

# TACTICS PREPAREDNESS

SKILLS AND SURVIVAL FOR ALL SITUATIONS

## PISTOL SKILLS FOR DRIVERS

According to The Bureau of Justice statistics from 2004 - 2008 there were a total of 401,920 shootings in Commercial, Non-Commercial, Apartment and Townhome parking structures, with the larger incidents coming from regions with harsher weather conditions.

BY JAMES WASHINGTON PHOTOS BY OLEG VOLK

**A**s anyone from those areas knows, the tendency to let your vehicle run unoccupied or sitting longer in your vehicle to allow it to warm up, gives violent criminals more opportunities and time to plan and perpetrate armed robberies. The improvement of anti-theft devices

in newer vehicles encourages criminals to pre-plan attacks to obtain higher priced vehicles.

In 1987, I had a summer job delivering pizza for Domino's in Oak Park, Illinois, a western suburb of Chicago. The delivery boundary had just been moved from Aus-

tin Avenue to four blocks into the Chicago City limits. While on a delivery, I observed two men standing outside the location on the Southside of the 5900 block of Erie Street. As I leaned over to roll down the front passenger window of my car to ask if they ordered a pizza, I saw *continued on next page*

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movement in my rearview mirror toward my driver's side.

When I sat up in my seat, I saw two other men's feet from my driver's window. One of the men had a single shot, break action shotgun, with a sawed-off short barrel. This was a real-world lesson about situational awareness that fortunately ended with me robbed of my vehicle and watching the Domino's Pizza sign on the roof of my vehicle getting smaller as my car rolled down the street. As the saying goes, "All's well that ends well." I got my car back, all of those involved were taken into custody and later pled guilty. I kept my tips from the night in the ashtray of my car and after my vehicle was returned to me a few hours later, I checked that ashtray. Thirty-seven hard earned dollars were still there looking right back at me.

Sixteen months later, I was in the police academy and all things related to traffic stops and cars had my undivided attention. I also had a grasp of a couple other things. Although we are far removed from our hunting/gathering ancestors we still have survival instincts that protect us from environmental hazards. In this situation, I ignored that feeling. I had to be the employee that got the job done, and it put me in harm's way. We must also have proper training and as with most things, when it comes to tactical training, it is mastery of the basics that takes you to the "advanced" levels.

When operating a vehicle, the vehicle itself is often the best defensive tool. Driving away from a threat is often a better course of action than shooting it out with that threat. Running over an attacker may be more quickly incapacitating than shooting him when there is no other escape route. Armed professionals that work in and around vehicles are often taught that "drivers drive." This means that a driver deploys a firearm only when the vehicle can no longer drive. Despite all that, it is still possible to find yourself in a car with a problem that may be best solved with a firearm.

One of the first things recruits are taught at the beginning of their academy training, after sight alignment, grip and stance is the draw stroke. Now take this to a seated position in a vehicle and the importance of the draw stroke becomes even more vital than when standing. When drawing while standing, we want to have the holster positioned so we don't rock or lean away from the pistol. This way, our draw and the final firing grip will al-

ways be the same no matter if we are stationary or moving. It is vital to dominate the gun from first shot to last because we don't know how many shots it will take to stop a threat.

However, while seated in a vehicle, depending on your driving position you might be forced to lean away from your pistol, and the chances of lasering yourself (getting a body part in front of your muzzle) for attacks to your front is increased. Even experienced shooters will have a visible pause right after drawing while seated to assure safety. For right-handed shooters, when facing a threat coming from the right side, leaning away from your weapon will slow your engagement or force you to shoot from a less than optimum position, instead of leaning into the gun to control recoil.

The popularity and improved designs of appendix carry holsters have relieved some of the difficulty of drawing from the seated position and takes away the need to lean one way or another to accomplish a clean draw. One thing to remember when practicing drawing from an appendix holster is to work your way to your feet before re-holstering. If an unintentional discharge were to occur while holstering, the area where the bullet would impact would be devastated. Remember, if you are dealing with offenders who appear to have body armor this is a secondary target area for your engagements.

This can be more easily seen by taking the same shooter, but moving the threat to the left side of the vehicle. If the shooter leans away from the weapon side it will take much more time to bring the gun up and across the shooter's body before the shooter can begin engaging the threat. When engaging across the body—left handers for right side threats or right handers for left side threats—you want to wait until the muzzle of the barrel is forward of the threat side shoulder. The reason for this is if the threat moves to the rear and you are threat focused (not using your sights) and continue engaging, it is very likely you will drive the muzzle of the gun into your own body. Additionally, not having a firm, final firing grip can cause the gun's muzzle to float left or right in the hand and cause you to contact-shoot yourself. If you have the flexibility to twist your torso toward the threat, it is best to turn your torso and shoot with your standard two-hand grip.

Now, to safely draw for threats coming from the front, we still have the same concerns from threats coming left and right, with



***When shooting outside a vehicle, the car just becomes another form of cover or concealment. It is important to remember that aside from the engine block and axles, few car components reliably stop bullets; especially rifle bullets.***



the addition of the steering wheel. When dealing with the steering wheel you will have to change your weapon's normal presentation. Once you clear your holster you will have to bring the gun around and over the steering wheel before you can establish the two-hand combat grip on your weapon. If you try to establish your combat grip in the normal sequence you risk getting the muzzle of your weapon inside the diameter of the steering wheel or getting your extension interrupted by the steering wheel.

Once you have your weapon extended to an acceptable presentation (dependent on the shooter's reach) and you have decided to engage, there is one other thing that needs to be taken into account. When shooting

through car glass, the side windows shatter in a more traditional style than that of the windshield unless they are tinted polymer film, in which case they will spider all the way through, but still remain in the window frame. When shooting through a windshield it doesn't break and fall away because of the multilayers and filaments used to make windshields for collision safety. Outbound rounds through a windshield will generally be redirected in a slightly upward angle as they penetrate and rounds inbound through a windshield will generally be redirected in a slightly downward angle as they penetrate.

If you have to fire multiple shots through a windshield you should try to put those shots through in the same hole or area to cut down

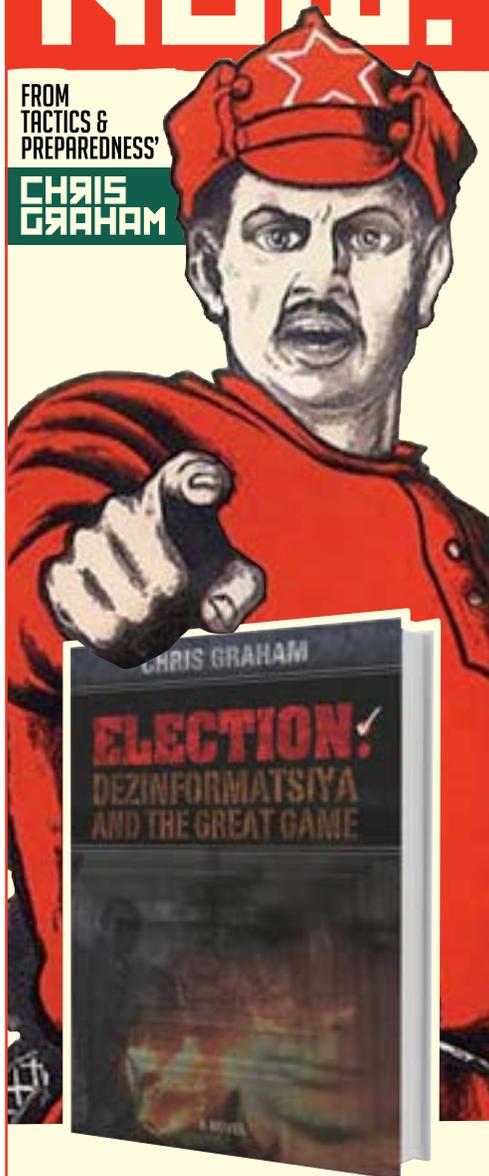
on the effects the windshield has on the bullets. To accomplish this, when the threat moves to the left or right instead of tracking normally as you would on open terrain, lean at the waist away from the direction of the threat. So, if the threat is moving to your left you will lean to the right and attempt to keep the muzzle in the port (not through the port) the prior bullet(s) created ahead of the shot you are about to take.

Criminals prefer to launch their attack when the time and location is best for them. One of the best times is when we are alone in a secluded place with things to hide behind. Parking lots are perfect for this. In conflict resolution, if you can see the attack outside of contact distances you should yell out to

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FROM  
TACTICS &  
PREPAREDNESS'

CHRIS  
GRAHAM



После развала Советского Союза и превращения КГБ в СВР, организационные наследники успешно продолжили активность в Америке. Что, если президент США был избран в результате дезинформационной компании начатой десятки лет назад? Был ли обвал финансовых рынков 2008г случайностью? Какова роль подрывной деятельности в сегодняшних войнах с исламским терроризмом? Что будет дальше?

"Chris Graham writes the way he flies: low, fast and hair raising. He's one of the best brightest and bravest Marines I've ever known. Now he's proven himself to be a sharp-edged master of suspense. All who savor a thrilling ride will get one in Election: Dezinformatsiya and the Great Game." - Oliver North

## ДЕЗИНФОРМАТСИЯ

draw attention to yourself. Turn and run back to the last location you saw people gathering and call the police or security.

When shooting outside a vehicle, the car just becomes another form of cover or concealment. The difference is that vehicles are both cover and concealment depending on where you are positioned. Some people preach that doors and windows should be avoided at all times, however, doors and windows obstruct bullets better than air does. The reduction in velocity increases your survival chances and the tumbling of bullets is optimum when they tumble from the velocity with the fluid disruption inside the flesh of the body.

People have a tendency to want to crowd cover. With vehicles, the two most common areas for shooting over is the hood and the trunk. The desire to rest your weapon or parts of the upper body on these two surfaces is strong and should be avoided as with any long, flat surface. The effects those surfaces have on bullet trajectory generally causes incoming bullets to deform and flatten, then run along that surface at minimum angles.

These minimum angles will run the projectiles right into those body parts that are on and just over those flat surfaces. To help avoid getting torn up from this effect, the shooter should have a stand-off distance away from the vehicle and as low as possible. Although the shooter's stand may lower the body it should not affect basic marksmanship. This should be practiced on the square range to familiarize yourself with the feel of this technique.

When working the angles of a vehicle in the front or rear, you should still have good stand-off. The only time you want to hug cover is when the threat is from an elevated position. One thing you don't want to do when shooting to the left or right ends of a vehicle is to overrun your cover. So when practicing these techniques, run them hard to simulate what you may encounter in real life, especially when working the kneeling positions. Master safe and precise execution dry before confirming the skill live.

I do not recommend shooting from beneath the vehicle because of the legal ramifications of not being able to see the weapon if the offender is standing and you can no longer see if the offender has ceased their attack. Violent incidents with firearms reportedly average 2-5 seconds and 3-4 shots are reportedly fired on average. You don't want any

witnesses, surveillance or cell phone videos putting you in jail because you shot a bad guy who was fleeing the scene.

As with any other skill, the only way to obtain proficiency is by practicing. With firearms, that includes both dry practice and live fire drills on a consistent basis. While at home, in your dry practice area, set up a chair and practice drawing to the left, right and forward while seated. This practice should be taken to your personal vehicle with a seatbelt. This same dry-fire drill can be carried over to the square range with extra caution with the draws and presentations. When starting with drills old or new, I am a fan of the 1, 2, 3 shot progressive drills with a slow increase in speed to include draws and splits between shots.

Additionally, depending on how and where you wear your handgun, particularly if you wear it at the 4 or 8 O'clock position you might be forced to incorporate some forward lean into your draw with your seatbelt on. As much as I fought going to an appendix holster, after trying numerous makes, I settled on Operator Kydex and I now understand the craze. I enjoy the room of a Ford F350 and don't put on my seatbelt until I am a house or two away from my home or two or three parking spaces down from where I parked at the mall. I get underway before donning my seatbelt.

Our situational awareness is what will help us avoid being trapped in a situation where we will be forced to deploy deadly force. Driving past a suspicious location or turning around and heading back from where we came is better than gunfighting. Pride and ego needs to be set aside when we make tactical decisions. If you shoot inside a car, be prepared for amplified noise in the confined space. Be cautious of glass particles that can get in your eyes or be inhaled when glass is broken. Driving is often a better defense than shooting. All that said, good guys have won gunfights in and around cars, and these techniques are some of the ways they have done it. ✓

### BIO

James Washington ([axiosofdefense.com](http://axiosofdefense.com)) served as a patrol officer, field training officer, firearms instructor and police sergeant. He served on the FBI Gang Task Force in Chicago for six years and is a firearms & tactics instructor for multiple agencies and armed citizens.

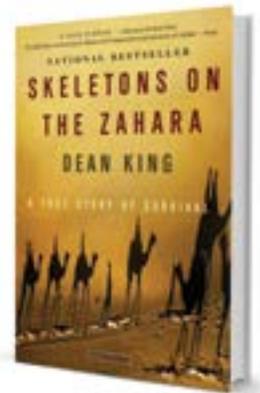


The capture of Riley and his crew.

# SKELETONS ON THE ZAHARA

As the War of 1812 ended, the United States economy sprang back to life giving men like Captain James Riley a chance to get back to sea in order to make a living.

BY DEAN KING SUMMARY BY JOHN STEVENSON



Sea trade had been hampered by the recent war with England and American merchants were looking to get back to the business of trading with the broader world.

Captain Riley and his crew of eleven set sail from Middletown, Connecticut aboard the 220-ton brig, *Commerce* bound for New Orleans and then across the Atlantic to Gibraltar and down the coast of Africa to the Cape Verde Islands for salt to bring back to Connecticut. The entire journey was supposed to take from early May until late fall, but unforeseen circumstances intervened. After a three week stay in New Orleans, the *Commerce* set sail on the six-week journey to Gibraltar. The crossing was uneventful and after trading their cargo out they departed for the Cape Verde Islands. Captain Riley was unaware that the Gulf Stream was pushing his ship eastward toward Cape Bojador and its' dangerous reef.

On the night of August 28th, in a thick fog, Captain Riley heard the sound of breakers. The *Commerce* had been subtly pushed to the east until the ship stuck fast in a crevice on the reef as waves broke over her. Riley ordered several men to take the long boat and head for shore with a load of provisions while the rest of the men threw valuable items that would float, overboard. The tide was coming in and the chests of supplies would wash up on the beach. When this was accomplished, the crew slid along a line that was attached to the *Commerce* at one end and had been pulled ashore by the long boat and tied off at the other. All twelve crew members made it to shore. They made camp and organized their supplies.

A Sahrawi (a native of the Sahara Desert) approached the stranded crew warily, but quickly changed his expression from fear to hostility and greed when he saw the supplies from

the shipwreck. He retreated over the sand dunes and quickly returned with others who attempted to steal all they could. The looting went on until nightfall when the natives left. Captain Riley and the men started to repair the damaged bottom of the long boat. His plan was for the men to row back out to the wreck, but beyond that, Riley did not have a plan.

At dawn, the reinforced tribe returned. The men got into the newly repaired boat and were able to fight through the surf back out to the ship, but unable to depart. Riley decided that he should try to befriend the old Sahrawi man and submit to his will, so he returned to the shore leaving the rest of the crew onboard the *Commerce*. The Sahrawi man that first discovered them on the beach greeted Captain Riley with, "Allahu Akbar!" He then demanded

their guns and money. When it was explained that they had none, the man threatened to cut off Captain Riley's head with a scimitar. The Captain played for time and at an opportune moment dove for the sea. He swam back out through the surf to the Commerce.

The crew believed that their only option was to try their luck in the long boat in the twenty-foot seas. They loaded supplies into the boat and cast off heading out to sea hoping to flag down a passing ship. They spent the next nine days at sea with little to eat and almost nothing to drink. They rowed, bailed or rested in shifts until they couldn't hold out any longer and by unanimous vote, decided to head for the coast once more. The crew landed more than two hundred miles south, near Cape Barbas. They struggled along the coast for two more days drinking their own urine and eating the last bits of salted pork. That night, they saw a campfire in the distance. On the fourteenth day after the wreck, Riley and his men made their way to where they had seen the fire. They encountered a throng of Sahrawis crowded around a well. Upon contact pandemonium ensued. The men were seized by whomever could get to them first, robbed of all of their possessions, stripped of their clothes, and then reclaimed by other Sahrawis who were stronger and could wrestle or strong arm the crew members away from their current owners.

Once possession was established, things settled down and the new slaves were allowed to drink with the camels. Drinking led to stomach cramps and diarrhea. The crew were separated in small groups or as individuals depending on their owner's ability to maintain possession of them. They were scorched by the sun, beaten, starved and ridiculed as "Christian dogs" by their new masters. The women were especially scornful of the slaves laughing and spitting at them as they begged for water. In the environment of swirling thievery and thuggery the men came in contact with one another at random as different groups of Sahrawis came together and bought, sold or stole the men.

One way that a slave could improve his lot in life was to convert to Islam and then he, at least, would no longer be an infidel. However, as far as is known, none of the Commerce's crew ever took the option when it was offered. This did not improve their situation. One sailor offered the explanation that, "it was a sacrilege to offer up worship to a prophet whose followers shew so little humanity in their practice."

Captain Riley was sold several times. Sidi

Hamet and his brother Seid bought Riley and four other crew members to take north and ransom in the city of Swearah after Riley promised them that he had a friend there who would pay what they asked for him and his men. It was a lie, but Riley knew that none of them would survive if something didn't change.

Hamet, at Captain Riley's urging, bought as many crew members as he could, believing that he could demand a high ransom for each one. The brothers ran out of goods to trade for sailors and had to be satisfied with five. The small group headed toward the city of Wednoon and Swearah beyond. Several times during their trek, Hamet questioned Riley about his "friend" in Swearah. He always reminded Riley that if he was lying that Hamet would kill him. Riley doubled down each time, figuring that he would cross that bridge when he came to it.

Hamet kept raising his price for each man, but Riley always agreed and reassured him that his friend would pay. Seid, on the other hand, did not believe Captain Riley and tried to sell some of the other crewmen several times along the way. Only through Hamet's repeated interventions were the five crew members kept together.

As the group reached the coastal city of Wednoon they had to pass through numerous sectors that were controlled by warlords and rulers who would have heard of their coming and would also be interested in compelling them to sell their slaves at a greatly discounted price. Failing that, these treacherous men would simply take them using some pretext to justify the theft. Hamet broke their group into two smaller units. He had most of his men travel openly on the main road. Meanwhile he took the slaves and a few other men on a route through the mountains where he evaded the would-be thieves.

Arriving in the small village of Shtuka, Hamet found a place that he could stash his Christian slaves. They were guarded by his brother and their guide while he carried a letter from Captain Riley to his "friend" in Swearah. Riley had to be wise in the way that he composed his message since he was sending it blindly to a stranger. He assumed that his note would find its way to the British consul so he kept his nationality ambiguous because of the recent hostilities between the United States and England. He conveyed just how dire the situation was, his ability to repay any ransom, and the fact that he would be immediately killed if his

request was not fulfilled. Having finished his letter, he addressed it to the, "English, French, Spanish, or American consuls, or any Christian merchants in Mogadore or Swearah."

Upon receipt of the finished letter, Hamet and his companion set out for Swearah in hopes of getting paid. Riley was left to sweat it out. Almost as soon as Hamet arrived in Swearah, he met a Moorish sea captain named Bel Cossim who was able to take him directly to William Wilshire, the British consul there. Wilshire read Captain Riley's note and immediately attempted to verify the story. Wilshire then dispatched Bel Cossim with a letter and some supplies to Captain Riley instructing them to come with Bel Cossim at once to Swearah. Meanwhile, Hamet would remain as a kind of hostage until they arrived.

Riley and his men were covered with lice, suffering from severe malnutrition, dysentery and painful hemorrhoids. The trip went slowly, but on November 7, Riley and his four crew mates arrived in Swearah. They were received by William Willshire who had the men cared for and nursed back to health. On January 4, 1816 Riley placed his four sailors on a ship for home. He stayed behind to fulfill his promise to the other crewmen that had been left behind in the desert. Riley had sworn to do all that he could in order to send assistance to the remaining men. Wilshire and Hamet both assured Riley that they would do everything possible to find and recover his remaining men.

In March, Riley finally sailed for home to be reunited with his family. News came to him in April that two others from the crew had been located. One was ransomed in October and the other, the following March. None of the other five crewmen from the Commerce were heard from again.

Captain Riley and the eleven men of the Commerce began their voyage without knowing how it would turn out. They were cast into a situation that most of us, hopefully, will never experience yet they faced whatever came their way with tenacity. They never lost hope and they resolved to be free again. Captain Riley embodied the spirit of *never-give-in*. ✓

## BIO

*John Stevenson is a former police officer, U.S. Border Patrol agent and Federal Air Marshal.*

...  
If there is a book you would like to recommend, or to contribute a summary, contact us at:  
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...



# SNOWDEN'S

# SECURITY

# SECRETS

**YOU ALREADY  
KNOW THAT  
YOU'VE CROSSED  
A LINE AND IT'S  
IMPOSSIBLE TO  
GO BACK.**

**BY DR. BRANDEN R. WILLIAMS**

**Y**ou have information, in the form of digital evidence that you need to get into the hands of someone else. It could be a loved one, a government contact or someone from the press. Simply possessing this information means that bad things can happen to you. Even though people will be hunting for the person who created and transported this digital copy, getting it safely to your confidant is worth the risk of being in harm's way.

Stories like this play out in thriller novels

and movies every year, as well as in the real world. The continuum ranges from the most innocent versions (I'm trying to surprise someone with a gift) to the most criminal (I'm stealing digital copies of secrets). Moving this information from one place to the next uses the same tactics and techniques that have been used for millennia, even in a digital form. There is still some kind of physical medium required to transport it.

Two prominent examples in recent history include the leaks provided by Chelsea

(Bradley) Manning and Edward Snowden. In both cases, an individual made digital copies of a large number of files and smuggled them through some kind of security checkpoint to leak them to someone else. While these stories started from a relatively similar spot, they had dramatically different outcomes. Manning spent nearly seven years in various prisons, while Snowden is trapped in Russia after being granted asylum.

In both cases, there were multiple opportunities to catch the data as it was copied or being transported out of the facility. In the case of Manning, digital storage devices brought in and out of a secure facility in any form (specifically, a CD labeled “Lady Gaga”) should never be allowed. I’ve personally witnessed much better security at data centers and payment card production facilities that would have stopped something like this from happening. Complacency had evidently set in within the security structure at his location.

For Snowden, all we have is the dramatization in the Oliver Stone biopic. Snowden himself came up with the idea, but never went public with exactly how he smuggled a flash drive through metal detectors and X-Ray scanners similar to what you find at an airport. All indicators point to physical theft as the networks in question were air-gapped from the Internet—meaning, that they operated on their own network with no physical connection to the public Internet. The only way to take that information is physically, and flash drives are fairly easy to conceal.

But if you had a cache of digital documents that you needed to transport, how would you move them in a way that protects the data, yourself and your interests?

**FUNCTIONALITY VS. SECURITY**

Defeating both physical and digital countermeasures to information theft remain high on the list of hackers and espionage organizations globally. Every year, thousands of hackers descend on the Las Vegas Strip to showcase their new methods and techniques, often times to great fanfare. “Hacker Summer Camp” as it is known in the community is a combination of three security events: B-Sides Las Vegas, Blackhat and DEFCON. Attendees learn about practical and theoretical ways around security systems—including shattering common knowledge security controls.

Firms spend millions of dollars to keep digital secrets protected and as a security practi-

tioner, I can tell you it is incredibly complex. Security professionals joke that we play on this continuum of total security on one end and total functionality on the other. If systems are totally secure, they are not usable (think a computer encased in feet of concrete buried deep in the earth’s crust). If they are completely and freely usable with tons of functionality and no controls, they are not secure. This is where risk management comes into play. We need to define the functionality requirements and design security controls that enable them while keeping the system and data secure.

**IF YOU HAD A  
CACHE OF DIGITAL  
DOCUMENTS THAT  
YOU NEEDED TO  
TRANSPORT, HOW  
WOULD YOU MOVE  
THEM IN A WAY THAT  
PROTECTS THE DATA,  
YOURSELF AND YOUR  
INTERESTS?**

Here’s a simple example. Banks want to provide better service to their customers, so they allow for more self-service actions. It started with the ATM, first deployed in 1969. Today it takes the form of feature-rich mobile and web applications. For many of us, visiting a bank branch and talking to a teller is just not in our daily planner.

For fans of Western action-adventure game Red Dead Redemption II, think about how banks worked in the Old West. Physical cash, precious metals, gems and bonds were all secured in vaults (either built into the banks or into the Old West equivalent to an armored car). If you wanted to get access to this, you had to go into the bank to get it. Today, you can perform nearly all the services your bank offers through a mobile or web application that uses public networks to enable. Banks

can only ensure the security of their systems and networks, they can’t (directly) secure the Internet or the device accessing those networks.

Where security used to be done 100 percent on the bank’s terms, it’s now a shared responsibility between banks and their customers, all leveraging public systems they don’t control.

**PHYSICAL TRANSMISSION**

Digital content can be stored or transmitted in a number of ways, all of which have varying levels of effectiveness, speed and stealth. Physical media can often times be one of the most effective ways to transmit information because the carrier controls his copy. If it’s the only copy, then the carrier can either ensure it makes it to its destination or ensure its destruction if that is necessary.

Physical transportation also carries risk. You could lose the information or have it taken from you. The physical media could be accidentally destroyed by being crushed, dropped or even submerged in liquid. If it is encrypted, you could be compelled to reveal how to access the information by basic inquiry or aggressive interrogation. If you can somehow prove it is the only copy, however, that does give you options with both leverage and personal safety. For this reason, Snowden likely did not move his stolen documents to a cloud service before meeting reporters in Hong Kong.

Finally, perhaps one of the more interesting reasons why physical transport is desirable is that it can be moved from person to person or location to location without leaving a trace. The only way security professionals can reliably detect the data movement is by catching it when it is transferred from the source system (and clearly both companies and governments struggle with doing this). Once it is on the transport media, it is up to physical controls to detect it moving (there are exceptions; for example, if the media is designed to phone home). To put the problem into perspective, imagine operating a firm with thousands of contractors and trying to track a single USB drive. At best, you could capture it (if you know to look for it and conduct sufficiently invasive searches 100 percent of the time) at main egress points. In reality, once it slips past your facility, it is untraceable.

Cloud-Based storage systems such as Dropbox or Amazon S3 allow anyone to store and share files as long as they have an internet

connection and access to a basic browser—which describes virtually every network-enabled device on the market. More discrete file sharing options such as anonymous file drops or Tor services allow for safer file transfers without records, but have various limitations that may affect your decision to use them.

Leveraging something like Dropbox or an Amazon S3 bucket is easy and user friendly, but Dropbox and Amazon will have records of the file transfer (the evidentiary value of which remains to be tested) that can link you to the upload. It will also do the same for anyone downloading the content. In both cases, certain steps can be taken to hide or mask your identity, but these services do not have the features required to really be anonymous. Just knowing the address to the file could mean that anyone can download it multiple times—definitely not ideal if you are trying to get information to one individual only.

This is where specially designed services such as Onionshare and anonymous file drops come into play. With something like Onionshare, only the person knowing the address (and potentially a secret if you use the stealth mode) will be able to download the file. The true source and destination addresses are hidden by being routed through the Tor network such that people capturing internet traffic near your computer will only know that you are connected to a Tor node. One drawback with Onionshare is that you must be online for the recipient to receive the file.

For a dead drop option, choose one of many anonymous file sharing services. I've used file.io in the past with decent results, but there are many alternatives. These services work by uploading a file to their servers and giving someone the URL to access it. The file is deleted upon download (or within a time limit you set irrespective of download) to ensure only one person receives it from the service. There is nothing for you to maintain or keep connected to the internet, but anyone with the URL will be able to download that file. Do not depend on any file protections provided by the service. It is foolish not to use your own encryption on top.

There could be some perfectly valid reasons for choosing digital vs physical transport. For example, if you were physically unable or prohibited from traveling to meet this person or doing so puts you in danger. If you do select digitally transporting the information, consider taking some of the following

additional countermeasures to improve the probability of success. Always encrypt your files using strong encryption methods. Consider splitting the file into multiple parts, or hiding it using steganography (hiding the secret file inside another file like an image). You could even hide decoys among the split file segments to further complicate reassembly. Finally, consider using a combination of physical and digital methods to communicate with your receiver (place key elements for retrieval or decoding in a physical dead drop for someone to get).

Make it as complex as you like, but don't

**PHYSICALLY  
POSSESSING AND  
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INFORMATION AT ALL  
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OR THEFT.**

forget that these methods must be communicated to the receiving party. Otherwise, they will not be able to reassemble and use the files.

Discreetly sending sensitive information to a third party without detection is absolutely possible, and still a very real threat to defenders globally. The attention from high-profile cases in recent years encouraged leaders to counter the threat of data leaks through more digital walls and detection methods. Sending data undetected used to be extremely easy to do, and now to be successful you need finesse and tradecraft.

The original cyber kill chain (modification of the F2T2EA kill chain concept for cyber warfare) as documented by Lockheed-Martin listed its last link as exfiltration—or the act of moving data outside of its controlled environ-

ment. It's the last opportunity for defenders to prevent a data breach, so there is serious attention and investment in trying to detect unauthorized traffic from leaving a network.

Attackers take a huge risk of being discovered when they transfer data from a watched network to somewhere on the Internet. Common exfiltration methods are monitored, and most sophisticated security programs will block things like file sharing services and Tor. Those countermeasures are not foolproof, but often times without an insider's help, you may reveal yourself and your intentions by testing what is allowed through. Detecting exfiltration is difficult if the attackers are skilled and patient; but remember, any exchange leaves a trace. The evidence of exfiltration is ever-present; it is up to the defender to capture it.

No matter your situation or need, there are a number of ways to safely get digital information from one place to another. Physically possessing it and moving it has the advantage of controlling the information at all times, but it also means that it is subject to loss, damage or theft. Always encrypt data you carry with you so those threats are minimized. Placing it somewhere digitally frees you from the responsibility of maintaining its security, but it could be leaked to someone other than your intended contact. Ultimately, each situation comes with its own risk/reward equation.

#### **ADDITIONAL RESOURCES**

Do you want to leverage the same anonymous OS that Edward Snowden uses? Check out Tails: <https://tails.boum.org/>.

There are plenty of anonymous file sharing options, but check out Onionshare (<https://onionshare.org/>) and [www.file.io](http://www.file.io) for some examples.

Don't forget that you need to encrypt your files. You can use something like GnuPG (<https://www.gnupg.org/>) or VeraCrypt (<https://www.veracrypt.fr/>). ✓

#### **BIO**

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Long before there were MREs, freeze dried foods such as Mountain House, Augason Farms and Ready Resources, foods packaged in cans or vacuum pouches, there were two other foods that served similar purposes: Pemmican and Jerky.

BY JIM LeBLANC

Our forefathers dried meats and seafood into jerky as a matter of necessity, to preserve the food for long periods without refrigeration. “Ch’arki”, a name derived from the Quechuan language of the Incas (which literally translates into “dried meat”), later evolved into what we now call Jerky. The invention of jerky allowed humans to both store food for long periods of time and have an easily carried, dense source of nutrition to take with them on journeys. Jerky is both flavorful and compact and almost any meat can be made into jerky. Some say native Americans made the first jerky (buffalo jerky) thousands of years ago, while others say an ancient Inca tribe called the Quechua made jerky as early as the 1500s. This time-tested recipe has been passed from generation to generation. Jerky reached its height of popularity during the European expansion into North America, when traders and explorers prized it as an essential source of nutrition

as they traveled to new areas with limited accessibility to fresh food and supplies along the way.

Jerky is lean meat that has been trimmed of fat, cut into strips and then dried to prevent spoilage. Normally, this drying includes the addition of salt, to prevent bacteria from developing on the meat before sufficient moisture has been removed. All that is needed to produce basic jerky is a low-temperature drying method and salt to inhibit bacterial growth. The most popular jerky meat is beef, but almost any meat can be used including: fish, chicken, buffalo, alligator, turkey, venison, etc.

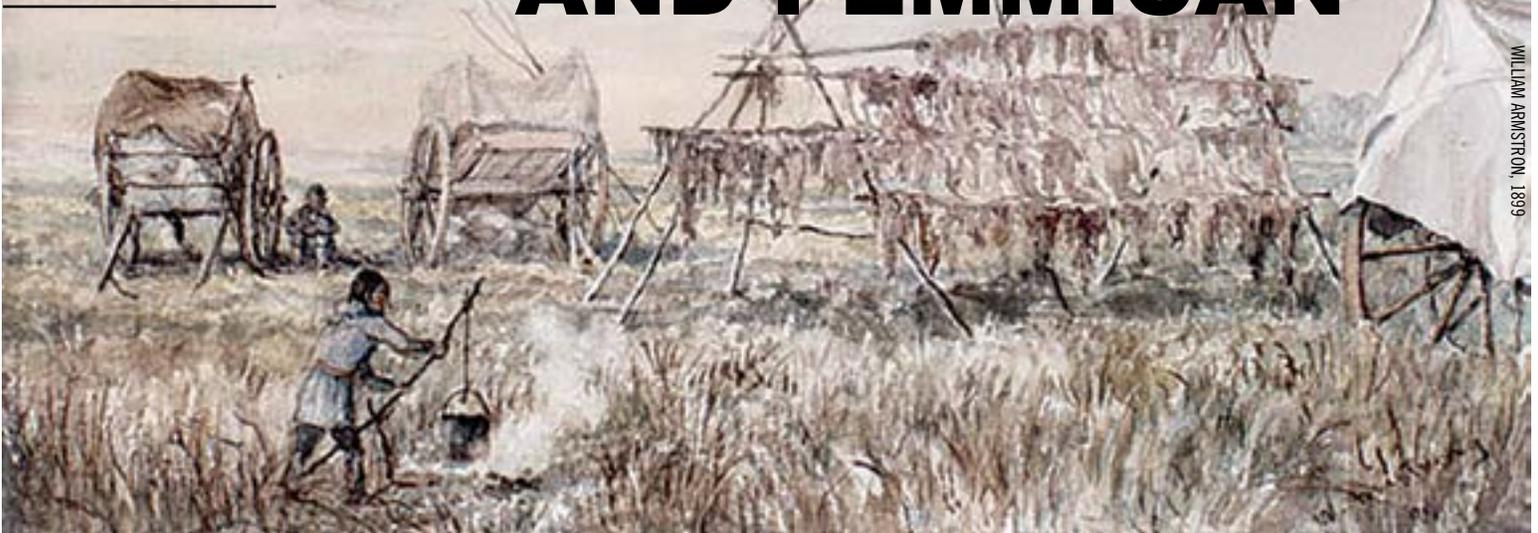
A typical 30 gram(g) portion of fresh jerky contains 10-15g of protein, 1g of fat, and 0-3g of carbohydrates, although some beef jerky can have a protein content above 65 percent. Since traditional jerky recipes use a basic salt cure, sodium can be a concern for some people. A 30g serving of jerky could

contain more than 600 milligrams (mg) of sodium, which would be about 30 percent of the recommended USRDA. Listed in the ingredients, sugar can be the second ingredient listed after beef.

Pemmican dried meat, traditionally bison (moose, caribou, deer or beef can be used as well), is pounded into coarse powder and mixed with an equal amount of melted fat, and occasionally saskatoon berries, cranberries and even (for special occasions) cherries, currants, chokeberries, or blueberries. The word *pemmican* is derived from the Cree *pimikan*, meaning “manufactured grease.” Cooled and sewn into bison-hide bags in 41-kg lots, pemmican was a dense, high-protein, high-energy food that could be stored and shipped with ease to provision voyagers in the fur trade who were traveling in North American prairie regions where food could be scarce during the winter. It is well documented that the Apaches cached

# MAKING JERKY AND PEMMICAN

The Métis making pemmican.



WILLIAM ARMSTRONG, 1839

**BOTH JERKY AND PEMMICAN CAN BE STORED FOR LONG PERIODS, ARE EASILY CARRIED AND ARE DENSE IN NUTRITION.**

right: Pemmican being made the old fashioned way.

Below: Store-bought jerky.



pots of water and pots of pemmican at locations throughout the southwestern deserts, that enabled them to evade the U.S. Army at known watering holes.

Peter Pond is credited with introducing this vital food to traders in 1779, having obtained it from the Chipewyans in the Athabasca region. Later, posts along the Red, Assiniboine and North Saskatchewan rivers were devoted to acquiring pemmican from aboriginal peoples living in the region as well as the Métis. Métis travelled onto the prairie in Red River carts (carts constructed entirely of wood and lashed together with leather), killed and butchered bison, converted the meat into pemmican and shipped it in bags to such fur trading posts as Fort Alexander, Cumberland House, Fort Garry, Norway House and Edmonton House. Pemmican was sufficiently important to the regional economy that, in 1814, Governor Miles Macdonell passed the disastrous, but short-lived Pemmi-

can Proclamation, which forbade the export of any food supplies, including pemmican, from the Red River Colony, nearly starting a war with the Métis.

North Pole explorer Robert Peary used pemmican on all three of his expeditions, from 1886 to 1909, for both his men and his dogs. In his 1917 book, *Secrets of Polar Travel*, he devoted several pages to the food, stating, “Too much cannot be said of the importance of pemmican to a polar expedition. It is an absolute *sine qua non* (absolutely necessary). Without it a sledge-party cannot compact its supplies within a limit of weight to make a serious polar journey successful.”

British polar expeditions fed a type of pemmican to their dogs as “sledging rations”. Called “Bovril pemmican” or simply “dog pemmican”, it was a beef product consisting, by volume, of 2/3 protein and 1/3 fat (i.e., a 2:1 ratio of protein to fat), without carbohydrate. It was later ascertained that although the dogs survived on it, this was not a healthy diet for them, being too high in protein. Members of Ernest Shackleton’s 1914–1916 expedition to the Antarctic resorted to eating dog pemmican when they were stranded on ice for the winter.

During the Second Boer War (1899–1902),

British troops were given an iron ration made of four ounces of pemmican and four ounces of chocolate and sugar. The pemmican would keep in perfect condition for decades.

The following are simple recipes for making each. We’ll start with jerky since it is easier to make.

## JERKY

The concept of making jerky is simple: constant low heat and moving air to dry out the seasoned meat. The heat must be high enough to withdraw moisture, but not hot enough to cook the meat. Adequate airflow is necessary to move the moist air to disperse it.

Homemade jerky can be made from a variety of meats (wild and domestic), poultry and even seafood. Select a lean cut of meat. Most recipes specify about 5 lbs. Ask your butcher to trim any fat, and, when you begin your prep at home, use your sharpest knife to trim any remaining fat. Favorite cuts of meat for jerky include brisket, select flank steak, sirloin tip, top round, bottom round or eye of the round.

Next, slice the meat—this is actually a two-stage process. Stage one: depending on the size of your cut of meat, you may want to cut it into two halves or more sections. Remem-



PIAABV - VALENCIANKRVV99

above: Homemade jerky from the oven, cut into very thin slices.  
right: Nesco Jerky Xpress.



NESSCO.COM

**FOR MAKING YOUR OWN JERKY AT HOME, YOU CAN USE YOUR OVEN OR A FOOD DEHYDRATOR.**

ber to keep them long, in order to make long, thin slices. First, wrap the large pieces in plastic wrap or a sturdy zip-lock freezer bag, and place in the freezer. Avoid hard freezing. You just want it firm enough to make thin slicing easier. 30 to 45 minutes should be plenty of time in the freezer. Stage two: slice *against* the grain of the meat around 1/8 -1/4 thick for an easier chew or *with* the grain for a chewier jerky.

Enjoying beef jerky is a multi-faceted experience, from the chewiness to the beefy flavor. It should be rich and salty, with a powerful overlay of spices and flavorings. You can vary the flavors to suit your tastes, your mood or the season.

Here are some key ingredients used in many jerky recipes. It is best not to throw everything in at once, but start with a basic recipe, like the original beef jerky flavor from Three Jerks Jerky, see how you like it, and then try variations in future batches:

**Liquid base and acids:** Choose a combo of soy sauce, tamari sauce, apple cider, beer, Worcestershire sauce, teriyaki sauce or balsamic vinegar.

**Seasonings, flavorings and spices:** Try a mix from garlic powder, onion powder, salt

of your choice, fish sauce, Dijon mustard, liquid smoke or smoked paprika (or both), sesame oil, cayenne pepper, turmeric or freshly cracked black pepper.

**Sugars** open up another category of flavorings. Most recipes include brown sugar; some add honey, dark corn syrup or blackstrap molasses.

Place your strips of meat into a large Zip-lock plastic bag, pour in the marinade and give it a nice, thorough bath. Place the whole bag into the fridge to thoroughly marinate for up to 24 hours, but no fewer than four hours. The longer you marinate, the deeper your flavor and tenderizing action. The most convenient process is to simply refrigerate overnight and start your next step, the drying process, on the following day.

If drying in the oven, remove your oven racks before turning on the oven. Line the bottom of your oven with aluminum foil to catch the drips. Then, preheat oven to about 160 to 180 degrees Fahrenheit. Arrange racks over paper towels on a work surface. Take marinated strips of meat and lay them flat across the racks. Be sure the strips are not touching and there is space for air to circulate around each one.

If you want to fit the most possible jerky strips in your oven in one batch, try an alternative arrangement. Use bamboo skewers, threading them through one end of each strip, and then suspend skewers from your oven racks.

When racks are filled with your meat strips, place them in the oven, ideally with the door cracked open. You can put a wooden spoon or a wadded-up aluminum foil ball in the space to hold the door open. *The goal is dehydration*—or removing the water from food—so, you need to be sure that the warmed air is moving and circulating in order to dry the meat. If the oven is too hot or there is no circulating air, the meat will cook instead of drying, yielding a poor outcome.

Most recipes recommend a total of 7 or 8 hours in the oven, depending on the thickness and size of your strips. Remember to turn slices over about halfway through, so both sides will dry evenly. You will need to be around to monitor your oven, but, basically, you've got all day to accomplish other things.

How do you know when your home-made, gourmet beef jerky is actually—jerky? There's only one way, and that is the taste test. Select a nice bit to try and give it a bend. If it's too

dry, it will crack and break right off. If it's easy to bend and tear off a bite, it is ready to go! Try this at around 6 hours, to be sure you don't dry the meat too much. If it's not yet ready, give it another hour or so, and test again. When done, remove the jerky from the oven and leave it out in the air to cool down and continue drying. Once fully cooled, store jerky in an airtight container.

As an alternative to drying in the oven, you may wish to use a food dehydrator. This can be easier since dehydrators have anywhere from 5 to 9 shelves. If you choose this method of drying, arrange the jerky on each shelf. To safely dry meat at home, your dehydrator must be able to maintain a temperature of at least 145° to 155°F. The temperature and how thick your slices are will determine how long it will take to finish dehydrating; anywhere from 4 - 7 hours. When using a home dehydrator or any method or means to make homemade jerky, it is important to reach a sufficient temperature in the jerky drying process to kill pathogens such as Salmonella and E. coli.

## PEMMICAN

Here are the steps to making pemmican:

**Dry the meat.** Cut off all the fat and then slice the meat as thinly as possible before placing it on a drying rack in full sunlight. Another option is to place the meat directly on your oven rack with the oven temperature at

its lowest setting. The meat needs to be dry enough that it cracks when you try to bend it. Adding salt will extend the shelf life. The more salt you add, the longer it will last.

**Grind the meat.** Now you need to grind the meat until it is powder form. If you do not have a food processor, mince the meat and then grind it in the blender. If you are in a survival situation, chop the meat into small bits and then crush it into a powder.

**Render the fat.** Just ask your butcher for a pound of beef suet or some grass-fed bison kidney fat. Now heat the fat in a crockpot, in the oven or on the stove. Use a low setting for several hours and be sure to stir the fat occasionally until it has stopped bubbling. Then pour it through a mesh strainer to filter out any pieces.

Mix the meat with any dry extras. If you are using any nuts or dried fruit such as raisins, dried cherries or cranberries, mix it with the dried meat in a large bowl (leaving room for the fat). *Note: These extras reduce the shelf life.*

Add one part of fat per every two parts of the dried meat mixture (add more fat if needed). Slowly pour the hot liquefied fat into the meat mixture and stir well.

Add any wet extras. If you are adding wet ingredients such as honey, maple syrup or peanut butter, mix them in now. If the mixture seems too wet, you can add a little almond meal to get it to your desired consis-

tency. You also may add salt to taste if you like. *Note: These extras will reduce the shelf life.*

Form the pemmican. A popular method is to spread the mixture into a casserole dish. Let it get firm before cutting it into squares or bar sizes. If you prefer, you can form the mixture into balls.

Store the pemmican. Once cut, place it into airtight containers and store them in a cool, dark and dry place. You can store your pemmican in zippered bags in your freezer. Many other recipes begin with a 1:1:1 ratio of basic ingredients such as: 1 cup of dried meat, 1 cup of dried fruit or berries, 1 cup of melted animal fat.

Making jerky or pemmican is another useful skill that can be practiced with your family for fun long before the skill may be needed. Pemmican can last for years and it is surprisingly filling. Jerky or pemmican can supply energy for hours of activity. ✓

## BIO

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# GEAR REVIEW



## GLOCK 19X

The full-size Glock 17 frame and the compact Glock 19 slide have been combined. The 19X comes in coyote color with nPVD slide coating, a Glock Marksman Barrel (GMB), a flat front grip to accommodate all finger sizes, and ambidextrous slide stop levers.

This was designed for the U.S. Military to replace the Beretta M9 as an OWB carried pistol and not necessarily for the civilian concealed carry market. The long grip allows for maximum control and the ½" shorter barrel provides for more comfortable appendix carry and slightly better concealability with a cover garment. [www.glock.com](http://www.glock.com)

# MS-13

## Leadership: Networks of Influence

Mara Salvatrucha-13 (MS-13) has morphed into a complex, transnational network.

BY JOHN P. SULLIVAN AND SAMUEL LOGAN

**F**ormed on the streets of Los Angeles' Rampart and Pico-Union barrios in the 1980s by immigrants fleeing civil war in El Salvador, MS-13 originally called itself the "Mara Salvatrucha Stoners." It emphasized friendship and partying, and the members protected one another from the other Hispanic gangs that bullied them<sup>1</sup>. From its foundation as a turf-oriented street gang, it has morphed into a potent, brutal, transnational criminal organization.

### BARRIO BEGINNINGS

MS-13 had its beginnings in the barrios of 1980s Los Angeles (LA). Like many other LA gangs, it emerged to give its members a way to negotiate economic hardship, social isolation, and victimization by other gangs. In doing so, gangs foster an alternative, yet strong identity for individual members and

often offer a gateway into broader criminal activities. Loosely translated as "street-smart Salvadoran group," MS-13 emerged as a way for Salvadoran immigrants to band together against exploitation by the then-dominant 18th Street gang.

The Mara Salvatrucha Stoners transformed into Mara Salvatrucha 13 when it became part of the constellation of *Sureños* (or gangs owing fealty to the Mexican mafia prison gang known as *La Eme*). The 13 refers to the letter "M" (*eme*) the 13th letter of the alphabet, not 13th street as is often mistakenly stated.

Since its origin, MS-13 has evolved from a single turf gang into a networked organization comprised of individual "cliques" that interact on the basis of social networks, influence, and opportunity. These cliques allocate influence on the basis of a "hierarchy of respect" reinforced by social ties and bonds,

and enforced through violence. In this informal hierarchy, cliques in Los Angeles and San Salvador occupy primary positions of respect and influence.

MS-13 is currently active in at least 42 states and the District of Columbia, as well as Central America. This geographic distribution contributes to the gang's reach and influences its evolution. MS-13 is no longer a single ethnicity street gang with a turf bias; it now accepts members from a range of ethnicities, and while individual cliques run the gamut in terms of sophistication, on average it operates with a high degree of sophistication.

### MARAS MORPHING: TRANSNATIONAL EVOLUTION

Transnational gangs operating throughout the Americas are widely known as *maras*. Mara gangs, including MS-13 and its archrival



**MS-13 operates with a “hierarchy of influence” where “respect” and loyalties are expressed through a networked structure.**

18th Street and their derivatives, are a significant security and stability concern throughout the Western Hemisphere. Collectively, their members are known as *mareros*. They have supplanted local gangs (known as *pan-dillas*) and have an evolving criminal presence in El Salvador, Honduras, Guatemala, Nicaragua, and Mexico, and have made inroads in Canada and Europe<sup>2</sup>.

Mareros were transplanted to Central America<sup>3</sup> as the result of informal connections (familial, neighborhood and village) and as the unintended consequence of the deportation of criminal aliens. Because many mareros in the United States were not citizens, they were deported after serving their sentences for violent crimes. They went home, in many cases to a home they never had. They may not have spoken the language, had no legitimate connections, and re-created the only lifestyle they knew—that of LA gangs. The result is a networked criminal diaspora. Local gangs in Central America were overrun by the new maras and the transnational circuits of violence took root. Essentially, LA gang violence, nurtured in the aftermath of the Salvadoran civil war, was transplanted back to Central America, and then

retransmitted throughout the hemisphere.

During this transformation, MS-13 evolved from a local street gang focused on turf, to a criminal gang seeking profit, into a networked constellation of transnational cliques that challenge the state in parts of Central America. In other words, it gained in sophistication, internationalization, and politicization through three gang generations, to become a transnational, third-generation gang<sup>4, 5</sup>.

#### **NETWORKED LEADERSHIP: MATA, CONTROLA, VIOLA**

MS-13's network configuration frustrates many law enforcement officers looking for a hierarchical organization that they can penetrate. The lack of an overt, formalized hierarchy, manifested through decentralization and the apparent absence of a clear hierarchy or structure, is often interpreted as a lack of sophistication, or a lack of capacity. That is not the case. There is indeed a hierarchy, but it is a “hierarchy of influence” where “respect” and loyalties are expressed through a networked structure.

In operational terms, the “hierarchy of respect” is expressed through a web of social relationships within individual cliques

and social/business relationships between cliques. At the clique level, leadership is distributed. There are two primary leaders, the “first word” (*primera palabra*) and the “second word” (*segunda palabra*) who operate something like a commander and an executive officer in military settings. The *segunda palabra* from large, powerful cliques often exerts influence over smaller or subordinate cliques. In many facets, this leadership is neo-feudal, where leadership is determined by fealty to a leader who collects taxes and the support of warriors and in turn offers protection. Order and control are exercised through a variety of communications (including meetings and the targeted use of violence as an enforcement measure). Meetings include clique meetings, known as *misas*, and *generales* (or inter-clique coordination meetings).

In addition to the two leaders, other key members include a treasurer, who collects the taxes (the gang's cut of a range of criminal enterprises and activities), and a single, powerful LA MS-13 leader, who serves as a liaison to the Mexican Mafia (*Eme*). The Eme representative is a vassal or an Eme “soldier” who ensures MS-13 pays its taxes to Eme, disciplines MS-13 members and associates,

organizes and conducts meetings (*generales*) among MS-13 cliques and shot callers, resolves disputes, and coordinates relations throughout the distributed network, including brokering business transactions and ensuring “respect” is paid to nodes in LA and El Salvador.

Within its own sphere of influence and area of operations, each clique is free to innovate and run local operations (as long as “respect” is given and taxes paid). Enforcement is often brutal, and is simply expressed in the gang’s informal motto, “*Mata, Controla, Viola*”—kill, control, and rape.

The operational tool is the “green light” or “*luz verde*”: the authorization to kill those who do not comply. MS-13 gained enhanced sophistication by giving its allegiance in Southern California (Sur) to the Mexican Mafia. La Eme in turn collects a tax and provides protection to MS-13 members incarcerated in county jails, and state or federal prisons in California. Failure to pay the tax results in a green light allowing any affiliated gang to kill violators in jail, prison, or on the street. This brutal enforcement mechanism allows the gang to ensure adherence to its “management vision” throughout the network.

### THE BLOODY TRIANGLE

MS-13’s network is a classic example of gang expansion fueled by migration. The informal network of influence that results among networked diasporas is exemplified by MS-13’s “Bloody Triangle,” or the criminal circuit that flows between nodes in LA, Northern Virginia (NoVA), and El Salvador. Both LA and NoVA have large Salvadoran communities that interact via phone, and increasingly through various social media (i.e., MySpace, YouTube, Facebook).

Recent gang communications (including a “kite” or jailhouse communication recovered from an MS-13 inmate in El Salvador’s Ciudad Barrios Jail) show that MS-13 is seeking to consolidate its strength and scope (i.e., territorial reach) and enhance coordination among cliques in El Salvador and Sureños in LA. This relationship is key because these three nodes are the most influential in the MS-13 network. LA members migrated to Northern Virginia and the Washington, DC, area earlier than other locations, and El Salvador is not only important as an ethnic home, but also because of the concentration of deported LA mareros. Shot callers, key gang leaders who authorize the *luz verde*, often

are linked to LA or other prominent cliques within this three-way circuit of influence, where many of the most respected members comfortably reside in Salvadoran prisons.

Within El Salvador, members of MS-13 continue to expand the gang’s influence across the Central American country. Weapons trafficking has always fallen within the purview of MS-13 members, but the recent seizure of assault rifles from a female MS-13 member on a Salvadoran bus en route to Guatemala suggests that the gang is engaged with international drug trafficking networks, likely Mexican groups. In late April 2010 Salvadoran President Mauricio Funes disclosed that members of the MS-13 have formed an alliance with *Los Zetas* (a Mexican special operations unit turned criminal group) in his country.

Salvadoran authorities remain concerned about an increase in MS-13 recruiting efforts, including a focus on recruiting women in Western El Salvador to use with smuggling, and the control of at least 12 education centers, where new recruits are trained in extortion methods and other illegal activities.

Meanwhile, Salvadoran judges released more than 20 members of the MS-13 from custody due to “inconsistencies” in the testimonies against them. A few months later, in February 2010, judges released 31 members of the MS-13, citing a lack of credible witness testimony. Both cases, local observers have argued, point to the possibility that the MS-13 has managed to compromise and control judges in El Salvador, a tactic possibly learned from exposure to Mexican organized crime.

### CONCLUSION

MS-13 continues to exert influence in the criminal world. Yet, like many criminal networks, it is not a monolithic organization. It is comprised of interlocking, distributed nodes (cliques) that interact with other Sureños subject to La Eme’s hegemony, and increasingly with Mexican organized crime. MS-13 plays an active role in Mexico’s drug war, serving as foot soldiers and facilitating human trafficking operations (a skill gang members learned as they returned their own deported members back to the United States) for cartels, including *Los Zetas* in at least the United States, Mexico, and El Salvador.

MS-13’s neo-feudal structure makes it malleable to shifting alliances, rivalries, and opportunities. The result is a flexible, agile

network sustained by violence and social cohesion that can exploit a range of criminal activities, including drug distribution, extortion, prostitution, robbery, theft, human trafficking, and acting as *sicarios* (assassins for hire) for transnational drug cartels. Recent media reports speculate that an alliance between MS-13 and the Zetas is being nurtured in El Salvador. MS-13 is also believed to be developing links to Barrio Azteca and the Texas Syndicate (a development that could facilitate interaction not only between MS-13 and cartels, but also among prison gangs in California and Texas). Such cross-pollination provides the opportunity for enhanced gang capability, sophistication, and reach. ✓

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# SECURITY CONSULTANT SKILLS

*LAX SECURITY PERSONNEL, NO SURVEILLANCE, POOR VISIBILITY AND PROGRESSIVE COLLAPSE ARE JUST A FEW CONCERNS A SECURITY CONSULTANT ADDRESSES.*



Every day, Tom pulls into the parking lot in the same fashion.

BY GARY PASTOR

The morning news is on the radio, his windows are up so as to not mess his hair, the smell of coffee drifts from a steaming cup. He parks in “his” spot and gets out. As he rounds the back of the car, he is focused on meetings, phone calls and a big merger in the works. Tom gets his belongings from the passenger side of the car, grabs his bag and picks up his coffee. As he goes into the building, he waves at the security desk attendant who appears to be new and confused at the volume of people coming in. Tom goes to his desk on the 5<sup>th</sup> floor and another day begins. This is typical, right? But, what did he miss?

As a security consultant, I am faced with people every day who believe that everything is good and they are doing all they need to—or all they can—to protect their company and employees. But what is really going on here? Do they care? Of course, they do. The issue is that they don’t know any better or

are blinded by repetition and complacency.

As consultants, it is our mission to educate the client on the “best practices” and “industry standards” through evaluation and effective reporting. When we examine a location, we must keep in mind the “concentric circles of protection” and how one builds on the next.

Why should they hire you? Your resume or CV should speak for itself based on your experience, but more so your training. The client should be able to verify everything you list—and they do.

The top-notch consultants are well versed and resourceful. Employable consultants have things like “CPP” (certified protection professional) listed after their names. This asserts that they studied a variety of security related topics and have some knowledge about many areas. If you want to do security consulting for construction companies, CPP is helpful, but so is a working knowledge of OSHA regulations. Does your resume reveal that you are

continuing to train? Training should be continuous—but back to our story.

As competent security consultants, we approach a parking lot looking at the entries and exits. Can we suggest one way in and out with some type of monitoring system in place in the form of a guard, a pass key system or as simple as a CCTV system? As we are considering those things, we notice that the bushes look like crap. Nobody had maintained them and now they are overgrown and blocking windows. The trees create dark spots on the property where bad things could happen and everyone is walking on the grass rather than the sidewalk. These considerations bring us into the realm of CPTED (Crime Prevention Through Environmental Design). Why wouldn’t they trim the trees and bushes and plant holly or rose bushes along the walkways to channel pedestrian traffic? I wonder what the lighting situation looks like after dark?

For this site, the building is open to the

public, but as Tom noted, the security desk and heartbeat behind it seemed dazed and confused. Did they check IDs and control access? Are they trained to carry out their duties?

As we go farther into the “secured” space of the building, we should be trying to avoid a progressive collapse. Each part of the target hardening should build on the other, making it harder to get in and progressively get harder to proceed.

Through CPTED, concentric circles of security each getting harder, educating the employees and changing of policy, we should be able to accomplish this.

Let’s start back at the beginning. Tom approached the building the same way he does each day. If there was only one way onto the property, that one way could be monitored by a camera or better yet, a guard or pass key system allowing access to employees and announcing visitors to the guards inside.

The trees and bushes could be neatly trimmed with accent lighting allowing for better visibility and illumination which serves as a deterrent to the criminal element. Bushes can also be added to support walkways to guide pedestrian traffic to areas of access control or cameras, while entering the building. Parking lot lighting can be evaluated and improved.

Exterior doors with a pass key system are not always possible, but when used properly, they make a great log of who is in the building and when—if we take steps to avoid piggy backing or social engineering.

Once we get to the greeter (guards) just inside the door, they should be polite and informative while still checking passes, IDs or issuing visitor credentials and managing the log books.

After a person is cleared and can access the building, what areas can they go to? Do they have full access or are they a visitor who can only go certain places? Do they have a bright colored ID around their neck that would remind me of the gas station with the cinderblock for a key chain?

“Progressive Collapse” is when once you get past a certain point in the security process, you can go anywhere and be virtually unchallenged. As we go deeper into the building, the pass system and checks and balances should be more stringent and ensure that there is no progressive collapse. This is avoidable by layering circles of protection as we have discussed.

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PREPAREDNESS - CHANCEAGRELLA

How do we convey all of this to the client in a way that will be easy to understand, actionable and possible for them to afford? When it comes to spending money on these types of measures, all clients act like they are broke, but it is our job to report findings and make recommendations.

**THE REPORT**

Any time I get started, I always meet with the lead safety officer or the person in charge of security for the building. I want to make this person a part of the process. If we just walk in and start saying what they are not doing well, we are sure to get resistance. Why not include their team and get their ideas and suggestions? You may find that they agree with many of your ideas and that they have tried to make those suggestions in the past only to have their suggestions fall on deaf ears. This also keeps them from feeling like you are there to tell their organization that they are stupid and having an incentive to undermine your work.

When I see a report from someone who I paid to do a job, I like details, but I also like it clean cut and to the point. Like any four-year-old, I like pictures.

When preparing your report, be careful not to express opinion. This is for several reasons to include liability. You don’t want to hear, “I did it that way because he told me to” at the wrong time. Rather, consider focusing on bullet points and suggest that they bring their current conditions into alignment with “industry standards”. Then share a resource

where they can reference the standard. Citing ASIS (American Society for Industrial Security) or the International Commission on Illumination works for many procedures and concepts. Then provide the section, chapter and verse where they can find the standards. This practice will add depth to your report and help spread some of the liability. At this point you are making a mere suggestion that they come into compliance with the industry standards; then providing guidance, allowing them to read the “best practices” for themselves and facilitating determining what they want to do.

The bottom line is that the job of the security consultant is to:

- Determine what the concerns are
- Evaluate the security or a location or process
- Compile a report of where they are in the spectrum
- Suggest that they come into compliance with the best practices or industry standards
- Offer to help them facilitate any changes they want to make

The skills of a security consultant come in handy in a wide range of areas. Certification as a security consultant can be a boost for your resume’. LaSorsa and Associates Security Consulting Course can provide both. ✓

**BIO**

Gary Pastor is a security consultant for LaSorsa and Associates ([www.lasorsa.com](http://www.lasorsa.com)).

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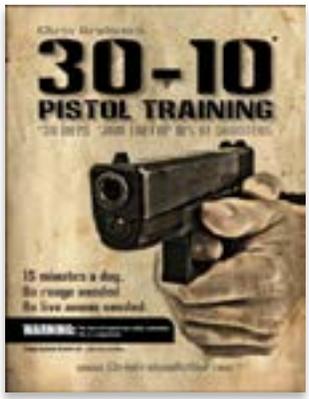


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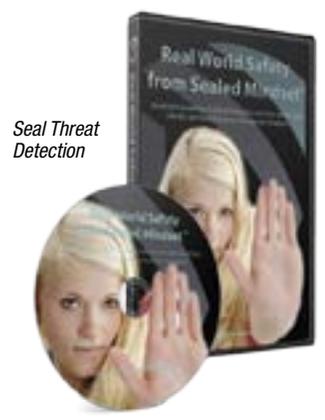
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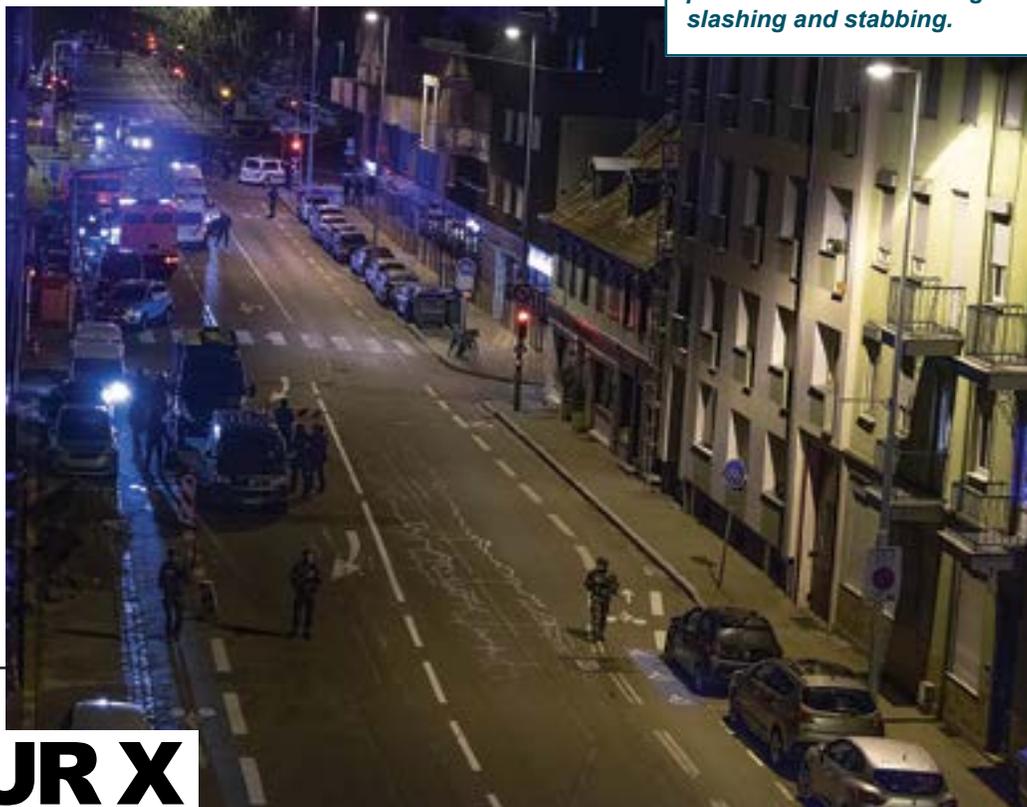
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# PROFILES OF COURAGE

Whether you are facing an armed jihadi, facing the challenges of providing for your family or looking for the courage to speak an unpopular truth, there are times when each of us can use a little inspiration. Sometimes it helps to put your challenges in perspective. Sometimes it's encouraging to see how selfless human beings can be. This account is based on multiple open source reports. Monsieur X is a pseudonym.

*Chekatt emptied his revolver shooting at disarmed shoppers, then produced a knife and began slashing and stabbing.*



Law enforcement search for the Strasbourg killer.

## MONSIEUR X

At approximately 7:50 p.m. on the 11<sup>th</sup> of December, 2018, Chérif Chekatt made his way through a crowd of Christmas shoppers in Strasbourg, France. He drew a concealed pistol and shouted, “Alahu akbar!” (Allah is greater!) Chekatt emptied his revolver shooting at disarmed shoppers, then produced a knife and began slashing and stabbing. His attack lasted approximately ten minutes and ran through several venues. The jihadi eventually encountered soldiers on a security patrol and exchanged fire with them. He reportedly hit one of them in the hand and was hit in the arm himself.

Chekatt killed five people and is believed to have injured 11. Ambulances are said to have taken more than 45 minutes to arrive. The killer headed in the direction of Neudorf on foot, but flagged down a cab and escaped the scene. The driver later reported that Chekatt bragged about killing people. He had been arrested numerous times previously and was known to have told fellow prisoners that he had plans to “die a martyr”. The shooter had an “S” file identifying him as a potential terrorist, but was not under surveillance. According to news reports police had attempted to apprehend him on a mur-

der warrant the morning of the 11<sup>th</sup>, but he evaded being taken into custody after being warned by his father.

The following night, police officers patrolling the Neudorf neighborhood saw an individual who appeared to match the suspect’s description walking down the street. According to a police spokesman, the man turned and fired at them, and three officers opened fire on him. When Monsieur X pressed the trigger of his weapon, Chekatt went down with a fatally incapacitating wound and the murder spree was ended.

✓