

PHILADELPHIA/CAMDEN HIDTA

2005 ANNUAL REPORT



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PHILADELPHIA CAMDEN HIDTA **2005 ANNUAL REPORT**

I. EXECUTIVE SUMMARY

During 2005, the communities within the Philadelphia-Camden HIDTA (PCHIDTA) area of responsibility continued to experience high levels of drug trafficking, substance abuse and violent crime arising from drug and gang activity. PCHIDTA participant agencies countered these activities by re-focusing attention on mid-level to high-level drug trafficking conspiracies, as well as money laundering activities that are used to convert illegally-obtained funds from drug trafficking. In addition, PCHIDTA continued its emphasis on prioritizing the violent drug traffickers for investigative action.

A primary goal of the HIDTA Program is to disrupt the market for illicit drug activities and aid in hampering the violence associated with such behaviors. Therefore, anytime illegal drugs and assets are seized, the regional marketplace for illegal drugs suffers a setback. When law enforcement successfully targets drug trafficking organizations (DTOs), the DTOs are hit hard by seizures, which affect their profitability, and often their survival. Interrupting the drug supply chain, at the multi-state or international level, law enforcement impacts the drug flow before it ever reaches the individual user.

In order to gauge the relative effectiveness and efficiency of a HIDTA from year to year, the Office of National Drug Control Policy has implemented the Performance Management Process (PMP), which captures data on selected performance measures and presents the data in tables which appear throughout this report. The PMP enables the PCHIDTA Executive Board, Director and leadership team the ability to compare from year to year the relative success of our Initiatives. CY2005 is the second year for comparative data examination using this format, and slight enhancements of the PMP's data collection, calculation and presentation methods have been implemented. This data, in turn, will be compiled into a National HIDTA Performance Management Process that will assist policy makers, agency heads and legislators in developing counter-drug policy and budgets.

Highlights of the 2005 Annual Report are presented here in summary:

- The PCHIDTA facilitated cooperation and joint efforts with 21 federal, state and local law enforcement agencies. With support from the PCHIDTA Investigative Support Center (ISC), our initiatives continue to make progress in identifying, investigating and dismantling/disrupting the area's most dangerous and prolific DTOs, drug dealers, money launderers, weapons traffickers, and violent criminals.
- PCHIDTA Initiatives seized approximately \$19.1 million of drug product and \$5.1 million in illicit drug profits, eliminating these from the balance sheets of regional DTOs. This represents a measurable impact on illicit drug availability while reducing the drug traffickers' profits.
- Recognizing the value of attacking the profits of the drug trade, PCHIDTA initiatives identified and targeted 15 MLOs. Of these, seven were disrupted.
- HIDTA program budget dollars spent on law enforcement and investigative support activities, contributed to removing \$5.00 in illicit drugs from the market and seizing \$1.00 of drug-related

assets for each program dollar budgeted. In total, PCHIDTA initiatives achieved a combined Return-on-Investment (ROI) of \$7.00 for every \$1.00 of PCHIDTA funds invested.

- PCHIDTA initiatives identified 107 DTOs and targeted 106 of those identified. By the end of year, 69% of these targeted DTOs and money-laundering organizations (MLOs) were either dismantled or disrupted. In 2005, the PCHIDTA initiatives completely dismantled 15 DTOs.
- As PCHIDTA strives to investigate larger, more complex DTOs where the greatest positive impact can be achieved, our initiatives work cases in conjunction with the OCDETF program. PCHIDTA initiatives targeted complex DTOs operating internationally and across multiple states. Specifically, our initiatives participated in 21 OCDETF cases, of which eight were international in scope and 13 involved multi-state trafficking.
- PCHIDTA's Fugitive Apprehension Initiative targeted drug traffickers and other violent felons wanted by law enforcement for capture. Of 2,975 fugitives targeted, 58% (1,725) were located and brought to justice.
- PCHIDTA provided event and case/subject deconfliction services to its member agencies and other area law enforcement via its 24-hour Watch Center and information-sharing network. Over 12,000 events and cases were submitted for deconfliction in 2005, fostering officer safety and investigative efficiency.
- The PCHIDTA assists law enforcement and investigative initiatives with program oversight, intelligence analysis, information sharing, and specialized training, which facilitates greater efficiency and effectiveness. As examples, case support was given to 93 investigations; nearly 1,600 investigative leads were provided to law enforcement agencies; and 669 students received 6,488 hours of specialized training.

II. INTRODUCTION

This Annual Report was prepared by the Philadelphia Camden HIDTA to provide a summary of cooperative law enforcement efforts undertaken in 2005 to combat drug threats in the Philadelphia/Camden area. This report incorporates the PCHIDTA's strategic response to Drug Trafficking Organizations (DTOs) and Money Laundering Organizations (MLOs), and the performance accomplishments in Program Year 2005 (January 1 to December 31, 2005). This report provides the Executive Board and Law Enforcement policy makers with an assessment of the accomplishments made by the participants through the PCHIDTA's investigative, intelligence, and support initiatives.

The PCHIDTA facilitates effective working relationships with 21 federal, state and local law enforcement agencies participating in its initiatives, and assists other Law Enforcement Agencies in the region who work in partnership with the PCHIDTA mission to disrupt and/or dismantle DTOs (see appendices A-D). PCHIDTA has established strategic priorities that focus on dismantling and disrupting DTOs, especially those involved with drug-related violent crime and which adversely impact the quality of life in the region. Additionally, there is a determined effort by PCHIDTA initiatives to intercept drug movement into and throughout the region by identifying, arresting and prosecuting those who launder the proceeds from illegal drug sales. A detailed description of each initiative can be found in the *Philadelphia Camden HIDTA 2005 Strategy*.

- **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.

- **Philadelphia-Camden HIDTA Vision Statement**

The vision of the Philadelphia/Camden HIDTA, its Executive Board, Director and leadership team is to reduce drug trafficking and related violent crime in the PCHIDTA region through the innovative use of intelligence, information sharing, investigative strategies, and mutually beneficial collaborative law enforcement initiatives.

- **Philadelphia-Camden HIDTA Mission Statement**

The mission of the Philadelphia/Camden HIDTA (PCHIDTA) is to reduce drug trafficking and related violent crime in the PCHIDTA region. To accomplish this, the PCHIDTA will focus on two major areas: (1) improving intelligence gathering and analysis capabilities to generate viable prosecutions of the largest and most violent drug gangs; and (2) facilitating meaningful interagency cooperation at the state, federal and local level.

- **Philadelphia-Camden HIDTA Designation**

The Philadelphia-Camden HIDTA was established by designation of the Director of the Office of National Drug Control Policy in September 1995.

- **Reporting Period**

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

- **FY 2005 Budget Allocation**

ONDCP awarded a \$4,058,343 budget for all PCHIDTA activities in 2005. PCHIDTA’s Executive Board allocated 92% (\$3,713,241) of its funding to its investigative and intelligence initiatives; remaining program funds are utilized in support of those initiatives, through training and program oversight.

- **Geographic Area of Responsibility:**

- Pennsylvania – County of Philadelphia
- New Jersey – City of Camden New Jersey within Camden County NJ



The Philadelphia Camden HIDTA region covers two distinct, highly populated urban centers: Camden, NJ and Philadelphia, PA. The two jurisdictions are separated by the Delaware River. As the metropolitan center of the region, the cities are home to many businesses, tourist attractions and residential neighborhoods.

CITY PROFILES	PHILADELPHIA	CAMDEN
Population (2000 US Census)	1,463,000	79,900
Ethnic Breakdown		
Caucasian Not Hispanic	42.5%	7.1%
Black or African American	43.2%	53.3%
Hispanic or Latino	8.5%	38.8%
Asian	4.5%	2.5%
Other	1.3%	Unknown
* May exceed 100 percent because individuals may report belonging to more than one		

III. National HIDTA Goals

Nationally, the HIDTA program has adopted two goals for calendar year 2005:

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.

These two national goals direct the activities of all HIDTA program initiatives. Each HIDTA incorporates the national program goals in the formulation of their Threat Assessment and Strategy, and they are made actionable in its initiatives. The PCHIDTA has created its own strategy in accordance with national goals and specific regional needs. In turn, the initiatives work toward the fulfillment of these goals by addressing the threats posed by drug activity.

Performance and outcome measurements are tied to these national goals. The PCHIDTA Executive Board is significantly involved in the oversight and governance of the PCHIDTA Intelligence, Investigation, Interdiction, and Program Management activities. Each initiative's funding request must be submitted to the PCHIDTA Executive Board for approval and must:

- address one or more of the region's identified threat(s);
- articulate desired outcomes as specific performance measures;
- demonstrate how the requested funding will enable initiatives to meet the desired outcomes.

The collective achievements of the PCHIDTA's initiatives provide the overall measurement of success for PCHIDTA.

IV. Summary of Threat Assessment for Budget Year 2005

Philadelphia remains a source city for cocaine and heroin distribution in Southeastern, Central and Northeastern Pennsylvania, Southern New Jersey and Northern Delaware. Crack cocaine is one of the most widely available illicit drugs in Philadelphia and Camden, and is the drug of choice in the inner city minority population centers. Heroin is plentiful, inexpensive, and is marketed aggressively by trafficking groups. Marijuana is the most readily available and widely abused illicit drug in the Philadelphia/Camden region. An assortment of ethnic DTOs, criminal groups, independent dealers, and street gangs distribute illegal drugs at retail and mid-level quantities. Traffickers transport controlled substances into and through the region using a variety of methods and conveyances. A secondary problem in the PCHIDTA is laundering of drug-trafficking proceeds. Intelligence gathered by the PCHIDTA indicates various methods are used in money laundering schemes, to include transporting bulk U.S. currency, money remitters, money orders and travelers' check, and legitimate investments. Drug proceeds may also be laundered through the Internet and gambling casinos. In 2005, there were 107 DTOs identified by PCHIDTA initiatives. Of the 107, 92 were involved in Drug Trafficking and 15 in Money Laundering.

V. HIDTA Strategy Summary

The primary mission of the PCHIDTA Initiatives is to dismantle and disrupt drug trafficking organizations. Federal, state and local law enforcement agencies are concurrently investigating drug and gang related homicides. The PCHIDTA's goal is to successfully develop substantive drug investigations while simultaneously solving homicides and locating fugitives in both Camden and Philadelphia.

PCHIDTA resources are directed to support initiative task forces operating in the Philadelphia/Camden area of responsibility. These co-located, co-mingled Federal, State, and Local interagency groups engage in diverse investigative activities, ranging from street-level trafficking disruption to dismantlement of complex drug conspiracies. In 2005, the investigative & enforcement initiatives supported by the PCHIDTA are the Interdiction Task Force, Joint Camden Task Force, Philadelphia Centerpiece Task Force, Criminal Conspiracy Task Force, Drug Violence Intelligence, Major Heroin Drug Task Force and the Violent Crimes/Fugitive Task Force. All of these initiatives were supported by and contributed to the Investigative Support Center initiative, comprised of a Watch Center and Intelligence Research & Analysis component.

VI. HIDTA Performance Measures

The tables and charts below present specific outputs and efficiency measures organized in National HIDTA goal order. These results are measured against the benchmarks established in 2004. These benchmarks serve as a tool for monitoring PCHIDTA's continuing performance efficiency and effectiveness at annually defined program-funding levels.

A. Performance Measures for Goal 1

Tables 1 through 4 reflect the multi-pronged approach of the PCHIDTA's investigative and enforcement efforts, and illustrate its effectiveness in achieving National HIDTA Program Goal 1. The successful targeting of DTOs and MLOs by PCHIDTA initiatives in 2005 constitute a continued step toward achieving benchmarks established in prior years, and indicates a commitment to pursue higher performance targets in subsequent years.

Table 1 - Percentage of DTOs Disrupted or Dismantled, 2005

Table 1: Percentage of DTOs and MLOs Disrupted or Dismantled for Year 2005 at Philadelphia/Camden						
Year	DTOs Identified	Total Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled
Begin 2005	81	80	49	61%	12	15%
During 2005	26	26	9	35%	3	12%
Total 2005	107	106	58	55%	15	14%

PCHIDTA initiatives are tasked with identifying, targeting and impacting the area’s drug markets by dismantling and disrupting the drug trafficking organizations (DTOs) and/or money laundering organizations (MLOs). Building upon prior and current year intelligence gathering and investigative efforts, PCHIDTA initiatives identified 107 DTOs, targeting 106 for disruption or dismantlement in 2005. Table 1 shows that during 2005, PCHIDTA initiatives disrupted 58 DTOs and dismantled 15 others, resulting in the disruption or dismantlement of 69% of the 107 DTOs identified.

Table 2 - Percentage of DTOs Disrupted or Dismantled by Scope, 2005

Table 2: Percentage of DTOs and MLOs Disrupted or Dismantled by Scope for Year 2005, at Philadelphia/Camden [ALL DTOs; MLOs included]								
Scope	# Identified	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	25	25	10	40%	0	0%	10	40%
Multi-state	38	38	22	58%	10	26%	32	84%
Local	44	43	26	60%	5	12%	31	72%
Total	107	106	58	55%	15	14%	73	69%

Initiatives’ efforts routinely reach beyond the region impacting multi-state and international DTOs and MLOs. Table 2 explains PCHIDTA success in terms of the operational scope of the DTOs identified and targeted in 2005, and also reflects the noteworthy impact PCHIDTA initiatives had on DTOs and MLOs, not only within the PCHIDTA region itself, but also nationally and internationally.

Of the 107 DTOs identified, 63 operated in multiple states, or were involved in international operations. PCHIDTA initiatives targeted 106 of these larger DTOs, disrupting 58 of them and totally dismantling another 15. Ten of the 25 identified international DTOs were either dismantled or disrupted, reflecting the PCHIDTA’s on-going resolve to identify, target and dismantle or disrupt large-scale drug operations impacting not only this region.

Targeting local traffickers in conjunction with the larger scale DTO targets typically creates a disruptive effect throughout the drug supply chain, while also improving quality of life in communities and favorably impacting crime rates. Accordingly, Table 2 also demonstrates the PCHIDTA’s efforts in reducing retail drug sales in our cities by targeting 44 local DTOs. These investigations resulted in 26 DTOs being disrupted and 5 dismantled.

Table 3 - Money Laundering Organizations Disrupted or Dismantled by Scope, 2005

Table 3: Percentage of Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2005, at Philadelphia/Camden								
Scope	# Identified MLOs	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	11	11	2	18%	0	0%	2	18%
Multi-state	2	2	2	100%	0	0%	2	100%
Local	2	2	2	100%	0	0%	2	100%
Total	15	15	6	40%	0	0%	6	40%

The drug trade is based on cash sales. Seizing the money earned by DTOs is an effective approach to disrupting the drug market. Identifying and targeting the organizations engaged predominately in drug money laundering is an investigative priority. While not funded in this program year, PCHIDTA approved the initiation of a Money Laundering and Drug Asset Forfeiture Task Force that became operational in the Fall 2005. This initiative prospectively will enhance the ability of all PCHIDTA initiatives to target the proceeds of drug trafficking. As reflected in Table 3, PCHIDTA initiatives identified and targeted 15 MLOs in CY 2005, disrupting six of them.

Table 4 - Operational Scope of All DTO Cases Initiated, 2005

PHILADELPHIA CAMDEN HIDTA Operational Scope, 2005					
	# Cases Opened	# CPOT Cases	# RPOT Cases	# OCDETF Cases	% OCDETF of Total Cases
International	8	0	0	0	0%
Multi-state	6	0	0	1	17%
Local	11	0	0	0	0%
Total	25	0	0	1	4%

The PCHIDTA stresses the importance of developing cases having the potential to qualify for OCDETF designation. Table 4 shows that of the 25 cases initiated in 2005, one received OCDETF designation. However, PCHIDTA initiatives carried over 22 OCDETF investigations from 2004. Overall in 2005, PCHIDTA initiatives disrupted 2 and dismantled 14 OCDETF targeted DTOs, including dismantling 2 international and 9 multi-state DTOs. This is another strong indication that the PCHIDTA initiatives focus on targets of national and regional importance and leverage resources through the OCDETF program.

Table 5 - Drugs Removed from the Marketplace, 2005

Table 5: Drugs Removed from the Marketplace for Year 2005, at Philadelphia/Camden		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
heroin kg	17.307	\$3,017,960
cocaine HCL kg	95.607	\$2,113,767
crack cocaine kg	17.708	\$455,902
marijuana kg	4,918.979	\$13,175,897
marijuana plants and grows	0	\$0
methamphetamine kg	2.326	\$58,150
methamphetamine ice kg	0	\$0
ecstasy(MDMA)(D.U.s)	2,916.002	\$87,480
Other	882.000	\$97,020
Oxycodone	92.000	\$4,600
OxyContin	844.000	\$42,200
PCP	3.000	\$90,000
Other	0	\$0
Total Wholesale Value		\$19,142,976

During CY 2005, the PCHIDTA removed substantial quantities of controlled and dangerous substances from the region's drug market. Seizures of over \$19.1 million worth of drugs give testament to the investigative successes of the PCHIDTA initiatives and simultaneously demonstrate the need for continued cooperative efforts in drug enforcement. Marijuana seizures lead all categories of drugs in gross weight seized and dollar value of product removed from the market place, as it is believed to be the most widely available controlled substance. In 2005, heroin seizures surpassed that of cocaine in wholesale value of controlled substances removed from the market. Nevertheless, cocaine products (both powder and "crack" forms) remain higher in gross weight seized.

Synthetic drugs, although not encountered as frequently by PCHIDTA initiatives, still represent an escalating issue for law enforcement concern. Methamphetamine seizures by components of the Philadelphia Police Narcotics Bureau (not in PCHIDTA Initiative groups) in late CY 2005 totaled 12.5 kg, reinforcing a need for increased attention by PCHIDTA in coming years. Over 5kg of MDMA (Ecstasy) tablets seized by the Interdiction Initiative indicates a continued regional demand for this "club drug," despite declining national survey data to the contrary.

Table 6 - Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives, 2005

Philadelphia/Camden 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	\$3,908,343	\$30,509,042	\$8	\$20,874,769	\$5
2005	\$3,713,241	\$30,509,042	\$8	\$19,142,976	\$5

PCHIDTA efforts have made the region safer by removing a substantial quantity of drugs from the area. As seen in Table 6, drugs valued at \$19,142,976 were seized by PCHIDTA law enforcement initiatives. This yielded a favorable ROI of \$5.00 for each \$1.00 expended. The slight decline in overall drug seizure value and resultant ROI for 2005 stems in part from the inability to replicate several extraordinary interdiction seizures in 2002 and 2003, from which our benchmark was derived. Additionally, the increased urgency created by gun violence in 2004, which continued into 2005, caused PCHIDTA participants to focus investigative and intelligence efforts on the arrest and prosecution of violent drug traffickers, rather than on interdiction efforts.

Table 7 - Return on Investment (ROI) for Assets Removed from the Marketplace by Law Enforcement Initiatives, 2005

Philadelphia/Camden 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	\$3,908,343	\$3,099,060	\$1	\$477,400	\$11,536,469	\$12,013,869	\$3
2005	\$3,713,241	\$3,099,060	\$1	\$4,849,128	\$295,000	\$5,144,128	\$1

PCHIDTA initiatives seized \$5,144,128 in drug assets during CY 2005, yielding an ROI of slightly in excess of \$1.00. Following forfeiture procedures, about 80% of these assets will be conveyed to state and local law enforcement to supplement drug and crime fighting endeavors. More importantly, these proceed removals deprive drug traffickers of operating capital. Likewise, these forfeitures benefit PCHIDTA by encouraging inter-agency cooperation and continued commitment of personnel to joint task force initiatives.

Table 8 - Total Return on Investment (ROI) for Drugs and Assets Removed from the Marketplace by Law Enforcement Initiatives, 2005

Philadelphia/Camden 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	\$3,908,343	\$33,608,102	\$9	\$32,888,638	\$8
2005	\$3,713,241	\$33,608,102	\$9	\$24,287,104	\$7

Tables 6, 7 and 8 collectively demonstrate the efficiency of the PCHIDTA insofar as removing illicit drugs and drug profits from the DTOs. As shown in Tables 6 and 7, the PCHIDTA seized \$19,108,870 worth of illicit drugs and \$5,144,128 in drug assets. Based upon available funding, the PCHIDTA invested \$3,713,241 to achieve these two goals. PCHIDTA law enforcement efforts were able to create the favorable rate of return (ROI) of \$7.00 of drugs and assets seized for every \$1.00 of HIDTA funding invested, down slightly from 2004.

Table 9 - Prosecution Initiative Cost Per Investigation, 2005

- *The PCHIDTA did not sponsor or fund a Prosecution Initiative in 2005.*

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

- *Of the PCHIDTA initiatives, none reported dismantling any clandestine Methamphetamine labs in 2005.*

Table 11 - Clandestine Laboratory Activities, 2005

- *Of the PCHIDTA initiatives, none reported targeting or dismantling any clandestine Methamphetamine labs in 2005.*

Although PCHIDTA initiatives have not reported encounters with clandestine methamphetamine production, intelligence suggests it does occur in the region. In November 2005, the Pennsylvania State Police, responding to a phone tip, seized a methamphetamine lab in southwest Philadelphia. This particular lab had two 100-pound cylinders of anhydrous ammonia on site, making it one of the largest “nazi-type” meth labs ever seen. Interestingly, this location was the scene of a fire in August 2005. Additional information from the Philadelphia Police Department indicates that methamphetamine production has been encountered along with indoor marijuana grows within the City of Philadelphia. Whether the gap in reporting is caused by a lack of awareness or other reasons remains unclear. What is clear is that methamphetamine production is a more tangible problem than previously believed, and encounters of this sort likely will trend upward.

Optional Table A-- Philadelphia Camden HIDTA Fugitives Targeted and Apprehended 2005

2005 PCHIDTA Fugitives Targeted and Apprehended 2005					
Year	# Identified	# Targeted	% Targeted of Identified	# Apprehended	Apprehended % of Targeted
2004	2022	1955	97%	1475	75%
2005	3052	2975	97.4%	1725	58%

Table A reports the number of Identified, Targeted and Apprehended fugitives in the program year, by the PCHIDTA Fugitive Apprehension Initiative. The Fugitive Apprehension initiative seeks to utilize a multi-agency, intelligence driven approach to target significant drug and violent offenders sought by each participating agency and other law enforcement agencies. Although the Fugitive Apprehension initiative operates autonomously, it continuously interacts with HIDTA groups and the Investigative Support Center who forward relevant fugitive cases for investigation and apprehension. The Fugitive Apprehension initiative has a direct beneficial impact on the community and the quality of life of its citizens.

In 2005, the Fugitive Apprehension initiative identified 3,052 and targeted 2,975 of the most violent fugitive felons wanted for drug trafficking and homicide offenses on the local, state, national and international level. The success of this initiative has resulted in an apprehension rate of 58% in CY 2005.

B. Performance Measures for Goal 2

Table 12 – Philadelphia Camden HIDTA Training Efficiency by Year and Type of Training

Table 12: HIDTA Training Efficiency by Type of Training for Year 2005, at Philadelphia/Camden											
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	24	350	554	297	1,845	1,818	\$6,832	\$12,829	\$3.70	\$7.06	91%
Investigative/Interdiction	36	48	60	343	776	4,172	\$15,562	\$13,703	\$20.05	\$3.28	-84%
Management/Administrative	6	10	12	29	224	498	\$4,724	\$4,353	\$21.09	\$8.74	-59%
Other	0	0	0	0	0	0	\$0	\$0	0	0	0%
Total	66	408	626	669	2,845	6,488	\$27,118	\$30,885	\$9.53	\$4.76	-50%

Training is essential in improving both the efficiency and effectiveness of PCHIDTA operations. The PCHIDTA provided training to 669 students, totaling 6,488 classroom hours in CY2005, which markedly surpassed 2005 performance targets and “actuals” from 2004. The training delivered seeks to improve computer and analytical skills, bolster investigative knowledge and develop managerial abilities among PCHIDTA initiative members and the region’s law enforcement community at large. Included in the 2005 training courses were Everest/Financial Management of HIDTA funds, Conspiracy and Financial Investigations, Communication Analysis, SyTec Intercept, Arc View GIS mapping, Pipeline Interdiction. This training, which cost on average \$4.76 per student classroom hour, was provided at no cost to participating agency investigators, analysts and support staff, and would not have been available without HIDTA program support and funding.

Table 13 - Percentage of HIDTA Initiatives Using Event and Case Deconfliction Services, 2005

PHILADELPHIA CAMDEN HIDTA Deconfliction Services, 2004				
Year	Total HIDTA Initiatives	# Initiatives Targeted to Use Services	# Initiatives Using	% Initiatives Using
2004	11	11	11	100%
2005	11	11	11	100%

All Initiatives are required by Executive Board directive to utilize event and case / subject deconfliction services administered and monitored by the PCHIDTA ISC. While every agency contributed to the deconfliction data systems, close oversight by PCHIDTA and agency managers is required to ensure full compliance with this directive. PCHIDTA employs periodic usage audits of deconfliction data to ensure initiatives make full use of the systems. All PCHIDTA initiatives did contribute to and query against these services in 2005.

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

Table 14: Percentage of Event and Case Deconflictions Submitted for Year at Philadelphia/Camden						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Targeted	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	8948	12,000	8,510	4,883	13,393	112%
2005	8948	14,000	2,037	9,986	12,023	86%
2006	8948	13,725	0	0	0	0%

The PCHIDTA continued to provide “24/7” case and event conflict notification allowing for resolution through its Investigative Support Center. In 2005, 12,023 deconflictions were submitted to PCHIDTA, meeting the targeted submissions goal. Mid-year 2005, PCHIDTA experienced significant and irresolvable performance problems with its two aging automated deconfliction systems. As a solution, PCHIDTA opted to employ two distinct, non-commercial systems for deconfliction: NINJAS (a component of South Florida HIDTA’s HIBIS system) was selected for event deconfliction; Case Explorer (a system developed by Washington-Baltimore HIDTA) was selected for case/subject deconfliction and case management. These HIDTA-developed systems enabled PCHIDTA to acquire significantly improved deconfliction capabilities at little or no cost, and maintain deconfliction services with negligible disruption throughout the remainder of the year. A collateral benefit of the upgrades included an increased use of information technology to facilitate deconfliction remotely; during 2005 the PCHIDTA enabled direct-access deconfliction, allowing enforcement initiatives to submit and deconflict case/subject information from task-force offices.

It is important to note that the annual targets could only be achieved through a coordinated effort and valuable contributions from several quarters. First, the willingness to help and technical support of S. Florida and Washington-Baltimore HIDTAs, without compensation, were invaluable. Second, internally, PCHIDTA’s Intelligence, IT and Training managers devoted innumerable hours to assuring legacy data was converted and stored, key personnel were given training in new system features, and system idiosyncrasies were identified and rectified early on in deployment. Third, participating agency managers and supervisors were charged with simultaneously learning the new systems and ensuring its employment by initiative task force members “on the fly.” Thus, credit for this marked increase in deconfliction submissions goes to the efforts of intelligence and IT managers, initiative commanders and supervisors and other HIDTA counterparts.

Table 15 - Percentage of Investigations Provided Analytical Support, 2005

Table 15: Percentage of Cases Provided Analytical Support for Year at Philadelphia/Camden				
Year	Baseline # Cases Receiving Analytical Support	# Cases Targeted for Analytical Support	# Cases Provided Analytical Support	% Targeted Cases Supported
2004	98	92	137	148%
2005	98	150	93	62%
2006	98	95	0	0%

The PCHIDTA ISC provided support to 93 investigations, missing the target by 38% in CY 2005. This decrease is a result of changes to case support accounting measures, and does not reflect a decrease in support to initiatives available from the ISC. True “case support” work is now distinguished from less involved responses to requests for information from data systems accessible via the PCHIDTA ISC. In December 2005, PCHIDTA’s ISC added three new analysts, filling vacancies in that staff that occurred through normal personnel attrition. Once fully developed and trained, these new analysts will be positioned to provide increased support to investigators in 2006.

Table 16 - Percentage of HIDTA Initiative Investigations Referred to Other HIDTAs and Other Agencies, 2005

Table 16: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at Philadelphia/Camden						
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	162	11	0	11	11	100%
2005	110	15	4	0	4	26%
2006	0	0	0	0	0	0%

Data for Table 16 was captured from the 2005 PMP DTO report, which exclusively reflect DTO investigations and referrals rather than those of distinct initiative investigations. However, the PCHIDTA did refer 1600 investigative leads to other HIDTAs and law enforcement agencies, through its “Hidden Traffickers Reports” project.

VII. Conclusions

Philadelphia Camden HIDTA initiatives strive to achieve the National HIDTA Goals: *(1) Disrupt the market for illegal drugs by dismantling or disrupting drug trafficking and/or money laundering organizations; and (2) Improve the efficiency and effectiveness of HIDTA initiatives.*

To achieve these goals in 2005 the PCHIDTA strategy strived to dismantle and disrupt drug trafficking organizations, while simultaneously solving homicides and locating fugitives in both Camden and Philadelphia.

During 2005, 73 DTO/MLOs were disrupted or dismantled by PCHIDTA Initiatives. Seizures of drugs and assets have accounted for a total value of removals of more than \$24 million. Concurrently, PCHIDTA initiatives were responsible for the apprehension of 1,725 fugitives including several high-profile apprehensions with direct community impact. These seizures and apprehensions have made a noteworthy impact on DTO drug sales operations and quality of life in the community.

The PCHIDTA continues to be successful in fostering interagency cooperation among law enforcement in the region. Local, state, and federal agencies are becoming more receptive to working together, which produces a more efficient and effective overall law enforcement effort. This positive evolution has decreased duplication of effort, while enhancing the quality of investigations. With support from the PCHIDTA Investigative Support Center (ISC), law enforcement initiatives and agencies operating in the region continue to make significant progress in identifying, investigating and dismantling the most dangerous and prolific DTOs and MLOs. Through the PCHIDTA's Intelligence Coordination Group, the ISC has improved interagency cooperation and information sharing and developed a Strategic Target List of the most significant DTO/MLOs in the region. This "Top 10" list is being used by the Executive Board to plan and focus interagency investigative efforts.

PCHIDTA provided essential training designed to bolster the skills, knowledge and abilities of managers, staff, and initiative personnel. PCHIDTA delivered or facilitated 6,488 classroom hours at an average of \$4.76 per student hour, exemplifying a resourceful use of federal funds. These training opportunities, ranging from Communications Analysis to Financial Crimes Investigations programs, would not have been available without PCHIDTA's promotion, coordination and funding.

Although the PCHIDTA has made considerable progress in 2005, the region continues to suffer from several significant drug abuse and trafficking threats. The presence of international and multi-state drug trafficking organizations, as well as local and regional drug traffickers, and the high rates of drug addiction and drug-related crime remain particularly troublesome for law enforcement. Violent crime, including that associated with the drug trade, continues to be a top priority for PCHIDTA in 2006. Efforts to identify DTOs, violent gangs & fugitives, and large-scale money laundering operations, continue to evolve and grow.

As investigative cooperation increases, timely and accurate reporting by PCHIDTA initiatives becomes increasingly important. Targeting larger and more complex DTOs creates larger areas of uncertainty, complexity, and ambiguity; especially regarding the interaction of DTOs between each other and across organizational boundaries. Building interagency trust to foster information sharing, assuring timely and consistent intelligence collection and reporting, and conducting thorough analysis are, and will continue to be, key strategies toward identifying and addressing drug-trafficking threats.

VIII. 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. List of counties participating in the HIDTA.

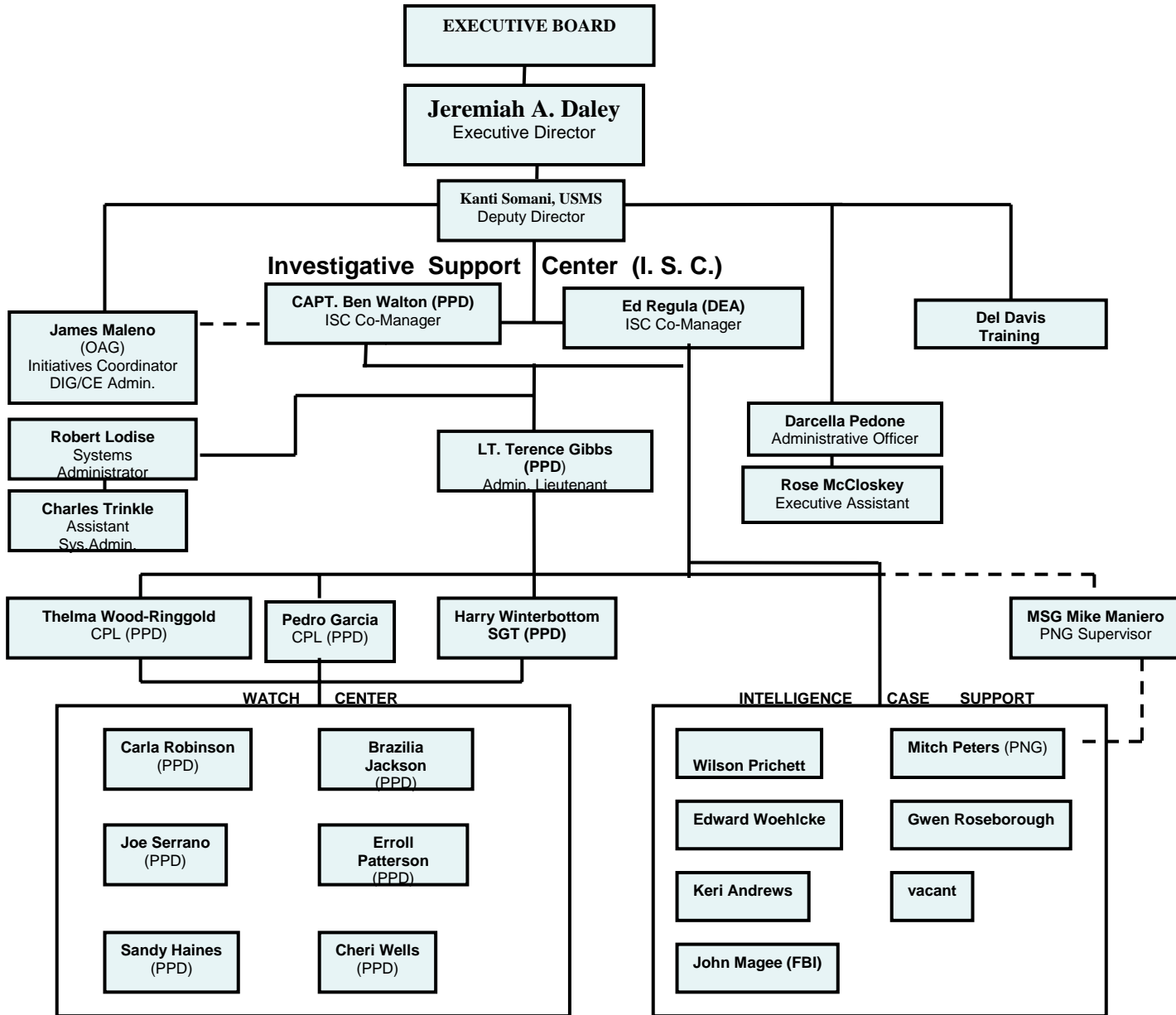
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X. Endnotes

- “National Illicit Drug Prices –December 2005,” National Drug Intelligence Center, February 2006
- 2005 PCHIDTA Threat Assessment
- 2005 PCHIDTA Strategy

Philadelphia/Camden HIDTA 2006 Organizational Chart



B. Table listing composition of Executive Board showing local, state and federal affiliation.

I. Philadelphia /Camden HIDTA Executive Board			
	Member	Title	Agency
FEDERAL	Peter S. Alvarado	Special Agent in Charge	Internal Revenue Service, CID
	John Kelleghan	Acting Special Agent in Charge	Immigration. & Customs Enforcement.
	Mark Potter	Special Agent in Charge	Alcohol, Tobacco and Firearms
	Ken Jones	Postal Inspector in Charge	US Postal Inspection Service
	Brian Lynch	Special Agent in Charge	Federal Bureau of Investigation
	James M. Kasson	Special Agent in Charge	Drug Enforcement Administration
	Patrick Meehan*	US Attorney	United States Attorney's Office, E/PA
	Christopher J. Christie	US Attorney	United States Attorney's Office, D/NJ
	Gary Shovlin	US Marshal	US Marshals Service, E/PA
STATE	Thomas Corbett	Attorney General	PA Office of the Attorney General
	Zulima V. Farber	Attorney General	N J Office of the Attorney General
	Jeffrey B. Miller**	Colonel	Pennsylvania State Police
	Joseph Fuentes	Colonel	NJ State Police
LOCAL	Sylvester Johnson	Commissioner	Philadelphia Police Department
	James Lynch	Acting Prosecutor	Camden County Prosecutor's Office
	Lynne Abraham	District Attorney	Philadelphia District Attorney's Office
	Edward Hargis	Acting Chief	Camden Police Department
	Vincent Borelli	Chief	Delaware River Port Authority

* Current 2006 Chair

** Current 2006 Vice-Chair

C. List of participating agencies.

Philadelphia/Camden HIDTA Participating Agencies				
	<i>Agency</i>	<i>Full time</i>	<i>Part-time</i>	<i>Total</i>
	Amtrak Police		2	2
F	Alcohol Tobacco & Firearms	6	1	7
E	Drug Enforcement Administration	9	1	10
D	Federal Bureau of Investigation	5	1	6
E	Immigration & Customs Enforcement	12		12
R	Internal Revenue Service	4		4
A	US Attorney's Office		2	2
L	US Marshals Service	8		8
	US Postal Inspection Service	6		6

S T A T E	PA Bureau of Narcotics Investigations	1	1	2
	New Jersey National Guard	2		2
	New Jersey State Police	2	1	3
	PA Office of the Attorney General	7		7
	PA National Guard	1		1
	PA State Police	8	1	9
L O C A L	Camden County Prosecutor's Office	30		30
	Camden Police Department	6		6
	Delaware River Port Authority		4	4
	Philadelphia District Attorney's Office	12		12
	Philadelphia Police Department	100	4	104
	University of Pennsylvania PD	1		1
	Totals	220	18	238

D. List of counties participating in the HIDTA

*City of Camden within Camden County New Jersey
Philadelphia County*

