

**DRUG ENFORCEMENT ADMINISTRATION
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ROBERT STURTMAN**

UNIDENTIFIED FEMALE SPEAKER

21:53:17:14 FS: ...1965. He went through the ranks at lightening speed. He created the Office of International Training Division which is now OF, and in 1976 he became Director of Congressional Affairs. He became SAC (ph.) of the New England Field Division in 1979 and then in 1985 Bob became the SAC of the New York Field Division until he retired in 1990.

21:53:46:12 Since Bob's retired I'm sure you've seen him on TV because he's been on every program that had minutes in it, like *60 Minutes*, *48 Hours*, *Today*, *Good Morning America* and especially one that I personally like was the award-winning PBS *Frontline* documentary, *The Drug Wars*.

21:54:05:28 I want you all to welcome Bob, and he's going to speak to us about some of the heroes that he's known during his career.

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21:54:22:01 MS: This is highly unusual for me. As you know—some of you guys know, I speak for a living. I do about a hundred speeches a year. [B ROLL] I speak for a living, so I do about a hundred a year.

21:54:43:02 But speaking to a group like this, of your compatriots and some of you who have been here at least as long and a couple who may have been here longer than me and have lived the history, is a little intimidating. I will try to share some of the things, the history of the agency.

21:54:57:26 And the reason I came is when Susie, Susie Rice as I call her, when Susie Rice gave me that statistic of how few agents and non-agents there are in this agency who knew the history of the agency, who knew what made it what it is today. So what I'd like to do with you is share with you some of the history.

21:55:17:20 Some of the people I will talk about you will never have heard of, but I truly consider them heroes. Some of the people you will have heard of but you may not know in truth how heroic they were just in a couple of

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things. If I don't mention someone, like that Wall of Fame outside—horrible Wall of Fame of all of our brothers and sisters who were killed in the line of duty, it is not meant of—in any way denigrating them.

21:55:43:13 It's cause I wasn't personally involved. So I'd like to share a few of the story of who I was with and the personal involvement. Some of the stuff is funny, some of the stuff is incredibly bad. And one of the things I'm gonna spend a few minutes on is talking about what the world was like when crack became a drug of abuse in New York in 1985.

21:56:02:08 How in nine months it changed the entire tenure of the largest city in the United States. It changed the way people felt about the city. When I joined DEA in 1965, some of you may remember, the first person I literally met after I passed... I was brought over to headquarters and I met a man named Harry Turane (ph.).

21:56:23:27 I don't know how many of you remember Harry. Harry handed me my first gun and I think it was a 1933 something. And nobody ever told me you weren't

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supposed to wear a-an elastic belt when you put a gun on, cause I had never been through training. So I put the gun on the hilt and the belt fell down and the gun fell down.

21:56:43:14 And that was literally my first day on the job. For those of you who don't remember Harry, Harry's mother used to serve us lunch in the IRS building. She was in charge of the IRS cafeteria. That's how far back Harry—we go. I mean, just incredible world. After I got my gun I was an agent for 11 months before I'd ever seen a training school.

21:57:04:06 Nobody... Training? What was that? You were out making arrests your first night on the job with zero training, kicking doors in. And 11 months later I finally went to training school. Different times in those days. After being on the street, getting transferred to Baltimore, having the incredible good luck of working for a guy that a few of you still know named Joe Arpyle (ph.), the highly esteemed Sheriff of Phoenix, Arizona...

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21:57:33:25 Joe was our boss. We went up to Baltimore and did work up there, became a supervisor and got a call from Jack Ingersoll (ph.) in 1971. And he said, "We have decided to start to train foreign police officers because the theory is if we can inter-addict drugs that are destined for the U.S. before they get here, in theory that should work".

21:57:59:18 And it sounded like a great idea. And he said, "Would you come down and work for a guy named Perry Rifkin (ph.) and start the international training division"? So I came down with one other agent and we started the international training division. When we ended up, there were 50 agents.

21:58:14:28 And I'll tell you a true story that many people don't know. This is one of the funnier ones. The first school we ran was Rome, Italy. Now we were so stupid we didn't realize you don't pick a very sophisticated country to beta test your first training school. Pick a country where they won't know any better.

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21:58:32:10 So we picked one of the most sophisticated law enforcement countries in the world with three agencies that hate each other. It almost was like Customs, FBN and FBI in those days, except worse. And so we go over to Italy and we run a training school. And I will never forget we ran a practical investigation with helicopters

21:58:52:04 And the night before the practical investigation, the end of the two week school... We shared rooms, of course, in those days and I was sharing the room with another agent. And we just said, "This will never work. This was gonna be a horror". Anyway, during that training school, the first training school, there was an agent named Pete Tomano (ph.).

21:59:07:18 Some of you may remember Pete Tomano. Well, the night of graduate we went out and had a party with the Rome cops. And anybody been to Rome knows there's about 15 bars for ever men's room in Rome. So Peter went out to the alley, as many agents did, and he relieved himself in the alley.

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21:59:26:10 And, of course, a couple of agents saw him. So those of you that know agents over the years know agents never, never let a chance to get another agent go by. If you've got an opportunity, you take it. Anyway, an agent named Gus Fastler (ph.) took some letterhead from the embassy in Rome and he brought it back and we wrote this great letter to Director Ingersoll, signed by Henry Kissinger.

21:59:51:25 And it said, "Dear Mr. Ingersoll: I am very embarrassed about DEA. You guys ran a school over here and an agent got caught urinating in the—in the alley. And this has caused a huge diplomatic brouhaha, etc.". So I take all the agents who were at the school...

22:00:09:07 There were like 20 agents. And we (inaud.)—and I pick up and I say, "I don't know who this was but they have caused us a hell of a problem". And I read the letter. And to the day I die I will never forget, this is what agents were like then, Peter Tomano stands up in front of gu-20 guys.

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- 22:00:23:13 He says, "Here's my badge". He says, "Boss, it was me. Here's my badge. I'm leaving". And he resigned on the spot. Well, it took him about three days to convince him it wasn't true. That was... Those were the fun days and that's what it was like. In 1975 a gentleman who was one of my true heroes, named Peter Bensinger, became Administrator of DEA.
- 22:00:48:27 Peter was a Republic. He was head of the Corrections Department in Illinois. He came in and the first item on the agenda, some of you remember these days, was literally to save DEA, because shortly before that DEA agents were involved in an incident in Collins (ph.) in Illinois which we kicked the wrong door and put guns in the wrong people's faces.
- 22:01:08:25 And there was a congressional—a senate committee run by Senator Chuck Percy, whose stated job was to abolish DEA, to make us a part of the FBI. And Peter came in and he asked me to become Director of Congressional Affairs. And for two years our job was to turn around the way congress felt about this agency and hopefully not abolish us.

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22:01:33:16 It worked. And Peter was one of the true incredible guys—leaders that I ever worked for. Some of you may not know him but one of the bravest things I ever saw him do had nothing to do with a gun. He was Repub—appointed by a Republican. Jimmy Carter became President.

22:01:50:15 We were on an overseas trip. He got a call from a gentleman named Peter Boren (ph.). Peter Boren was the equivalent of the drug tsar in those days under Jimmy Carter. And Peter Boren said to Peter Bensinger, "You're testifying in front of congress and three days in front of House Committee—Subcommittee in Narcotics and we want you to testify in favor of legalization of marijuana".

22:02:17:00 And I will never forget that to the day I die. Peter Boren said, "I won't do it. And... Pardon?"

22:02:22:22 FS: Bensinger.

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22:02:23:06 MS: Bensingersaid, "I won't do and you can fire me. But I promise you I will go the papers and tell them exactly what you wanted us to do". And never heard about it again. To me, that took guts, standing up, what you believe in. And that man, to that—from that day forward, has always been a hero to me.

22:02:42:11 That he showed that incredible kind of intestinal fortitude. Shortly after... I'll never forget after coming back non-stop from a trip, because the job of Congressional Affairs in those days (I was the first agent who had the job) was to travel overseas with congressmen and senators and become the liaison with the drug world.

22:03:03:11 And 73 countries and five years later I came back from a non-stop trip from Seoul, Korea. And in those days it was only the presidential fleet, cause you would fly in Air Force Two, it was only the presidential fleet that had the gas capability to come back. And I'll never forget I got off the plane 18 hours in the air with a bunch of congressmen and walked into Bensingers' office and said, "Peter, I'm out of here".

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22:03:27:04 "You gotta move me somewhere." And so he.. I was very fortunate. He put me in charge of the Boston office. Unfortunately, Boston, as some of you know, in the early '70s had some corruption problems. A number of agents ended up fired. I think one agent ended up going to jail.

22:03:46:14 And David Westdrake (ph.), a guy some of you may not remember, wrote a paper that he gave me, 50 pages long, and it basically said in the Boston the problem is that the defense attorneys go to the same bars as the defendants that go to the same bars as the cops and the federal agents.

22:04:02:12 They were all borne and bred in the same town and they never left. And that was really the genesis of the DEA transfer policy. So I went up there and it was my first field management job. And Susie was very nice. She said that I went lightening fast through the chain.

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22:04:17:19 And I get asked occasionally, "How'd you do it? How'd you move up so quickly"? And I will share with you two of my three management philosophies, and I'll give you the third in a few minutes. If I was successful, and I have no idea that I was or I wasn't other than the great people around me, the first one was always make agents proud of who they—what they do.

22:04:39:27 And I always felt that was incredibly important. Nothing would, excuse me, piss me off more than I would say, "I work for DEA" and they'd say, "Oh, that's a part of the FBI". Agents had no sense of self-worth because they never were publicly held up.

22:04:57:29 And so when I went to Boston, I said, "That's the first thing I'm gonna change". When DEA makes a case and an arrest, DEA personnel are gonna announce that case and arrest. I wanted agents to be proud of who I am. I got asked the other day why so few agents become corrupt in DEA.

22:05:13:20 And you and I know we've had agents that have gone corrupt, but the numbers of them compared to the total

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number of agents is tiny. And I told someone, I said, "You know, we can't compete with the bad guys when it comes to money". Nobody can out-bribe agents the way the bad guys can.

22:05:29:13 We could never meet their salaries. But I have always felt that if the agents have a sense of pride in what they do, they will never become corrupt. If you care about what you do, you're not gonna sell out for a few bucks. So that was my first one. And the second...
[PHONE/B ROLL]

22:05:48:09 My second management issue was I tried to never be so egotistical that I thought I could do everything. I knew what my shortcomings were. I'll be out front with you. People used to joke about it. I wasn't the greatest case agent in the world. I knew that. I couldn't conceptualize a case the way other agents could.

22:06:11:12 I was real good at dealing with people in the political side and that kind of management stuff. So I was not afraid to bring in people who could play to

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my strengths. And so the first person I brought in as my deputy was Carlo Botcha (ph.), in those days one of the best case agents I knew.

22:06:29:18 I always told people that when I was the boss in a room, I wanted to be the stupidest person in that room. And I truly meant that. I wanted to be the stupidest person in the room because I wanted to have bright people who were not afraid to say to me, "Boss, you're wrong. Shut up. Do it this way".

22:06:45:25 And that's what I tried to do. Because I was not afraid to say, "You know what? I'm weak in this area". And so I brought in Carlo who was my second a—who was my deputy in charge. My third week in the job in Boston, some of you may remember I loved going out on the street.

22:07:03:27 I went out on an arrest with a female agent named Pat Meade (ph.). It ended up in a—with Pat getting run over and us shooting the bad guy. She broke her back. And I will never forget the piece of advice John Fallon (ph.) gave me, who I reported to in those days.

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He said, "Bob, you can't be part of the problem and solve the problem at the same time".

22:07:25:28 "Don't get involved with that kind of stuff." And so, unfortunately, I had to leave the streets. I was in Boston for a—for about five years and I got a call one day from my second person who was a true hero to me. He was an Administrator in those days. I was at my ho—my sister's house and it was Jack Lawn (ph.), one of the finest gentlemen I have ever had the pleasure to meet or work for.

22:07:57:12 And Jack said, "Bob, we're gonna move you and you can go to New York or Boston". And we talked about it and I decided to go to New York. I'll tell you why Jack Lawn, before I ever really personally knew him or got involved with him, was a hero. Many of you remember this.

22:08:13:28 Patty Hoffman this morning handed me one of the little red bracelets for Kikki (ph.) Camarana (ph.). Most of you know, when Kikki was kidnapped and killed, that horrible, horrible issue, the State Department said

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basically, "You will do nothing about it because the politics of Mexico and the U.S. are too important".

22:08:32:21 And basically they said to us, "A DEA agent is expendable in the overall political game". And I will, to the day I die, never forget Jack Lawn and Willie Von Robb (ph.), (Unint.) in those days, said to that, "Bull [you know what]! That ain't happening".

22:08:50:12 And the two of them closed the border between Mexico and the U.S. against every other government agency and said, "Nobody's gonna kill a DEA agent and have some other agency say to us it doesn't matter in the overall political scheme of things". And Jack Lawn taught me a huge lesson, the way he handled that, that I will talk about in a few minutes.

22:09:13:06 So I went to New York and I became Agent in Charge. And, again, I will tell you that my philosophy of getting the best agents I could who were good at what I wasn't good at... And so the (inaud.) for me was easy. I brought in Kevin Gallagher as my deputy.

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Some of you may be old enough to remember Kevin, the single best case conceptualizer I ever met.

22:09:35:07 He could sit down and hear agents run by who're the bad guys, what they were, what the good guys were and he could conceptualize that case and lay it out going forward. He was incredible. I went over to meet the U.S. Attorney at that time, a guy who said, "You guys are gonna have huge clashes because, Bob (my nickname at the time was Video Bob)—because, Bob, you like publicity and this guy's been known to like a little bit of publicity.

22:09:58:14 And that, of course, was Rudy Giuliani. And amazing to most people, I sat down with Rudy and I said, "Rudy, I've got a bunch of agents who have no sense of self-worth because every time there was a case of DEA in New York, Rudy Giuliani announced it or the Director of the FBI announced it".

22:10:15:27 And I said, "Rudy, you gotta let us run with it". And he was such an absolute gentleman. He said, "Bob, that's more important management than me announcing

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cases. You handle em all from now on". And so we were able to go in the sense of self-worth. And then I brought Jack Lawn along as my number two.

22:10:35:09 Shortly before crack got introduced I met my third hero in this job. And this is a young man who's still on this job. He may have actually been at headquarters at the time. He was a young man that I hired in Boston as an intern from Northeastern University, named Bruce Travers (ph.).

22:10:52:03 Bruce got transferred.. I actually brought him to New York. When I got transferred to New York, Bruce came to New York. He was 23 years of age at the time. Incredibly bright, great agent. They were executing a search warrant in Washington Heights, New York, in what we call the "Raro (ph.) Flat", which means that the hallway was long and thin and the little rooms that popped off the hallway, almost like spokes on a railroad track.

22:11:16:09 And Bruce opened up a closet. He was third guy in. First guy cleared the first two rooms. Bruce opened

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up a closet and there was a guy standing behind the clothes. And when Bruce opened up the closet, this guy with a 357 put a 357 in Bruce's face that went in under his cheek and came out here.

22:11:35:09 And he obviously lived. He's around today. And he went to the hospital and I showed up at the emergency room. And I'll never forget walking in and seeing Bruce and then saying to the doctor, "I can't believe he got shot with a 357 cause he looks so good". And he actually looked fairly good.

22:11:52:20 And the doctor pointed out to me that Bruce had no bone from here to here. Everything was shattered. But because of the trauma of the bullet, his cheek was blown out so you couldn't see it. Those of you who know Bruce know he had 16 surgeries on his face. One thing we learned in Vietnam was how to put people back together again.

22:12:10:22 And Bruce had 16 surgeries. He was in Beth Israel Hospital. And one of the few times I ever cried on this job, Bruce was laying in a hospital and he got a

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call from President Reagan. And Bruce couldn't talk so we were go-betweens. And I will never forget to the day I die President Reagan said to Bruce Travers, "Bruce, what can I do to you—for you"?

22:12:32:01 And Bruce's answer was, he wrote it out, I'll never forget this, "Mr. President, all I want is when I'm physically able to you—for you to make sure I can get my badge back and become a street agent again". And I will never forget that day where here this kid just got shot in the face, all he wanted to do was get his badge back and become an agent again.

22:12:55:09 And that's the kind of person that I loved in this agency. And there was so damn many of them that it was incredible for me. October of 1985, for me, the world changed. A guy named John Maltz (ph.) walked in. Some of you may remember John. He was head of the task force.

22:13:13:18 And he said to me, "Boss, we're finding vials of this shit all over Harlem and we have no idea what it was [*sic*]". And for the first time he showed me something

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that nobody ever heard of til that time. Ben (Unint.) was there. Ben started keeping track of the statistics and it was called "crack".

22:13:31:10 Nobody knew what this stuff was but all of a sudden the city was flooded with it. And unfortunately for DEA, because crack had no major smugglers, the Colombians were not involved with crack, it was basically a bunch [*sic*] street Dominicans who were buying cocaine, kilo levels, and making it into crack.

22:13:52:02 Didn't meet DEA standards. It was not an international, interstate case. And so, of course, one of the huge fights between the New York office and headquarters was, "Could we make crack cases even though they didn't meet our standards". And once again Jack Lawn was a hero to me cause he came up there and he sat through it and he listened to it and he said, "This is too important for us to stand on bureaucratic protocol".

22:14:14:28 "We're gonna make these cases." I'm gonna read a couple of paragraphs, if I can, from my book to give

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you a sense of what the times were like then because, frankly, I said it better at the time when it was there. "Crack... When crack became a drug of abuse in New York"...

22:14:33:25 And you could get a sense of what the time—what the time was like. "In 1986 a Manhattan crack agent—crack addict had hurled his eight year old niece from the window of Schaumberg (ph.) Plaza Apartments to her death on 110th Street, he killed her in a fit of rage at her mother who caught him stealing from her purse to buy drugs".

22:14:54:26 "The same year, 1986, it was reported that the use of drugs amongst the city's 7,000 jail guards was 'according to the city becoming epidemic'. It was reported in that same year, in 1986, that 40% of the nation's doctors, younger than age 40, had admitted to using marijuana or cocaine."

22:15:17:16 That was the world we were living in in the mid-'80s. "In January of 1987 a 65 year old nun was slain at a Bronx homeless shelter and police said it was a former

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resident who had thrown her out—who she had thrown out for repeatedly taking drugs in the house. In other reports from the demand front, a nine year old boy was arrested at Kennedy Airport as he delivered \$3,000,000.00 worth of heroine.”

22:15:43:26 “The child had flown unaccompanied from Nigeria. And the Chairman of the Metropolitan Transit Authority in New York said one out of every three applicants for a city bus driver in New York failed the drug test when they applied.” Gave you a sense of the world we were living in in those days.

22:16:05:14 It was—it was truly a crazy world. We fought the fought—we fought the fight for a number of years. I began to get the sense, honestly, to what availed (ph.). One of the questions I get asked is, thanks to a lady who I think is here named Retha (ph.) Fillmore, who taught me about FIRS (ph.) as opposed to civil service...

22:16:27:26 I had switched to FIRS and I was able to retire from DEA at 46, with 25 years on the job. And one of the

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questions I get asked all the time honestly, and I don't think I've ever talked about this publicly, "Well, why did you quit at 46 because you clearly could have had a bunch more years in the agency"?

22:16:44:00 One of the reasons I quit was my third management philosophy, which I'll talk about in second, which was always quit when you're ahead of the game. And I truly meant that. I followed two really good people as agent in charge of New York. Who they were doesn't make any difference.

22:17:01:26 Left not with a scandal, but people were bad mouthing them for one simple reason. In my opinion, they stayed beyond the time they should have. Always quit ahead of the game, man. People remember you if you're ahead. You do a thousand good things, you screw up that thousandth and first time when you're there, that's (inaud.).

22:17:20:28 So I always believed in leaving ahead of the game. The second thing was I started to realize that I had agents out getting shot and killed and cops getting

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shot and killed and I began to realize what difference are we making, in no way disparaging the agency because I loved the agency and the agents.

22:17:39:03 It was the political system behind us that never really backed us up, that gave me a sense of what are we really doing here. Let me read another short piece from the book to give you a sense of what it was like. "In 1988 New York City Police recorded 90,000 drug arrests."

22:18:00:17 "Thousands of federal drug arrests were heaped on par— on top of that tally. That year DEA seized from drug dealers in New York \$75,000,000.00 worth of property. Three hundred and eighty-four—five cars worth 4.3 million, seven boats, four planes, a hundred and thirty-nine pieces of jewelry, at one point \$8,000,000.00., 51 buildings worth \$25,000,000.00 and uncatalogued possessions worth millions of dollars more."

22:18:28:17 "But even the efforts of nearly 35,000 officers, troopers and agents could not be enough to reclaim the

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streets. Life in the city had taken on a hellish cast. By the end of 1988 the murder count in New York City approached 2,000 people. And almost half of those homicides were blamed on crack".

22:18:49:16 "Child abuse by parents who used drugs had tripled to more than 8500 cases. Instances of child neglect rose from 41,000 to 52,000 in one year. The number of babies born with drugs in their system increased in one year from 1300 to 5,000. Reported cases of venereal disease more than doubled in one year."

22:19:15:05 "Those of us in law enforcement knew that without the he-our-with help of the public our task was hopeless. The jails could not hold enough people. Less than 5,000 of the 90,000 people arrested in New York City were sent to prison." You know why? There was no place to send them.

22:19:34:18 Eighty-five thousand [sic] people arrested in one year, 5,000 went to jail cause there wasn't room for the 85,000 other people. That's how this drug was literally changing the face. In 1969... And I will

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never forget this figure because I sat back one night and I said, "What are we doing here"?

22:19:55:04 "Are we really ever gonna win this fight?" And, again, this in no way disparages the agency cause every person I've known in the agency truly cared. It was the politics behind it. In 1969 the United States spent almost 300 billion dollars in 1989 dollars on the war in Vietnam.

22:20:16:04 In one year we spent 300 billion dollars in 1989 dollars. At the beginning of 1989 (ph.) the government authorized 1.9 billion for all drug treatment and prevention in the United States and a little less than four billion for all drug law enforcement operations, including intelligence, etc.

22:20:40:01 The next year, in one year, we spent 50 billion dollars in a war in the mid-east. So I guess the point to me was we're out here killing ourselves, not me, but the people around me, and what support do we get from the political structure? And it became very difficult.

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22:20:58:12 I guess the biggest issue for me that brought me home to where we really were was in 1989 a very, very dear close friend of mine, who was an agent, who was my executive assistant for a year, was killed on the job. A man named Everett Hatcher. Everett was, as I said, my executive assistant for almost a year.

22:21:19:20 He was a black agent, married to a white woman for 30 years in years before that was accepted. Larry Hornstein (ph.) remembers him well. He was getting his—I believe his Ph.D. in early childhood education, had three kids that were incredible kids and was a neighbor of mine.

22:21:38:22 Everett Hatcher got killed by a man named Gus Ferrochi (ph.). He had been working undercover on an FBI case because at age 43 or 44 Everett said to me one day, "Boss, I gotta get back out on the street. This paperwork in headquarters" (which was New York City headquarters) "ain't fun anymore".

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- 22:21:56:16 "I gotta get back on the street." Well, at age 43 he didn't have to go back on the street. He did it because he wanted to. And so he got assigned to a joint FBI/DEA task force. And he was buying from a guy named Gus Ferrochi. He had made two buys from him.
- 22:22:10:16 This was the third meet. In fact, it wasn't even a buy. And so as we found out later, the surveillance was kind of loosy-goosy because Everett said, "No problems, man. No dope, no money, no problems. We're just gonna talk". Unfortunately for us, Gus Ferrochi became suspicious of Everett Hatcher.
- 22:22:32:01 And he started to mull over in his mind whether or not to kill him. Now the reason we know this is Gus was with his cousin Dominic at the time and later Dominic became a witness for the government. And I'd like to share with you some of the things that were said by Gus just before they killed this agent to give you an insight into the mind of the people we were dealing with.

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- 22:22:53:09 Gus Ferrochi, by the way, was a fairly low level-made guy I think in the Colombo family. They were following Everett after having met him. Inside the van Dominic explained, Gus' cousin, "Gus continued to wrestle with the idea that Everett may be bad. 'He seems like a nice guy', he said at one point, 'but I don't know', he would say later".
- 22:23:16:21 "Then he said, 'I can't take any chances'." Gus seemed to be talking more then himself to his cousin. By the time they drove past St. Joseph's by the Sea, a Roman Catholic church on Highland Avenue, Gus had made up his mind. They were stopped at a red light. I apologize for the expletive but I think it's important to get a sense.
- 22:23:34:29 Gus turned to his cousin and said, "Fuck it, I think I'll kill him". Dominic turned to his cousin and said... This was not in my book but I will never forget it. "Gus, are you crazy! Don't say that in front of a church." It's not a joke. Think of that mentality for a minute.

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22:23:52:20 Don't say don't kill the guy; don't say it in front of a church. You gotta be out of your mind. You can't just kill a federal agent in the neighborhood where you—where you are. "I'll kill him at the next traffic light".

22:24:07:17 They drove up and Gus walked out of his car and he was giving Everett directions and he took—while Everett was sitting behind the wheel, and he took his 357 out, put it to the back of Gus' head—to the back of Everett Hatcher's head and put four bullets in his head. One of the other heroes, and I am gonna embarrass him terribly, is sitting in this room, in my life, and that's a young man named Larry Hornstein, who was on that surveillance, who loved Everett Hatcher like a brother.

22:24:41:13 And to the day this—he died—til the day he dies my guess is he will feel bad because they lost the surveillance. They had a piece of equipment called a "T3—"T4", which didn't work 50% of the time. But that was the best equipment we had. And that's what we let Everett's life depend on, was this piece of T4.

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22:25:00:25 And after Larry Hornstein said to Wade Baldwin, a young agent 22 years of age, "I know he's dead" and they found him 15 minutes later, Larry called me up at home, or I was in the car going down (inaud.) called me at home. And the reason Larry Hornstein was a hero to me was...

22:25:20:29 I said to him... Cause Larry was close to me. He was on a security detail. I said, "Larry, what happened"? And I will tell you I was an agent for 20 years at that time. I'll tell you what most agents would do. They'd start to cover themselves. They'd start to make excuses.

22:25:35:18 And Larry Hornstein said to me without a flip, he said, "Boss, we lost him". Didn't cover himself, didn't make excuses. "Boss, we lost him". And that's when my respect for a young man like Larry Hornstein, who knew the issue was this brother of ours had been killed was far more important than covering our asses and making sure we don't get blamed...

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22:26:01:00 We... I went to the scene and probably one of the more famous press conferences I ever had was when I said to all the media out there that, "I hope that every New York yuppie who thinks that taking a line of (inaud.) is a joke, takes a look at that dead agent in the back—in the front seat of that car with his three kids and understand that by you doing that line of coke you killed this guy".

22:26:24:08 And we were fortunate that the President saw it (Bush one), and as we were talking about before, the next day his Chief of Staff called. And President Bush came to the office four days later, Larry was there, and spent five hours at the DEA office. Now for those of you know that anything about a president, you know that's an incredible amount of time for any sitting president to spend.

22:26:47:18 My second issue with Jack Lawn was... I called up Jack. I said, "Jack, the President's come out". He said, "I know". I said, "What time you coming up"? And Jack Lawn was sure enough of himself to say, "Bob, I don't have to go up there. It's your show. You handle it".

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The head of an agency to say that to an underling took incredible, I thought, sense of self-worth.

22:27:08:16 And the President came up and he met Mrs. Hatcher and he met Hatcher's kids. And one of the funnier things, Everett's son at that time was six years old, and the first thing he said to the President was, "Mr. President, can I have your autograph"? And the President gave him an autograph.

22:27:23:05 And he said, "Can I have your autograph for my friend Timmy"? It's not a joke. So the President writes out an autograph and gives it to the kid. Then Everett Hatcher's five year old son said (the humor in the middle of the sorrow)—says, "I like the mailman. Can you give me an autograph for the mailman"?

22:27:39:14 Honest to God. And President Bush wrote off an autograph to the mailman and gave it to his son. And Pre—the President addressed the agents and he met with bunches of agents, spent the day up there and he left. I wanna go back to another piece that, to me, was very important.

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22:28:00:22 And it's one of the other heroes. It's the night Everett got killed and I had the horrible job of going out to Mary Jane Hatcher's house and talking to her about Everett being killed. It was about an hour afterwards. One of the other heroes for me on this job was a person probably people don't even think of.

22:28:20:18 I thought (inaud). [TAPE BREAKS UP] And it was a young [TAPE BREAKS UP] who was an agent named Ann Hayes. Ann Hayes was the trauma agent. And I don't know if they still have em, but in those days she was the agent in a location where, God forbid, something happened she was the one who was trained to go take care of it.

22:28:39:04 In one year let me share with you what Ann, and secondarily I, but mostly Ann had to deal with. This is the night we're talking I'm on my way to Everett's house. We talked about it. During the 18 months prior to Everett Hatcher being killed, Mary-Ann Hayes had developed a horror of incessant sound of her beeper.

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- 22:28:58:15 Each time it went off, she dropped whatever she was doing and ran to help someone deal with a crippling, emotional pain. In 18 months we had four agents shot in the New York office. An agent committed suicide. An agent's four year old son walked in on him (and I'll tell you the story in a minute) when he was asleep in the den and picked up his gun and killed himself with the gun.
- 22:29:22:27 An agent murdered his wife and another agent driving drunk killed two innocent people driving an LGV. All of that happened in an 18 month period, my last 18 months in New York in DEA. And Mary—and Ann Hayes personally had to deal with every one of em. I went out to Mary Jane's house and we told her what had happened.
- 22:29:45:29 An incredible lady that day and to this day. And she said, "My God, Everett talked to me and she—he didn't wanna go out on this deal. He felt something was wrong." And, unfortunately, there was. But... And I wanna share this with you. Probably the one day of my

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life—the one minute of my life that struck me about the sacrifice that the people you work with have to make for this job, was I walked into Everett's house and in his house was another agent named Andy Newkowski (ph.) who worked for me in New York, because he was a good friend of agen—of Everett's.

22:30:20:27 Now what was so crazy about that? Andy Newkowski, six months before, is the agent who came back from working a double shift at Kennedy Airport I think, went to sleep in the den so he wouldn't wake up his family, put his gun up on the shelf, woke up that morning and forgot his gun was there, walked upstairs, went to bed, and his four year old son came down, picked up his gun and blew his brains out.

22:30:48:21 And Everett Hatcher was a pallbearer five months before at that kid's funeral. And then I walk into Everett's house and here's Andy Newkowski trying to comfort Mrs. Hatcher. And I gotta tell you something guys, I don't care how tough you are, you look at something like that and you gotta say, "Man, this ain't what the world is really like, I hope".

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22:31:11:20 And that... I will just truly never forget that day. We went out and the next job, of course, was to catch Gus Ferrochi. And this is when Jack Lawn, once again, proved his hero-ness (ph.) to me. I said, "Jack, this guy's disappeared in a city of 9,000,000 people". The hit on Everett, the killing of Everett was not sanctioned by the mob, but the mob was hiding Everett—was hiding Gus.

22:31:43:16 And so for five months we were constantly two days, three days behind. Larry remembers those days well. And I will never forget talking to Jack Lawn, and his instructions to me were, "Bob, you do whatever you've gotta do to catch this guy because I promise you you will never be left out there swinging by yourself if something turns against you".

22:32:07:18 And I knew exactly what Jack meant. And I will tell you when you can work for a leader like that, who understands that we're not gonna have an agent assassinated and a guy get away with it, and "You do

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whatever you gotta do to catch that guy cause you ain't gonna take the heat. I will"...

22:32:22:01 And I knew Jack Lawn would. And I have admired people like Jack since then. And that's the privilege for me I've had. Well, as you probably know, nine months later Everett-Gus finally did get turned over to us. He got shot 17 times and his body was turned over to us in Brooklyn.

22:32:40:14 He was shot by the mob. And it was then I decided I had to retire. I had enough. Burned out. Being honest with ya. Loved the job, loved the people. How will you ever find people like some of the people in this room on the outside? I'll tell ya, for those of you who are still young and you don't know it, you won't.

22:33:00:08 You won't. You will not find the sense of loyalty and the kind of people who care. And I decided to leave because, number one, I was burned out and, number two, I decided I wanna leave young enough where we had not

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had a really horrible thing happen in the office that it was our fault.

22:33:16:06 And I knew eventually it would. Let me tell you something. If you do your job as an agent, it's gonna turn against you some day. You all know the saying that all agents used to have, "No cases, no problems; little cases, little problems; big cases, big problems".

22:33:30:17 It's exactly what it was. And so I decided to pack it in. Somebody asked me... And I don't know how many of you know this, but I do about a hundred speeches a year now. About 50 of em are on college campuses. I debate the editor of *High Times Magazine* on legalization of marijuana.

22:33:46:21 And we do that 50 times a year. Trust me when I tell you, we'll have 2,000 students in a room, three of em are in favor of me. Nineteen thousand-nineteen hundred and ninety-seven of em are against me. Somebody asked me, "Why do you do what you do"? I mean, I'm very fortunate.

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- 22:34:00:05 I had a business and sold it. I don't have to work. I do it because I still believe the mission you guys have, and I try to keep up that mission in my way. And it's getting people to understand that drugs are not the way to go. And I will share with you a final story, and I'll open it up for any questions if there are, why I keep doing what I do.
- 22:34:19:19 Something happened to me when I lived in Baltimore, Maryland. I was a young agent living in Baltimore. This had to be '74, '75. I can't remember what year. And a neighbor of mine called me up and said, "Bob, would you talk to my son? I think he's using drugs". And I said, "Look. I am not a shrink".
- 22:34:35:26 "I'm not a social worker. I'm not a psychologist. I'm an agent. I arrest bad guys. I'm not the guy you want to talk to your kid." We've all done favors for friends. He said, "Would you please talk to my son"? I said finally, "Okay". And I went over his house and I talked to him.

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- 22:34:51:03 The kid was maybe 14. The kid was named Kenny at age 14. And at age 14 this kid had used LSD. He told me out front. Didn't give a damn. He told me he'd used crack. Excuse me. He had used cocaine, LSD, hashish and a couple of other drugs at age 14. Very proud of it.
- 22:35:07:06 During this conversation, we talked for an hour, I swear to you he used words I will never ever forget. About an hour into the conversation this kid looks up at me and, again, I apologize for the expletive, but he said to me, "Hey, man, why don't you get off my God damn back. I'm not hurting anybody".
- 22:35:26:29 I will never forget that attitude. "I am not hurting anybody." And I understood I was not gonna do any good with this kid. I left. Seven months later I was in Baltimore. I got a call from a guy who some of you—in the time ended up as Deputy Commissioner of Baltimore Police Department, Leon Taubman (ph.)
- 22:35:46:10 He was head of the Narcotics Bureau at that time. He said, "Hey, Bob, come down to the Greyhound Bus

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Station in Baltimore. There's somebody I want you to see". Greyhound Bus Station. I went down and Leon was in the lobby. He said, "Go back into the men's room in the third stall".

22:36:00:16 And I walked back in there and sitting on the toilet dead at age 15 was Kenny with a spike still in his arm, overdose from heroine. Because he had my business card in his pocket that's why they called me. And to the day I die I will never forget that 15 year old kid sitting there saying to me seven months before, "Get off my back. I'm not hurting anybody".

22:36:23:09 And except he had no idea he was killing himself. And that's why I do what I do today, because I believe so much in what you guys do. Without the political backing, I understand that. But you do it because you believe it's right. And so I have tried to continue in that vein, if you will, I continue to do what I can do on the right side.

22:36:48:15 One of the promises I made... Some of you know I wrote a book, and one of the first things I told the author

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is the—I'm sorry, the publisher, was if you expect me to write a book that's a tell-all about DEA agents, it ain't gonna happen. I told him, "You're never gonna hear me say anything bad about DEA or its agents".

22:37:10:03 Because no matter how upset you would get at somebody, you separated the personal from the professional. And one of the things I loved about some of the people I worked for, and I try to emulate it, I promoted people I really disliked. And that's the God's... I really disliked them, but I thought it was so important to separate the personal feelings from the professional capability.

22:37:36:18 And that, again, is a standard I try to uphold. And coming back here, thanks to Susie Weiss (ph.) inviting me, it is truly great for me. I hired Patty Hoffman when she was 18 years of age. She came to work for me... I won't tell you what year cause then you'll all figure out how old she is.

22:37:54:15 She's been in the Administrator's office for 20 years and God knows been through how many administrators.

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22:37:59:20 FS: (Inaud.).

22:38:01:13 MS: How many? Seven? Seven administrators. She's been running the agency through seven administrators. And she ran me when I was in International Training. Susie, thank you for having me here. For all of those who sat here and... You know what I was afraid was gonna happen?

22:38:16:14 Cause Susie said, "Well some of the people who will come will remember you". Honest to God, if you remember me, I thought they were gonna close the doors and put a sign up out front, "Nursing home. Please do-please don't disturb". It is a pleasure to see a few of you...

22:38:28:10 If any... Could you... Could we turn the lights down? Is there anybody there who can do that? Oh, I'm gonna come down here cause I can't... Does anybody have any questions, arguments, debate? Anybody? Anybody alive?

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22:38:42:17 Q: (Inaud.).

22:38:43:18 A: Well, I'm gonna come down cause I can't see anybody back there. The name of the book is "Dead on Delivery", which was talking about the Reagan drug policy. And, again, I am not a Republican or Democrat. This is in no way a political issue. President Reagan was one of the great communicators we had.

22:39:03:09 And I buried an agent named Ray Stasney (ph.). Some of you may remember him. (Inaud.) killed.. He lived in Long Island. Didn't get killed there. But we brought his body back and we buried him on Long Island. And the day of his funeral President Reagan came out with this huge, incredible communicative speech about how we are going to be down on drugs in the United States, and 11 days later they cut the federal drug budget by 15%.

22:39:28:28 And that was what the book was named after, "Dead on Delivery", which is federal drug policy. Anybody else? Yes, sir.

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22:39:39:28 Q: (Inaud.).

22:39:46:17 A: That's a great question. Probably what I feel strongest about and what flew in the face of DEA philosophy at that time... I shouldn't say DEA, I should say FBN and BND. The basic feeling of most agent people—agency people at that time was "You don't talk to the public".

22:40:06:13 "What they don't know won't hurt em. We're a secretive organization like the CIA." I had always felt just the opposite. I had always felt that our agents cannot do the job alone. We need support of people. And if you're gonna get that support, they have to know who they are.

22:40:20:20 And so I was a huge believer in prevention. I'll tell you what got me in huge trouble when I retired. I'll say the same thing Jack Lawn said at the same—at the time, but it got me in trouble. I said, "I"... Nobody loves law enforcement more than me. I mean, frankly,

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I carried a badge 25 years and I loved law enforcement.

22:40:42:19 I loved the agents and I loved cops and I loved the people that work here. But I understood that cops were never gonna make drugs unavailable in this country. And too many Americans depended on us to save their kids. And so I thought it was incredibly important for us to motivate those parents and the public to do prevention.

22:41:02:11 How are we doing? If you statistically look at how we're doing it compared to 1970, you're doing much better. But, again, as you well know cause you're a bright guy, you know it all depends on the base you compare it with. '70 was the beginning of the drug world as we know it.

22:41:19:29 I will tell you I think we're generally losing the argument. When I go to college campuses, we are absolutely losing the war on issue like medical marijuana. And the worst thing that ever happened to us, and it's not the agents' fault nor is it, my

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guess, the Administrator's fault, but when you have to have a DEA agent arresting a terminal cancer patient for possession of marijuana, I will tell you that that picture is all that most people remember about us.

22:41:51:00 That's all that most people remember. Now I understand we get caught in the middle and I understand we don't make that philosophy, but we're the frontline and we get caught on it. We see drugs that are incre... I mean, I work with school systems. I was at Denver Academy, some of you—it's a very upscale private school, eight months ago.

22:42:14:00 Okay? A thousand kids in the morning. I said to those kids, "What do you guys wanna talk about today? Forget what I wanna talk about". I swear to God, we spent the entire day talking about the "hug drug", "easy lay", "roofies" (ph.) and "special K". All we talked about.

22:42:30:14 Thank you. What are they? They're the four synthetic club drugs - ecstasy, ketomine (ph.), ohipnal (ph.) and whatever the fourth one is. GHB (ph.). I said to

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the parents that night... To answer your question, this may do it. I said to the parents that night, I said, "What do you think I talked about with your kids"?

22:42:50:13 "Cocaine, marijuana and LSD." And I said to em, there were maybe 300 parents, I said, "How many of you know what special K is"? And I felt real good cause about a third of em raised their hand, until they told me it was a cereal made by Kelloggs. So to answer your question, I'll share with you a statistic that we don't control.

22:43:08:09 Less than 50% of the kids in the United States receive any substance abuse education by the 10th grade. Think about that. Now you guys all know the average age of first drug use in the United States is 12 years and four months. And the way your kid will never get to decide...

22:43:27:29 Most of us are probably parents here or, my age, grandparents. The way your 12 and a half year old daughter never decides whether or not to use drugs is nobody walks up to your 12 year old daughter and says,

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"Hey, Susie, you wanna smoke a joint? I'll meet ya next week".

22:43:43:02 And give the kid a week to think about it or talk to her parents. Never the way it happens, guys. I spend my life dealing with young adults now. The way it happens is somebody walks up to you 12 year old-3 month old daughter and says, "Hey, Susie, you wanna smoke a joint"?

22:43:56:05 [RASPBERRY] "Here." And sticks it in our kids' faces. And most of those kids have never learned how to say, "No". It's real easy to say, "Just say No". That's easy. That's not the way it works, guys. You gotta teach the kids how to say, "No". And that's what we are, I think, unfortunately failing miserably at.

22:44:18:15 D.A.R.E., a great problem. Never designed to be a stand-alone school-based program. Always designed to be an integral part of a school-based program for originally grade four and six. What happened? The

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school prof-superintendent said, "Hey, if the cops wanna budget for drug education, we don't have to".

22:44:40:05 Seventy-five percent of the schools in the United States cut out drug education in their budget. And the last thing I'll tell you... You answered [*sic*] me "How we're doing"? And this is a passion of mine, obviously. In the United States we spend an average of \$7,200.00 per pupil per year on public education.

22:44:59:11 That's the national average, 7200. Many people will argue with you that drugs and alcohol may be the single biggest problem many of our kids face. You know how much we spend on average per year per student on drugs and alcohol education? Ten dollars out of 7200.

22:45:15:24 So you tell me how we're doing. Anybody else? I guess it's 11:00. You guys have been great. Thank you for coming.

UNIDENTIFIED FEMALE SPEAKER

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22:45:31:03 FS: I just wanna thank everybody for coming and to reiterate, as you all know, he's still prime time, isn't he? Thank you.

END OF TAPE