

The Magazine of the  
FBI National Academy  
Associates

# NATIONAL ACADEMY



ASSOCIATE

March/April 2018 | Volume 20, Number 2

## MS-13

### Mara Salvatrucha

**PLUS** | 2018 FBINAA Training and Education  
Needs Assessment Report



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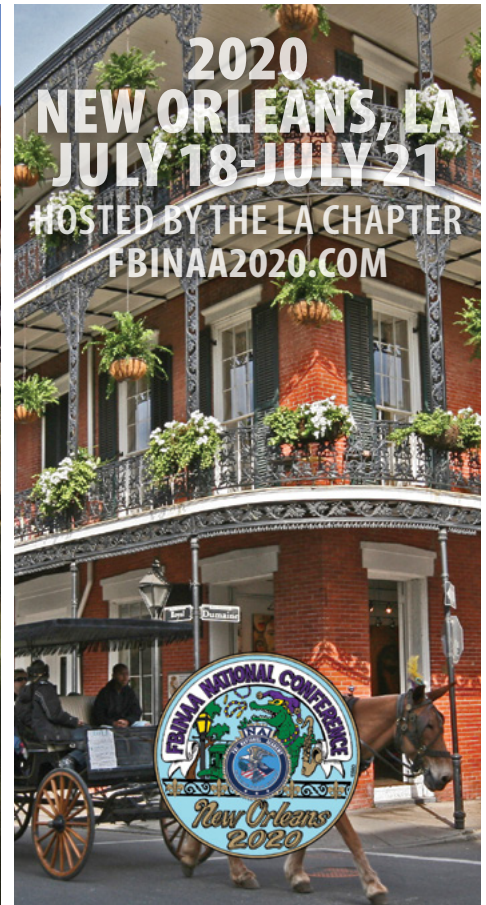
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**On the Cover:**  
A captured gang member makes his gang Mara Salvatrucha's signs. (AP Photo/Luis Romero)

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## ASSOCIATION PERSPECTIVE

by Scott Dumas

*Greetings all,*

It's almost three quarters through my Presidential year and we just completed what I feel is the most important gathering that takes place each year, the annual Chapter officers meeting. Each year, two chapter officers, (usually the Chapter President and Secretary Treasurer) from each of the 44 domestic and 4 international chapters, are flown to the FBI Academy to discuss Association business. You read that correctly, they are flown to the FBI Academy. I mention that because outside of the chapter officers, many of our members do not realize that the FBI picks up the tab for this important business meeting. They pay for the flights, a per diem rate, and put us up in the academy. During our stay the entire training division, led by Assistant Director **Dave Resch**, bends over backwards to accommodate whatever our needs may be. This year we were also treated to a fieldtrip up to the **J. Edgar Hoover** building and were able to re-live many of the cases that the FBI and local law enforcement collaborated on. That's how important the relationship with the National Academy Associates means to the FBI and that's why they refer to the National Academy as their crown jewel. The FBI as an organization is going through a tough time right now. Anyone who has ever carried a badge can relate to the fact the actions or perceived actions of a few, is painted with a broad brush. When you see one of your brothers or sisters in the Bureau, please let them know you have their back.

During our time at the Chapter officers meeting we also honored four martyrs. New Deputy Director, **Dave Bowdich**, came down from headquarters to take part in our Hall of Honor ceremony. The FBI National Academy represents so much; Leadership, Strength, Education, and Sacrifice. While we all have given, some have given it all. We celebrated the lives of four men, **Francisco J. Cisneros Prieto** of the 180th session, **Clinton F. Greenwood** of the 263rd session, **Patrick N. Weatherford** also of the 263rd session, and **James W. Baber** of the 33rd session. Each of these men died in the line of duty in the face of adversarial action and each will be remembered, in perpetuity, as a plaque was hung in our Hall of Honor, in remembrance of their duty and of their service. It was an honor to preside over this service as this Associations President and I committed to the families, on behalf of the entire FBI National Academy Associates, that although there are no words that can fill the void that has been left in their lives, please know there are over 17,000 FBI National Academy graduates that stand at the ready to assist them all through this, in any way we can.

I recently was afforded the opportunity to attend the **Latin America/Caribbean conference** which was held in Panama City, Panama. There were twenty three countries represented at the conference. Chapter President **Oris Jaen**, 204th session, **Rolando Villarreal**, 260th session, and the entire Panamanian National Police Department rolled out the red carpet for all attendees. Our first day of training consisted of a discussion on Leadership, Police Corruption, and Ethics. It was followed by a visit out to the **Miraflores**



**Locks** on the Panama Canal and a familiarization on the security required on the Canal, which affects all of the world's commerce. The following day did one better, after our morning challenge run, we again headed out to the canal and this time boarded a ferry. We experienced a three class rotation on a gang case study in Puerto Rico, social media exploitation, and security issues affecting the Panama Canal, all while traveling through two of the locks. That is the way training is meant to be done! I urge you all to try and take in an international conference. With some local exceptions, the training is universal but is brought from a different perspective. Upcoming international conferences will be in **Nairobi, Kenya; Helsinki, Finland; New Dehli, India; and Nassau, Bahamas**. Check out our website for specific dates.

An area of discussion I have brought up in other articles and talked about at length at the chapter officers meeting was my desire to get our Association, not just involved, but strongly committed to the **Below 100** initiative. The Mission of Below 100 is to *reduce the line of duty deaths to fewer than 100 per year*. Their Vision is to permanently eliminate preventable line of duty deaths and injuries through innovative training and awareness designed to focus on areas under an officer's control. They have identified five tenets to be followed towards that end. **1. Wear Your Belt, 2. Wear Your Vest, 3. Watch Your Speed, 4. WIN – What's Important Now? 5. Remember, Complacency Kills.** The FBI National Academy Associates are uniquely designed with their 44 domestic and 4 international chapters to not only disperse this training but to help change a culture that may exist by making a commitment to officer safety and wellness. In 2015, **Kim Schlau**, whose two daughters were killed when an Illinois State Trooper crashed into them traveling at 126 MPH, came and spoke at the FBI National Academy during the 260th session. Undersheriff **Rob Beidler** was in that class. Kim's story struck a chord with Rob and he took it back to his Sheriff after graduation and implemented the Below 100's five tenets. The results were impactful. This was just one agency that met the challenge and stood committed. Imagine the impact we could have on our profession if we all did.

<http://www.newsofmillcreek.com/content/snohomish-county-sheriff%E2%80%99s-office-receives-national-officer-traffic-safety-award>

continued on page 5



**Association Perspective** *continued from page 4*

Lastly, in 1971 Officers **Joseph Piagentini** and **Waverly Jones** were gunned down in a Harlem neighborhood in NY City simply because of the uniform that they wore. Their killer, **Herman Bell**, who a month after this shooting played a role in the shooting death of Sergeant **John Young** of the San Francisco police department, was recently paroled after serving 44 years in prison. Officer Jones was killed instantly with a single shot to the head while Officer Piagentini was shot 22 times, reportedly begging for his life. Many have described this decision by the parole board as indefensible and I certainly count myself among them. The local CBS news station did a poll on the parole board's decision, with over 6,100 responders. What I found most troubling was that 86% of those that responded agreed with the decision. Granted, this was not a scientific poll but the results were telling. They told me that we, as a profession, continue to allow others to tell our story and this I feel, we cannot allow to continue. Long time National Academy instructor, Lt. Col. **Jim Vance** used to state, "Law enforcement has a great story to tell, we just do a lousy job at telling it". I believe our ineffective efforts at telling our story have promulgated the effect illustrated by the poll. I would like to tell our story better.

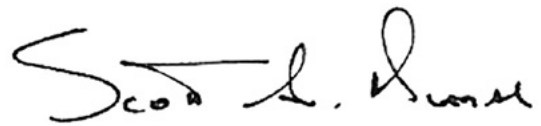
Lieutenant **Ken Kanger**, 262nd session, of the City of Omaha police department presented a challenge to me in response to the most recent school shooting in Parkland, Florida that I present to each one of you. It was a challenge of outreach to our most vulnerable from all of our members, active and retired, but its affect can be far reaching.

Ken's challenge:

*We encourage members, active and retired, to make more of a concerted effort to visit the schools, daily or weekly, depending on what your schedule allows. I know we have thousands of retired officers that want to make a difference. There is talk about hiring law enforcement to work in schools and maybe military. I know there are retired officers that would volunteer at lunch hour, at recess, to read or talk to kids. That not only makes the schools safer but reinforces the engagement and relationships we want to, and need to build. With your reinforcement, the Community Engagement Committee's support, and Youth Programming subcommittee's encouragement we can send a strong message to these kids that are hurt, traumatized, and some scared.*

*This is what we do every day; we just don't talk about it. Let's start telling our story; stop in on a school, visit a business, take part in the local community group, but memorialize it, take a picture, tweet if out. Maybe then, when Herman Bell's co-defendant, Anthony Bottom's parole hearing comes up in June, we may have gotten back just a sliver of respect for the job each of you do.*

*Be safe, be strong, be vigilant, and be proud!*



Scott A. Dumas  
President FBINAA  
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# MARA SALVATRUCHA (MS-13) A LAW ENFORCEMENT PRIMER

Robert J. Bunker and John P. Sullivan

This primer provides policing, law enforcement, and homeland security professionals a general, yet comprehensive, overview concerning the transnational street (and in some international locales—prison) gang **Mara Salvatrucha (MS-13 or MS13)**. The gang has received heightened attention by the last two US presidential administrations—especially the present one—due to the perceived threat it increasingly represents to both the domestic security of the United States and, even more so, to her allies in Central America.

**T**he gang overview and profile presented in this primer has been created by subject matter experts in the field of gang and security studies. It has been aggregated from open source information and, for this reason, is intended for public distribution with no restrictions on use. To our knowledge, no such dedicated resource for US law enforcement has yet been created related to this gang. Still, it should be recognized that—given the long time frames covered (roughly 40 years), geographic expanses addressed (primarily spanning North and Central America), and the large number of gang members now existing (in the tens-of-thousands)—contemporary localized clique variations will emerge from some of the MS-13 structures, patterns, and norms presented herein.

## PRIMER INFORMATION

*Name Forensics:* *Mara Salvatrucha (MS-13)*. *Mara* is slang meaning ‘gang’ (from *La Marabunta*; roaring ants—friends protecting each other like ants) and *Salvatrucha* means ‘street smart Salvadorians’ in Spanish. MS is the abbreviation of the full gang name. 13 signifies that the gang has sworn allegiance—to the Mexican Mafia (*La Eme*) which is a powerful prison gang in Southern California. M is the 13th letter in the alphabet, whence the number 13 is used as the numerical representation for the Mexican Mafia.

*Motto:* *Mata, roba, viola, controla* (kill, steal, rape, control)—shorter variants *mata, controla, viola* (kill, control, rape) and *mata, viola, controla* (kill, rape, control) are also utilized. The motto reflects the interaction of the gang’s defensive origins and exposure to atrocity and intense competition from competing gangs.

*Type of Gang:* MS-13 remains a street gang in the United States (albeit with a strong prison and jail nexus and influences) while at the same time it has become both a street and prison gang in Central America. In Central America, a *mara* is considered a more sophisticated transnational gang as opposed to local *pandillas*. Members of *maras* are collectively known as *mareros*. In Mexico, it operates like a street gang but is closely linked to the cartels. National security academic researchers identify MS-13 as an evolved Third Generation Gang (mercenary/politicized) as opposed to less evolved Second Generation (drug) and First Generation (turf) gang forms. MS-13 is a distributed network comprised of interactive cliques (*clicas*) that operate with local autonomy and are subject to varying degrees of influence from other cliques in the network.

*Ethnicity:* Salvadoran and related Central American concentrations. Also Mexican and related Hispanic with some Caucasian affiliates where culturally indoctrinated when young (grew up as a homeboy or homegirl).

*Colors:* Blue and White, drawing from the Salvadoran flag; Dodger Blue, paying homage to the Los Angeles baseball team and their local roots (as do allied metropolitan Los Angeles *Sureño* gangs); Black, sometimes used as a secondary color to blue or a tertiary color to blue and white. However, for MS cliques in Long Island, New York, and in the DC region black appears to have become more dominant.

*Symbols and Key Words:* MS, MS-13, MS 13, MS X3, 13, XIII, 13 Numerology (*Numbers adding to 13*), Salvatrucha, Sur (*Sureños*), Devil’s Horns (*Can be turn upside down to form ‘M’*), Santa Mu3rt3 (*Santa Muerte and 13 fusion*), Clique Designation (*typically 2-3 Letters*), Heavy Metal and Demonic imagery, Skulls, Bat Wings, Spider Webs, Tombstones, Clowns, Drama Masks, Young Hispanic Women, Mothers, Seal of the Salvadoran Flag, 213 (*LA Area Code*), 504 (*Honduran Area Code*), Triangular Dots (*My Crazy Life; jail, hospital, grave*), Tear Drop (*murder*). *Central American variants:* Yin Yang (*beyond good and evil*), Barbed Wire (*trapped in the gang life*), Clapsed Hands (**Forgive me mother for my crazy life**), Christ (*Profane meaning with M worked into his crown and S worked into his beard*). Also MS-503/MS503.

*continued on page 10*

**Mara Salvatrucha (MS-13): A Law Enforcement Primer** *continued from page 9*

*Languages and Hand Signs:* Spanish, English, Caliche (Spanish slang from Central America), and Spanish-English linguistic fusions modified by *maracultura* (gang culture) phrases. MS members use a handsign alphabet spelling out words for communication purposes.

*Origins:* The gang originated in the Rampart and Pico-Union neighborhoods (barrios) of Los Angeles in the 1980s (some sources claim precursor activity dating back to the latter 1970s) as the Mara Salvatrucha Stoners (MSS); aka Mara Stoners. While its members had Salvadoran roots, it was a stoner gang into heavy metal music, light drug use (i.e. marijuana), low-level criminality, and counter-culture (teen cool) satanism. In the mid-1980s/early 1990s, it dropped its 'stoners' identity and became a street gang known as Mara Salvatrucha (MS)—sometimes with a 13 associated with it but, in this instance, referring to the 13th letter 'M' for marijuana. This was partially due to both an influx of refugees from the Salvadoran Civil War into the gang and increased pressure from Mexican gangs (*Sureños*) upon it. By the early 1990s, it became a vassal of the Mexican Mafia (*La Eme*). Later gang deportations of its illegal US resident members (criminal aliens) initially spread the gang into Central America and, to a lesser extent, Mexico.

*Locations:* Major concentrations in the Los Angeles metropolitan region, the Eastern seaboard (National Capitol region/including Washington, DC, Maryland, and Northern Virginia, and North Carolina), and Central America's Northern Triangle (El Salvador, Honduras, and Guatemala). The gang is active in well over 40 U.S. states and the District of Columbia, with many clique clusters now in New York (especially Long Island) and Texas. Texas authorities (the Department of Public Safety) consider MS-13 a Tier 1 gang due to its relationships with Mexican cartels (cross-border links), high levels of criminal activity, high levels of violence, and overall statewide presence. MS-13 also has smaller concentrations in parts of Mexico and some representation in other regions of Latin America with activity in Canada and recent inroads into Spain (especially Catalonia) and Italy also noted.

*Size:* The actual size of MS-13 is unknown, with an estimate of 50,000 to 70,000 members existing transnationally. Within this estimate, 8,000 to 10,000 of these members are thought to be located within the United States. The remaining concentrations of the transnational members are found primarily in El Salvador as well as in Honduras and Guatemala. According to various reports, El Salvador is estimated to have up to 368 cliques and Los Angeles about 20 or so. Derived

from these estimates, it is projected that Honduras and Guatemala would have at least another 100 or so cliques between them. The DC through New York regional corridor may now have 50 or so cliques.

*Organization & Leadership:* In many ways, the gang exhibits a form of neo-feudal structure that is both networked and hierarchical in nature. This structure is built upon a network of well over 500 (est.) individual cliques. The primary MS-13 leadership clusters are in Southern California—subordinate to Mexican Mafia (*La Eme*) dictates and senior shot callers housed in Central America prisons. They have both initiated programs and created strategic visions for the gang's future. A secondary level leadership cluster is found in the greater District of Columbia metropolitan region with links to the Central America leadership cluster. Tertiary clusters—derived from lesser localized leaders—can be found in Texas and New York, in regions of Mexico and Canada, and in other countries with embedded cliques. Within the greater Mara Salvatrucha network, a "hierarchy of respect" is expressed through a web of social relationships and influence within individual cliques and social/business relationships between cliques. In El Salvador, a more pyramidal structure has evolved within the network structure where members are roughly divided among an elite known as the *Ranfla*, whose members known as "*ranfleros*" comprise the cadre from which leaders are drawn with lower level members known as "*paros*" (collaborators). *Programas* in El Salvador are clusters of clicas in a determined geographical area. 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 palabras* from large, powerful cliques often exert influence over smaller or subordinate cliques.

*Ideology and Spirituality:* While the gang is generally viewed as a brutal yet primarily secular criminal organization, this is not a fully accurate representation of its unique *maracultura* expressions. Rather, MS-13—over the course of its decades long development—has gone through successive waves of narratives. These include devil worship and satanism, Salvadoran civil war brutality, prison gang and Mexican cartel influences, and Santa Muerte veneration and worship. At present, it is unknown what percentage of MS-13 members can now be considered dedicated occult followers—that is to say, satanists and/or the darker type of Santa Muerte adherents—because no ethnographic data points presently exist concerning individual clique dark spiritual affiliations, ongoing beliefs related to Catholicism or other religious orienta-

tions, or adherence only to secular ideologies.

*Indoctrination:* Male members endure a slow 13-second 'beat in' by clique members. Central American and some East Coast cliques may now require an attempted homicide or actual homicide against a rival gang member or that new members engage in a violent act against a nonaligned individual prior to the beat in. Female members may have the choice of 'sexing in' (have sex with male clique members) or enduring a 13 second 'beat in' but the latter is not universal, with sexing the only option for some cliques. Women already dating clique members may have a much easier time joining cliques. Still, women 'beaten in' will gain the most respect within their cliques. In Central America, prospective female members may also be required to take part in 'missions' (performing crimes or homicides) prior to the 'beat in'.

*Role of Women:* In both the United States and in Central America, MS female members are expected to take on both male and female gang roles yet are treated unequally. 'Sexed in' female members will have a hard time gaining any respect as opposed to 'beaten in' ones. Numerous double standards exist, with male partner's affairs tolerated but those by females not, and women more likely to be threatened and abused within their cliques and frequently tasked to do the dirty work such as being drug and contraband mules, carrying weapons for male members prior to a mission, or engaging in intelligence gathering operations. Some cliques even view women as subhuman—at best, as chattel—while others no longer accept them into their cliques as new members.

*Dress and Grooming:* Sports jerseys, rock concert t-shirts, baggy pants, jeans, bandanas, and baseball caps. Recurring patterns in clothing and accessories—such as blue and white bead bracelets or necklaces and certain brands of tennis shoes—may signify clique membership. Clean-shaven heads, long hair, or unique hair cuts with certain lengths and/or shaved areas portray grooming variations that may be encountered among various clicas. In El Salvador some *mareros* no longer wear gang attire to blend into the community and avoid scrutiny.

*Tattoos and Graffiti:* Imagery derived from skin inking and spray-painted walls draws upon MS-13 symbols, keywords, and their abbreviations. Gang monikers, phrases, and messages may also be utilized in a subordinate manner; the branding of the skin—noted with *Los Zetas* recruits—is not utilized by this gang. Back, stomach, and arm tattoos are common, with neck, legs, hand, and inner lip placement at times also evident. Exposed tattoos—especially from the neck up indicate overt

*continued on page 11*



Mara Salvatrucha (MS-13): A Law Enforcement Primer *continued from page 10*



and hardcore gang involvement. Central American cliques, in the past, have had more full facial and full scalp tattoos than their North American counterparts. The discontinuation of tattoos by cliques in Central America and the US (at least overt ones) represents a new trend as a direct counter to state gang suppression programs so that their members can't be easily identified. Additionally, in El Salvador, the gang has now considered itself to have evolved in sophistication beyond the tattooing stage. Some instances of basic gang imagery—such as MS and/or 13—carved into trees has also taken place on the Eastern seaboard in parklands where clique activities are carried out.

*Social Media and Music:* MS members use texting and video imagery as well as chat rooms and social media sites and apps—including YouTube, Facebook, and Instagram—for communication, recruitment, and the intimidation of rivals. The music genre listened to by the original US cliques was once exclusively heavy metal rock. While this legacy may still exist with some of the older clique members, the gang's music tastes have since morphed into a fusion of 1990s gangsta rap along with even more ethnic Spanish hip hop (mixed in with English words). The latter was initially produced in Central America but now is also appearing in the US. One archetypical song “*La mara anda suelta*” (Mara Salvatrucha Running Wild) is representative of what can be termed MS-13 rap.

*Criminality:* Violence and brutality represents a centerpiece of the gang's self identity and is used for recruitment, discipline, and the external policies directed at neighborhoods and rival gangs it comes into contact. Crimes against individuals run the gambit from theft, battery, and assault through bodily injury, rape, attempted homicide, homicide, and ritualized torture killings. Corpse messaging—leaving dismembered bodies in public areas such as parks—has been utilized by MS-13 as a form of ‘street terrorism’ directed at its rivals, noncompliant members, and local citizenry. The illicit economic activities of individual *clicas* is op-

portunistic and will vary, spanning petty crimes through the street taxation (extortion) of legitimate and illegitimate small businesses, burglaries and robberies, prostitution, human smuggling, car theft operations (exporting into Mexico and Latin America), and narcotics sales. Mercenary type operations may also be engaged in. Some *clicas* are also diversifying their activities to include gray market and legitimate enterprises.

*Weaponry:* Basic weapons utilized by clique members are normally knives and machetes with axes, bats, pipes, and chains sometimes evident. Small arms utilized in the US are typically pistols, with rifles and semi-automatic assault rifles (AR-14 and AK-47 variants) infrequently encountered. The booby trapping of MS stash houses must be taken into consideration as well as the use of lookouts in gang areas of operation and the monitoring of police communications. In Central America and Mexico, some cliques—specifically those working with the Mexican cartels—may have access to IEDs and more advanced military weaponry including fragmentation hand grenades, launched grenades (40mm), fully automatic assault rifles and even potentially some body armor. To date most explosive incidents in El Salvador have lacked sophistication and the AR-15 and AK-47 families of weapons are prevalent. It has been reported that MS cliques in Central America are now attempting to also acquire RPGs (rocket propelled grenades). The infiltration of the military in El Salvador by MS now means that a number of clique members have basic infantry and small arms training.

*Evolving Concerns:* The growing sophistication and increasing politicization of the gang in Central American is of immediate concern. This is reflected in its willingness to directly challenge state authority, attempt to create its own autonomous zones of control, field an armed commando battalion, and directly influence federal political processes. Its broad transnational reach and alliances with organized crime entities in the Americas, as

well as into Iberian Europe and Italy, is also cause for consternation. These two concerns—when coupled with the spread of the gang throughout almost the entire continental United States over the course of the last few decades—portends that a new form of homeland security threat may now be systematically emerging. This threat is derived from what can be characterized as an evolving transnational networked gang entity with tens-of-thousands of members spread out through hundreds of cells (cliques) configured for localized environments and that replicates itself like a social cancer.

*Fragmentation:* MS-13 in El Salvador has splintered, resulting in the formation of a new gang faction known as MS-503 (MS503), which is also known by some as the “*Revolucionarios*” which is separate from the Barrio 18 splinter group of the same name. MS503 (503 is El Salvador's area code) is reported to consist of two clusters of *clicas* known as “*programas*” (programs). These *programas*, the Fulton and Normandis, operate throughout El Salvador with strongholds in Chalatenago, Ahuachapán, Sonsonate, and San Miguel departments and beyond. The split appears to be related to disputes over funds gained during gang truce negotiations initiated by the Salvadoran state. MS503 members have a suspected presence in Mexico, especially Mexico City (CDMX) where one of the faction's leaders was murdered in March 2018.

*Allies:* In Southern California, MS-13 has been accepted as a *Sureños* 13 gang since roughly 1994 and is a vassal of the Mexican Mafia (*La Eme*). As a result, all other *Sureño* gangs (*Sureños*) are considered—at least in principal—its natural allies. In Mexico and El Salvador, the gang has been allied with the Los Zetas cartel since at least 2010. It can be assumed this alliance would also extend to joint smuggling and enforcer operations taking place within the United States. In Texas, MS cliques are developing links to the Barrio Azteca (*Los Aztecas*) street-prison and the Texas Syndicate

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# FBINAA 2018 TRAINING & EDUCATION NEEDS ASSESSMENT REPORT



training

The FBI National Academy Associates, Inc. (FBINAA) developed the education and needs assessment survey for the purpose of surveying member's professional development, education and training interests and needs so that the FBINAA executive board, staff, etc. could better serve the members. The survey was developed not only to evaluate member's professional development, education and training interests and needs, but also to evaluate where and how FBINAA members currently get their education and training. Allocating proper funds and resources according to membership interest and need is the most cost effective and practical measure to insure effectiveness of the funds dispersed.



The response rate for the survey was approximately 9.6%. One thousand six hundred thirty (1,630) responses were collected with 995 (61.04%) from municipal agencies, 293 (17.98%) from county agencies, 199 (12.21%) from state agencies, 70 (4.29%) from federal agencies, 18 (1.10%) from campus/university agencies, and 55 (3.37%) from retired members.

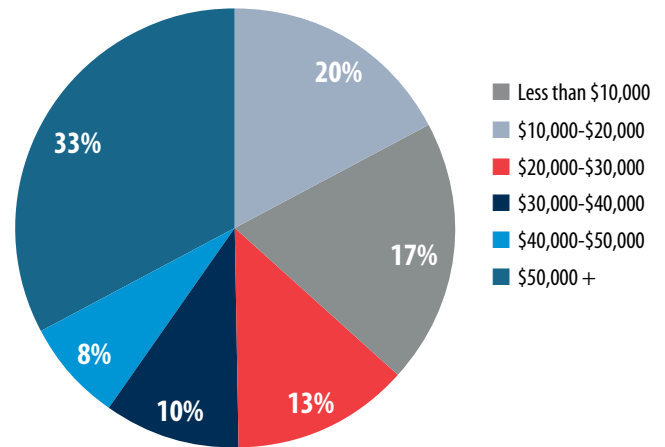
Of the 1,576 who responded to the Training Events and Programs Attended Throughout the Year question, 1,504 attended conferences, 1,357 attended workshops/seminars, 1,262 participated in on-line education and training, and 1,121 participated in webinars.

The top ten education and training topics that were rated somewhat a priority or a high priority were:

1	Officer safety and wellness	81.38%
2	Leadership and management issues	80.44%
3	Officer training and education	79.89%
4	Active shooter, mass casualty response	72.11%
5	Building trust and legitimacy	63.62%
6	Opioids and other legal/illegal drug issues	63.61%
7	Technology and social media	61.16%
8	Community Policing and crime reduction	61.15%
9	Innovations in policing and new technologies	59.77%
10	Education and training trends	54.57%

## 86% Use Online education/training

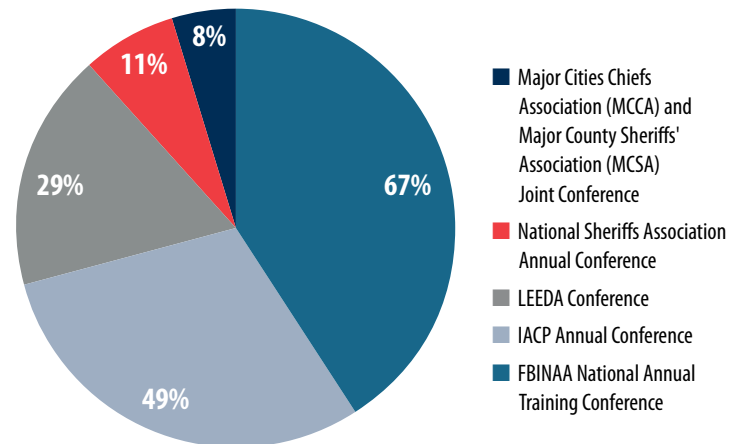
Of the 1,571 who responded to the training budget size, the responses included:



Eighty-six percent of the survey respondents presently use online education and training and 90.20% plan to use online education and training in the future.

## 90% plan to use online education/training in the future

Sixty-nine percent of the survey respondents presently use webinars for education and training and 74.71% plan to use webinars for education and training in the future. Law enforcement conferences that were rate somewhat a priority or a priority included:



## 75% plan to use webinars for education/training in the future

## 69% use webinars for education/training



# To Tell You Why I Love You

Todd "Ozzy" Osmundson

In early 2017 as a member of the FBI NAA, Session #203, I became aware of the FBI NAA pursuit to advance their **Officer Safety & Wellness** program. **The OSW Mission:** *To save the lives, families and careers of peace officers around the globe... seemed at the time, a good project to support.*

**L**ittle did I know, it would end up playing a huge role in my life and my family. Our police department was reeling from an officer suicide in 2014 along with our first officer in over a hundred years to be killed in the line of duty in 2016. So I was grateful and honored to be selected to attend a "train the trainer" session for OSW in May of 2017. One of the class assignments was to write/contact a loved one and tell them why you love them. This assignment saved my brother's life.

My brother had recently lost his wife to cancer at 52 years of age. He was spiraling into deep depression as it turns out. He asked to be fired from his career long job, they refused, so he quit since he could not cope working any longer.

My mother and sister had repeatedly for weeks tried to get my brother help, he refused their offers. My mom and sister begged me to get involved with my older brother just days before I attended the OSW train the trainer. I refused, saying little brothers don't meddle in the lives of big brothers.

After being given the class assignment of contacting a loved one and hearing all the amazing passionate OSW trainers saying we have to normalize intrusiveness and become involved to improve the quality of lives of others, I decided to call my brother that evening from San Antonio, TX.

After his initial hello, I went into a sobbing "I love you Brother" and said "you need help my brother, will you accept help from those who love you?" He paused for 10 sec's and then said "Yes!" Wow, what a life changing moment in our lives. I had never told my brother I loved him in 56 years and I did it during one of his darkest times of his life thanks to the OSW program.

My sister ended up traveling eight hours shortly after I hung up with my brother to go get him medical assistance. We found out my brother was on day 12 of sitting in darkness in a chair in his bedroom ponder what was left worth living for.

I can assure you today, my brother has a lot to live for now! We are the closest we have ever been and continue to do activities almost every week together. Life is worth living. After this experience with my brother, I have come to find out my mother and sister have both been treating their depression for years but never shared until now due to the stigma associated with disclosing to others.

The other great news is that our police department is committed to the emotional, physical and wellbeing of our employees and we are currently working on building our own internal network of support as it relates to OSW. I will never be able to thank the FBI NAA OSW program and its instructors enough.

## OFFICER SAFETY AND WELLNESS

The Executive Board of the FBI National Academy Associates is dedicated to furthering the conversation on officer safety and wellness issues that impact the law enforcement profession. The Associates Magazine highlights challenges that are inherent to the profession and present solutions to those looking to enhance their own personal resiliency or that of their agencies.





# MEET THE CANDIDATE

## Bill Carbone *Section IV Representative*

To the members of Section IV, please let me introduce myself, my name is **Bill Carbone**, graduate of the 217th Session and the 2017 Chapter President of the NYS/EC Chapter. I am a candidate for the Section IV Representative position in 2018. I am very excited to formally ask for your support in my campaign; to represent the many members of Section IV. I have the great fortune to be following three superb Section IV Representatives. **Laurie Cahill, Scott Dumas and Ken Truver**, all exemplify what a Section Rep should be and it is my desire to follow their great lead, if selected to be the next Section IV Rep.

**A**bout me, I have thirty six years with the NYPD and I am currently a Lieutenant Commander of Detective working in the Detective Bureau. I am a third generation member of the Department and the father of a fourth generation Detective. My family has served the NYPD and the City of New York for over 150 years of total service. My wife is also a member of law enforcement working with the Nassau County Police on Long Island. I have a Bachelor of Science Degree (CRJ) from Long Island University and a Master of Science (CRJ) from Andrew Jackson University. I also have earned a certificate of instruction from NYS.

As is the customary in the NYS/EC Chapter, I have been on the Chapter Board for almost 14 years starting as a local representative, planning events and training. I moved through the Chapter Chairs where I assisted in local events and Chapter Conferences as the Transportation Chair, Training Chair and Conference Treasurer. We have a very active Chapter and the NYC Office is the busiest. For the past 12 years I have planned and assisted in the execution of 8 to 10 events each year. Some of the best attended are the Christmas Party, West Point Football Game and the NYC Trip from Quantico which has become legendary.

I have identified a very basic but important platform to run on, which has three simple components Training, Membership and Brand protection.

It is my belief **training** should be delivered in a simple and comprehensive manner. As an Association we should be identifying the training that will make those we train better in the performance of their duty. We should share our expertise with the members of our profession who have not been fortunate enough to have attended the Academy. With the launch of the new CRI-TAC, we will be able to partner with other Associations to create a resource center to provide the most up to date training and education for our members and their Communities around the world. We should be training to be better in every aspect of our lives both physically and academically but not just with our active members but our retired members also. We should be providing training that can help everyone including CPR, AED and basic life saving techniques, all which could save lives. As the 2018 Conference Training Chair I have identified pertinent and topical subjects to assist the attendees in their job performance and basis of actionable knowledge. Interview Techniques, Active Shooter for off duty/retired LEO, Terrorism and gang instruction. Informative information not just overviews, lesson to help us be better and give something to the delegates to take away from the conference.

**Membership**, every active member should look to reintroduce those members who have become inactive, back into the Association. In 2017 while partnering with the National, the NYS/EC Chapter brought almost 200 no longer active members back to the Association. Emails, calls and letters should be sent out to the wayward members, most of whom have just lost contact with the Association. Communication with the membership is vital for a successful association of any type. With the new systems at the National level our ability to keep the membership up to date is much easier. Our membership in this Association should retain a value, our National Sponsors should provide a



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# M E M B E R

## S P O T L I G H T

# THE LUCKY LAUERS: A FBI NATIONAL ACADEMY ODYSSEY

This is a story that legacies are made of. Three individuals, a father and his two sons. They all dedicated their law enforcement career to the St. Louis Metropolitan Police Department and all attended the FBI National Academy 21 years apart. There are also future Lauers in the midst to follow in their grandfather's and father's footsteps. Meet the Lauer family of the Eastern Missouri Chapter.

**R**ay Lauer began his employment with the St. Louis Metropolitan Police Department in July 1956 when, as a high school graduate a month earlier, he was hired to work as a clerk in one of the district stations. In those days before the inauguration of computers, police officers prepared their reports in handwritten form and then submitted those documents to the clerk who, using a manual typewriter, transformed the reports for eventual shipment to police headquarters for inclusion in the official files.

From that inauspicious beginning, he later was appointed a probationary police officer, graduated from the police academy in early 1961 and then as time passed was promoted to the rank of sergeant in 1969. While holding that rank there were a variety of assignments and eventually he was placed in charge of the Private Watchman Division, the unit responsible for processing the applications, providing training and licensing the more than 4000 private guards who worked in the City of St. Louis.

Then the beginning of a life changing event occurred one day in January 1975. While working in the office a telephone call was received from the aide to the chief of police and summoning Ray immediately to the office of the chief, Colonel Eugene J. Camp.



When he was taken in to the chief's office, Ray was handed a sheaf of papers and told to complete the questions in those papers. Without looking at what had been given to him, he inquired about the file and Chief Camp simply said he wanted Ray to attend the FBI National Academy.

The chief himself had never attended the National Academy, but he realized the value of attendance at the National Academy (NA) for his subordinates in the police department. He had a very close relationship with those assigned to the FBI office in St. Louis, especially with Agent ST Johnson who served as the liaison with all the local police departments. That friendship allowed for four members of the St. Louis Metropolitan Police Department to attend National Academy sessions annually, one each session, for several years running. For that reason a number of sergeants and lieutenants had petitioned the chief for consideration for assignment to the NA. Certainly Ray was not one of those individuals.

Having never dreamt to be considered for attendance at this prestigious program he was completely and overwhelmingly surprised to be summoned to the chief's office. He and his wife, Bev, of 10 years were the parents of three young children, but they realized what a unique opportunity this was that came only once in a lifetime. He was appreciative to Chief Camp's decision to send him.

The questionnaire was quickly completed and submitted to ST and the background investigation was conducted faster than he would have ever anticipated. Within a short amount of time, Ray was interviewed by the Special Agent in Charge, Wes Whaley, and soon received the notification that his application was approved for acceptance.



## The Lucky Lauers: A FBI National Academy Odyssey *continued from page 16*

In what truly proved to be a whirlwind experience. Ray boarded a TWA plane in early April 1975 and headed to the National Academy, accepted as a proud member of Session 101. Being away from home and family for three months seemed like eons at the time, but in actuality the time flew by and June arrived as well as the graduation date. During that period the session qualified on the firearms range, shooting several days each week. The fitness program consisted of workouts in the gym and jogging around the academy grounds, as well as calisthenics under the guidance of the fitness director on the area which was known as Gump's Hump. He thought the meals were outstanding, and of course at the end of the day, relaxation was welcomed in the Board Room.

There were no trips home during that time at the NA, but his wife and three children were able to travel to Quantico for the graduation.

Once back in the work realm of the police department, within several years Ray was promoted by Chief Camp to the rank of lieutenant. In the subsequent other promotions, after Chief Camp's retirement, eventually he was elevated to the rank of lieutenant colonel. He felt having attained those advancements were related at least in part due to the exposure to the curriculum and graduation from the FBI National Academy.

When their two oldest sons, **Mike** and **Paul**, reached their 21st birthdays, thus attaining the age for qualification they applied for and were accepted as members of the St. Louis Metropolitan Police Department. But who could have known then the odyssey of the Lauers would direct both of them toward the NA?

One day in 1996, Mike, having attained the rank of sergeant, was informed by then Chief **Clarence Harmon** that he was being nominated for attendance at the NA. Once his application had been submitted and the background investigation completed Mike was off to Quantico. He finished his schooling and graduated from Session 185. 21 years had passed since his dad's attendance. By this time the fitness portion of the curriculum allowed attendees to qualify for a special award. The daunting and demanding fitness test known as the Yellow Brick Road was passed by Mike. When graduation day came Mike traveled home with his Yellow Brick. Mike's most memorable experience was the friendships that were developed and the focus on health that he now patterns his life after. During Mike's Yellow Brick Road run one of his session mates died suddenly of a heart attack. He holds his memories dear to him as that tragedy bonded his classmates together very closely.

By this time the Lauer clan had blossomed to four children. Mike's three siblings, his parents, and their spouses and children were all able to be present for the graduation ceremony. Understandably the Lauers were extremely proud that Mike had excelled in his studies at Quantico and was able to participate in the Yellow Brick Road.

Mike retired as a lieutenant after 20 years of service in the police department and was hired as the Director of Security for Barnes-Jewish Hospital in St. Louis, a sprawling complex of buildings, parking facilities; a university connected training hospital and the busiest emergency department in the entire region. Currently he is the Executive Director of Support Services over Public Safety, Communications, Emergency Preparedness, Environmental and Occupational Health and other services. No doubt a degree of consideration when he interviewed for that position was related to attendance at the National Academy and his involvement in the local chapter.

Mike's advice to those wishing to attend the NA is to display your innate leadership abilities, take steps into leadership roles when they are presented and by being recognized as a leader on your department your aspirations will turn into reality.

One may think that could be the end of the Lauer family attendance at Quantico. But it was not.

Twenty-one years after Mike's graduation, Paul, now a lieutenant in St. Louis Metropolitan Police Department was approached one day by then Interim Chief **Lawrence O'Toole** and was told to "get in shape" as he intended to nominate him to attend the NA. That was on a Sunday in May of 2017 and two days later Interim Chief O'Toole handed him a sheaf of papers, telling him to complete them and submit the documents to the local FBI office. Simultaneously he inquired of Paul if he had gotten in shape since he would be expected to participate and complete not only the study program but the strenuous physical program as well.


Paul would be the first to admit that he wasn't accustomed to having an exercising regimen, but listening to the advice of his brother Mike, who is an avid runner and who exercises nearly daily, he began his workouts and dieting to help reduce his weight and "get in shape". In the intervening weeks of the 270th Session he found success in this new regimen, losing more than 30 pounds in the subsequent months to his departure for Quantico. In October 2017 Paul departed for his training effort. Graduation took place just before Christmas. Paul's wife and two children were in attendance, as were his father, mother, and brothers. President **Donald Trump**

was the principal speaker and he received a rousing welcome. It had been decades since a president had traveled to the National Academy for a graduation ceremony. The president was joined on stage by FBI Director **Christopher Wray** and Attorney General **Jeff Sessions**.

The day before graduation, Paul, who had worked extremely hard in the physical fitness regimen, was awarded his Yellow Brick. Seeing the video to the strenuous and daunting program, climbing steep hills, doing pull ups and performing other tasks to qualify for the Yellow Brick, showed how the fitness program had evolved since Ray attended the 101st Session. Paul's highlights included the trip to New York and also shaving 43 seconds off of his mile run. He encourages individuals to get in shape in the event they are selected to attend.

So after the first member of the Lauer family was privileged to be selected to attend the prestigious FBI National Academy, two of his sons were also allowed to be exposed to this highly reputable law enforcement training initiative, all having an intervening 21 year span between their attendance.

Both Ray and Mike became active members of the Eastern Missouri Chapter of the FBI NA Associates. Ray was elected chapter president in 1994 and Mike was allowed to hold that position in 2005. In 2010 Ray received the coveted Eagle Award for his leadership and contributions to the Eastern Missouri Chapter.

As far as we are able to determine there has never been a father and two sons allowed the privilege of attending and graduating from the National Academy. Mike's son, **Zachary Lauer** started working as a dispatcher for the St. Louis County Police Department in 2017 and hopes to enter the police academy in 2019. Paul's son, **Kyle**, is almost 15 years old. He is currently a police explorer and interested in joining the police force one day. He is also applying for the Youth Leadership Program. Who can even fathom what the future may hold? 

*About the Authors:* **Ray Lauer**, Lieutenant Colonel-Deputy Chief (Retired), St. Louis Metro Police, NA Session 101 (1975). **Mike Lauer**, Lieutenant (Retired), St. Louis Metro Police, currently Executive Director, Security Barnes Jewish Hospital, NA Session 185 (1996). **Paul Lauer**, currently, Lieutenant, St. Louis Metro Police, NA Session 270 (2017). Submitted by Eastern Missouri Chapter President, **Steven Schicker**.



# CHAPTER CHAT

The intent of this column is to announce Promotions, Retirements and Deaths for the Chapters. Please find expanded Chapter Chat on our website [www.fbinaa.org](http://www.fbinaa.org) under the current Associate Magazine issue to stay up-to-date on what's happening in our 48 Chapters.

Submit chapter news on the Chapter Chat Submission Form by the 1st of every even month. Please attach to the email high-resolution digital .jpg or .tif photos to:  
Susan Naragon | [snaragon@fbinaa.org](mailto:snaragon@fbinaa.org)

## ALASKA

### RETIREMENTS

■ On January 31, 2018, **Michael Holman**, NA Session 251, retired from the Unalaska Department of Public Safety where he served since 1995.

## CALIFORNIA

### PROMOTIONS

■ Congratulations to **Michael Taylor**, NA Session 248, for accepting the position of Chief of Police for the Baldwin Park PD.

■ Congratulations to **Mark Kling**, NA Session 215, on his recent appointment to Interim Police Chief for the Rialto PD.

■ Congratulations to **Eve Irvine**, NA Session 240, for being appointed chief of the Torrance Police Department. She was formerly chief of the Manhattan Beach PD.

■ Congratulations to **Derrick Abell**, NA Session 257, on his recent appointment to Police Chief for the Manhattan Beach PD.

■ **Justin Murphy**, NA Session 260, Escondido PD was promoted to Captain in December.

■ Captain **Josh Ehlers**, NA Session 259, was promoted to Assistant Chief, California Highway Patrol, on January 2, 2018. He has been assigned to the department's Protective Services Division in Sacramento, CA.

■ **Mark Olivieri**, NA Session 267, has been appointed the Interim Police Chief for the Pomona PD.

### RETIREMENTS

■ **Deb Schroder**, NA Session 240, CHP Assistant Chief, retired in December with over 30 years of service.

■ Congratulations to Chief **James Hunt**, NA Session 242, on his recent retirement from the Monrovia PD.

## FLORIDA

### PROMOTIONS

■ Sgt. **William "Bill" Griffith**, NA Session 203 with the Okaloosa County Sheriff's Office was promoted to Lieutenant.

**Larry Juriga**, NA Session 236, has been selected to fill the position of Police Chief of the North Miami PD.

### RETIREMENTS

■ Major **Mike Martinez**, NA Session 244, retired from the Hallandale Beach PD on February 19th. Congratulations Major Martinez.

### DEATHS

■ **William Hamilton**, NA Session 97, passed away February 3, 2018.

## UTAH

### PROMOTIONS

■ **Colleen Jacobs**, formerly Colleen Nolen, NA Session 249, has been appointed Chief of the West Valley City PD, West Valley City, Utah, on February 20, 2018, after serving as Interim Chief since September 8, 2017. Chief Jacobs has served in law enforcement for 21 years.

■ **Richard Ferguson**, NA Session 264, was appointed interim Chief of Police for the City of Provo, Utah on March 15, 2017 and appointed permanently on September 19, 2017. Rich has 27 years with Provo.

### RETIREMENTS

■ Lieutenant **Jason C. Hinojosa**, NA Session 266, of the Layton City PD in Layton City, Utah, retired in January 2018 after 20 years of dedicated service.

## WISCONSIN

### PROMOTIONS

■ Congratulations to **Brian O'Keefe**, NA Session 222, on the promotion for his role as Administrator of the Wisconsin Department of Justice Division of Criminal Investigation.

■ Congratulations to **Tony Barthuly**, NA Session 186, on his promotion to Administrator of the Wisconsin Department of Justice Division of Law Enforcement Services.

■ Congratulations to **Dennis Fortunato**, NA Session 204 on his appointment to Director of the Wisconsin Department of Justice Training and Standards.

■ **Richard R. Schmidt**, NA Session 202, is currently serving as the Acting Sheriff of the Milwaukee County Sheriff's Office.

■ **Greg Daniels**, NA Session 260, was promoted to the rank of Captain at the Greendale PD, in January, 2018.

■ **Benjamin Bliven**, NA Session 268, was appointed Chief of the Wausau PD in February, 2018.

■ **Daniel Van Beek**, NA Session 260, was promoted to the rank of Lieutenant at the West Bend PD in March, 2018.

### RETIREMENTS

■ **Robert Sloey**, 216th Session, retired as Lieutenant of Operations from the Wisconsin State Capitol Police in July of 2017, following 31 years of service.

■ Captain **Barry Waddell**, NA Session 251, retired from the West Allis PD in December 2017 after a 30 year career.

■ **Joshua Mayers**, NA Session 262, retired from the Milwaukee FBI in February 2018.

■ Chief **Michael Bagin**, NA Session 232, retired from the Hartland PD in March, 2018. Mike served for 31½ years with the department in various positions.

■ Chief **Marty Jensen**, NA Session 242, retired from the Hudson PD in March, 2018.

### DEATHS

■ **Harold Lloyd Compton**, NA Session 72, passed away on January 21, 2018.



**Mara Salvatrucha (MS-13): A Law Enforcement Primer** *continued from page 11*

prison gangs. Other alliances with street gangs, prison gangs (especially in the Eastern seaboard for protection purposes while incarcerated), and cartels and organized crime groups transnationally will be situational in nature. MS-13 has also been linked with the *Cártel de Sinaloa*, the *Cártel del Golfo*, and *La Familia Michoacana*. Alliances are fragile and often shift over time. At times, one part of the network may sustain alliance against rivals of other segments.

**Enemies:** The primary enemy of MS-13 is the 18th Street (Barrio 18) gang that also had its origins in Los Angeles. The decades-long rivalry between these now transnational gangs extends to Central America, Mexico, and throughout much of the United States. *Norteño* gangs (vassals of the *Nuestra Familia* prison gang) in Northern California are another sworn enemy as are African American gangs (Crips and Bloods) and Eastern Hispanic gangs (such as the Latin Kings) in whose territories their cliques have begun to emerge.

## LAW ENFORCEMENT RESOURCES

For law enforcement agencies engaging in gang suppression and counter-MS operations, a number of resources exist. While smaller departments will rely upon small detective and investigator units, the larger departments will have dedicated gang, and potentially even organized crime, investigative units involved with these operations. The following resources are representative of state, regional, and federal resources that can be utilized for MS-13 investigative, prosecution, and mitigation support:

**Basic Gang Information:** See the National Gang Center, which is jointly funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Bureau of Justice Assistance (BJA), Office of Justice Programs (OJP), U.S. Department of Justice (DOJ).

**Gang Investigator Associations:** These exist at the national, regional, and state level with sub-specialty (e.g. Latino Gang) foci. They provide networking and training for their law enforcement members. A good starting point for finding out more information on these associations is contacting the National Alliance of Gang Investigators' Associations (NAGIA).

**National Law Enforcement Coordination and Task Forces:** Contact the National Gang Intelligence Center (NGIC) located at the Federal Bureau of Investigation (FBI) headquarters in Washington, DC. A total of 169 Safe Streets Violent Gang Task Forces (SSVGTFs)—which are FBI led entities—exist within the United States and are embedded within all 56 of the FBI's field offices. The Safe

Streets Gang Unit is also co-located at the FBI headquarters with the NGIC. The FBI's Transnational Anti-Gang Task Forces (TAGs)—previously known as the MS-13 National Gang Task Force—have since been stood up in El Salvador, Honduras, and Guatemala and provide actionable intelligence back to the SSVGTFs. The interagency US Department of Justice Organized Crime Drug Enforcement Task Force's (OCDETF) has now also been given a mandate to prioritize its operations against MS-13. The High Intensity Drug Trafficking Areas (HIDTA) program provides additional support and coordination for law enforcement in regions where MS-13 operates.

**Prosecutions:** See individual State Penal Codes and Statutes; At the Federal level, see 18 U.S. Code—Crimes and Criminal Procedure with an emphasis on Chapter 96—Racketeer Influenced and Corrupt Organizations (RICO).

**Enhancements:** At the state level, see for instance, California Penal Code Chapter 11. Street Terrorism Enforcement and Prevention Act (STEP) [186.20 - 186.36] (1988); At the federal level, see Federal; 18. U.S. Code Chapter 26 § 521—Criminal street gangs as well as other chapters.

**Injunctions:** Per the Los Angeles Police Department (LAPD), a gang injunction is defined as a restraining order against a group. It is a civil suit that seeks a court order declaring the gang's public behavior a nuisance and asking for special rules directed toward its activity. Such injunctions can be directed at MS-13 cliques and help in degrading their grip on neighborhoods by disrupting their ability to seize control of public spaces such as street corners, city block frontages, parks, and school grounds.

**Sanctions:** U.S. Department of the Treasury designation of MS 13 as a transnational criminal organization (TCO) per (E.O.) 13581 on 11 October 2012. The gang's then-powerful ally—the *Los Zetas* cartel—was earlier sanctioned with this designation on 25 July 2011.

### Further Reading

Robert J. Bunker and John P. Sullivan, *Studies in Gangs and Cartels*. London: Routledge, 2014.

Steven Dudley, Héctor Silva Ávalos, and Juan José Martínez, *MS13 in the Americas: How the World's Most Notorious Gang Defies Logic, Resists Destruction*. Washington, DC: Insight Crime and the Center for Latin American & Latino Studies, February 2018.

Samuel Logan, *This Is for the Mara Salvatrucha: Inside the MS-13, America's Most Violent Gang*. New York: Hyperion Books, 2009.

John P. Sullivan and Samuel Logan, "MS-13 Leadership: Networks of Influence." *The Counter Terrorist*, August/September 2010.

T.W. Ward, *Gangsters Without Borders: An Ethnography of a Salvadoran Street Gang*. New York: Oxford University Press, 2013.

This document was subjected to open source cultural and gang intelligence review by both Juan Ricardo Gómez Hecht, a Professor at the College of High Strategic Studies of El Salvador Armed Forces and Lloyd Masson, a Deputy District Attorney with the San Bernardino County District Attorney's Office Gang Unit. *All errors and omissions are the sole responsibility of the authors and do not necessarily reflect official US governmental, military or law enforcement agency policies.*

**About the Authors:** Dr. **Robert J. Bunker** is an Instructor, Safe Communities Institute (SCI), University of Southern California (USC) and an Adjunct Research Professor, Strategic Studies Institute (SSI), U.S. Army War College. He is a twice-former Futurist in Residence (FIR), Behavioral Science Unit (BSU)/Behavioral Research and Instruction Unit (BRIU), Federal Bureau of Investigation (FBI) and a past Office of the Secretary of Defense (OSD) Minerva Chair at the U.S. Army War College. He is a member of scientific advisory committee of the Global Observatory of Transnational Criminal Networks. He holds six university degrees—including a PhD in Political Science from Claremont Graduate University, has undertaken hundreds of hours of specialized counterterrorism and counter narcotics training, and has hundreds of publications, many centering on gang and cartel analysis.



Dr. **John P. Sullivan** is a Lieutenant with the Los Angeles Sheriff's Department (LASD). He is also an Adjunct Researcher at the Vortex Foundation in Bogotá, Colombia; a Global Fellow at Stratfor; a Senior Fellow at *Small Wars Journal-El Centro*; and a member of scientific advisory committee of the Global Observatory of Transnational Criminal Networks. He holds a BA in Government from the College of William and Mary, a MA in Urban Affairs and Policy Analysis from the New School for Social Research, and a PhD in Information and Knowledge Society from the Open University of Catalonia (*Universitat Oberta de Catalunya*) in Barcelona, Spain. He has undertaken specialized gang investigative and intelligence unit training and research and has hundreds of publications, many of which are gang and cartel focused.







# AMERICA'S POTENTIAL CYBER-SKILL SHORTAGE: ADDRESSING THE INCREASING NEED FOR SKILLED TECHNOLOGY PROFESSIONALS

Not too long ago, cybersecurity and cybercrime were words that most people didn't recognize. These days, however, nearly everyone knows exactly what they mean. This growth in awareness is easy to understand when you consider how much we depend on data and how often we hear about large-scale data breaches in the news.

Just how big a problem do we have with cybercrime? The FBI's **Internet Crime Complaint Center (IC3)** stated that there were reported losses in excess of \$1.3 billion due to cybercrime in 2016 alone. (Source: IC3 Report) This staggering number highlights the need for educated professionals that are capable of mitigating threats to data and networks.

It's important to realize, however, that cybercrime is about more than just dollars and cents, it's about the security of our nation. On November 30th of last year, DHS Acting Secretary **Elaine Duke** provided written testimony for a House Committee titled "*World Wide Threats: Keeping America Secure in the New Age of Terror.*"

In this testimony she outlined a broad range of threats facing our nation and highlighted the seriousness of threats to the cyber domain:

**"Cybersecurity has become a matter of national security, and one of the Department's core missions."**

—Elaine Duke, DHS Acting Secretary, Nov. 30, 2017 (Source: Department of Homeland Security)

Facing the digital future from a standpoint of cybersecurity is no small task. In fact, as our dependence upon data increases, the demand for trained technology professionals will likely also increase. According to the Bureau of Labor Statistics, roles concerned with data security are set to grow faster than normal. In fact, they state that employment of information security analysts is projected to grow 28 percent from 2016 through 2026. (Source: BLS)

The need for cybersecurity professionals is directly echoed by the Department of Homeland Security as well. In her testimony, Duke also said that DHS "*prioritizes the expansion of its human resource programs to recruit, hire, develop, and retain personnel with strong cybersecurity skillsets.*" (Source: Department of Homeland Security)

## ADDRESSING THE CYBER-SKILL SHORTAGES THROUGH EDUCATION

How will the United States meet the growing need for skilled technology professionals? For **Northcentral University**, this question is answered through education, or more specifically, education designed to keep pace with the speed of technology. This requires educators to do more than keep up with technology, but to get ahead of the needs of an increasingly tech-driven world.

Adapting to this ever-changing landscape presents a unique challenge for institutions of higher learning. At Northcentral University, we take a multi-faceted, proactive approach to staying in front of changes. Our **School of Technology** uses a special technology-focused **Program Advisory Council (PAC)** to analyze technology trends and market needs. This PAC is comprised of tech-industry stalwarts from various fields which analyze technology trends and market needs. This information is used to ensure that our programs align with the demands of the market.

Additionally, highly experienced technology professionals both design and teach our technology programs. This serves to deepen the connection between the education our students receive and the real-world needs of the industry. It also offers students the benefit of hard-earned experience from professors that have spent years working in the areas they teach.

The goal of our approach is to graduate students that are well-prepared to address the problems of the future. The ultimate goal, however, is to help address America's need for highly-skilled technology professionals to protect and secure our digital frontier.

For more information on earning a degree in **Cybersecurity, Information Technology, Data Science, Computer Science** or other Northcentral University programs, please visit [www.NCU.edu/fbinaa](http://www.NCU.edu/fbinaa).



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## THE HISTORIAN'S SPOTLIGHT

by Pat Davis

### Dan Bateman

I first had the pleasure of meeting **Dan Bateman** at the 2014 Philadelphia National Conference. I was the Conference Chair for the event, and Dan was our newly appointed National Board Chaplain. Two years later, after I was appointed to serve on the Board as your National Historian I had the honor of working side-by-side with him on the Board.

His service to the Association went far beyond participating in the three annual Executive Board meetings. As our Chaplain, he made phone calls and wrote far too many letters to spouses, Chapter Officers and others whose loved ones and friends were either ill or had passed, to offer condolences on behalf of the Associates and his personal Spiritual Support. He served on committees and provided inspiration to the Board. I have been blessed throughout my lifetime, by friends that I have made and experiences that I have encountered. Dan Bateman is one of the people that I have been blessed to know.

Dan recently completed his term on the Board and has gone back to continue his involvement with his home Chapter and thought that it was only fitting for him to tell the story of his journey in his own words, or as he calls it, *"My Story."*

#### My Story

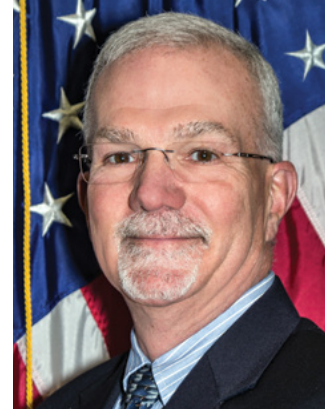
When asked by our esteemed Historian, **Patrick Davis**, to pen an article regarding my history and the FBI National Academy Associates, I felt instantly old! Isn't that for people who are in their sixties and on Medicare... Hey, wait, that is me! I will do my best to share with you what I call *"My Story"*.

The truth is everyone has a "My Story" that needs to be shared. It usually involves the retelling and culmination of events that lead to the present moment and whatever life station you find yourself in. Whether it is some great accomplishment or unforeseen circumstances that bring decision and fate together, there will be a time when you must recount your story. This is mine.

Having concluded my time as your Chaplain in the previous four years (2014-2017), I can now look back and reflect on how this came to be and the great impact law enforcement has had on my life, my career, my faith, and my family. Of course, no one attends the FBI National Academy without having become a sworn, enlisted command officer. And so my story begins a long time ago.

It was during the last century, (dare I say the last millennium!) my journey began. It was 1976 and no one in our family had been in law enforcement prior to my interest. In fact, no one in our family owned a handgun prior to my start down the path to become an officer. Furthermore, I had no intrinsic desire to become a law enforcement officer until a precipitating event occurred.

In southeast Michigan, the area freeways were becoming dangerous with crime occurring frequently on the highways themselves. Being newly married in 1976 and with my bride traversing those freeways every day on her way to work, I was somewhat alarmed and concerned regarding her safety. The danger rose to such a point, the Michigan State Police were called upon to provide additional patrols on the freeways proper. In what seemed like an instant, the freeway crime rate



drop precipitously to where it almost disappeared. Given the impact of the Michigan State Police, I told my new wife, *"Whatever that is, I want to be a part of it!"*

However, as each of us must do, we had to be prepared to make the ultimate sacrifice in the line of duty. The giving of that *"last full measure of devotion"*, as **President Lincoln** stated during the *Gettysburg Address*, is a question each of us must answer to the affirmative prior to enlistment. Being newly married, and with a potential family ahead, the answer to that question took a three year journey until I could bear it no more. Thus, in 1979, I began my journey to become a Michigan State Police Trooper and submitted my application.

Wouldn't you know it? The Department had restricted hiring due to budget restraints just when I applied! It would be three more years before I would enlist and take the oath become a State Trooper. That delay became a blessing in disguise as I was privileged to serve as a Deputy with the Oakland County Sheriff's Office during that time. I worked in the jail and received a real education that served me well in the future as I worked with other agencies during my career and as your former chaplain.

Ultimately, I enlisted with the Michigan State Police and was sworn in May, 1982. During my career, I served as a road trooper, forensic scientist (latent prints) and crime scene investigator, various levels of command starting with lieutenant and retiring as an inspector (second in command to a captain) in 2013.

During my career, a complete change in perspective took place in 1997 when my wife, Anne, was diagnosed with breast cancer. I am thankful to God the treatment path was successful and she is still with me today. I learned a great lesson from that frightful experience. In an instant following the pronouncement of the diagnosis, what I thought was important was not so and what I had neglected became ever foremost important.

Following that crisis, a positive life-changing experience took place when I was fortunate to attend the FBI National Academy in April, 2000 as a proud member of the mighty 201st Session. It is an experience like no other and I am so grateful for the FBI and its support for the long-standing program. Each of us has had friendships forged that will never be forgotten. In every respect, it is a distinct honor and privilege to be selected to attend with the expectation you will give a substantial return on the investment made by the Bureau and your respective agency.



**The Historian's Spotlight** *continued from page 22**Anne and Dan Bateman*

Upon graduation from the National Academy, I became active with the Michigan Chapter and rose through the ranks to serve as the Chapter President in 2010. Significantly during my time as President, I was able to work closely with the Michigan membership and Past Presidents to change our Constitution and by-laws to begin a 2-year presidential term following my 1-year term. The change has served the Michigan Chapter well.

Greatly influenced by **Billy Gibson**, our long standing Chaplain, I felt a calling to submit my name for consideration to be the next FBI-NAA Chaplain. Billy's standing in the Associates as its longest serving Chaplain is legend and I had the awesome privilege to shadow him in 2013 prior to my start as Chaplain in 2014.


As fate (I prefer providence) would have it, upon retirement from the Michigan State Police, I began to serve as your chaplain for the next four years. It has been rewarding to share in that journey together with

you. My faith in God has sustained me throughout my life, career, and family. I knew the pressures we are under as officers and the sometimes difficult task of separating who we must be at work to protect ourselves and who we ought to be in the warmth of our families. It can be a difficult walk because I have felt the storm within myself.

My time as your Chaplain strengthened me in so many ways. My faith in God and the ability to serve Him as your Chaplain humbled me. I was privileged to see the amazing work the FBINAA Executive Board, Executive Director, and the hardworking staff performed. They truly have your best interests at heart.

I am grateful for the grace of God that has placed **Jeff Kruithoff** as your current Chaplain for the next four years. Chaplain Kruithoff is a man of God with the heart of a servant. His devotion to God and demonstrated service to others is awe inspiring. I am thankful both for **Billy Gibson's** influence on my life and the Associates and now the great work our current Chaplain **Jeff Kruithoff** will be doing.

Lastly, the blessing of my 41-year marriage to my lovely wife **Anne** supported me beyond what I deserve. My story would never be complete without she who completes me. I love and cherish her now more than ever.

My continued prayer is for you to have personal success in your relationships in every aspect but particularly as it relates to your faith in God. May God bless you as you serve in this noble calling of law enforcement. 

Peace and blessings always.

Dan Bateman  
*Past Chaplain (2014-2017)*  
FBINAA


**Meet the Candidate: Bill Carbone** *continued from page 15*

tangible benefit to the membership. Some already do, but we should be getting something from them all. It really is a give and take partnership.

And finally, **Brand Protection**, protecting the National Academy brand should be sacred. There are many great Law Enforcement Associations that exist for the betterment of the profession both active and retired, but none are like ours. There are some Associations that advertise everyone in criminal justice is invited to join and they even have different levels of membership. Not the National Academy. You must earn your way into the NA, and we all know how it's done. Make the sacrifice, invest the time (not just money), put for the effort both academically and physically, and earn the Brick. Those Companies who want to link themselves with our Association should treat our membership as a valued partners and provide the members a value for our allowing them to use our brand and advertise our partnership to their benefit.

If I am selected to represent you as your next Section IV Representative I will work hard to answer I your questions and concerns. I will also work as hard as those I follow to ensure the Association only grows and improves. I will present your concerns to the National Executive Board and I will look out for the best interests of the Section

both in North America and Europe, and continue the path that the current Board has charted.

I hope to see a number of you in Quebec City in July. The Chapter Committee has been working very hard to make this conference a great experience for you, your families and your session mates from around the Association. The City of Quebec is a great destination and you will truly enjoy your stay there while you experience an old world city of Europe so close. 

Respectfully,

*Bill*

William J Carbone  
wjcarbone217@gmail.com

## A MESSAGE FROM OUR **CHAPLAIN**

by Jeff Kruithoff

### Quest for Excellence – Solitude or Pause

In the coming weeks, those members living in the upper half of the northern hemisphere will be coming out of winter and enjoying the promise of newness that comes with spring. Just as Christ followers experience new life after dying to ourselves, so does nature experience new life after the death caused by the winter coldness. With this promise of nice weather and long days of sun comes the pressure to fill those days with loads of fun and excitement. I pray this article finds you well and happy.

I promised that we would be embarking on a “**Quest for Excellence**” in our quarterly Chaplain articles by focusing on Solitude, Scripture, Service, Support and Significant Events. This quest is to stimulate us to always work towards emotional and spiritual fullness and happiness, just as we learned in the National Academy to always strive towards physical wellness.

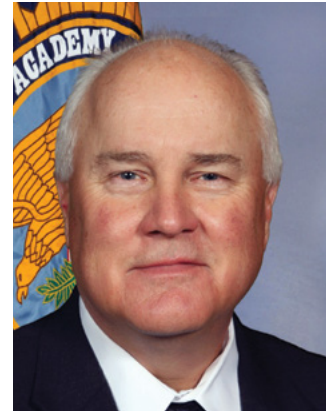
For the next two articles I will be focusing on the concept of solitude. Spending time in solitude is many times the most difficult thing for police officers to do on a regular basis. Face it, we become hyper-vigilant as we progress through our careers as police officers. I know many officers who have been retired for years, but still insist on sitting in a seat facing the door when eating out. This state of hyper awareness grows slowly in our early years on a beat, but over time becomes second nature in our lives 24 hours a day and 7 days a week. How many times have you sat in a crowd, or a large gathering and checked out the exits and focused closely on the people around you. Are you even able to close your eyes in a crowd?

Some of the best police officers I have ever known were always able to keep themselves in a state of hyper vigilance. Their proactive statistics bear that out. General **Norman Schwarzkopf** was known to say that, a quality of leadership is to create a sense of urgency to all you do. We have all experienced, as police managers and executives that the very thing rewarding us and leading to our success was counter-productive to the spending of time in solitude. These traits led us to being good police officers or leaders, but I would question if it contributed to us staying mentally healthy people.

Some of the most healthy and balanced people I know have mastered the ability to place themselves into periods of pause or solitude. Their calmness and attitude of peace is evident. Whether that calmness is shown in a crisis, or merely permeates the entirety of their life; the resulting leadership they exhibit can be amazing to witness.

I spent several days doing **Critical Incident Stress Debriefs** with police, fire and dispatch staff in Rockport Texas after Hurricane Harvey hit that state last fall. Without fail, the persons who had lived through the storm indicated they could not turn it off in their heads. This is a perfectly natural reaction to crisis we have experienced. It is also very common for police officers to get into a pattern of “not turning it off in their heads” as they come home from a normal day of work.

Finding a time to spend in solitude has been very difficult for me during my career. I love being in the mix of a crisis, and have always been pulled to the hot incident. As I have grown older, I have tried to focus on




time to pause, but the conflict with other things going on is continuous. If I have 20 minutes free do I spend it trying to become quiet in solitude, or do I make sure I get something else done. Just when I try to set aside some morning time a series of early meetings will get on my schedule. As a young police officer, the need to attend court, the pressure to work overtime, or moving around the different shifts always seemed to conflict with any effort to just sit and spend time in solitude.

I would encourage you to Google search for a UTUBE video of “*Just Breathe*” by **Jonny Diaz**. This contemporary Christian song has had over 14 million views on YouTube at the time of this writing. Its lyrics are:

*Alarm clock screaming bare feet hit the floor  
It's off to the races everybody out the door  
I'm feeling like I'm falling behind, it's a crazy life  
Ninety miles an hour going fast as I can  
Trying to push a little harder trying to get the upper hand  
So much to do in so little time, it's a crazy life  
It's ready, set, go it's another wild day  
When the stress is on the rise in my heart I feel you say just  
Breathe, just breathe  
Come and rest at my feet  
And be, just be  
Chaos calls but all you really need  
Is to just breathe”*

The bible is very clear that Christ followers need to spend time taking a pause and spending time in solitude. Psalm 46:10 says to “*Be still, and know that I am God*” It is only when we step off this crazy world and work at spending time just in quiet solitude can we listen to that still small voice inside us that is so important to our emotional and spiritual health. It will take practice to achieve success in solitude. Just as it takes time to build muscles that have been dormant for a period of time, so it will take time to develop the ability to “be still” and listen to your thoughts and let them be sorted out without distraction. Only then are you prepared to enter your day and work duties with a clear and emotionally balanced attitude.

Next issue we will delve more into the practices of P.R.A.Y. Praise, Repent, Ask, and Yield as steps to take when you achieve true solitude. Until then remember to pause and just breathe. God Bless.

Feel free to write me at [jkruithoff@fbinaa.org](mailto:jkruithoff@fbinaa.org). 



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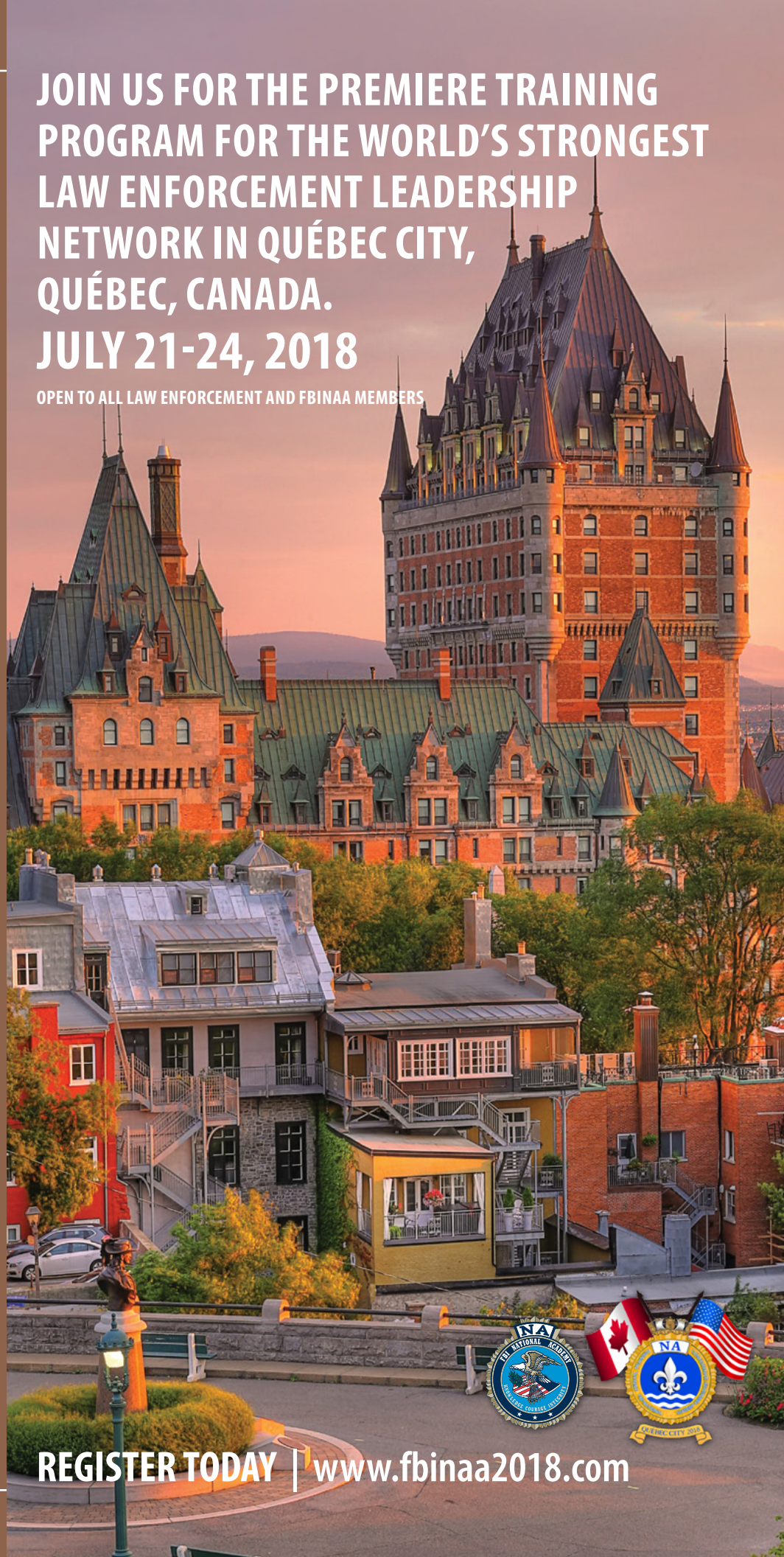
- MS 13 Update & Report
- Las Vegas Mass Shooting
- 21st Century Policing
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