts agree that there are sixty to eighty true street gangs operating in the Miami area, and that most of those are a danger to each other, their communities, and Metro-Dade law enforcement.

Miami's street gangs vary in size and illegal activities from the relatively harmless groups of five to ten "taggers" (graffiti artists who leave their autographs wherever they go) to highly structured gangs made up of several hundred members involved in every sort of criminal enterprise from drug pushing to auto theft. The map opposite shows the

general turfs of most of Miami's biggest gangs, but it's not a complete picture of where or how these gangs operate. Most gangsters carry out criminal activities all over the metropolis, or at the very least—like every other citizen—they travel throughout the city over the course of their day to day lives. Their turf is the section of town that they consider their exclusive domain—the neighborhoods in which they will challenge any other gangsters, and in which they carry out activities, like the sale of drugs, that tend to be territorial. The size of a gang's exclusive turf is not always an indication of a gang's power or aggressiveness. Gangs with large territories often hold them only because no one else wants them. When turf is in dispute, defending it requires a great deal of manpower and firepower—assets which are not available for other uses. Many gangs involved in far-flung enterprises, such as car theft and gasoline hijacking, don't bother with broad territories if they'll be working all over the city anyway. And finally, some of the most aggressive and anarchic gangs simply don't care much about the concept—their turf is anything within their arc of fire, wherever they go.

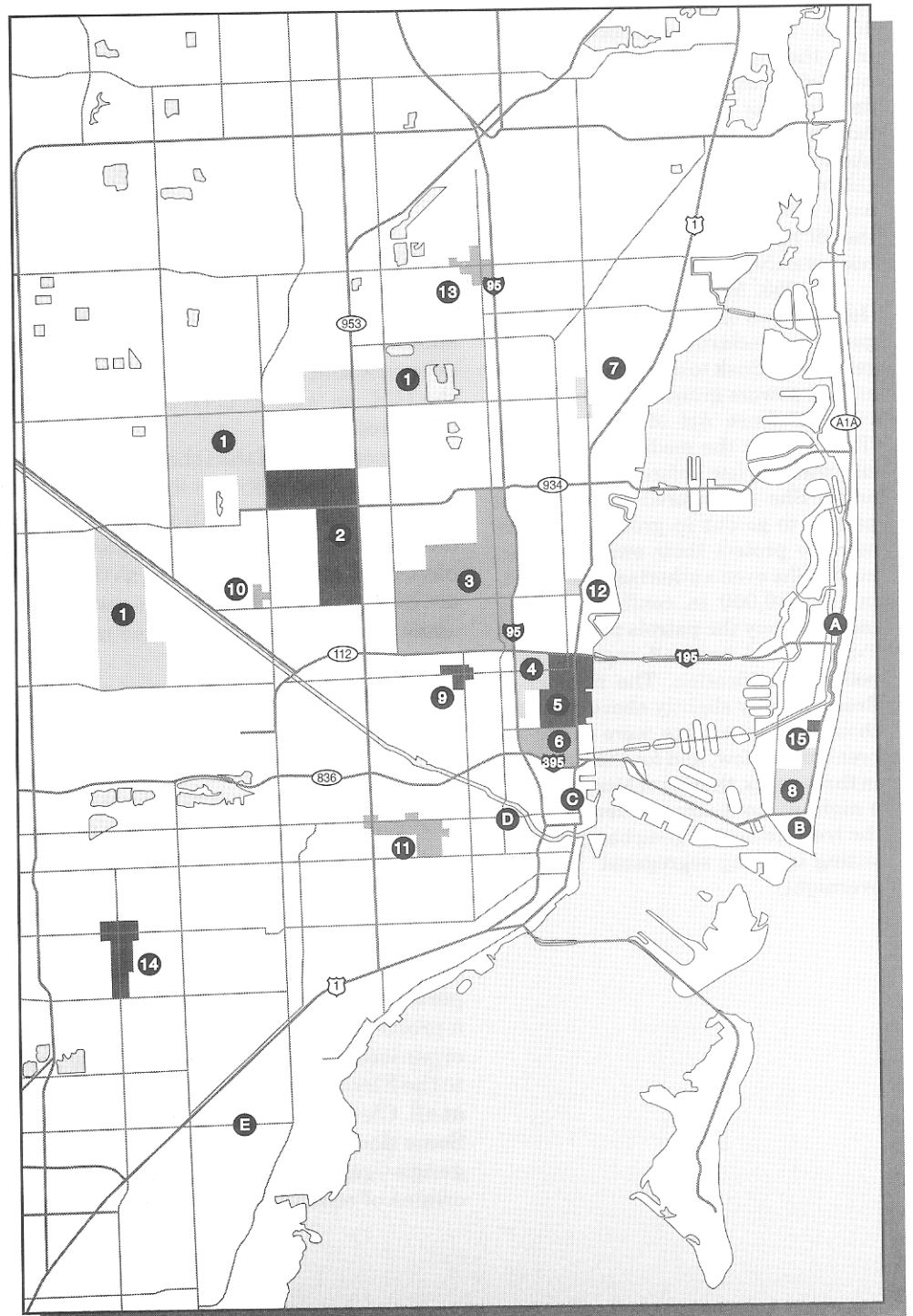
Ironically, neighborhoods within specific gang turfs are not always the most

Gang Turfs:

- 1. Jammin Jonesy
- 2. Chains
- 3. Los Diablos
- 4. Hot Wheel
- 5. Tobasco Cats
- 6. Surfistas
- 7. Brotherhood of '39
- 8. Macheteros
- 9. Benwood Bandits
- 10. The M.W. Posse
- 11. Boleros
- 12. The Guardians
- 13. N.S.O.
- 14. Cruzados

Meeting Places:

- A. Indian River
- B. South Pointe Park
- C. The Blvd
- D. José Martí Park
- E. Sunset Blvd



Mischief Night

“MischiefNight” is the term first coined by the Detroit and New York\New Jersey media in the late 1980s to categorize the anarchic behavior of street gangs on Halloween. The problems that began as common pranks (e.g. soaping windows, egging cars) quickly developed into looting and arson by the early 1990s. In 1997, the problem spread from the inner city to every neighborhood of Miami, and over \$65 million in damage was done by over 200 fires ranging from trash cans to houses and abandoned warehouses. Only Coral Gables and the island communities were relatively unscathed because of the all hands alert of their neighborhood watches.

In 1998, Mayor Sota, using Coral Gables as an example, preempted the gangs by declaring a state of emergency from dusk to dawn. She used the special powers granted her by the Civilian Defense Act of 1997 (dubbed “Riot Act” by the media) to declare a city-wide curfew before any problems arose. She empowered large civilian patrols to go out in groups of ten or more to protect their own neighborhoods. She even authorized the spending of \$30,000 in confiscated drug money to buy the patrols neon colored T-Shirts and baseball caps for easy police identification. The number of fires was only slightly above average, thousands of arrests were made for breaking curfew, and for the first time in three years, the city of Miami passed a night without any murders (most of the truly dedicated gang bangers were sitting in “gang segregated” jail cells overnight).

dangerous. Violent crime comes from many sources, not just gangs. The violence most often associated with the gangs—blazing gun battles and drive-by shootings—occur most often in disputed zones and areas of heavy drug sales, and when two or more gangs are involved in an overt war.

Finally, in addition to specific turfs, the gang geography also requires certain established neutral zones. In general, those areas on the gang turf map not assigned to a specific organization are either unclaimed or held by relatively weak or unaggressive gangs. In any of those areas, gangsters of different groups might be encountered side-by-side or in conflict. There are a number of specific places, however, where gangsters of various colors meet, hang out, and interact. The atmospheres in such places are rarely relaxed, for rivalries are not forgotten, and fights and gunbattles are common. But for gangsters and wannabes looking for one another, or simply wanting to see and be seen, these are the places to go.

The eight gangs covered over the next few pages are only a small fraction of those operating in Metro-Dade in 1999, but are representative of the variety. Each is described through a report from the Gang Operations Database (information which can be given directly to the players should their characters have access to the database), followed by a brief overview and a Real Scoop, providing additional accurate information for the GM, as well as corrections to incomplete or inaccurate data in the database.

Keep in mind that this information is far from static. Most gangs are in constant competition for territory, and there are many open conflicts. Internal politics are an ongoing process, and anarchical gangs often factionalize and split as their membership grows. So far the riots of 1999 have not been so devastating as those of the summer of 1998, but tensions are high. There’s no real reason why a gang encountered once will look the same when encountered three months later.

Using the Gang Operations Database

Each of the gangs described over the next few pages is preceded by a record from the Gang Operations Database (GOD). Database entries include information on core gang territories, modes of operation, criminal activities, and weapons of choice, to name a few topics. There is also a four-point color-coded Danger Rating system, running from Green (least violent and resistant to police action) through Yellow and Orange to Red (known cop-killers who rarely go down without a fight).

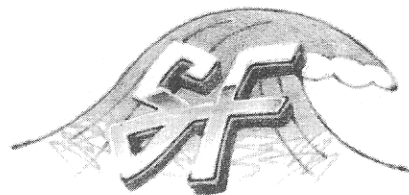
While mostly accurate, the GOD is often incomplete and occasionally dead wrong. Mistakes are inevitable—police intelligence is far from perfect, and the gang underworld is quite tumultuous. Tampering is also a problem. The GOD is known about on the street, and some of the more organized gangs have greased a few palms to ensure that data submitted to the Electronic Intelligence Section is mild, inaccurate, or not submitted at all. Clerical errors can occur as well, if a gangster knows who to contact. Some deception efforts run quite deep, with the creation of “phantom” gangs—gangs that exist only in the GOD—that take the blame for the crimes of other groups.

Name: Surfistas **Danger Rating:** Green
Affiliations: none known
Tags/Colors: Graffito signed SF inside a white-capped wave crest
Membership: 50 or fewer (believed)
Ethnicity/Gender: mixed
Structure: unknown
Known Leaders: none
Territory: Downtown
Base of Ops: unknown
Avail. Weapons: few firearms (believed)
Avail. Finances: unknown
Known Allies: unknown
Known Enemies: unknown
Crim. Act Known: none
Crim. Act Susp.: Robbery of First Florida Bank, 1135 SW 10th St, 18 Dec 98 (CF#9469327A). No money was taken, and analysis of security videotape indicates that the firearms used were toys or replicas.
Commentary: Little is known about this group that was first reported in a WENS news story in 1995. Criminal activity is minimal, generally limited to trespassing and vandalism.

Keyword Search--try: gang, vandalism, Dan/green, Tag/wave
GOD 38771 110298 714//731B9F... Db.GOD.MDPDPC/MDPD/Node 4629/Miami, Florida ...981i93//48Cvg9

Surfistas

The Surfistas are a mid-sized street gang from the southern edge of the Red Zone. Unlike many gangs, membership is not restricted by race or gender, but only by a willingness to put life on the line. The Surfistas are, in essence, adrenaline junkies who only feel alive one step away from death.



The Real Scoop

The gang was “officially” born in 1995, when a reporter from WENS did a profile on “those kids who ride the top of the Metrorail trains.” The story showed the reporter riding the top of the trains with the gang (actually an effect—the reporter balked at the last minute), and compared them to the street children of Rio de Janeiro who get their kicks the same way. He called the group The Surfistas, after the Brazilian kids. The name stuck, and the group of friends who had been hanging out together for thrills, and for protection from the gangs, became a gang of sorts themselves.

The Surfistas have no official structure or leaders. They’re more a danger to themselves than others, but they have been known to commit “thrill crimes,” like riding the wrong way on I-95 in stolen cars, or holding up a bank with toy guns to steal the promotional lollipops. Individuals occasionally commit real crimes, but not the gang as a group, and the members are not vicious by Miami gang standards.

Name: Jammin Jonesy Posses **Danger Rating:** Red

Affiliations: none

Tags/Colors: Dreadlocks. Many members have Jamaican accents.

Operating Since: First identified in 1995, believed to have developed from the remains of the DG Clan.

Membership: 150-180 gang members, 300 affiliated members

Ethnicity/Gender: Jamaican 100%--Male 100%/Female 0%

Structure: Six identified posses of 30-40 members each, additional posses possible.

Known Leaders: Jammin Jonesy (real name unknown) Believed deceased--last reported in hiding in undisclosed Hialeah location.

Lieutenants: Bobby Raymond (no known aliases), leader of the Bobby Raymond Posse; Manny Drake (no known aliases), leader of the Horse Town Posse; David Jones (a.k.a. The Sailor), leader of the Graveyard Posse; Winston Hart (a.k.a. The Jailor), leader of the Shell Posse

Territory: Southern Hialeah--Red Rd to LeJeune Rd between 21st St and 103rd St, and northwest Miami, in the Gratigny Rd area.

Base of Ops: Liberty Square

Resources: Vehicles, weapons, body armor, ready cash, mobile phones and radios

Avail. Weapons: Often seen in possession of automatic weapons

Avail. Finances: Known to front \$1 million or more for narcotics trades. Believed able to raise funds in excess of \$500,000 at very short notice.

Known Allies: none

Known Enemies: The Chains, and any individual or group that tampers with their livelihood

Crim. Act Known: All part 1 crimes including murder

Crim. Act Susp.: The Horse Town Posse is believed to be behind the brutal torture and deaths of MDPD officers Clemente, Ensogna, and Hapney in February 1999. All fingers and toes were missing and all had suffered the "Jonesy Necktie."

Modus Operandi: The posses are reknowned for extreme brutality. They take no chances with loose information, disloyal informants, or other threats. Drive-by shootings and other direct methods are uncommon, with kidnappings being the favorite retribution. Targets are often snatched in broad daylight, in enemy territory in full view of the target's friends and associates. This, according to one informant, makes it clear that no one is beyond their grasp. It is commonly believed in the underworld that no one has ever survived capture.

If time allows, kidnapped victims are tortured before being killed. Videos have been made and sent to the victim's friends along with fingers, toes, ears, genitalia, nipples, and other extremities. Female prisoners are often gang-raped, this is usually recorded as well. Men also are sometimes raped, but are more often emasculated. Victims are often found with a "Jonesy Necktie"--tongues dangling through slit throats.

Commentary: The Jonesy Posses are a loosely-affiliated group of small, independently-run gangs. Apparently exclusively Jamaican, the fast-growing gang is heavily involved in the distribution of cocaine, crack cocaine, ice, and marijuana in the Miami area. Individual posses employ small armies of pushers, and freelance trollers, but do not actually appear to retail drugs themselves.

The Jammin Jonesy Posses

The Jammin Jonesies, an exclusively Jamaican gang, is the fastest growing faction in the Miami drug trade. Nothing seems to be able to stop them—not the police, not the DEA, not the FBI, and not their rivals. Jammin Jonesy himself is a near-mythical figure on the streets, who hasn't been reliably spotted in well over a year, but that hasn't stopped the Jonesies from growing rapidly and terrorizing their rivals, the police, and the public at large.

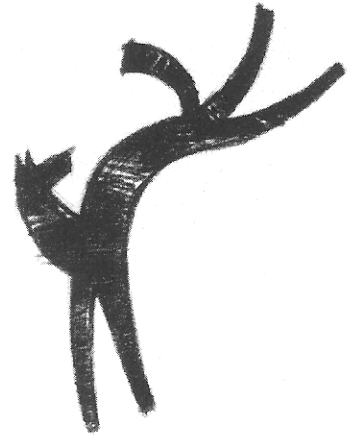
The Real Scoop

They seem to work with near impunity in almost every part of the city, although the Jonesies move most of their drugs in the poorer neighborhoods of northern and western Miami. The reputation for brutality mentioned in the GOD report is well-deserved, and the Jammin Jonesies were indeed behind the well-publicized torture of three police officers in Glenwood Heights.

Jammin Jonesy (real name Crispin Jones), founder of the Posses, is a near-mythical figure on Miami's streets. Early in the gang's history, Jammin Jonesy ruled directly from the streets of Hialeah and Opa-Locka, although no one has reported seeing him for nearly a whole year. The cops suspect he's dead, the underworld believes he lives in a well-armed gig house somewhere in Hialeah. His brother, Judge Randall Jones, simply doesn't know. The truth is, Jonesy has retired to Key West, where he still raises hell but hasn't really caught the eye of the local cops. While Jonesy keeps tabs on the activities of his senior lieutenants and still receives tribute from them, he hasn't shown any sign in the past year or two of wanting to return to his former post. His lieutenants prefer to keep Jonesy's name alive on the streets, however, for its reputation in the Miami underworld. There is absolutely no doubt that his presence is still felt throughout the city.

The Jonesy Posses are now ruled defacto by Manny Drake, who is largely supported by the other Posse leaders. Drake holds loose central control over twelve (not six, as the GOD indicates) individual posses of around fifty members each. Each posse leader is given a great amount of authority over the organization and day to day operation of his own posse. The current expansion of the Posses towards central Miami keeps the individual leaders busy and distracted, which in turn prevents infighting that might undermine Drake's position.

As the GOD mentions, the Posses do not involve themselves in drug retailing. Street pushers do the low-level sales work. The Posses carry out few other criminal activities that are not directly related to their drug distribution efforts. The Jammin Jonesies are certainly not shy about killing police officers, or Federal agents, when they need to—but their madness has a method, and they are pretty savvy about avoiding counter-productive public outrage. The Glenwood Heights incident was a calculated event intended more to intimidate other gangs than the police—and to draw police retribution, from which the rarefied Posses would be largely immune, towards other sections of the underworld.



Name: Hot Wheel **Danger Rating:** Red

Affiliations: unknown

Tags/Colors: Every time a Wheeler murders someone, the member brands him or herself to mark the new "Road Kill." The brands, each about three or four inches long, are usually made with heated coat hangers, and radiate from the flesh around the nipples, so that after many kills, a gangster's chest starts to look like a pair of wagon wheels - thus the name.

Operating Since: Early 1990s

Membership: 30-40 members

Ethnicity/Gender: Black 50%, White 20%, Hispanic 30%--Male 65%/Female 35%

Structure: Single charismatic leader

Known Leaders: Toni Prachet (a.k.a. Naomi Wheeler)

Lieutenants: Max Gray, Ray Brown, Jan Kelly

Territory: Within six blocks southeast of I-195/I-95 interchange. Also operates south along I-95.

Base of Ops: unknown

Resources: unknown

Avail. Weapons: knives, and varied light arms, mostly handguns and sawed-off shotguns

Avail. Finances: Black market gasoline is the most consistent money-maker for Hot Wheel. They are suspected of hijacking tanker trucks. At over three dollars a gallon, black market gasoline has proved a safer and more reliable source of income than the saturated drug market, and the Wheelers rarely have trouble finding a buyer.

Known Allies: unknown

Known Enemies: unknown

Crim. Act. Known: At least 30 confirmed counts of "wrecking" attributed to Hot Wheel, including 12 homicides, 42 assaults, 6 hijackings of gas trucks.

Crim. Act. Susp.: Hot Wheel is suspected in over 230 cases of "wrecking" since 1993, 57 homicides, and 26 hijackings of gas trucks.

Modus Operandi: Cars that crash, or are forced to stop, are looted, and their drivers often brutalized or killed. The cars are stripped of their radios and other saleable items. All the gasoline is siphoned off. Surviving passengers become playthings subject to beatings, torture, and rape, although they are sometimes allowed to run off.

Commentary: Wheelers like to refer to the Red Zone as "The Jungle" which is appropriate. Hot Wheel is as vicious as gangs come. Their confirmed and suspected homicides are all impulsive, quick and not planned or drawn out. Wheelers don't need a reason to kill - they'd as soon kill each other as someone else. They kill out of boredom or for the sheer pleasure of controlling and ending another person's life.

Wheelers favorite pastime is preying on the motorists in and around the Red Zone, looting and raping and killing wherever they can. In the Eighties, the press latched on to the term "wilding." Wrecking is only a recent term.

Hot Wheel

Hot Wheel is a gang of wreckers working along the western border of the Red Zone. The bane of motorists along I-95 and I-195, the Hot Wheelers are cruel and brutal killers, who, unlike most of the other vicious gangs, target the public far more than their rivals.

The Real Scoop

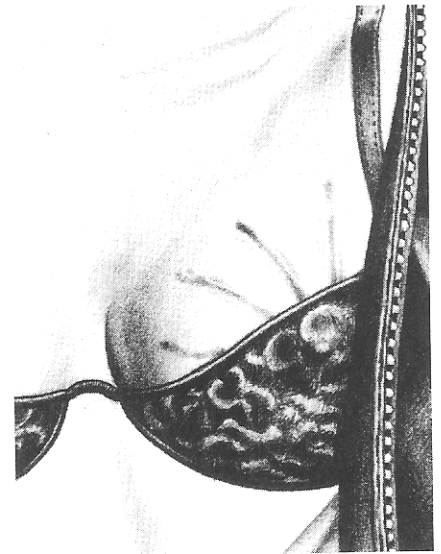
The Gang Operations Database is fairly accurate when it comes to the description of Hot Wheel, although their organized crimes are somewhat more extensive than suspected. They hijack tanker trucks on a fairly regular basis, often working with inside information provided by drivers, even gas station owners who want cheap gasoline.

The gangs of wreckers have not changed the major traffic patterns in Miami that much. In a bad week, there are anywhere from ten to twenty wrecks, but most of those are late in the evening on Fridays or Saturdays, the hot nights. Some people take the alternate routes suggested by the American Automobile Association, but those are mostly tourists. The MDPD have added patrols, but with the number of emergency calls and the continuing shift of hot spots from week to week, there is little they can do but shunt the wrecks off the highway and pick up the bodies.

Hot Wheel's favorite wrecking ground is the low-lying strip of I-95, below the junction with I-195, that forms the official western border of the Red Zone. The exits into the zone off I-95 and I-195 were closed in 1997, when the Red Zone signs went up, to prevent accidental entry into the area, but wreckers have just moved their activities directly to the highways.

Wrecking methods vary. While Wheelers always go for a "lame duck" (stopped car), they prefer moving targets, which they bring to a stop by forcing a crash. Sometimes they crash stolen vehicles into their targets, but more often they work from the sidelines spreading glass and nails over the road surface or just shooting at cars indiscriminately. In the early days, wreckers would sometimes run out into the highway, trusting drivers to swerve and hopefully crash rather than hit them. Most Miami drivers are more savvy these days, though, and running into traffic is much more like suicide. Most of their activity is along the northbound lane, which allows easy access back into the Red Zone once a vehicle has been wrecked and looted.

Occasionally surviving passengers of wrecked cars are stripped naked and dropped in the center of the Red Zone for the pleasure of the gang members. "Virgins" (new Hot Wheel members without a kill) hunt them through the abandoned streets and buildings. Burned out chassis line the hard shoulders where they are shunted temporarily until they can be dumped with piles of other cars at the northeast end of the Red Zone in an old Metrorail compound known as the "Bone Yard."



Name: Brotherhood of 39 **Danger Rating:** Green

Affiliations: Purified Nation, Aryan World, and statewide white supremacist groups

Tags/Colors: For starters, all members shave their heads. They usually wear skin tight T-Shirts, jeans, big belts, buckles, boots, and black motorcycle jackets with large red and white Thirty-nines painted on the back, smaller ones on the right shoulder. Other particular skinhead accoutrements abound. Body piercing is popular, as are tattoos. Many members have tiny swastikas crudely scratched into the backs of their hands or on their knuckles. The center of the figure "3" in their logo is crudely twisted into a swastika.

Operating Since: Identified in 1997. May have more informal roots dating back to the mid-1980s.

Membership: 30-40

Ethnicity/Gender: White 100%--Male 90%/Female 10%

Structure: unknown

Known Leaders: David "The Duke" White (a.k.a. "Guv" Edwins, Kevin Steel, Quentin Wight Richards III)

Lieutenants: Michael Ramsey

Territory: Commercial District along NE 2nd Ave. north of 95th St. This does not seem to be defended territory, but simply an area where they hang out regularly.

Base of Ops: 230 NE 82nd St. Apt. 36

Resources: unknown

Avail. Weapons: Switchblades, handguns

Avail. Finances: none (most members are collecting unemployment checks)

Known Allies: Any white supremacist groups

Known Enemies: Any ethnic group as well as groups devoted to the civil rights of all human beings regardless of race, national origin, gender, or sexual preference. The Brotherhood of Thirty-nine is said to also be upset with the Immigration and Naturalization Service for allowing foreigners into what they call "The True White Nation."

Crim. Act. Known: Petty theft, assault & battery, disturbing the peace, vandalism of federal property (I.N.S. offices at Port of Miami and MIA)

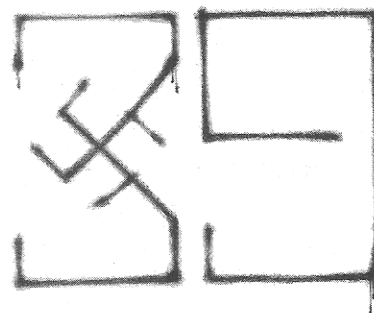
Crim. Act. Susp.: Related armed robbery of liquor and convenience stores in NE Miami

Modus Operandi: The Brotherhood of Thirty-Nine have no discernible m.o. They are common thugs who seem to enjoy taunting, and when in sufficient number, physically beating people of other ethnic backgrounds (i.e. all non-Caucasians). They tend to work as a group. Independently, however, members tend to lose their courage when it comes to confrontations with superior or even equal forces.

Commentary: Members of the Brotherhood of Thirty-nine are not noted for their mental capacity. Psychological profiles tend to suggest that members are easily led, do not think for themselves, and are paranoid to the point of hysteria. Almost all are unemployed, disgruntled and lazy men who blame their lack of jobs on the "liberal policies of the United States Immigration and Naturalization Service."

The Brotherhood of '39

The Thirty-Niners, as they call themselves, are a fairly small skinhead gang, affiliated with Purified Nation, that operates in and around the Metro-Dade area. Nearly all of the three dozen core members live in a few blocks of a low rent mixed race area of Miami Shores. The Thirty-Niners, however, do not stick to their own territory exclusively, and have been known to unite with other white-supremacist groups in various cooperative actions.



The Real Scoop

The Gang Operations Database is correct on nearly everything involving the Brotherhood of '39. The Thirty-Niners are not a powerful gang or an important one in the wide spectrum of the Miami drug and arms trade. They rarely sell drugs in any quantity, although they do move small numbers of handguns and assault weapons on the streets of Miami Shores, serving only white customers. Their charter, if they can be said to have one, is to cause racial disharmony, and to blame the violence that ensues on any or all non-Anglos involved and the Immigration and Naturalization Service.

The Brotherhood of '39, however, is more important than it seems in the scope of Miami's underworld. It may not be powerful, but it has one or two powerful friends who use the gang on certain occasions to embarrass the mayor and other politicians.

Mayor Sota's "Campaign of Racial Harmony" is constantly under attack from Regional Controller Jeffrey Caulfield, who uses the Thirty-Niners as pawns in his larger game. Whenever there is an ethnic festival somewhere in Metro-Dade, the Thirty-Niners are there to disrupt and cause fights. Whenever an important non-white politician—especially Mayor Sota—or celebrity makes an appearance or speech, they are there to heckle. On occasion, Thirty-Niners have even "found" tickets to unannounced \$1000-a-plate charity fund raisers.

In such cases, the members usually don wigs, assume false identities, and wear formal attire to skirt the watchful eyes of security, but under normal conditions, they look much the same as any other skinhead group. . . only more stupid. The Brotherhood of '39 is actually named for the year Adolf Hitler came to power. The fact that the founders got the date wrong says a lot about the group's intellectual prowess. It is not surprising that almost all members are unemployed. As recorded in the Gang Operations Database, they say that their jobs were stolen by immigrants—a rising sentiment in the isolationist United States of 1999.

No one seems to know where the Thirty-Niners actually get their money from (The Gang Operations Database seems to think they have none, but they do). Members have been arrested for everything from armed robbery to trafficking blackmarket gasoline. There are rumors, however, of people attached to Jeffrey Caulfield's election committee passing on significant sums of money to known members of the Brotherhood of '39. These have not been confirmed by anyone in the press, or Mayor Sota's office, but it's only a matter of time before they are.

Name: The Macheteros **Danger Rating:** Yellow

Affiliations: none

Tags/Colors: A graffito signature of a skull and crossed machetes which can also be painted on clothes or tattooed on skin

Operating Since: Identified 1983

Membership: 150-175

Ethnicity/Gender: Cuban-American

Structure: There is a loose command structure of a charismatic leader and lieutenants, who lead the gang through the force of their personalities.

Known Leaders: Hector Giam-Paulo

Lieutenants: Raoul Peña, Francisco Damonica, Javier Bolasco, Ramon Colombo, Jesus Leñaro

Territory: South Beach

Base of Ops: South Pointe Park

Resources: minimal

Avail. Weapons: machetes, fists, switchblades, and handguns

Avail. Finances: minimal

Known Allies: none

Known Enemies: The macheteros are territorial and will fight any criminal element whom they feel is trespassing or causing problems for people in South Beach.

Crim. Act. Known: disturbing the peace, assault & battery, vandalism (tagging)

Crim. Act. Susp.: disturbing the peace, assault & battery, malicious wounding, limited circumstantial evidence points to their involvement in the murder of criminal elements operating within South Beach

Modus Operandi: The Macheteros actually patrol their neighborhoods, usually in groups of three or four. They do not disturb civilians, only other gangs or individuals whom they suspect of criminal activities within South Beach. They pay particular attention to criminals who prey upon the large retired community in South Beach.

Commentary: The Macheteros have been around since the first Mariel Boatlift. There are almost no original members, save Hector Giam-Paulo. Most of the members were children when they came over from Cuba, but some are even American-born. Some members can be violent, but they are not characteristic of the whole. Members are known to cooperate with the police on many matters.

The Macheteros are extremely protective of South Beach. It is home to all of them, and they treat it as such. Many local businesses actually look upon the gangsters as protectors, fighters of petty street crime and robbery - and these business owners often show their "tangible appreciation".

Classified: It is known in South Beach that any violent crime in Macheteros neighborhoods is always followed by action. Residents and shop owners often report crimes to the gang instead of the police, comfortable that some sort of justice will be served swiftly.

Keyword Search--try: gang, Eth/cuban, Dan/yellow, Tag/skull

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Macheteros

The Macheteros are seen as an independent street gang of moderate importance in the MDPD Gang Operations Database. They are not seen as a threat to police or public. The G.O.D. also notes some of their peace keeping efforts in South Beach. This is a peace which the MDPD claims in public to be of their own doing, and so any major evidence to the contrary is hushed up even by members of the department who have not been bought off.

The Real Scoop

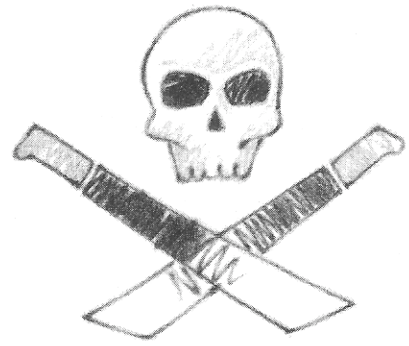
The Macheteros are in reality just the security and distribution sections of the larger Malecon Organization. The street gang image is actually a good cover for a highly organized gang of foot soldiers that works for the Malecon Organization, a large Cuban-American drug smuggling empire run from the heart of Miami Beach. The Macheteros are noted in the underworld for their ruthlessness in protecting the Malecon Organization's interests in SoBe and all around Miami.

The Macheteros are fairly well disciplined and not prone to the fits of indiscriminate violence that seem to motivate so many other street gangs. The fact that they operate with a little more purpose than most gangsters does not make them any less dangerous, though. Members have often known each other since childhood. They are extremely loyal, and the teams are almost always a snug fit. They tend to temper one another quite well, which could be a reflection of their ages. On the street, they move about in teams of three or four, a strategy which they, like the police, find effective for dealing with other criminals.

In addition to their street activities, the Macheteros also take to water with a small fleet of Malecon cigarette boats and cabin cruisers. They control most of the operations which run off the shores of Biscayne Bay and the Atlantic side of Miami Beach. If it's illegal and happening somewhere in that area, there is a good chance the Malecon Organization and the Macheteros are involved. If not, they often become an unwanted partner.

Members of the Macheteros tend to be older than those of many average street gangs. Most are in their mid to late twenties, although nearly all original members have moved on to the business end of the Malecon Organization and its many legitimate enterprises. The original Macheteros were sugar cane farmers before the Mariel Boatlift, though many new members might not even remember Cuba, and some are even American born. In Cuba, the cane workers used large machetes to harvest the eight and nine foot stems—hence the term. In Miami, the meter-long knives are used to hack down their competition in ritualistic attacks. Enemies often lose their heads to the specially sharpened machetes.

Obviously, though, the Macheteros can't regularly tote around their sharpened blades. They carry the normal weapons of any Miami gangster: automatic pistols; sub-machine guns; shotguns; and always a small male purse to carry their pistol, as it is often too hot to wear a jacket to disguise a shoulder holster. The machetes are only used in special cases to send messages to rivals, dissenters, and other threats. The bodies of such victims are left in the trunks of stolen cars abandoned randomly around Metro-Dade (though rarely in SoBe). The detached heads are wrapped in plastic, boxed up, and sent onto opposition leaders by mail or courier. As can be imagined, the method tends to be most effective.



Purses for Men

In much of Latin America, it's been common for years for men to carry small bags or clutch purses for personal effects. That habit has been transplanted to Miami, although for a more sinister purpose. The Miami climate doesn't really allow for heavy clothing, which can make concealing a weapon somewhat problematic. The habit of using a clutch-purse to conceal a handgun probably started with the bouncers working the South Beach night clubs, which were favored hangouts for violent cocaine cowboys in the eighties. Now, however, it's spread to bodyguards, mob thugs, and street gangs, for whom carrying a purse is clear sign that one is armed and dangerous.

Name: Tobasco Cats **Danger Rating:** Red

Affiliations: Boleros, Rockers, Pike Boyz, Red Devils, Tornados, Flyboys, G-Spots, The Bugs, The Burros, The Lawmen, G.W.A. (Girlz With Attitude), The M. W. Posse, Shapeshifters, The Yellow Jackets, The Heaters

Tags/Colors: There are several signatures of the Tobasco Cats. Any graffito with T.C. or CATS or a picture of a cat can generally be considered theirs. The firebreathing cat is their trademark. They wear it in tattoos and on clothes. Each of the posses has its own tag as well.

Operating Since: 1995

Membership: 300-350

Ethnicity/Gender: Black 15%, White 60%, Hispanic 25%, Other 5%--Male 65%/Female 35%

Structure: Highly organized gang divided into fifteen posses (listed above under "Affiliations") of fifteen to thirty members each.

Known Leaders: Reginald "Preacher" Holden (a.k.a. Sal T., Mike West, Ray Cool, Dan Goode, T. S. Parks, Kevin "Babe" O'Toole)

Lieutenants: Patti K. Acres (a.k.a. "Legs" Malone, Mary Wilson), G. C. Washington (a.k.a. G-Spot, "Tony the Rocket"), Dwayne Howard Lawrence (a.k.a. "The Lawman"), Wilbur "Wings" Williams (a.k.a. "Flyboy," Bill Wright), V. W. Bugler (a.k.a. "The Bug," Veronica Perez), Juan "Burro" Perotifia (a.k.a. J. P. Cruz, "The Mule")

Territory: Throughout the Red Zone's eastern borders all the way to Biscayne Bay. They also operate on Biscayne Boulevard between the Julia Tuttle Causeway and the now closed Venetian Tollway. They have been known to cruise Biscayne Bay.

Base of Ops: NE 25th and 26th Streets

Resources: information, money, speed boats, body armor, small arms, automobiles

Avail. Weapons: knives, handguns, shotguns, automatic weapons, light explosives, grenades

Avail. Finances: At least \$1 million is available in ready cash at all times to bail gang members out of prison.

Known Allies: none

Known Enemies: Anyone who gets in their way, from pedestrians to cops, is a target. The crime could be as slight as looking at them the wrong way to skimming money from their drug distribution networks.

Crim. Act. Known: All part 1 crimes including the premeditated murder of Metro-Dade, state, and federal law enforcement officials.

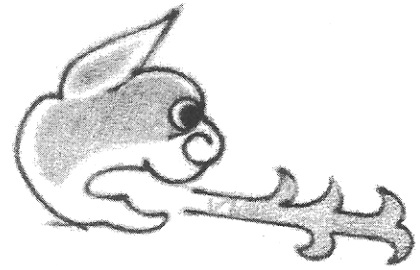
Crim. Act. Susp.: The Tobasco Cats are suspected of starting and perpetuating the original Overtown West Riots in June of 1995, which marked the beginning of The Long Hot Summer. The Tobasco Cats are also prime suspects in a number of homicides including the suspicious death of Metro-Dade Councilman Harvey Goldstein on November 12th, 1998.

Modus Operandi: The Tobasco Cats act swiftly and without warning. They often mutilate the bodies of their victims, sometimes decapitating them to send to their enemies as warnings. They almost always move in number, and are never a step away from a weapon.

Commentary: The Tobasco Cats operate much of the drug and weapons trade around the Red Zone. They are also known for acts of piracy on Biscayne Bay. They dabble in all illegal trades, although drugs provide them with most of their money. They are all considered dangerous, and must be approached with extreme caution. Officers must be ready to react instantly.

Tobasco Cats

The Tobasco Cats are a predominantly, though not exclusively, Anglos gang that operates on and around the eastern border of the Red Zone all the way to Biscayne Bay, and up and down The Boulevard between the Julia Tuttle Causeway and the Venetian Tollway. The hyper-violent Cats are the major reason that the residents of the Venetian Islands blocked off mainland access to their community.



The Real Scoop

The Gang Operations Database is right in stating that the Tobasco Cats get most of their money from drugs, although they are not the big-time movers the MDPD makes them out to be. They are predominantly pushers, not movers or mules. They have been known to move a few kilos of coke every now and again when their distributors run low, but they are so disorganized even minor trades are next to impossible for them to carry off without anything going awry.

The Tobasco Cats are decidedly small time, but quite deadly if crossed. They do have the manpower—over 200 members—and firepower to run a much bigger operation, but their structure and leadership is poor. “The Preacher” manages to keep the fifteen individual gangs together in a loose collective, although there is so much in-fighting that any vision of a highly disciplined criminal force is just a pipe dream.

Individual posses have been known to run successful operations on their own without any fellow Tobasco Cats. Collectively the gang has a few fast boats which they use for hijacking other boats on Biscayne Bay or off the shores of Miami Beach. They also run the odd raid on the island communities. These raids are not common, but it allows the Macheteros and the Malecon Organization to blame many of their boat theft operations on the Cats.

The credit paid to the Tobasco Cats by the Metro-Dade Police Department is not wholly unwarranted. Although they are credited, by accident and design, with crimes that they have no connection with. For example, Metro-Dade Councilman Harvey Goldstein was actually murdered (carbon dioxide poisoning) by three members of Les Poissons working for The Order. Many of the Jammin Jonesy and Macheteros operations are also blamed on the Tobasco Cats as well, through a well designed campaign of misinformation. The fact that typical members of the Tobasco Cats are indeed violent and dangerous only helps their false reputation along.

The few coordinated operations that have been attempted have all ended in deaths, sometimes with members of different Tobasco Cat posses shooting or stabbing each other. If ever they get organized, they will be a power to be reckoned with, one much like the highly structured gang described in the Gang Operations Database. Even the Jammin Jonesies and the Malecon Organization will have to sit up and take notice.

Name: The Chains **Danger Rating:** Red

Affiliations: The Crips

Tags/Colors: Blue is their color. They also tag buildings, walls, store fronts, buses, everything with their gang name, Chains.

Membership: 300-350

Ethnicity/Gender: Black 35%, White 25%, Hispanic 30%, Other 10%--Male 55%/Female 45%

Structure: Twenty posses ranging from ten to thirty members

Known Leaders: Jane Bellows (a.k.a. "Whiskey"), Don Hardee (a.k.a. "Flea"), Kyle Wylie (a.k.a. "Iceman")

Territory: East of Liberty Square

Base of Ops: unknown

Avail. Weapons: knives, handguns, shotguns, and automatic weapons

Avail. Finances: The Chains have several thousand dollars of ready money, as well as access to a lot more in the coffers of the Crips national organization.

Known Allies: none

Known Enemies: Jammin Jonesies, Los Diablos

Crim. Act. Known: All Part 1 crimes including murder

Crim. Act. Susp.: The assassination of three members of Los Diablos in the Allapattah area, March 15th, 1999.

Commentary: The Chains are a relatively organized gang, although members are not disciplined soldiers. Members are often hasty in their judgements, and will sometimes kill to save face. They have recently shown a tendency to shoot their way out of trouble. Officers should assume they are always armed, and must approach with extreme caution.

Keyword Search--try: gang, Dan/red, Tag/blue, Aff/crips

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The Chains

The Chains/Diablos War

The Chains and Los Diablos are in the midst of an incredibly bloody turf war. So far the war has claimed over 150 lives since it began in September 1998 when the Chains were pushed off much of their turf by the Jammin Jonesies. Any desire to hold off the Jamaican gang disappeared along with several of their leaders who were mailed back to them, piece by piece. The new Chains leader Jane Bellows decided their chances were better to the east of Liberty Square against the strong, but not invincible Diablos. In the cramped conditions, there have been many fights that have ended with guns drawn. Each gang would rather fight each other, than taking on the Jonesies together.

The Chains are a mixed-race and gender gang affiliated with the national gang, the Crips. The nearly 300 members come from the low-income suburbs of western Miami.



The Real Scoop

The Gang Operations Database is fairly accurate when it comes to The Chains, although it fails to mention the all out war with Los Diablos. The database still records The Chains territory as the Liberty Square area, although that is no longer true. That area is now heavily defended by the Jammin Jonesies, who have already grabbed, tortured, and killed several more of the Chains who refused to leave.

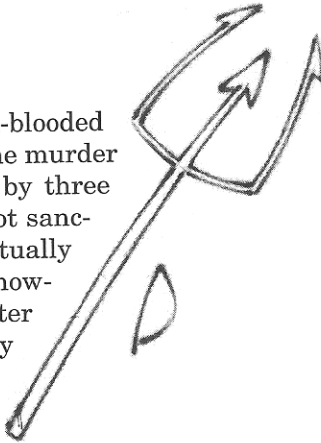
The Chains make most of their money from selling drugs on the streets, although they occasionally move weapons as well. Their income has fallen since the war began, and the price of drugs has jumped sharply with the supply problems presented by the war.

Los Diablos

Los Diablos is another mixed race gang, which is fighting The Chains for control of the slums around Liberty City. Membership in this group was originally held to Cuban-American men, but facing extinction in the mid-1990s, their leaders decided to expand full rights to anyone, male or female who could pass "The Test."

The Real Scoop

Members of Los Diablos are not quite the cold-blooded killers that the police make them out to be. The murder of the two police detectives was carried out by three members of the gang, but the killings were not sanctioned by the leaders. The three killers were actually hired and then killed by The Order. Recently, however, Los Diablos has been embroiled in a bitter war into which they have been pushed. They don't rise quickly, but when they do, they fight to win. If innocent bystanders get hurt, so be it.



The Test

"The Test" involves many different steps requiring both physical courage and a certain panache from those trying to gain admission to Los Diablos. One of the steps requires a recruit to have sex at the front entrance of any bunker (police station) in Miami. The final step is the killing of an alligator or crocodile, from whom the recruit must extract two teeth—the larger the better—while the beast is still alive. These teeth are worn around the neck on gold chains, and they signify membership. Without it, members are considered naked.

Metro-Dade Police Department Police Commission/Gang Operations Center
Gang Operations Database
Gang Activities Report: Los Diablos

Report Dated: Nov 30 98

Name: Los Diablos **Danger Rating:** Red

Affiliations: none

Tags/Colors: Their tag is a trident off center with an upper case "D" beside it. All members wear alligator or crocodile teeth on gold chains around their necks.

Membership: 175-250

Ethnicity/Gender: Black 10%, White 15%, Hispanic 70%, Other 5%--Male 75%/Female 25%

Structure: Loose central control of five posses ranging in size from twenty-five to fifty members

Known Leaders: Len "Frisco" Alameida (a.k.a. Allen Gomez), Tobias Radcliffe Jr. (a.k.a. Toby Rad), Anne de Calí (a.k.a. Cal Derosta, "The Ant")

Territory: Presently hold most of the area around Liberty City's east side

Base of Ops: unknown

Avail. Weapons: knives, handguns, shotguns, automatic weapons

Avail. Finances: Los Diablos can produce thousands of dollars at a moments notice. Most of their money comes from narcotics trafficking.

Known Allies: unknown

Known Enemies: Jammin Jonesies, The Chains

Crim. Act. Known: All part one crimes, including the murder of two police detectives. Convictions also include indecent exposure and sexual acts as well as the mutilation and killing of endangered wildlife.

Crim. Act. Susp.: Assassination of Kelly "Po-boy" Hatcher, former leader of the Chains, February 6, 1999.

Commentary: Los Diablos members are noted, not just for their unpredictability, but also for their sexual promiscuity and cruelty to animals. Sex and the domination of animals is considered a sign of strength.

Keyword Search--try: gang, Dan/red, Tag/pitchfork
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THE DRUG EMPIRES

During America's "Noble Experiment" (Prohibition), Miami was known as the "leakiest place in America." This has been equally true during the War on Drugs in the Eighties and Nineties. Illegal narcotics flow into and through south Florida from Central and South America in enormous quantities, and, in smaller amounts, from Turkey and southeast Asia.

Miami is often the first stop to the rest of the United States. The city has become America's narcotic wholesaler. In 1997, the United States Treasury ran chemical tests on a large sample of high denomination bills (tens, twenties, fifties, and C-notes), and discovered that nearly 86% carried some trace of cocaine or other snorted drug. The test ran nearly 100% for money from Metro-Dade. Virtually every dollar in circulation in Miami was tainted.

The drug trade is certainly not the only occupation of the Miami underworld, but it can seem like it. There are well over 1400 crack and freebase houses in Metro-Dade. These, in turn, are supported by large armies of pushers who work the streets and night clubs, the back alleys of Miami. These pushers and crack houses also support a large arms trade, and all manner of other illegal activities. All of the crimes feed off each other.

Above the mess of pushers, pimps, and street hoods are the narcotic executives. These are the untouchables of the Miami underworld. Their tentacles drift down into any number of legitimate businesses. They control all manner of public officials from police officers to politicians. They have judges in their pockets. They have armies of lawyers and accountants figuring out new ways to launder money. Their mere whims and fancies set about a thrash of movement on the streets that affects the whole city in ways that can't be measured.

The four groups covered below are representative of the many large, organized operations going on in south Florida. These are the groups that can truly be called empires—organizations that smuggle and distribute drugs in or through Miami in large quantities, and that have invested heavily in the weapons, intelligence, and personnel necessary to support and grow their operations. There might easily be another dozen or so such empires in the Miami area, along with scores of independent operators and smaller organizations.

The Zangara Syndicate

The Zangara Syndicate is a loose and sometimes fractious coalition of seven medium-level drug smugglers and local distributors, banded together for their own mutual survival. The members and their front companies—L&K Shipping, Hampton Air Tours, Dave's Dive Shop, Boudreux's, Deeley Deliveries, Baro Cleaners, and Skin and Bone—share information and resources to a point, although each remains in charge of their own routes, personnel, and profits. Together, these small operations believe they have a chance to hold out against the major players of the Miami drug trade—but it's uncertain whether they will hold up against the enemy within.

The Real Scoop

L&K Shipping, a small company headquartered at the Port of Miami, is the largest of the Syndicate's member organizations. L&K's owner and CEO, Jeremy Ladd, was the creator and driving force behind the coalition. Ladd, an ambitious up-and-comer, built the Syndicate by staging a series of attacks on the operations of six of his competitors, as well as on his own activities. He tried to convince these competitors that the attacks were the acts of vicious outside rivals, and that union was the key to survival for all of them. The final dramatic measure in his charade involved the murder of his partner and the scuttling of one of L&K's freighters. Both actions had double-advantages for Ladd—the *Nereus* was heavily over-insured, and Ladd had tired of his partner. But the final effect was to draw together Ladd's syndicate as the seven members reacted to an enemy of Ladd's invention.

The *Nereus*' rusting hulk still rests in its berth beside the company office on Dodge Island. Ladd's insurance company went bankrupt before they could have the ship moved, so it has sat on the bottom for five years, superstructure and rusting hull rising out of the water. Ladd occasionally uses the half-sunken ship as an emergency storage location for his contraband weapons and narcotics.

L&K still owns three freighters and two container ships, not including the *Nereus*. Each of these ships carries legitimate cargo all over the Americas and the world, and L&K is marginally profitable on paper. The real money is in contraband, which L&K ships carry regularly. Currently, Ladd is only involved in the international portage of contraband—he doesn't purchase or distribute drugs or weapons in quantity, he just ships them for others. He is ambitious, however, and is always looking to expand his business. One of his ships is usually in port every week or so.

Hampton Air Tours, one of Ladd's first conversions to the Syndicate, is a more conventional drug-smuggling operation. The small company runs helicopter and seaplane tours around Miami and the Everglades and Keys, using its aircraft after hours to pick up drug deliveries off-shore or in the Caribbean. Based near the Marine Stadium on Virginia Key, the owners and operators claim to be a group of college friends who went into business together. Hampton Air Tours is a relative unknown in the underworld, perhaps because the eleven employees are really two close-knit houses of Specials from the Tiberius Foundation, which collectively is responsible for the smuggling of over two tons of cocaine through Miami each week.

Hampton Air Tours adds to the Tiberius Foundation's overall tonnage only a few kilos at a time. For their size, however, they are a

Zangara Syndicate

#CR0001473

Source: Metro-Dade Police Department [Miami, Florida], FBI

Type: Narcotics smuggling, distribution, and retailing

Scope:

Unknown, but believed limited to operations local to Miami metropolitan area, with occasional national distribution. Suspected smuggling operations include airborne and water routes. Wholesale operations probably gross no more than \$5 million annually. Retail operations believed limited to Miami Beach and Coconut Grove, and probably gross no more than \$1 million annually.

Affiliations:

None known. Interviews with Alanzo "the Muchacho" Gardenia [#LL7430462] indicate that his organization supplied Zangara with over 350 kilos of cocaine in seven separate deliveries in 1997. Recent violent activities of the Malecon Organization [#CR00001649] may have been directed at Zangara.

Personnel: Unknown

Operating Since:

Unknown. The name, Zangara, first came up in MDPD's interview of Luis de Malenco [#LL5071046] in connection with disturbances at the Port of Miami in 1995.

Structure:

Believed to be a loose coalition of four or five small narcotics operations, with expertise ranging from smuggling to distribution.

Leaders: Brian Kelly (deceased) [#LL8365092]

Legitimate Connections:

Vehicles from Hampton Air Tours [Miami, Florida] are believed to have been used in several smuggling actions. Skin and Bone [Miami, Florida] is a known retail point for the Syndicate, and perhaps for other distributors. An unspecified retail site has been indicated in Coconut Grove, and a fourth business front is suspected in Miami Beach.

Resources:

High-powered speedboats, helicopters, seaplanes, SCUBA equipment, high-explosives, automatic weapons, grenades, estimated ready cash exceeding \$500,000

Suspected Criminal Activities:

Zangara Syndicate involvement is suspected in the arson destruction of L&K Shipping in Port of Miami, and the murder of Brian Kelly, majority owner of the company, as a result of that arson. Kelly's remains were found handcuffed to a water pipe. In a simultaneous incident, the Nereus, an L&K container ship, was sunk while docked at the Port of Miami. Luis de Malenco was arrested July 5th, 1995, and arraigned on murder charges. De Malenco was later released on bail, and died in a traffic accident before his murder trial. Malenco's direct involvement with the Zangara Syndicate was never fully established.

According to Malenco's testimony, syndicate operations are diverse and well-disguised. Although interviews with several minor narcotics retailers and Alanzo Gardenia corroborate certain elements of De Malenco's testimony, no professed members of the Syndicate have been arrested, and little is known about specific smuggling routes or connections.

Additional Commentary:

Several DEA undercover agents involved in the joint Federal Operation Redcoat in the spring of 1998 reported numerous references to "The Syndicate." Although no members of this organization were identified, similarities in the name and the area and scope of suspected operations indicate that this and the Zangara Syndicate are one and the same. FBI also reports occasional references to Zangara in interviews of mob informants in New York City and San Francisco.

The significance of the name "Zangara" is unknown. It may be derived from Guiseppe Zangara, who attempted to kill President-Elect Franklin Delano Roosevelt in Bayfront Park in 1933. Zangara was tried, convicted, and executed in just over a month, only slightly longer than it took his only victim, Chicago Mayor Anton Cernak, to die of his wounds.

Last Update: June 14, 1998

remarkably efficient freelance smuggling unit. The members have lived their watertight covers since they were teenagers, and their loyalty to each other and the Foundation is intense. They are onto Ladd's backstabbing activities, and are ready for the day when he tries a complete takeover of the Syndicate.

Dave's Dive Shop is a chain of SCUBA diving equipment shops in south Florida. "Dave" is an ex-Navy SEAL who opened a dive shop on Key Largo to run underwater tours of John Pennekamp Coral Reef State Park. For several years he and a few of his SEAL buddies have shown people around the Grecian Rocks, the statue of Christ, the wreck of the *M.V. Benwood*, and other underwater sights, whilst carrying on a more lucrative trade in narcotics. Like Hampton Air Tours, Dave is a small-time importer who's favored technique is to have his suppliers sink their packages off-shore, for him to retrieve out of sight from prying eyes. Unlike Hampton, which then turns its drugs over to Tiberius' immense national distribution network, Dave sells his to local retailers and distributors. The ex-SEALs rarely need resort to violence, but they are certainly not hesitant about it to protect their small operation.

Boudreux's is a large fashionable restaurant in Coconut Grove run by Henri Boudreux. Each night he goes from table to table greeting guests, shaking hands, kissing cheeks, ruffling hair and joking with people in his heavy Cajun accent. His service and food are excellent, and the security is even better. Not surprising, as Boudreux's is Coconut Grove's most extensive drug distribution center. Drugs are distributed to local street vendors (and a few individual clients who order in large quantity) in doggy bags and take out orders. Boudreux's even delivers.

Deeley Deliveries is a small twenty-person bicycle messenger service headquartered among the boutiques and curiosity shops along Lincoln Road. The company is owned by Carlos Deeley, a former dancer for the Miami City Ballet Company, which rehearses just two blocks down from the company's small office. Deeley Deliveries is not exclusively a drug distribution service, it also deals in hijacked information. Deeley's messengers are experts at opening and re-sealing messages or packages undetected. Obviously, the vast majority of documents carried by Deeley's scruffy-looking beach-bum cyclists are of little interest, but the occasional gem nets tens of thousands of windfall dollars for Deeley's operation. A lot of this data ends up for sale through Jane Thewlis, an information broker generally found on Washington Avenue (see the Appendix).

Baro Cleaners is a reasonably large Miami cleaning company of over two hundred personnel. They have contracts to clean many office buildings and upscale homes all around Miami (including the Johnson Tower and Miami International Airport). About twenty of Baro's inconspicuous cleaners double as bag men, dropping off contraband or picking up payments in the course of their domestic chores. Baro, like Deeley Deliveries, is also into information gathering, and blackmail, but these are new rackets for them. This has not stopped them from trying, though.

Skin and Bone is ostensibly a chain of health spas. There are several in the Miami area, each with a staff of physical therapists, registered dieticians, and an overabundance of masseurs and masseuses. Skin and Bone has thousands of legitimate customers there to lose weight, stay fit, or go through the motions of "working out," but for the initiated, the outfit is a palace earthly delights. All manner of appetites for sex or intoxication are indulged in what is essentially an extremely upscale version of the inner-city crack house.

Unidentified (also Miami Spooks [from DEA report "Ghosts in the Machine"]) #CR0003013

Source: Metro-Dade Police Department [Miami, Florida], DEA

Type: Narcotics smuggling and distribution

Scope:

This apparently large group was first alluded to in interviews with James Whorley [#LL8476211], Mathew Yenning [#LL6937533], Caroline Jones [#LL6957335], and Carlos G. [#LL7046289] by MDPD and DEA in August 1997. Extensive operations are suspected in south Florida, evidence exists of personnel and operations all over the United States as far afield as Peru and Canada. [DEA]

Affiliations:

None known

Personnel: Estimated 500 [DEA]

Operating Since:

Unknown

Structure:

Believed to be a highly structured organization made up of small disciplined groups. Groups act autonomously, but are controlled by a central authority to which they seem extremely loyal. [DEA]

Leaders: Unknown

Legitimate Connections:

Separate DEA, Customs, and MDPD investigations have turned up numerous small smuggling operations among airline workers at Miami International Airport. DEA believes that some or all of these operations are connected, but evidence linking individual operations is insufficient for legal purposes. It is clear that commercial aircraft of various airlines have been used in the transportation of narcotics. The extent to which the airlines are aware of this trafficking (or cooperate with it) is unknown.

Resources:

Unknown

Suspected Criminal Activities:

In addition to the suspected movement and distribution of large quantities of illegal narcotics, this mysterious group is believed to be behind the murder of James Whorley, Mathew Yenning, Caroline Jones, and Carlos G. while under MDPD protective custody on August 24, 1997. [MDPD]

Additional Commentary:

This group's activities appear to be highly compartmentalized. It is possible that members of such groups have been caught, tried and convicted on minor charges, with no suspicion on the part of investigators that their limited operations were part of a bigger organization. It is also likely that members of this group have escaped investigations or even been killed in conflict with police, before their connections with the larger operation have been suspected. The MDPD Gorman Commission report concluded that as much as 20% of apparent freelance narcotics operations may in fact be part of larger organized groups, of which this group is a leading possibility.

It should also be noted that the 1998 DEA report "Ghosts in the Machine" suggests that many local police organizations overemphasize the roles of large criminal organizations, and specifically noted this "Miami Spooks" organization as a likely invention of investigators frustrated by inconclusive investigations of smaller criminal operations. Nevertheless, Miami DEA and FBI offices have asked that all agents check past cases for possible connections with this group. Evidence of a high level of training or discipline, or of sophisticated equipment and techniques are considered possible indications of affiliation with this group. [MDPD, DEA]

Last Update: March 22, 1998

The Tiberius Foundation

The Tiberius Foundation is one of the great secrets of the Miami underworld. What is publicly known as a world-wide charity is actually a front for one of the largest drug distribution empires in the country. It keeps the United States supplied with nearly one third of its cocaine (almost half the Miami output), without the knowledge of cops or crooks.

The Real Scoop

The Tiberius Foundation runs soup kitchens, homeless shelters, and a network of orphanages that clothes, feeds, and educates a myriad run-aways, orphans, and homeless children all over the world. These schools, whilst providing a service to society, are actually fertile recruiting grounds for The Foundation's legal and illegal operatives. When children are admitted to these orphanages, they are put through a wide array of diagnostic tests, both physical and academic. Students are also tested on their social skills such as leadership and diplomacy. Those who exhibit "Special" talents are split off from the "Citizen" schools and sent to facilities outside the United States for advanced training in the duties useful to a large drug-running organization. These Specials form the core force of the Foundation's illegal field operations.

The Special schools are broken down into "houses," usually made up of about five to ten Specials of varying talents. Houses are like families—they eat, study, and play together. They even sleep in the same quarters. Houses remain together after they graduate and continue to operate as single units. Training for Specials emphasizes deception and stealth over brute force, and they are taught to kill, with and without weapons, quickly and silently.

Where Specials form the clandestine Activities Division of the Tiberius Foundation, select Citizens become the administrators, lawyers, and accountants. They provide logistical support, getting the Specials the equipment and information they need. Citizen schools are structured much the same as the Special schools.

Not all Citizens go to work for the Tiberius Foundation (which is 100% Citizen run). The majority, of course, move on to adult lives elsewhere, completely innocent of the Foundation's illicit activities, but all seem to remember where they came from, where they got their first real opportunities, their scholarships to university. They are extremely loyal, and most maintain contact through the extensive alumni networks (those who don't are kept track of also) which provide various services for the Foundation from time to time—no questions asked.

There is no telling how deep the Foundation's influence runs in Miami and other cities around the United States and the world. The greatest influence is in Miami (Tiberius' headquarters) and Central America—the heart of the distribution system that literally feeds the world. Citizen Graduates work for nearly everyone from politicians to major pharmaceutical companies, to newspapers, construction firms, hospitals, law firms, airlines, police forces and garbage collection services. Only the inner circle, perhaps one or two dozen people, have any idea of the scope of the entire the Foundation's illegal network, and that it smuggles over two tons of cocaine each week through Miami alone to various points around the United States. Over half this cocaine is supplied by FARC. The rest comes from various suppliers throughout the Caribbean and South America.

The Beat

#CR0001473

Source: Metro-Dade Police Department [Miami, FL], Florida State Prosecutor's Office [Tallahassee, FL]

Type: Narcotics distribution and retailing

Scope:

The Beat was an organization of vigilante officers of the MDPD who attacked narcotics traffickers and gang members in the northwest regions of the Miami metropolitan area between early 1993 and May 3rd, 1997. Operations in the last two years included the wholesale and retail selling of confiscated narcotics. [MDPD]

Affiliations:

None. [MDPD]

Personnel: 23. [FSPO, MDPD]

Operating Since:

1993. Operations ceased May 3rd, 1997

Structure:

Loose organization of vigilante police officers. Officer rank did not seem to affect seniority within The Beat.

Leaders:

Officers Katherine O'Mally (deceased), Ray Walker (deceased), Michael Franson (deceased), and Lawrence Wilkins (deceased) [MDPD]

Legitimate Connections:

The Florida Prosecutor's Office reported that The Beat's actions were not aggressively investigated by MDPD's Internal Affairs Division. [FSPO] Numerous MDPD personnel have testified that there was no complicity with the Department, however. [MDPD, FSPO]

Resources:

Beat members had access to a broad range of police records and information, as well as weapons and standard equipment. There is substantial evidence that many of The Beat's activities were carried out on duty and in uniform. In addition, individual members were known to have accumulated funds of over \$100,000 for use in support of the group's activities.

Suspected Criminal Activities:

Convictions associated with the arrests of 1997 include:

Tony Adivido	Conspiracy to Commit Murder, Assault (four counts)
Bert Commis	Perjury, Obstruction of State Investigation
Martin Ballovic	First Degree Murder (three counts), Perjury, Assault (nine counts), Obstruction of Federal Investigation

Numerous additional charges were dropped. Suspected additional crimes include over twelve murders, scores of assaults, extortion, falsifying evidence, and taking bribes. [FSPO]

Additional Commentary:

What began as a vigilante group seeking instant justice, and a solution to impossible problems, slipped quickly into the life of their original opposition. Left with tens of thousands of dollars of "confiscated" cash and drugs from the narcotics dealers they attacked, it was inevitable that The Beat would enter into the trade it sought to end. Several Beat members testified that they had been breaking the law so often they didn't recognize this last step between "unauthorized" undercover operations and the act of becoming criminals themselves. Those within the group who did begin to question these new actions wound up dead. It is suspected that this is what happened to Officers O'Mally, Wilkins, Walker, and Franson. Followup investigations by the MDPD IAD, Miami District Attorney's office, and the Miami City Controller's Office have all indicated that The Beat's activities ended with the arrests of 1997. [FSPO].

Last Update: November 1, 1997

The Beat

The Beat is a secret society made up of Metro-Dade police officers who, in the beginning, were devoted to “justice at any cost.” Their goal was to take the fight to the gangs and the movers on their terms, using the same tactics and weapons. The Beat was quite effective in its early attacks on gangs and organized crime. The MDPD turned a blind eye, and The Beat faced little persecution. But things inevitably went downhill, with Beat attacks becoming more vicious as the vigilante cops became involved in very drug trade they sought to counteract. Eventually, there was a round of suspensions and an IAD investigation that landed twenty-three police officers in jail. Case closed—or so it seemed. Contrary to the beliefs of the MDPD (and the database entry opposite), the Beat is still active as a group.

The Real Scoop

The Beat’s existing criminal empire is unique among all the major narcotics networks of Miami. Instead of being a complete organization with its own suppliers, smugglers, and street-level pushers, The Beat is more of a criminal parasite. It latches on to other criminal organizations and feeds off them. This allows the actual core organization to be quite small (thirty-two individuals), as long as there are contacts and informants on the streets to betray large drug deals to Beat members, who then arrest the dealers, under-report the drugs taken, and re-distribute the product on the street to pushers who owe them favors. In this manner, the Beat distributes around \$10,000 worth of cocaine marijuana, crack and heroin per week.

The Beat is a well-organized subset of the MDPD. Members have developed special radio codes of their own, for example, using standard police communications routes for their own purposes. Nearly all open files on the group have disappeared, and information in closed files has changed. The current leader, Ray Walker, is reported to have been killed, although the ex-patrol officer remains very much alive.

The current Beat organization has an odd hierarchy. Seniority within MDPD has little to do with rank in the organization. The Beat began amongst a small circle of MDPD patrol teams, and that’s where the power base remains. The patrol teams are the ones on the front lines. They’re the ones with street contacts. When their operations spread, others on the force joined in, even some of the upper echelons have been seduced. Two police captains actually report to patrol officers.

It is fitting that the Beat’s major supplier is in fact the Metro-Dade Police Department itself. The MDPD confiscates large amounts of cocaine and heroin, stores it for evidence, and then destroys it. Strategically placed Beat members record certain shipments as destroyed while they pass the drugs back to dealers to sell on the streets.

The Beat has slipped every new investigation so far. Their network has the ability to make evidence disappear, or change to make any crime look the way they want it to. Fingerprints on murder weapons change miraculously. Ballistics records get muddled. Medical Examiner’s reports show how a clear gunshot victim died of natural causes. When the Fuller Commission looked into the Metro-Dade Controller’s Office, the Beat killed the seven witnesses and stole all the evidence. They are now using it to blackmail Jeffrey Caulfield, the Controller—unaware of his close connection with the Tiberius Foundation.

Malecon Organization

#CR0001649

Source: Metro-Dade Police Department [Miami, Florida], FBI

Type: Narcotics smuggling and distribution, racketeering, gambling, extortion

Scope:

Operates throughout Miami and southern Florida, with substantial ties to national distribution of narcotics. The group strongest presence is in the South Beach area of Miami Beach. Narcotics smuggling operations include airborne and water routes, and wholesale narcotics operations gross an estimated \$200 million annually. Extortion and racketeering operations probably gross around \$10 million annually, with gambling-related income around \$8 million annually.

Affiliations:

Macheteros street gang. Suspected affiliation with Jammin Jonesey street gang.

Personnel: 660

Operating Since:

1980.

Structure:

Highly organized and businesslike criminal organization with vast legitimate holdings in the Miami tourist and textile industries. Hierarchy based loosely on the standard Mafia model, with a small group of individuals in joint command.

Leaders:

Juan Ramirez [#LL5205523] (believed most senior), Hector Barberra [#LL6715115] (a.k.a. P. F. Baptista), Jose Banquo [#LL6157851] (a.k.a. Pedro Gonzalez, Michel Nellain), Jaime Javier Parissio [#LL71547335] (a.k.a. Juan Juliano)

Legitimate Connections:

Leaders of the Malecon Organization and front corporations owned by those leaders legitimately own portions of several Miami companies, as well as the Hialeah race track and Miami Jai Alai fronton. Malecon is also known to be a large contributor to Cuban American political campaigns (Miami Mayor Gabriel Sota among others), and the arts, specifically the Miami City Ballet and local PBS radio and television affiliates. While several of these companies are known to be involved in profit-generating and money-laundering illegal activities, the extent to which charitable beneficiaries are involved in illegal acts is unclear, and there has not yet been any direct evidence that politicians supported by Malecon members have been influenced by that support.

Resources:

High-powered speedboats, aircraft, automatic weapons, grenades, explosives, anti-armor and anti-aircraft weapons, estimated ready cash exceeding \$10,000,000

Suspected Criminal Activities:

Persons associated with Malecon have been convicted of a broad range of Part One crimes, although insufficient evidence has been produced to connect these crimes with known or suspected leaders. Despite this long track record, and the suspected Malecon involvement in the murder of officer Alicia Wright, some investigators have suggested that Malecon only kills only as a last resort in protecting its interests or reputation. Malecon hits tend to be quiet rather than flashy, and bodies are rarely recovered in Miami Beach, Malecon's stronghold.

Additional Commentary:

The core membership of Malecon is made up entirely of Marielitos. The organization is believed to have formed just after the boatlift, in the Tent City that is now José Martí Park. Back then, Malecon's current leadership were just common street hoods involved in indiscriminate violence and only low-level dealing. The most ruthless of these punks, Juan Ramirez, had a vision of all the criminal possibilities that Miami presented him. Ramirez managed to form an uneasy truce with a few other small time Marielito operators. Ramirez, the apparent chairman of the Organization, is an intelligent man of great influence in his community. He is usually only seen in public at various events involving his favorite charities (anything to do with the Miami Arts Council). He is also a regular at several expensive restaurants in the Art Deco District, where he eats under heavy guard in private rooms.

Last Update: December 18, 1998

The Malecon Organization

The Malecon Organization, headquartered in the Art Deco District of SoBe, is a large Cuban-American business group known to have strong ties to the underworld. That public suspicion, however, is just the tip of the iceberg. The Malecon Organization (named for the famous seawall in Havana Harbor), while appearing to be a conglomerate of Miami businesses is actually a vast criminal empire with interests ranging from a large drug and arms trade to illegal off-track gambling to the construction, real estate, and entertainment industries. In Miami, Malecon rivals the Tiberius Foundation in size and political influence, and like The Foundation all of its legitimate operations are somehow intertwined with its illegal activities. Its annual revenues for 1998 were upwards of \$340,000,000 including all of its illegal activities.

The Real Scoop

By the late Nineties, Malecon has matured from a gang of Marielito thugs into a very disciplined and businesslike structure. Each original gang leader has taken on a division of the illegitimate operations: security (covered by the Macheteros gang), transport, sales, accounting, etc. The Malecon leaders, by 1999, are all in their late thirties or early forties. They are experienced and professional. Mistakes are rare, and certainly not tolerated. Penalties are severe, and quite final.

Malecon is the only known criminal organization in Miami strong enough to do business with the Jammin Jonesies. The Jonesies and Malecon don't have so much a truce as an understanding. Malecon does not distribute any of its drugs in Hialeah or Opa-Locka, even though they have gambling interests there, and the Jonesies leave the gambling operations alone. Neither side wants a full scale war—there is business enough for the both of them, as long as the businesses aren't the same. A move in either direction, though, could set off a nasty conflict, as both sides are quite large and well armed.

One of the Malecon Organization's primary criminal monopolies is their water-bound operation. They have a finger or an informant in just about every legitimate commercial activity on Biscayne Bay. They have informants in virtually every marina in the area. Criminal organizations operating on the water are required to pay a two to five percent "tax" for the privilege of operating in the area. Obviously, not all smugglers are big or successful enough to catch Malecon's eye, but most do, and most find it easier to pay than resist. Even the legitimate shipping companies and cruise lines do well to employ Malecon Security, a legitimate company used for illegitimate means. Malecon made sure that all independent efforts at providing security for the Port of Miami failed.

Malecon manages to keep the peace, though, especially on their own turf. SoBe is largely free of gang-related crime, and the inhabitants don't have to worry too much about getting mugged in the streets, or attacked at night in their homes. The area below 6th Street to South Pointe Park is more hazardous than the rest of SoBe, although the busy South Pointe Park is quite safe, even at night.

The Art Deco District at the north end of SoBe is still a tourist hot spot although many of its pastel colors are fading. The Malecon Organization does its best to encourage this tourism as their hotels, restaurants, and other entertainment holdings only benefit. Many people also visit Miami just to go to the Hialeah race track or Jai-Alai fronton.

CHAPTER SIX

THE FRINGE ▼▼

Aside from the gangs, drug smugglers, and organized crime empires, south Florida is home to scores of individuals or groups whose varying goals and methods are, if not illegal, at least questionable. From small-time merchantmen ferrying stolen bicycles to the Dominican Republic, to well-financed, highly motivated private armies preparing for the overthrow of the Cuban Junta, fringe organizations have always been entwined in Miami's commerce and politics.

SMUGGLERS & BLACK MARKETEERS

South Florida is one of the smuggling world's biggest nexus points, and not just for the extensive narcotics trade. Contraband ranges from high tech weapons and classified technology to illegal immigrants and Cuban cigars. Most of this contraband moves through Miami to other destinations, but some of it is traded in and around Metro-Dade at clandestine and ever-moving locations.

T. J. Enterprises

T. J. Enterprises is a small acquisitions firm that procures unique or hard-to-get items for businesses all around the United States. Some of their business is legitimate, although this is essentially a front for a booming high tech black market operation, the largest in south Florida. The reported annual revenue for the company is \$2.4 million, although the accurate figure is probably three times that.

T. J. Enterprises supplies Miami's private investigators and underworld groups with state of the art surveillance (laser microphones, tracking equipment, body armor, communications gear, and night vision equipment) and anti-surveillance (EM detectors, transistor detectors, jammers, and anti-eavesdropping hummers) gear. While most of this equipment isn't restricted or illegal, some of it is, and T.J. Enterprises

prides itself on meeting its clients needs in a manner so quickly, discretely, and inexpensively as to almost require some law be broken along the way.

At the heart of T. J. Enterprises is T. J. Manuel, the sort of scoundrel one could forgive almost anything. He is a master of the deal, a good salesman who always seems to make people feel as though they are getting what they really want. Manuel is charming and intelligent, but slightly bent when it comes to his ethics. No-one in the legitimate world is quite sure what he does. His business cards says that he is a "Business Systems Troubleshooter" (most fail to recognize the B.S. before the "Troubleshooter"). T.J., as everyone but his sister knows him (Valerie—BlackEagle Miami's assistant L&P guru—calls him Trace or "choo-choo" for the orthodontic braces he has seemingly worn forever), usually runs just a little off the right side of the law, which is why few legitimate business people actually know what his real business is. Those on the fringe, however, seem to have no trouble finding him.

T.J. comes into contact or does business with just about every criminal group operating in and around Miami, including several organizations outside the United States in the Caribbean nations or Latin America. Like his little sister (through whom he often supplies BlackEagle operatives when they need gear more quickly than L&P can supply it), T.J. gets on with just about anybody from the chief of police to the Jammin Jonesies or Macheteros.

In addition to legit and grey-market technology, T.J. can also supply his special clients with "clean" cars, boats, and light aircraft—high-end stolen vehicles cleaned of any serial numbers, identifiable marks, or other record of ownership, re-registered under false names. He can also lay his hands on the names and contact numbers of any number of reliable no-questions-asked pilots and movers.

For many reasons, T.J. has very little trouble with the law. MDPD Chief Garcia has made it clear that he doesn't consider Manuel a worthwhile target for investigation, and the FBI and DEA have even intervened on his behalf once or twice. Despite his utility as a source of equipment and information, however, Manuel has not escaped all legal action. The MDPD raided the T. J. Enterprises warehouse, in an industrial park at NW 135th Street and the Douglas Expressway, on two occasions. Manuel, who can usually be found at his offices near the warehouse, was briefly taken into custody after these raids, but no evidence was found and neither T.J. nor his company were ever charged.

T.J. keeps all illicit or undocumented merchandise in sealed-off tunnels adjacent to his warehouse. These tunnels were once part of Opa-Locka airport's drainage system, made redundant after Resource Unlimited redesigned the system. T.J. suspects that R.U. uses other parts of the tunnel system for similar purposes, but has not yet made an effort to confirm those suspicions.

Many BlackEagle operatives rely on T.J. Manuel without even knowing it—he's CQ Manuel's primary backup for unusual equipment any time she can't secure it fast enough through L&P. Most operatives know nothing of this, however, or even that CQ has a brother. Aside from this obvious connection, operatives might run into T.J.—as a client, antagonist, or interested third party—during the course of any assignment dealing with Miami's black market in weapons or restricted technology. He's well known among that segment of the underworld, and a few questions in the right places could easily put operatives in contact with

him even if they knew nothing of his relationship with CQ. Manuel has no special loyalty to BlackEagle, but he does respect the company's reputation and his sister's position, and he's a generally amiable fellow, so he's likely to avoid any conflict with operatives if at all possible.

International Merchant Bank of Antigua

Besides laundering money, the International Merchant Bank of Antigua (covered in Chapter 3) also provides an illegal "transfer service" to its best customers. IMBOA has amassed a worldwide network of corrupt diplomats and government officials, mostly from Caribbean, Latin American, or Eastern European countries, through which the bank smuggles all sorts of items for its clients without Customs intervention via diplomatic bags and embassies. Most often, this service is used for smuggling documents, art treasures, and other contraband, but it is also used by the rich who want to move valuable items (jewelry, gold, cash and equivalents, etc.) around the world discretely. Given the very high tariffs imposed around the world in the late nineties, IMBOA's alternative to standard methods is attractive and profitable.

St. Lucia & Ambassador Lloyd

St. Lucia is one of the Windward Islands located between St. Vincent and Martinique in the Caribbean. It is a small Commonwealth country—238 square miles of beaches, rain forest, rivers, and waterfalls, centered around two active volcanoes called the Pitons. The island gets most of its legitimate income from exporting coconuts, bananas, and citrus fruit. Tourism is the other leading industry, but in order to raise unbudgeted funds to promote the island, the St. Lucian government secretly cut a deal with IMBOA to take a percentage of the "transfer fees," in return for providing IMBOA with St. Lucian diplomats in all of their embassies and consulates abroad.

This network of diplomatic couriers is maintained by Ambassador Christian David Lloyd, the St. Lucian cultural attaché to the United Nations in New York. Ambassador Lloyd flies all over the world in his official capacity, mostly to Europe, North America, South America, and occasionally Asia. Such trips are useful for maintaining the courier service, as well as smuggling. Ambassador Lloyd averages about two or three of these trips a month, each with stops in multiple countries, to serve many clients at a time.

Unfortunately for IMBOA, Ambassador Lloyd is an MI-6 mole. Recruited at Oxford, Lloyd was sent back to St. Lucia to join their diplomatic corps. His primary mission for MI-6 is not to spy on the St. Lucians, but to infiltrate the upper management of the International Merchant Bank of Antigua. He is already close to this goal and will soon pass on his network to another St. Lucian diplomat so he can move from his official government job into an executive position at one of the IMBOA banks around the world.

Western intelligence circles will finally have their man inside—as long as nothing goes wrong. Once into IMBOA's inner workings, Lloyd is charged with looking into the bank's most delicate clients—terrorist

organizations, organized crime mobs, narcotic traffickers, illegal arms dealers and black-marketeers. Such information will enable MI-6 and other security services to crack down on these groups where it hurts most—in their bank accounts.

Although couriers are not supposed to tamper with their packages, Ambassador Lloyd is cautious and always checks his with a portable x-ray machine. He is meticulous in his checks. He has already found one bomb that was supposed to take out a certain commercial airliner at thirty-thousand feet, with him in it. Lloyd arranged for the package to be delivered to its owner intact—at least until the man opened it.

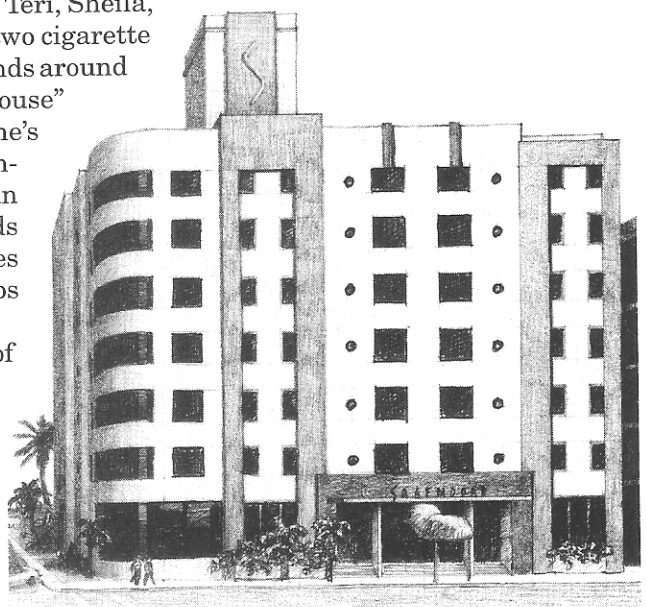
Ambassador Lloyd did not want IMBOA to know about the bomb, because he did not want to be exposed as an MI-6 agent. Lloyd is very careful about his spying and does nothing for MI-6 that would expose him. He just keeps his eyes open, and passes on information through a system of dead drops at the three major airports around New York City—JFK, La Guardia, and Newark. Ambassador Lloyd uses a similar system at Miami International Airport, through which he flies whenever he goes to and from St. Lucia, to pick up and drop off some of the packages he carries for IMBOA's main business offices in Miami.

IMBOA's role as the preferred bank for international scoundrels, terrorist organizations, and money-launderers, is well-established among the international banking community and the law-enforcement organizations that regulates it. Nevertheless, the bank has never been effectively prosecuted, and many "respectable" corporations, agencies, and individuals maintain accounts there. IMBOA's smuggling operations, on the other hand, are a closely-guarded secret revealed only to its best customers. Lloyd's trips bring him through Miami eight or ten times a year. Operatives might run into him and IMBOA's operations through any investigation of smuggling through MIA, or of IMBOA. They could also conceivably be hired by IMBOA or Lloyd himself.

Wave Maker Tours

Wave Maker Tours, a small boat tours company operating out of Dinner Key, is really a cover for a drug and arms smuggling operation that is in turn a significant fundraiser for the Irish Republican Army. Teri, Sheila, and Paulette Cochrane run Wave Maker, which consists of two cigarette boats from which the sisters give tours of the waters and islands around Miami. Typical tours view Richard Nixon's "Winter White House" on Key Biscayne, the Vizcaya in Coconut Grove, and Al Capone's digs on Palm Island, although they can vary with the customers interests. Prices range from \$100 for a half hour run around Biscayne Bay (four to five passengers), to thousands for a full day excursion. Such lengthy excursions sometimes includes fairly regular movement of contraband from ships offshore or underwater stashes.

The Cochranes are known to many on the fringe of Miami's waterfront community as freelance mules, capable movers who are cool under fire. Although much of their work is freelance, the Cochranes don't take on clients without proper introductions from other repeat customers. They trust no one. Very few people know about their work



for FARC or their allegiance to the Irish Republican Army and they want to keep it that way. Concealing their true identities takes precedence over all other operations.

The Cochrane sisters, natives of Belfast, joined the I.R.A.'s struggle when their two brothers and father were killed during the aborted peace negotiations of 1995. Although the Cochrane men were actually murdered by radicals within the I.R.A. who wanted to disrupt all talk of peace, the sisters, like most others, believed that they were killed by British soldiers. After two years of peripheral involvement with the terrorist group, the I.R.A. suddenly came to them with a serious proposal. The I.R.A. was establishing a steady business in weapons, narcotics, and laundered cash with FARC, and the organization needed a liaison in the region—someone unknown to MI-6, the SAS, and the FBI. The Cochrane sisters had the skills necessary to set up shop in Miami, and they were unknown. They got the job.

The women were trained for several months at the I.R.A.'s cooperative training facilities in Libya and the Sudan. They all proved able students, becoming proficient in bomb-making, combat tactics, marksmanship and communications, as well as the basics of smuggling and setting up a business. Although all cross-trained extensively, Teri's instruction focused on electronic surveillance and navigation, Paulette's on explosives, and Sheila's on weapons and assassination tactics.

Their freelance work in Miami is largely cover, something to insinuate them into the Miami underworld as they develop their skills, routes, and contacts. Once they are well-established, they'll concentrate more on recruiting, coordinating and overseeing the efforts of smaller contract smugglers. In the mean time, to cement the relationship between the I.R.A. and FARC, the sisters have been instructed to make themselves available as agents of the insurgency should FARC require their skills. In fact, all of the Cochrane's tactical terrorist activities to date have been related more to the war in Colombia than to the liberation of Ulster.

It is estimated that the Medellín Cartel relies on the services of over 3,000 contract killers and terrorists, whom they refer to as "Los Quesitos" and "Los Priscos"—the Cochranes fall into this category. Their most ambitious act so far was the assassination of Roberto Salazar (see the *1999 Datasource*), the Colombian Defense Minister, in a Miami Beach hotel. The sisters escaped completely unscathed, and investigators are still looking for three unknown men. More commonly, the sisters use their boats to smuggle FARC's personnel, documents, or weapons in and out of Miami.

The Cochrane sisters might easily come into contact with operatives in their freelance capacity or in the course of their "official" duties. All three are cynical and cold-hearted, and carry out their duties, from piloting boat tours to assassinating political figures, with ruthless efficiency. They are reliable within the province of their duties, but go no further than that. In addition to their nine and twelve-meter cigarette boats *Emerald* and *With a Vengeance*, the Cochranes are generally equipped with AKMs or Uzis, light body armor, and good communications equipment. They do not always stick completely together, but are always within easy communication of one another. Their reputation is not broad, but they are known among those with an interest in fast boats for hire.

Xavier San Paulo

Xavier San Paulo is, to most people, a charter boat captain who runs a small fishing service out of Marathon Key for tourists in search of the sea. What they find is a wizened old Cuban-American man with a scruff of grey beard, an oil smudged shirt, a deep rattling smoker's cough, and the nub of a cigar permanently stuck to the left corner of his mouth. Xavier plays the part of the old salt to stereotypical perfection—he even recites passages from *Old Man and the Sea* on request. Xavier's charges never leave him empty handed or disappointed. He's a master at finding the big fish. He is also south Florida's best at smuggling contraband and people in and out of Cuba, which he does on a weekly basis both for himself and for Gamma 14, a paramilitary splinter group of Cuban Frontier.

Xavier's family owned a small cigar factory in Cuba before the 1959 revolution. He fled the country with his brothers (his parents were killed) in the family's small but sturdy pleasure boat. The *Dolphin* is the same boat he still uses for his chartered fishing parties, although it has been entirely upgraded, with a more powerful engine and an electronics suite that includes sonar, radar, a satellite telephone, and a GPS receiver.

It is with these instruments that Xavier makes his voyage each Wednesday into the waters just off Cuba. The Cuban coastal patrol turns a blind eye to his operations—he keeps the local commanders loaded up with American consumer goods and videotapes of popular television shows and movies. That's a mere precaution, however, as no-one knows the waters around Caibarién and the Sabana archipelego like Xavier. The staple of his Wednesday trips is his family's legacy—authentic Cuban cigars, still illegal in the United States and extremely expensive. For these, he trades televisions, stereos, American dollars and cases of Coca Cola, dealing with cigar makers, black marketeers, workers still loyal to his family, and even local authorities. No one would ever guess that Xavier was the largest supplier of authentic Cuban cigars in the south-eastern United States.

Things have changed little or none since Castro's abdication, and Xavier is one of the growing number of Cuban-Americans who thinks that Castro is still pulling the strings. He believes that Castro publicly abdicated to prevent an all-out U.S. invasion designed to pre-empt a second Mariel Boatlift. Xavier is extremely worried about the plight of his people, and does all that he can to help them directly, especially the members of his family still in Cuba working with the underground movement (elements of Gamma 14). He often brings one or two people back to the States with him, whom he then transfers to the goodwill of the large network of Cuban families in south Florida.

Cuban Frontier, a large Cuban-American group (see pg. 131), provides new refugees with legal assistance in requesting political asylum, which in 1999 is a complicated process. Xavier gives a sizeable portion of his illegal income over to Cuban Frontier, whom he also supports by smuggling members of underground democratic movements in and out of Cuba.

Xavier's reputation as the master of infiltration into Cuba is broad and well-respected. He's known not just amongst smugglers, but also among many in the Cuban activist world, especially members of Cuban Frontier. Xavier is unlikely to be either a client or an opponent, but he

could easily be involved in any BlackEagle assignment in which the operatives, or their opponents, are working against the Junta or need to get onto the island reliably and unnoticed.

The Circle Trade

The Circle Trade is the name of an underground organization that deals in the worst sort of cargo—slaves. Little is known about the group, even in the underworld. Those people and companies who employ their services certainly don't volunteer any information.

The Circle Trade was originally a secret guild of slave traders that ceased to exist shortly after the American Civil War. Although the abolition ended slavery in the U.S., at least ostensibly, an underground trade continued in some parts of Africa and southeast Asia right into the modern era. The Circle Trade name was revived in the fifties by a coalition of minor middle-eastern and southeast-Asian slavers, and by 1999 the group has grown to be one of the largest, and most secret, in the world. In the past few decades, the Circle Trade and smaller organizations like it have brought slavery back to the U.S.

Most of the Trade's slaves originate in China, the Philippines, Indonesia, Haiti, the Dominican Republic, and a wide band of central and eastern African nations. Some slaves are taken by force, but most are lured onto ships with promises of a passage to a better place. All come from war-torn or poverty-stricken areas of the world, places where a few less bodies makes no perceptible difference. The most common buyers in the U.S. are sweatshops and prostitution rings run by Asian mobs and their American affiliates. The slaves know little of their rights, if anything, and are kept so sequestered that they never leave the buildings in which they work, sleep, and eat.

U.S. intelligence services first caught wind of the new slave trade when one of the Circle's merchant ships ran aground on a sandbar off the Outer Banks of North Carolina in 1993. When the Coast Guard boarded the ship, it had apparently been abandoned by its crew. They discovered upwards of two hundred terrified Chinese huddled together in conditions so cramped that people were actually lying on top of each other. The hold was poorly ventilated, and the whole area stank of human waste and rotting bodies—nearly one quarter had died on the long voyage. The ship was traced back to a phantom company in Laos, although investigators got no further in their search.

The incident made the national news, but much of the released information was wrong. Public reports stated that the people stuck in the ship's hold had all paid to be smuggled into the United States. The fact that the Coast Guard crew had discovered many of the people manacled together was not released. Most of the slaves brought to America speak no English, so if they come into contact with an outsider, there is little chance of communication by either party.

The Circle Trade does not have a large presence in south Florida, although some of the slaves bound for other parts of the United States come through Miami on their way to other cities around the country. A few hundred slaves are offloaded from small container or bulk freighters along the Miami River each month, and are taken from Miami in container trucks to unknown destinations around the United States. Not

surprisingly, most of the slave trade through Miami originates in Haiti and the Dominican Republic, although ships from farther afield also occasionally make Miami their port of call.

The Circle Trade usually moves between two and three thousand slaves around the world each month in non-descript container ships and freighters. Five hundred to one thousand of these people die before they ever reach their destinations. The Circle Trade uses several front companies in Miami and around the United States to launder their profits. These include J. M. Industries, Greeley & Bellano: Fresh Produce, Sundial Inc., and I.D.C. (International Data Cartel). Customers and Circle Trade merchants use coded personal advertisements in Miami's local community newspapers, much the way drug and arms dealers do to arrange transactions.

The Circle Trade does not interact much with the remainder of Miami's underworld, and is rarely heard of even among law-enforcement agencies and other smuggling groups. Operatives might stumble into it while investigating illegal immigration or smuggling, or they might be hired by any group interested in illegal immigration or the abuse of immigrants, or even by the company or its competitors.

InterTel/NetCom Corp

InterTel/NetCom Corp is one of the world's largest telecommunications companies, providing, among other things, a global satellite communications network and defense technologies. It is also heavily involved in contract industrial espionage, and is one of the worst American offenders in the illegal exportation of restricted high-tech equipment. InterTel/NetCom also has a virtual policy of overproducing restricted technology for sale on the black market. InterTel/NetCom is a global company, but the vast majority of its high-tech manufacturing is in the United States, and the majority of merchandise kept for illegal sale is stored at the company's Homestead campus.

InterTel/NetCom makes everything from computer-controlled high-precision seven-axis milling machines to composite scram-jet afterburner assemblies, and all of it is available to unapproved as well as government buyers. Such buyers, or their intermediaries, are usually the ones to approach InterTel/NetCom Corp executives about items they wish to get their hands on, but company executives often solicit a number of likely buyers with coded messages on the GenNet when they have anything particularly interesting for sale.

Much of the actual smuggling is conducted through one of InterTel/NetCom's subsidiaries—TGR (covered in chapter 3). TGR makes at least weekly shipments to its primary launch site in Guyana of everything from food to parts of their heavy boosters. The contraband is always disguised as part of the regular shipments at the Homestead campus, and then it is loaded on to the ships at the Port of Miami with all of the correct paperwork. At the port in Georgetown, Guyana, the contraband sent along with the recorded shipments is then transferred to other ships or to airplanes bound for the cargo's real destinations.

Lately, though, there have been two problems facing the smuggling scheme. The first problem is piracy. The area outside Georgetown is getting more and more dangerous. Several ships carrying TGR equipment have been attacked, although special guards have so far managed

to fight off pirates without any great losses in cargo or personnel. The pirates are becoming more resourceful, however, and recent well-planned attacks seem less like simple opportunism.

This is no coincidence. Some pirates have been tipped off by Russian scientists working for TGR. These scientists are being extorted by Russian organized criminal groups who threaten to hurt or kill family members or friends back in Russia. The Russian mobsters then pass the scheduling information over to the highest bidder—Japanese or Philippine corporations, their own government, or even North Korea—who then employs mercenaries to attack the shipments in route. The U.S. Coast Guard has stepped up its patrols of the waters off Guyana, although they have done little good. The pirates attack stealthily within the river mouth, in poorly-patrolled Guyanan territorial waters out of the U.S. Coast Guard's jurisdiction.

The second serious problem facing the smuggling scheme is the real threat of discovery. Keeping their overproduction a secret has meant keeping government auditors away from the company's books, for which InterTel/NetCom executives often relied on the influence of a number of corrupt congressmen. On February 16, 1999, however, four of their senators and seven of their congressmen were indicted by the Justice Department on a variety of charges (see the *1999 Datasource*). So far none of the men have mentioned InterTel/NetCom, although they won't stay quiet forever. The other congressmen involved in the scam (some of whom have other organized criminal connections) are quite concerned about being discovered also. The situation is being monitored closely by all parties, each of whom will do anything to keep the whole scandal from blowing completely open.

Like the Circle Trade, InterTel/NetCom's operations are largely self-contained, and the company has little or no reputation among smugglers or law-enforcement agencies. There are plenty of entrees into the operation, however—investigations into black market technology, smuggling, Caribbean piracy, or even the Russia mafia could all lead back to the corporation. Likewise, the company might easily hire a BlackEagle cell to deal with any of these or other problems or competitors.

ACTION GROUPS

The concept of the Action Group—a self-proclaimed, above-the-law organization committed to intense political or military action towards a narrow goal—is unique in all America to Miami. Brigade 2056, the CIA-trained band of Cuban exiles that invaded their homeland at the Bay of Pigs in 1961, was the prototypical Miami action group. Since then, there have been several other such units of various size and professionalism training in and around south Florida, many with on-and-off covert support from American intelligence organizations, and others completely underground.

Early action groups were always Cuban, dedicated to the overthrow of Castro. But with Miami's growth as a Caribbean city, the action group concept has been co-opted by other people with other agendas. Some, like the Cuban groups, work toward a foreseen battle to liberate Haiti, Colombia, or some other home country. Others seek goals within the borders of the United States—white domination, or perhaps an end to abortion. The causes of the Miami action groups are many. Only one thing seems to bind them together and that is a willingness to use any method—political, military, or financial—to obtain their social goals.

FARC

In 1999, FARC (*Frente Actionista Revolucionario Colombiana*), the narcotics-backed rebels in Colombia, have a broad presence in Miami. For three decades, FARC was one of several organizations carrying out a backwoods guerilla war against the government of Colombia in the name of communism, and the organization was virtually unknown to most Americans and Europeans. But in 1995, FARC was absorbed by the Medellín Cartel, and began to fight a well-financed conventional war. In 1999, FARC controls over one-fifth of Colombia, and although American rhetoric against the rebellion and in favor of the legitimate government has been intense, aid to the Federales is sporadic, as the political climate at home has not favored military adventurism. And although FARC is considered worldwide a criminal organization rather than a political insurgency, it is so well financed that without outside support the Federal forces may well lose all or most of Colombia.

For the past several years, FARC, in a bid for political legitimacy that it has been unable to obtain, has kept “consulates”—business offices not recognized diplomatically—in a number of countries. Through these offices, the organization maintains political liaisons, deals with the international media, and purchases the arms that keep it afloat. There are three such offices in the U.S., in Washington, D.C., New York, and Miami. Despite America’s involvement in Colombia, these offices, though not popular, are totally legal.

FARC’s activities in Miami are not limited to the organization’s political office. Miami is also a central transit point for many of the drugs shipped into the U.S. by the Medellín Cartel, and is one of the main points for FARC’s acquisition of illegal arms. Furthermore, FARC has an interest in the sale of drugs locally in Miami, not because the revenues generated contribute significantly to the war effort, but because it is one of the surest inroads into political and commercial influence in south Florida.

FARC’s political office, located on Ingraham Highway just south of Cartagena Plaza, employs fourteen personnel. It’s an office under virtual siege, receiving vague threats of one sort or another almost daily, and more serious attacks, such as drive-by shootings at the office, on something of a regular basis (see the rocket attack described in the *1999 Datasource*). Despite these setbacks, though, the FARC office remains in business. For the most part, it’s a propaganda point, and the office’s personnel spend their time getting FARC’s word out to the American media.

Another major duty of the Miami office is the arrangement of arms and supply purchases, and their shipment to FARC-held Colombia. Selling unrestricted materiel to FARC is not explicitly illegal, but FARC-held ports in Colombia are under blockade, so few shippers will openly agree to work for the insurgency. The blockade is leaky, however, so the Miami office does conduct a brisk business with those willing to risk the run. FARC will often pay twice the going rate for top-of-the-line defense technology, like early warning radars, and air defense systems, including, but not limited to, the latest Stinger and Rapier Missiles. Money is one of their greatest resources.

FARC is not uniformly despised in Little Cartagena. Among the Colombian community are small but loyal pockets of FARC supporters. Many of those see the Colombian government as an evil far greater than

the insurgency. Some feel that the Cartel's narcotic trade is a just method for a poor nation to tap the wealth of decadent America and Europe. A few are simply attracted to FARC's military successes, and a very small group are paid informants or agents of FARC. Most of the latter were put into place in the mid-nineties, when more than 100,000 refugees came to the United States from FARC-held Colombia under the U.N. sponsored Trans-Gulf Airlift. A third of that number settled in the Miami area, with roughly 300 FARC agents in their midst.

About half of these agents were dedicated to the production, movement, and sale of drugs. The other half were expected to blend into the community, disappear, and be of service at any given time for intelligence gathering and counter-espionage activities. These agents were mostly trained professionals with backgrounds varying from construction worker to chemistry professor (Dr. Julio Franco de Valencia, now of the University of Miami, joined up after the Trans-Gulf Airlift). Each agent was expected to fulfill unspecified tasks for the FARC cause, which could mean anything from providing a safe house for a night to setting up legitimate business fronts to launder the drug money.

FARC controls nearly all of the flow of narcotics in the Coconut Grove area, from production all the way down to street level distribution. It could be said that the centralized strength FARC brings to these streets is the primary reason that Coconut Grove has maintained its upmarket flavor and appeal to those willing to pay more for their fun, and their drugs. This is tacitly understood by the Metro-Dade Police Department, which often investigates alleged FARC involvement in crimes in a most slipshod manner. Large bribes never hurt FARC chances with the law either.

FARC's most important supporter in south Florida is the Reverend Dr. Jonah Tiberius, who procures most of his cocaine from FARC-held Colombia. He was responsible for arranging the logistics of the Miami flights of the Trans-Gulf Airlift on his very own Air Tiberius. He also offered up his own land in Coconut Grove for the Tent City. Tiberius' connections to FARC, however, are entirely secret—in public, he speaks out only on the tragic effects of the war on Colombia's children.

As mentioned above, the FARC office employs fourteen personnel. Of those, ten, including Miami Consul Geraldo Adamos, are Colombian nationals, and only a handful of those have anything to do with the office's less legitimate activities. No-one at the office actually dirties their hands with illegal acts going beyond conspiracy, but the Consul can count on FARC's agents in south Florida, which include all manner of thugs, as well as any special personnel or equipment he requests from Colombia. BlackEagle has on occasion worked for the insurgency, but it is a much more regular customer of the Federales, and operatives would likely be met with open hostility from FARC agents.

Cuban Frontier

Cuban Frontier is a Cuban-American political and social group started in the early sixties by the first Cuban refugees to settle in the Miami area. Today it is a large, highly-structured volunteer organization with an elected hierarchy of officers who head up a number of different divisions and departments responsible for everything from promoting a positive Cuban-American image, to organizing English lessons, to housing, clothing, and finding jobs for new refugees.

Mayor Gabriela Sota's parents were actually two of the founding members. Reba Esposito, BlackEagle Miami's office manager, and Juanita Vasquez, the District Attorney, were two of the more than seventy thousand Cuban refugees helped at one time by the organization. Of those three women, only Reba is still an official member, although all three are still involved in one way or another.

Mayor Sota meets with the Cuban Frontier leadership nearly every week to discuss their various common issues. Juanita Vasquez resigned her post as chief legal advisor when she became the District Attorney, although she still looks over law briefs from time to time when there is no question of a conflict of interest. Reba, however, spends most of her free time training for her role in one of the four elite commando units of Gamma 14, a para-military splinter group of Cuban Frontier. Reba is a weapons and tactics expert, not to mention a top-notch martial artist. She trains the Gamma 14 foot soldiers in several martial arts including Tae Kwon Do, Judo, and Karate.

Some of these fringe elements are well known to the general membership of Cuban Frontier, but there are other groups that are not known to many outside their own units. Most of these are paramilitary groups, like Gamma 14, that train in the Everglades and elsewhere for specific missions in what they believe will be an all-out invasion of Cuba in late 1999 or early 2000. The invasion, coordinated by Cuban Frontier, has many facets involving elements from nearly every Cuban-American group in the country, including large organized criminal operations such as the Malecon Organization. Italian American Organized crime syndicates, who still want some measure of revenge against Castro for stealing their hotels and casinos, have also offered their assistance (Meyer Lansky, a notorious American gangster, once offered two million dollars to anyone who could bring him Castro's head on a silver platter).

Flights of Freedom

Flights of Freedom is one of the groups directly organized and financed by Cuban Frontier. The small collection of Cuban-American pilots have gained quite a reputation for patrolling the skies between Florida and Cuba, searching for the makeshift boats and rafts that the Cuban

Golf and Watersports

South Florida's easy climate makes it a perfect area for almost any form of outdoor activity, but two in particular have been adopted into the very geography: boating and golf. Modern development has lengthened Miami's extensive coastline multifold—not only have dozens of man-made islands been added to the bay, but hundreds of canals have been built to bring navigable waterways right to the rear lawn of houses all along the waterfront. In fact, some communities resemble interlocking mazes of roads and canals. Golf, too, is popular, and dozens of housing communities have been built around golf courses. The ideal for sportsmen (and status-seekers), obviously, is a community that incorporates both, like posh Indian Creek Village.



refugees often use to make the dangerous journey. From their aerial positions, the pilots guide their companion boats or the Coast Guard to where they can rendezvous with the refugees. The group is credited with saving nearly 4,600 lives in the Mariel Boatlifts and the 1994 raft surge as well as the periods in-between.

The pilots involved with Flights of Freedom are all volunteers, most of whom are professional airline pilots. There are also a few private pilots, as well as two from the Resource Unlimited aircrews working out of Opa-Locka Airport. All of the pilots usually fly their own single or twin-engine aircraft if they own them, but they have been known to rent or borrow aircraft from the Tamiami Civil Aviation Facility. TCAF is home to many of the pilots' own aircraft as well as the Coast Guard's Miami Air Station with which they work closely in coordinating their search efforts.

Flights of Freedom not only provides a service to refugees, it is also a valuable source of intelligence for the secret paramilitary groups attached to Cuban Frontier. As the FOF pilots are not restricted by the rules the Coast Guard set for themselves, they often overfly Cuban airspace, sometimes dropping communications gear and weapons to rebel elements at work within the country. So far the FOF pilots have been fortunate. Many have been fired upon, but not one of them has gone down. It's only a matter of time, though, before they press their luck too far and a pilot is captured or killed.

Flights of Freedom have also provided discrete services to Gamma 14, and other Cuban-American paramilitary groups operating from south Florida. Sometimes the missions are just intelligence-based, but some call for the pilots to actually land on Cuban soil to pick up and occasionally drop off agents of those underground groups determined to overthrow "The Junta."

Gamma 14

Gamma 14 is the epitome of the classic action group—a dedicated band of expatriates training for a unspecified mythical attack on the hostile government of their homeland. Unlike many Cuban paramilitary groups that have come and gone in south Florida, however, Gamma 14 is disciplined, well-trained, well-equipped, and focused in intent. It is a highly-structured military operation with a dedicated core membership of 400 men and women split into two infantry companies. Gamma 14 can also count on the support of thousands of Cuban expatriates living in the United States as well as a viable underground network of 150 people operating in Cuba itself. There are also four self-contained special units organized similar to BlackEagle cells (Reba Esposito is a member of one of these special units) of around eight people each.

Gamma 14 is essentially a branch of Cuban Frontier, although it receives additional arms and explosives from the CIA as well as the DEA, who suspect the new Cuban regime of fostering drug production in the Caribbean to boost their flagging economy. The CIA also provides Gamma 14 with intelligence and experienced military advisors to train their membership on a semi-regular basis. DEA agents, who regularly patrol the Everglades with U.S. park rangers, manage to keep their airboats away from Gamma 14's training camp, located well south of U.S. 41 about thirty-five kilometers west of Miami.

Gamma 14 also gets much of its assistance from Cuban-Americans in the Miami underworld. The Malecon Organization provides money and equipment, often fast boats, for Gamma 14's occasional incursions into

Cuba. In return, Gamma 14 participates in assassinations and other tactical operations outside the United States and Cuba suited to teams of highly-trained commandos. It is in this capacity that BlackEagle cells have sometimes come up against groups from Gamma 14, although more often than not, they are on the same side.

Gamma 14's leadership remembers well the fate of Brigade 2506, the Cuban group that was resoundingly defeated at Bay of Pigs when promised U.S. assistance failed to materialize. As a result, the group regards the CIA and DEA with suspicion, knowing full well that all assistance is contingent upon those organization's agendas. To date, Gamma 14 has avoided sharing any true operational plans with either agency.

The 400 or so combat-trained members of Gamma 14 are organized into two large infantry companies. Most of the membership has been involved for at least five years, although newer members are recruited regularly. Many are veterans of service with the U.S. army, and training levels within the group are comparable with a good front-line infantry unit. Gamma 14 arms its soldiers with Colt M-16, CIS SR 88, and Baretta 70/90 assault rifles, M203 grenade launchers, and FN minimi machine-guns, and supports them with two mortar teams with 60mm and 81mm mortars. A stockpile of man-portable anti-air and anti-armor missiles has been built over the past few years, unknown even to the CIA. Although it currently owns no tactical vehicles, a number of members have been trained in driving armored personnel carriers. The group does have excellent communication equipment, and several teams of forward observers and air controllers are ready to coordinate with whatever fire and air support the group musters when and if it makes its move on Cuba.

The Order

The Order is a small yet powerful south Florida splinter group of Aryan World, the political action front for many of the white supremacist groups operating in the United States, Canada and South Africa. More like a secret society than a criminal gang, The Order is relatively small with just fifty-three full members. It has no standing army of skinhead thugs, and the membership consists entirely of professionals: doctors, police detectives, university professors and students, a judge, and a few lawyers, journalists, businessmen and others. There's even a member on the Metro-Dade Council (Gregory Harding, of Ward Ten), and several on the various municipal councils. The Order's primary intention, master plan, and *raison d'être* is to weaken the non-white power base in south Florida by killing or destabilizing politicians, journalists, and businessmen of color.

The Order operates all over south Florida, but about 75% of their activities are focussed in the Metro-Dade area. Most of the full members live in Miami, some in Key West, others in Tampa, and a few in Fort Lauderdale. The members rarely assemble in great numbers, and when they communicate, it is usually not in person, but by coded GenNet messages and personal ads in local newspapers. As a result, few people know the entire membership by sight.

Members are, by all outward appearances, normal citizens—not skinheads or frothing-at-the-mouth neo-nazis. Most are well-educated and apparently tasteful, and generally keep their racist views to themselves. The only open totem of membership is a slim gold rope pinky ring.

The ring is not proof of membership, but must be shown and coupled with the correct password, which is disseminated at regular intervals by the aforementioned secret communication channels.

Full membership to The Order is only offered to men, although women are sometimes brought in unofficially for information gathering purposes. The Order has specific views on the traditional role of women in matters as important as covert inter-racial war, especially women of "breeding age." In fact, The Order encourages large families among its membership, including even the use of fertility treatments. A strong gene pool is to be propagated.

Membership in The Order is strictly invitational. Potential members are carefully screened for their private beliefs, their discretion, and possible usefulness to the cause of white supremacy before they even know that The Order exists. It is only after a thorough vetting that "probationals" are actually approached by representatives of The Order. The membership committee is very careful in its choices, because "mistakes" have to be eliminated immediately.

Although The Order is no longer officially sanctioned by the leaders of Aryan World (at the request of The Order itself, which relies on complete secrecy for its safety), it can still count on many of AW's resources for its operations in south Florida, which mostly consist of assassinations and "fund raising" activities—the smuggling and sale of illegal drugs and weapons.

The Order's methods of operation are similar to those of Purified Nation in that both groups hire other people (usually local street gangs or thugs) to do their dirty work, and then eliminate the killers to camouflage evidence of their own involvement. Each member of The Order has unique contacts that collectively make the executions and cover-ups go like clockwork. Police officers, lawyers, and politicians in The Order often use their influence to ensure that blame for the murders falls on gang violence, greed, or the instability of Miami's underworld. When necessary, journalists and businessmen cover up, further propagating misinformation in the press and Miami professional communities. So far this effort at secrecy has been successful, for no assassinations or major crimes have ever been traced back to their origins.

The assassination campaign against successful non-white businessmen, artists, journalists, and local politicians is still in its early stages. Only twenty-three targets have successfully been eliminated over the past five years, although current plans for 1999 may more than double that number. Chances are that the death toll will rise. A link between any two of The Order's assassinations has not even been suspected yet by MDPD investigators. Each was carried out by different gangs using varying methods, and many of the killings appeared completely random in nature.

One of The Order's most daring attacks to date was the assassination of Ricardo Lomenzo, a prominent Cuban-American businessman, at the Calle Ocho festival on March 8, 1999. Seventeen other people were also killed in the attack that was blamed on Colombian drug lords by the MDPD and members of the local media. In reality, MDPD Lieutenant Michael Macon (see the Appendix) blackmailed three Colombian drug smugglers from Coconut Grove into carrying out the assassination with a promise of dropped charges and the return of \$80,000 worth of "confiscated" cocaine. They took him up on the deal, carrying out a blatant and messy attack, but were killed by Macon afterwards in a shooting made to

look like a gangland execution. The investigation that followed, under Macon's partial control, was inconclusive, and the same procedure was later used to dispatch a small group from Les Poissons, a Haitian gang, who assassinated Ward Nine Councilman Harvey Goldstein.

Nation of Light

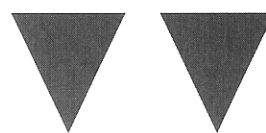
Nation of Light is a Christian fundamentalist media network that boasts a dedicated core membership of over one and a half million Americans. On top of that, the group claims to have a periphery membership of another three million "Light Heads" (a somewhat derisive nickname for the church's members). Only a handful of the members and maybe three or four of the church elders know that a large portion of the ministry's money is not going to evangelical missions in Asia and Africa, rather it is funding right-wing terrorist organizations operating within the United States.

The terrorist groups are all fairly small and localized to certain regions of the country. Two of the groups at least partially financed by Nation of Light are The Order (covered above) and AURA, the Anti-abortion United Religious Army. AURA has already been responsible for a number of abortion clinic bombings around the South, including the assassination of seven medical doctors and their bodyguards. BlackEagle was called in to investigate repeated threats against two Miami women's health clinics.

Pastor Jim Buckley, the founder and C.E.O. of the Nation of Light, is also a declared candidate for President of the United States in the upcoming 2000 race. Political cartoonists have taken to calling him "Pastor Buck," and often depict him with dollar signs for eyes and a mirror in one or both hands to check out his handsome Ken doll image. There is often a sign hidden discretely in the cartoon that says, "Your buck stops here." Sometimes more liberal cartoonists give him antlers or miniature devil's horns. The cartoons don't lie, however—Jim Buckley deliberately exploits his moderate conservative Christian image for both money and votes.

All of the terrorist activities hit at the power base of Buckley's opponents, namely any liberal cause from minority rights to abortion rights to groups backing gun-control legislation. In 1999 and 2000, there will be a rash of coordinated terrorist acts all over the United States. These will largely be funded by the Nation of Light, unbeknownst to the majority of the organization's members and leaders. Jim Buckley plans to blame the surge of violence on failed liberal policies to gain ground in local and state elections for his conservative followers.

APPENDIX NON-PLAYER CHARACTERS



The descriptions and stats over the next few pages reflect some of the characters alluded to elsewhere in this book. Obviously, there are hundreds or even thousands of NPCs that might become important players in an extended Miami campaign—those covered here are just a few examples of some likely antagonists, allies, clients, and other interested parties. There is also enough material here and in other chapters to flesh out many more of the characters who are given less space or just mentioned by name or occupation in the other six sections. Although the following characters are assigned reasonably specific roles, with a few minor adjustments, new characters could easily be generated from their skeletons or basic personalities to fit almost any kind of adventure or campaign. Please feel free to cut and paste at will.

Most of the characters detailed in this appendix have several layers, and could appear in completely different adventures and in alternate capacities during a long campaign. For example, MDPD Lieutenant Michael Macon might appear in one episode in his official capacity as the Deputy Head of the Gang Task Force. He might be extremely helpful to the players, giving them good information to help them complete an assignment successfully. The players might get to know and trust him, or at least respect him professionally. This could be done any number of ways—if he can fool the MDPD so completely for so long, he should also be able to fool BlackEagle operatives for a while. Later in the campaign, however, Macon could appear in his other guise, as one of the founders of The Order (covered in Chapter Six). Used in such a way, Macon would certainly be able to throw the players for a loop or two. There are myriad possibilities for the other characters as well—enjoy them.

LT. MICHAEL MACON *MDPD Detective and White Supremacist*

One of the founding members of The Order (see Chapter 6) is Michael Macon, a police lieutenant and the deputy head of the MDPD Gang Task Force. Macon was specifically cited by Mayor Sota for his role in negotiating a peace among the major Miami gangs after the devastating 1998 riots. He is described as “selfless” and “devoted” by his superiors, but he has them completely fooled. He is, in reality, a cold blooded killer who genuinely enjoys his lethal work moonlighting for the white supremacist group.

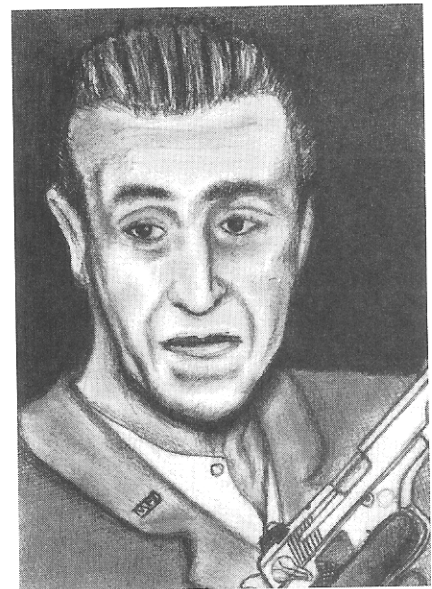
As the second highest ranking policeman on the Gang Task Force, Lieutenant Macon is extremely valuable to The Order for two major reasons. First, his position on the Gang Task Force gives him unlimited contacts in Miami’s gangland. Macon also has enough dirt to extort favors from nearly every gang in Metro-Dade, which means he is in a very good position to choose the right people to carry out the assassinations ordered by The Order’s leadership. He knows all the facts, the ins and outs of each gang, where they hang out, where they sell drugs or guns. He’s even developed suspicions about the Tiberius Foundation, but he hasn’t quite pinned them down yet.

Second, Macon’s placement on the force enables him to derail investigations of certain attacks or assassinations by placing blame on street gangs or other criminal elements. In fact, when the racial motivations behind an attack are not concealable, he has often pinned the blame on a phantom gang or another existing white supremacist group. Purified Nation, a more overt white supremacist group operating in the South, is one of his several favorite scapegoats. He often fingers them for The Order’s more blatant actions, and Purified Nation doesn’t seem to mind all of the extra attention either. The publicity fits their style, and gets their purple- and gold-hooded leaders on the TV talk shows.

Macon is a physically imposing man. He is often described as a huge teddy bear, but he’s used that teddy bear strength to kill with his bare hands on more than one occasion, barely even ruffling his slicked-back blond hair. In his several gun fights, he has rarely gotten off the first shot—but his attackers never got a chance at a second. Macon is also a brilliant con man, liar, and actor. He is exceptionally cool under pressure. His pale blue eyes never give anything away, and all his suits and manicure say is that he has extremely expensive tastes.

Macon knows that his tastes attract attention, so he goes out of his way to report any potential conflicts of interest to the Internal Affairs Department. He also makes sure that IAD knows that his wife, Mattie, is the one with the money, which on paper is true. She is listed as the majority owner of Burger Delight, one of The Order’s front businesses, which affords her nearly half a million dollars a year for work her husband really does. The fact that Macon appears to work so hard at such a thankless job, when he could easily relax with his wife and six children, makes him seem even more like a saint to his fellow Metro-Dade police officers and the Internal Affairs Department, which does not suspect a thing.

Macon speaks excellent English and Spanish in both proper and street styles. He’s also roughly conversant in French and Haitian Creole.



Michael Macon

38 year old white male.
195cm, 96kg.
black/grey hair, blue eyes, tan skin

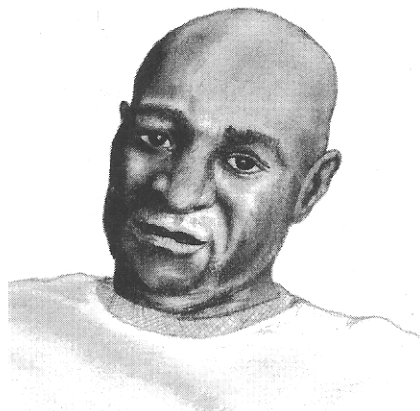
Int	54	Sen	58
Agl	33	Cor	52
Con	54	Str	68
Per	50	App	42
Bra	79	Wil	64

Perception	75
Base Speed	12
Dam. Rating	6
Mass Factor	0.7

Aim	42	47
Smallarm	21	68
Diplomacy	56	62
Lying	28	90
Prying	22	84
Coercion	26	88
Perception	62	
Police Science	36	41
Forensics	18	59
Unarmed H-to-H	52	57
Dodge	16	73
Grapple	21	78
Punch	26	83

weapon	speed	roll	DF/DD
Colt Dbl-egl 10	11	82	18
Punch	12	83	6

MARCUS RANDOLPH DEACON *Coral Gables Watch Leader*



Marcus Deacon

53 year old black male.
179cm, 82kg.
no hair, brown eyes, dark skin

Int	62	Sen	58
AgI	41	Cor	38
Con	68	Str	56
Per	74	App	46
Bra	51	Wil	38

Perception	65
Base Speed	14
Dam. Rating	6
Mass Factor	0.8

Aim	32	37
Smallarm	16	53
Diplomacy	35	41
Prying	17	58
Drive	56	61
Automobile	23	84
Law	30	35
Criminal	15	50
Perception	42	
Police Science	48	54
Forensics	24	78
Psychology	41	47
Unarmed H-to-H	48	53
Grapple	24	77
Punch	18	71

weapon	speed	roll	DF/DD
Beretta 92FS	14	67	17
Punch	14	71	6

Marcus Randolph Deacon, or Mr. D as everyone knows him, is the full-time head of the Coral Gables Neighborhood Watch. He took over the program in 1995, and quickly turned the small and inefficient team of poorly trained men and women into highly efficient organization with a small full-time staff and a myriad trained volunteers. The Coral Gables Neighborhood Watch program now operates around the clock, patrolling the township on foot and in vehicles and reporting and responding to emergencies much faster than the MDPD can manage.

Mr. D is as tough a character as one's likely to meet. He was a New York City cop for nearly thirty-two years, most of which were served in the Bronx, one of the Big Apple's toughest areas. For the last five years of his service, he had command of his own precinct. In those five years, 911 response times dropped a full two minutes, and the crime rate within his precinct dropped almost five points. In his command, Mr. D emphasized regular patrolling and close ties to the neighborhood, and he always set aside a portion of his personnel for beat work, even when under high levels of 911 pressure.

Some of his more crooked superiors, however, found Mr. D's vigilance unsettling, so when he turned fifty, he was offered early retirement in one hand and demotion in the other. He decided to retire and head down to Florida with his wife for some sunshine and relaxation to get away from New York and all of the corruption he could do nothing about. He lasted all of half a day on the beach before he was bored. He needed more, a purpose, something to work towards.

That purpose arrived in the shape of the Trans-Gulf Airlift and the wave of crime that flooded Coconut Grove and threatened much of Coral Gables as well. Mr. D couldn't have arrived at a better time. In fact, he signed up for the neighborhood watch program before the first wave of the airlift had even cleared Colombian airspace. Mr. D knew what was coming, and thanks to Jonah Tiberius, who offered up a large tract of land in Coconut Grove for the site of a tent city, he knew where.

Mr. D was soon made the watch leader. His first focus was recruiting, his second communications, and his third funding for radios and cellular phones. He emphasized over and over that communication was the key to a well-coordinated defense. Training included police codes, and Mr. D worked all of these efforts in conjunction with the Metro-Dade Police Department.

He'd soon put an effective force together, which was able to prevent a great deal of crime, but the sit and wait approach did not thrill Mr. D. He wanted all of his "Watchers" capable of not only preventing crime, but also intercepting criminals and cornering them until police could come to make arrests.

By 1999, Mr. D's plans have come to fruition. The Coral Gables Citizen Association and private donors keep the watch program well-funded. All Watchers are certified to carry weapons—often including automatic weapons—even though they generally don't. The program also has a sophisticated communications system run from a dispatch office manned twenty-four hours a day. The neighborhood watch does not prevent all crime in Coral Gables, but thanks to Mr. D, it keeps out a great deal.

Mr. D speaks English with only a smattering of Spanish.

HON. JUDGE RANDALL JONES *Florida Circuit Court Judge*

Among the criminal element, Randall Jones is one of the most feared men in South Florida. Judge Jones is a tireless and incorruptible combatant against organized crime and official corruption all over the state. The effects of his judgements have been felt all over Florida and the United States, but the fallout has affected his personal life as well. Randall marks it as his greatest personal failure that he could not lead his younger brother, Crispin (Jammin Jonesy), away from crime.

Although he does Crispin no favors, Judge Jones stays away from any cases that involve the gang, just in case a link is drawn between the two of them and there is an apparent conflict of interest. Jammin Jonesy, in turn, has put the word out that anyone gunning for "The Judge" (as Randall Jones is known in South Florida) would be utterly destroyed along with their friends, family, and pets. So far no one has guessed the reason for this order, and the assassin (sent by The Order) who naively tried to put away Randall Jones in 1997 regrets the attempt, as does his wife, dog, and two goldfish. Judge Jones is now under the 24-hour protection of the U.S. Marshalls Service, as it is well-known that he has many other powerful enemies.

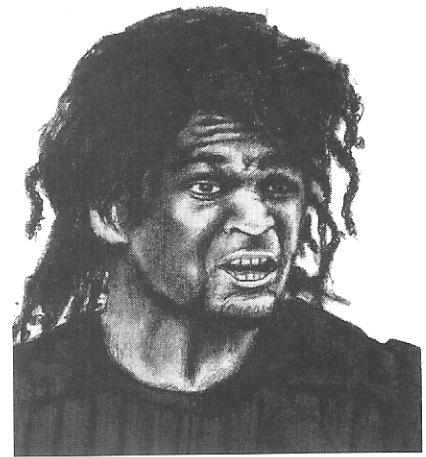
Judge Jones' manner in the courtroom is somewhat unconventional. He often hands down sentences that may not fit the letter, but certainly fit the spirit of the law. He is a great believer in a punishment suiting a crime. Soon after he was appointed to the bench, he sentenced a man, convicted of sexual harassment, not only to pay punitive damages to the woman he molested, but also to personally confess his indiscretions to the women in his business (all ninety-seven of them) with an officer of the court as witness. He had to get the women's signatures to prove to the court that they were indeed satisfied with his confession.

Judge Jones looks a lot like one might expect him to, knowing a little of his reputation. People usually notice is his hair first—long dreadlocks that fall about his head helter skelter. He is a small man, but his presence is quite intimidating, fearsome almost. The scowl he wears in court is accented by the two scars on his cheeks where he was wounded in Vietnam. His Jamaican accent, while foreboding in court, seems so jolly elsewhere, even his scars turn into friendly looking dimples.

When Jones graduated from high school in 1968, having moved to the country five years earlier with his family, he was eighteen and ripe for the draft. Jones chose to serve in the Marines, and fought two tours in Vietnam, where he was wounded three times, and cited for bravery a number of times before winning the Congressional Medal of Honor. There was no permanent disability from his wounds—Jones' slight limp comes from one of the assassin's bullets that lodged in his right thigh.

After the war, Jones went to the University of Miami on the G.I. Bill, and then on to law school at the University of Virginia. He returned to Florida to practice law, and was appointed to federal court in 1993, where he has served with great distinction. Jones has presided over several important cases, but as a jurist, he is primarily known as a champion of civil rights and a tough opponent of organized crime. Judge Jones also teaches an exclusive constitutional law seminar at the University of Miami where Linda Matherly (BlackEagle Miami legal aide) is one of his twenty students.

Jones speaks Spanish poorly, but understands it well. He also speaks a bit of Creole as well as Latin.



Randall Jones

49 year old black male.
169cm, 64kg.
black hair, brown eyes, dark skin

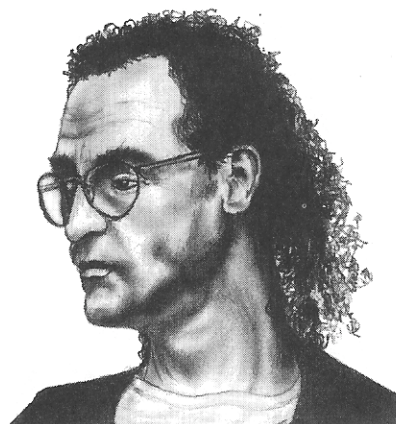
Int	78	Sen	62
Agil	51	Cor	44
Con	54	Str	46
Per	46	App	36
Bra	67	Wil	72

Perception	62
Base Speed	14
Dam. Rating	5
Mass Factor	1.1

Aim	45	51
Longarm	19	70
Smallarm	22	73
Law	82	90
Criminal	41	131
Literature	53	61
Perception	30	
Philosophy	44	52
Psychology	37	43
Deviant	18	61
Unarmed H-to-H	30	36
Grapple	15	51
Punch	12	48

weapon	speed	roll	DF/DD
Desert Eagle	.357 12	90	18
Punch	14	48	5

DR. JULIO FRANCO DE VALENCIA *Professor and FARC Agent*



Julio de Valencia

38 year old white male.
183cm, 82kg.
black hair, brown eyes, dk tan skin

Int	74	Sen	38
Agl	41	Cor	36
Con	28	Str	34
Per	52	App	50
Bra	55	Wil	52

Perception	41
Base Speed	14
Dam. Rating	4
Mass Factor	0.8

Aim	22	26
Computer Ops	48	55
Civil Systems	24	79
Security	12	67
Diplomacy	43	48
Coercion	21	69
Engineering	64	71
Chemical	32	103
Perception	18	
Pharmacy	42	47
Unarmed H-to-H	26	30
Dodge	13	43
Punch	8	38

weapon	speed	roll	DF/DD
Punch	14	38	4

Dr. de Valencia, or Franco as he prefers, is the man who brought peace to the streets of Coconut Grove and ended the violence that followed the Trans-Gulf Airlift. For him, this peace came at a high price—in exchange for agreeing to his initial peace proposal, the FARC-backed dealers demanded his expertise in their search for production efficiency and chemically purer cocaine. This was how Franco was drawn into the world of drugs in which he is still stuck as a chemical advisor.

Franco is a recently tenured chemistry professor at the University of Miami. He has an extremely relaxed air about him which his students seem to enjoy, although he demands the best from all of them. His classes are always full, and he consistently receives the best student evaluations in his department.

Franco came to the United States on the Trans-Gulf Airlift in 1995 with nearly 100,000 other Colombian refugees. Unlike his fellow refugees, however, Franco landed on his feet almost immediately. His many professional contacts in universities around the United States helped him get interviews with universities all over the country. His experience and published research afforded him several options, and he chose the University of Miami for the surrounding climate as well as for the large new population of Colombians (30,000). He did not want to feel so far away from his home city of Medellín.

Franco's first semester at the university happened to coincide with the beginning of the FARC-backed dealers all-out blitz on the streets of Coconut Grove. The established dealers fought hard for their territory, but FARC was much more organized. The drug war in Coconut Grove began in earnest, and the early months of 1996 became one of the bloodiest periods in the history of Miami. Each night there were shootings at night clubs, restaurants, in alleyways. Drive-bys were common. The FARC dealers were gaining territory quickly, but the violence was killing many of their customers and driving the rest of them away. Instead of calling a truce, they fought for even more territory.

Franco was blissfully ignorant of the violence early on, until two of his students were killed in a nightclub. As a Medellín expatriate, who thought he probably knew some of the FARC agents involved, Franco felt somewhat responsible. He decided to get involved.

Amazingly, Franco managed to convince the dealers on both sides that they could charge more for their product if they could only attract a better class of customer. That would not happen with the violence, he told them. Without the shootings, he said, more people would go to buy their drugs in Coconut Grove. Acting together would make them stronger and give them more money, even in a shared territory.

FARC held on to control of most of the territory in Coconut Grove, but they still allow other dealers to work their old turf at controlled prices and a small percentage. FARC agents continue to call on Franco for his chemical expertise. He checks their labs in Kendall and Key Largo about once a month to make sure the technicians are doing their jobs properly. A few of them have even taken his classes at the university.

Franco is a native Spanish speaker, but speaks English with little trace of an accent.

VIRGIL "BUZZ" SAWYER *Pilot for Hire*

Buzz Sawyer is the sole proprietor and employee of Tamiami Sky Tours, a small air-tour company working out of the Tamiami Civil Aviation Facility. The touring business doesn't always pay all the bills, so Buzz charters as well. He's not choosy, and for the right money he will fly nearly anywhere, anytime.

The reason Buzz doesn't fly too many tourists is that he scares them. If his disheveled appearance does not frighten them away, then perhaps it's the way he talks to his twin engine Beechcraft, Charlene, or the way he bangs on both of the engine cowlings with a wrench before climbing into the cockpit. If his other preflight checks aren't scary enough, then his in-flight antics rarely award him any repeat customers. His nickname, Buzz, is well-earned—his is certainly the only flying tour of Miami where the customers have to look up to see anything. His favorite excuse for flying low is that he feels safer that way, just in case Charlene gets bitchy with him and "stops flying"—a euphemism, for the word "crash" isn't in Buzz's vocabulary.

Buzz, however, is not the complete flake he appears to be. He is actually an extremely competent pilot of light aircraft and helicopters, and a combat veteran of the Gulf War and Somalia. Charlene, his Beech 18, is not quite as fragile as she appears to be either. She has taken a few shots in her day, and has always brought Buzz home.

The truth is, Buzz just likes putting on a big show. He feels that flying has become too routine, and that his duty as a pilot is to give his passengers a flight to remember. The great bane of his life is that he missed the barnstorming days of the twenties and thirties—"when flying was flying," as he always tells people. Buzz does his best to make up for it, though, which keeps the FAA on his case for filing improper flight plans and flying below the legal minimum.

Buzz is actually the perfect pilot to fly missions for BlackEagle operatives. He doesn't care who or what he carries, just that they pick up the tab for the gas, with a little on the side. Buzz not only has the ability and daring to fly a dangerous mission, but he is a surprisingly meticulous planner who could make the difference between a failed or successful outcome.

Buzz is also known in places where BlackEagle operatives might not blend in too easily. He routinely flies to Central America, occasionally carrying back unspecified passengers and cargo, no questions asked. He is known to many of the drug runners and producers of that region. He is also known to many of the local authorities in Cuba, to which he often makes direct passenger flights from the United States, though that's still illegal. Buzz would certainly be able to point BlackEagle operatives in the right direction in many an unfamiliar place, but only if they asked him the right question. He doesn't like to volunteer information.

A native English-speaker, Buzz's Spanish is halting.



Virgil Sawyer

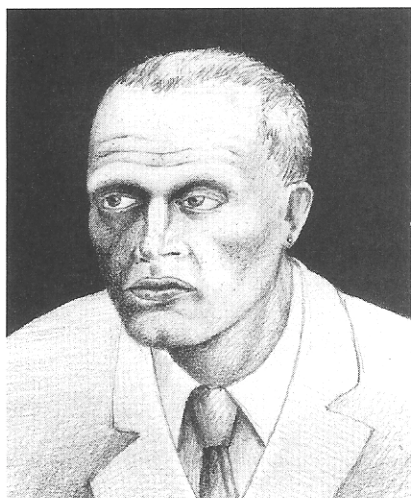
29 year old white male.
185cm, 72kg.
brown hair, blue eyes, dk tan skin

Int	54	Sen	50
AgI	69	Cor	64
Con	50	Str	52
Per	42	App	40
Bra	53	Wil	28

Perception	65
Base Speed	17
Dam. Rating	5
Mass Factor	0.9

Aim	43	49
Drive	52	58
Auto	26	84
Gen Mechanics	38	43
IC Engines	19	62
Military Science	46	51
Navigation	44	49
Air	22	71
Perception	54	
Pilot	58	64
Helicopter	12	76
IFR	19	83
ME Prop	25	89
SE Prop	29	103
Unarmed H-to-H	35	40
Punch	16	56

weapon		speed	rollDF/DD
Mini-Uzi	11	64	17
(auto)	11	64	17
Punch	17	56	5



Jonah Tiberius

61 year old white male.
171cm, 71kg.
grey hair, blue eyes, lt tan skin

Int	68	Sen	76
Agl	53	Cor	50
Con	50	Str	32
Per	71	App	38
Bra	62	Wil	68

Perception	85
Base Speed	15
Dam. Rating	4
Mass Factor	1.0

Acting	62	68
Con	31	99
Aim	24	31
Smallarm	12	43
Business	70	77
Finance	35	112
Management	27	104
Diplomacy	44	51
Coercion	20	71
Lying	22	73
Prying	19	70
Perception	58	
Psychology	38	45
Deviant	19	64

weapon	speed	roll	DF/DD
SITES M380	15	55	16
Punch	15	22	4

DR. JONAH TIBERIUS *Philanthropist and Crime Boss*

The Reverend Dr. Jonah Tiberius, a Miami businessman and sometime minister, started the nonprofit Tiberius Foundation in 1964 with rather grandiose ideas of helping the poor, the homeless, and most importantly, the orphans and runaways of the whole world. Tiberius was an orphan himself, and he still feeds nearly 75% of his own personal profits from The Foundation's illegal endeavors back into his shelters and Schools for Lost Boys and Girls. The large sums of money may be enough to disguise his true motivations for running drugs from all those around him. They may distract those in the legitimate world as well who look upon him as a savior. But all the money and charity isn't enough to hide anything from himself.

The Reverend Doctor ostensibly carries on a massive trade in drugs to fund his network of schools and shelters. Even amongst his inner circle, Tiberius seems to be passionate about this cause—but he is living an elaborate lie. Tiberius is the classic megalomaniac. He is in love with power—not the complex power that money and politics bring, but the simple power over human life. Like his Roman emperor namesake, Tiberius sees himself as a god. He sees himself as solely responsible for giving and sustaining the lives of his orphans, and the adoration of those he has helped only vindicates this belief.

The Reverend Dr. Jonah Tiberius is the only person who knows absolutely everything about the legal and illegal operations of the Tiberius Foundation. There are parts to his organization and groups of Specials to which even his most trusted advisors aren't privy. The workers in all of his legitimate enterprises would never even dream that such a large and apparently benevolent charity would really be the cover for the largest cocaine smuggling network in the entire country, one of the largest in the whole world. No one would believe they move over two tons of cocaine a week, half of it through MIA alone.

Tiberius has run the orphanages for nearly 35 years. His influence stretches further each year as more of his graduates move into positions of power, predominantly in the United States, England, and Central and South America. Tens of thousands of Citizens all over the world look upon him as their father. In Miami, where he started his first school, his influence and that of The Foundation is immeasurable. His presence is felt throughout the entire city in one way or another, as so many of his decisions, large and small, ripple throughout the community.

Tiberius loved magic as a boy. It was his only solace at the small orphanage where he grew up in London, England. As he grew, Tiberius became entranced with illusion. He realized quite young that one can hide anything if one keeps people focussed in the wrong direction. It is this belief that still drives the aging illusionist. Even at sixty, he always seems to have one more surprise up his sleeve, and he still has everyone looking in the wrong direction. He even performs for select groups of his orphans from time to time, making people disappear, or sawing them in half.

Tiberius speaks excellent Spanish, as well as French and Mandarin Chinese in addition to his native English.

JANE THEWLIS *Street Vendor and Information Broker*

Jane Thewlis is the person to see in Miami if you want to know what's going on in the underworld of business. She seems to get all of the inside information on deals both large and small. A fugitive from organized crime, Thewlis involuntarily retired from her New York stockbrokerage, and now applies her skills and talent to a trade in business information on the streets of downtown Miami.

An honest woman, Thewlis' involvement with organized crime was entirely accidental. Her successful career was cut short when a client inexplicably tried to kill her in a berserk rage, apparently over some unsuccessful trades. Although the portfolio in question had indeed lost tens of thousands of dollars over the preceding months, Thewlis was hardly to blame—she received his orders from the client's accountant, Lou Reillo, and had repeatedly advised against the selections of stocks and mutual funds in which he had invested. Thewlis had no idea that Reillo was a mob accountant, and that the client, Michello Salvatore, was a key figure in one New York's largest crime families. Nevertheless, on April 14, 1996, Salvatore stormed into Thewlis' office and shot her six times—once in each limb and twice in the chest.

It was a miracle that Jane survived, but she did, although her movement is limited. She still wears a brace on one leg, and only has complete functional use of her right arm. Her left arm just hangs limp most of the time, although she has regained some strength through a year's worth of daily physical therapy. Jane actually takes advantage of her disability, accenting it the way birds sometimes feign injury to distract predators. She assumes the guise of an older, heavier woman when she works Washington Avenue. At her candy-apple stall, she may seem like a shriveled old woman, but in reality, she is only thirty-four, trim, and surprisingly nimble despite the brace on her leg (where she conceals a small handgun).

After her shooting, Jane was spirited into hiding by the FBI even before she regained consciousness. She was admitted to a hospital as an unidentified patient, in hopes that on recovery she would testify and put Salvatore away for good. Unfortunately for the FBI, Jane had other ideas when she finally regained enough strength to leave hospital. Having heard of Lou Reillo's death, she opted for her own witness relocation program, and gave the FBI the slip.

Jane moved to Miami, where she felt she could disappear, become a different woman, and when the moment was right, confront Lou's wife (Brenda Reillo) with the truth. She soon sought out Carlos Deeley, who was just starting up a messenger service—Deeley Deliveries (see the Zangara Syndicate in Chapter 5). It was Thewlis' idea to turn the business into a means of intercepting messages. She knew how to turn information into money.

Deeley Deliveries now has two sides to its services. One is drug distribution, which Deeley organizes himself. On the flip side, Jane takes in all of the information, analyzes it, and hands out the information to a small circle of clients whom she meets in disguise at her Washington Avenue stall.

Jane is a native English speaker, and does not speak Spanish very well.



Jane Thewlis

34 year old white female.

177cm, 56kg.

black hair, green eyes, lt tan skin

Int	54	Sen	50
Agl	52	Cor	44
Con	71	Str	35
Per	40	App	52
Bra	38	Wil	52

Perception	60
Base Speed	15
Dam. Rating	4
Mass Factor	1.2

Acting	42	47
Con	21	68
Aim	31	36
Smallarm	15	51
Business	54	59
Economics	27	86
Finance	25	84
Diplomacy	51	54
Prying	25	79
Hiding	39	43
Shadowing	19	62
Journalism	56	61
Research	28	89
Make Up	58	63
Disguise	27	90
Perception	44	
Unarmed H-to-H	36	41
Kick	18	59
Punch	12	53

weapon	speed	roll	DF/DD
Astra A-60	15	65	16
Punch	15	53	4

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