



**CONNECTICUT MAINE MASSACHUSETTS
NEW HAMPSHIRE RHODE ISLAND VERMONT**

**NEW ENGLAND
HIGH INTENSITY DRUG TRAFFICKING AREA**

Calendar Year 2005 Annual Report

New England HIDTA

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New England HIDTA 2005 ANNUAL REPORT

I. EXECUTIVE SUMMARY

The New England HIDTA was established in June 1999 because of the cheap high purity heroin and plentiful supply of cocaine, crack cocaine and other drugs. Although the New England HIDTA task forces have successfully disrupted or dismantled many significant Drug Trafficking Organizations the very pure Colombian heroin and pharmaceutical opiates are causing escalating death rates throughout New England.

“Deaths from drug overdoses reached an all-time high in Maine last year, according to state estimates, surpassing the number of people killed in traffic accidents for the first time. Officials with the state Medical Examiner’s Office estimate that 178 people died of drug overdoses in 2005, 140 of them classified as accidental. That compares with 168 traffic fatalities. The state’s previous high for overdose deaths was 166 in 2002” *Portland Press Herald, January 12, 2006.*

“A Salem man who gained access to a 9-year-old girl by offering her mother free cocaine pleaded guilty yesterday (October 17, 2005) to multiple-rape charges and was sentenced to 15 to 18 years in state prison. Judge David Lowy went along with the plea agreement, but added, ‘Obviously, there is no punishment commensurate with the evil that constitutes this crime’”. *Lawrence Eagle Tribune, October 18, 2005.*

Virtually every component of society in the New England region is affected by illegal drugs. The effects are evident in the availability of illegal drugs, drug related crime, medical and legal costs and the personal tragedies that affect families, friends, neighbors and co-workers. Prevention programs, treatment and law enforcement are the critical components of an effective law enforcement strategy. However, the first line of defense has been, and always will be, strong, creative law enforcement. If the prevention programs fail and the drug abusers do not seek treatment, law enforcement will be there to save lives and arrest the violent drug traffickers.

The HIDTA program is at the forefront of regional drug law enforcement by significantly disrupting the market and dismantling Drug Trafficking Organizations (DTO). This is accomplished by seizing illegal drugs and assets and arresting the leaders of the Drug Trafficking Organizations. The New England HIDTA, in a cost effective and efficient manner, consistently meets or exceeds its performance targets. The following highlights illustrate the New England HIDTA’s success this past year:

- The HIDTA philosophy embodies the principles of cooperation, coordination, collocation and communication. The New England HIDTA practices these principles in that over 100 federal, state and local law enforcement agencies in the 6 New England states participate in the 13 regional law enforcement initiatives, and 1 intelligence center. The Investigative Support Center supports these initiatives and participating agencies in identifying, investigating and dismantling or disrupting the region’s most dangerous and profitable drug trafficking and money laundering organizations.

- The New England HIDTA seized illicit drugs worth almost \$15 million. These drugs seized from DTOs represent a sizeable reduction in illicit drug availability.
- Every NEHIDTA dollar spent on law enforcement and investigative support activities, contributed to removing \$6.00 in illicit drugs from the market and \$4.00 of drug-related assets. The NEHIDTA initiatives achieved a remarkable combined Return-on-Investment of \$10.00 for every \$1.00 of NEHIDTA funds invested.
- HIDTAs exist to disrupt or dismantle DTOs. At the beginning of 2005, New England HIDTA initiatives identified 168 DTOs and targeted 165. By the end of the year, 47 of these targeted DTOs were disrupted. In addition, 45 DTOs were totally dismantled, a significant achievement.
- A total of 57% of the targeted DTOs were disrupted or dismantled during 2005.
- The NEHIDTA strategy emphasizes the investigation of complex international, multi-state and local DTOs. As illustrated by the statistical measures contained throughout this Annual Report, during CY 2005, the New England HIDTA initiatives targeted more complex cases and handled 15 OCDETF cases and CPOTs. In addition, the NEHIDTA Fugitive Task Force arrested fugitives from 7 OCDETF cases.
- One NEHIDTA initiative targeted a Mexican DTO operating in central Massachusetts. This organization was suspected of transporting and distributing multiple kilogram quantities of cocaine and thousands of pounds of marijuana. The NEHIDTA initiative conducted several Federal Title III wiretaps and subsequently secured 14 Federal indictments for members of the organization. As a result, agents arrested 14 individuals and seized \$500,000 U.S. currency, 2500 pounds of marijuana, 3 kilograms of cocaine, 16 vehicles, 2 houses and 6 firearms.
- In a joint Vermont NEHIDTA Task Force/Canadian law enforcement operation over 30 wiretaps, house and vehicle electronic surveillance techniques were utilized. At the conclusion of the investigation 20 Canadian citizens were arrested for extradition to the United States and approximately \$4.5 million in cash, vehicles and real property have been seized on both sides of the U.S./Canadian border.
- One NEHIDTA task force initiated a CPOT connected OCDETF/HIDTA investigation targeting a major Dominican/Colombian heroin trafficking organization operating in Boston, New York and Colombia. This investigation has led to 4 separate Title IIIs and has identified the money man for the DTO in Colombia as well as the transportation and supply line through New York to Boston. The investigation resulted in 17 arrests and the seizure of several kilograms of heroin.
- The NEHIDTA Investigative Support Center provided analytical support to an OCDETF investigation that involved oxycontin, cocaine and marijuana trafficking with proceeds laundered through a racetrack in New Hampshire. The case has numerous links in Massachusetts, New Hampshire, Nevada and Florida. Analytical support included: target packages, pen register and telephone toll analysis, link charts, financial analysis and intelligence summaries. Twenty-eight indictments have resulted from this case and significant asset forfeiture potential exists.
- For the past two years, a NEHIDTA task force has been conducting an investigation targeting a violent gang related heroin/cocaine trafficking organization based in the East Bay area of

Rhode Island. At least 14 residents of that area have died from heroin and/or cocaine overdoses during the past 3 years. Using undercover agents and confidential sources the NEHIDTA task force infiltrated the violent drug distribution organization known as the Mafioso Street Gang. This investigation has resulted in the arrest of 30 individuals and effectively dismantled this organization. A financial investigation was also initiated targeting the movement of drug proceeds and has identified nearly \$500,000 in assets.

- NEHIDTA Task force Officers in Connecticut targeted a crystal methamphetamine distribution organization operating from California to Connecticut. The task force initiated an undercover investigation that resulted in six arrests and the largest known seizure of crystal methamphetamine in Connecticut history. Additional arrests are expected and the entire organization has been identified.
- NEHIDTA Task Force Officers in Maine initiated an OCDETF investigation targeting a cocaine trafficking organization. The investigation resulted in ten arrests, two kilograms of cocaine, \$500,000 in assets, twenty handguns and assault rifles and one bomb. Task force Officers also identified and arrested kilogram sources of supply in New Hampshire, Massachusetts and New York.

II. INTRODUCTION

The New England HIDTA is pleased to present this Annual Report documenting its activities during calendar year 2005. The NEHIDTA is one of 28 HIDTAs under the Office of National Drug Control Policy (ONDCP) and includes the six New England states: New Hampshire, Massachusetts, Maine, Rhode Island, Connecticut and Vermont. The Director of ONDCP designates regions with critical drug trafficking problems adversely impacting the United States as High Intensity Drug Trafficking Areas. The critical drug trafficking problems are documented through annual Drug Threat Assessments. The HIDTAs formulate a strategy based on the regional drug threat assessment and implement the strategy with HIDTA funded, collocated federal, state and local task forces and intelligence centers. The foundations of the NEHIDTA are the principles of cooperation, coordination and communication. The NEHIDTA is a neutral entity bringing together over 100 federal, state and local law enforcement agencies in 13 task forces, 1 intelligence initiative and Executive Board. Intelligence driven investigations targeting international and regional DTOs that impact other HIDTAs and regions of the United States are the priority of the NEHIDTA. Disrupting or dismantling these organizations is the goal.

The 18 member Executive Board brings together 9 state/local and 9 federal law enforcement and prosecution executives who govern the NEHIDTA. The NEHIDTA Executive Board is a unique body and the only one of its kind in New England. The combined federal, state and local experience on the Board provides oversight, leadership and guidance.

To achieve meaningful results, each HIDTA needs clear goals, a recognition of the challenges faced, a plan to get there, and a way to document achievements. This is accomplished through the HIDTA Program Goals, Threat Assessment, Strategy and Annual Report. The overall HIDTA mission is embodied by the National Program Mission Statement:

**National HIDTA
Program Mission Statement**

The mission of the High Intensity Drug Trafficking Areas (HIDTA) Program is to disrupt the market for illegal drugs in the United States by assisting federal, state, and local law enforcement entities participating in the HIDTA program to dismantle and disrupt drug trafficking organizations, with particular emphasis on drug trafficking regions that have harmful effects on other parts of the United States.

The New England HIDTA Vision Statement reflects why we exist and provides a clear image of the future for the HIDTA Program. The NEHIDTA Director, Staff and Executive Board developed the following vision for the future:

**NEW ENGLAND HIDTA
VISION STATEMENT**

- Reduce drug availability by eliminating or disrupting drug trafficking organizations.
- Reduce the harmful consequences of drug trafficking.
- Improve the efficiency and effectiveness of law enforcement organizations and their efforts within the New England HIDTA.

The New England HIDTA seeks to reduce drug trafficking in the HIDTA region by targeting retail and wholesale drug markets, with emphasis on the flow of heroin, cocaine and crack cocaine into New England. The New England HIDTA will strive to identify, disrupt and dismantle Consolidated Priority Organization Targets (CPOTS), Regional Priority Organization Targets (RPOTS), Drug Trafficking and Money Laundering Organizations and other criminal groups that are transporting and distributing drugs throughout New England. The New England HIDTA will continue to lead the way in identifying emerging drug trends and monitoring source areas, to include New York City, the Southwest Border and the New England-Canadian Border.

A basic tenet of the New England HIDTA is that the ability of local, state and Federal law enforcement agencies is significantly improved when agencies work together and share information. The Investigative Support Center is central to the New England HIDTA Vision, in that it facilitates intelligence sharing among law enforcement agencies through the systematic collection, analysis and dissemination of secure, accurate and timely intelligence. The Investigative Support Center will endeavor to share information and intelligence among the HIDTA task forces, as well as with participating and non-participating agencies inside and outside the New England region. This cooperative model of sharing intelligence will promote interagency communication and coordination, enhance officer safety through deconfliction and eliminate duplication of effort.

NEW ENGLAND HIDTA

Mission Statement

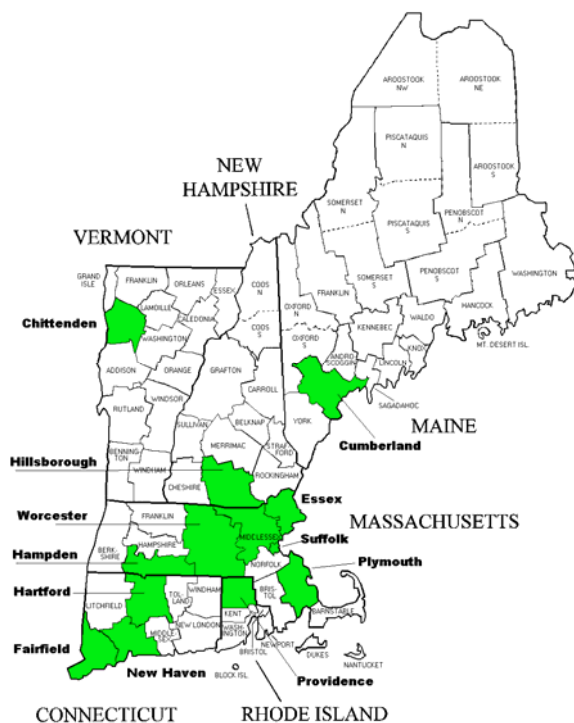
The mission of the New England HIDTA is to reduce drug availability by creating intelligence-driven drug and financial crimes task forces aimed at eliminating or reducing domestic drug trafficking and its harmful consequences through enhancing and helping to coordinate drug trafficking control efforts among federal, state and local agencies.

Reporting Period: This Annual Report covers the reporting period January 1, 2005 to December 31, 2005.

Budget Allocation: During this reporting period, ONDCP allocated a \$2,947,636 budget for New England HIDTA operations. NEHIDTA dollars are well spent supporting the 13 task forces and Investigative Support Center in New England. The NEHIDTA allocates 86% of its budget to the task force and intelligence initiatives.

Geographic Area of Responsibility:

- Massachusetts—Essex County, Middlesex County, Suffolk County, Plymouth County, Worcester County and Hampden County.
- Connecticut – Fairfield County, Hartford County and New Haven County
- Vermont - Chittenden County
- Maine – Cumberland County
- Rhode Island – Providence County
- New Hampshire – Hillsborough County



The New England HIDTA region encompasses six states, three of which share the border with Canada. Each of the six states is challenged by unique drug enforcement problems from the highway systems, waterways and international border. Large cities, with dense populations, and rural areas provide an ideal habitat for drug smuggling, transportation, distribution, production and consumption of illegal drugs and diverted pharmaceuticals. The close proximity to New York, the traditional source of supply for New England, is a significant and dangerous threat requiring a cooperative, coordinated strategy.

III. National HIDTA Goals

HIDTAs nationally have adopted two specific goals to be achieved in meeting the drug control challenge. These two national goals guide all HIDTA initiatives and activities throughout the United States. The New England HIDTA is proud to present these national HIDTA program goals, plus the concise summaries of its Threat assessment for Budget Year 2005 and resultant Strategy in the following sections. The New England HIDTA produces a regional strategy to

meet the New England threats, in conjunction with the national objectives and the impact on other HIDTAs:

NATIONAL HIDTA GOALS

Goal 1: Disrupt the market for illegal drugs by dismantling or disrupting drug trafficking and/or money laundering organizations; and

Goal 2: Improve the efficiency and effectiveness of HIDTA initiatives.

The HIDTA Goals are the foundation upon which performance planning and outcome measurement are based. The process begins with the annual Threat Assessment which provides the basis for the Strategy. The Strategy is implemented by the NEHIDTA initiatives that are proposed to the NEHIDTA Executive Board for approval and funding. Each NEHIDTA initiative must present programmatic and fiscal justifications that are based on the Threat Assessment and how the initiative's funding request directly addresses the threat. Through the Performance Management Plan the NEHIDTA sets realistic performance measures. Ultimately, each initiative must eventually provide specific information on how the funding has allowed the NEHIDTA to meet its desired outcomes. All NEHIDTA initiatives are developed within clear national guidelines governing all HIDTA activities and expenditures.

The NEHIDTA's 18 member Executive Board approves all Threat Assessments, the Strategy, initiatives and budgets. The combined federal, state and local experience on the NEHIDTA Executive Board provides oversight and leadership that is unique in law enforcement. The Executive Board has established an Operations Subcommittee to oversee all budget and fiscal related issues. The Board also established an Intelligence Subcommittee that supports NEHIDTA initiatives and participating agencies on a wide variety of intelligence and information issues and other matters. New England HIDTA's success is measured by results, and each initiative is fully accountable for its success or failure in meeting its objectives.

IV. Summary of Threat Assessment for Budget Year 2005

The HIDTA Program maximizes operational effectiveness by requiring each HIDTA to produce a regional Threat Assessment each year. The reader is referred to the NEHIDTA Threat assessment for Budget Year 2005 for details on the threats identified. The following summary is presented for your convenience.

The New England HIDTA Threat Assessment 2005 clearly demonstrates that heroin continues to be a significant drug threat in New England. This is evident with the majority of indicators relating to its availability, use and consequences remaining stable or surpassing previous years reported levels. Cocaine availability remains relatively stable while the availability of crack cocaine continues to rise throughout the region. The highest rates of marijuana use among persons 12 and older occurred in the West and Northeast. The Northeastern states were all in New England: Massachusetts, Vermont, Maine, Rhode Island and New Hampshire, ranked in the top fifth nationwide, meaning the highest rates for past month marijuana use. Massachusetts had the highest estimated rate of past month use of any illicit drug among persons age 12 or older in the nation.

The illegal production and smuggling of hydroponic marijuana at the New England-Canadian border continues to escalate. High-grade Canadian hydroponic marijuana is increasingly imported into Vermont, New Hampshire and Maine for distribution throughout New England and other regions of the country. The profits from the smuggling of hydroponic marijuana are transported out of the New England region via private vehicles, often to Canada or New York City. Last year, law enforcement officials along the New England-Canadian border seized \$1,985,351 in outbound U.S. currency.

The primary transporters and distributors of illicit drugs in New England, Colombian and Dominican criminal groups, and to a lesser extent Asian Criminal Groups, are also the primary money laundering groups in New England.

OxyContin remains readily available in New England and methadone, an opiate used to treat heroin addiction, is increasingly abused in New England.

The plentiful supply of all drugs and violence, the vast, open Canadian border and the thousands of miles of rugged coastline are significant and formidable challenges for the New England HIDTA. These critical problems are the focus of the New England HIDTA and our partners in law enforcement, prosecution, prevention, treatment, medical examiners, and health care professionals. These partnerships are the foundation of our strategy.

V. HIDTA Strategy Summary

The strategy for New England HIDTA is to collect and develop intelligence on Drug Trafficking and Money Laundering Organizations, targeting those organizations and sources of supply, and dismantling the organizations through creative and effective law enforcement and prosecution. The NEHIDTA Investigative Support Center (ISC) facilitates the collection, analysis and dissemination of drug intelligence/drug information between the NEHIDTA initiatives, other HDTAs around the country and other intelligence groups.

Timely and detailed intelligence/information from the NY/NJ HIDTA is critical to the success of the NEHIDTA strategy. A closer working relationship has been established with the NY/NJ HIDTA and efforts will be intensified to promote the success of this relationship.

The NEHIDTA interdiction task forces intercept the drugs at the major transportation centers and, through investigation, determine the source of supply.

The NEHIDTA task forces initiate investigations on Consolidated Priority Organization Targets and Drug Trafficking and Money Laundering Organizations, develop the investigations to reach the command and control of the Organizations and prepare for and assist in the prosecution.

Although New York is the primary source of supply, several cities in Massachusetts are major distribution centers for other New England states. Lawrence and Lowell, Massachusetts supply heroin, cocaine and crack cocaine to northern New England. New Bedford and Fall River, Massachusetts are the sources for heroin and cocaine distribution in Cape Cod, Massachusetts. Providence, Rhode Island is also a source of heroin and cocaine for Cape Cod, Massachusetts. Springfield and Holyoke, Massachusetts are source areas for Vermont and transshipment points for Connecticut.

The NEHIDTA will strive to identify, disrupt and dismantle the Consolidated Priority Organization Targets (CPOTS), Regional Priority Organization Targets, Drug Trafficking and Money Laundering Organizations and other criminal groups that are transporting and distributing drugs throughout New England. Successfully attacking the transportation systems and organizations will thereby help reduce drug availability and the impact of illicit drugs and related violent criminal activity in the entire region and in other areas of the world. Successful investigations in New England will lead to the sources of supply in New York and other states and eventually to the sources in the countries that produced, manufactured, transported and distributed the drugs. These New England regional and CPOT investigations will ultimately result in the successful investigation and prosecution of the leaders of the international organized criminal drug organizations. Our strategy will also continue to monitor and investigate criminal activity at the Canadian border because of the threat this vast area poses for the New England region and elsewhere.

The New England HIDTA funded 16 initiatives in CY 2005 as follows:

- 9 Investigative DTO focus
- 1 Investigative Money Laundering focus
- 2 Interdiction focus
- 1 Investigative Fugitive focus
- 1 Intelligence focus
- 1 Training Support Initiative
- 1 Management Operations focus

(Note- A detailed description of each initiative can be found in Appendix D.)

The New England HIDTA also received ONDCP supplemental funding, \$250,000, for interdiction under the COBIJA Program and \$150,000 for heroin investigations in Lawrence and Lowell, Massachusetts as part of the Accelerated Domestic Market Disruption Initiative

The Interdiction funding enabled the NEHIDTA and the State Police Departments in New England to establish an interdiction program coordinating with other major east coast cities. The funding was used for coordinated operations and much needed training. This program has proved to be very successful.

The Accelerated Domestic Market Disruption Initiative has enabled law enforcement to target mid-level heroin dealers in the Lawrence and Lowell areas. This program is effective because it focuses law enforcement efforts on heroin trafficking and measures the impact of these investigations and enforcement actions.

VI. HIDTA Performance Measures

The HIDTA Program has initiated a new Performance Measurement Process (PMP) that introduces a new capability for HIDTAs to track performance and monitor results. With application of the new PMP, the New England HIDTA Annual Report functions as a report card; a barometer of HIDTA efficiency and effectiveness; a source of comparison with previous year's efforts; and most importantly, a map for future action. The next series of tables and charts present specific outputs and efficiency measures organized in New England HIDTA Goal order. These measurable results reflect a continuing increase in efficiency and effectiveness at lower programmatic costs.

Drug Trafficking Organizations are organizations of five or more persons that (1) have a clearly defined hierarchy or chain of command and (2) whose principal activity is to generate income or acquire assets through a continuing series of illegal drug production, manufacturing, importation, or distribution activities.

Performance Measures for Goal 1

Table 1 – Percentage of DTOs and MLOs Disrupted or Dismantled

Table 1: Percentage of DTOs and MLOs Disrupted or Dismantled for Year 2005 at New England HIDTA						
Year	DTOs Identified	Total Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled
Begin 2005	89	87	27	31%	19	22%
During 2005	79	78	20	26%	26	33%
Total 2005	168	165	47	28%	45	27%

Table 2 - Percentage of DTOs Disrupted or Dismantled by Scope

Table 2: Percentage of DTOs and MLOs Disrupted or Dismantled by Scope for Year 2005, at New England HIDTA [ALL DTOs; MLOs included]								
Scope	# Identified	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	55	55	15	27%	17	31%	32	58%
Multi-state	55	54	14	26%	16	30%	30	56%
Local	58	56	18	32%	12	21%	30	54%
Total	168	165	47	28%	45	27%	92	56%

Table 3 - Percentage of Money Laundering Organizations Disrupted or Dismantled by Scope

Table 3: Percentage of Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2005, at New England HIDTA								
Scope	# Identified MLOs	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	14	14	1	7%	3	21%	4	29%
Multi-state	2	2	0	0%	1	50%	1	50%
Local	0	0	0	0%	0	0%	0	0%
Total	16	16	1	6%	4	25%	5	31%

Table 4 - Operational Scope of All DTO Cases Initiated

Table 4: Operational Scope of All DTO and MLO Cases Initiated for Year 2005, at New England HIDTA				
Scope	# CPOT Cases	# RPOT Cases	# OCDEF Cases	% OCDEF of Total DTOs Targeted
International	3	1	5	9%
Multi-state	0	3	5	9%
Local	0	1	2	4%
Total	3	5	12	7%

Tables 1 through 4 reflect the remarkable impact New England HIDTA initiatives had on Drug Trafficking Organizations (DTOs), not only within the New England HIDTA region itself, but also nationally and internationally. At the beginning of each year, New England HIDTA initiatives are hard at work investigating DTOs that have been previously identified, many of which will also have been specifically targeted for disruption or total dismantlement. Table 1 shows that as of January 2005, New England HIDTA initiatives had already identified 168 DTOs and targeted 165 for either disruption or dismantlement. By the end of calendar year 2005, the New England HIDTA disrupted 47 and dismantled 45 DTOs originally identified and targeted in the beginning of 2005. As a result, a total of 92 DTOs were disrupted or dismantled. In short, of the 165 DTOs targeted in the reporting period, over 57% were disrupted or dismantled, a truly notable achievement.

The NEHIDTA region includes the 6 New England states. Drug trafficking organizations range from lower level dealers to multi-state and sophisticated international organizations. Several NEHIDTA investigations are targeting Consolidated Priority Organization Targets (CPOTs). The dealers distribute in small towns, large cities and in the vicinity of the Canadian-New England border. In a departure from historic drug distribution, the dealers in many cases distribute more than one drug. This relatively new strategy by the dealers and organizations requires sophisticated and adaptable law enforcement strategies to penetrate the highest levels of the traffic. The NEHIDTA initiatives have been very successful penetrating and dismantling or disrupting the Drug Trafficking Organizations. Several major investigations began as cooperative investigations with state and local law enforcement. Through hard work, coordination, and the combined talents of the state, federal and local law enforcement officers, these investigations identified and subsequently targeted the command and control of the organizations. Many of these investigations are ongoing and will eventually lead to the dismantling of these organizations. These investigations would not have been possible without the NEHIDTA.

Table 2 explains New England HIDTA success in terms of the operational scope of the DTOs identified and targeted in calendar year 2005. Of the DTOs identified, 110 operated beyond the NEHIDTA region in multiple states, or were involved in international operations. NEHIDTA initiatives targeted 109 of these major operations, disrupting 29 and totally dismantling 33 of the larger targeted DTOs. Thirty two of the 55 targeted international DTOs were either dismantled or disrupted. While this was short of the targeted number, it still reflects the NEHIDTA commitment to identify, target and dismantle or disrupt large-scale drug operations.

Table 2 also demonstrates the New England HIDTA's commitment to reduce retail drug sales, violence and improve the quality of life in local communities by targeting 56 local DTOs. This attention to local DTOs resulted in 18 disruptions and 12 dismantlements. Attacking street level traffickers in conjunction with the larger DTO targets has a ripple effect in the drug supply chain. Taking off a small dealer, even though the drug quantity seized may be small, impacts the ability of international and multi-state DTOs to get their drugs into the hands of drug users, thus helping to reduce the efficiency and effectiveness of this black market industry. In addition, drug related violence is reduced or eliminated and the people living in those communities can pursue their interests without fear and enjoy a finer quality of life.

The City of Lawrence, MA has experienced significant violent crime and drug trafficking due to the criminal activities of organized violent gangs. The NEHIDTA North Shore Gang Task Force targeted the Almighty Latin King/Queen Nation and Latin Gangsta Deciples. The investigation of these gangs resulted in the arrest of 22 Latin King members and several Latin Gangsta Deciples. Violent crime has significantly decreased in Lawrence and according to the Police Chief there has not been a homicide in Lawrence, MA for the past 20 months.

The NEHIDTA stresses the importance of developing cases having the potential to qualify for OCDETF designation. Of the 168 cases opened in 2005, 12 received OCDETF designation. Of the 55 international DTOs targeted, NEHIDTA initiatives developed enough information to cause 3 of these to be designated as CPOT cases. Five of these also became OCDETF cases. Table 4 shows that, 9% of the international cases and 9% of the multi-state cases opened in 2005 received OCDETF designation. This is another strong indication that the NEHIDTA disrupted the market place for drugs by focusing on those DTOs operating at the multi-state and international levels of operation.

Tables 1-4 clearly reflect the nature of the NEHIDTAs enforcement efforts and demonstrate its effectiveness in achieving its targeted outcomes. In nearly every instance, the NEHIDTA significantly impacted its performance targets.

Table 5 - Drugs Removed from the Marketplace

Table 5: Drugs Removed from the Marketplace for Year 2005, at New England HIDTA		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
heroin kg	21.261	\$1,992,458
cocaine HCL kg	220.115	\$5,022,965
crack cocaine kg	15.941	\$663,753
marijuana kg	2,637.905	\$6,468,096
marijuana plants and grows	0	\$0
methamphetamine kg	2.743	\$104,855
methamphetamine ice kg	0	\$0
ecstasy(MDMA)(D.U.s)	3,611.000	\$78,948
Hashish	20.514	\$71,799
LSD	104.000	\$520
OxyContin	1,793.000	\$71,720
Other	0	\$0
Other	0	\$0
Total Wholesale Value		\$14,475,115

During CY 2005, the NEHIDTA had a significant impact on the region's drug trade through its drug seizures. Table 5 lists the wholesale values of the respective drugs seized, thus giving a highly accurate and true depiction of the economic impact of removing these drugs from the marketplace. In this fashion, achieving the NEHIDTA goals is more clearly shown in terms of real dollar outcomes.

Table 6 - Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives

New England HIDTA Table 6: Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Baseline Drug Wholesale Value	Targeted Drug ROI	Drug Wholesale Value Removed From Market	Actual Drug ROI
2004	\$2,441,336	\$15,559,528	\$6	\$15,559,528	\$6
2005	\$2,441,336	\$15,559,528	\$5	\$14,475,115	\$6

Table 7 - Return on Investment (ROI) for Assets Removed from the Marketplace by Law Enforcement Initiatives

New England HIDTA Table 7: Return on Investment (ROI) for Assets Removed from the Marketplace by Law Enforcement Initiatives by Year							
Year	Budget	Baseline Value of Drug Assets	Targeted Asset ROI	Value of Drug Assets Removed from Market			Actual Asset ROI
				Cash	Other Assets	Total	
2004	\$2,441,336	\$18,299,863	\$7	\$0	\$18,299,863	\$18,299,863	\$7
2005	\$2,441,336	\$18,299,863	\$4	\$4,866,634	\$5,774,002	\$10,640,636	\$4

NEHIDTA initiatives seized \$10,640,636 in drug assets during CY 2005, thereby reducing availability and subsequent abuse. This amount yields an impressive ROI of \$4.00 for every \$1.00 of HIDTA funding invested in NEHIDTA law enforcement and intelligence initiatives. It is well recognized, of course, that additional law enforcement dollars from agencies outside HIDTA for such expenses as officer salaries, police overhead and so forth, also contribute to drug seizures. Table 7 does not attempt to calibrate such outside expenses, but is focused directly on what HIDTA spends.

Table 8 - Total Return on Investment (ROI) for Drugs and Assets Removed from the Marketplace by Law Enforcement Initiatives

New England HIDTA Table 8: Total Return on Investment (ROI) for Drugs and Assets Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Drugs and Assets Baseline	Targeted Total ROI	Drugs and Assets Removed from Market	Actual Total ROI
2004	\$2,441,336	\$33,859,391	\$13	\$33,859,391	\$14
2005	\$2,441,336	\$33,859,391	\$9	\$25,115,751	\$10

Drug trafficking is a business and a significant way to disrupt it is to seize its drugs and assets. Tables 6, 7 and 8 demonstrate the efficiency of the NEHIDTA insofar as removing illicit drugs and drug profits from the DTOs. 2004 was the first year that the HIDTAs used the Performance Management Process, 2004 figures shown in Tables 6 and 7, serve as a baseline to estimate. Based upon available funding, the NEHIDTA invested \$2.4 million and seized \$25,115,751 in Drugs and Assets Removed From Market. This represents a phenomenal Return on Investment of \$10 for every NEHIDTA dollar spent. This clearly shows the value of the HIDTA Program.

Table 9 - Prosecution Initiative Cost Per Investigation

Prosecution Outputs and Outcomes by Year at New England HIDTA HIDTA				
Year	Investigations Baseline	Investigations Projected	Investigations Handled	% Handled
2004	0	0	0	0%
2005	0	0	0	0%

The NEHIDTA has no Prosecution Initiatives.

Table 10 - Value of Clandestine Methamphetamine Labs Dismantled in 2005, by Size

Table 10: Value of Clandestine Methamphetamine Laboratories Dismantled by Size for Year 2005, at New England HIDTA			
Meth Cost Per Ounce		\$1,950.00	
Lab Size	ID/Targeted	Dismantled	Value of Labs Dismantled
A. Less than 2 Oz	0	0	\$0.00
B. 2 - 8 Oz	0	0	\$0.00
C. 9 - 31 Oz	0	0	\$0.00
D. 32 - 159 Oz	0	0	\$0.00
E. 10 - 20 Lbs	0	0	\$0.00
F. Over 20 Lbs	0	0	\$0.00
Total	0	0	\$0.00

Table 11 - Clandestine Laboratory Activities, 2005

Table 11: HIDTA Clandestine Laboratory Activities for Year New England HIDTA, in 2004				
	Baseline	# Projected	# Identified	% Identified
Laboratory Dump Sites Seized	0	0	0	0%
Chemical/Glassware Equipment Seizures	0	0	0	0%
Children Affected	0	0	0	0%

Performance Measures for Goal 2

Table 12 – Training Efficiency by Year and Type of Training

Table 12: HIDTA Training Efficiency by Type of Training for Year 2005, at New England HIDTA											
Type of Training	# Students Expected for Training		# Students Actually Trained		# Training Hours Actually Provided		Total Training Cost		Training Cost Per Hour		
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005	% Change 2004-2005
Analytical/Computer	20	0	23	24	430	281	\$510	\$504	\$1.19	\$1.79	50%
Investigative/Interdiction	1,550	0	499	477	9,520	8,704	\$11,309	\$10,010	\$1.19	\$1.15	-3%
Management/Administrative	5	0	13	68	492	1,148	\$584	\$1,427	\$1.19	\$1.24	4%
Other	0	0	0	0	0	0	\$0	\$0	0	0	0%
Total	1,575	0	535	569	10,442	10,133	\$12,403	\$11,941	\$1.18	\$1.17	-1%

Training is essential in improving both the efficiency and effectiveness of NEHIDTA operations. In Calendar year 2004 the NEHIDTA had two individuals coordinating training. The training program changed in 2005 when one of the coordinators was transferred to Florida. As a result, the NEHIDTA has one part-time training coordinator for the 6 New England states.

NEHIDTA provided training to 569 students in 2005 for a total of 10,133 classroom hours. This is quite an accomplishment with one part-time training coordinator. The training was designed to improve the students computer and analytical skills, bolster their investigative knowledge and develop their managerial abilities. This training, which cost NEHIDTA on

average \$1.17 per classroom hour, was provided free of charge to NEHIDTA assigned and participating agency investigators. These training courses would not have been available without NEHIDTA support and funding.

Table 13 - Percentage of HIDTA Initiatives Using Deconfliction Services 2005

Table 13: Percentage of HIDTA Initiatives Using Event and Case Deconfliction Services for Year at New England HIDTA				
Year	Total HIDTA Initiatives	# Initiatives Targeted to Use Services	# Initiatives Using Services	% Initiatives Using Services
2004	13	13	13	100%
2005	13	13	13	100%
2006	13	13	0	0%
2007	13	13	0	0%

Table 14 - Percentage of Event and Case Deconflictions Submitted, 2005

Table 14: Percentage of Event and Case Deconflictions Submitted for Year at New England HIDTA						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Targeted	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	4038	4,038	3,372	666	4,038	100%
2005	4038	4,600	3,392	1,001	4,393	96%
2006	4038	5,200	0	0	0	0%
2007	4038	5,200	0	0	0	0%

Separate law enforcement initiatives, while aggressively pursuing suspects or covering an event, can easily have conflicts in the field. This can be dangerous if either party is unaware of the other. In a “best case” scenario, it merely results in harmless interference. At worst, however, it could cost an officer his or her life in a dangerous encounter. Thus, information which can serve to deconflict such potential encounters is vital to well coordinated policing. The NEHIDTA provides such information through its Investigative Support Center. Of the 13 NEHIDTA initiatives eligible to use NEHIDTA deconfliction services, 100 percent took advantage of these valuable tools. Table 13 and 14 depict how well NEHIDTA initiatives and participating agencies used these services. These services promote officer safety, conserve resources and help to coordinate investigations.

Table 15 - Percentage of Investigations Provided Analytical Support

Table 15: Percentage of Cases Provided Analytical Support for Year at New England HIDTA				
Year	Baseline # Cases Receiving Analytical Support	# Cases Targeted for Analytical Support	# Cases Provided Analytical Support	% Targeted Cases Supported
2004	27	27	27	100%
2005	27	30	52	173%
2006	27	40	0	0%
2007	27	174	0	0%

Table 16 - Percentage of HIDTA Initiative Investigations Referred to Other HIDTAs and Other Agencies

Table 16: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at New England HIDTA						
Year	Total HIDTA Initiative Cases	# Initiative Cases Targeted for Referral	# HIDTA Initiative Cases Referred to Other HIDTAs	# HIDTA Initiative Cases Referred to Other Agencies	Total Initiative Cases Referred	% Targeted Initiative Cases Referred
2004	1644	189	83	354	437	231%
2005	1483	924	21	763	784	84%
2006	0	924	0	0	0	0%
2007	0	549	0	0	0	0%

Tables 15 and 16 clearly depict the positive outcome achieved by NEHIDTA initiatives in the areas of Investigation Support and Affiliated Case Referrals. These activities, which are well over projections, are essential to the NEHIDTA of improving efficiency and effectiveness through information sharing and coordinated intelligence. The NEHIDTA far exceeded the anticipated number of requests for analytical support, and in every instance was able to provide this service. Further, NEHIDTA investigators and analysts referred 784 investigations either to other HIDTA regions or other agencies for closer scrutiny and subsequent action.

VI. Conclusions

Conclusion:

CY 2005 marks the second year that the New England HIDTA has reported initiative operational targets and subsequent outcomes using the new Performance Management Process (PMP), which includes the efficiency and effectiveness performance measurement tables spread throughout this Annual Report. These measurement tables clearly illustrate the value of the New England HIDTA and identify its many successes. In future years we will be able to more efficiently chart our progress because the HIDTA Program has established calendar year 2004 as the base year for the performance measures.

The New England HIDTA initiatives are maturing and, as a result, are targeting more complex Drug Trafficking and Money Laundering Organizations. The use of sophisticated electronic surveillance has increased as well as the quantity and quality of long term investigations. Many of the NEHIDTA's successes are described in this report however; the true value of the NEHIDTA is in the cooperative partnerships that have been established throughout New England's six states. Law enforcement agencies and prosecutors participate in the NEHIDTA because they believe in the HIDTA philosophy of cooperation, coordination, collocation and communication. NEHIDTA task forces are minimally funded and depend on federal, state and local agencies to provide personnel and facilities for the task forces. The true measure of the NEHIDTA's success is in the unselfish and significant good will readily and consistently given to the New England HIDTA initiatives from participating agencies.

It is because of this cooperative spirit that the New England HIDTA initiatives have been so successful. Not only are the initiatives disrupting or dismantling international and multi-state Drug Trafficking and Money Laundering Organizations but they are also supporting local police departments whose communities have significant violent crimes, organized gang activity and drug distribution. The New England HIDTA and Executive Board formulated a balanced strategy to address the impact of large and small criminal organizations throughout New England. The NEHIDTA is also at the forefront of emerging threats which are assessed and addressed throughout the year.

The centerpiece of the New England HIDTA is the Investigative Support Center (ISC) that provides analytical case support and event and subject deconfliction services. Officer safety is the New England HIDTA's first priority because our law enforcement officers are our greatest and most important asset. The Investigative Support Center is a key component to working intelligence-driven investigations that will have the greatest impact in the New England region. Using the resources of the ISC allows the NEHIDTA initiatives to achieve their goals with a minimum of resources and a greater measure of success.

Although the New England HIDTA has made considerable progress over the past year, there are still many challenges. Significant drug overdose deaths, escalating abuse of diverted pharmaceutical drugs, significant drug smuggling and other crimes on the New England – Canadian border will require the innovative and effective efforts of the New England HIDTA and participating agencies. The strength of the New England HIDTA is in its partnerships with state, federal and local agencies. The NEHIDTA will continue to be successful and to provide creative solutions to the major drug and violent crimes in New England.

VII. Appendices

- A. Table of Organization for the HIDTA.
- B. Table listing composition of Executive Board showing local, state and federal affiliation.
- C. List of participating agencies.
- D. HIDTA Initiatives - (Optional listing with brief descriptions)

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Participating Agencies:

Federal: Bureau of Alcohol, Tobacco and Firearms, Drug Enforcement Administration, Federal Bureau of Investigation, Internal Revenue Service, Criminal Investigation Division, United States Attorneys for New Hampshire, Massachusetts, Rhode Island, Vermont, Maine, Connecticut, United States Coast Guard, United States Marshals for Massachusetts, Vermont, Maine, Connecticut, Rhode Island, New Hampshire, United States Postal Service, United States Border Patrol and Bureau of Immigration and Customs Enforcement.

State: Connecticut State Police, Connecticut National Guard, Maine Drug Enforcement Agency, Maine State Police, Massachusetts State Police, Massachusetts National Guard, New Hampshire State Police, New Hampshire National Guard, New Hampshire Attorney General ' s Drug Task Force, Attorney General ' s Office, New Hampshire, Rhode Island State Police, Rhode Island National Guard, Vermont State Police, Vermont National Guard, Rhode Island, Rhode Island Airport Police.

Local: Berlin, CT Police Department, Boston, MA Police Department, Branford, CT Police Department, Bridgeport, CT Police Department, Bristol, CT Police Department, Bristol, RI Police Department Brockton, MA, Police Department, Brookfield, CT, Police Department, Burlington, VT, Police Department, Central Falls, RI, Police Department, Charlestown, RI Police Department, Chittenden County, VT, Sheriff ' s Department, Clinton, MA Police Department, Coventry, RI Police Department, Cranston, RI Police Department, Cumberland County, ME Sheriff ' s Department, Easton, CT Police Department, East Hartford, East Haven, CT Police Department, East Providence, RI Police Department, East Windsor, CT Police Department, Essex County, MA Sheriff ' s Department, Essex, VT, Police Department, Fairfield, CT, Police Department, Greenwich, CT, Police Department, Hamden, CT Police Department, Hartford, CT, Police Department, Haverhill, MA Police Department, Lawrence, MA, Police Department, Lewiston, ME, Police Department, Lowell, MA Police Department, MBTA Police Department, Manchester, NH Police Department, MBTA, Police Department, Methuen, MA, Police Department, Middlesex County, MA Sheriff ' s Department, Nashua, NH Police Department, Naugatuck, CT Police Department, New Canaan, CT Police Department, New Haven, CT, Police Department, New London, CT, Police Department, New Milford, Ct, Police Department, Newport, RI Police Department, Newtown, CT, Police Department, Norwalk, CT Police Department, Orange, CT Police Department, Pawtucket, RI Police Department, Providence, RI, Police Department, Scarborough, ME, Police Department, Scituate, MA Police Department, Shelton, CT Police Department, Southington, CT Police Department, South Burlington, VT Police Department, Springfield, MA Police Department, Stanford, CT Police Department, Stratford, CT Police Department, Tiverton, RI Police Department, University of Connecticut Police Department, Waterbury, CT Police Department, Warwick, RI Police Department, Webster, MA Police Department, Westbrook, ME Police Department, Westerly, RI Police Department, West Haven, CT Police Department, Windham, ME Police Department, Woonsocket, RI Police Department, Worcester County, MA Sheriff ' s Department.

New England HIDTA Executive Board

Chair

Colonel Frederick H. Booth
New Hampshire State Police

Special Agent in Charge June W. Stansbury
Drug Enforcement Administration
New England

Honorable Michael J. Sullivan
United States Attorney
District of Massachusetts

Honorable Thomas P. Colantuono
United States Attorney
District of New Hampshire

Special Agent in Charge Robin Avers
Bureau of Immigration and Customs
Enforcement-New England

Special Agent in Charge William J. Hoover
Bureau of Alcohol, Tobacco and Firearms
New England

U.S. Marshal Anthony Dichio
District of Massachusetts

Director Roy McKinney
Maine Drug Enforcement Agency

SAC William J. Schenkelberg
U.S. Coast Guard - CGIS
New England

Vice Chair

Special Agent in Charge Kenneth W. Kaiser
Federal Bureau of Investigation
Boston, Massachusetts

Special Agent in Charge Joseph Galasso
Criminal Investigation Division
Internal Revenue Service
New England

Colonel Thomas G. Robbins
Massachusetts State Police

Colonel Edward J. Lynch
Connecticut State Police

Colonel Thomas Powlovich
Vermont State Police

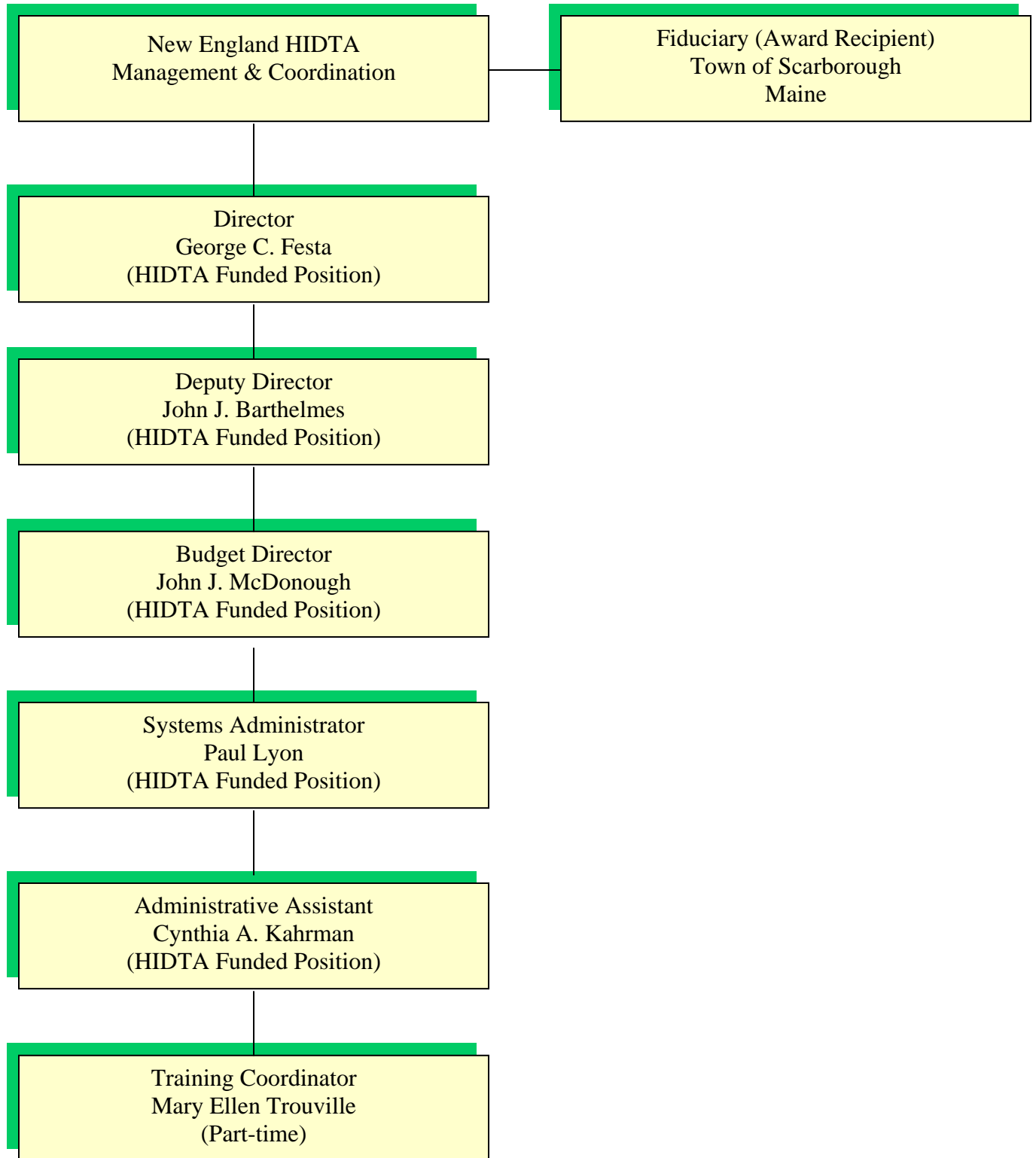
Colonel Steven Pare
Rhode Island State Police

Chief of Police Colonel Stephen McCartney
Warwick, Rhode Island

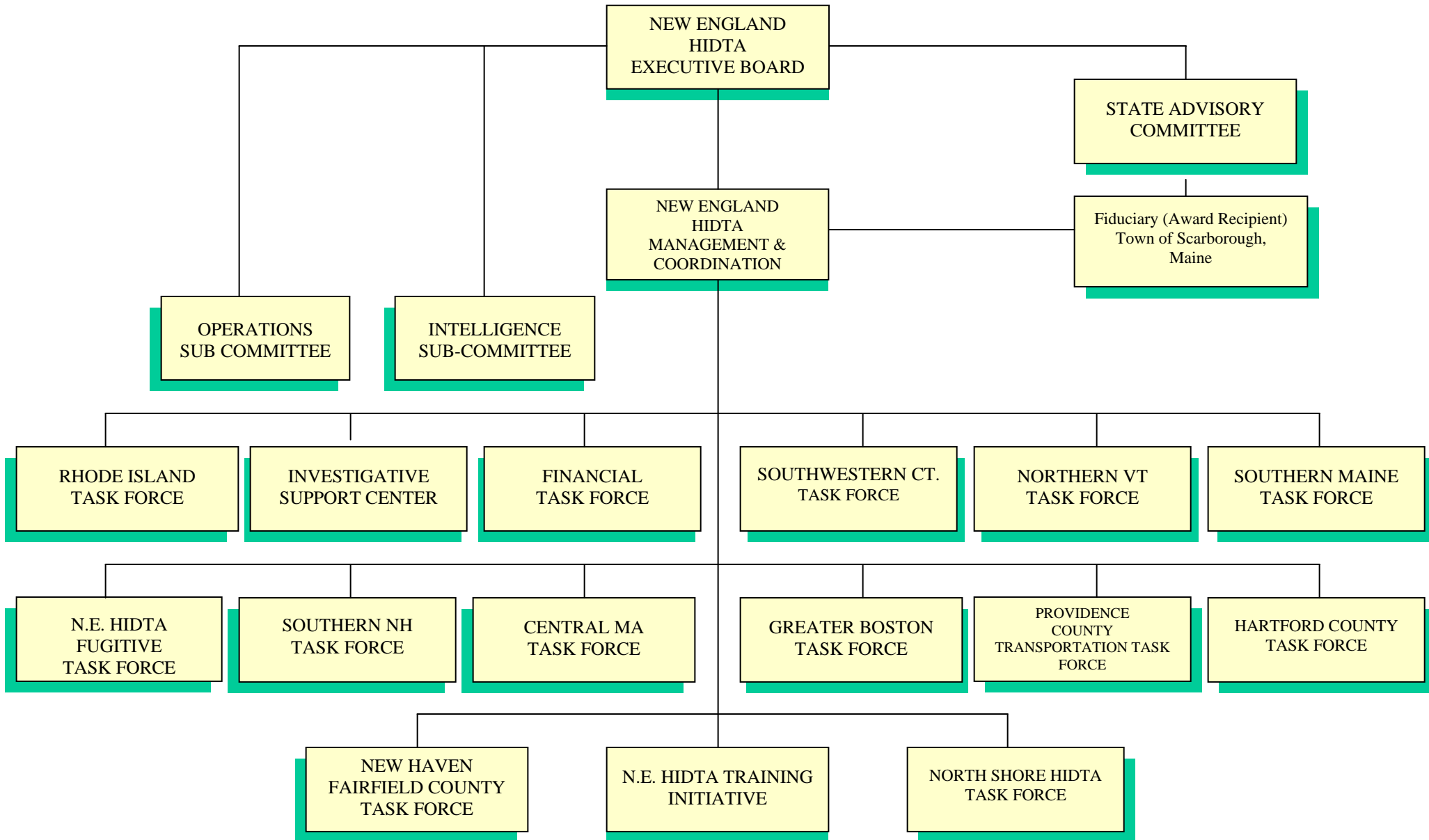
Chief of Police John Jaskolka
Manchester, New Hampshire

Director Thomas E. Flaherty
Police Officer Standards and Training Council
Meriden, Connecticut

New England High Intensity Drug Trafficking Area Management & Coordination



New England High Intensity Drug Trafficking Area Organizational Chart



New England HIDTA Initiatives

Investigative Support Center – Methuen, MA. This initiative is co-managed by the FBI and the Massachusetts State Police. The Analytical Section is managed by a DEA Supervisory Intelligence Analyst.

Greater Boston HIDTA Task Force – Boston, MA – This FBI sponsored task force recently joined with the ICE Smuggling Group. These two groups are collocated in FBI space.

Central Massachusetts Task Force- Worcester, MA DEA sponsored task force in Central Massachusetts targeting mid to upper level DTOs.

New England HIDTA Fugitive Task Force – Boston, MA – The U.S. Marshal, District of Massachusetts sponsors this task force that concentrates its efforts on violent and major drug fugitives.

Rhode Island Task Force – Providence, Rhode Island – FBI sponsored co-managed task force with the FBI and Rhode Island State Police.

New Haven-Fairfield County Task Force/Hartford County HIDTA Transportation Task Force - Middletown, CT – Connecticut State Police Task Forces targeting violent traffickers in three Connecticut counties.

Providence County Transportation Task Force – Warwick, RI Interdiction and investigative task force sponsored by DEA.

Southern New Hampshire Task Force – Concord, NH –DEA sponsored task force targeting mid to upper level DTOs.

New England HIDTA Financial Task Force - Boston, MA – ICE sponsored financial task force co-managed with the IRS Criminal Division.

Southwest Connecticut Task Force – Bridgeport, CT- DEA sponsored task force targeting major international and multi-state DTOs.

Northern Vermont Task Force - Burlington, VT. This DEA sponsored task force investigates DTOs operating on the Canadian Border.

Southern Maine Task Force-Portland, Maine This DEA sponsored task force targets DTOs in the Cumberland County Maine area that are distributing heroin and cocaine in Maine.

North Shore Gang Task Force – Methuen, MA This is an FBI sponsored co-managed task force with the Massachusetts State Police targeting violent gangs in the Lowell-Lawrence MA area.

New England HIDTA Training Initiative-Methuen,MA This initiative offers free training to law enforcement throughout New England.

Management and Coordination Initiative-Methuen, MA This initiative is the NEHIDTA Director and Staff.