

UCIMUN 2026 Specials



Background Guide

Chicago Outfit
Constance Chuffart





Hello Delegates!

I am incredibly excited to welcome you to UCI MUN's 34th annual conference! My name is Constance Chuffart, and I am very honored to serve as the Director for one of this year's historical crisis committees, the Chicago Outfit. This will be my second year at UCI MUN, last year I served as Crisis Director, overseeing the crisis committees. As a half-French, half-New Zealander, born in the UK and raised in the US, Italy, China, and New Zealand, I have always been surrounded by people from vastly different walks of life, sparking my interest in international affairs. I was first a passionate debater in high school, before I discovered Model UN in my junior year of high school, proceeding to become a New Zealand Model UN ambassador and helping direct and organise crisis committees since.

As members of the Committee, you will take on the personas of some of the most feared gangsters (and their co-conspirators) of the 20th century. However your role in the Committee goes far beyond wreaking havoc in the streets of Chicago and making vast sums of illegal profits! The mob scene in Chicago during the Prohibition era was all about shifting power dynamics between the mobs, the law establishment and the public (heavily influenced by the media) and nothing would have been more potentially devastating to a mob's position than a leadership change and an abrupt shift in public opinion. It is your job to avert this catastrophe by utilising your connections, influencing your friends in high places, capitalising on your opponents' weaknesses and employing effective strategies to sway media and public opinion.

Don't be complacent - it will take all your skill, diplomacy, agility and strategic thinking to assert the Outfit's continued dominance over the city.

Best of luck,

Constance Chuffart
cchuffar@uci.edu



Topic A: The Chicago Outfit

Introduction

The year is 1929 and the US is 13 years into the Prohibition era. Prohibition is visibly not working - Mafia gang members are active in every “dry state” (i.e. states that have implemented the prohibition law) and illegal speakeasies are flourishing. Violent crime and murder rates have also increased in tandem (Hoffman, 1930). Despite this, as you will see below, public affection for the gangs had remained high, which made them - and particularly The Outfit - untouchable from law enforcement. Until now.

Tension between the Outfit and rival gangs has been building for months, and it just came to a horrifying, bloody climax in what will become known as the St Valentine’s day massacre. At 10:30 A.M yesterday morning, seven members of rival George “Bugs” Moran gang were waiting for the arrival of a whisky shipment in a garage in downtown Chicago, when they were greeted by five of Capone’s men dressed in police uniforms, and were machine-gunned to death. By the time the police arrived, all five members of Moran’s operation were found dead, strewn against the wall of the garage. It was concluded that the weapons used were Thompson submachine guns, one with a 20-round box and the other a much larger 50-round drum, making it easier to kill and kill quickly. The killing itself was brutal, firing round after round (until their weapons were empty), even after they were dead on the ground (Eig, 2010). As this took place in a street in downtown Chicago, it was impossible for members of the public not to witness the whole horrifying event.

This ill-judged attack has been disastrous for the Outfit’s reputation as overnight, public sympathy has evaporated. This event has horrified the public, and created a reputation for Chicago as a lawless cesspool of drugs, gangs, and violence, where politicians and gangsters worked from the same agenda, and where morals had lost all meaning. The headlines in the newspapers this morning screamed “Capone-Public enemy number one” or “Most Wanted man in Chicago”. Informant sources tell you that Bank presidents are considering refusing to accept deposits from the Outfit and that insurance company



executives are likely to stop providing insurance to gangs, both of which would be a disaster for the Outfit's business and profits. The Chicago Crime Commission has published the first "Public enemies list" with Al Capone at the top of the list.

Capone was conveniently in his vacation home in Miami, but the public was not fooled. They knew he was behind this. So, Capone has flown back into Chicago and called this emergency Committee meeting to make decisions on how to restore public affection for the Outfit. It will be much harder this time as law enforcement, banks, media and the public are all aligned.

Your job is simple, to return The Outfit to public popularity and keep the judiciary and law enforcement at bay. You must develop strategies to manipulate public opinion, shore up defenses against potential raids and negotiate with or intimidate rival gangs, particularly the North Shore Gang who will undoubtedly be plotting their revenge. At the same time, the Chicago police and federal authorities are on high alert for violations of Prohibition. Remember you have a complex network of supporters inside the media, police and government who you pay handsomely to feed you insider information and keep you all out of prison. The future of our great city is at stake! You must not leave anything to chance.

Description

The Prohibition Era

Prohibition came about in the early 1900s, when Evangelical Christian groups such as the Women's Christian Temperance Union and the Anti-Saloon League advocated for the reduction or complete prohibition of alcohol consumption, as they believed that alcohol was the cause of many social issues at the time. Throughout the 19th century, Temperance advocates insisted that alcohol slowly but inevitably destroyed the moral character as well as the physical and mental health of all who drank it. The Women's Christian Temperance Union advocated for a "sober and pure world", and saw banning alcohol as a way to reduce family violence, and exert control over their own lives (as they argued that it was necessary for women to have control over their wages and property due to the risk of their husband dissipating the family income on alcohol and other drugs) (Chamberlain et al., 2016). The Anti-Saloon



League argued that banning alcohol would significantly reduce political corruption and bribery (they strongly critiqued saloons financially backing politicians in order to incentivize them to enact legislation which were favorable to them)(Anti-Saloon League, n.d.), reduce crime and poverty, alcoholism, family violence, abandonment, disease, starvation, etc (Etheredge, 2020). Prohibition originally found its roots in the WarTime Prohibition Act, a temporary act which limited the sale of alcoholic beverages in an attempt to preserve grain and support war efforts abroad during World War I- however the law lacked teeth unless there was a mechanism to enforce it. As a result, the 18th Amendment was ratified on January 19th, 1916, which prohibited the "manufacture, sale, or transportation of intoxicating liquors within, the importation thereof into, or the exportation thereof from the United States and all the territory subject to the jurisdiction thereof for beverage purposes". Although President Wilson vetoed the proposal for the 18th Amendment at the time, Congress responded to this by implementing the Volstead act, banning all beverages with more than 0.5% of alcohol (Levine & Reinerman, 1991).

Prohibition and the Rise of Gangs

However Prohibition actually had the opposite effect as organized crime syndicates rose up and controlled the illegal liquor trade, making huge profits. Criminal groups (such as the Chicago Outfit) saw an opportunity to make money, and moved from basic burglary and robbery to distributing illegal liquor (Lombardo, 2013). When the act went into effect, the federal government quickly realized that they did not have the means to control the production, sale, and consumption of alcohol on a national level, giving groups like the Chicago Outfit means and motivation to monopolize the alcohol industry. As the saloons were already in place, criminal groups started out as distributors by monopolizing the sale of alcohol in specific areas to maximise their profitability, before going into the beer brewing business. Beer would sell for \$50 a barrel or more, and even after gangsters paid off police, politicians, precinct captains, prosecutors and judges, they still made a profit of \$15 per barrel. The main focus of Chicago's bootlegging gangs was the production and sale of liquor, however they soon also became involved in



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prostitution, gambling, and racketeering. Most of the Prohibition gangsters were Italian or Jewish— as this was a period when immigration from rural/agricultural villages in Italy, Russia, and Poland was at its height. The gangsters who came from this generation were mostly brought to America as children or were born in America to newly arrived immigrants. However, this group of immigrants found themselves at the bottom of the career ladder, and thus saw crime as a way of achieving wealth and power. According to crime writer Thomas Reppetto in particular, bootlegging was seen as “a quick and equal opportunity pathway to the American dream.”

Prohibition was immensely profitable for those at the top, with Al Capone making nearly \$100 million a year (\$1.5 billion when adjusted to 2025) from “liquor distribution, speakeasies, beer brewing, prostitution, and other rackets” (History, 2009). Prohibition also led to widespread disrespect for the law, as citizens continued to drink in secret. Corruption also became rampant, as many politicians and poorly paid law enforcement officers willingly accepted bribes from crime bosses and bootleggers to ignore gangs’ illegal activities. Chicago’s chief police officer during the early prohibition years publicly admitted: “Sixty percent of my police are in the bootleg business” (Kobler, 2003). Efforts to enforce the Prohibition act largely failed, as there were not enough agents (there were only fifteen hundred agents in Chicago) and they were on low salaries (ranging from \$1,500 to \$2,400 a year) and thus easy to bribe (Eig, 2011). Finally on December 5th 1933, the 18th Amendment was repealed by newly elected President Franklin Roosevelt, and Prohibition ended (Crandall, 2020).

The Chicago Outfit

The Chicago Outfit operated in the Western suburb of Cicero, known as the “wettest spot of the United States”- meaning that it was the area with the worst violations of the Volstead act. The gang was originally led by John Torrio, previously a high-ranking member of the Notorious Five Points gang in New York, but after a near death experience, was replaced by Capone in 1925. While he was leader of the Chicago Outfit, the policy Torrio had formulated aiming at a monopoly of the illicit liquor traffic was



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based on ruthlessness. (Gangsters were killing each other at a rate of about fifty a year) (Landesco, 1929) . Torrio believed that in order to exploit the alcohol industry to his financial satisfaction, there could be no rivals/competition in the bootlegging trade, which could only be enforced with a gun. Both Torrio and Capone were known for their ruthlessness and Machiavellian methods, resorting to any means to gain more power for their mob. By 1930, at only 31 years old, Al Capone had become the supreme leader of organized crime in Chicago. The Chicago Daily Tribune estimated that he controlled 6,000 speakeasies, and was making around \$6,200,000 a week.

Capone was guaranteed safety from the law, by bribing police and politicians. In 1922, Capone was in a car accident when intoxicated, and slammed into a taxi driver. He continued to pull out his gun and threatened the taxi driver while wavering around a fake Sheriff's badge. Capone was arrested by the police and was charged with assault, driving while intoxicated, and for carrying concealed weapons. However, all charges were mysteriously dropped, and Capone enjoyed complete immunity from prosecution.

In order to gain more political influence and help protect himself from law enforcement, Capone put \$250k towards the Republican candidate for mayor Big Bill Thompson, who won by a landslide in 1915. In return, the Chicago Outfit received virtual immunity from the law. The Chicago Tribune described Thompson's career as mayor as: "For Chicago, Thompson has meant filth, corruption, obscenity, idiocy, and bankruptcy".

The Chicago Outfit also ran protection rackets on neighbourhood businesses. Al Capone's men would threaten businesses, then sell them "protection". The rackets were simple operations. Gang members would pick on the small and powerless (fruit sellers, window washers, table girls) and particularly in sectors with a lot of competition so they could 'regulate' them by creating unions as a way to extract membership fees (Eig, 2011). As a result, Chicago residents who were customers of these businesses contributed to the rackets in small, often unnoticeable increments. It was a great business for the gangsters, who had learned from bootlegging that there were better ways than larceny to get rich.



Al Capone and the Media

During this time, the rapid growth of radio, newspapers, movies, and newsreels birthed popular culture and the public's fascination with celebrities. Although most gangsters at the time did not want much attention, Capone seized the spotlight and used it to propagate himself as an endearing figure. Capone regularly held press conferences for journalists and would bribe certain journalists to depict himself in a flattering and positive way. Capone believed that everyone who read about him in the newspaper was most likely too "stupid" to question it.

Capone aimed to portray himself as a Robin Hood figure, who profited significantly from alcohol and other illegal substances, while giving back to the community by opening soup kitchens for the unemployed and giving large sums of money to charity. Capone was in everyone's pockets, from newspapers to politicians (Capone boasted he was paying \$30 million for corrupt police and political protection), Capone reigned supreme. In interviews, Capone acknowledged his capacity for violence but did not see himself as a ruthless criminal, but rather as a "public benefactor" who provided Chicago citizens with "light pleasures". In 1930 a reporter described Capone as "intelligent and affable...happy-go-lucky (and) harmless as a Saint Bernard puppy dog".

The public did not see Capone as a villain, but rather as an honest human being who happened to be involved in illegal bootlegging. Furthermore, there was no evidence to suggest that Capone was associated with any of the murders during the beer wars. Capone stated: "I have never been convicted of a crime nor have I ever directed anyone else to commit a crime... I don't pose as a plaster saint but I never killed anyone... (nor) robbed anybody or burglarized any homes" (Kobler, 2003).

Capone's popularity can be explained by the American public's belief in meritocracy - that through talent and hard work anyone could earn success. While some Americans were disgusted by his actions, desperate young men hailing from poor, immigrant communities most likely viewed Capone in a different light. As someone who had risen from the levels of street gangs to the head of a criminal



organization, Capone represented all of their hopes, as someone who had seen an opportunity out of poverty and had taken it.

The War on Drugs Mexico

Fast forward to the 21st century and although Prohibition is a thing of the past, many would argue that a new era of Prohibition is occurring- the War on Drugs (i.e illegal drug trafficking). Over the last four decades, relations between Mexico and the United States have been significantly strained due to Mexico's production and role as a key transit route of hard drugs (such as marijuana, heroin, methamphetamine and cocaine) to the US in increasing volumes. The US's total prohibition on alcoholic beverages and hard drugs had profound consequences on Mexico, creating a black market, and the shared border between the two countries encouraged the expansion in liquor and narcotics markets on the Mexican side (Astorga, 1999).

Just as the Temperance movement used alcohol as a scapegoat explanation for social issues at the time, many believe that drug prohibition and a rigorous war on drugs in the US will solve many social issues (such as poverty in urban neighborhoods, crime, and school failures). Similarly to how Temperance movement advocates claimed that anyone who touched the “demon drink” or the “most addictive substance to man”- would succumb/i.e become addicted, many politicians and members of the media have made similar claims about illicit drugs. During the crack scare of 1986, the New York Times described it as a “plague” while Newsweek described it as an “epidemic” and a “universal plague” (Kerr, 1986). Because media stories highlighted the threat of random violence, many argue they contributed to growing support for quick and dramatic responses to drug problems. In 1994, President Bill Clinton introduced the “Three Strike bill”, which mandated life sentences for three time offenders, and authorized \$16.7 billion to hire more police and build more prisons (Platt).

A huge hurdle for the US government is that similar to illegal alcohol production during Prohibition, the international drug trade is decentralised. There is no single criminal syndicate



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responsible for a large enough portion of the trade that by stopping them, the trade could be significantly reduced. Just as Al Capone's Outfit was quickly replaced by other bootlegging syndicates following his arrest, so the arrest of drug cartel leaders today does nothing to prevent the production and import of illegal drugs into the US.

Because laws around hard drugs are purposely made to be extremely draconian in order to deter people, it is no surprise that illicit drug trafficking tends to attract those who are violent. A study from sociologists Zimring and Hawkins (1997) found that in communities disposed to violence due to socioeconomic conditions, the addition of illicit drugs markets will substantially increase violent crime. Dealers were frequently crime targets (as they openly carried around cash and drugs), and because they could not expect the police or legal system to protect them during their business transactions, drug dealers (as well as other non affiliated members of the community) acquired firearms as means of protection/status attainment. Thus, because of this "arms race" between those involved in illicit drug trafficking and other community members, there was an increase in likelihood that any dispute between two residents (regardless if they were affiliated with drugs) would result in a lethal act of violence (Ousey & Lee, 2002). Thus, drug related violence is a result of drug market participants attempting to informally resolve disputes, as they are unable to rely on formal social control agents (such as the police), due to: "turf" battles between drug dealers, disputes over payments for drugs, drug theft, etc.

However, drug control could be implemented in a way which reduces/eliminates the illegal drug business and the crime, violence, and corruption it produces. If drug control was implemented as well as increased social services and employment for inner city impoverished populations, excessive use of hard drugs would likely decrease.



Bloc Positions

1. The Outfit's Leadership: Al Capone's inner circle, the men in charge of their bootleg liquor, protection racketeering operations, the people he trusts the most and who know where all the bodies are buried.
2. The Outfit's Rank-and-File Members: New recruits, lower level members who have limited individual influence or control. Their power lies primarily in collective action.
3. Corrupt Political and Law Enforcement Allies: The local politicians and police chiefs who take bribes, turn a blind eye and are invested in keeping The Outfit in public affection and out of jail, and ensuring a stable leadership transition from Al Capone to the next leader.

What the blocs have in common is that they have a symbiotic relationship - they all rely on each other to survive. Every single member has made a personal fortune from the trafficking and sale of illegal alcohol, and none of them have anything to gain if Prohibition is ended.

Committee Goals

- ★ Assess the gravity of the current situation and decide what are the greatest risks facing The Outfit right now
- ★ Create a plan for restoring favorable public opinion
- ★ Intervene to prevent any more negative media coverage
- ★ Establish the dominance of The Outfit over the North Side Gang



Research Questions

1. What methods can you use to manipulate media coverage and shape public perception of recent events?
2. How did the media coverage of the St. Valentine's Day Massacre change public opinion on prohibition and organized crime?
3. Why did this change in public opinion not cause the downfall of the gangs?
4. Why is the Chicago public both attracted to and repelled by gangsters? Are there contemporary examples of this?
5. Did Prohibition create the conditions for organized crime to flourish? Would ending Prohibition earlier have reduced gang violence?
6. What lessons from Prohibition and the illegal alcohol trade could governments apply today to the international drugs trade?
7. Should The Outfit cooperate with rival gangs in the face of increasing public anger or is this too risky? Are there examples of where rival gangs have successfully united in the face of public pressure?



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Topic B: Brewed Awakening – The End of Prohibition and a Crisis in the Outfit

Introduction

After taking it upon himself to right the wrongs that the 18th amendment had committed against the people of Chicago, Capone had achieved great success as head of the Chicago outfit, one of the most powerful and dangerous Italian crime-syndicates. However, the public situation is changing fast. The violence associated with Capone's regime has fueled the already fast growing movement to repeal Volstead. Newspapers estimated that 80% of the population were in favour of repeal (Russo, 2003). People had come to realize that Prohibition's promise of a prosperous nation was a myth- as not only had the ill-considered legislation lead to rampant alcoholism, but it had also created powerful gangs. New York governor and aspiring presidential candidate Franklin Roosevelt has also offered to help raise \$300 million through alcohol taxes to fight the depression which has gripped the country since the 1929 stock market crash. Roosevelt's potential election and the possible end to bootlegging has caused significant tension within the Outfit, as this could mean a significant drop in their revenue.

With all this as a backdrop, it was REALLY not a good time for Capone to stop taking calls. He hasn't been seen at the Outfit Headquarters for several days and rumors are flying. Some say he has finally been captured by the Feds, others believe his dead body is hanging in a warehouse in the near North Side (the area controlled of course by your nemesis the North Side Gang) and others swear there have been sightings of him this past week in Sicily. It looks finally as if the end of Prohibition may be in sight, which will create an existential crisis for the Outfit. And your charismatic leader is nowhere to be seen. You will have to assess the probabilities, weigh up the options and bring together the fractious units of the Outfit to make some pretty tough decisions.

Description

Dissent Among The Ranks



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Following the St Valentine's Day massacre Capone's image is in ruins- to the blue collar working class, he is no longer one of them. Capone's lavish lifestyle was no longer as lavish as it had been during the 20s when the economy was flourishing. There is growing dissent among the ranks about Capone's financial management. He spends exuberant amounts of money on fine food, drink, custom suits, cigars, and female escorts. While he claims that he is doing what is expected of him, some doubt the young boss and his ability to lead.

Law Enforcement Closing In

Once Herbert Hoover became President he made it his personal mission to bring down Al Capone. At his request, the US Justice Department created a special unit of investigation to put an end to Capone's reign in Chicago, a group known as the Untouchables. This group was led by Eliot Ness, who unlike other law enforcement agents at the time, was impossible to bribe (Capone did attempt to bribe him, but failed). Ness first investigated Capone's illegal speakeasies and in the first six months, he seized one million dollars' worth of breweries. This was accomplished through an extensive wire-tapping system, one of the great technological advancements within the justice system during this time. However it wasn't through the murders, illegal trade and violent crimes that Capone was eventually brought to justice. It was through investigation of his tax records by the Bureau of Internal Revenue. They decided to look for tax evasion, a clear indicator of selling non-taxable black-market goods. Capone thought he was invincible, and that any law enforcement agent would either succumb to bribery or the threat of violence. However in Ness, he may have met his match.

Post Capone and Prohibition Chicago

After Capone was convicted of tax evasion, the Outfit continued its alcohol operation under Prohibition for the next two years. Despite seeing the epic downfall of Public Enemy Number One and the significant effects of exaggerated/excessive violence and maintaining a high media profile, the fear of consequence



was irrelevant to the gang members, as many officials and policemen in Chicago were still corrupt. However, on February 20th, 1933, Congress passed the Twenty-First Amendment, nullifying the 18th, and officially repealing Prohibition. On December 5th, 1933, bootleggers were officially out of business, and crime began to dissipate in Chicago. The outfit continued other forms of organized crime, such as prostitution, gambling, and racketeering, but the profits from these activities would pale in comparison to the riches the Outfit previously experienced.

Structure of Gangs

In order to function as effectively as possible, organized crime groups establish particular structures. Groups organized with a vertical order (such as the Chicago Outfit), are characterized by the presence of higher levels of coordination, centralized power, and systemic decision making processes. In contrast, crime syndicates organized according to a horizontal order are characterized by the absence of higher levels of coordination, and have distributed power, as well as clan-based decision making processes. Studies have found that different organizational orders have consequences on crime group behaviour, particularly with respect to their capacity to govern conflict and contain violence. Crime syndicates that are based on a vertical organizational order, due to their higher levels of coordination, should, in general, have greater capacity to speak with a single voice, to make collectively binding decisions, and to strategize, compared to mafia groups that present a horizontal organizational order. This should increase their capacity to govern conflicts and contain violence, and to better defend themselves from external enemies.

A criminal group with a vertical order will have a strong influence on its territory, and will not need to use violence to control the local population.



Leadership Selection in Criminal Organizations

Often for criminal syndicates, a leadership change comes when the leader is arrested or imprisoned (e.g. El Chapo in Mexico). This is a particularly revealing ‘stress test’ for the organization as the leader is imprisoned but still considered to be ‘in charge’, for as long as he wants to be. Practically, even if communication lines in and out of prison are flowing (through bribery or corruption involving prison guards), organizations often shift into a dual-power or proxy leadership model. As you can imagine, this can be a fragile state for a criminal organization to exist in.

The basic problem of having a jailed leader is limited communication, slower decision-making and a massively reduced ability to enforce loyalty and carry-through of their decisions. For the other senior members of the group outside of prison, they have to answer one key question: is authority of their gang tied to the person or to the structure?

In reality, imprisonment of a leader almost always causes decentralisation, as cells (in the case of the Outfit, boot-legging, protection, prostitution) begin to act more and more independently. There is also a power creep, as deputies slowly gain more and more autonomy (and authority over the other lower-ranking members) and the authority of the imprisoned leader slowly leaks away. The harsh reality of criminal syndicates is that they don’t collapse when leaders go to prison. They collapse when no one can agree who makes the decisions anymore. If the institution is strong enough, leadership can change hands. If the person *was* the system, the organization will likely crumble and fracture.

Italy — Cosa Nostra & 'Ndrangheta

Leaders are rarely announced, and they are selected among senior bosses who negotiate privately among themselves. 'Ndrangheta is especially dynastic, it is almost always sons, nephews or male in-laws who inherit roles. What triggers change: arrests often lead to interim leadership, whereas death of a leader will lead to a careful reshuffling. Chaos is avoided at all costs.



Japan — Yakuza

Yakuza clans have a very clear hierarchy and successors are usually named in advance. There is a public confirmation made which is ceremonial in nature - the main benefit of this is that it confirms legitimacy upon the chosen successor. If members reject the successor, that leads not to factions splitting off (although avoiding all-out war).

Mexico — Drug Cartels

Mexico's drug cartels have no accepted succession rules. Leadership depends on who controls the arms and the cash flow, and crucially who has the loyalty of the lieutenants. After a leader falls, multiple claimants will emerge. Long internal wars are very common.

Russia — Bratva

There is no central boss - leaders gradually gain status through their criminal record, peer recognition and their control of revenue streams. Influence shifts around, titles rarely matter and leadership is fluid.

China — Triads

In the triads leadership is definitely tied to rank and not to charisma. Advancement through the ranks is slow and formal and change in leadership is often pre-agreed long before it happens. Violence during succession is very rare.

United States — La Cosa Nostra

In La Cosa Nostra, new bosses must be recognized by the other families to be successful. After leaders are arrested, acting or temporary leaders are common. Internal disputes are also common, particularly



when alliances between families weaken.

Bloc Positions

1. The Outfit's Leadership: Al Capone's inner circle, the men in charge of their bootleg liquor, protection racketeering operations, the people he trusts the most and who know where all the bodies are buried.
2. The Outfit's Rank-and-File Members: New recruits, lower level members who have limited individual influence or control. Their power lies primarily in collective action.
3. Corrupt Political and Law Enforcement Allies: The local politicians and police chiefs who take bribes, turn a blind eye and are invested in keeping The Outfit in public affection and out of jail, and ensuring a stable leadership transition from Al Capone to the next leader.

Committee Goals

1. Decide which is the most plausible explanation for Capone's disappearance and examine the implications.
2. Decide on a process for selection of the new leader and define the qualities they must have.
3. Define a possible future leadership model, including their responsibilities and areas of power.
4. Maintain control of territory, ensuring that the bootlegging, gambling and protection rackets and other criminal activity continues.
5. Prevent the rival North Side Gang from exploiting the power vacuum in the Outfit.
6. Respond to increased law enforcement attention following Capone's disappearance.
7. Develop a strategy for managing rumours about Capone's fate.



Research Questions

1. How central is Al Capone's personal authority to the functioning of The Outfit? To what extent can the organization operate without him?
2. Which explanation for Capone's disappearance is most plausible? What threat is now posed by the end of Prohibition?
3. What qualities are most important in a successor right here, right now? Strength, legitimacy, discretion, or consensus-building? Which of the different countries' criminal syndicates have the most success in leadership/structure change?
4. How should The Outfit respond to ongoing external threats from rival gangs in the absence of clear leadership?
5. How does increased law enforcement attention after the St Valentine's Day Massacre affect The Outfit's future strategy?
6. What risks arise from acting leadership or shared authority, and how can those risks be managed?
7. How can The Outfit maintain unity and prevent internal conflict during a leadership transition?



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