

## Organization Attributes Sheet: The Bourne Organization

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<b>A. When the organization was formed + brief history</b>
<ul style="list-style-type: none"><li>The organization operated from 2000 to 2009 and moved drugs from various locations in the Caribbean to the United States via American Airlines.<sup>1</sup></li></ul>
<b>B. Types of illegal activities engaged in,</b>
<b>a. In general</b>
<ul style="list-style-type: none"><li>Drug trafficking and money laundering</li></ul>
<b>b. Specific detail: types of illicit trafficking activities engaged in</b>
<ul style="list-style-type: none"><li>Moved over 150 kilos of cocaine and 5,000 kilos of marijuana<sup>2</sup></li></ul>
<b>C. Scope and Size</b>
<b>a. Estimated size of network and membership</b>
<ul style="list-style-type: none"><li>There are no good estimates of the network as it depended critically on complicit baggage handlers and seems to have been, in part, project based.</li></ul>
<b>b. Countries / regions group is known to have operated in. (i.e. the group's operating area)</b>
<ul style="list-style-type: none"><li>Operated out of Barbados with Caribbean wide operations and with money laundering done through Brooklyn.</li></ul>
<b>D. Leader Characteristics</b>
<b>a. Who is/are the leader(s)</b>
<ul style="list-style-type: none"><li>Victor D'Acosta Bourne was the "principal leader."<sup>3</sup> He was a former American Airlines baggage handler or fleet service clerk employed at JFK Airport</li><li>Miguel Bozza, the key facilitator, was a dispatching crew chief who arranged for corrupt baggage handlers to pick up the narcotics on arrival at JFK.<sup>4</sup></li><li>Maria Alleyne, the mother of Bourne, used a Brooklyn footwear business to structure financial transactions to businesses in Barbados.<sup>5</sup></li></ul>
<b>b. Leadership timeline</b>
<ul style="list-style-type: none"><li>The leaders were arrested in 2009.</li></ul>
<b>c. Leadership style (autocratic, diffuse, etc.)</b>
<ul style="list-style-type: none"><li>Bourne, according to the indictment, "employed threats and the actual use of violence in order to collect drug debts and to deter members of the organization from cooperating with law enforcement."<sup>6</sup></li></ul>
<b>E. Organizational Structure</b>
<b>a. Topology (cellular, hierarchical, etc.)</b>
<ul style="list-style-type: none"><li>Classic morphing network that had a key facilitator and depended heavily on corrupt payment to baggage handlers.</li></ul>
<b>b. Membership – is there formal or informal membership in the organization or network? What role do informal or nonmembers play in trafficking and other criminal activities?</b>
<ul style="list-style-type: none"><li>Membership was informal but the individual baggage handlers involved were clearly known to be corrupt or susceptible to corruption and/or coercion.</li></ul>
<b>c. Command and Control (decentralized or centralized)</b>

Information derived from several sources and searchable databases.

All research conducted according to the project manual.

- The command and control clearly mirrored and exploited the licit process of assigning baggage handlers to particular flights and responsibilities

#### **F. Resources**

##### **a. Financial**

- The organization had some companies that facilitated drugs and money movement.

##### **b. Human**

- A set of baggage handlers who are, by implication, trusted employees.

##### **c. Logistical**

###### **i. Forgery, safe-houses, etc.**

- Classic use of insiders

###### **ii. Key routes**

- Exploited licit airline routes and flights

##### **d. Transportation**

###### **i. Land**

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###### **ii. Sea**

- The organization arranged for “the shipment of narcotics in cargo vessels through a footwear business based in Brooklyn, New York, as well as numerous businesses based in Barbados, all under the organization’s control.”<sup>7</sup>

###### **iii. Air**

- Use of commercial flights, especially involving American Airlines

###### **iv. Intermodal container**

- Not specified but possibly in the cargo vessel.

#### **G. Trafficking Methods and Modalities**

##### **a. Corruption**

- Central to the trafficking operations

##### **b. Concealment**

- In Planes

##### **c. Deception**

- Moved narcotics under guise of commercial cargo and footwear business

##### **d. Circumvention (avoiding border entry points)**

- Information not found.

#### **H. Prior / Existing Relationships**

##### **a. Other criminal organizations (cooperative and conflictual)**

- Not specified

##### **b. Corrupt politicians, law enforcement, political parties and other state entities, etc.**

- No evidence

##### **c. Specific detail: Any alliances / past dealings with terrorist groups.**

- Unlikely

#### **I. Ideological / Ethnic / Familial Orientation (if any)**

- Mother and son played key roles

#### **J. Technical Sophistication**

- Low

Information derived from several sources and searchable databases.

All research conducted according to the project manual.

<b>K. Penchant for Innovation</b>
<ul style="list-style-type: none"> <li>• Low – the scheme was not new</li> </ul>
<b>L. Activities in United States</b>
<ul style="list-style-type: none"> <li>a. Includes both criminal and non-criminal activities <ul style="list-style-type: none"> <li>• Business as cover</li> </ul> </li> <li>b. <i>Specific detail: trafficking activities; logistical activities</i> <ul style="list-style-type: none"> <li>• Brought in drugs to JFK and at least once in a cargo vessel</li> </ul> </li> <li>c. Linkages with US groups <ul style="list-style-type: none"> <li>i. Market/transaction links <ul style="list-style-type: none"> <li>• Not specified but this seems the most likely</li> </ul> </li> <li>ii. Stable supplier <ul style="list-style-type: none"> <li>• Information not found.</li> </ul> </li> <li>iii. Franchise arrangement <ul style="list-style-type: none"> <li>• Information not found.</li> </ul> </li> <li>iv. HQ and Branch office <ul style="list-style-type: none"> <li>• Information not found.</li> </ul> </li> </ul> </li> </ul>
<b>M. Evaluations</b>
<ul style="list-style-type: none"> <li>a. Strengths <ul style="list-style-type: none"> <li>• Used legitimate personnel with access to planes and baggage</li> </ul> </li> <li>b. Weaknesses and vulnerabilities <ul style="list-style-type: none"> <li>• Information not found.</li> </ul> </li> <li>c. Additional insights <ul style="list-style-type: none"> <li>• This highlights the dangers of insiders and the exploitation of legitimate business as cover for illegal activities.</li> </ul> </li> </ul>
<b>Other Notes</b>
<ul style="list-style-type: none"> <li>• This was not the first case of its kind. In 1999 “dozens of employees” of American Airlines were arrested in Miami for importing cocaine into the United States using cargo holds and food carts. There was also a case in 2009 involving airline employees shipping drugs through San Juan Airport in Puerto Rico.<sup>8</sup> It is a vulnerability that needs to be reduced even though the Bourne organization has been put out of business</li> <li>• The evidence is very limited even in the indictment and the gaps in the template reflect a lack of available information in the public domain.</li> </ul>

<sup>1</sup> “Former American Airlines Employee Indicted for Leading a Criminal Enterprise Involving Corrupt Dispatchers and Baggage Handlers,” Drug Enforcement Administration, News Release, October 15, 2010 <http://www.justice.gov/dea/pubs/states/newsrel/2010/nyc101510.html>

<sup>2</sup> See Superseding Indictment, USA against Victor D’Acosta Bourne, Miguel Bozza, and Maria Alleyne also known as Maria Bourne, Defendants, (Hereafter cited as Superseding Indictment), United States District Court, Eastern District of New York, p.4 (WMN/LM:TMM/AAS F.#2009R01111/OCDETF NY-NYE-4860)

<sup>3</sup> Superseding Indictment, p.3

<sup>4</sup> Superseding Indictment, p.4

<sup>5</sup> Superseding Indictment p.5

<sup>6</sup> Superseding Indictment p.4

Information derived from several sources and searchable databases.

All research conducted according to the project manual.

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<sup>7</sup> Superseding Indictment p.5

<sup>8</sup> Andreas Ahles, "Two American Airlines' employees charged with drug trafficking out of JFK Airport," *Sky Talk: Two American Airlines' employees charged with drug trafficking out of JFK Airport.html*