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**Washington/Baltimore High Intensity Drug
Trafficking Area (W/B HIDTA)
2006 Annual Report**

W/B HIDTA Initiative Dismantles 7th Largest Distributor of Pharmaceuticals in the Nation

On October 10, 2006, two operations of the Baltimore Diversion Initiative Organized Crime Drug Enforcement Task Force investigating New Care Home Health Services culminated in the execution of federal arrest warrants for the owner of Newcare Pharmacy and three associates for conspiracy to distribute controlled substances and money laundering. Prior to the takedown, New Care was the number one distributor of Hydrocodone in the State of Maryland and ranked seventh in the nation. New Care was one of several pharmacies filling illegal Internet prescriptions for a Florida based DTO. New Care's drug distribution operations supplied approximately ten thousand customers in 47 states. Large scale undercover drug buys and sophisticated investigative techniques and strategies successfully led officers from New Care to the DTO responsible for distribution in Florida. The Drug Enforcement Administration, Baltimore Police Department, Howard County Police Department, the United States Attorney's Office for the District of Maryland, the Federal Drug Administration, the Internal Revenue Service, the United States Department of Health and Human Services, and the Maryland National Guard effectively cooperated and closed the books on the largest criminal pharmaceutical drug investigation in Baltimore's history.

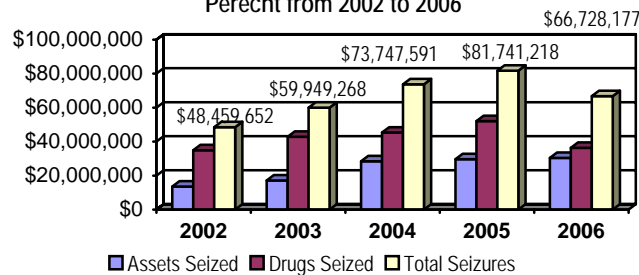
This investigation dismantled the number one illicit distributor of pharmaceutical controlled dangerous substances in the Baltimore region and resulted in the seizure of millions of dollars in assets and money. Thousands of drug abusers have been cut off from this illicit source of supply. This investigation made the front page of *The Baltimore Sun*, was featured in *The Washington Post*, and television programs highlighted the dangers and consequences of pharmaceutical trafficking and abuse. A review of Internet chat rooms revealed that this operation sent a shock wave through the on-line drug trafficking community.

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EXECUTIVE SUMMARY

Figure 1: Drugs & Drug Assets Seized Increased 38 Percent from 2002 to 2006



This report highlights the W/B HIDTA's continued success in disrupting and dismantling drug trafficking and money laundering organizations (DTOs and MLOs) in the W/B region and the ongoing efforts to improve the effectiveness and efficiency of HIDTA initiatives. Drug and drug asset seizures in this region have increased 38 percent since 2002 (Figure 1) and HIDTA initiatives consistently disrupted or dismantled more than 100 DTOs each year. Seizures of both drugs and drug assets totaled substantially more than it cost to run the program.

Return on Investment

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

- \$5,965,998 was devoted to law enforcement initiatives.
- For every \$1 invested in W/B law enforcement initiatives by ONDCP, the HIDTA yielded a return on investment of \$6 in drug seizures and \$5 in asset seizures.
- Over \$36 million worth of illegal drugs and over \$30 million in illegally gained drug assets were permanently removed from the local drug market.

- Although asset seizures have continued to increase, drug seizures, with the exception of pharmaceuticals, MDMA and methamphetamine have decreased.

Disrupting or Dismantling DTOs

- 108 DTOs and MLOs were either completely dismantled or disrupted to the point that their ability to conduct business was severely diminished.
- Three quarters of the MLOs and 77percent of the DTOs disrupted or dismantled were international or multi-state in scope.

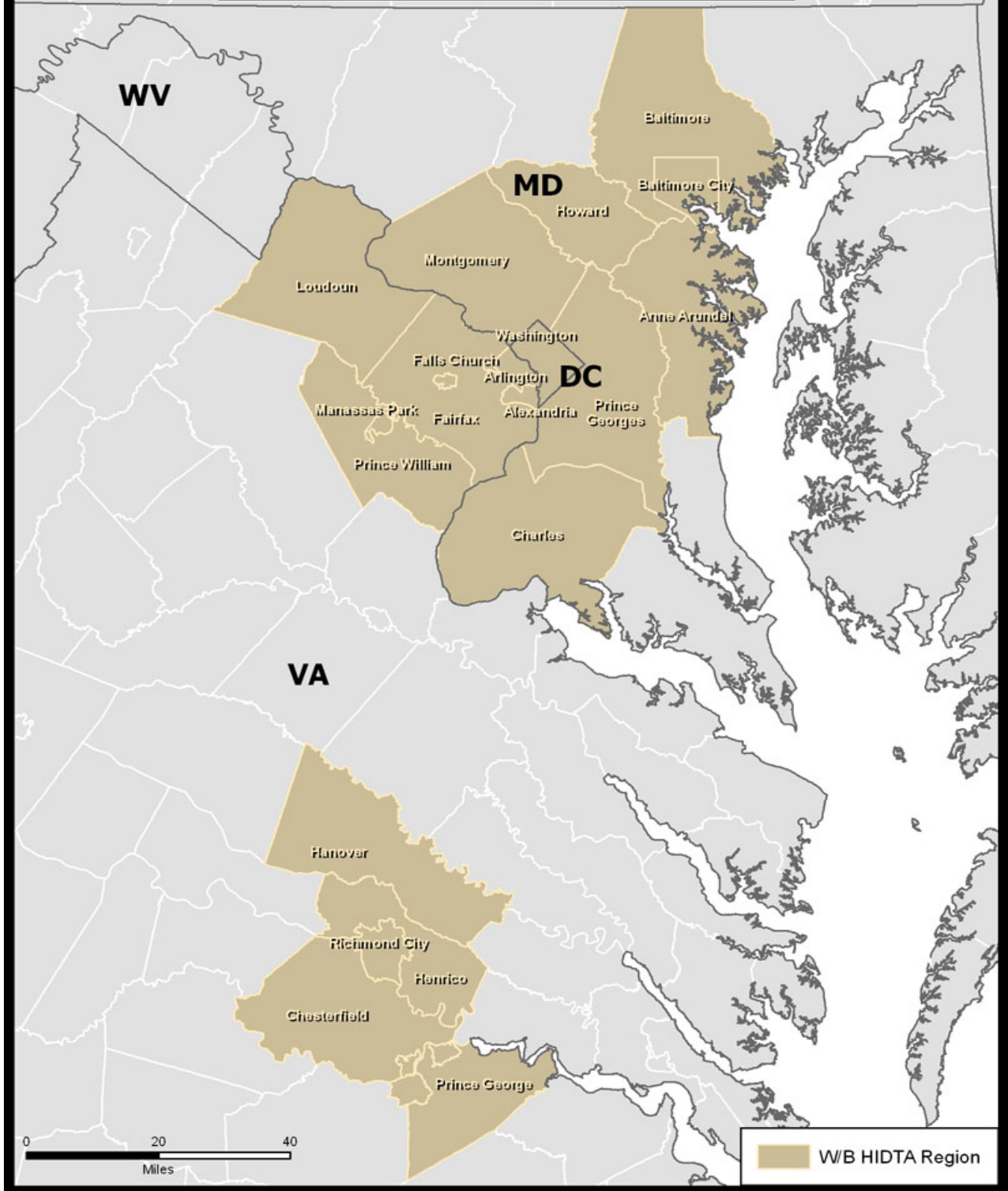
Training

- 21,500 training hours were provided to 1,436 federal, state, and local participants.
- This training was provided at a cost of \$9.44 per classroom hour per student.

Intelligence and Information Sharing

- The Investigative Support Center (ISC) processed more than 15,400 event and case/subject deconflictions.
- A total of 232 cases were provided analytical support and 917 were referred to other HIDTAs and other agencies for additional investigation.

Washington/Baltimore HIDTA Region



INTRODUCTION

The W/B HIDTA was originally designated in 1994 and included 13 jurisdictions in Maryland, Washington, D.C., and Northern Virginia. The Virginia counties of Henrico, Chesterfield, Hanover, Prince George, the City of Petersburg, and the City of Richmond joined the W/B HIDTA in 2005. The W/B HIDTA currently maintains 49 initiatives in 19 jurisdictions. The initiatives fall into four categories: enforcement; intelligence and information sharing; support; and management and coordination.

This region now includes three major cities and both suburban and rural counties. The primary drug threats addressed in this region continue to be marijuana, crack, powder cocaine, and heroin. Methamphetamine was suspected to be a growing threat, but no labs were seized in the HIDTA region in 2006. To date, no large scale clandestine laboratories have ever been seized.

W/B HIDTA Vision Statement:

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

W/B HIDTA Mission Statement:

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

The strategic planning and Performance Management Process (PMP) for 2006 involved six key steps: assess threats and needs, develop and implement a strategic plan, identify a measurement protocol, budget for results, monitor and manage results, and report on outcomes. This process is illustrated in the W/B HIDTA Matrix (see Appendix F). The Matrix includes all identified threats and needs addressed during the year, performance targets, and the initiatives responsible for achieving them.

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

The purpose of this report is to highlight the outputs and outcomes of this process. They are recorded in the 14 core PMP tables and one threat specific table with descriptions and trend analyses. Also included are initiative highlights about successful programs and other accomplishments not captured in the tables.¹

HIDTA GOALS

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

effective strategy encompassing the production, distribution, interdiction, and consumption of drugs. Each HIDTA is required to develop an annual strategic plan and performance targets to address the following two goals. By engaging in both planning and performance management, the W/B HIDTA can ensure that its initiatives are targeting identified drug threats and responding to regional needs in an efficient and effective manner as it progresses towards these goals.

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

Goal 2: Improve the efficiency and effectiveness of HIDTA initiatives

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

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

SUMMARY OF THREAT ASSESSMENT FOR BUDGET YEAR 2006

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

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

**Table A: Washington/Baltimore
HIDTA 2006 Drug Threats**

Drug Threats	Status 2006
Marijuana	↔
Crack Cocaine	↔
Cocaine	↔
Heroin	↔
Methamphetamine	↓
Prescription Drugs	↑

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

Washington, D.C. Twenty percent of the region’s DTOs operated in the DC Metro area. Eighty-seven percent of the disrupted or dismantled DTOs (20 of 23) were multi-state or international in scope. Forty percent of the violent DTOs operated in this area. None of the DTOs were money laundering organizations. Most of the DTOs in Washington, D.C. were operated by African Americans. The most frequently trafficked drugs were cocaine, marijuana, heroin, and PCP. Colombian and Dominican DTOs

transported most of the cocaine throughout the District. Marijuana was the most widely available and frequently abused illicit drug in the District. PCP, MDMA and GHB were also popular. The heroin trade was well entrenched. The 14th street corridor in Northwest Washington, D.C. was a magnet for suburban users purchasing high-purity heroin. Low cost, high purity South American heroin was nearly as serious a threat as cocaine. Cocaine, particularly crack, was the drug most often associated with violent crime in D.C.

Baltimore. Ninety-two DTOs, or 38% all DTO's in the HIDTA region, were active in the Baltimore Metro region; 40 were classified as violent. The majority of DTOs were operated by African Americans and Caucasians. Three-quarters (12 out of 16) of those dismantled were multi-state or international in scope. The most frequently trafficked drugs were heroin and cocaine. Heroin posed the most significant drug threat in Baltimore. South American heroin was the most common. Suburbanites often traveled into Baltimore to purchase heroin in open-air markets. Raw heroin was commonplace and ranged in purity from 70 to 90 percent. Maryland-based local independent dealers and Dominican and Colombian criminal groups based in New York City and Philadelphia were the dominant transporters of heroin into Maryland. Local independent dealers and loosely organized gangs dominated retail heroin distribution throughout Maryland. Crack cocaine was the drug most often associated with violent crime in Maryland overall. Its prevalence challenged heroin as the drug of choice in Baltimore.

Southern Maryland. Forty DTOs were identified in Southern Maryland. They were primarily operated by African Americans who trafficked in cocaine and marijuana.

Nearly three-quarters of those that were disrupted or dismantled were local DTOs. The major drug threat confronting Southern Maryland was marijuana and has been for the past decade. PCP was more popular here than in other W/B HITDA areas.

Northern Virginia. Thirty-two DTOs and 16 MLOs operated in Northern Virginia. The majority of the DTOs were operated by African Americans. Cocaine and marijuana were the most frequently trafficked drugs. Marijuana was the most widely available and abused illicit drug. Heroin was not as prominent. Cocaine was one of the most significant drug threats to Virginia because it was readily available and often abused. Violent crime was more frequently associated with the distribution and abuse of crack cocaine than with any other illicit drug. The methamphetamine threat was low, yet increased. Pharmaceuticals and MDMA abuse continued to increase throughout the region. Cocaine was generally the drug most frequently trafficked among Northern Virginia DTOs.

Richmond Metropolitan Area. The Richmond Metropolitan Area was added to the W/B HIDTA region in late 2005. Eleven DTOs were identified in this area in 2006 and were operated primarily by African Americans. None were MLOs and none were violent. Two of the eleven DTOs identified were disrupted. Crack, marijuana, and heroin were identified as the primary drug threats throughout the greater Richmond area. In the City of Richmond, similar to Baltimore, the primary drug threats were crack and heroin. Richmond was an active east coast transshipment location and staging area for DTOs trafficking in these drugs.

Cooperative and Ongoing Efforts of the Baltimore Seaport Initiative and the Los Angeles HIDTA Result in the Dismantlement of a Southern California Based DTO and Nearly 30 Arrests

In June 2004, the Washington/Baltimore HIDTA Baltimore Seaport Initiative (BSI) initiated an investigation into a Jamaican criminal organization that was suspected of working with Mexican organized crime to smuggle multiple kilogram quantities of cocaine and thousands of pounds of marijuana into the United States from Mexico. These drugs were smuggled into California and then transported to locations on the East Coast, including Maryland, using various long-haul trucking companies, such as Roland's Pride Trucking, US mail, and courier services. The BSI investigators identified a parallel investigation being conducted by HIDTA Group #44 in Los Angeles and the two initiatives began working the case together.

Mexican cartels used the trucking company to transport cocaine and money between California and Jamaican nationals in Maryland and connections in other states. During 2004 and 2005, the investigation spanned two countries and seven states.

As a result of this investigation, approximately 30 individuals involved with this network have either pled guilty or been convicted of conspiracy to import narcotics and money laundering charges. Several of these members responsible for the distribution of the cocaine and marijuana on the East Coast resided in Maryland. The ongoing investigation into this intricate DTO has led authorities to several new traffickers and subsequent arrests in 2006. In addition, the BSI and LA HIDTA Group #44 investigations have resulted in the seizure of approximately 50 kilograms of cocaine, 400 pounds of marijuana, \$1.4 million in cash, and firearms.

HIDTA STRATEGY SUMMARY

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

The mandate for implementing systematic responses to DTOs and improving the effectiveness and efficiency of HIDTA initiatives is embraced at every level of W/B operations. From the highest policymaking and funding levels in the Executive Board to the collocated/commingled initiatives operating throughout the region, there is an excitement about the HIDTA approach and a commitment to the W/B HIDTA mission. More than 700 personnel from 107 federal, state, and local agencies participate in the 49 initiatives currently operating in the W/B region. Each of these initiatives is designed to address the leading drug threats in this region by setting performance targets and completing specific tasks. They are evaluated annually to ensure that only effective and efficient initiatives receive continued funding.

The law enforcement initiatives operating in this region encompass investigative, interdiction, intelligence, and prosecution

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

The 11 treatment initiatives focus on reducing drug-related crime by implementing a coerced treatment model for repeat offenders with drug addictions. This model demands accountability from offenders through seamless treatment and supervision services involving regular therapy sessions, drug testing, and court appearances. The ongoing evaluation of these initiatives reveals dramatic reductions in recidivism among participating offenders.

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

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

HIDTA PERFORMANCE MEASURES

Performance Management Process (PMP) is the systematic collection, analysis and reporting of data at regular intervals that monitors resources used, work produced, and outcomes achieved. It highlights what the initiatives did during the year and how well they did it.

The HIDTA PMP involves six key steps that are completed each year: identifying threats and needs, setting performance targets and implementing a strategy for achieving them, identifying a measurement protocol, budgeting for results, monitoring and managing results, and reporting on outcomes. This is the third annual report on the W/B HIDTA's performance targets, outputs, and outcomes using the PMP. The HIDTA Executive Board uses the 14 core measures displayed and analyzed on the following pages to determine whether the initiatives are achieving the targets and outcomes identified in the matrix and strategy. The measures clearly demonstrate the successful impact of initiative efforts on the regional drug market. This information is used to enhance strategic planning and law

enforcement actions, improve the efficiency and accountability of HIDTA initiatives, demonstrate accountability, gain visibility for accomplishments, and make funding decisions.

PERFORMANCE MEASURES FOR GOAL 1

Tables 1 through 10 assess HIDTA's effectiveness and efficiency in disrupting the market for illegal drugs by disrupting or dismantling DTOs and MLOs, prosecuting traffickers, and seizing their drugs and profits. W/B HIDTA initiatives focus on all of these activities simultaneously. Tables 1 through 4 illustrate the number of DTOs identified, targeted, disrupted, and dismantled by law enforcement initiatives during 2006; Tables 5 through 8 focuses on assessing the return on investment of the HIDTA approach in W/B region, and Tables 9 and 10 focus on clandestine lab activities. The outcomes clearly indicate the value of investing in the W/B HIDTA and the cost effectiveness of its initiatives.

Figure 2: More than 77 Percent of DTOs and 75 Percent of MLOs Disrupted or Dismantled in 2006 were International or Multi-State in Scope

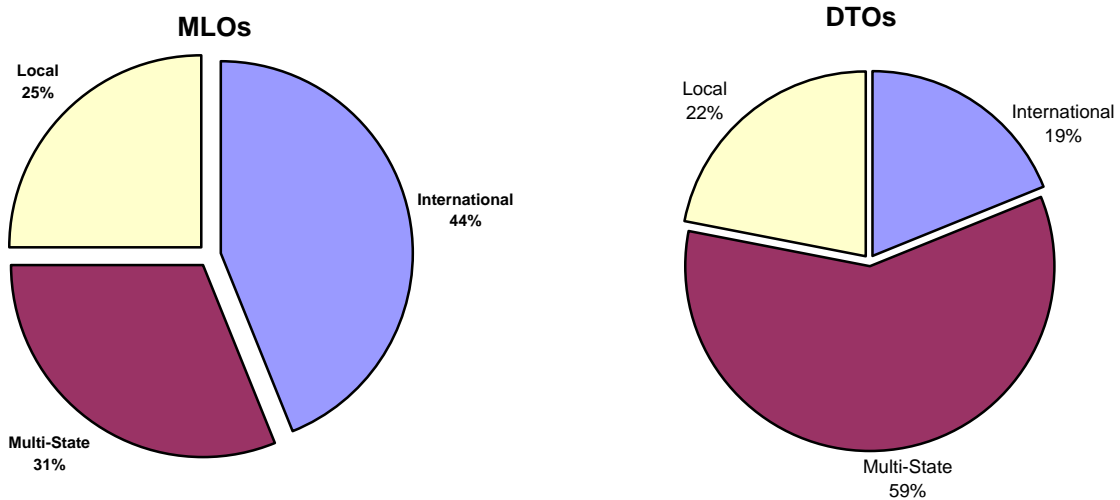


Table 1 and 2

Table 1: Percentage of Expected DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at Washington/Baltimore [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	58	63	16	25%	8	13%	24	38%
Multi-state	118	62	42	68%	17	27%	59	95%
Local	69	26	15	58%	10	38%	25	96%
Total	245	151	73	48%	35	23%	108	72%

Table 2: Percentage of Under Investigation DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at Washington/Baltimore [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	58	58	16	28%	8	14%	24	41%
Multi-state	118	118	42	36%	17	14%	59	50%
Local	69	69	15	22%	10	14%	25	36%
Total	245	245	73	30%	35	14%	108	44%

Tables 1 and 2. The collaboration of federal, state, and local law enforcement agencies in W/B HIDTA enforcement initiatives provides a unique opportunity to identify, target, and disrupt or dismantle large scale international and multi-state DTOs. In 2006, the HIDTA initiatives identified 245 and expected to disrupt or dismantle 151 DTOs. Of the DTOs identified, 72 percent were international or multi-state in scope. The initiatives

successfully disrupted or dismantled 72 percent of the DTOs initially targeted. The remaining 29 percent were either referred to other agencies or are subject to additional intelligence gathering. These DTOs involved approximately 30 ethnicities and nearly half (48%) traffic in cocaine or crack. Marijuana and heroin are the second and third most frequently trafficked drugs in the W/B region. The source areas for these drugs represent 25 states and 33 countries.

Table 3

Table 3: Percentage of Expected Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2006, at Washington/Baltimore								
Scope	# MLOs Identified	# MLOs to be Disrupted or Dismantled	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	20	33	4	12%	3	9%	7	21%
Multi-state	13	2	3	150%	2	100%	5	250%
Local	6	0	2	0%	2	0%	4	0%
Total	39	35	9	26%	7	20%	16	46%

Table 3. DTO business ventures involved the exchange of cash for drugs. They were dependent on money laundering to keep their trafficking operations running smoothly. These tables illustrate the scope of the money laundering organizations (MLOs) disrupted and dismantled. Law enforcement initiatives focused on high level MLOs and were successful at disrupting and dismantling them. Over the course of the year, 39 MLOs were identified and 35 were expected to be disrupted or dismantled. Forty-six percent were disrupted or dismantled. Three-quarters of these

MLOs were international or multi-state in scope (Figure 2).

The number of DTOs disrupted or dismantled increased 54 percent from 70 in 2005 to 108 in 2006. The number of MLOs disrupted or dismantled increased from one in 2003 to 16 in 2006.

Table 4 and 4a combined

Table 4 and 4a: CPOT, RPOT, and OCDETF Cases by Operational Scope and Year Initiated, at Washington/Baltimore						
Scope	#CPOT Cases		# RPOT Cases		# OCDETF Cases	
	Initiated in 2006	All Active	Initiated in 2006	All Active	Initiated in 2006	All Active
International	0	1	0	1	4	17
Multi-state	0	2	0	2	6	28
Local	0	0	1	1	1	6
Total	0	3	1	4	11	51

Table 4 and 4a combined. This table illustrates the operational scope of DTO and MLO cases initiated and worked in 2006. Eleven cases involving targeted DTOs were designated as OCDETF cases in 2006; 91 percent were international or multi-state in scope. HIDTA initiatives worked a total of 51 OCDETF cases in 2006. Over half (54%)

were multi-state in scope and one in three (33%) were international in scope. There were no new Consolidated Priority Organization Target (CPOT) cases initiated in 2006 and one new Regional Priority Organization Target (RPOT) case, but there were three CPOT and four RPOT cases carried over from prior years.

Unprovoked Shooting of an Officer Leads to the Conviction of Seven Drug Traffickers

On September 11, 2004, a fight broke out at a local Anne Arundel County bar and patrol officer William Hicks stopped to investigate. Scanning the crowd, Officer Hicks recognized several members of the Pioneer City Boys gang. In the midst of the chaos, gun shots were fired. Officer Hicks tackled the gunman, later identified as Calvin Savoy to the ground. During the altercation between Officer Hicks and Calvin Savoy, Officer Hicks was shot in the arm.

Several of the witnesses to the shooting refused to offer any support in the subsequent investigation into the events of that night. It is a known fact that the Pioneer City Boys operated open air drug deals in neighborhoods across Anne Arundel County and regularly used firearms and violence to protect the controlled substances and cash proceeds derived from the street distribution of the controlled substances. Violence was employed openly against members of the conspiracy, outsiders, or anyone else to remind the community of the repercussions of interfering with the illegal distribution of drugs.

Subsequent to these events, law enforcement officers flooded these neighborhoods. Beginning with targeted federal prosecutions of various offenders in the area, one by one, the violent offenders were removed from the street. With the immediate threat removed, witnesses were gathered from the community and from some of the arrested defendants. After sufficient pressure was brought to bear by law enforcement, a federal grand jury indictment was returned against seven members of the Pioneer City Boys for crack cocaine conspiracy, firearms violations, and the shooting of Officer Hicks. Six of the seven defendants pled guilty. Out of resentment toward Savoy for being the reason behind the increased law enforcement presence, and in an effort to clear their names from being charged with shooting an officer, five of the gang members cooperated with the prosecution and testified against Savoy. The combined

and sustained efforts of the Violent Trafficker Initiative and the Weapons Enforcement Initiative, as well as the Drug Enforcement Administration, Anne Arundel County Police Department, Alcohol, Tobacco, Firearms, and Explosives, and Baltimore Police Department ultimately took seven dangerous criminals off of the street.

Table 5

TABLE 5: Drugs Removed from the Marketplace for Year 2006, at Washington/Baltimore		
Drug Seized (kg or D.U.)	Amount Seized (kg/D.U.)	Wholesale Value
Heroin kg	23	\$2,374,270
Cocaine kg	432	\$11,095,243
Marijuana kg	5,511	\$19,498,551
Methamphetamine kg	25	\$492,386
MDMA	15,647	\$1,038,323
Hallucinogens	63	\$270,382
Prescriptions	1,082,742	\$1,568,836
Meth Precursors	0	0
All Other Seizures	2,472	\$12,360
Total Wholesale Value		\$36,350,359

Table 5. Conservative calculations show that W/B HIDTA initiatives seized more than \$36,350,359 million worth of illegal drugs in 2006. Marijuana still leads as the largest percentage (54%) of the wholesale value of drug seizures.

Figure 3 depicts drug seizures in kilograms from 2002 through 2006. It shows that while MDMA and methamphetamine seizures have been increasing, seizures of cocaine HCL decreased for the second year in a row, and seizures of heroin have decreased for the first time. Seizures of methamphetamine, described in the *2006 Threat Assessment* as a potential problem in this region, increased slightly in the past

year, but are still relatively low in comparison to the other drug threats. Methamphetamine seizures increased from approximately two kilograms in 2004 to nearly 25 kilograms in 2006.

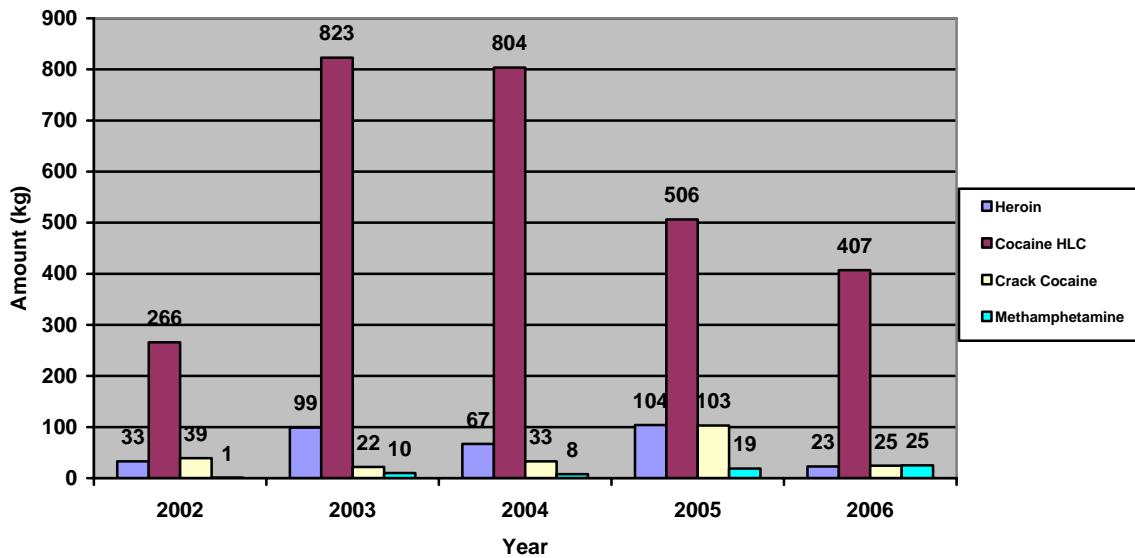
Seizures of cocaine HCL continued to decrease sharply. PCP accounted for over three-quarters of the hallucinogens seized. PCP is most common in the D.C. metropolitan area, and its use has fluctuated up and down throughout time. Seizures of pharmaceuticals have significantly increased. In 2004, the W/B HIDTA initiatives seized 19,738 dosage units. In 2006, the initiatives seized 1,082,742 dosage units. Pain medications accounted for one-third of the seizures and three-quarters of the value

Dismantling Violent DTOs Leads to the Arrest of 30 Traffickers and the Seizure of More Than \$1 Million in Assets

Cooperative efforts by several law enforcement agencies disrupted and dismantled a large DTO based in the Baltimore area. This DTO was responsible for importing and distributing multiple kilograms of cocaine and cocaine base out of an automobile business owned by organizational leader Christopher Dolle, and laundering drug proceeds. After two years of investigating this DTO, law enforcement agents initiated a Federal Title III investigation of Christopher Dolle, tapped into his telephone line and identified the DTO's sources of supply and assets. In September of 2006, agents from the Violent Traffickers Initiative, with the assistance of the Baltimore City and County Police Departments and several other groups within the Baltimore area, safely and successfully executed 10 federal search warrants and ten federal arrest warrants. To date, a total of 16 defendants have been arrested. Agents have seized one-half kilogram of crack cocaine, one-half kilogram of cocaine hydrochloride, pound quantities of marijuana, several hundred tablets of ecstasy, six loaded handguns, jewelry, ten vehicles, two residences, and \$89,000 in cash.

In December 2005, members of the Harford County Sheriff's Office, with cooperative efforts of the Drug Enforcement Administration initiated a wiretap on the cellular phone of an alleged drug trafficking conspirator. The investigation into this man's phone calls revealed numerous Asian males that were linked to several ongoing DEA and local law enforcement investigations. Chuong Nguyen, a.k.a. John, and his brother Chinh, a.k.a. Jimmy, were two of those contacts and were known to own and operate several Asian nail and hair salons in Anne Arundel County, Maryland; they had been targeted by Anne Arundel County and other local departments in Southern Maryland and Northern Virginia for the last several years for drug related crimes. John Nguyen had been a suspect in several shootings in Northern Virginia and Anne Arundel County, as well as a RICO investigation in Northern Virginia. It is believed that this armed and dangerous drug supplier was growing high grade marijuana in Canada, selling the marijuana throughout the United States, and using those proceeds to purchase cocaine from Mexican sources and then transport the cocaine to Canada for resale. This arrangement continued until March 2006. With the assistance of the DEA, the Federal Bureau of Investigation, the Baltimore City and County Police Departments, and the Harford County Sheriff's Office, Nguyen and 13 other individuals were arrested. Over the course of a few days, a total of \$379,000 in cash, over \$500,000 in assets, 35 pounds of marijuana, 53 marijuana plants, one assault rifle, one shot gun, and ten handguns were seized from persons and residences involved in this Violent Trafficker Initiative investigation. This is an ongoing investigation, and it is anticipated that Nguyen's Canadian suppliers will be prosecuted not only in Canada, but also in Maryland.

Figure 3: Drugs Removed From the Market, by Drug 2002-2006



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

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

Table 6

Washington/Baltimore Table 6: Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Baseline Drug Wholesale Value	Expected Drug ROI	Drug Wholesale Value Removed From Market	Actual Drug ROI
2004	\$6,292,325	\$45,338,005	\$7.00	\$45,338,005	\$7.20
2005	\$6,021,379	\$45,338,005	\$7.00	\$52,039,076	\$8.64
2006	\$5,965,998	\$45,338,005	\$7.00	\$36,350,359	\$6.09

Table 6. This table shows the ROI for drugs seized by W/B law enforcement initiatives is 6:1. For every dollar invested in the W/B

HIDTA by ONDCP, \$6.09 in drugs were permanently removed from the drug market.

Table 7

Washington/Baltimore Table 7: Return on Investment (ROI) for Assets Removed from the Marketplace by Law Enforcement Initiatives by Year							
Year	Budget	Baseline Value of Drug Assets	Expected Asset ROI	Value of Drug Assets Removed from Market			Actual Asset ROI
				Cash	Other Assets	Total	
2004	\$6,292,325	\$28,409,586	\$5.00	\$0	\$28,409,586	\$28,409,586	\$4.51
2005	\$6,021,379	\$28,409,586	\$5.00	\$18,006,158	\$11,695,984	\$29,702,142	\$4.93
2006	\$5,965,998	\$28,409,586	\$5.00	\$15,822,840	\$14,554,976	\$30,377,817	\$5.09

Table 7. This table assesses the ROI for assets seized and shows that the ROI in 2006 surpassed the ROI for 2005. W/B law enforcement initiatives seized \$30,377,817 worth of cash and other assets. Cash accounted for 52 percent of the assets seized in 2006. The W/B HIDTA met its

targeted drug ROI for 2006. The ROI for assets seized by W/B initiatives is 5:1. For every dollar invested in the W/B HIDTA by ONDCP, \$5.09 in drug assets were seized. It is important to note that W/B initiatives generate more money in asset seizures than it costs to run the program.

Table 8

Washington/Baltimore Table 8: Total Return on Investment (ROI) for Drugs and Assets Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Drugs and Assets Baseline	Expected Total ROI	Drugs and Assets Removed from Market	Actual Total ROI
2004	\$6,292,325	\$73,747,591	\$12.00	\$73,747,591	\$11.72
2005	\$6,021,379	\$73,747,591	\$12.00	\$81,741,218	\$13.57
2006	\$5,965,998	\$73,747,591	\$12.00	\$66,728,177	\$11.18

Table 8. This table depicts the total ROI for the W/B HIDTA in 2006 by focusing on the HIDTA funds spent in support of law enforcement initiatives and the value of drugs and assets removed from the market. It allows the Executive Board to monitor the

overall efficiency of their initiatives. The total ROI for the W/B HIDTA for 2006 is 11:1. Although asset seizures have continued to increase, drug seizures, with the exception of pharmaceuticals, MDMA and methamphetamine have decreased.

More Than \$1.3 Million in Assets Seized; Drug Traffickers Arrested in Three States

The Baltimore metropolitan area continues to present a challenge to the W/B HIDTA drug enforcement efforts as increasingly sophisticated local DTOs continue to generate high levels of drug activity and violent crime. The Major Drug Traffickers Initiative (MDTI) was formed to address this problem by investigating and dismantling major heroin and cocaine trafficking organizations and assisting the area's local law enforcement agencies in their efforts against drug activity and drug-related violent crime. In 2006, members of the MDTI in the Darnell Williams Organization investigation recovered over \$1,309,000 in U.S. currency, over 30 kilograms of cocaine, and nine handguns and ammunition; and arrested eight individuals, including the leader, Darnell Williams, and his sources of supply in Georgia and Texas. All defendants are awaiting federal prosecution. Cooperative efforts of the Baltimore Police Department, Drug Enforcement Administration, Maryland State Police and the W/B HIDTA successfully dismantled a sophisticated DTO operating across several U.S. states with direct ties to Mexican drug cartels.

Tables 9 and 10 (not shown). In comparison to other regions of the country, the methamphetamine threat in the W/B region is very low. The number of labs identified and dismantled increased in 2005, but no labs of any size were dismantled in

2006. All of the labs dismantled in 2004 and 2005 were relatively small and were probably set up by cooks manufacturing methamphetamine for their own use and that of their local connections. Tables 9 and 10 were not included in this report because no activity was reported.

PERFORMANCE MEASURES FOR GOAL 2

Tables 11 through 14 assess HIDTA's effectiveness and efficiency in providing access to advanced technology and training opportunities, establishing a system for exchange of intelligence and information, and the coordinating of law enforcement efforts. This involves monitoring the HIDTA's ability to provide analytical support for initiative cases; training for law enforcement officers; deconfliction services for cases, events, and subjects; and by referring cases to other HIDTAs and other agencies.

The W/B HIDTA's Training Unit coordinates interdiction and investigative training for law enforcement agencies in the three regions, and provides computer training classes. The W/B HIDTA offers the remaining resources through its ISC, as well as other intelligence and information

sharing initiatives. In this way, the ISC can initiate joint investigations.

In 2006, the W/B HIDTA's ISC continued to develop successful collaborative relationships with initiatives, participating agencies and other HIDTAs. The ISC was able to provide these groups with information that assisted their case development. Some of the information provided included:

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

The outcomes clearly illustrate the high level of information sharing and the resulting coordination of law enforcement efforts in the W/B region.

Counterdrug Task Force Training

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

	Students Reporting Increased Knowledge in 60% or more of Course Learning		Students Rating Classes as Superior or Above Average		Students Rating Instructors as Superior or Above Average		Students Rating Course Content as Superior or Above Average	
	n	%	n	%	n	%	n	%
2005 (n = 290)	256	88	290	100	273	94	270	93
2006 (n = 481)	399	83	443	92	447	93	429	89

In 2006, 83 percent of the students reported an increase in their knowledge after taking a course. This measurement was based upon students having a reported increase in 60 percent or more of the course learning objectives. In addition, 92 percent of the students gave an overall rating of either superior or above average to the courses offered. Ninety-three percent rated the instructors as superior or above average and 89 percent rated the content as superior or above average.

	Students that Applied Knowledge from Training	
	n	%
2005 (n = 49)	40	82
2006 (n = 99)	71	72

Since 2005, the Training Unit has implemented follow up surveys of students participating in the counterdrug task force training. Six months after taking a class, students were contacted to find out whether they have been able to apply what they had learned. Of the students who completed the survey, 72 percent stated that they had been able to use what they had learned from the courses.

Table 11

Table 11: HIDTA Training Efficiency by Type of Training for Year 2006, at Washington/Baltimore											
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	0	600	879	473	5,103	2,737	\$140,013	\$82,682	\$27.44	\$30.21	10%
Investigative/Interdiction	0	700	578	809	11,814	17,051	\$64,941	\$120,361	\$5.50	\$7.06	28%
Management/Administrative	0	0	0	154	165	1,712	\$0	\$0	\$0.00	\$0.00	0%
Other	0	0	0	0	0	0	\$0	\$0	0	0	0%
Total	0	1,300	1,457	1,436	17,082	21,500	\$204,954	\$203,043	\$11.99	\$9.44	-21%

Table 11. Training is essential in improving both the efficiency and effectiveness of W/B HIDTA initiatives. The W/B HIDTA funded a full-time training coordinator who worked with staff to provide training to 1,436 students. In 2006, courses were provided in three key areas – analytical/computer, investigative/interdiction, and management/administrative. The 2006 training budget was \$356,805. The HIDTA provided 21,500 hours of training at a cost of \$9.44 per hour. Although the number of students trained

has remained about the same since 2004, the number of training hours increased 26 percent. This resulted in a decrease in the cost per hour of \$2.55.

Students had the opportunity to attend trainings conducted by HIDTA staff and outside contractors in 2006. As in 2005, the majority of students (56%) who attended training sessions participated in investigative/interdiction courses.

Table 12

Table 12: Percentage of Event and Case Deconflictions Submitted for Year at Washington/Baltimore						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Expected	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	9612	9,650	7,476	2,136	9,612	100%
2005	9612	9,650	5,864	6,406	12,270	127%
2006	9612	9,650	5,693	9,733	15,426	160%

Figure 4: Deconfliction Submissions Increased More than Five Fold from 2001 to 2006

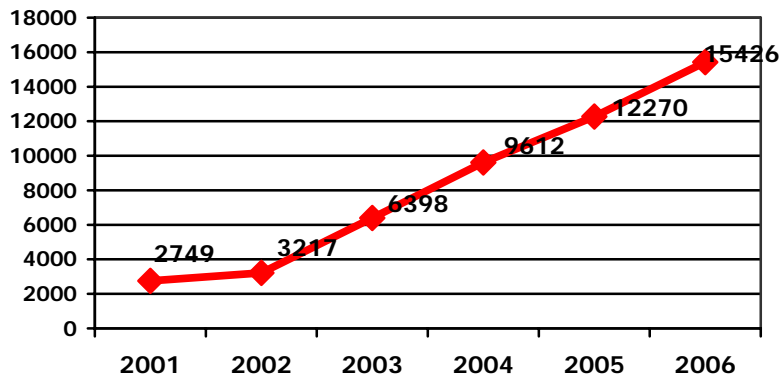


Table 12. This table focuses on deconfliction services. These services are essential to ensuring the safety of the officers investigating DTOs and avoiding duplication of efforts. Often, multiple initiatives or agencies aggressively pursue the same suspect or DTO. Sharing information through deconfliction ensures that a stronger, more complete case is made, and that the officers participating in the investigation are protected. More than 15,000 deconflictions were submitted to the W/B HIDTA Investigative Support Center in 2006, exceeding all expectations. Of these, 663 had conflicts with either their own

agency or other law enforcement agencies. Many of the drug operations/conflicts were at the same location. Most importantly, officer safety was enhanced. Sixty-three percent involved case/subject deconflictions. The percentage of deconflictions submitted increased by 60 percent from 2004 to 2006 and more than five fold from 2001 to 2005 (Figure 5). This increase is due to an increase in the number of agencies utilizing this service. Additional agencies began submitting information as the result of Washington/Baltimore HIDTA marketing efforts.

The Trends Analysis Unit (TAU) provides valuable annual data on local methamphetamine manufacturing, use, and distribution in methamphetamine reports for Maryland and the District of Columbia.

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

Table 13

Table 13: Percentage of Cases Provided Analytical Support for Year at Washington/Baltimore				
Year	Baseline # Cases Receiving Analytical Support	# Cases Expected for Analytical Support	# Cases Provided Analytical Support	% Expected Cases Supported
2004	186	143	186	130%
2005	186	195	242	124%
2006	186	190	232	122%

Table 13. Table 13 demonstrates efficiency through the percent of cases provided analytical support. Analytical support entails the assignment of an analyst to assist with a case, during which time the analyst performs one or more major analytical activities, such as toll or document analysis, to further a case. A case can be supported multiple times. So, this table reports the

number of individual cases supported, not the number of times support was provided. In 2006, 232 cases received analytical support, exceeding the target of 190. This is an increase of 25 percent from 2004, but a slight decrease from 2005. In part, this decrease is due to the ever growing complexity of the cases being supported.

Table 14

Table 14: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at Washington/Baltimore						
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	1806	0	158	248	406	0%
2005	2506	247	98	166	264	106%
2006	1280	401	24	893	917	228%

Table 14. The referral of a case is a unique and productive effort of the HIDTA Program. As the HIDTA ISC networking expanded, significantly more cases were referred in 2006 than in prior years. Of the 917 cases referred, 24 were referred to other HIDTAs and 893 were referred to other agencies. A

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

Table 15

HIDTA Fugitives Targeted and Apprehended by Year at Washington/Baltimore						
Year	# Identified	# To Be Apprehended	% To Be Apprehended of Identified	# Apprehended	# Related To Drug Charges	Apprehended % of To Be Apprehended
2006	5222	4331	82%	4706	1334	108%

Table 15. In 2006, the W/B HIDTA added a threat specific table to track fugitives. Because this is the first year this table was included, the baseline year will be 2006. HIDTA initiatives identified more than 5,222

fugitives and targeted 82 percent for apprehension. By the end of the year, more than 4,706 (108%) had been apprehended, significantly exceeding this target. One in four of these cases were related to drug charges.

Baltimore EXILE: A Joint Initiative Taking Violent Offenders Off the Streets

During 2006, the Weapons Enforcement Initiative (WEI), a joint Alcohol, Tobacco, and Firearms, and Explosives (ATF), and Baltimore City Police Department initiative, refocused its mission and became part of the Baltimore EXILE strategy. Baltimore EXILE is a unified and comprehensive strategy to combat gun crime by targeting repeat violent offenders, gang members, and drug traffickers who possess or use firearms. Baltimore EXILE has been very effective in its mission to investigate and prosecute all firearms cases. Under Baltimore EXILE, firearms cases have efficiently been processed through the courts and violent offenders have been taken off of the streets of Baltimore. In August 2006, the United States Attorney's Office recognized members of the WEI and numerous Baltimore Police officers whose outstanding work resulted in significant federal firearms prosecutions. In addition, a key component of the Baltimore EXILE is an aggressive media/public relations campaign to send a message to criminals and the broader community that any felon who carries a gun in Baltimore is going to jail and will do hard time for gun crime. In support of disseminating the message, a program was launched to place "EXILED" posters in the neighborhoods where defendants resided and/or engaged in their criminal activity prior to being convicted in federal court. These posters announced the lengthy federal sentences received by defendants of that neighborhood. The WEI as part of the Baltimore EXILE has attempted to alert offenders and potential offenders to the crackdown on gun crime and energize the community to support local law enforcement efforts to keep the streets of Baltimore safer.

Conclusions

The year 2006, marks the third year of implementation of the HIDTA PMP. This process is designed to measure the effectiveness of HIDTA initiatives in addressing the two program goals: disrupting and dismantling DTOs, and improving the efficiency and effectiveness of the initiatives.

W/B HIDTA staff and administrators worked closely with the PMP Committee to develop the 14 core measures used today. They also created an automated system for capturing the required data and trained the staff at other HIDTAs and ONDCP how to use it. In 2006, user groups were convened by the PMP Committee to discuss HIDTA experiences using the system and to identify necessary upgrades and modifications. Additional suggestions and requests were collected during customized trainings provided to individual HIDTAs by W/B staff. The changes agreed on by the Committee were completed and launched by W/B staff.

HIDTA initiatives across the country are now able to provide concrete evidence of their effectiveness in addressing all levels of drug trafficking or money laundering networks simultaneously. The results reported here for the W/B HIDTA answer the series of questions posed by the PMP and are overwhelmingly positive.

Does the W/B HIDTA target high-level DTOs/MLOs? Yes. For the past three years, the majority of the DTOs targeted by law enforcement initiatives were multi-state or international in scope. All of the 35 MLOs targeted were multi-state or international in scope. These initiatives also target the local DTOs that can have a more visible and dramatic impact on local communities. In 2006, for example, 17 percent of the DTOs targeted by the initiatives were local DTOs.

Are the DTOs being disrupted and dismantled? Yes. Eighty percent of the targeted DTOs were disrupted or dismantled. Forty-six percent of the targeted MLOs were disrupted or dismantled.

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

Are law enforcement agencies using the W/B HIDTA Investigative Support Center and training resources? Yes. The W/B ISC is often the focal point of criminal and drug trafficking intelligence for the participating federal, state, and local law enforcement agencies. The ISC provides these agencies with a multitude of services such as analytical support, deconfliction, threat assessments, and access to information sharing networks and databases. ISC analysts have provided analytical support to more than 600 cases over the past three years. More than 20 initiatives submitted 37,300 deconflictions during this time. The number of deconflictions submitted each year has increased steadily since 2001 from 2,749 to 15,426.

Law enforcement personnel continue to utilize the training opportunities offered by the W/B HIDTA Training Initiative. Their application of the knowledge gained from training is exemplified by the W/B HIDTA six month follow up surveys. The surveys demonstrate that 72% of the students have been able to use what they learned from the courses as they perform their duties.

Is the HIDTA approach cost effective in the Washington/Baltimore region? Yes. Law enforcement officers participating in HIDTA initiatives are often aware of shifts in drug trends before anyone else. The HIDTA approach strengthens and increases the opportunities for identifying, monitoring, and

addressing drug threats. PMP data show that the return on investment in the Washington/Baltimore region is exceptional. W/B initiatives seized \$6 in drugs and \$5 in drug assets for every ONDCP dollar invested in the program.

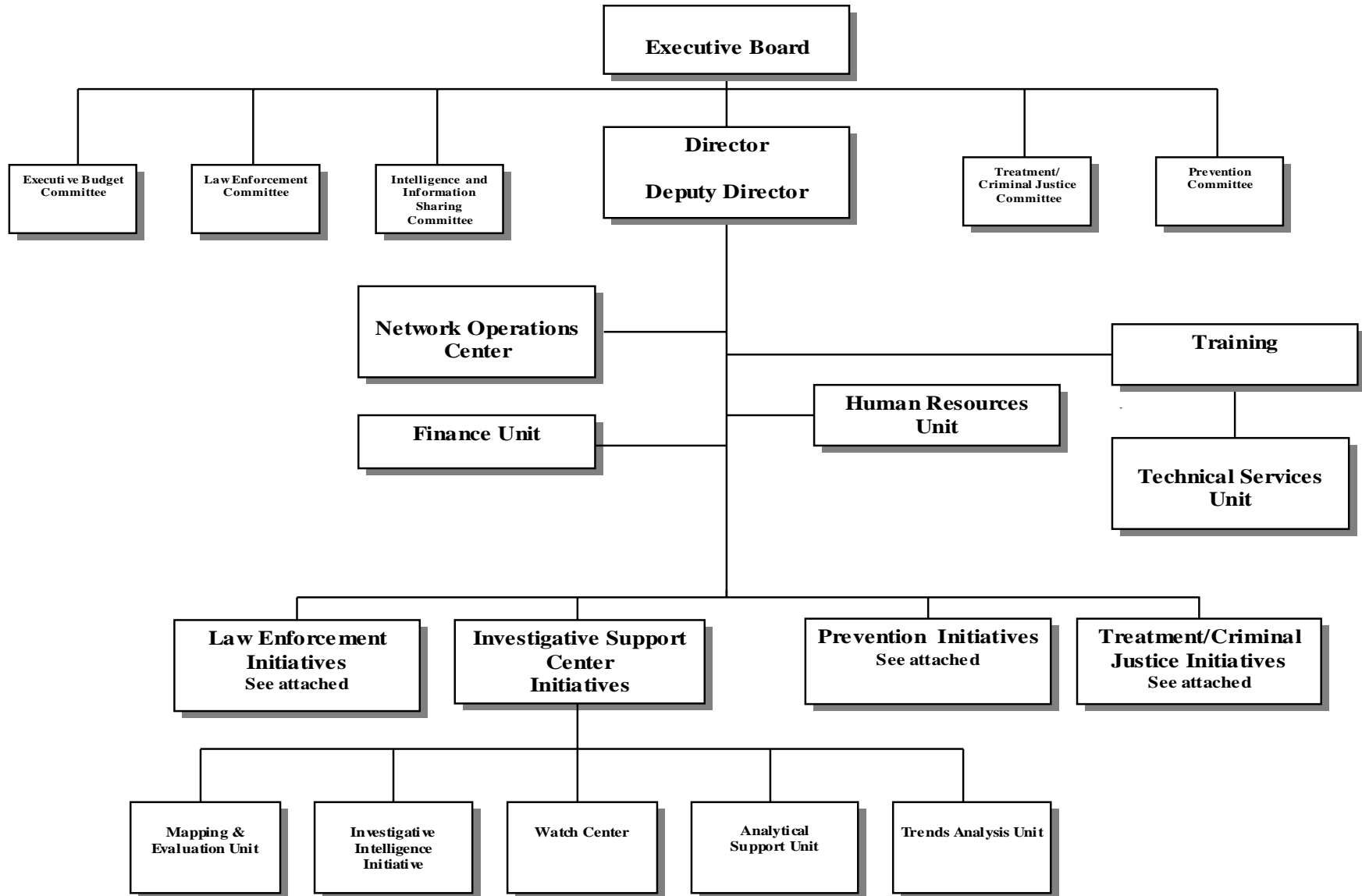
Drug Money Laundering Initiative Dismantles DTO Responsible for Smuggling Over 6,000 Kilograms of Cocaine from Mexico into the United States

Persistent officers and agents from the Immigration and Customs Enforcement (ICE), the Baltimore County Police Department, and the United States Attorney's Office dismantled an elaborate DTO with ties to Monterrey, Mexico. After a tip by an informant in October 2002, Baltimore County Police began monitoring the moves of Alonzo Ballard, a truck driver residing in Randallstown, Maryland. After installing a real time global positioning system on Ballard's truck, authorities established that Ballard was traveling great distances to Miami, Laredo, and New York City. Aside from these trips, Ballard's truck remained idle at his residence. In March 2003, Texas authorities cooperating with the investigation in Maryland obtained and executed a search warrant on his truck following a pickup in Laredo. The search revealed 230 kilograms of cocaine in Ballard's truck. In September 2004, after over ten years of working with this DTO, Ballard was persuaded to provide details about the organization. Ballard confessed that the usual load from Laredo was at least one hundred kilograms of cocaine and he made at least four trips back to Baltimore in his time with the organization. The investigation into the several other members of the DTO responsible for aiding in the transportation, or assisting in the distribution of the cocaine, ran until July 2006. Overall, ten arrests and indictments of Mexican cartel members and American traffickers and distributors were made in Baltimore, New York, and Laredo. All ten arrests led to Federal indictments in the District Court of Maryland. The cartel representative from Monterrey, Mexico responsible for overseeing the delivery of cocaine from Mexico to New York and the shipping of cash proceeds from New York back to Mexico has been arrested and indicted in the Federal District Court of Maryland. Members of this DTO admit to smuggling over 6,000 kilograms of cocaine from Mexico into various cities throughout the United States. Also seized in the investigation were four handguns, over \$45,000 in cash proceeds, and several documents.

APPENDICES

- A. Table of Organization for the Washington/Baltimore HIDTA
- B. Washington/Baltimore HIDTA Executive Board Membership
- C. List of Participating Law Enforcement Agencies
- D. List of Participating Treatment Agencies
- E. List of Counties Participating in the Washington/Baltimore HIDTA
- F. Washington/Baltimore HIDTA 2006 Matrix

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



APPENDIX B: WASHINGTON/BALTIMORE HIDTA EXECUTIVE BOARD MEMBERSHIP

Local: 7 members

State: 5 members

Federal: 7 members

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

APPENDIX C: LIST OF PARTICIPATING LAW ENFORCEMENT AGENCIES

FEDERAL AGENCIES

Bureau of Alcohol, Tobacco, Firearms, & Explosives	United States Department of Health and Human Services
Defense Security Service	United States Department of Homeland Security
Drug Enforcement Administration	United States Department of Housing & Urban Development
Federal Bureau of Investigation	United States Immigration & Customs Enforcement
Federal Deposit Insurance Corporation	United States Marshal's Service
Federal Reserve System	United States Park Police
Food and Drug Administration	United States Postal Service
Internal Revenue Service	United States Secret Service
Social Security Administration	
United State Attorney's Office (MD, DC, VA)	
United States Coast Guard	

STATE AGENCIES

Maryland State Police	National Guard (MD, DC, VA)
MD National Capitol Park PD	University of MD Dept. of Public Safety
MD Natural Resources PD	Virginia Attorney General's Office
MD Transit Administration PD	Virginia State Police
MD Transportation Authority PD	

LOCAL AGENCIES

Alexandria PD	Howard County PD
Annapolis PD	Leesburg PD
Anne Arundel PD	Loudoun County Sheriff's Office
Arlington County PD	Manassas City PD
Baltimore City PD	Manassas Park PD
Baltimore County PD	Metro Washington Airport Authority PD
Calvert County Sheriff's Office	Metropolitan PD
Charles County Sheriff's Office	Montgomery County PD
Chesterfield County PD	Montgomery County Sheriff's Office
Commonwealth Attorney's Office for Alexandria, Virginia	National Guard (MD, DC, VA)
District of Columbia Dept. of Corrections	Ocean City PD
Dumfries PD	Petersburg PD
Fairfax City PD	Prince George's County PD
Fairfax County PD	Prince George's Sheriff's Office
Fairfax County Sheriff's Office	Prince William County PD
Falls Church PD	Richmond PD
Greenbelt PD	St. Mary's County Sheriff's Office
Hanover Sheriff's Office	Stafford County Sheriff's Office
Harford County Sheriff's Office	State's Attorney – Baltimore City
Henrico County PD	State's Attorney – Montgomery County
Herndon PD	Vienna PD

APPENDIX D: LIST OF PARTICIPATING TREATMENT/CRIMINAL JUSTICE AGENCIES

Alexandria

Alexandria Community Services Board
Alexandria Parole and Probation Office

Arlington

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

Baltimore City

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

Baltimore County

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

Charles County

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

Fairfax

Fairfax Community Services Board
Fairfax Department of Parole and Probation

Loudoun

Loudoun County Mental Health Agency

Loudoun County Community Services Board
Loudoun County District 25 Parole and Probation

Prince George's County

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

Prince William County

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

Washington, D.C.

Court Services and Offender Supervision Agency (CSOSA)
D.C. Pretrial Services
D.C. Department of Corrections
US Probation Agency

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

Maryland

Anne Arundel County
Baltimore County
Calvert County
Charles County
Harford County
Howard County
Montgomery County
Prince George's County
St. Mary's County
City of Baltimore

Virginia

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

Washington, D.C.

APPENDIX F: WASHINGTON/BALTIMORE HIDTA 2006 MATRIX

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Figure 2: More than 77Percent of DTOs and 75 Percent of MLOs Disrupted or Dismantled in 2006 were International or Multi-State in Scope
Figure 3: Drugs Removed From the Market, by Drug 2002-2006
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Table 2: Percentage of DTOs and MLOs under Investigation Disrupted or Dismantled by Scope, Washington/Baltimore 2006 [ALL DTOs; MLOs included]
Table 3: Percentage of Money Laundering Organizations Disrupted or Dismantled by Scope, Washington/Baltimore 2006
Table 4/4a: CPOT, RPOT, and OCDEF Cases by Operational Scope Initiated in 2006, at Washington/Baltimore
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Table 6: Washington/Baltimore Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives by Year
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Table 9: Value of Clandestine Methamphetamine Laboratories Dismantled by Size for Year 2006, at Washington/Baltimore *(Table not shown)*
Table 10: HIDTA Clandestine Laboratory Activities for Year Washington/Baltimore in 2006 *(Table not shown)*
Table 11: HIDTA Training Efficiency by Type of Training for Year 2006, at Washington/Baltimore
Table 12: Percentage of Event and Case Deconflictions Submitted for Year at Washington/Baltimore
Table 13: Percentage of Cases Provided Analytical Support for Year at Washington/Baltimore
Table 14: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at Washington/Baltimore
Table 15: Threat Specific: HIDTA Fugitives Targeted and Apprehended by Year at Washington/Baltimore

ENDNOTES

Washington/Baltimore HIDTA (2005). *Threat Assessment for Budget Year 2006*. College Park, MD:Author.

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2006 WASHINGTON/BALTIMORE HIDTA PMP MATRIX

THREAT ASSESSMENT		STRATEGY & BUDGET		ANNUAL REPORT				
THREAT ASSESSMENT		STRATEGY & BUDGET		ANNUAL REPORT				
Goal 1 - Reduce Drug Availability by Eliminating or Disrupting Drug Trafficking Organizations								
Geographic Area	Threat Description	Source	Performance Targets	Enforcement Initiatives	Intelligence Initiatives	Support Initiatives	Management & Coordination Initiative	Performance Measures & Narrative
WB HIDTA REGION	35 INTERNATIONAL DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	30 INTERNATIONAL DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	66 MULTISTATE DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	59 MULTISTATE DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	36 LOCAL DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	26 LOCAL DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	26 DRUG MONEY LAUNDERING DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	35 DRUG MONEY LAUNDERING DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	MULTI-KILOGRAM QUANTITIES OF ILLEGAL DRUGS ARE TRAFFICKED WITHIN AND THROUGHOUT THE REGION VIA AIRPORTS, BUS AND TRAIN STATIONS AND PARCEL SYSTEMS	ANNUAL REPORT	ROI OF \$1 FOR DRUGS SEIZED					
BALTIMORE AREA	9 INTERNATIONAL DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	6 INTERNATIONAL DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	29 MULTISTATE DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	28 MULTISTATE DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	17 LOCAL DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	15 LOCAL DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	12 MONEY LAUNDERING ORGANIZATIONS UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	6 DRUG MONEY LAUNDERING DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	VIOLENT CRIME IN TARGETED NEIGHBORHOODS	THREAT ASSESSMENT	REDUCE VIOLENT CRIME IN AREAS WITH VOLUNTEER CONCENTRATION					
SOUTHERN MARYLAND AREA	2 INTERNATIONAL DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	5 INTERNATIONAL DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	11 MULTISTATE DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	7 MULTISTATE DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	8 LOCAL DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	2 LOCAL DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	3 MONEY LAUNDERING DTOs IDENTIFIED AS OF 1/1/05	PMP REPORT	2 DRUG MONEY LAUNDERING DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	JUVENILES ENGAGING IN CRIMINAL ACTIVITY	THREAT ASSESSMENT	INCREASE JUVENILE PARTICIPATION IN CRIME AND DRUG PREVENTION ACTIVITIES					
WASHINGTON, D.C.	17 INTERNATIONAL DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	10 INTERNATIONAL DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	6 MULTISTATE DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	12 MULTISTATE DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	7 LOCAL DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	7 LOCAL DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
	MULTI-KILOGRAM QUANTITIES OF ILLEGAL DRUGS ARE TRAFFICKED WITHIN AND THROUGHOUT THE REGION VIA COMMERCIAL AND PASSENGER VEHICLES	THREAT ASSESSMENT	CURRENTLY HANDLED BY A NON-HIDTA GROUP					
	VIRGINIA AREA	10 INTERNATIONAL DTOs UNDER INVESTIGATION AS OF 1/1/05	PMP REPORT	9 INTERNATIONAL DTOs TO BE DISMANTLED OR DISRUPTED IN 2006				
10 MULTISTATE DTOs UNDER INVESTIGATION AS OF 1/1/05		PMP REPORT	12 MULTISTATE DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
4 LOCAL DTOs UNDER INVESTIGATION AS OF 1/1/05		PMP REPORT	2 LOCAL DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
11 MONEY LAUNDERING DTOs UNDER INVESTIGATION AS OF 1/1/05		PMP REPORT	27 DRUG MONEY LAUNDERING DTOs TO BE DISMANTLED OR DISRUPTED IN 2006					
JUVENILES ENGAGING IN CRIMINAL ACTIVITY		THREAT ASSESSMENT	INCREASE JUVENILE PARTICIPATION IN CRIME AND DRUG PREVENTION ACTIVITIES					
WB HIDTA REGION	DRUG DEPENDENT OFFENDERS COMMITTING CRIMES TO SUPPORT THEIR ADDICTIONS	HATS	REDUCE RECIDIVISM RATES FOR HIDTA TREATMENT/CRIMINAL JUSTICE CLIENTS BY 25% OVER BASELINE					

Goal 2 - Improve the Efficiency and Effectiveness of HIDTA Initiatives

Geographic Area	Regional Needs	Performance Targets	Enforcement Initiatives	Intelligence Initiatives	Support Initiatives	Management & Coordination Initiative	Performance Measures & Narrative
WASHINGTON/BALTIMORE HIDTA REGION	IMPROVE AND ENHANCE THE TECHNOLOGICAL RESOURCES IN THE HIDTA REGION THAT CAN CONTRIBUTE TO INFORMATION SHARING AND CASE MANAGEMENT	PROVIDE AT LEAST TWO TYPES OF ADVANCED TECHNOLOGIES FOR USE OF THE HIDTA INITIATIVES AND ITS PARTICIPATING AGENCIES THAT WILL DEMONSTRABLY IMPROVE INFORMATION SHARING AMONG ALL PARTICIPATING AGENCIES					
	IMPROVE AND ENHANCE INFORMATION SHARING AND CASE REFERRALS	LAW ENFORCEMENT INITIATIVES WILL REFER 146 CASES TO OTHER AGENCIES AND 174 CASES TO OTHER HIDTAS AND 180 WILL REFER 50 CASES TO OTHER AGENCIES AND 45 CASES TO OTHER HIDTAS					
	PROVIDE REAL-TIME CASE MANAGEMENT TECHNOLOGY FOR THE HIDTA INITIATIVES AND PARTICIPATING LAW ENFORCEMENT AGENCIES	100% OF WB HIDTA INITIATIVES AND 10 PARTICIPATING AGENCIES WILL BE USING CASE EXPLORER TO MANAGE THEIR CASES					
	PROVIDE REAL-TIME EVENT DECONFLUCTION SERVICES FOR THE HIDTA REGION	ESTABLISH 100% PARTICIPATION IN EVENT DECONFLUCTION FOR HIDTA INITIATIVES AND ALL LAW ENFORCEMENT AGENCIES IN THE HIDTA REGION					
	ESTABLISH ELECTRONIC CONNECTIVITY WITH INTELLIGENCE UNITS OF THE MAJOR POLICE DEPARTMENTS PARTICIPATING IN THE WB HIDTA	ESTABLISH ELECTRONIC CONNECTIVITY WITH THE INTELLIGENCE UNITS IN BALTIMORE COUNTY, BALTIMORE CITY, MARYLAND STATE POLICE AND THE MARYLAND COORDINATION AND ANALYSIS CENTER.					
	PROVIDE ANALYTICAL SUPPORT TO WB HIDTA INITIATIVES AND PARTICIPATING AGENCIES	PROVIDE ANALYTICAL SUPPORT TO 115 HIDTA CASES IN A TIMELY MANNER					
	INCREASE THE COMPUTER SKILLS OF THOSE PARTICIPATING IN WB HIDTA COMPUTER TRAINING	IMPROVE THE COMPUTER SKILLS OF 600 STUDENTS IN FOUR TYPES OF COMPUTER CLASSES					
HIDTA BUDGET		PROVIDE 17 SPECIALIZED DRUG ENFORCEMENT TRAINING CLASSES, TWO BASIC INTELLIGENCE SCHOOLS, AND TREATMENT/CJ CROSS TRAINING FOR 700 STUDENTS IN WB HIDTA INITIATIVES AND PARTICIPATING AGENCIES					
							TOTAL BUDGET \$13,400,500