



2005

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HIDTA

HIGH INTENSITY DRUG TRAFFICKING AREA

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**Washington/Baltimore HIDTA
2005 Annual Report**

Maryland federal jury convicts three major drug dealers. These convictions were the result of a lengthy investigation, *Operation Encore* that was initiated in October of 2002. It was conducted by the Drug Money Laundering Initiative, led by Group Supervisor Kevin Butts from Immigration & Customs Enforcement (ICE). In addition to ICE Agents, the initiative includes Task Force Officers from the U.S. Postal Service, Prince George's County Police, Montgomery County Police, Maryland State Police, Baltimore City Police, Howard County Police and Baltimore County Police departments. The Drug Enforcement Administration assisted with the arrests and search warrants.

In 2005, thirty federal search warrants executed throughout Maryland, Washington, D.C., and New York resulted in the arrest of 32 individuals on federal drug conspiracy and mail-wire fraud charges. Three kilograms of heroin, \$250,000 in cash, eight handguns, a ballistic vest, a large quantity of cocaine, and over \$1,000,000 in criminal proceeds were seized.

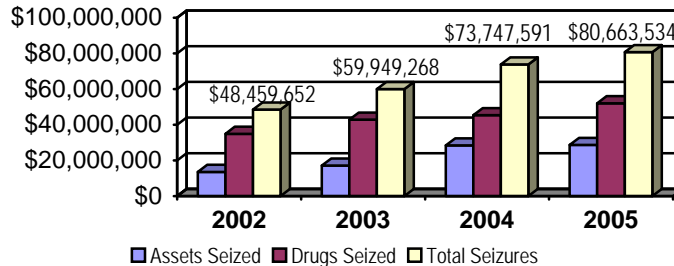
Evidence acquired through sanctioned wire interceptions and presented at trial indicated that the defendants conspired to distribute multi-kilograms of cocaine, cocaine base, and heroin throughout the Baltimore – Washington area. The defendants denied any connection with the drug conspiracy and denied that the use of the word “T-shirts” was code for drugs, as investigating agents alleged. One defendant also denied any knowledge of a New York “furniture supplier’s” involvement with drug sales and that she was unaware that a co-conspirator had placed 2.3 kilograms of heroin in her vehicle. That heroin was recovered by a Maryland State Trooper during a traffic stop in connection with this investigation.

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EXECUTIVE SUMMARY

Figure 1: Drugs & Drug Assets Seized Increased 66% from 2002 to 2005



This report highlights the Washington/ Baltimore (W/B) HIDTA’s continued success in disrupting and dismantling drug trafficking and money laundering organizations (DTOs and MLOs) in the W/B region and the ongoing efforts to improve the effectiveness and efficiency of HIDTA initiatives. Drug and drug asset seizures in this region have increased 66 percent since 2002 (Figure 1) and HIDTA initiatives consistently disrupted or dismantled more than 100 DTOs each year. Seizures of both drugs and drug assets totaled substantially more than it costs to run the program. Additional performance highlights for return on investment, disrupting or dismantling DTOs, and cooperation and coordination are listed below.

Return on Investment

The W/B HIDTA funded 49 initiatives in Maryland, Washington, D.C., Northern Virginia, and Richmond with a total budget of \$13,400,500.

- \$6,699,693 was devoted to law enforcement initiatives.
- For every \$1 invested in W/B law enforcement initiatives by ONDCP, the HIDTA yielded a return on investment of \$9 in drug seizures and \$5 in asset seizures.
- More than \$52 million worth of illegal drugs and nearly \$29 million in illegally gained drug assets were

permanently removed from the local drug market.

Disrupting or Dismantling DTOs

- 134 DTOs and MLOs were either completely dismantled or disrupted to the point that their ability to conduct business was severely diminished.
- Nearly all of the MLOs (94%) and more than three quarters of the DTOs disrupted or dismantled were international or multi-state in scope.

Training

- Nearly 18,000 training hours were provided to 1,182 federal, state, and local participants.
- This training was provided at a cost of \$14.76 per classroom hour per student.

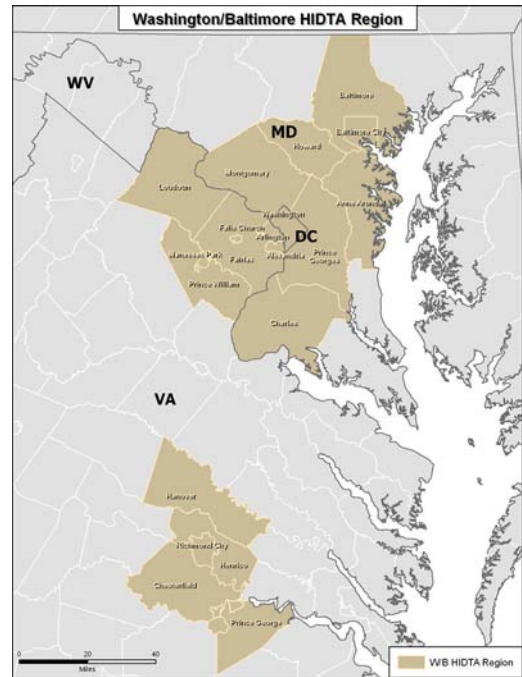
Intelligence and Information Sharing

- The Investigative Support Center (ISC) processed more than 12,200 event and case/subject deconflictions.
- Nearly 250 cases were provided analytical support and 262 were referred to other HIDTAs and other agencies.

INTRODUCTION

The W/B HIDTA was originally designated in 1994 and included 13 jurisdictions in Maryland, Washington, D.C., and Northern Virginia. The Virginia counties of Henrico, Chesterfield, Hanover, Prince George, and the City of Richmond joined the W/B HIDTA in 2005. The W/B HIDTA currently maintains 49 initiatives in 18 jurisdictions. The initiatives fall into four categories: enforcement; intelligence and information sharing; support; and management and coordination.

This region now includes three major cities and both suburban and rural counties. The primary drug threats addressed in this region continue to be marijuana, crack, powder cocaine, and heroin. Methamphetamine production is a growing threat, but to date no large scale clandestine laboratories have been seized.



W/B HIDTA Vision Statement:

We envision that within the next five years the W/B HIDTA's Investigative Support Center (ISC) will coordinate its intelligence collection efforts with those of the W/B HIDTA participating agencies to improve the effectiveness and efficiency of HIDTA initiatives. The ISC will integrate investigative and strategic intelligence in order to set performance targets for W/B HIDTA initiatives and guide them through the strategic planning process. This will enable the W/B HIDTA to address identified drug threats in the region by disrupting and dismantling drug trafficking and money laundering organizations.

W/B HIDTA Mission Statement:

The mission of the W/BHIDTA is to improve interagency collaboration, promote the sharing of accurate and timely information and intelligence, and provide specialized training and other resources to W/B HIDTA participating law enforcement and treatment/criminal justice agencies. This will enhance their ability to provide superior services and meet their performance targets. Through its state-of-the-art Investigative Support Center, its highly trained and skilled professional staff will utilize the HIDTA Performance Management Process to improve the efficiency and effectiveness of HIDTA initiatives throughout the W/B HIDTA region and, when practical, in other areas of the country. The aim of the initiatives is to disrupt and dismantle drug trafficking organizations and money laundering operations, prosecute traffickers, and seize their drugs and profits.

The strategic planning and Performance Management Process (PMP) for 2005 involved six key steps: assess threats and needs, develop and implement a strategic plan, identify a measurement protocol, budget for results, monitor and manage results, and report on outcomes. This process is illustrated in the W/B HIDTA Matrix (see insert). The Matrix includes all identified threats and needs addressed during the year, performance targets, and the initiatives responsible for achieving them.

Over the course of the year, initiative personnel entered case and performance data into Case Explorer and the PMP Database. HIDTA staff verified and validated this information on a quarterly basis. This process provides reliable, meaningful information throughout the year that can be used to improve law enforcement actions, demonstrate accountability of the initiatives, highlight initiative achievements, and reveal strategic and operational issues that may be hindering progress.

The purpose of this report is to highlight the outputs and outcomes of this process. They are recorded in the 16 core PMP tables with descriptions and trend analyses. Also included are initiative highlights about successful programs and other accomplishments not captured in the core tables.

HIDTA Goals

The HIDTA Program plays a pivotal role in disrupting the flow of illegal drugs in America. The regional HIDTAs have been assigned two very specific goals as they

work towards implementing a balanced and effective strategy encompassing the production, distribution, interdiction, and consumption of drugs. Each HIDTA is required to complete an annual strategic planning and Performance Management Process to address the following two goals. By engaging in both planning and performance management, the W/B HIDTA can ensure that their initiatives are targeting identified drug threats and responding to regional needs in an efficient and effective manner and progressing towards these goals.

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

Goal 2: Improve the efficiency and effectiveness of HIDTA initiatives

All W/B HIDTA initiatives and activities are planned and implemented to address these two goals. To receive continued funding, each initiative must present programmatic and fiscal justifications to the HIDTA Director and Executive Board explaining how it supports the goals and showing that it has progressed towards its performance targets. Initiatives support the goals by implementing activities that address identified threats and needs, setting measurable performance targets, and assessing outcomes through the PMP, as indicated on the HIDTA Matrix.

1

¹ Treatment/Criminal Justice outcomes will be reported in an addendum to this report. Treatment initiatives are subjected to an independent evaluation.

SUMMARY OF THREAT ASSESSMENT FOR BUDGET YEAR 2005

Retail and midlevel distributors cater to an active consumer market in the W/B region. As depicted in Table A, the primary drug threats in this region continue to be marijuana, crack, powdered cocaine, and heroin. The availability and use of methamphetamine continues to be considerably lower than the other primary threats, but it is increasing. Wholesale quantities of these drugs are imported, broken down, repackaged, and distributed. Drugs are transported into the area mainly from New York City, but shipments have also been identified from Miami, Philadelphia, Atlanta, California, the Southwest Border, South America, Canada, and the Netherlands. The extensive highway infrastructure in the region provides drug traffickers with the means to transport drugs and revenue in and out of the area. Commercial passenger and cargo airline services at three major airports and container ships entering the Port of Baltimore have also been used for the transportation of drugs. Other forms of transportation used to move drugs and drug proceeds to and from the area include passenger and freight trains, buses, private/commercial vehicles, and package delivery couriers.

Illicit funds are laundered through traditional financial institutions and wire transfer businesses. Traffickers make deposits under \$3,000 or use money remitters and money orders to transfer proceeds. Proceeds are also used to purchase expensive or cash-redeemable items. Some are laundered through cash-intensive businesses, fraudulent real estate transactions (“house-flipping”), or insurance fraud.

**Table A: Washington/Baltimore
HIDTA 2005 Drug Threats**

Drug Threats	Status 2005
Marijuana	↔
Crack Cocaine	↔
Cocaine	↔
Heroin	↔
Methamphetamine	↑

Drug manufacturing is not a significant issue in this region. It is known that distributors routinely cut, mill, and package heroin and cocaine and also convert cocaine into crack. Marijuana cultivation typically yields relatively small amounts, mostly for personal use. Clandestine labs used for the production of PCP and MDMA are only occasionally found. The number of methamphetamine labs seized, while still low compared to other regions of the country, is increasing.

Washington, D.C. Most of the DTOs in Washington, D.C. are operated by African Americans. Colombian and Dominican DTOs transport most of the cocaine throughout the District. Marijuana is the most widely available and frequently abused illicit drug in the city. PCP, MDMA and GHB are also popular. The heroin trade is well entrenched; the 14th Street corridor in Northwest Washington, D.C. is a magnet for suburban users purchasing high-purity heroin. Low cost, high purity South American heroin is nearly as serious a threat as cocaine. Cocaine, particularly crack, is the drug most often associated with violent crime in D.C.

Baltimore. Heroin poses the most significant drug threat in Baltimore. South American heroin is the most common. Fifty-one DTOs are active in the Baltimore Metro region; 31 are classified as violent. The majority of DTOs are operated by African Americans. Suburbanites often travel into Baltimore to purchase heroin in open-air markets. Raw heroin is commonplace and ranges in purity from 70-90 percent. Maryland-based local independent dealers and Dominican and Colombian criminal groups based in New York City and Philadelphia are the dominant transporters of heroin into Maryland. Local independent dealers and loosely organized gangs dominate retail heroin distribution throughout Maryland. Crack cocaine is the drug most often associated with violent crime in Maryland overall. It may challenge heroin as the drug of choice in Baltimore.

Southern Maryland. The major drug threat confronting Southern Maryland is marijuana and has been for the past decade. PCP is more popular here than in other W/B HITDA areas. Predominantly, African American DTOs traffic cocaine, crack, marijuana and PCP throughout the area.

Northern Virginia. Marijuana is the most widely available and abused illicit drug. Heroin is not as prominent. Cocaine is one of the most significant drug threats to Virginia because it is readily available, often abused and violent crime is more frequently associated with the distribution and abuse of crack cocaine than with any other illicit drug. The methamphetamine threat is low yet increasing. Pharmaceuticals and MDMA continue to increase throughout the region. Cocaine is generally the drug of choice among Northern Virginia DTOs.

Richmond Metropolitan Area. Richmond Metropolitan Area was added to the W/B HITDA region in late 2005. Initiatives were getting organized and funded as the year ended. Crack, marijuana, and heroin are identified as the primary drug threats throughout the greater Richmond area. In the City of Richmond, similar to Baltimore, the primary drug threats are crack and heroin. Richmond is an active east coast transshipment location and staging area for DTOs trafficking in these drugs.

HIDTA STRATEGY SUMMARY

The HIDTA approach was initiated in the W/B region as a grassroots effort to promote interagency cooperation and coordination. It has enabled federal, state, and local law enforcement operating in this region to develop and implement systematic tactics for disrupting and dismantling DTOs, arresting violent drug dealers, and seizing their drugs and illegally obtained assets. To ensure the effectiveness and efficiency of these efforts, the W/B HIDTA Executive Board stressed a comprehensive approach that involved equal partnerships between law enforcement and treatment agencies. This was accomplished through the co-location of staff, strategic planning, and the sharing of information and intelligence on an unparalleled level.

The mandate for implementing systematic responses to DTOs and improving the effectiveness and efficiency of HIDTA initiatives is embraced at every level of W/B operations. From the highest policymaking and funding levels in the Executive Board to the collocated/commingled initiatives operating throughout the region, there is an excitement about the HIDTA approach and a commitment to the W/B HIDTA mission. More than 700 personnel from 97 federal, state, and local agencies participate in the 49 initiatives currently operating in the W/B region. Each of these initiatives is designed to address the leading drug threats in this region by setting performance targets and completing specific tasks. They are evaluated annually to ensure that only effective and efficient initiatives receive continued funding.

The law enforcement initiatives operating in this region encompass investigative, interdiction, intelligence, and prosecution efforts. These efforts address the leading

drug threats in this region by detecting the sources of illegal drugs and deploying resources to dismantle DTOs and disrupt the flow of illegal drugs and trafficking profits.

The 13 treatment initiatives focus on reducing drug-related crime by implementing a coerced treatment model for repeat offenders with drug addictions. This model demands accountability from offenders through seamless treatment and supervision services involving regular therapy sessions, drug testing, and court appearances. The ongoing evaluation of these initiatives reveals dramatic reductions in recidivism among participating offenders.

The prevention initiatives funded by the W/B HIDTA focus on preventing illegal drug use by at-risk youth by promoting positive interactions with their families, schools, and communities. A coalition of law enforcement officers, school staff, and community members operates these initiatives.

HIDTA's training and support initiatives enhanced the efforts of all of these operational initiatives. HIDTA provided training on a number of topics including investigative/interdiction techniques, computer software, analytical support, and management. Other services include providing timely and informative intelligence reports, strategic planning, performance management, financial guidance, information technology, logistical support, and administrative oversight. HIDTA administrative staff also conducted regular audits of initiative PMP data and evaluations of initiative programs.

HIDTA PERFORMANCE MANAGEMENT

Performance management is the systematic collection, analysis and reporting of data at regular intervals that monitors resources used, work produced, and outcomes achieved. It highlights what the initiatives did during the year and how well they did it. The HIDTA PMP involves six key steps that are completed each year: identifying threats and needs, setting performance targets and implementing a strategy for achieving them, identifying a measurement protocol, budgeting for results, monitoring and managing results, and reporting on outcomes. This is the second annual report on the W/B HIDTA's performance targets, outputs, and outcomes using the PMP. The HIDTA Executive Board uses the 16 core measures displayed and interpreted on the following pages to determine whether the initiatives are achieving the targets and outcomes identified in the Matrix and strategy. The measures clearly demonstrate the successful impact of initiative efforts on the local drug market. This information is used to enhance strategic planning and law enforcement actions, improve the efficiency and accountability of HIDTA initiatives,

demonstrate accountability, gain visibility for accomplishments, and make funding decisions.

PERFORMANCE MEASURES FOR GOAL 1

Tables 1 through 11 assess each HIDTA's effectiveness and efficiency in disrupting the market for illegal drugs by disrupting or dismantling DTOs and MLOs, prosecuting traffickers, and seizing their drugs and profits. W/B HIDTA initiatives focus on all of these activities simultaneously. Tables 1 through 4 illustrate the number of DTOs identified, targeted, disrupted, and dismantled by law enforcement initiatives during 2005; Tables 5 through 8 focus on assessing the return on investment of the HIDTA approach in W/B region, and Tables 9 through 11 focus on the prosecution of traffickers and clandestine lab activities. The outcomes clearly indicate the value of investing in the W/B HIDTA and the cost effectiveness of its initiatives.

Table 1

Percentage of DTOs and MLOs Disrupted or Dismantled, Washington/Baltimore 2005						
Year	DTOs Identified	Total Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled
Begin 2005	136	124	76	61%	22	18%
During 2005	76	73	19	26%	17	23%
Total 2005	212	197	95	48%	39	20%

Table 1. The collaboration of federal, state, and local law enforcement agencies in W/B HIDTA enforcement initiatives provides a unique opportunity to identify, target, and disrupt or dismantle large scale international and multi-state DTOs. In the beginning of 2005, W/B HIDTA initiatives were investigating 136 DTOs and MLOs. By the

end of the year, an additional 76 had been identified. The initiatives targeted 197 of these DTOs and MLOs and 68 percent were successfully disrupted or dismantled. The remaining 15 DTOs were either referred to other agencies or are subject to additional intelligence gathering.

Table 2

Percentage of DTOs and MLOs Disrupted or Dismantled by Scope, Washington/Baltimore 2005 [ALL DTOs; MLOs included]								
Scope	# Identified	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	71	61	33	54%	10	16%	43	70%
Multi-state	91	90	41	46%	20	22%	61	68%
Local	50	46	21	46%	9	20%	30	65%
Total	212	197	95	48%	39	20%	134	68%

Table 3

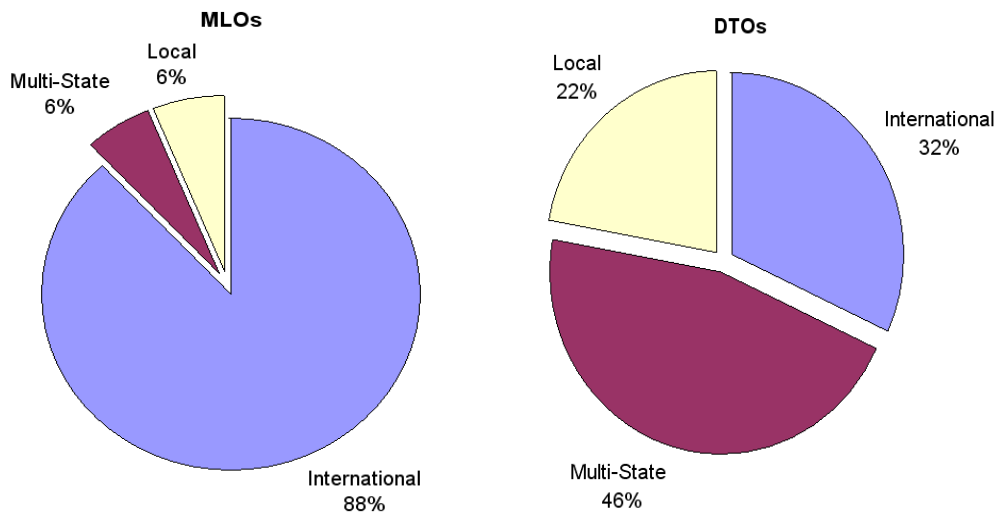
Percentage of Money Laundering Organizations Disrupted or Dismantled by Scope, Washington/Baltimore 2005								
Scope	# Identified MLOs	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	24	22	12	55%	2	9%	14	64%
Multi-state	4	4	1	25%	0	0%	1	25%
Local	2	2	1	50%	0	0%	1	50%
Total	30	28	14	50%	2	7%	16	57%

Tables 2 and 3. These tables illustrate the scope of the DTOs and MLOs disrupted and dismantled. Law enforcement initiatives are continuing to focus on high level DTOs and were successful at disrupting and

dismantling them. More than three-quarters of the DTOs and nearly all of the MLOs disrupted or dismantled in 2005 were international or multi-state in scope (Figure 2).

Washington Area Gang Initiative seizes over \$2M in drugs, firearms and cash. This effort involved over 100 officers and intelligence analysts and resulted in the seizure of over 97 kilograms of cocaine, three kilograms of cocaine base, firearms and over \$900,000 cash in October 2005. This joint Federal Bureau of Investigation (FBI) and Metropolitan Police Department (MPD) task force targets violent gang activity in the District of Columbia that are linked to narcotics trade.

Figure 2: More than 75% of DTOs and MLOs Disrupted or Dismantled were International or Multi-State in Scope



Most DTO business ventures involve the exchange of cash for drugs. They are dependent on money laundering to keep their trafficking operations running smoothly.

Virtually all of the MLOs disrupted or dismantled were international in scope. The number of MLOs disrupted or dismantled increased from 1 in 2003 to 16 in 2005.

Table 4

Operational Scope of All DTO and MLO Cases Initiated, Washington/Baltimore 2005				
Scope	# CPOT Cases	# RPOT Cases	# OCDETF Cases	% OCDETF of Total DTOs Targeted
International	2	2	4	2%
Multi-state	0	0	3	2%
Local	1	1	1	1%
Total	3	3	8	5%

Table 4. This table illustrates the operational scope of DTO and MLO cases initiated in 2005. Eight cases involving targeted DTOs were designated as OCDETF cases – half were international and half were multi-state or local in scope.

Three of these cases involved Maryland initiatives, three involved D.C. initiatives, and two involved Virginia initiatives. Three cases were designated as CPOT and three as RPOT. Two-thirds of each were international in scope.

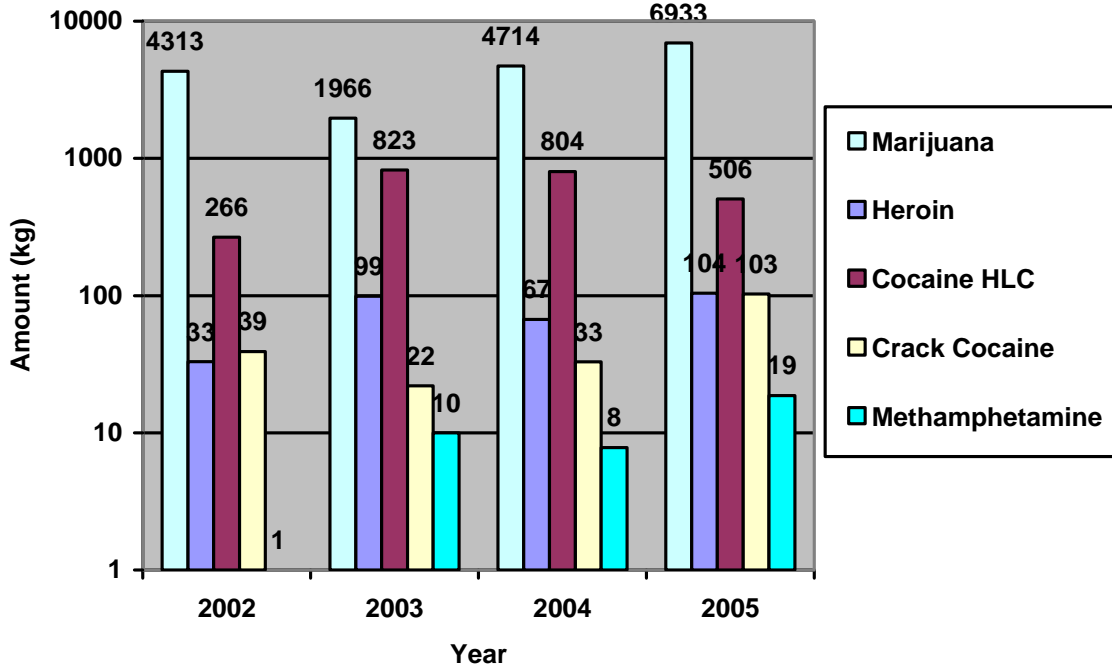
Table 5

Table 5: Drugs Removed from the Marketplace for Year 2005, at Washington/Baltimore		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
heroin kg	104.049	\$9,850,972
cocaine HCL kg	506.482	\$13,618,008
crack cocaine kg	103.177	\$3,081,875
marijuana kg	6,933.189	\$24,705,697
marijuana plants and grows	0	\$0
methamphetamine kg	18.668	\$732,505
methamphetamine ice kg	0	\$0
ecstasy(MDMA)(D.U.s)	0	\$0
PCP	1.821	\$32,049
Other	0	\$0
Other	0	\$0
Other	0	\$0
Other	0	\$0
Total Wholesale Value		\$52,021,108

Table 5. Conservative calculations show that W/B HIDTA initiatives seized more than \$52 million worth of illegal drugs in 2005. This is an increase of 15 percent from 2004. Marijuana continues to account for the largest percentage (48%) of the wholesale value of the seizures. Figure 3 depicts drug seizures from 2002 through 2005. It shows that while heroin, crack, and methamphetamine seizures have been increasing, seizures of cocaine HCL have been decreasing. The biggest increase in seizures was in crack cocaine which more than tripled from 33 kilograms in 2004 to 103 kilograms in 2005. Seizures of

methamphetamine, described in the threat assessment as an emerging problem in this region, increased sharply, but are still relatively low in comparison to the other drug threats. Methamphetamine seizures increased from approximately eight kilograms in 2004 to nearly 19 kilograms in 2005. Seizures of cocaine HCL decreased sharply and seizures of ecstasy dropped off completely. Approximately two kilograms of PCP were also seized in 2005. PCP is most common in the D.C. metropolitan area, and its use has fluctuated up and down throughout time.

Figure 3: Drugs Removed From the Market, by Drug 2002-2005



Tables 6-8. Return on investment (ROI) refers to the yield realized from investing time and funds expressed as a ratio of ONDCP dollars invested versus dollars returned. Tables 6 and 7 assess ROI by focusing on funds spent in support of law enforcement initiatives and the value of drugs and assets removed from the marketplace. Seizing drugs and illegally gained assets from a DTO is comparable to eliminating the inventory and stock holdings

of a legitimate business, leaving it nothing to market and no method for hiding the revenue accrued. These seizures are a clear indication that DTOs in the W/B region are being disrupted and dismantled. Comparing the total value of the seizures to the budget for the law enforcement initiatives provides clear evidence of the cost effectiveness of the W/B HIDTA initiatives.

Table 6

Washington/Baltimore 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	\$6,292,325	\$45,338,005	\$7	\$45,338,005	\$7
2005	\$6,021,379	\$45,338,005	\$7	\$52,021,108	\$9

Table 6. This table shows the ROI for drugs seized by W/B initiatives is 9:1. For every dollar invested in the W/B HIDTA by ONDCP, \$9 in drugs was permanently

removed from the drug market. The W/B HIDTA exceeded their targeted drug ROI for 2005. In fact, the drug ROI has increased \$2 since 2004.

Table 7

Washington/Baltimore 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	\$6,292,325	\$28,409,586	\$5	\$0	\$28,409,586	\$28,409,586	\$5
2005	\$6,021,379	\$28,409,586	\$5	\$17,302,440	\$11,463,984	\$28,766,424	\$5

Table 7. This table assesses the ROI for assets seized and shows that in 2005, as in 2004, W/B law enforcement initiatives seized more than \$28 million worth of cash and other assets. Cash accounted for 61 percent of the assets seized in 2005. The W/B HIDTA met its targeted drug ROI for 2005. The ROI for assets seized by W/B

initiatives is 5:1. For every dollar invested in the W/B HIDTA by ONDCP, \$5 in drug assets were seized. A large portion of these assets were forfeited and re-directed to drug control programs. It is important to note that W/B initiatives generate more money in asset seizures than it costs to run the program.

Table 8

Washington/Baltimore 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	\$6,292,325	\$73,747,591	\$12	\$73,747,591	\$12
2005	\$6,021,379	\$73,747,591	\$12	\$80,787,532	\$13

Table 8. This table depicts the total ROI for the W/B HIDTA in 2004 and 2005 by focusing on the HIDTA funds spent in support of law enforcement initiatives and the value of drugs and assets removed from the market. It allows the Executive Board to monitor the overall efficiency of their initiatives. The total ROI for the W/B HIDTA

for 2005 is 13:1. The W/B HIDTA initiatives once again exceeded their target and show an increase in the ROI. In fact, the total ROI of the W/B HIDTA law enforcement initiatives has increased 62% from 2002 to 2005 and the drugs and drug assets seized increased 66% during this time (see Figure 4).

Figure 4: ROI

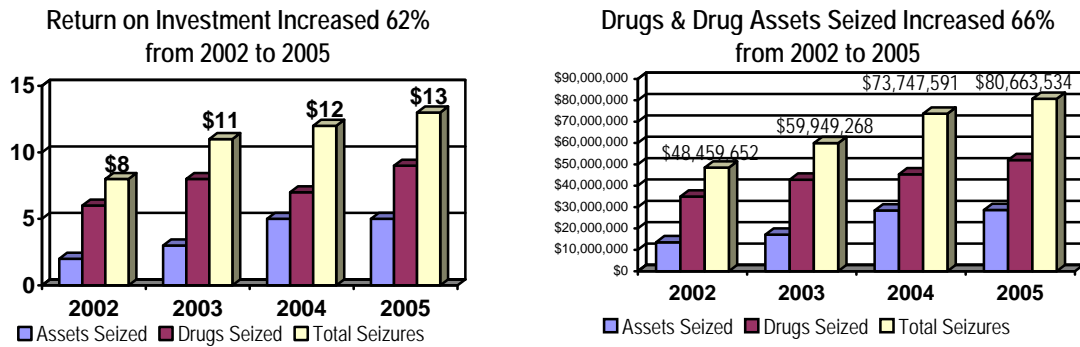


Table 9

Prosecution Outputs and Outcomes by Year at Washington/Baltimore HIDTA				
Year	Investigations Baseline	Investigations Projected	Investigations Handled	% Handled
2004	583	460	583	127%
2005	583	583	717	123%

Table 9. The W/B HIDTA facilitates the coordination of law enforcement by linking cases originating in state venues to federal prosecutors. HIDTA initiatives work closely with federal and state prosecutors to ensure the successful prosecution of arrested traffickers. The W/B HIDTA funded five prosecutors. As shown in Table 9, these prosecutors handled more than 700 cases, substantially more than projected. The

number of cases handled increased 23 percent from 2004.

In addition to preparing cases for court, prosecutors offered legal assistance on operational matters such as preparing search warrants and wiretap orders. These activities will be monitored more closely as a part of the PMP starting in 2006.

Table 10

Value of Clandestine Methamphetamine Laboratories Dismantled by Size for Year 2005, at Washington/Baltimore			
Meth Cost Per Ounce		\$600.00	
Lab Size	ID/Targeted	Dismantled	Value of Labs Dismantled
A. Less than 2 Oz	0	6	\$7,200.00
B. 2 - 8 Oz	0	0	\$0.00
C. 9 - 31 Oz	0	1	\$7,200.00
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	7	\$14,400.00

Tables 10-11. In comparison to other regions of the country, the methamphetamine threat in the W/B region is very low. But, the number of labs identified and dismantled is increasing. W/B HIDTA initiatives participated in the identification and dismantlement of seven clandestine labs that together were capable of producing a minimum of \$14,400 worth of methamphetamine per year. In 2004, HIDTA initiatives seized only three labs. All of these labs were relatively small and were probably set up by cooks manufacturing methamphetamine for their own use and that of their local connections. The Maryland

labs were small operations set up in two homes, a trailer, and a garage. Several of the people involved in setting up these labs were transplants from the Midwest and other regions of the country and had criminal records involving methamphetamine. Table 11 was not included in this report because no children were found in connection with these labs and no other lab-related activities were reported. The only dump site in Maryland in 2005 was located outside of the HIDTA region. There were no dump sites discovered in D.C. or Virginia in the HIDTA region.

PERFORMANCE MEASURES FOR GOAL 2

Tables 12 through 16 assess each HIDTA's effectiveness and efficiency in providing access to advanced technology and training opportunities, establishing a system for exchange of intelligence and information, and the coordination of law enforcement efforts. This involves monitoring the HIDTA's ability to provide analytical support for initiative cases; training for law enforcement officers; deconfliction services

for cases, events, and subjects; and referring cases to other HIDTAs and other agencies. The W/B HIDTA provides all of these resources through its ISC and other intelligence and information sharing initiatives. The outcomes clearly illustrate the high level of information sharing and the resulting coordination of law enforcement efforts in the W/B region.

NOC expands web-based DTO database in 2005. The DTO database captured information relating to the first four core tables of the PMP and was able to generate them automatically. This proved to be such an extremely efficient system for collecting the data that ONDCP chose to expand this system in 2005 to collect data for all 16 core tables. To accomplish this, the NOC developed a new web-based program called the HIDTA PMP Database. It provides screens to collect all required initiative and administrative level data. As the data is entered, the core performance tables are automatically tabulated on a real-time basis. It also automatically generates the Budget Proposals required by ONDCP. The HIDTA PMP Database was used to complete the core performance tables for the 2005 Annual Report.

ISC initiates joint investigations. In 2005, the W/B HIDTA's ISC continued to develop successful collaborative relationships with initiatives, participating agencies and other HIDTAs. The ISC was able to provide these groups with information that assisted their case development. Some of the information provided included:

- Maryland Criminal History records
- Prison record information
- Parole and probation information
- Driver's license, vehicle registration information, and driver's photo
- Address and resident verification

In the spring of 2005, the Training Unit implemented the practice of administering pre and post tests for the law enforcement classes provided by the Multijurisdictional Counterdrug Task Force Training. The pre and post test is designed to discern whether students gained knowledge from the class. The students perform a self assessment of their level of knowledge for each of the course learning objectives at the beginning and the end of the class. The students also evaluate the overall value of the class, the instructors, and the course content.

Total Number of Students Surveyed	Number of Students Reporting Increased Knowledge in 60% or more of Course Learning Objectives	Percent of Students Reporting Increased Knowledge in 60% or more of Course Learning Objectives
290	256	88%

In 2005, 88% of the students reported an increase in their knowledge after taking a course. This measurement was based upon students having a reported increase in 60% or more of the course learning objectives.

Total Number of Students Surveyed	Number of Students Rating Classes as Superior or Above Average	Percent of Students Rating Classes as Superior or Above Average
290	290	100%

In addition, 100% of the students gave an overall rating of either superior or above average to the courses offered.

Total Number of Students Surveyed	Number of Students Rating Instructors as Superior or Above Average	Percent of Students Rating Instructors as Superior or Above Average
290	273	94%

Total Number of Students Surveyed	Number of Students Rating Course Content as Superior or Above Average	Percent of Students Rating Course Content as Superior or Above Average
290	270	93%

Ninety-four percent rated the instructors as superior or above average and 93% rated the content as superior or above average.

This year, the Training Unit implemented follow up surveys of students. Six months after taking a class, students were contacted to find out whether they have been able to apply what they learned in performing their duties. Of the students who completed the survey, 82% stated that they had been able to use what they had learned in the course.

Table 12

HIDTA Training Efficiency by Type of Training for Year 2005, at Washington/Baltimore												
Type of Training	# Students Expected for Training		# Students 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	0	879	879	479	5,103	2,976	\$140,013	\$74,650	\$27.44	\$25.08	-9%	
Investigative/Interdiction	0	578	578	648	11,814	14,736	\$64,941	\$174,270	\$5.50	\$11.83	115%	
Management/Administrative	0	0	0	55	0	165	\$0	\$14,992	\$0.00	\$90.86	0%	
Other	0	0	0	0	0	0	\$0	\$0	0	0	0%	
Total	0	1,457	1,457	1,182	16,917	17,877	\$204,954	\$263,912	\$12.11	\$14.76	22%	

Table 12. Training is essential in improving both the efficiency and effectiveness of W/B HIDTA initiatives. The W/B HIDTA funded a fulltime training coordinator who worked with staff to provide training to 1,182 students. In 2005, courses were provided in three key areas – analytical/computer, investigative/interdiction, and management/administrative. The 2005 training budget was \$263,912. The HIDTA provided 17,877

hours of training at a cost of \$14.76 per student hour. This slight increase from 2004 occurred because more students attended trainings in 2005 offered by outside contractors and because of the mandated management training. The majority of students (55%) who attended training sessions participated in investigative/interdiction courses.

Table 13

Percentage of HIDTA Initiatives Using Event and Case Deconfliction Services for Year at Washington/Baltimore				
Year	Total HIDTA Initiatives	# Initiatives Targeted to Use Services	# Initiatives Using Services	% Initiatives Using Services
2004	30	24	24	100%
2005	24	22	21	95%

W/B HIDTA's Case Explorer and Subject/Case Deconfliction came to the rescue. Through the use of these programs, several investigations were connected, allowing for initiatives to combine resources and work together on joint investigations. As an example, the following subject deconfliction provided useful background information for a new investigation.

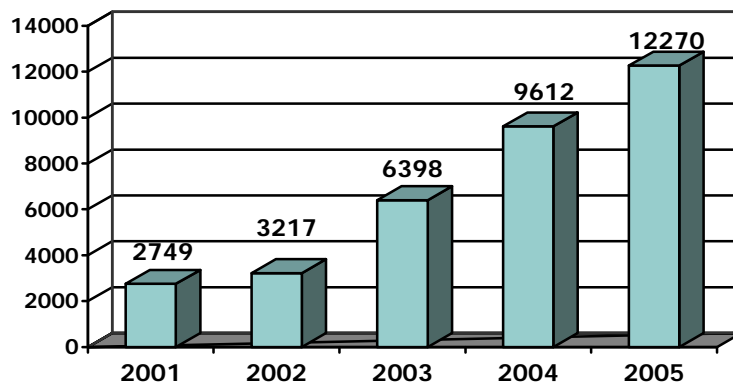
A W/B HIDTA analyst ran two names in Case Explorer for a HIDTA assigned DEA Task Force Officer (TFO). The analyst received a hit on an open ATF case assigned to a TFO in another W/B HIDTA initiative. A meeting was scheduled for the analyst, TFOs, and supervisors who had involvement with the investigation to encourage an exchange of intelligence information.

As a result of this intelligence sharing, it was determined that one of the primary targets was the head of a Drug Trafficking Organization involved in transporting drugs between Atlanta and Baltimore using commercial vehicles from the company of one of the targets. The drugs were being delivered to two local street gangs in West Baltimore that are associated with violent crime and selling heroin and cocaine.

Table 14

Percentage of Event and Case Deconflictions Submitted for Year at Washington/Baltimore						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Targeted	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	9612	9,650	7,476	2,136	9,612	100%
2005	9612	9,650	5,864	6,406	12,270	127%

Figure 5: Deconfliction Submissions Increased More than Three Fold from 2001 to 2005



Tables 13-14. These two tables focus on deconfliction services. These services are essential to protecting the safety of the officers investigating DTOs and avoiding duplication of efforts. Often multiple initiatives or agencies are aggressively pursuing the same suspect or DTO. Sharing information through deconfliction ensures that a stronger, more complete case is

made and that the officers participating in the investigation are protected. More than 12,000 deconflictions were submitted to the W/B ISC in 2005, exceeding all expectations. More than half (52%) involved cases or subjects. The percentage of deconflictions submitted increased by 28 percent from 2004 to 2005 and more than three fold from 2001 to 2005 (Figure 5).

Duplicate investigations reduced thanks to case/subject case deconfliction. The Watch Center processed 5,864 drug operations through the W/B HIDTA Event Deconflictions database. Of these, 663 had conflicts with either their own agency or other law enforcement agencies. Many of the drug operations/conflicts were at the same location. Most importantly, officer safety was enhanced.

Trends Analysis Unit (TAU) provides valuable Methamphetamine in Maryland data. In 2005, the TAU developed and disseminated the Methamphetamine in Maryland 2005 Overview, a follow-up to the 2004 Methamphetamine Situation Report released by the W/B HIDTA. The Methamphetamine in Maryland 2005 Overview identifies labs and dumpsites in Maryland and provides a snapshot of methamphetamine parcels intercepted and residential searches conducted by W/B HIDTA initiatives. Because this information was so well received and utilized by area law enforcement, similar reports for audiences in Northern Virginia, Richmond, and the District of Columbia are in the works.

The TAU provides data for the University of Maryland's Center for Substance Abuse Research (CESAR), Anne Arundel and Baltimore County Police departments. TAU provided data to CESAR for a Community Epidemiology Work Group (CEWG) Conference and produced pricing information for Anne Arundel County on British Columbia marijuana. TAU also conducted extensive research to produce a mini threat assessment for the Baltimore County Police Department that they use to enlighten policy makers in their county.

Table 15

Percentage of Cases Provided Analytical Support for Year at Washington/Baltimore				
Year	Baseline # Cases Receiving Analytical Support	# Cases Targeted for Analytical Support	# Cases Provided Analytical Support	% Targeted Cases Supported
2004	186	143	186	130%
2005	186	195	242	124%

Table 15. Table 15 demonstrates efficiency through the percent of cases provided analytical support. Analytical support is the assignment of an analyst to assist with a case during which time the analyst performs one or more major analytical activity, such as toll or document analysis, to further a

case. A case can be supported multiple times. So, this table reports the number of individual cases supported, not the number of times support was provided. In 2005, 242 cases received analytical support, exceeding the target of 195. This is an increase of 30 percent from 2004.

Table 16

Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at Washington/Baltimore						
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	1778	0	153	243	396	0%
2005	2472	234	98	164	262	111%

Table 16. The referral of cases is a unique and productive effort of the HIDTA Program. Although more cases were opened by the W/B HIDTA initiatives in 2005 than 2004, fewer were referred. Of the 262 cases referred, 98 were referred to other HIDTAs and 164 were referred to other agencies. A

case referral can be counted each time a HIDTA initiative provides sufficient case information to another HIDTA or another agency for the purpose of enabling that HIDTA or agency to conduct an independent investigation.

DTOs and MLOs using mail services busted. Evaluation of telephone tolls, subscriber information, airline flight data, and open source law enforcement databases provided by W/B HIDTA analysts targeted numerous violators; seven arrests were made, including five on arrest warrants. One of the violators was prosecuted federally for possession with intent to distribute and possession of a handgun in the commission of a drug trafficking crime. He was sentenced to over five years in federal prison. These were the results of a targeted parcel investigation of a drug organization transporting marijuana and cocaine from California to the Baltimore area.

Interactive Mapping System allows users to access all types of geospatial data. The ISC's Evaluation and Crime Mapping Unit developed different methods of intelligence and data dissemination. This data focuses on street gang activity, prison gang member releases, parole and probation, and general crime locations. System users can visualize the data on a map and extract data for further analysis.

CONCLUSIONS

2005 marks the second year of implementation of the HIDTA Performance Management Process (PMP). This process was designed to measure the effectiveness of HIDTA initiatives in addressing two program goals: disrupting and dismantling DTOs, and improving the efficiency and effectiveness of the initiatives. W/B HIDTA staff and administrators worked closely with the PMP Committee to develop the 16 core measures used today. They also created an automated system for capturing the required data and trained the staff at other HIDTAs and ONDCP how to use it. HIDTA initiatives across the country are now able to provide concrete evidence of their effectiveness in addressing all levels of a drug trafficking or money laundering networks simultaneously. The results reported here for the W/B HIDTA answer the series of questions posed by the PMP and are overwhelmingly positive.

Does the W/B HIDTA target high-level DTOs? Yes. For the past two years, the majority of the DTOs targeted by law enforcement initiatives were multi-state or international in scope. Nearly all of the MLOs targeted (49 of 51) were multi-state or international in scope. These initiatives also target the local DTOs that can have a more visible and dramatic impact on local communities. In 2005, for example, 22 percent of the DTOs targeted by the initiatives were local DTOs.

Are the DTOs being disrupted and dismantled? Yes. Nearly three quarters of the targeted DTOs were disrupted or dismantled. More than half (57%) of the targeted MLOs were disrupted or dismantled.

Are the W/B HIDTA initiatives focusing on the identified threats? Yes. The W/B HIDTA uses PMP tools such as the Matrix to maintain a continuous process of assessing threats and implementing strategies to address them. If a threat is identified in the Matrix it must be described in the threat assessment and initiatives must set performance targets for addressing it.

Are law enforcement agencies using the W/B HIDTA Investigative Support Center and training resources? Yes. The W/B ISC is often the focal point of criminal and drug trafficking intelligence for the participating federal, state, and local law enforcement agencies. The ISC provides these agencies with a multitude of services such as analytical support, deconfliction, threat assessments, and access to information sharing networks and databases. ISC analysts have provided analytical support to more than 400 cases over the past two years. More than 20 initiatives submitted 21,882 deconflictions during this time.

Is the HIDTA approach cost effective in the Washington Baltimore region? Yes. Law enforcement officers participating in HIDTA initiatives are often aware of shifts in drug trends before anyone else. The HIDTA approach strengthens and increases the opportunities for identifying, monitoring, and addressing drug threats. PMP data show that the return on investment in the Washington/Baltimore region is exceptional. W/B initiatives seized \$9 in drugs and \$5 in drug assets for every ONDCP dollar invested in the program.

Baltimore Prevention featured on Brazilian TV. A three night television series entitled “Advances in the War on Drugs” included the W/B HIDTA Prevention Initiative, “Safe Streets,” to expose viewers to strategies used by public, private and non-profit institutions in the United States to combat illegal drug use. This was all arranged in December 2005 when representatives from the Public Affairs Office of the U.S. Consulate in Sao Paulo, Brazil visited Baltimore. Public feedback indicates the series educated Brazilian citizens and gave them a better understanding of challenges faced by law enforcement in the U.S. in fighting illegal drug usage.

Needs of chronically under served female population and high-risk mental health population recognized. Court Services and Offender Supervision Agency (CSOSA) developed a program to expand the HIDTA funded Assessment and Orientation Center (AOC). Authorizing legislation by the National Capitol Revitalization and Self-Government Improvement Act of 1997 empowered CSOSA’s Director to “develop and operate intermediate sanctions programs for sentenced offenders” thereby allowing CSOSA to bring this project to fruition. This expansion includes the renovation of Karrick Hall, an eight story facility located on the grounds of the District of Columbia General Hospital Campus, which will be used as the new Re-Entry and Sanction Center for CSOSA. It consists of four male units, one female unit, and one mental health unit serving approximately 1200 offender/defendants annually.

HIDTA treatment/criminal justice cross-training to be implemented in Maryland jurisdictions. “Working Together for a Change: Training for Criminal Justice and Treatment Professionals on Strategies to Improve Outcomes with Hard-Core Drug Offenders” was a great success among the HIDTA treatment staff. The Prince William County Community Services Board (CSB) hosted this two-day training for the Washington, D.C. and Maryland treatment/criminal justice initiatives.

“Life Beyond Drugs and Booze: The Real Deal IV” drew over 300 teens, parents and professionals to learn more about the risks of drug and alcohol use and opportunities for recovery. This event was hosted by Virginia’s Prince William County initiative and co-sponsored by the Community Services Board, the 31st District Juvenile Court Service Unit, and U-Turn of SAARA, (the Substance Abuse and Addiction Recovery Alliance) on April 19th at the Ferlazzo Government Center.

Former Redskins player Gary Clark challenged the teens to put in the day-to-day practice and preparation to make their dreams a reality during “The Road Less Traveled, Following Your Dream Instead of the Crowd” presentation.

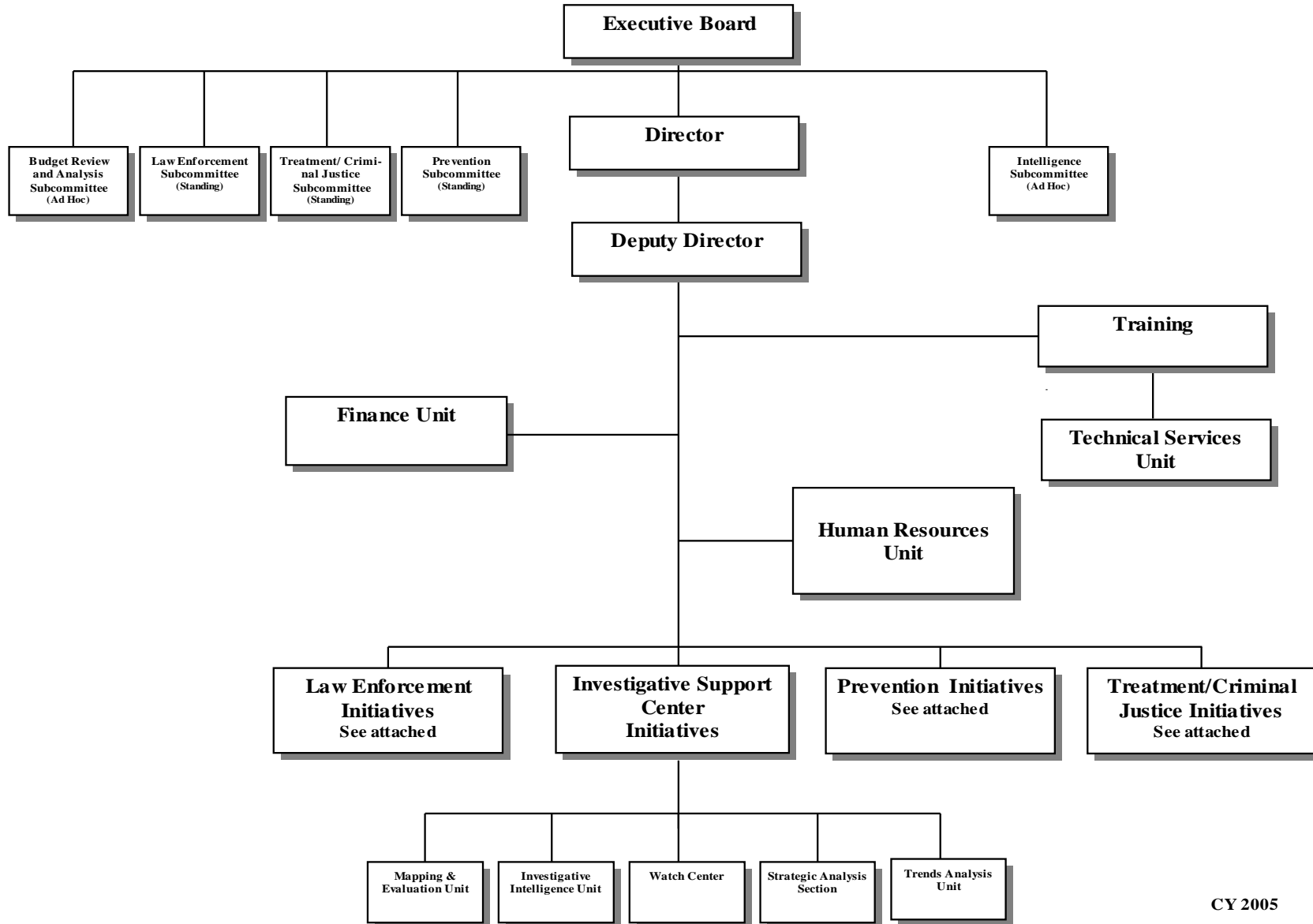
Panel discussions for teens and parents included the “real deal” on living drug free and sober, led by recovering young adults. CSB therapists, Jim Money and Mari Brooks, mediated discussions on recognizing drug usage in teens and where to turn to for help. Twelve step programs, such as Al-Anon and Families Anonymous, were outlined for parents coping with teen drug and alcohol problems. Help for parents of “out-of-control” teens was co-led by Pat Wilson, PWC Schools, Danielle McCauley, Juvenile Court Service Unit, and Angie Mendez, CSB.

Service providers from local agencies, non-profit organizations, and drug treatment programs were available to provide information about their services.

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- B. Washington/Baltimore HIDTA Executive Board Membership
- C. List of Participating Law Enforcement Agencies
- D. List of Participating Treatment Agencies
- E. List of Counties Participating in the Washington/Baltimore HIDTA

APPENDIX A: TABLE OF ORGANIZATION FOR THE WASHINGTON/BALTIMORE HIDTA



CY 2005

APPENDIX B: WASHINGTON/BALTIMORE HIDTA EXECUTIVE BOARD MEMBERSHIP

Local: 7 members

State: 5 members

Federal: 7 members

LOCAL MEMBERS	
Joe Bullock, Ph.D. Director Arlington County Substance Abuse Center	Leonard Hamm Police Commissioner Baltimore Police Department
Melvin High Chief Prince George's County Police Department	Patricia Jessamy State's Attorney for Baltimore City
Andrea Poteat Deputy Director Court Services & Offender Supervision Agency	M. Douglas Scott Chief Arlington County Police Department
Richard Trodden Commonwealth's Attorney for Arlington County	
STATE MEMBERS	
Peter Luongo, Ph.D. Director Maryland Alcohol & Drug Abuse Administration	Colonel W. Steven Flaherty Superintendent Virginia State Police
Colonel Thomas E. Hutchins Superintendent Maryland State Police	Judith Sachwald Director Maryland Division of Parole & Probation
Alan Woods, Director Maryland Governor's Office of Crime Control & Prevention	
FEDERAL MEMBERS	
Mark Bastan Assistant Special Agent in Charge Bureau of Immigration and Customs Enforcement	Rod Rosenstein U.S. Attorney for the District of Maryland
Kenneth L. Wainstein U.S. Attorney for the District of Columbia	Shawn Johnson Special Agent in Charge Drug Enforcement Administration Washington Field Office
Paul J. McNulty U.S. Attorney for the Eastern District of Virginia	William Hoover Special Agent in Charge Bureau of Alcohol, Tobacco, Firearms, and Explosives Washington Field Office
Kevin L. Perkins Special Agent in Charge Federal Bureau of Investigation Baltimore Field Division	

APPENDIX C: LIST OF PARTICIPATING LAW ENFORCEMENT AGENCIES

FEDERAL AGENCIES

Bureau of Alcohol, Tobacco, Firearms, & Explosives	United States Coast Guard
Drug Enforcement Administration	United States Immigration & Customs Enforcement
Federal Bureau of Investigation	United States Park Police
Internal Revenue Service	United States Postal Inspectors
United State Attorney's Office (MD, DC, VA)	United States Secret Service

STATE AGENCIES

Maryland State Police	University of MD
MD National Capitol Park PD	University of MD Police
MD Natural Resources PD	Virginia Attorney General's Office
MD Transit Administration PD	Virginia State Police
MD Transportation Authority PD	

LOCAL AGENCIES

Alexandria PD	Montgomery County PD
Annapolis PD	National Guard (MD, DC, VA)
Anne Arundel PD	Ocean City PD
Arlington County	Petersburg PD
Arlington County PD	Prince George's County PD
Baltimore City PD	Prince William County PD
Baltimore County PD	Richmond PD
Calvert County PD	St. Mary's Sheriff's Office
Charles County Sheriff's Office	State's Attorney - Baltimore
Chesterfield PD	Vienna PD
Commonwealth Attorney's Office for Alexandria, Virginia	
Fairfax County PD	
Greenbelt PD	
Hanover Sheriff's Office	
Henrico PD	
Harford County Sheriff's Office	
Howard County PD	
Loudoun County Sheriff's Office	
Metro Washington Airport Authority PD	
Metropolitan PD	

APPENDIX D: LIST OF PARTICIPATING TREATMENT/CRIMINAL JUSTICE AGENCIES

Alexandria

Alexandria Community Services Board
Alexandria Parole and Probation Office

Arlington

Arlington County Detention Facility
Arlington County Bureau of Substance Abuse
District 10 Parole and Probation

Baltimore City

Alcohol and Drug Abuse Administration
Parole and Probation Agency
Department of Correction and Rehabilitation

Baltimore County

Baltimore County Bureau of Substance Abuse
Baltimore County Bureau of Corrections
Baltimore County Department of Parole and Probation

Charles County

Charles County Detention Center
Charles County Health Department
Charles County Mental Health
Jude House
Charles County Department of Parole and Probation

Fairfax

Fairfax Community Services Board
Fairfax Department of Parole and Probation

Howard County

Howard County Health Department
Howard County Bureau of Addictions
Department of Parole and Probation

Loudoun

Loudoun County Mental Health Agency
Loudoun County Community Services Board
Loudoun County District 25 Parole and Probation

Montgomery County

Montgomery County Department of Health and Human Services
Alcohol and Drug Abuse Administration
Adult Addiction Services
Department of Correction and Rehabilitation
Montgomery County State Attorney's Office
Division of Parole and Probation
Vanguard Services
Maryland Treatment Center
Outpatient Addictions Contract Network

Prince George's County

Prince George's County Department of Corrections
Prince George's County State Attorney's Office
Prince George's County Division of Parole and Probation
Prince George's County Health Department
Prince George's County Public Defender's Office

Prince William County

Prince William County Community Services Board
Prince William County District 35 Parole and Probation
Prince William County-Manassas Regional Adult Detention Center
Prince William County Office of Criminal Justice Services
Prince William County District Court
Prince William County Circuit Court

Washington, D.C.

Court Services and Offender Supervision Agency (CSOSA)
Addiction Prevention and Recovery Administration (APRA)
D.C. Department of Corrections
US Probation Agency

**APPENDIX E: LIST OF COUNTIES PARTICIPATING IN THE
WASHINGTON/BALTIMORE HIDTA**

Maryland

Anne Arundel County
Baltimore City
Baltimore County
Charles County
Howard County
Montgomery County
Prince George's County

Virginia

City of Alexandria
Arlington County
Chesterfield County
Fairfax County
Hanover County
Henrico County
Loudoun County
City of Petersburg
Prince William County
City of Richmond

Washington, D.C.

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ENDNOTES

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