

West Texas HIDTA CY 2006 Annual Report



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I. Executive Summary

Illicit drug trafficking, smuggling, transshipment and distribution continues to plague the West Texas Region of the Southwest Border HIDTA (West Texas Region), and its vile impact reaches into the entire country with an intertwined dependency starting with violence in Juarez, to corruption and crime in El Paso, through to distribution and abuse in cities such as Chicago, Atlanta, St. Louis, Denver, and New York to name a few.

Illegal drugs affect every component of our society. The HIDTA Program is designed to significantly disrupt the market for these illicit activities. Every time illegal drugs and associated assets are seized, the regional marketplace – and the destination regional marketplaces – for illegal drugs suffer a setback. These seizures hit drug trafficking organizations (DTOs) hard, affecting their profitability, and frequently their ultimate survival. 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. Law enforcement activities, of course, also have a cost. A key question emerges, therefore, as to how efficiently and effectively public dollars are being spent on these objectives. This Report answers those questions. During this past reporting period, West Texas Region initiatives disrupted the market for illegal drugs by meeting or exceeding many of their performance targets for the year, and they did so in a cost effective manner. The following highlights illustrate this success:

- To maximize results, the West Texas Region, SWB HIDTA facilitates cooperation and joint efforts between different law enforcement organizations. There are 29 federal, state and local law enforcement agencies participating in the West Texas Region law enforcement initiatives and task forces. In West Texas, 260 full time federal, state and local law enforcement personnel work side by side in commingled multi-agency task forces. Additionally, agencies in West Texas have committed 1,127 personnel on a part-time basis to our full-time task forces. With support from the West Texas Investigative Support Center (West Texas ISC), regional initiatives continue to make significant progress in identifying, investigating and dismantling or disrupting the area's most dangerous and prolific DTOs, money launderers, and violent criminals.
- Illicit drugs are extremely profitable for the illegal organizations that traffic them. Removing those profits hits home where it counts. During CY 2006, over \$319 million in illicit drug profits were permanently eliminated from the balance sheets of regional DTOs. This would be a serious financial blow to even the largest legitimate corporation. Its impact on an illegal DTO is greater yet, and 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 HIDTA budget dollar spent on law enforcement, prosecution, and investigative activities in West Texas contributed to removing \$41 in illicit drugs from the market and seizing \$4 of drug-related assets. Thus, West Texas Region – SWB HIDTA initiatives achieve a remarkable Return-on-Investment (ROI) of \$46 for every \$1 of West Texas Region HIDTA funds invested.

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- HIDTAs exist to disrupt and dismantle DTOs. Throughout 2006, the West Texas Region identified 287 and targeted 271 of those identified. HIDTA initiatives dismantled 41% of the identified DTOs and further disrupted 23%.
- Of the DTOs and Money Laundering organizations targeted, 112 were completely dismantled, forever removing their illegal activities from the marketplace.
- The West Texas Region 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. As illustrated by the statistical measures contained throughout this Annual Report, during CY 2006, the West Texas Region initiatives targeted more complex cases involving larger DTOs. More specifically, initiatives handled 33 OCDETF cases, 14 of which involved international DTOs.
- Through supplemental 2003 funding the West Texas Region created the Consolidated Priority Organization Target (CPOT) Managing Committee, a project of cooperative strategic and tactical effort involving all of the Region's initiatives. These funds combined with a 2004 supplemental propelled the project to maturation. This project has targeted the three major, international cartels operating throughout the West Texas/Southwest Border corridors during 2006. Through the efforts of this initiative, 5 international organizations were dismantled and another 19 were disrupted.
- West Texas Region initiatives identified 39 money laundering DTOS during 2006. Of the 39 money laundering organizations targeted, 5 were dismantled and an additional 12 were disrupted.
- Effective investigations depend upon information and intelligence. The West Texas Region continues to be a model for inter-agency information and intelligence sharing. The West Texas Intelligence Initiative continues to be a vital asset to the region's drug enforcement agencies. This is a result of the analytical support and deconfliction services provided by the West Texas ISC. Over 1,300 events, and over 16,000 cases, were submitted for deconfliction. Additionally, 427 investigations were provided analytical support through the HIDTA ISC.
- The West Texas Region continues to play a leading role in assisting the law enforcement, prosecution, and investigative support initiatives with their information sharing and training needs. Information sharing and training support form the "glue" that binds these initiatives together by promoting and facilitating greater efficiency and effectiveness. The West Texas Region Training Program continues to be an effective program for provided needed training in the region. It is a source for over 13,040 hours of training at a cost of only \$4.40 per training hour provided.

II. Introduction

The West Texas Region is pleased to present this Annual Report documenting its activities during the last calendar year. To fully appreciate the West Texas Region's achievements, it is important to understand how each HIDTA is structured, and why it exists. The Director, 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. Within the Southwest Border (SWB) HIDTA, five regions have been designated to further enhance the coordination and cooperation within this large geographic area. HIDTAs play a significant role in addressing real world drug and drug-related problems, and offer real world solutions. The West Texas Region is no exception. The West Texas Region has fostered cooperative and effective working relationships with over 29 federal, state and local agencies in its quest to disrupt or dismantle DTOs. These working relationships are embodied in the West Texas Region initiatives. A detailed description of each initiative can be found in the *SWB HIDTA – West Texas 2006 Strategy*, which is available from the West Texas Regional Director's office.

West Texas Region law enforcement initiatives have established priorities that focus on immobilizing DTOs, especially those involved with drug-related smuggling and transshipment activities, as well as targeting those DTOs that have the greatest adverse impact on the quality of life in the regional neighborhoods and communities and on other areas in the country. There is a determined effort to counter drug movement into and through the region, and to arrest those who attempt to return the proceeds from illegal drug sales through the region. This is exemplified by the continuing enhancements to regional interdiction initiatives. These priorities are supported by a strong commitment from federal and state prosecutors to provide timely and sound legal advice.

To achieve meaningful results, each HIDTA needs clear goals (the HIDTA Program Goals); a 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.¹

During the past calendar year, the ONDCP Director and Executive Boards worked closely with law enforcement and local HIDTA staff to develop a vision of the future which clearly reflects what outcomes HIDTA initiatives seek to achieve.

**West Texas Region – SWB HIDTA
Vision Statement**

With the continued cooperation and commitment of the local community of law enforcement, this HIDTA will develop into an even more successful and effective partnership. New records in seizures, arrests, convictions, and DTO asset removal are readily in the grasp of this partnership through dynamic coordination of law enforcement at every level of government. The past record setting performances will be exceeded in the years to come and the impact of this HIDTA on the rest of the nation will be imperative to the Nation's safety and quality of life.

The West Texas Region'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 West Texas Region's approach proves that separate law enforcement initiatives *are working together effectively and efficiently*.

General George Patton once observed that a mediocre plan, well executed, was better than a perfect plan, poorly executed. Unfortunately, many organizations too often neglect to establish any plan at all, good or bad. The West Texas Region is not one of them. The West Texas Region recognizes that without a clear mission, the law enforcement, intelligence and prosecution communities cannot work in concert toward any mutual objectives, and success cannot be quantified or measured. The West Texas Region fully embraces the following mission in conjunction with the national program objectives.

**West Texas Region – SWB HIDTA
Mission Statement**

The West Texas Region's mission is to dismantle the drug trafficking organizations (DTO) in our region and to stop the flow of illegal drugs into the United States. We will make our area unattractive to the DTOs via **cooperative** efforts in intelligence, investigation, interdiction, forfeiture, and prosecution initiatives.

Together, we will "target harden" our area via development and **coordination** of multi-agency intelligence, interdiction, investigation, forfeiture and prosecution initiatives.²

Reporting Period: This Annual Report covers the reporting period January 1, 2006 to December 31, 2006.

Budget Allocation: During this reporting period, ONDCP allocated a \$7,672,018 budget for West Texas Region's operations. This budget includes baseline funding of \$7,572,018, plus supplemental funding of \$100,000 for ONDCP's Domestic Highway Enforcement project. West Texas strives to minimize any expenditure that does not directly address achieving their primary objectives. Accordingly, the West Texas Region – SWB HIDTA allocates 93% of its funding directly to its family of initiatives and their operational support costs. Throughout this Annual Report, the West Texas Region of the Southwest Border HIDTA is pleased to report significant success in achieving its mission, and its performance is trending positive for the future. HIDTA dollars are well spent inasmuch as they are yielding precisely the desired effects.

Geographic Area of Responsibility:

- Texas - Brewster County, Crockett County, Culberson County, El Paso County, Hudspeth County, Jeff Davis County, Pecos County, Presidio County, Reeves County, Terrell County.

The West Texas Region covers one distinct population center, El Paso, Texas, and includes over 29 separate city and county jurisdictions. West Texas adjoins a 520 mile international border with Mexico, which is distinguished by the Rio Grande River. It has been stated that 70% of drugs smuggled into the United States³, are smuggled across the Southwest Border, a larger portion of that coming through the West Texas Region. With the exception of fortified areas along El Paso's border, the river affords no deterrent to smugglers and border crossers of any kind. The vast, open space of this region fosters an ideal habitat for drug smuggling, transshipment and transportation of illegal drugs from Mexico to all of the United States. In the urban areas of El Paso County, the opportunities to smuggle illegal drugs through the international bridges are innumerable. Increased enforcement and control at the international bridges have been successful, but with over 100,000 people crossing every day⁴, drug trafficking organizations still have ample smuggling opportunities. Specifically, highly developed transportation routes (land, rail, and air), and easy access to the nation's transportation network, make the West Texas Region a primary transshipment market of choice for major DTOs.



Figure 1: West Texas Area of Responsibility

III. National HIDTA Goals

HIDTAs nationally have 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. The West Texas Region – SWB HIDTA is proud to present these national HIDTA program goals, plus concise summaries of its Threat Assessment for Budget Year 2006 and resultant Strategy in the following sections. The West Texas Region has fashioned an individual strategy to meet local drug threats according to its individual needs, in conjunction with the national objectives:

NATIONAL HIDTA GOALS⁵

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 targets for West Texas Region initiatives. They also provide the foundation upon which performance planning and outcome measurement are based. As the West Texas Region develops budget submissions, each initiative must present programmatic and fiscal justifications that are based on the Threat Assessment; must articulate how the initiative's funding request directly addresses the threat; set realistic performance measures; and each initiative must eventually provide specific information on how the funding has allowed the West Texas Region and the SWB HIDTA to meet its desired outcomes. West Texas Region initiatives are developed within clear national guidelines governing all HIDTA activities and expenditures.

The West Texas Region Executive Committee is significantly involved in all aspects of the HIDTA Intelligence, Investigation, Interdiction, Prosecution, and Support activities. The Committee provides a forum to share important trends in drug trafficking, gathers information on which drugs are being distributed throughout the region, and identifies DTOs. The Committee also addresses important administrative issues in its oversight capacity. The Committee has established an Intelligence Oversight Committee that supports West Texas Region initiatives and its participating agencies on a wide variety of intelligence issues, ISC policy issues, training, computer technology and other matters. The West Texas Region's – and ultimately the SWB HIDTA's - success is measured by results, and each initiative is fully accountable for its success or failure in meeting its objectives.

IV. Summary of Threat Assessment for Budget Year 2006 (taken from the 2006 submissions, threat written in the spring of 2005)

Many of the law enforcement problems in the West Texas Region of the SWB HIDTA (WTR) are created by our location on the U.S./Mexico border. The WTR's location

presents unique problems and opportunities not encountered by other major U.S. cities. El Paso and its sister city, Juarez, Chihuahua comprise the largest metropolitan area on the border between the United States and Mexico. It is estimated that between 1,900,000-2,200,000 people inhabit the El Paso/Juarez (EP/J) borderplex. From that number, approximately 1.5 million reside in Juarez, many in third world living conditions, placing a tremendous burden on the El Paso infrastructure. Daily, over 120,000 people cross the international bridges into El Paso. Many shop and conduct business, some visit family, and others commit crimes. All of these people use the roads, hospitals, jails etc., in El Paso, whose maintenance is supported by the El Paso taxpayer. Additionally, sewer system improvements, disease eradication, water planning, air quality control, upgrade of city resources, use of educational facilities and resources, maquiladora support and the interaction with the international banking systems are usually initiated on the El Paso side, again impacting the already overburdened El Paso taxpayer.

This melting pot creates unique problems that are of an international flavor. The U.S. government had been slow in acknowledging their responsibilities on the U.S./Mexico border, but in the last 5 years, and since 9/11, more resources have been committed to resolve international problems. However, this commitment must be maintained for the next several decades in order to undo the many years of neglect.

Whereas the border restricts U.S law enforcement efforts, criminals use the border as a cloak to hide from law enforcement agencies (LEAs). They also use corruption on both sides of the border to aid them in their illegal activities. The smuggling, warehousing and transshipment of narcotics are the biggest problems in the WTR. Homeland Security (which includes alien smuggling) is also a major concern for all of the law enforcement agencies in the WTR. Gangs and their network of criminal episodes also create problems for WTR LEAs⁶

V. HIDTA Strategy Summary

To combat this significant threat, the West Texas Region coordinates ten task forces, a comprehensive intelligence initiative, a prosecution initiative, and two support initiatives. The West Texas Region Strategy is a balanced approach, targeting all levels of drug trafficking in our region, from the DTO/Cartel leaders on down to the “mules” who carry the drugs across the border, the money laundering organizations, transportation organizations, and the use of stash houses and hotels. All initiatives are organized to disrupt and dismantle both CPOT and Regional Priority Organization Targets (RPOT) organizations in our region. The strategy is designed to address the duality of our threat. In the Big Bend region, our strategy is designed to address the rural trafficking of illicit narcotics, while in the El Paso area, the strategy is geared towards the use of POEs, transportation hubs and venues, hotels, stash houses, and money laundering activities. The intelligence subsystem is designed to span the entire region, and pulls all West Texas Region initiatives into one synchronized effort.

The participating agencies in the West Texas Region each have their own strategy, requirements and missions. The HIDTA program provides an overall coordination umbrella

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for law enforcement efforts to secure our border and to disrupt and dismantle the organizations attempting distribute illicit drugs throughout our region and to the rest of the nation. The West Texas Regional strategy is successful in leveraging resources toward a common goal – to disrupt the flow of illegal drugs through our border. Federal, state, and local agencies throughout this Region of the SWB HIDTA have committed non-HIDTA funded resources toward the West Texas Region and SWB HIDTA efforts and other counter-narcotics efforts due to the collaboration and coordination efforts of the West Texas Regional Executive Committee.⁷

In an increasingly competitive policy and budget environment, it is critical for the West Texas Region to develop strategies and resource requests that will produce positive regional outcomes consistent with the two HIDTA goals. The West Texas Region funded 13 initiatives in CY 2006 distributed as follows.

- 5 Investigative DTO focus
- 1 Investigative Money Laundering focus
- 3 Interdiction focus
- 1 Intelligence focus
- 1 Prosecution focus
- 2 Management & Support focus

VI. HIDTA Performance Measures

Working hard does not always equal working smart. HIDTAs across the country have instituted new procedures aimed at ensuring that HIDTA sponsored initiatives work both hard and smart. Since inception, the West Texas Region has refined a collaborative process to conduct peer review and Executive Committee reviews to ensure, as a group, that allocation of HIDTA funds is based on the benefit to the HIDTA mission, goals and strategy. This process ensures, up front, that planned initiatives and budgets are targeted to have the greatest impact possible. Regardless of past HIDTA reporting mechanisms, this process ensured continuation of demonstrable results. The HIDTA Performance Management Process (PMP) clearly exhibits our results.

Performance measures introduce a new standardized capability to quantify and track HIDTA targets and monitor HIDTA results. With application of the PMP, the West Texas Region Annual Report functions as a report card; a barometer of HIDTA efficiency and effectiveness; a source for comparison with previous year efforts; and most importantly, a beacon for future action. The next series of tables and charts present specific outputs and efficiency measures organized in HIDTA Goal order. These measurable results reflect a continuing increase in efficiency and effectiveness at lower programmatic costs. More is being accomplished with less. . . an admirable trend:

A. Performance Measures for Goal 1

1. Core Table 1—Percentage of Expected DTO Disrupted or Dismantled, 2006

Table 1: Percentage of Expected DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at SWB - West 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	39	29	22	76%	5	17%	27	93%
Multi-state	160	50	34	68%	48	96%	82	104%
Local	88	40	6	16%	59	148%	65	162%
Total	287	119	62	52%	112	94%	174	146%

Table 1: Percentage of DTO Disrupted or Dismantled , 2006

This core table presents the DTOs identified and targeted according to their operational scope (i.e., international, multi-state, local); and calculates the percent disrupted and dismantled according to each type. The desired outcome is to identify, target, and disrupt or dismantle DTOs. Many of the international, multi-state, and even local DTOs can be linked in some way to about 3 of the highest level international organizations (identified as CPOT organizations, or more commonly known as cartel leaders) in Mexico. The highest levels of those organizations are untouchable by HIDTA initiatives due to their location in other countries; however the higher level smuggling organizations, transportation organizations, and money laundering organizations are within our reach. Each time such an organization is dismantled, the cartel leaders are significantly disrupted.

2. Core Table 2—Percentage of DTOs Under Investigation Disrupted or Dismantled by Scope, 2005

Table 2: Percentage of Under Investigation DTOs and MLOs Disrupted or Dismantled by Scope for Year 2005, at SWB - West 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	39	38	22	58%	5	13%	27	71%
Multi-state	160	149	34	23%	40	27%	82	55%
Local	80	84	6	7%	59	70%	65	77%
Total	267	271	62	23%	112	41%	174	64%

Table 2: DTOs Disrupted or Dismantled, 2006

This core table presents the DTOs under investigation according to their operational scope (i.e., international, multi-state, local); and calculates the percent disrupted and dismantled according to each type. The desired outcome is to identify, target, and disrupt or dismantle DTOs. Many of the international, multi-state, and even local DTOs can be linked in some way to about 3 of the highest level international organizations (identified as CPOT organizations, or more commonly known as cartel leaders) in Mexico. The highest levels of those organizations are untouchable by HIDTA initiatives due to their location in other countries; however the higher level smuggling organizations, transportation organizations, and money laundering organizations are within our reach. Each time such an organization is dismantled, the cartel leaders are significantly disrupted.

3. Core Table 3 and 3a---Percentage of Money Laundering Organizations Disrupted or Dismantled by Scope, 2006

Table 3: Percentage of Expected Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2003, at SWB - West 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	13	8	7	88%	2	25%	9	112%
Multi-state	23	0	5	0%	3	0%	8	0%
Local	3	0	0	0%	0	0%	0	0%
Total	39	8	12	150%	5	62%	17	212%

Table 3 Money Laundering Organizations Disrupted or Dismantled, 2006

This core table addresses performance targets for money laundering DTOs targeted, disrupted and dismantled. The desired outcome is to identify, target, and disrupt or dismantle DTOs. During 2003, the West Texas Region established the Enterprise Money Laundering Initiative (EMLI), with 2004 being its first full year of operation. The creation of EMLI has led to more focused investigation of money laundering activities, and has provided assistance to other investigative initiatives to expand drug investigations into the money laundering activities associated with drug trafficking.

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Table 3a: Percentage of Under Investigation Money Laundering Organizations - Disrupted or Dismantled by Scope for Year 2006, at SWB - West Texas								
Scope	# MLOs Identified	# MLOs Under Investigation	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	13	13	7	54%	2	15%	9	69%
Multi-state	23	23	5	22%	3	13%	8	35%
Local	3	3	0	0%	0	0%	0	0%
Total	39	39	12	31%	5	13%	17	44%

Table 3a Money Laundering Organizations Disrupted or Dismantled, 2006

This core table addresses performance targets for money laundering DTOs investigated, disrupted and dismantled. The desired outcome is to identify, target, and disrupt or dismantle DTOs. During 2003, the West Texas Region established the Enterprise Money Laundering Initiative (EMLI), with 2004 being its first full year of operation. The creation of EMLI has led to more focused investigation of money laundering activities, and has provided assistance to other investigative initiatives to expand drug investigations into the money laundering activities associated with drug trafficking.

4. Core Table 4—Operational Scope of All DTO Cases Initiated, 2006

Table 4: CPOT, RPOT, and OCDETF Cases (by Operational Scope) Initiated in 2006, at SWB - West Texas			
Scope	# CPOT Cases	# RPOT Cases	# OCDETF Cases
International	9	3	14
Multi-state	5	2	19
Local	0	0	0
Total	14	5	33

Table 4 HIDTA Operational Scope, 2006

This core table presents the characteristics of the HIDTA case workload by quantifying the number of cases opened and the number of CPOT, RPOT, and OCDETF cases, respectively. As a matter of course, HIDTA investigative initiatives seek to obtain OCDETF designation and coordination on all cases. Many OCDETF cases in West Texas originated from HIDTA initiatives, or were spin-off cases from HIDTA initiatives. For all OCDETF cases conducted in West Texas, the HIDTA does provide intelligence support through the West Texas Investigative Support Center (ISC). When HIDTA case is not granted OCDETF designation, the case will continue to be developed and prosecuted. Many cases will be prosecuted through the state courts via the West Texas HIDTA Prosecution

Initiative. Often, cases will have a better chance of prosecutorial success in state courts, and on occasion have a higher punishment imposed than through Federal courts.

5. Core Table 5—Drugs Removed from the Marketplace, 2006

Table 5: Drugs Removed from the Marketplace for Year 2006, at SWB - West Texas		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
Heroin kg	155.277	\$9,316,620
Cocaine HCL kg	5,400.857	\$103,966,497
Crack cocaine kg	0	\$0
Marijuana kg	121,206.659	\$176,658,705
Marijuana plants and grows	0	\$0
Methamphetamine kg	1.407	\$30,954
Methamphetamine ice kg	0	\$0
Ecstasy(MDMA)(D.U.s)	9,351.000	\$140,265
Alprazolam	803.000	\$803
Anabolic steroids	6.000	\$6
Dilaudid	18.000	\$18
LSD	1,420.000	\$8,520
Other	3,487.000	\$3,487
Oxycodone	230.000	\$230
Total Wholesale Value		\$290,126,105

Table 5: Drugs Removed from the Marketplace, 2006

6. Core Table 6—Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives, by Year

SWB - West 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	\$7,617,084	\$457,086,204	\$60.00	\$457,086,204	\$60.00
2005	\$7,408,818	\$457,086,204	\$60.00	\$377,108,009	\$50.89
2006	\$7,003,833	\$457,086,204	\$60.00	\$290,126,105	\$41.42

Table 6 ROI for Drugs Seized, 2006

Core table 5 quantifies the wholesale value of the drugs seized during the requisite calendar year. Core Table 6 explores Return on Investment (ROI) for drugs removed, but does so directly as a performance target. The desired outcome is to remove drugs and drug assets from the marketplace, thereby increasing the Return on Investment (ROI) for HIDTA budget dollars expended. In terms of quantity, West Texas initiatives seized fewer drugs in 2006 than in 2005. There are varying factors which affect this measurement. One factor is the affect of level funding on the HIDTA initiatives. Increases in costs, combined with level funding have impacted the operational abilities of HIDTA initiatives. One area most affected is state and local overtime. Fewer funds are free to direct toward operational overtime, and this affects the kind of activity that leads to drug seizures. Throughout 2006, other agency resources were directed at deterring drug transshipment through the West Texas Border. DHS has committed increased resources, along with the State of Texas, and the National Guard deployments has had an impact as well. These resources allowed for increased surge operations which affected the DTOs ability to transship drugs in traditional ways. This has placed an increased burden on investigative initiatives to further close the gaps still being utilized and exploited by the DTOs. Level funding has greatly affected their ability to ramp up those operations.

Most of the drugs seized in West Texas are bound for destination cities all over the United States. The most common destination for West Texas seizures is Chicago, Illinois and now Atlanta, Georgia. Therefore the wholesale value of “Drugs Removed from the marketplace” is based on the stated wholesale value for Chicago and Atlanta.⁸ This represents the impact of interdiction and investigative efforts in West Texas on other areas of the country.

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

SWB - West 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	\$7,617,084	\$13,245,802	\$2.00	\$6,102,710	\$7,143,092	\$13,245,802	\$1.73
2005	\$7,408,818	\$13,245,802	\$2.00	\$14,835,083	\$6,286,531	\$21,121,614	\$2.85
2006	\$7,003,833	\$13,245,802	\$2.00	\$20,011,238	\$9,833,616	\$29,844,854	\$4.26

Table 7: ROI for Assets Seized, 2006

Core Table 7 presents Return on Investment performance targets and measures for drug assets seized. The desired outcome is to remove drugs and drug assets from the marketplace, thereby increasing the Return on Investment (ROI) for HIDTA budget dollars expended. For every dollar of HIDTA funds invested in West Texas, DTOs’ assets are removed three times as much. This table represents the amount of DTO assets removed, to include currency and property. Increases of asset seizures in recent years is a reflection of a concerted strategic effort by all West Texas initiatives to investigate and cooperatively attack the more long term investigations of higher level DTOs.

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

SWB - West 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	\$7,617,084	\$470,332,006	\$62.00	\$470,332,006	\$61.74
2005	\$7,408,818	\$470,332,006	\$62.00	\$398,229,623	\$53.75
2006	\$7,003,833	\$470,332,006	\$62.00	\$319,970,959	\$45.68

Table 8: Total ROI, 2006

This core table presents Return on Investment Performance Targets and Measures combining the wholesale value for drugs seized, with the value for drug assets seized. The desired outcome is to permanently remove drugs and drug assets from the marketplace, thereby increasing the Return on Investment (ROI) for HIDTA budget dollars expended. For every \$1 of HIDTA funds invested in West Texas law enforcement, DTOs’ are impacted 46 times. This table represents the value of directing federal resources to the Southwest Border,

targeting the transshipment of drugs before they reach the marketplace, and having the greatest impact on disrupting the profitability of DTOs attempting to transship drugs into and throughout the United States.

9. Core Table 9—Value of Clandestine Methamphetamine Labs Dismantled in 2006, by Size.

Table 9: Value of Clandestine Methamphetamine Laboratories Dismantled by Size for Year 2006, at SWB - West Texas			
Meth Cost Per Ounce		\$1,133.00	
Lab Size	ID/Targeted	Dismantled	Value of Labs Dismantled
A. Less than 2 Oz	8	0	\$0.00
B. 2 - 8 Oz	0	0	\$0.00
C. 9 - 31 Oz	0	1	\$22,660.00
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	8	1	\$22,660.00

Table 9: Clandestine Methamphetamine Labs Dismantled, 2006

This core table calculates the estimated value for a dismantled Clandestine Methamphetamine laboratory based on the wholesale price⁹ of an ounce of Methamphetamine in a HIDTA's region. Methamphetamine laboratories have not been as prevalent in West Texas, as seen in other parts of the country. That being said, the use of methamphetamine appears to be slightly on the rise. HIDTA initiatives are not the primary responders to methamphetamine labs in West Texas. However, the one lab reported here, is the result of a significant investigation initiated with the support of supplemental funding.

10. Core Table 10—HIDTA Clandestine Laboratory Activities, 2006

Table 10: HIDTA Clandestine Laboratory Activities for Year SWB - West Texas, in 2006				
	Baseline	# Projected	# Identified	% Identified
Laboratory Dump Sites Seized	1	2	0	0%
Chemical/Glassware Equipment Seizures	1	0	1	0%
Children Affected	0	0	4	0%

Table 10: Clandestine Activities, 2006

This core table reports the baseline number of laboratory dump sites, chemical/glassware seizures, and the number of children potentially affected by those sites. This table requires the HIDTA to project how many of each will be identified in the upcoming year. Since West Texas HIDTA initiatives are not the primary responders to methamphetamine labs, no projections have been made.

B. Performance Measures for Goal 2

I. Core Table 11—HIDTA Training Efficiency by Year and Type of Training

Table 11: HIDTA Training Efficiency by Type of Training for Year 2006, at SWB - West Texas											
Type of Training	# Students Expected for Training		# Students Actually Trained		# Training Hours Actually Provided		Total Training Cost		Training Cost Per Hour		% Change 2004-2006
	2004	2006	2004	2006	2004	2006	2004	2006	2004	2006	
Analytical/Computer	127	200	119	34	5,372	824	\$15,771	\$5,562	\$2.94	\$6.75	130%
Investigative/Interdiction	410	275	327	695	7,864	11,924	\$63,212	\$44,876	\$8.04	\$3.76	-53%
Management/Administrative	46	25	45	26	392	216	\$2,634	\$2,045	\$6.72	\$9.47	41%
Prosecution	3	0	3	1	120	20	\$5,892	\$2,262	\$49.10	\$113.10	130%
Technical Training	3	0	3	2	240	56	\$8,110	\$2,688	\$33.79	\$48.00	42%
Total	589	500	497	758	13,988	13,040	\$95,619	\$57,433	\$6.83	\$4.40	-36%

Table 11: HIDTA Training Efficiency

This core table reports the number and type of training courses, hours, as well as the number of students who will attend those courses that were planned to be conducted by HIDTA staff or other sources. The West Texas Region has two approaches to providing necessary training to HIDTA participants. The first is to import free or low cost drug law enforcement training to agencies in the region. This training is coordinated and hosted by HIDTA and addresses the broad based drug enforcement needs of the overall HIDTA area. The second method is allow HIDTA initiatives to utilize HIDTA funds for travel and training costs to meet the specific training and development needs of the individual HIDTA initiatives. The West Texas Region has been highly efficient in providing relevant drug enforcement training to 758 officers and agents at a cost of only \$4.40 per training hour.

2. Core Table 12—Percentage of Event and Case Deconflictions Submitted, for CY 2006.

Table 12: Percentage of Event and Case Deconflictions Submitted for Year at SWB - West Texas						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Expected	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	21183	18,305	1,570	19,613	21,183	116%
2005	21183	21,183	1,476	15,445	16,921	80%
2006	21183	21,300	1,394	16,012	17,406	82%
2007	21183	17,200	0	0	0	0%
2008	21183	17,400	0	0	0	0%

Table 12: HIDTA Deconfliction Submissions, 2006

This core table reports the number of submissions to the HIDTA for event and case/subject deconflictions per year since 2004 (baseline). Deconfliction services are at the core of operations for a HIDTA ISC. Deconfliction, simply stated, is the foundation of intelligence sharing efforts.

Figure 2: Event Deconfliction Services

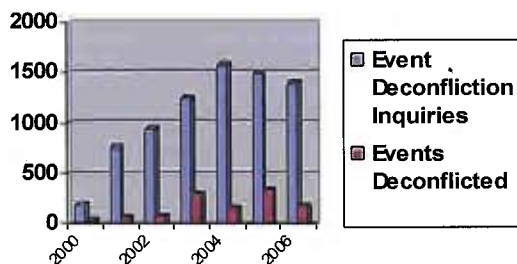
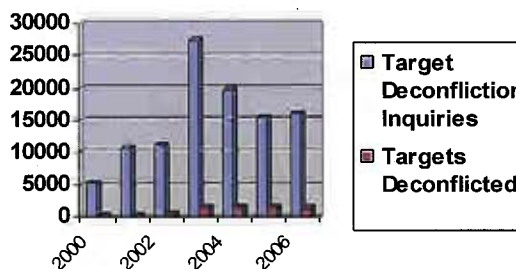


Figure 3: Target Deconfliction Services



Since inception, in 1997, the West Texas ISC has continued to grow and expand its services to the West Texas HIDTA area, and beyond. Use of the ISC continues to grow as agencies in the region are trained in the services and learn to trust the consolidated, cooperative effort. The efforts of the West Texas Executive Committee, the ISC Managers, and the HIDTA Director have paid off.

3. Core Table 13—Percentage of Investigations Provided Analytical Support, for CY 2006

Table 13: Percentage of Cases Provided Analytical Support for Year at SWB - West Texas				
Year	Baseline # Cases Receiving Analytical Support	# Cases Expected for Analytical Support	# Cases Provided Analytical Support	% Expected Cases Supported
2004	240	39	240	615%
2005	240	240	240	100%
2006	240	500	427	85%
2007	240	260	0	0%
2008	240	200	0	0%

Table 13: Investigations Supported, 2006

This core table quantifies the amount of analytical support being provided by the HIDTA. The desired outcome is to implement a system for real-time exchange of information. Analytical support refers to toll, mapping, link analysis, document analysis, and other similar activities supporting an enforcement effort or prosecution. For planning purposes, the West Texas Region utilized previous investigative support data to determine a target amount. With the continued development of the West Texas ISC, investigative support has improved over 600% since 2003. In 2005, the number of amount of analytical support provided by the intelligence initiative remained stable. This can be expected, since funding and participation for the initiative remained unchanged for 2005. Leaders of the ISC expect the number of supported investigations to continue to increase as the West Texas ISC grows more and more as the central hub for all investigative support for the Region. CY 2004 data is used to establish the baseline.

4. Core Table 14—Percentage of HIDTA Initiative Investigations Referred to Other HIDTAs and Other Agencies, for CY 2006

Table 14: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at SWB - West 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	718	149	127	22	149	100%
2005	802	150	90	83	173	115%
2006	1768	97	45	174	219	225%
2007	0	233	0	0	0	0%
2008	0	120	0	0	0	0%

Table 14: HIDTA Affiliated Cases Referred, 2006

This core table examines the extent to which information is shared within the law enforcement community. The table provides a means to account for investigations referred both to other HIDTAs as well as to outside agencies. The desired outcome is to implement a system for real-time exchange of information. Many of the West Texas Region initiatives develop cases that have a nexus to other parts of the country. This is reflected in the high volume of cases that are referred or handed off to other HIDTAs or other agencies. HIDTA initiatives in West Texas are not the sole producer of drug investigations in the region. There are several other agency groups and units organized to conduct drug investigations. For example, DEA has several groups assigned that are not associated with HIDTA initiatives, but work cooperatively and effectively with the HIDTA. Often, an investigation will produce a spin-off case that is referred to groups and units within some of the HIDTA participating agencies. Many of the cases identified as referred, are handed off to counterparts in other cities such as Chicago, Atlanta, Oklahoma City, Los Angeles, or New York, to name a few.

C. Threat Specific and Need Specific Tables:

1. Threat Specific Table 15: Fugitives Targeted and Apprehended, for CY 2006

HIDTA Fugitives Targeted and Apprehended by Year at SWB - West Texas						
Year	# Identified	# To Be Apprehended	% To Be Apprehended of Identified	# Apprehended	# Related To Drug Charges	Apprehended % of To Be Apprehended
2005	0	0	0%	0	0	0%
2006	12000	1500	12%	2773	962	184%
2007	12000	2000	16%	0	0	0%
2008	12000	2000	16%	0	0	0%

Table 15: Fugitives Targeted and Apprehended, 2006

This threat specific table illustrates the number of federal fugitives identified, targeted and apprehended on a year-by-year basis. The desired outcome is to investigate, arrest and prosecute federal fugitives. The West Texas HIDTA Fugitive/Violent Offender Task Force is uniquely organized to target and apprehend the most wanted fugitives from, and residing in, the West Texas Region. This initiative has made it a priority to apprehend drug trafficking fugitives, specifically targeting individuals related to CPOT organizations and those tied to OCDETF investigations. This total includes 12 ODCEFT fugitives that were arrested. In 2006 this initiative conducted 7 fugitive roundup operations covering a total of 42 days. This highly effective initiative also works in conjunction with the Mexico US Marshals Office and Mexican officials to locate, apprehend, and extradite known fugitives attempting to escape U.S. law by fleeing to Mexico.

2. Threat Specific Table 16—Prosecution Output and Outcomes, for CY 2006

Prosecution Outputs and Outcomes by Year at West Texas - SWB HIDTA				
Year	Prosecutions Baseline	Prosecutions Projected	Prosecutions Handled	% Handled
2004	1005	900	1005	112%
2005	1005	1000	861	86%
2006	1005	1000	935	94%

Table 16: Prosecution Outputs and Outcomes

This core table presents the baseline number of investigations handled in 2004 and the actual number handled thereafter. The desired outcome is to investigate, arrest, and prosecute drug traffickers. The West Texas HIDTA Prosecution Initiative was created to

fund a solution to the overwhelmed prosecution systems in West Texas. Many cases are prosecuted through Federal courts. So much so that the Federal judges in West Texas operate with some of the highest case loads in the country. The same can be said for the US Attorneys. The Prosecution Initiative addresses this problem by prosecuting many drug trafficking cases (mostly developed through HIDTA initiatives) through state courts. In some cases the state system is a preferred route for prosecution due to expectations of higher sentencing. Changes in court protocol between 2004 and 2005 led to a reduction in cases handled.

3. Need Specific Table 17—Percentage of HIDTA Initiatives Using Event and Case Deconfliction Services, for CY 2006

Year	Total HIDTA Initiatives	# Initiatives Targeted to Use Services	# Initiatives Using Services	% Initiatives Using Services
2004	10	10	10	100%
2005	10	10	10	100%
2006	11	11	11	100%

Table 17: HIDTA Deconfliction Services, 2006

This core table quantifies the number of HIDTA initiatives using either event or case/subject deconfliction services. The desired outcome is to implement a system for real-time exchange of information, and to ensure officer safety. Two West Texas initiatives are not operational (Management & Coordination, and the West Texas HIDTA Training Program), and are not included in this table. Both, event and subject, deconfliction services are provided through the West Texas ISC. The event deconfliction service is SAFTNET, a service collaborated with the Gulf Coast HIDTA and shared by many other HIDTAs. Several years ago, the West Texas Regional Executive Committee established a policy making it mandatory that all agencies participating in the West Texas HIDTA program and receiving funds from ONDCP, agree to issue an agency/division wide directive mandating the use of the SAFTNET event deconfliction system and to share intelligence with the ISC. This mandate ensures the systems are not only used by HIDTA initiatives, but for any agency investigative operation being conducted in the Region. The Executive Committee feels that event deconfliction service is a critical officer safety issue not limited to HIDTA alone. This table is obsolete, as all initiatives have been mandated to utilize HIDTA deconfliction services for years.

4. Need Specific Table 18, for CY 2006: Leveraged Agency Return on Investment of HIDTA Resources.

West Texas - SWB HIDTA Resources leveraged by HIDTA Funds, Return on Investment						
	HIDTA Funding Resources	Baseline Leveraged ROI	State & Local Agency Resources	Federal Agency Resources	Total Agency Resources Leveraged	Leveraged Return on Investment (ROI)
2006	\$7,672,018	\$6	\$3,377,809	\$37,123,208	\$40,501,017	\$5

Table 18: Resources Leverage by HIDTA Funds, ROI

Funding from the HIDTA program provides a mechanism for focusing many agency resources toward the common HIDTA program goals. Due to HIDTA, agency resources are directed toward a planned, coordinated effort to target drug traffickers in West Texas. While HIDTA provided a total of \$7,672,018 in funding for FY 06, agencies directed about \$40 million in their own resources toward the HIDTA effort. These resources include 196 agency funded personnel assigned full-time to HIDTA task forces, as well as 1,127 part-time participants. Federal agencies provide resources such as facilities, agents and support personnel dedicated HIDTA task forces, vehicles, and many other equipment and services. Local agencies also provide facilities for initiatives. For example, the El Paso County Sheriff’s office provides access and use of its Training Academy facilities for support of the West Texas Region’s Training Program. State and local agencies also dedicate full-time officers, detectives and support personnel to each HIDTA initiative. There are many agency resources provided – such as database information and intelligence – that cannot be quantifiably measured. The impact of HIDTA in West Texas is that the program clearly focuses the priorities of each agency into a single comprehensive strategy.

VII. Conclusions

CY 2006 marks the third year that the West Texas Region of the Southwest Border HIDTA has reported initiative operational targets and subsequent outcomes using the new Performance Management Process (PMP) efficiency and effectiveness performance measurement tables spread throughout this Annual Report. These graphic presentations illustrate how both of West Texas Region's goals are well on target. Clear evidence of successful initiative productivity is present throughout the report, and one must conclude the inescapable . . . 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 information sharing and training (Goal 2).

Cheaper, of course, is not necessarily better. Merely because an initiative improves its performance without increased funding does not prove efficiency or effectiveness by itself. We must work smarter, not harder. Positive outcomes can also be illustrated by positive behavioral changes exhibited by West Texas Region participants. Key questions to be asked . . . are law enforcement agencies working together better and more effectively? Is information reaching the people who need it? Have traditional barriers among different law enforcement agencies been eroded sufficiently that these entities can find a common ground to pursue common goals? Are we making REAL progress in addressing illicit drug trafficking? Has the West Texas Region – SWB HIDTA contributed to achieving these outcomes? The results set forth in this CY 2006 Annual Report suggest that all these questions can be answered "YES".

Historically, it was uncommon for diverse law enforcement entities to share strategic or operational information. Many agencies feared a breach of security or confidentiality if they permitted "outsiders" to look at confidential files. Naturally, this foreclosed many opportunities to avoid duplication of effort, and one can only speculate about how many drug and other violent crimes remain unsolved because information held by one department or agency was never shared with another. Fortunately, in the 16 years that the West Texas Region – SWB HIDTA has been in existence, there has been a steady development in the number of initiatives, quality of initiatives, number of participant agencies in each initiative, number of queries or data elements shared through the West Texas ISC, number of interactions between law enforcement, intelligence and prosecution activities, and a significant increase in cooperative, efficient and effective interagency effort.

The bottom line . . . interagency barriers have steadily fallen.

Technology is also facilitating this behavioral transition. Disparate database files that could not be connected in the past now communicate, over high-speed computer networks to share data and facilitate joint law enforcement, intelligence, and prosecution initiatives. In the past, each agency worked within their own stove-pipe data systems. The concept of the HIDTA Investigative Support Center (ISC) broke open the stove pipes, conjoined those systems that could be linked, and combined the data systems of all agencies together in one location, providing access to every law enforcement entity in the region.

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With support from the West Texas Investigative Support Center, law enforcement initiatives operating in West Texas continue to make significant progress in identifying, investigating and dismantling the most dangerous and prolific drug traffickers and money launderers operating in the region. As the tables and charts presented throughout this report clearly attest, West Texas Region initiatives have achieved their primary Goal 1 objectives.

Illicit drug availability has been severely reduced, especially for destination cities. Some highlights include seizing over 155 kilograms of heroin, over 5,400 kilograms of cocaine, over 1.4 kilograms of methamphetamine, and, astoundingly, over 121,000 kilograms of marijuana. Additionally significant quantities of miscellaneous other drugs were seized. These seizures equated to approximately \$290 million in street value . . . a staggering amount removed from the market place. These seizures, coupled with drug asset seizures exceeding \$29,844,000, have put a major crimp in DTO activities. One hundred seventy four DTOs were either severely disrupted or totally put out of business. Overall, the cost of doing business for the West Texas Region's DTOs has been increased by over \$319,000,000. All this was accomplished with fewer dollars spent. . . precisely the results sought.

The West Texas Region 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. Through continued development and improvement of infrastructure and strategic planning, the West Texas Region leadership has set the foundation for continued, long term improvement in cooperative law enforcement efforts. During the early years the HIDTA program in West Texas, HIDTA leadership had been focused on developing the necessary infrastructure and strategy for success. CY 2004 marked a positive turning point in the West Texas Region's outstanding history of fighting illicit drug activities, and stands as a benchmark year for measuring the effectiveness of the program in the years to come. HIDTA leadership, both nationally and locally, envisioned an organization that could do even more than had been accomplished in previous years. Leadership saw an organization that could improve and become even more productive.

For several years the West Texas Region has been developing the necessary technology and expertise to facilitate strategic planning to maximize its operational results. The West Texas Region's leadership saw that the initiatives now need to make more use of these tools through more training, and through even greater agency participation than had been experienced in the past. During CY 2004, the West Texas Region's Mission and Goals were refined, and the organization developed a clear Vision of where it wanted to be, and what it wanted to accomplish for the foreseeable future. Through years of development, a shift in the organizational paradigm has taken place based on recognizing that operational effectiveness can and should be measured and held up to the light of accountability.

Measurable results for each federal dollar spent . . . this principle was adopted as a key component of the new West Texas Region's focus on meaningful outcomes. As of CY 2004 and going forward, this is one of the main principles that now guide how every West Texas initiative approaches its effort to reduce drug crime and its harmful consequences. More than 20 federal, state and local agencies in the West Texas Region participate in the West Texas Region's law enforcement, investigative support, and prosecution initiatives.

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Proactive thinking is also the touchstone of West Texas Region's 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 results have been demonstrated. For every dollar of HIDTA funds invested in West Texas, the program sees a 500% return on investment of federal, state, and local agency resources also being directed towards the mission and goals of HIDTA.

Step one in the West Texas Region – SWB HIDTA strategy for the preceding year was to develop goals and objectives that each initiative could embrace, with measurable outputs and outcomes that could form the basis for a reasonable means of self assessment and evaluation. The national HIDTA goals provided the roadmap. The West Texas Executive Committee and Southwest Border HIDTA Executive Board carefully considered the nature of their activities and provided the vision and mission. Based on many years of direct experience in the field, initiative supervisors, agency managers, and West Texas HIDTA staff developed the measurable outputs and outcomes. Through training and constant reinforcement of the goals and objectives, each initiative was brought on board. West Texas Region's strategy and technology provided the necessary infrastructure to consolidate available resources, and provided a platform for intelligence gathering and information sharing. Thus, the West Texas Region developed a working multi-agency system, where every initiative has a clear set of objectives, and where the cumulative product can be measured, evaluated, and fine-tuned as needed.

Although the West Texas Region has made considerable progress over the past years, there is still a great deal of work left to do. The emergence and growth of international interconnected drug trafficking organizations, the continuing unacceptably high levels of drug trafficking in the Region, the continuing violent nature of DTOs from Mexico, the continuing unacceptably high numbers of federal and state fugitives in the region, are all threats that the West Texas Region must continue to address. By bringing together criminal justice professionals and developing innovative, effective solutions to the region's drug threats, the West Texas Region of the SWB HIDTA will continue to lead the effort to protect regional residents and other regions of the country from the scourge of illegal drugs.

VIII. Appendices

- A. Table of Organization for the HIDTA.
- B. Table listing composition of Executive Board showing local, state and federal affiliation.
- C. List of participating agencies.
- D. List of counties participating in the HIDTA
- E. HIDTA PMP Matrix for year of Annual Report
- F. List of West Texas Region initiatives for 2006.

Appendix A: Table of Organization for the SWB – West Texas HIDTA¹⁰

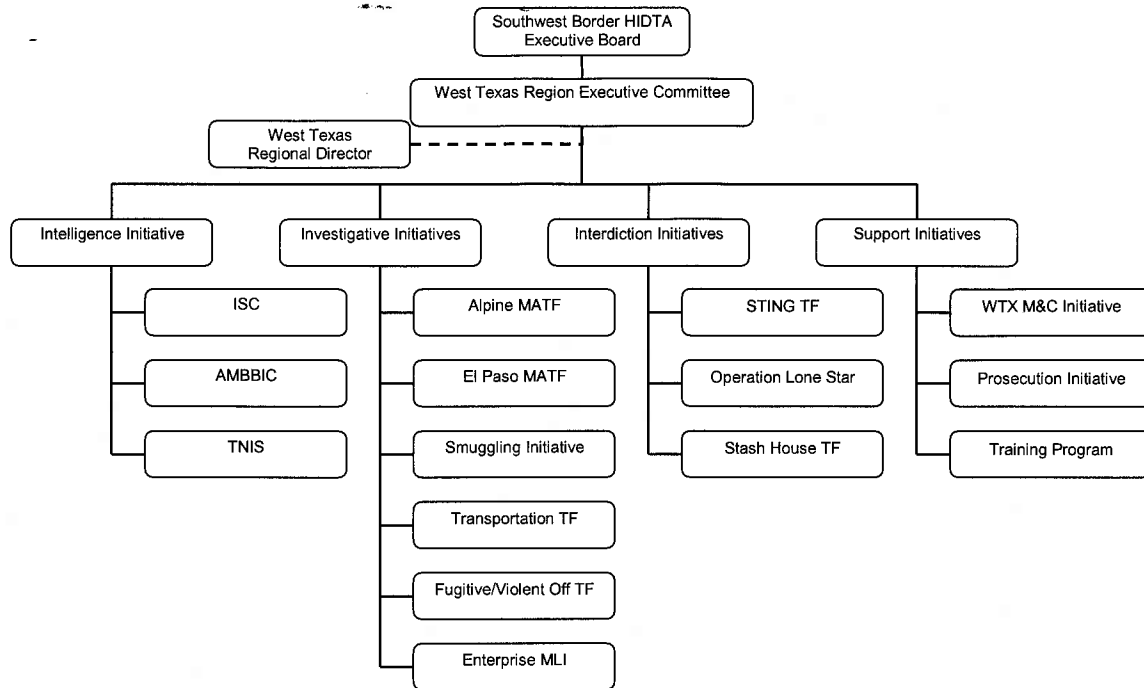


Figure 4: West Texas Region Organization

Appendix B: Table listing composition of SWB HIDTA Executive Board, and the West Texas Executive Committee showing local, state and federal affiliation.

West Texas Region Executive Committee

Committee Member	Rank/Title	State, Local or Federal Affiliation	Agency Name
Jimmy Apodaca (Chair)	Chief Deputy	Local	El Paso County Sheriff's Office
Manuel Mora (Vice-Chair)	SAC	Federal	Federal Bureau of Investigation
Vacant	SAC	Federal	Drug Enforcement Administration
Mike Troyanski	Asst. Chief Deputy	Federal	United States Marshal Service
Chris Rodriguez	Captain	State	Texas Department of Public Safety, Narcotics
Richard Wiles	Chief	Local	El Paso Police Department
Jaime Esparza	District Attorney	State	34 th Judicial District of Texas
Margaret Leachman	Chief Attorney	Federal	United States Attorney Office, Western District of Texas – El Paso Division
Vacant *	Chief	Federal	CBP – Border Patrol, El Paso Sector
Roberto Medina	SAC	Federal	Immigration & Customs Enforcement

* Position rotates annually with Chief, Marfa Sector – John Smietana.

Appendix C: List of participating agencies.

Federal

Drug Enforcement Administration, El Paso Field Division
Federal Bureau of Investigation, El Paso Office
Immigration & Customs Enforcement, El Paso Office
CBP – Border Patrol, El Paso Sector
CBP – Border Patrol, Marfa Sector
United States Attorney – Western District of Texas
United States Marshal Service – Western District of Texas
National Park Service, Big Bend National Park
United States Postal Service – Inspections *
Internal Revenue Service – Criminal Investigations Division*
Bureau of Alcohol, Tobacco, and Firearms*

State

Texas Department of Public Safety
Texas Office of the Attorney General
Texas Board of Criminal Justice – Office of the Inspector General
Texas National Guard – Counter Drug Program
34th Judicial District of Texas, District Attorney
Texas Department of Parks and Wildlife*

Local

El Paso Police Department
El Paso County Sheriff's Office
Brewster County Sheriff's Office
Alpine Police Department
Anthony Police Department
Presidio County Sheriff's Office
Culberson County Sheriff's Office
Hudspeth County Sheriff's Office
Jeff Davis County Sheriff's Office*
Terrell County Sheriff's Office*
Pecos County Sheriff's Office*

* Denotes agencies not listed in initiatives as full or part-time participants, but who participate as needed and play an important role in HIDTA operations.

Appendix D: List of counties participating in the HIDTA

Brewster County, Texas
Crockett County, Texas
Culberson County, Texas
El Paso County, Texas
Hudspeth County, Texas
Jeff Davis County, Texas
Pecos County, Texas
Presidio County, Texas
Reeves County, Texas
Terrell County, Texas

Appendix F: West Texas Region Initiatives for 2006

Investigative

	Lead Agency
Alpine Multi-Agency HIDTA Task Force	DEA
El Paso Multi-Agency HIDTA Task Force	DEA
West Texas Smuggling Initiative	ICE
West Texas Fugitive/Violent Offender Task Force	USMS
Enterprise Money Laundering Initiative	DEA
West Texas Transportation Task Force	DEA

Interdiction

Operation Lone Star	CBP – Border Patrol
Southwest Trafficking Interdiction Narcotics Group	DEA
West Texas HIDTA Stash House Task Force	El Paso P. D.

Prosecution

West Texas HIDTA Prosecution Initiative	34 th District Attorney
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Intelligence

West Texas HIDTA Intelligence Initiative	El Paso County S.O. DEA FBI
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Support

West Texas HIDTA Management & Coordination	
West Texas HIDTA Training Program	

IX. List of Tables and Charts

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X. Endnotes - Cite the sources of essential information referenced in this report.

¹ ONDCP National Drug Control Strategy, HIDTA Program.

² 2006 West Texas Region Strategy.

³ Source: United States Interdiction Coordinator with JTF South.

⁴ 2006 West Texas Region Threat Assessment.

⁵ ONDCP National Drug Control Strategy, HIDTA Program.

⁶ Threat Assessment Executive Summary taken from the 2006 West Texas Region Threat Assessment.

⁷ Strategy summary taken from the 2004 West Texas Region Strategy.

⁸ NDIC Intelligence Bulletin, National Illicit Drug Prices, December 2006, National Drug Intelligence Center, February 2007.

⁹ Methamphetamine cost/ounce provided by the West Texas ISC, source is El Paso Police Department.

¹⁰ As submitted in 2006 West Texas HIDTA Strategy.

¹¹ 2006 West Texas HIDTA PMP Matrix, is inserted for demonstration purposes. A more presentable and easier to read document can be found on a separate file. For a copy, please contact the West Texas Region, SWB HIDTA at (915) 532-9550.

CPOT – Consolidated Priority Organizational Target

DTO – Drug Trafficking Organization

EMLI – Enterprise Money Laundering Initiative

HIDTA – High Intensity Drug Trafficking Area

ISC – Investigative Support Center

OCDETF – Organized Crime and Drug Enforcement Task Force

ONDCP – Office of National Drug Control Policy

PMP – Performance Management Process

ROI – Return on Investment

RPOT – Regional Priority Organizational Target

SWB HIDTA – Southwest Border High Intensity Drug Trafficking Area