THE MACHINE: Consisting formally of a central committee, the leader of which may be the city “boss,” the members of which are ward leaders, who are in turn supported by ward heelers, precinct captains, block captains, etc.

ECONOMIC FOUNDATION: Industrial corporations, real estate developers, landlords, banks, utility companies, merchants, shopkeepers, bookies, etc.

POLITICAL FOUNDATION: The poor, ethnic neighborhoods, saloons, social clubs, parishes, fraternal organizations, gangs, etc.

MACHINE PAYBACK FOR ECONOMIC SUPPORT: Market stabilization, reduction of competition, tax fraud, preferential treatment of business in terms of contracts, licenses, taxes, and regulations.

ECONOMIC SUPPORT OF THE MACHINE: Taxes, bribery, graft, kickbacks.

POLITICAL SUPPORT OF THE MACHINE: Votes & campaign workers.

MACHINE PAYBACK FOR POLITICAL SUPPORT: Patronage jobs, jobs with firms doing business with government agencies, welfare in the form of money and goods, manipulation of legal authority (citizenship, ticket fixing, protection of vice), social status & upward mobility.