Organization Attributes Sheet: The Texis Cartel
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A.	**When the organization was formed + brief history**

- The group known as the Texis Cartel uses a corridor made up mostly of rural back roads known as "el caminito" to traffic drugs (mostly cocaine) from Honduras through El Salvador and into Guatemala and Mexico. The trafficking begins in San Fernando close to the Honduran border and passes through Dulce Nombre de María and onto San Sebastian Salitrillo, Santa Ana, and finally Metapán where it is handed off to Guatemalan and Mexican smugglers.[1] Law enforcement along el caminito is nearly inexistent and the few soldiers that do patrol and perform traffic stops are thought to be on the Texis Cartel's payroll.[2]
- The area has been an active trafficking route for the last 10 years.[3]
- Salvadoran President Mauricio Funes has confirmed the cartel has strong governmental connections.[4]

B.	**Types of illegal activities engaged in,**
	a. In general

- Drug trafficking

	b. *Specific detail: types of illicit trafficking activities engaged in*

- The group facilitates the transfer of Colombian cocaine from Honduras through El Salvador and on to Guatemala, Mexico, and the United States.[5]

C.	**Scope and Size**
	a. Estimated size of network and membership

- 4 leaders
- At least 50 full-time traffickers use at least 30-40 cars and all-terrain vehicles to transport cocaine.[6]
- An estimated 40-50 members of MS-13 provide protection and ensure shipments arrive at their intended destination.[7]

	b. Countries / regions group is known to have operated in. (i.e. the group's operating area)

- El Salvador, Honduras, Guatemala, Mexico. [8]

D.	**Leader Characteristics**
	a. Who is/are the leader(s)

- José Adán Salazar Umaña aka "Chepe Diablo".[9] Umaña is 62 years old, a successful businessman who owns several hotels and restaurants. He is the primary sponsor of FC Metapán, a soccer team that plays in El Salvador's first division.
- Roberto Antonio Herrera aka "El Burro".[10] One of the wealthiest cattle ranchers in the area and former organizer and president of the Salvadoran Cattle Fair of Santa Ana. Has a history of drug-related offenses in the United States and has been under suspicion of drug trafficking in El Salvador for many years.[11]
- Juan Umaña Samayoa. Mayor of the town of Metapán.[12]
- Reynaldo Cardozo. Currently serving as a congressman from the National Conciliation Party.[13]

	b. Leadership timeline

- Salazar, Herrera, Umaña, and Cardoza are alleged to have been collaborating for at least a decade.[14]

Information derived from several sources and searchable databases.
All research conducted according to the project manual.

	c.	Leadership style (autocratic, diffuse, etc.)
		• Leadership style is mostly autocratic.

E. Organizational Structure

- a. Topology (cellular, hierarchical, etc.)
  - Organization is hierarchical. The leaders make all group decisions and those below them follow orders.[15]
- b. Membership – is there formal or informal membership in the organization or network? What role do informal or nonmembers play in trafficking and other criminal activities?
  - Membership appears to be more informal. Many collaborate with the group but there is no formal initiation or membership status. [16]
- c. Command and Control (decentralized or centralized)
  - Centralized.[17]

F. Resources

- a. Financial
  - Salazar Umaña reported more than $30 million in income over the last 5 years, a large portion of which is thought to be from illicit activities.[18]
- b. Human
  - Allegedly, the cartel is the prominent authority in the small town and villages in which it operates particularly Metapán, Santa Ana, Texistepeque, San Fernando, and Dulce Nombre de María. It has great influence over the government and law enforcement structures in these locales.[19]
  - Reports claim the cartel has a strong network of "postas" who are children, women, and the elderly who work for $10 a day, providing information on the movement of law enforcement and military officials in the area.[20]
  - Judge Tomás López Salinas currently under investigation by the Salvadoran Supreme Court for his involvement with the Texis Cartel. He has a history of throwing out charges for trafficking and other crimes against those associated with the cartel.[21]
- c. Logistical
  - i. Forgery, safe-houses, etc.
    - The group routinely meets at any of Salazar Umaña's 6 hotels.[22]
    - Salazar Umaña, Herrera, and Umaña Samayoa have compounds they allegedly use to plan operations.[23]
  - ii. Key routes
    - The group's key route is "el caminto" which is largely unpaved and which takes the traffickers from San Fernando close to Honduran border to Dulce Nombre de María and then onto a nearly finished highway which, when finished, will provide direct passage from San Fernando to Santa Ana in the northwestern El Salvador. Once in Santa Ana, the group passes off its shipments to Mexican and Guatemalan DTOs.[24]
- d. Transportation
  - i. Land
    - 30-40 cars and trucks.[25]
  - ii. Sea
    - No information was found.
  - iii. Air

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- No information was found.
  - iv. Intermodal container
    - No information was found.

G. Trafficking Methods and Modalities
- a. Corruption
  - The group highly depends on corrupt politicians and law enforcement agents for their trafficking operations.[26]
- b. Concealment
  - Because of the extremely corrupt nature of the area in which the group operates, very little concealment is needed.[27]
- c. Deception
  - The group uses back roads to pass through small towns and avoid major police check points.[28]
- d. Circumvention (avoiding border entry points)
  - No information was found.

H. Prior / Existing Relationships
- a. Other criminal organizations (cooperative and conflictual)
  - Offers trafficking routes to a variety of Mexican DTOs primarily Sinaloa, Gulf, and Los Zetas.[29]
- b. Corrupt politicians, law enforcement , political parties and other state entities, etc.
  - Has a large network of corrupt police officers, politicians, and judges in the area in which they operate.[30]
- c. *Specific detail: Any alliances / past dealings with terrorist groups.*
  - No information was found.

I. Ideological / Ethnic / Familial Orientation (if any)
- No information was found.

J. Technical Sophistication
- Moderate to low.

K. Penchant for Innovation
- Low. The group has very rarely had to modify and reroute areas of el caminito.

L. Activities in United States
- a. Includes both criminal and non-criminal activities
  - No information was found.
- b. *Specific detail: trafficking activities; logistical activities*
  - No information was found.
- c. Linkages with US groups
  - i. Market/transaction links
  - No information was found.
  - ii. Stable supplier
  - No information was found.
  - iii. Franchise arrangement
  - No information was found.
  - iv. HQ and Branch office
  - No information was found.

M. Evaluations
a.   Strengths
• Tremendous ability to corrupt. The group has been able to effectively penetrate every level of government and law enforcement as well as the judicial system. • Has the ability to expand operations and increase revenue through collaboration with Mexican DTOs. • Relatively non-violent operation, which allows the group to receive less attention from law enforcement. • Paternalistic role towards the impoverished has given the group a relatively high level of political capital.
b.   Weaknesses and vulnerabilities
• Group has operated with such freedom that it has never really had to learn to innovate or change strategies. The recent media attention may force it to innovate. • All four leaders are very high-profile public figures making them easy to target and track. • Increased collaboration with the *maras* may result in the group being more associated with violence and subsequent media attention.
c.   Additional insights
• The Salvadoran newspaper El Faro recently blew the lid off this cartel with an extensive five-part report about how the group operates and who controls operations. The report was based on an informant's testimony and intelligence reports from the Salvadoran government. It has caused public outcry demanding the three leaders address the accusations. According to the report, all three have denied the allegations and none has been taken into custody. If and when that does happen it will be important to pay very close attention to the areas of operation and the trafficking routes. Assuming one or more of the leaders is imprisoned a power vacuum could occur in the area potentially attracting the *maras* and one or more Mexican DTOs. • In the wake of the report, Salvadoran President Mauricio Funes held a press conference confirming that much of what was reported is true and that the individuals allegedly involved in the cartel are under investigation.[31]
Other Notes
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[1] Arauz, Sergio. Lemus, Efren. Mártinez, Óscar. "El Cártel de Texis", El Faro, 2011. Retrieved online at http://www.elfaro.net/es/201105/noticias/4079/

[2] Ibid

[3] Ibid

[4] Dalton, Juan José. "Funes admite conexiones del narco con el Estado salvadoreño", El País, 2011. Retrieved online athttp://www.elpais.com/articulo/internacional/Funes/admite/conexiones/narco/Estado/salvadoreno/elpepuintlat/20110517elpepuint_17/Tes

[5] Arauz, Lemus, Martínez. op cit

[6] Ibid

[7] Ibid

[8] Ibid

Information derived from several sources and searchable databases.
All research conducted according to the project manual.

[9] Ibid

[10] Ibid

[11] Redacción de nación. "Capturan a presunto narco del occidente", La Prensa Gráfica, 2011. Retrieved online at http://www.laprensagrafica.com/el-salvador/judicial/172659--capturan-a-presunto-narco-de-occidente.html

[12] Ibid

[13] Univsión. "El Cártel de Texis en El Salvador", 2011. Retrieved online at http://www.youtube.com/watch?v=eRNby9wh8RE

[14] Arauz, Lemus, Martínez. op cit

[15] Ibid

[16] Ibid

[17] Ibid

[18] Ibid

[19] Ibid

[20] Ibid

[21] Ibid

[22] Ibid

[23] Ibid

[24] Ibid

[25] Ibid

[26] Ibid

[27] Ibid

[28] Ibid

[29] Ibid

[30] Ibid

[31] Univisión. op cit