



NORTH TEXAS HIDTA 2006 ANNUAL REPORT

Mona Neill -Director

Greg Rushin, Plano PD—Executive Board Chairman

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I. EXECUTIVE SUMMARY

Illegal drugs now affect virtually every component of our society. The High Intensity Drug Trafficking Area (HIDTA) Program is designed to significantly disrupt the market for these illicit activities. Every time illegal drugs and associated drug assets are seized, the regional marketplace for illegal drugs suffers a setback. By disturbing the drug supply chain, particularly at the multi-state or international level, law enforcement impacts the drug flow before it ever reaches the individual user, but law enforcement activities also have a cost. A key question emerges, therefore, as to how efficiently and effectively are public dollars being spent on these HIDTA objectives.

- The North Texas HIDTA region encompasses 15 counties in North Texas and 6 counties in Oklahoma. This region includes two major drug market areas, Dallas/Fort Worth metropolitan area and Oklahoma City metropolitan area. These markets constitute the most significant areas of illicit drug trafficking and abuse within the HIDTA region. The Dallas/Fort Worth metropolitan area has a population of approximately 5.8 million people and the Oklahoma City metropolitan area has approximately 1.2 million. The North Texas HIDTA is a national transshipment and distribution region for drugs arriving from Mexico and destined for northern Texas, Oklahoma, as well as other areas within the United States. Drug traffickers use Dallas/Fort Worth as a primary drug distribution and transshipment center, while Oklahoma City generally serves as a transshipment center because of its location along several of the busiest drug transportation routes in the country.
- Like every HIDTA in the country, the North Texas HIDTA is governed by an Executive Board of federal, state and local law enforcement executives. This Board administers both policy and the annual budget based upon the national program guidance and the regional needs as identified in the North Texas HIDTA threat assessment. The threat assessment, when used with the HIDTAs Performance Management Process (PMP), provides an effective means of ensuring that funds are being allocated to address the threat at the Drug Trafficking Organization (DTO) level to include targeting Consolidated Priority Targets (CPOT) and Regional Priority Targets (RPOT).
- During 2006, several North Texas HIDTA investigations resulted in a large number of arrests, indictments, and seizures. These seizures hit drug trafficking organizations (DTOs) hard, affecting their profitability, and frequently their ultimate survival. North Texas HIDTA has targeted local, multi-state and international trafficking organizations to assure the full scope of illicit drug activity in North Texas and strategic areas of Oklahoma are addressed. The following highlights illustrate this success:
 - In March 2006, the **Violent Crime Initiative** and the Mesquite, Texas, Police Department conducted a traffic stop in which 24 pounds of cocaine and 1 pound of crack cocaine were discovered concealed in the gas tank under the bed of the truck. The drugs were contained in 21 packages wrapped in plastic, covered with grease and were floating in the gas tank. In July 2006, the Violent Crime Initiative executed search warrants

pursuant to an ATF undercover operation which resulted in the seizure of approximately 32 kilograms of cocaine and \$10,900 in cash. Several subjects of the investigation were subsequently indicted.

- The **Northern Drug Initiative** led an undercover operation targeting an organization that was responsible for the importation and distribution of heroin into the Dallas Metroplex and other locations including Nashville, Tennessee, New York City, New York, West Palm Beach, Florida, and Houston, Texas. This organization was responsible for over 40 heroin overdoses, twelve of which were fatal. The investigation was the joint effort of the Northern Drug Initiative, DEA, Texas Department of Public Safety, Collin County Sheriff's Office, and Plano, Coppell, Frisco, McKinney, and Garland, Texas, Police Departments. This multiple Title III investigation linked the organization to a designated Consolidated Priority Target Organization (CPOT) by the Department of Justice. In 2006, black tar heroin seizures totaled approximately one kilogram. Also in 2006, 25 subjects were arrested in Texas and assets totaling approximately 1.2 million dollars were seized. The investigation continues into 2007.
- The **Western Drug Initiative** (WDI) completed the Alejandro Tamayo investigation/T-III in February 2006. A shoot-out ensued during roundup operations wounding three law enforcement officers. A total of 19 subjects were arrested during the course of this investigation, with Tamayo receiving three concurrent life sentences. During July/August the WDI and Dallas Police Department (DPD) personnel seized 297 kilos of cocaine from an address in east Dallas. Two weeks later WDI/DPD personnel seized 1.34 million in cash from a residence in southwest Dallas. WDI personnel contacted IRS and an additional 1.2 million was seized from the target's bank account.
- In 2006, the **East Texas Violent Crime Initiative** initiated an investigation into a methamphetamine trafficking organization which resulted in the indictments and arrests of 5 individuals from the Dallas and East Texas areas. The investigation is ongoing and is likely to identify more subjects from the Houston and East Texas areas trafficking methamphetamine and other controlled substances. Another methamphetamine trafficking organization was disrupted for the second time, resulting in the arrest of 20 subjects. The investigation is expected to yield additional indictments and arrests in early 2007. Also in 2006, the East Texas Violent Crime Initiative continued a Title III investigation into the drug related activities of Latin Kings gang members in the East Texas area. This drug trafficking organization was dismantled in June 2006 with the arrest of 18 individuals as well as multiple seizures of vehicles and money.
- The **Commercial Smuggling Initiative** indicted 23 individuals and 2 businesses for numerous federal narcotic violations and money laundering. The indictments were sealed. Agents from the North Texas HIDTA and ICE El Paso collectively executed 16 search warrants and 18 arrest warrants. During the course of this investigation, approximately 8000 pounds of marijuana and \$1,275,000 in assets were seized. Investigative techniques included numerous pen registers and a 90 day Title III.
- To maximize results, the North Texas HIDTA facilitates cooperation and joint efforts between different law enforcement organizations. There are over 40 federal, state and local law enforcement agencies participating in the North Texas HIDTA regional law enforcement initiatives with nearly 160 participants. With support from the North Texas HIDTA Regional Intelligence Support Center (RISC), the Oklahoma Intelligence Center (OIC) and the Texas

Department of Public Safety (DPS) Texas Narcotic Information System (TNIS), regional initiatives continued to make significant progress in identifying, investigating and dismantling or disrupting the area's most dangerous and prolific DTOs, drug dealers, Money Laundering Organizations (MLOs), weapons traffickers, and violent criminals.

- Illicit drugs are extremely profitable for the Drug Trafficking Organizations (DTOs). One of the best ways to have a significant impact on a DTO is to remove those profits. During CY 2006, drugs were removed from the North Texas HIDTA market place at a value of nearly \$44.6 million dollars (up from \$13.2 million in 2005) and over \$7 million dollars in drug assets were seized for a total of \$51.7 million dollars in revenue denied to these DTOs. This is a noteworthy increase from the \$23 million dollars in illicit drugs and drug profits that were permanently eliminated from the regional DTOs during 2005. This impact on these DTOs represents a sizeable reduction in illicit drug availability.
- Fighting the battle against illicit drug trafficking costs money. One can take great comfort, however, from the fact that every North Texas HIDTA budget dollar spent on law enforcement and investigative support activities contributed to the removal of \$21.3 in illicit drugs from the market and nearly \$3.5 of drug-related assets. Thus, North Texas HIDTA initiatives achieved a remarkable combined Return-on-Investment (ROI) of \$24.7 for every \$1.00 of North Texas HIDTA funds invested (up from \$11 in 2005.)
- HIDTAs exist to disrupt and dismantle DTOs. During 2006 North Texas HIDTA had identified 69 DTOs and MLOs. Of those 69 organizations targeted, North Texas HIDTA initiatives dismantled 10 DTOs and disrupted 12 (including 1 MLO.) This means approximately 32% of those identified Drug and Money Laundering Organizations were disrupted or totally dismantled during 2006.
- The North Texas HIDTA strives to investigate larger, more complex DTOs where the greatest positive impact can be achieved. Disrupting or dismantling a large complex DTO generally takes longer than stopping a street level operation, but doing so can substantially reduce the illicit drug marketplace. Of those DTOs and MLOs that were targeted during 2006 to be disrupted or dismantled, 63% were either an international or multi-state organization.
- The North Texas HIDTA's success is measured, in part, by its ability to facilitate greater efficiency, effectiveness and cooperation among and between external participating agencies at the local, state and federal level, thus yielding tangible, measurable results. Collocation of different law enforcement agencies to facilitate and enhance resource sharing is a key strategy. The North Texas HIDTA continues to play a leading role in assisting the law enforcement and investigative support initiatives with their information sharing and training needs. Currently no other regional intelligence center or fusion center provides deconfliction efforts for officer safety and investigative efficiency. The extent of information sharing and inter-agency cooperation fostered by the North Texas HIDTA approach proves that separate law initiatives are *working together effectively and efficiently*.

II. INTRODUCTION

This Annual Report documents the activities of the North Texas HIDTA during the 2006 calendar year. To fully appreciate the North Texas HIDTA's achievements, it is important to understand how each HIDTA is structured, and why it exists. The Director of the Office of National Drug Control Policy (ONDCP) designates regions with critical drug trafficking problems adversely impacting the United States as High Intensity Drug Trafficking Areas (HIDTAs). By design, HIDTA offices are located in these areas. Thus, the national HIDTA program, composed of 28 individual HIDTAs spread throughout the nation, is uniquely situated to counteract this illicit activity. HIDTAs play a significant role in addressing real world drug and drug-related problems, and offer real world solutions. The North Texas HIDTA is no exception. The North Texas HIDTA has fostered cooperative and effective working relationships with over 40 federal, state and local agencies in its effort to disrupt or dismantle DTOs. These working relationships are embodied in the North Texas HIDTA initiatives.

North Texas HIDTA law enforcement initiatives have established priorities that focus on the disruption and dismantlement of DTOs, especially those involved with drug-related violent crime, as well as targeting those DTOs that have the greatest adverse impact on the quality of life in the regional neighborhoods and communities. A concentration on the illegal use of firearms is another substantial commitment by all investigative agencies in the North Texas HIDTA and particularly within the Violent Crime Squad and the East Texas Violent Crime Squad. There is a determined effort to counter drug movement and to arrest those who conceal the proceeds from illegal drug sales within the region. These priorities are supported by a strong commitment from federal and state prosecutors to provide timely and sound legal advice and prosecution.

To achieve meaningful results, each HIDTA needs clear goals (the HIDTA Program Goals); recognition of the challenges faced (a Threat Assessment); a plan to get there (a Strategy with quantifiable performance targets); and a way to document achievements (an Annual Report). The overall HIDTA mission is embodied by the National Program Mission Statement:

National HIDTA Program Mission Statement

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

The North Texas HIDTA's success is measured in part by its ability to facilitate greater efficiency, effectiveness and cooperation among and between external participating agencies at the local, state and federal level, thus yielding tangible, measurable results. Collocation of different law enforcement agencies to facilitate and enhance resource sharing is a key strategy. The extent of information sharing and inter-agency cooperation fostered by the North Texas HIDTA approach proves that separate law enforcement initiatives are working together effectively and efficiently.

During previous years, the Executive Board members and the North Texas HIDTA Director worked closely with law enforcement and local HIDTA staff to develop a vision for the future, which clearly reflects what outcomes North Texas HIDTA initiatives seek to achieve. A formal Vision Statement was approved in 2006 to demonstrate this.

North Texas HIDTA Vision Statement

To create communities in the North Texas HIDTA region that are free from the dangers of illicit drugs. This will be accomplished through the commitment to reduce availability via supporting proactive law enforcement, aggressive prosecution and effective demand reduction strategies.

The North Texas HIDTA recognizes that without a clear mission and vision statement, the law enforcement, intelligence and prosecution communities cannot work toward any mutual objectives, and success cannot be quantified or measured. The North Texas HIDTA fully embraces its mission in conjunction with the national program objectives.

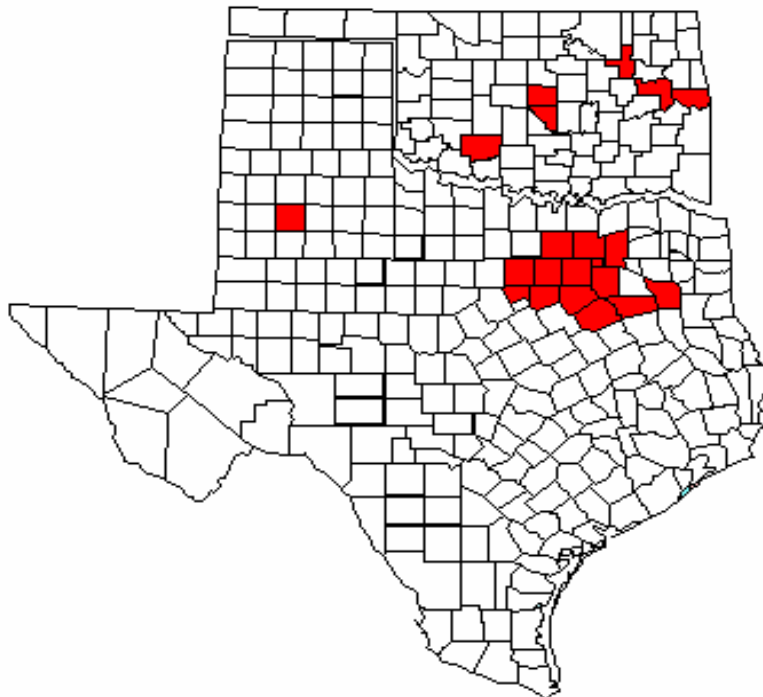
NORTH TEXAS HIDTA Mission Statement

The mission of the North Texas HIDTA is to reduce the availability of illicit drugs by creating intelligence driven task forces aimed at targeting, disrupting and dismantling drug trafficking / money laundering organizations and reduce drug related violence impacting this region and other areas of the country.

Budget Allocation: During this reporting period, ONDCP allocated a \$3,072,000 budget for North Texas HIDTA operations, a relatively small budget considering the geographic size and population of the area served and the drug threat that exists in the region. This includes \$2,822,000 in the baseline budget and \$250,000 in supplemental funds for the Oklahoma counties. (These supplemental awards included \$150,000 for an Accelerated Domestic Market Disruption Initiative and \$100,000 in a Domestic Highway Interdiction Project, both for Oklahoma City Police Department.)

Based on the North Texas HIDTAs threat assessment, the region faces significant drug threats on many levels. The North Texas HIDTA strives to minimize any expenditure that does not directly address achieving their primary objectives. Accordingly, the North Texas HIDTA allocates over 68% of its budget directly to its enforcement initiatives and their intelligence support costs. (This does not include the cost of the facility that allows for the collocation of the majority of the North Texas HIDTA initiatives in Irving, Texas. With facility costs included approximately 83% is devoted to investigation and intelligence initiatives.) Throughout this Annual Report, the North Texas HIDTA is pleased to illustrate significant success in achieving its mission, and demonstrating positive trends for the future. We believe HIDTA dollars are yielding the desired effects they were intended for.

Geographic Area of Responsibility:



- **Texas Counties:**
Collin, Dallas, Denton, Ellis, Henderson, Hood, Hunt, Johnson, Kaufman, Lubbock, Navarro, Parker, Rockwall, Smith, and Tarrant County
- **Oklahoma Counties:**
Cleveland, Comanche, Muskogee, Oklahoma, Sequoyah, and Tulsa County

The North Texas HIDTA encompasses a 21 county region consisting of 15 counties in Texas and 6 counties in Oklahoma. The Dallas/Fort Worth area is the fourth largest Metropolitan Statistical Area (MSA) in the nation, with more than an estimated six million residents. The six county Oklahoma region contains more than half of the Oklahoma population, primarily in the Oklahoma City and Tulsa MSAs. The North Texas HIDTA region is a primary market of choice for major DTOs. Numerous interstate highways and roadways that support a high volume of traffic transect Oklahoma as well as Texas. Oklahoma's unique geographical location contributes to its role as a major transshipment of illicit drugs. The Dallas/Fort Worth International Airport is the third busiest in the world, which further facilitates the movement of illicit drugs through the North Texas HIDTA region. This region is also noted as a primary banking and financial center, which makes it an attractive area for drug money laundering. Although the number of Money Laundering Organizations (MLOs) currently under investigation by the North Texas HIDTA is comparatively low, most of this type of activity is investigated within the enforcement initiatives involving DTOs with money laundering activities. The well-developed infrastructure of commercial enterprise, transportation network, and international finance within the Dallas/Fort Worth MSA makes this area attractive to legitimate businesses, as well as illegal activity.

III. NATIONAL HIDTA GOALS

Every HIDTA has adopted two specific goals to be achieved in meeting the drug challenge. These two national goals guide all HIDTA initiatives and activities throughout the United States. These national HIDTA program goals, plus concise summaries of the North Texas HIDTA Threat Assessment and Strategy for Budget Year 2006 are presented in the following sections. The North Texas HIDTA Strategy was designed to meet local drug threats according to its individual needs, in conjunction with the national objectives:

NATIONAL HIDTA GOALS

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

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

The HIDTA Goals represent clear guidelines for the North Texas HIDTA initiatives. They also provide the foundation upon which performance planning and outcome measurements are based. The North Texas HIDTA budget submissions will determine how each North Texas HIDTA initiative presents programmatic and fiscal justifications that are based on the Threat Assessment; states how the initiative's funding request directly address area threats; sets realistic performance measures; and eventually must provide specific information on how the funding has allowed the North Texas HIDTA to meet its desired outcomes. North Texas HIDTA initiatives are measured against clear national guidelines governing all HIDTA activities and expenditures.

The North Texas HIDTA Executive Board is significantly involved in all aspects of the North Texas HIDTA Intelligence and Investigation activities. The ONDCP On-Site Review was conducted April 24-28, 2006 and gave an "OBSERVATION" which stated:

I. Program Oversight

Observation: The review team noted an exceptional program utilized by the North Texas HIDTA to professionally address the required evaluation/assessment of each initiative from year to year. The application of the Initiative Review Sub-Committee's efforts in this area is performed bi-annually and provides a comprehensive look at determining the performance of each initiative in the North Texas HIDTA.

The Executive Board monthly meetings provide a forum to share important trends in drug trafficking information throughout the region, identification of DTOs, and major investigation updates. The Board also addresses important administrative issues in its oversight capacity. During 2005 the Executive Board established an Intelligence Subcommittee that supports North Texas HIDTA initiatives and its participating agencies on a wide variety of intelligence issues, training, computer technology and other matters. This subcommittee continues to meet quarterly and has presented several major recommendations to the Executive Board, such as the need for a formal Strategic component of the RISC, formalizing the North Texas HIDTA Strategic Sharing Plan, and implementing a Security Policy for IT, personnel and the main facility located in

Irving, Texas. The North Texas HIDTA's success is measured by results, and each initiative is fully accountable for its success or failure in meeting its objectives.

IV. SUMMARY OF THREAT ASSESSMENT FOR 2006

In recent years the Hispanic population in Texas and Oklahoma has increased rapidly, creating many opportunities for Mexican criminal organizations to relocate their associates in the United States, have them blend into the local communities, and help them facilitate illegal trafficking operations with little suspicion.

Mexican Drug Trafficking Organizations (DTOs) are the primary suppliers of wholesale quantities of methamphetamine, powder cocaine, commercial-grade marijuana, and black tar heroin in the North Texas HIDTA region. Mexican DTOs use "cell heads" in major metropolitan areas, including Dallas and Oklahoma City, to manage the wholesale distribution practices within individual markets. These organizations use familial ties and long-established relationships to maintain control over transportation and distribution groups in and around the metroplex area. Other DTOs and criminal groups also distribute wholesale quantities of illicit drugs in the North Texas HIDTA region, but to a lesser extent. DTOs operating in the North Texas HIDTA range from local to international in scope, demonstrating the role that the area plays in national and international narcotics trafficking.

The transportation of significant quantities of cocaine, methamphetamine, heroin and marijuana, as well as shipments of illicit drug proceeds through the North Texas HIDTA by Mexican DTOs, continues to challenge area law enforcement agencies. The trafficking and abuse of methamphetamine, primarily Mexico-produced ice methamphetamine, is a principal drug threat in the North Texas HIDTA region. Despite significant decreases in local methamphetamine production, availability of the drug remains high due to Mexican DTOs supplying the region with methamphetamine produced in Mexico. Although law enforcement agencies report high availability, the amount of methamphetamine seized by law enforcement officers working under North Texas HIDTA initiatives decreased in 2005 (Table 2, 2006 Threat Assessment). Some law enforcement officials attribute this decrease in seizures to a combination of the reduction in federal task force funding and the recent legislation restricting pseudoephedrine sales.

Likewise, the clandestine production of methamphetamine has significantly declined since pseudoephedrine control legislation was adopted first in Oklahoma, and later in Texas which has forced lab operators to obtain precursors from other states or Canada. The continuing demand for this drug is primarily satiated by traffickers smuggling and distributing the substance from Mexico.

Other strategic drug threat developments noted in the 2006 Threat Assessment included:

- Hispanic youths in Dallas are increasingly abusing a combination of black tar heroin, acetaminophen, and diphenhydramine HCl, referred to by these youth as "cheese" heroin. (Note: As of April 2007, 19 confirmed cheese related deaths have occurred.)
- Prescription drug abuse, especially by adolescents and young adults, is an increasing problem in Dallas, Fort Worth, and Oklahoma City; some have died as a result of ingesting numerous prescription medications stolen from their parents' medicine cabinets. Many of these adolescents and young adults trade these stolen pills with their peers at pharma parties.

- Along with the numerous innocent citizens who suffered devastating personal losses as a result of Hurricane Katrina, some drug traffickers, drug abusers, and street gang members were relocated from New Orleans to the Dallas/Fort Worth area. These traffickers and gang members unfortunately contributed to increases in violent crime, while drug abusers caused treatment admissions to rise in the area.
- Drug traffickers in the region increasingly use stored value cards to launder illicit drug proceeds.

V. HIDTA STRATEGY SUMMARY

The North Texas HIDTA approach is to collocate law enforcement personnel in multi-jurisdictional initiatives in order to promote enhanced information and resource sharing. Through collocation, interagency cooperation, and consolidation of strategic and tactical information, the North Texas HIDTA fosters a comprehensive response to combating illicit drug activity by bringing together all available law enforcement resources in a cohesive strategy to address the problem. The North Texas HIDTA law enforcement initiatives focus on DTOs, money laundering, violent drug offenders, open-air drug markets, firearms trafficking and domestic drug movement. Emerging narco-terrorism trends are also considered.

The North Texas HIDTA law enforcement initiatives are directed through the respective lead agencies' management policies and are focused on the prevalent drug threats as identified in the North Texas HIDTA Threat Assessment. These initiatives actively pursue the outcomes sought by HIDTA Goal 1. All North Texas HIDTA sites enter data into the North Texas HIDTA computer system, thereby facilitating information sharing, deconfliction, enhanced officer safety, and an ability to avoid unnecessary duplication of effort during investigations where there may be common elements or subjects. In 2006, law enforcement agencies within the region used North Texas HIDTA resources to deconflict 3200 critical events and 6610 targets which is a 34% increase in the use of deconfliction services over 2005. Additionally, the North Texas HIDTA provided intelligence support services to 125 separate drug investigations.

Enhanced communication, collaboration and information sharing are key law enforcement components designed to promote maximum efficiency and effectiveness as prescribed by HIDTA Goal 2. Logically, Goal 1 and Goal 2 are closely intertwined, with Goal 2 providing the integration support services that enhance the ability for all initiatives to meet their goals.

In an increasingly competitive policy and budget environment, it is critical for the North Texas HIDTA to develop strategies and resource requests that will produce positive regional outcomes consistent with the two HIDTA goals. The North Texas HIDTA funded 14 initiatives in CY 2006 distributed as follows:

- 1 Management and Coordination
- 3 Intelligence Centers (RISC, OIC, TNIS)
- 9 Enforcement Initiatives, (six in Texas and three in Oklahoma)*
- 1 Training Initiative

(* During the 2006 Budget year the 6 Texas enforcement initiatives were counted as 6 squad components of a single Texas Enforcement Initiative. This was changed in 2007 to the structure listed above.)

VI. HIDTA PERFORMANCE MEASURES

In an effort to demonstrate performance and effectiveness, HIDTAs nationwide instituted new procedures during 2004 and 2005 aimed at ensuring that HIDTA sponsored initiatives are achieving the results desired by the National HIDTA Program and their Executive Boards. The Performance Management Process (PMP) introduced a new capability to quantify and track HIDTA targets and monitor HIDTA results. The PMP has continuously been modified to more effectively monitor the outcomes initially intended and was again used to capture results from 2006. With application of the PMP, the North Texas HIDTA Annual Report continues to function as a report card; a measure of HIDTA efficiency and effectiveness; a source for comparison with previous year efforts; and most importantly, a guide for future action. The series of tables contained in this annual report present specific outputs and efficiency measures of the North Texas HIDTA. These measurable results reflect a continuing increase in efficiency and effectiveness as demonstrated by a higher ROI, lower training costs and increased cooperation through deconfliction.

A. Performance Measures for Goal 1

Table 1 - Percentage of DTOs and MLOs Disrupted or Dismantled by Scope, 2006

Table 1: Percentage of Expected DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at North Texas [ALL DTOs; MLOs included]								
Scope	#DTOs & MLOs Identified	# DTOs & MLOs to be Disrupted or Dismantled	# DTOs & MLOs Disrupted	% Disrupted	# DTOs & MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	33	13	4	31%	7	54%	11	85%
Multi-state	17	11	4	36%	3	27%	7	64%
Local	19	14	4	29%	0	0%	4	29%
Total	69	38	12	32%	10	26%	22	58%

Disrupting or dismantling a large complex DTO generally takes longer than stopping a street level operation, but doing so can substantially reduce the illicit drug marketplace. The number of DTOs identified in 2006 (69) have remained about the same as those in 2005. This is still up significantly from 49 DTOs identified in 2004. It should also be noted that this number includes DTOs that may have been identified during the previous year and remain under investigation. More importantly the total number of DTOs dismantled or disrupted is up from 19* in 2005 to 22 in 2006. A few examples of several very successful investigations which took place in 2006 are listed in the Executive Summary.

(*Note - This number may vary from the original 2005 Annual Report submitted due to a programming problem with the PMP tables which was identified after submission, but later corrected by the Washington/Baltimore HIDTA staff who maintains the PMP statistics.)

Table 2 - Percentage of Under Investigation DTOs and MLOs Disrupted or Dismantled by Scope, 2006

Table 2: Percentage of Under Investigation DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at North Texas [ALL DTOs; MLOs included]								
Scope	#DTOs & MLOs Identified	# DTOs & MLOs Under Investigation	# DTOs & MLOs Disrupted	% Disrupted	# DTOs & MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	33	33	4	12%	7	21%	11	33%
Multi-state	17	17	4	24%	3	18%	7	41%
Local	19	19	4	21%	0	0%	4	21%
Total	69	69	12	17%	10	14%	22	32%

Currently the North Texas HIDTA is reviewing the definition used by participating agencies when considering whether an investigation is “closed,” and comparing this to the standard used by the HIDTA program. Most agencies have a stricter standard for closing cases, e.g., all defendants sentenced and all appeals completed. However, by HIDTA standards the number of “DTOs and MLOs under investigation” would decrease since not all of these cases are actively being investigated. Instead, they are merely remaining open for agency compliance.

Table 3 – Percentage of Expected Money Laundering Organizations Disrupted or Dismantled by Scope, 2006

Table 3: Percentage of Expected Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2006, at North Texas								
Scope	# MLOs Identified	# MLOs to be Disrupted or Dismantled	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	7	3	1	33%	0	0%	1	33%
Multi-state	0	0	0	0%	0	0%	0	0%
Local	0	0	0	0%	0	0%	0	0%
Total	7	3	1	33%	0	0%	1	33%

The North Texas HIDTA does not have a specified money laundering initiative. In 2006, a satellite Internal Revenue Service (IRS) office was moved to the North Texas HIDTA facility in Irving, Texas. Six IRS agents are assigned to four Texas enforcement initiatives and one Oklahoma initiative to assist with money laundering efforts being conducted by the DTOs. Additionally, an on-site IRS Suspicious Activity Report Review Team (SAR-RT) examine SARs, Currency Transaction Reports (CTR) and other financial documents and pass investigative leads to the appropriate enforcement squad. Financial investigative leads arising from HIDTA cases are also referred to the team for follow-up and analytical support. This support was essential in the seizure of \$2.5 million in cash and bank assets on August 9, 2006 by the Western squad.

Table 3a – Percentage of Under Investigation Money Laundering Organizations Disrupted or Dismantled by Scope, 2006

Table 3a: Percentage of Under Investigation Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2006, at North Texas								
Scope	# MLOs Identified	# MLOs Under Investigation	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	7	7	1	14%	0	0%	1	14%
Multi-state	0	0	0	0%	0	0%	0	0%
Local	0	0	0	0%	0	0%	0	0%
Total	7	7	1	14%	0	0%	1	14%

Although the North Texas HIDTA only disrupted one MLO in 2006, they continue to pursue MLO efforts within the DTOs that are being disrupted and dismantled.

Table 4 – CPOT, RPOT, and OCDETF Cases, by Operational Scope, Initiated 2006

Table 4: CPOT, RPOT, and OCDETF Cases (by Operational Scope) Initiated in 2006, at North Texas			
Scope	# CPOT Cases	# RPOT Cases	# OCDETF Cases
International	2	1	3
Multi-state	0	0	0
Local	0	0	3
Total	2	1	6

Only a few investigations initiated during 2006 fall into the category of CPOT, RPOT or OCDETF cases. However, several of these investigations received OCDETF approval during the first part of 2007. It should be noted that of the 69 organizations under investigation, 31 are classified as OCDETF, 14 as CPOT, and 7 as RPOT. More conservative reviews have also been implemented to better fit the CPOT definition which in turn has reduced the number of CPOT approved cases.

Table 4a – All Active CPOT, RPOT, and OCDETF Cases, by Operation Scope, 2006

Table 4a: All Active CPOT, RPOT, and OCDETF Cases (by Operational Scope) in 2006, at North Texas			
Scope	# CPOT Cases	# RPOT Cases	# OCDETF Cases
International	12	5	18
Multi-state	0	2	7
Local	2	0	6
Total	14	7	31

Tables 1 through 4a reflect the impact North Texas HIDTA initiatives had on DTOs and MLOs, not only within the North Texas HIDTA region itself, but also nationally and internationally. At the beginning of each year, North Texas HIDTA initiatives are hard at work investigating DTOs that have been previously identified, many of which will also have been specifically targeted for disruption or total dismantlement. Table 1 shows that during 2006, North Texas HIDTA initiatives had 69 DTOs identified and “expected” to dismantle or disrupt 38 DTOs and MLOs given current staffing and budget availability.

Illicit drug trafficking occurs on several different levels ranging from the small local street dealers to the multi-state organizations, and ultimately to the sophisticated international drug cartels. Traditionally, law enforcement has had its greatest successes at the street dealer level. These “small-time” operators were less sophisticated than the larger, better-financed DTOs and, consequently, presented easier targets. Unfortunately, disrupting or dismantling the open air market dealers had little lasting effect on stopping illegal drugs. More emphasis needed to be placed on larger DTOs where a disruption or dismantlement would have greater impact on the marketplace. The HIDTA Program stresses attacking the problem at the upper levels.

Table 2 explains North Texas HIDTAs success in terms of the operational scope of the DTOs identified and targeted in calendar year 2006. Of the 69 DTOs and MLOs identified, 50 (72%) operated beyond the North Texas HIDTA region in multiple states, or were involved in international operations. Further analysis shows that 25% of these were multi-state DTOS and 48% involved international operations. This clearly demonstrates that the efforts of the North Texas HIDTA are in alignment with the National HIDTA program by placing emphasis on these larger DTOs. Of these major operations under investigation, 8 were disrupted and 10 were totally dismantled. Eleven (11) of the 32 international DTOs under investigation were either dismantled or disrupted. While this was short of the targeted number, it still reflects the North Texas HIDTA commitment to identify, target and dismantle or disrupt large-scale drug operations.

Table 2 also demonstrates the North Texas HIDTA’s commitment to reduce retail drug sales by targeting 19 local DTOs. Attacking street level traffickers in conjunction with the larger DTO targets has a ripple effect in the drug supply chain. Taking off a small dealer, even though the drug quantity seized may be small, impacts the ability of international and multi-state DTOs to get their drugs into the hands of drug users, thus helping to reduce the efficiency and

effectiveness of this illegal industry. By making it more difficult and time consuming for drug buyers to score a local connection, thus making it more difficult for street level dealers to sell their drugs, the local drug markets are not able to move the same volume of drugs with the ease they experienced in prior years.

The North Texas HIDTA stresses the importance of developing cases having the potential to qualify for OCDETF designation. Although the number of OCDETF cases is down from 2005, several new cases were approved during the first quarter of 2007. This is another strong indication that the North Texas HIDTA disrupted the market place for drugs by focusing on those DTOs operating at the multi-state and international levels of operation. Tables 1 through 4 clearly reflect the nature of the North Texas HIDTA's enforcement efforts and demonstrate its effectiveness in achieving its targeted outcomes.

Table 5 - Drugs Removed from the Marketplace, 2006

Table 5: Drugs Removed from the Marketplace for Year 2006, at North Texas		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
Heroin kg	0.054	\$3,780
Cocaine HCL kg	690.079	\$13,553,035
Crack cocaine kg	16.086	\$351,588
Marijuana kg	1,370.557	\$13,705,570
Marijuana plants and grows	0	\$0
Methamphetamine kg	21.778	\$489,429
Methamphetamine ice kg	292.839	\$5,588,845
Ecstasy(MDMA)(D.U.s)	7,363.000	\$29,452
GHB	39.967	\$14,987
Heroin, Mexican Black Tar	2.128	\$95,760
Marijuana (Hydroponic)	5.070	\$42,385
Marijuana, Commercial Grade	7,516.527	\$10,324,864
Marijuana, Sinsemilla high-grade	234.540	\$399,890
OxyContin	4.000	\$40
Total Wholesale Value		\$44,599,628

SOURCE: "National Illicit Drug Prices, 2005." Where wholesale values are not available in this source, mid-level values were used from the same tables. Since the NDIC report covers the primary abused drugs, prices for valium and pseudoephedrine are local estimates by the reporting initiative or Dallas Field Division of the Drug Enforcement Administration.

Seizing drugs from a DTO is like eliminating inventories from a corporate sales department, leaving it with nothing to market. During CY 2006, the North Texas HIDTA had a significant impact on the region's drug trade through its drug seizures. Table 5 lists the wholesale

values of the respective drugs seized, thus giving a highly accurate and true depiction of the economic impact of removing these drugs from the marketplace. In this fashion, achieving the North Texas HIDTA goals is more clearly shown in terms of real dollar outcomes.

Table 6 - Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives, 2006

North Texas Table 6: Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Baseline Drug Wholesale Value	Expected Drug ROI	Drug Wholesale Value Removed From Market	Actual Drug ROI
2004	\$1,904,789	\$5,687,628	\$3.00	\$5,687,628	\$2.98
2005	\$2,112,071	\$5,687,628	\$3.00	\$13,265,220	\$6.28
2006	\$2,095,251	\$5,687,628	\$3.00	\$44,599,628	\$21.28

Note: The budget amount includes the amount for all enforcement and intelligence initiatives, including discretionary funding received. (The cost of the facility that allows for the collocation of the majority of the North Texas HIDTA initiatives in Irving, Texas, is not included in the operational initiative budgets).

Table 7 - Return on Investment (ROI) for Assets Removed from the Marketplace by Law Enforcement Initiatives, 2006

North Texas 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	Expected Asset ROI	Value of Drug Assets Removed from Market			Actual Asset ROI
				Cash	Other Assets	Total	
2004	\$1,904,789	\$3,620,235	\$2.00	\$0	\$3,620,235	\$3,620,235	\$1.90
2005	\$2,112,071	\$3,620,235	\$2.00	\$9,801,350	\$92,795	\$9,894,145	\$4.68
2006	\$2,095,251	\$3,620,235	\$2.00	\$3,488,688	\$3,657,061	\$7,145,749	\$3.41

North Texas HIDTA initiatives seized over \$7.1 million in drug assets during CY 2006, thereby reducing availability and subsequent abuse. This yields a return on investment (ROI) of \$3.41 for every \$1.00 of HIDTA funding invested in North Texas HIDTA law enforcement and intelligence initiatives. It is recognized that additional law enforcement dollars from agencies outside HIDTA for such expenses as officer salaries, police overhead, etc. also contribute to drug seizures. Table 7 does not attempt to calibrate such outside expenses, but is focused directly on what HIDTA spends compared to the profits removed from the illicit market place.

Table 8 - Total Return on Investment (ROI) for Drugs and Assets Removed from the Marketplace by Law Enforcement Initiatives, 2006

North Texas 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	Expected Total ROI	Drugs and Assets Removed from Market	Actual Total ROI
2004	\$1,904,789	\$9,307,863	\$5.00	\$9,307,863	\$4.88
2005	\$2,112,071	\$9,307,863	\$5.00	\$23,159,365	\$10.96
2006	\$2,095,251	\$9,307,863	\$5.00	\$51,745,377	\$24.69

(Note: In 2004 the drug and drug assets seized yielded a \$5 ROI for the North Texas HIDTA. It should also be noted that although discretionary funding received by the Oklahoma regions was factored into the 2004 budget total, drug and drug assets seizures from the Accelerated Domestic Market Disruption and the Domestic Highway Interdiction Project Initiatives were not included, but have been included in 2005 and 2006.)

Just like a business corporation, you cripple a DTO by reducing its bottom line profits. Tables 6, 7 and 8 illustrate the efficiency of the North Texas HIDTA insofar as removing illicit drugs and drug profits from the DTOs.

In all, the North Texas HIDTA permanently removed nearly \$44.6 million in illicit drugs (compared to \$13.2 million in 2005) and over \$7.1 million in drug assets from the marketplace. When examined in budget terms, these results yield a ROI of \$24.69 for every \$1.00 of HIDTA funding invested in North Texas HIDTA law enforcement and intelligence initiatives. This is a significant increase from the \$10.96 ROI in 2005. Based upon available funding, the North Texas HIDTA continues to have success in crippling these DTOs in bottom line profits.

Table 9 - Value of Clandestine Methamphetamine Labs Dismantled by Size

Table 9: Value of Clandestine Methamphetamine Laboratories Dismantled by Size for Year 2006, at North Texas			
Meth Cost Per Ounce		\$453.00	
Lab Size	ID/Targeted	Dismantled	Value of Labs Dismantled
A. Less than 2 Oz	0	0	\$0.00
B. 2 - 8 Oz	0	0	\$0.00
C. 9 - 31 Oz	2	0	\$0.00
D. 32 - 159 Oz	0	0	\$0.00
E. 10 - 20 Lbs	0	0	\$0.00
F. Over 20 Lbs	0	0	\$0.00
Total	2	0	\$0.00

Although methamphetamine is a major problem in The North Texas HIDTA region, the clandestine production of methamphetamine has significantly declined since pseudoephedrine control legislation was adopted first in Oklahoma and later in Texas and has forced lab operators to obtain precursors from other states or Canada. The North Texas HIDTA does not have any initiatives that exclusively target clandestine labs. The initiatives more specifically target the large quantities of this drug being sold or trafficked through the area, keeping with the mission of targeting DTOs. As a result, regional clandestine labs are mainly targeted by local law enforcement and area task forces. Statistics for precursor chemicals, dumpsites, or glassware are not kept by the North Texas HIDTA.

Table 10 - Clandestine Laboratory Activities, 2006

Table 10: HIDTA Clandestine Laboratory Activities for Year North Texas, in 2006				
	Baseline	# Projected	# Identified	% Identified
Laboratory Dump Sites Seized	0	0	0	0%
Chemical/Glassware Equipment Seizures	0	0	0	0%
Children Affected	0	0	0	0%

B. Performance Measures for Goal 2

Table 11 – NORTH TEXAS HIDTA Training Efficiency by Type of Training, 2006

Table 11: HIDTA Training Efficiency by Type of Training for Year 2006, at North Texas											
Type of Training	# Students Expected for Training		# Students Actually Trained		# Training Hours Actually Provided		Total Training Cost		Training Cost Per Hour		
	2004	2006	2004	2006	2004	2006	2004	2006	2004	2006	% Change 2004-2006
Analytical/Computer	97	65	97	183	907	1,922	\$19,097	\$12,535	\$21.06	\$6.52	-69%
Investigative/Interdiction	413	380	413	808	4,232	13,237	\$26,482	\$33,431	\$6.26	\$2.53	-60%
Management/Administrative	34	10	34	229	456	1,345	\$24,157	\$2,177	\$52.98	\$1.62	-97%
Meeting / Conference	0	60	0	161	0	982	\$0	\$11,413	\$0.00	\$11.62	0%
Total	544	515	544	1,381	5,595	17,486	\$69,736	\$59,556	\$12.46	\$3.40	-73%

Note: These numbers do not include training statistics for the statewide Texas Narcotic Intelligence System (TNIS) that receives a portion of the North Texas HIDTA budget.

In 2005, the North Texas HIDTA increased training dramatically and this effort continued throughout 2006. As the chart illustrates, training included various topics and was offered to HIDTA assigned personnel, HIDTA member agencies and numerous area law enforcement departments in the North Texas HIDTA region. To date this has been our most successful training effort, providing 1,381 students with 17,486 course hours. This is a 58% increase in students trained and a 106% increase in the number of training hours provided from 2005. This training, which cost North Texas HIDTA \$3.40 per classroom hour (down from \$5.77 in 2005 and \$12.46 in 2004), was provided free of charge to North Texas HIDTA assigned and participating agency investigators. These training courses would not have been available without North Texas HIDTA support and funding.

Table 12 - Percentage of Event and Case Deconflictions Submitted, 2006

Table 12: Percentage of Event and Case Deconflictions Submitted for Year at North Texas						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Expected	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	5755	5,755	1,928	3,827	5,755	100%
2005	5755	6,127	2,903	4,414	7,317	119%
2006	5755	6,445	3,200	5,960	9,160	142%
2007	5755	7,779	0	0	0	0%
2008	5755	9,690	0	0	0	0%

*9160(Event-3200, Case Subject-5960)

**3200(RISC 1571, OIC-1251, TNIS-0)

***5960(RISC-4892, OIC-991, TNIS-77)

(Note: The TNIS numbers do not match the 2006 Budget submission as those numbers were statewide numbers and these are actual numbers for North Texas only.)

In 2006, the North Texas HIDTA saw a 25% increase in total deconflictions submitted compared to those submitted during 2005. This continues the trend we have seen each year since the start of this program. Current users of our deconfliction services include all HIDTA initiatives, member agencies and area departments. Our services in this project are open to all agencies and support has been outstanding from everyone. This service did not exist in this area prior to implementation by the North Texas HIDTA and we continue to believe that it is a critical program improving both the efficiency and safety of our investigations. In addition to receiving fax and phone requests, we have implemented electronic submission to encourage more agency participation. Of the 9 North Texas HIDTA initiatives eligible, one hundred percent (100%) participated in using deconfliction in 2006.

Table 13- Percentage of Investigations Provided Analytical Support, 2006

Table 13: Percentage of Cases Provided Analytical Support for Year at North Texas				
Year	Baseline # Cases Receiving Analytical Support	# Cases Expected for Analytical Support	# Cases Provided Analytical Support	% Expected Cases Supported
2004	192	192	192	100%
2005	192	198	99	50%
2006	192	207	125	60%
2007	192	94	0	0%
2008	192	125	0	0%

*125 (RISC-88, OIC-36, TNIS-1)

(Note: The DPS TNIS position was vacant from April 28, 2006 to December 18, 2006, resulting in the low case support number for this initiative.)

The North Texas HIDTA Regional Intelligence Support Center (RISC) and its intelligence subsystems continue to provide comprehensive intelligence and case support. During 2005, Table 13 showed a lower number and percentage of Targeted Investigations actually receiving analytical support. This was due to a clarification in the definition of what constituted actual “case” analytical support. Previously, intelligence inquiries (target checks, etc.) had been counted. During 2006, the total number of cases receiving analytical support increased by 26%. This clearly reflects an increase in the workload of the individual analysts.

Table 14 - Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies, 2006

Table 14: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at North Texas						
Year	Total HIDTA Initiative Cases	# Initiative Cases Expected for Referral	# HIDTA Initiative Cases Referred to Other HIDTAs	# HIDTA Initiative Cases Referred to Other Agencies	Total Initiative Cases Referred	% Expected Initiative Cases Referred
2004	0	2	0	0	0	0%
2005	99	6	6	26	32	533%
2006	188	40	13	20	33	82%
2007	0	44	0	0	0	0%
2008	0	29	0	0	0	0%

The NT HIDTA starting tracking these referrals in 2005 and is currently seeking to fine tune this process to more accurately report these referrals.

VII. Conclusions

The reporting period of January 1, 2006 through December 31, 2006 was the eighth year of operation for the North Texas HIDTA. The North Texas HIDTA Program continues to increase its involvement in high-level investigations, participation in deconfliction, intelligence support to law enforcement and overall service to the community. State, local, and now federal law enforcement agencies throughout the region continue to experience funding cutbacks. As funding is lost, the ability of those agencies to work together in a cooperative manner to conduct drug investigations becomes even more critical than in past years. The North Texas HIDTA assists in fostering cooperative relationships and the consolidation of resources, enabling agencies in the region to continue conducting meaningful and successful drug trafficking investigations.

The North Texas HIDTA's ability to fund and support intelligence driven drug enforcement operations has been critical to drug enforcement operations in the North Texas HIDTA region. The North Texas HIDTA was also the first provider of event and target deconfliction services in the region and remains the primary provider.

CY 2006 marks the third year that the North Texas HIDTA has reported enforcement initiative operational targets and subsequent outcomes using the performance measurement tables throughout this Annual Report. These graphic presentations illustrate how both North Texas HIDTA goals are well on target. Clear evidence of successful initiative productivity is present throughout the report, and one must conclude that drug availability is being reduced, DTOs are being disrupted or dismantled (Goal 1), and these accomplishments are being done efficiently, effectively and at less budgetary cost through HIDTA sponsored training and information sharing (Goal 2).

In the several years there has been a steady positive increase in the number of queries or data elements shared through the North Texas HIDTA computer infrastructure and the number of interactions between law enforcement, intelligence and prosecution activities. The bottom line is that interagency barriers are gradually but steadily falling. Technology is also facilitating this behavioral transition. Disparate database files that could not be connected in the past can now communicate, over high-speed computer networks to share data and facilitate joint law enforcement, intelligence and prosecution efforts.

With support from the North Texas HIDTA RISC, OIC, and TNIS, law enforcement operational initiatives continue to make significant progress in identifying, investigating and dismantling the most dangerous and prolific drug dealers, money launderers and weapons traffickers operating in the North Texas HIDTA region.

The North Texas HIDTA is extremely pleased that its initiatives comply fully with the precepts of Goals 1 and 2. Namely, they have been extremely efficient and effective in achieving their results to date, and continue to improve going forward. CY 2006 continued a positive impact in the North Texas HIDTA history of fighting illicit drug activities. HIDTA leadership, both nationally and locally, envisioned an organization that could do even more than had been accomplished in previous years. It saw an organization that could improve by becoming more proactive.

The principle of measurable results for each federal dollar spent was adopted as a key component of the HIDTA Program using the PMP tables. More than 40 federal, state and local agencies in the North Texas HIDTA region participate in the North Texas HIDTA law enforcement, investigative support, and intelligence initiatives. Proactive thinking is also a key component to the North Texas HIDTA local support as staff strives to foster efficiency and effectiveness among and between the initiatives under its guidance, through interagency cooperation and information sharing.

The HIDTA approach of encouraging officers from a variety of agencies to participate in joint initiatives and even share office space strengthens the opportunity for identifying, monitoring, and addressing emerging trends. Intelligence sharing through resources such as the HIDTA PMP Database enables regional HIDTAs to track the movements of specific DTOs and the drugs they distribute. North Texas HIDTA technology provided the necessary infrastructure to consolidate available resources, and provided a platform for intelligence gathering and information sharing. The North Texas HIDTA is clearly an efficient multi-agency system, where every initiative now has a clear set of objectives, and where the cumulative product can be measured, evaluated, and fine-tuned as needed.

Although the North Texas HIDTA has made considerable progress over the past year, there are still many challenges to face. The emergence of internationally connected drug trafficking organizations, the continuing unacceptably high levels of methamphetamine addiction and drug-related crime; the persistent abuse of cocaine HCL, crack cocaine, marijuana, MDMA and the other drugs as described throughout the Threat Assessment are all threats that the North Texas HIDTA must continue to address. By bringing together criminal justice professionals and developing innovative, effective solutions to the region's drug threats, the North Texas HIDTA will continue to lead the effort to protect regional residents from the scourge of illegal drugs.

VIII. Appendices

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