

# SOUTHWEST BORDER SOUTH TEXAS HIDTA 2005 ANNUAL REPORT

## I. EXECUTIVE SUMMARY

A. The Southwest Border (SWB), South Texas (STX) Regional HIDTA may be described as a fast growing, lightly populated, highly agricultural area with developing medical research and treatment centers intermingled with growing technological and manufacturing businesses. It may also be described as a region with a strong tourism focus. However, regional newspaper headlines decry these publicly voiced comments. Samplings of major headlines in the region reflect the sordid story of bloody drug related violence and mayhem within the region. Drug cartels and their associated security organizations, as well as the feared *Mara Salvatrucha (MS-13)*, a violent criminal group organized by Salvadoran refugees in Los Angeles during the 1980's, are extremely active on each side of the international border between Texas and Mexico. Robert Garza, the acting Chief Patrol Agent, Rio Grande Sector of the Department of Homeland Security, United States Border Patrol, discounted comments by U.S. Representative Solomon Ortiz (D-Corpus Christi) stating MS-13 is tied with al-Qaida<sup>1</sup>.

**Nuevo Laredo, Tamaulipas, Mexico:** This border city held hostage by violence could be freed if the 700 federal and state police officers that entered the city Sunday are successful in their fight against organized crime. March 7, 2005 *Laredo Morning Times*

**Donna, Texas:** ... In the carefree feeling was shattered Tuesday night when armed men broke into a house and killed a man. About 11:30 p.m. Tuesday, two or three men forced their way into a home on the 800 block of Meadow Wood normally quiet neighborhood, just north of Expressway 83, ... March 24, 2005 *The Monitor*

**Laredo, Texas:** Seven people were indicted in connection to the double homicide involving two victims found shot and burned to death in the trunk of a vehicle earlier this year. April 8, 2005 *Laredo Morning Times*

**San Antonio, Texas:** ... a federal jury in San Antonio convicted four Texas Mexican Mafia members on drug, money laundering and firearm charges. April 20, 2005 *San Antonio Express News*

**Nuevo Laredo, Tamaulipas, Mexico:** Officials confirmed Thursday there have been 60 kidnappings by armed, masked men since the beginning of the year in this border town, with 13 reported in the last eight days alone. The figures came on the heels of the 49th homicide of the year, recorded when a young man was shot dead as he waited in his car at a stop sign Thursday night. May 11, 2005 *Laredo Morning Times*

These headlines strongly state the region's deadly day-to-day environment, to which South Texas Law Enforcement Officers are subjected. Historically, the region accounts for roughly

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<sup>1</sup> Agents brief local lawmen on Gang. James Osborne, March 11, 2005, *McAllen Monitor*.

30 % - 55 % of the illegal drugs seized in the SWB<sup>2</sup>. Of growing concern is the amount of chemicals and number of laboratories seized, which are associated with illicit methamphetamine smuggling, production, sale, use, transportation, and distribution, continue to impact the SWB, STX Regional HIDTA and destination cities.

The SWB, STX Regional HIDTA also acknowledges the financial and economic environment associated with illicit smuggling activity. The region connects with major highways from the interior of Mexico to the gateway cities of Texas and the United States. With the advent of the North American Free Trade agreement, NAFTA, the region is virtually flooded with an economy supporting the increased trade between Mexico, the United States of America, and Canada. Though the region has exponentially grown in financial resources associated with the trade, the region continues to maintain its status as having some of the poorest counties within the United States. Starr County continues to be ranked in the top ten with more than 50 percent of the population in poverty.

B. The SWB STX HIDTA covers a pivotal area responsible for a significant amount of the illicit drugs destined for illegal markets across the United States. In 2005, South Texas seizures reached phenomenal levels as compared to the SWB in total. Seizures along the border in the SWB STX HIDTA region account for more than 20 percent of the SWB marijuana seizures, 57 percent of the SWB cocaine seizures, 51 percent of the SWB heroin seizures, and 34 percent of the SWB methamphetamine seizures. With a total of only 562 Federal, State, and local law enforcement and support personnel directly working the roughly 700 miles of the border, the SWB STX HIDTA, the counterdrug task forces face a truly formidable task.

C. The 40 Federal, State, and local law enforcement agencies (LEA) participating in the SWB STX HIDTA, give a tremendous return on investment for the monies provided by Congress to the National HIDTA Program, and subsequently the SWB STX HIDTA. Conservatively, the region gives a 589 percent return for the grants provided by the National HIDTA Program. The participating LEA within the region are extremely appreciative of the funds provided. As the majority of the counties within the SWB STX HIDTA are rural in nature with little or no major industrial business located in the region, there are few tax dollars to address the soaring drug problems. Though the region has a relatively low individual drug use problem, 'feeding' the drug markets in major U.S. presents a major crime problem. International, regional, and or local Drug Trafficking Organizations (DTO) capitalize on the poverty in the region as they recruit 'coyotes' or 'smugglers' to accomplish their illicit business activities. The crime rates, both within the region and across the Mexican border, continues to impact on the normal, day-to-day activities of citizens living within the SWB STX HIDTA.

- Illicit drug proceeds provide a large capital return for DTO smuggling operations. The Texas Assistant Attorney General Don J. Clemmer<sup>3</sup> stated, in May 2000, illegal assets from drug money laundering exceeded \$15 billion dollars and was smuggled across the Texas-Mexico border (75% of the national estimate of money smuggled across the entire US/Mexico border). This money is smuggled via bulk cash, licensed currency

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<sup>2</sup> SWB, STX 2005, *ibid*.

<sup>3</sup> Statement of Don J. Clemmer, Assistant Attorney General, Office of the Texas Attorney General, to the Subcommittee on Financial Institutions and Consumer Credit Committee on Banking and Financial Service, U.S. House of Representatives May 15, 2000.

exchangers along the Texas-Mexico border, and correspondent bank accounts. Subsequent figures range as high as \$25 billion. Removing those profits hits home where it counts. During CY 2005, more than \$44 million dollars in illicit drug profits and assets were permanently eliminated from the balance sheets of international, regional, and local DTO. This is 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 across the nation.

- Though the SWB STX HIDTA consists of large but mainly rural and unpopulated areas, the costs of the counterdrug efforts return high success rates for a nominal amount of money. The task forces of the SWB STX HIDTA provide the ability for local law enforcement officers and associated agencies to have the needed resources, cooperation and multi-agency support afforded by the National HIDTA Program. Without the program, local LEA could not achieve the counterdrug successes they achieve.
- Disrupting and or dismantling DTO is the reason HIDTAs exist. During CY 2005, the SWB STX HIDTA disrupted or dismantled 79 DTO operating within the region. These DTO consisted of 76 drug trafficking organizations and 3 money-laundering organizations.
- Arrests reported for CY 2005 was 2,493, an increase of 3.9 percent over CY 2004. These arrests resulted from the concerted efforts of the SWB STX HIDTA multi-agency, collocated and commingled LEA officers working together on their common targets.
- Striving to achieve international results, the SWB STX HIDTA provided assistance in the investigative and intelligence support of more than 749 designated cases.
- Training LEA officers and support personnel in safety and successful operations, the SWB STX HIDTA provided education opportunities for more than 395 Federal, State, and local personnel in CY 2005.
- Coordinating between multiple LEA, the SWB STX HIDTA plays a leading role giving an 'umbrella' of support to participating LEA as well as reaching out to non-participating agencies. The non-participating agencies receive intelligence, investigative, and associated support to reach their counterdrug and criminal achievements.

## II. INTRODUCTION

A. The SWB STX HIDTA is pleased to present this Annual Report documenting its activities during the 2005 calendar year. To fully appreciate the SWB STX HIDTA 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 are located in these areas. Thus, the National HIDTA Program spreads its 'web' throughout the nation and is uniquely situated to counteract area specific counterdrug efforts. HIDTA play a significant role in addressing real world drug and drug-related problems while offering real world solutions. The SWB STX HIDTA is no exception. The SWB STX HIDTA fosters cooperation and efficient working relationships with over 36 Federal, State and local agencies in its quest to disrupt and or

dismantle DTO. These relationships embody the SWB STX HIDTA cooperative efforts within its initiatives. A detailed description of each initiative can be found in the SWB STX HIDTA 2005 Strategy, which is available from the SWB STX HIDTA office.

B. SWB STX HIDTA law enforcement task forces and initiatives established priorities focusing on disrupting and or dismantling DTO in the region. Those DTO impacting areas across the nation receive major attention of the SWB STX HIDTA. Home invasions, violent drug-related gang crimes, and international violent crimes associated with the border increased dramatically. Criminal activities in certain regions along the Texas/Mexico border prevent residents from continuing and or maintaining acceptable quality of life levels. The volatile nature of the Texas/Mexico border prevents numerous local agricultural related activities from continuing. Many landowners moved their families to cities away from the border to prevent possible bodily harm to family members. Coupled with continuing illegal alien smuggling, and possible terrorist related activities, the overall quality of life in the region is decreasing rapidly. Supporting prosecutors in the region continue to aide in efforts to improve regional quality of life for all residents.

C. Each HIDTA received clear goals from the National HIDTA Program. To achieve these goals, clear Threat Assessment identifying problems faced; a Strategy clearly delineating a plan to address the Threat, and an Annual Report documenting how the Strategy achieved success identified in the Threat Assessment are provided by each HIDTA. The National Program Mission Statement embodies the overall HIDTA mission:

<b>National HIDTA</b>
<b>Program Mission Statement</b>
<p>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.</p>

D. The SWB STX HIDTA Executive Committee developed, in concert with HIDTA staff and through coordination with Federal, State, and local LEA, developed a 3-5 year vision for the SWB STX HIDTA. This vision, which will receive review and updating as necessary, reflects a HIDTA outcome, which task forces and initiatives in the area may look to as a 'light at the end of the tunnel.' Task Force commanders should continue to reach out to local and state LEA to increase the effectiveness and information gathering and exchange ability within the region. Reviews of methods the SWB STX HIDTA can measure success continue to be an evolving process. Efficiency, effectiveness, and associated cooperation between and among participating and external LEA will be a facet of the vision, which will receive much focus over the coming years. The growth of the SWB STX HIDTA does not necessarily require higher budgets resources but may necessitate smarter distribution of limited resources while gaining participation from LEA within the SWB STX HIDTA. Increased participation could benefit participants through decreased crime rates, higher quality of life for citizens, and more cooperation. Information sharing between all LEA within the region will allow for

more informed operations and successes in the illicit drug trafficking in the area. Overall, the goal the SWB STX HIDTA wants to *achieve* is *complete and comprehensive information exchange and cooperation between LEA and citizens to counter the illegal drug threat and associated crime.*

**SWB STX HIDTA  
Vision Statement**

Maintain effective counterdrug task forces, which successfully coordinate and establish working relationships and liaisons with all Law Enforcement Agencies within the region through the exchange of intelligence to support the reduction and elimination of illicit counterdrug operations and related criminal activities.

E. The SWB STX HIDTA recognizes a clear mission is needed for a successful battle against the illicit drug trafficking in the region. The law enforcement, intelligence and prosecution communities cannot work in concert toward any mutual objectives, and success without quantified or measured outputs. The SWB STX HIDTA fully embraces the following mission in conjunction with the national program objectives.

**SWB STX HIDTA  
Mission Statement**

Reduce drug availability by creating intelligence-driven drug task forces aimed at eliminating or reducing domestic drug trafficking and its harmful consequences through enhancing and helping to coordinate drug trafficking control efforts among Federal, State and local Law Enforcement Agencies.

F. Reporting Period: This Annual Report covers the reporting period January 1, 2005 to December 31, 2005.

G. Budget Allocation: During this reporting period, ONDCP allocated an \$9,064,081 budget for SWB STX HIDTA operations. SWB STX HIDTA strives to minimize any expenditure not directly addressing the achievement of their primary objectives. Accordingly, the SWB STX HIDTA allocates 91.9 percent of its allocation directly to task forces, initiatives and their operational support costs. Throughout this Annual Report, the SWB STX 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.

H. Geographic Area of Responsibility:

1) Texas- Bexar County, Cameron County, Dimmit County, Hidalgo County, Jim Hogg County, Kinney County, La Salle County, Maverick County, Starr County, Val Verde County, Webb County, Willacy County, Zapata County, and Zavala County.

2) The SWB STX HIDTA region covers two distinct population regions, the County of Bexar, which contains approximately 60 percent of the population within the region, and the rest of the region. The 'rest of the region' is generally remote, rural country with terrain varying from lush, vegetated farmlands to dry, desert like country. There are five major cities, Brownsville, McAllen, Laredo, Eagle Pass, and Del Rio, within the region. These cities provide border residents availability to major transportation routes to the interior of the United States. Some of the border counties, specifically Hidalgo, Starr, Zapata, and Zavala, are four of the fifty counties in the United States with the highest poverty rates. Though the North American Free Trade Agreement (NAFTA) generates a significant amount of earning potential across the countries included, the SWB STX HIDTA continues to be among the poorest on the nation. Therefore, the opportunities to earn money and generate income in the area continue to make illicit drug trafficking a major problem. The poverty rate, coupled with a historical smuggling history in the region, makes the task of the SWB STX HIDTA task forces mission difficult

### III. HIDTA Goals

A. The National HIDTA Program developed two specific goals to focus on to meet the continuing drug challenge. These two national goals guide all HIDTA initiatives in the United States. The SWB STX HIDTA proudly adheres to these national goals. An annual Threat Assessment Summary for fiscal year 2005 and an associated Strategy, developed to address the Threat while following the goals, are included in this section. The SWB STX HIDTA developed a strategy addressing local and regional needs while addressing the national objectives covered by the National HIDTA Goals.

#### NATIONAL HIDTA GOALS

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

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

B. All the SWB STX HIDTA initiatives and task forces address the National HIDTA Goals. Through planning methods to specifically close various DTO active within the region, task forces improve the efficiency and effectiveness of their operation and those of participating Federal, State, and local LEA. Based on their planning efforts, the task forces are able to measure, through realistic outcome measures, their successes in the counterdrug arena. Budgets for task forces, as evaluated by management within the task forces and at the Executive Committee level within the SWB STX HIDTA, are equitably distributed based on needs and demonstrated results. The SWB STX HIDTA initiatives are developed within clear national guidelines governing all HIDTA activities and expenditures.

C. The SWB STX HIDTA Executive Committee involves itself in all aspects of the SWB STX HIDTA pillars of operation, i.e., Intelligence, Investigation, Interdiction, and Prosecution activities. The Executive Committee exchange valuable information between participating agencies to better succeed in the counterdrug operations in the region. Evaluation of each task force and initiative give task force commanders direct feedback. Sub-committees developed by the Executive Committee assist in providing important insight to the performance and planning of the task forces, as they follow the Strategy to impact on the National HIDTA goals. Subcommittees created include Operational, Fiscal, and Intelligence.

#### **IV. Summary of Threat Assessment for Budget Year 2005**

Recognizing how important it is to maximize operational effectiveness, and to ensure our citizens get the greatest return for their tax dollars, each year the SWB STX HIDTA establishes a sound strategic plan and realistic resource requests which emanate from its well-researched and thorough Threat Assessment. The reader is referred to The SWB STX HIDTA Threat Assessment for 2006 for details on the threats identified. The following summary is presented for your convenience:

##### **A. Methodology**

The STR Annual Threat Assessment's objectives is to identify the most significant drug related threats and smuggling trends within the STR, and provide participating agencies the information necessary to make effective use of their counter drug resources. The Threat Assessment is the collaborative effort of numerous participating Federal, state and local agencies operating in South Texas.

##### **B. Environmental and Related Threats**

The South Texas Region of the Southwest Border High Intensity Drug Trafficking Area (SWBHIDTA) remains one of the primary smuggling corridors for illicit drugs destined for cities and towns throughout the United States. The region is home to three major transportation corridors providing excellent means for international smuggling of illegal drugs and alien traffic originating from Mexico and South America.

The STR has a population of approximately three million people, making it the fifty-sixth largest consumer market in the United States. According to the 2000 U.S. Census, three STR cities rank in the top 10 among the fastest growing cities in the United States. Laredo ranked second, McAllen ranked third and Brownsville ninth. Bexar and Hidalgo counties ranked 21<sup>st</sup> and 23<sup>rd</sup>, respectively, in numeric population change. It is estimated that as much as 20 percent of the local population is either involved in drug smuggling or receive direct benefits from drug smuggling activities. Drug smuggling is a daily way of life along the border, and many families have several generations of involvement in drug smuggling along the Rio Grande River. Drug smuggling in the Rio Grande Valley encompasses international, national, regional and local trafficking organizations. Illegal drug smuggling activities in the STR have a major impact on the entire nation's illegal drug supply.

##### **C. Drug Threat**

The South Texas Border Region has the most active drug smuggling corridors in the Southwest. The region is a primary gateway and transshipment corridor for Colombian

cocaine entering the United States from Mexico. Methamphetamine and cocaine poses the greatest drug threat to law enforcement and residents in the South Texas Region. According to the El Paso Intelligence Center's (EPIC) seizure statistics, methamphetamine seizures increased by 55 percent during the calendar year. This equated to 34 percent of all methamphetamine seized along the Southwest Border. Additionally, 57 percent of the cocaine seized along the Southwest Border occurred in the STR in 2005. Marijuana remained the most available illicit drug in the area although seizures declined drastically during the calendar year.

#### D. Drug Trafficking Organizations and Activities

Most DTOs operating across the STR are transportation related, with ties to international and Mexican cartels. It is estimated the DTOs (143 identified) operating along the U.S./Mexico border generate 20 to 40 billion dollars annually. In order to collect their profits, the DTO must reverse their smuggling operations to return the illicit profits from the U.S. into Mexico. Methods range from old-fashioned bulk currency shipments by private vehicles and commercial trucks to sophisticated multi-bank transfers.

Transportation of illicit drugs across the border region is a way of life, unfortunately, for many people. Historically, smuggling is a way of life for an area dominated by low income and slow economic growth to the undereducated. Excluding the city of San Antonio, the STR would not be considered a distribution center but rather a transit zone. Smuggling organizations bringing illicit drugs into the STR are normally loosely banded cells with family ties to the specific region of the border.

#### E. Outlook

The STR will continue to be the primary entry zone and corridor for the transportation and transshipment of illegal drugs entering the United States from Mexico. Major DTOs operating within the STR and across the border in Mexico will continue to plague the South Texas counties with their poly-drug trafficking activities and associated violence.

The Rio Grande Valley will remain the primary "Staging and Transshipment Area" along the Southwest border. Large-scale shipments of cocaine, marijuana and methamphetamine will continue to make a way into the region from Mexico and South America. Traffickers will in all probability continue and possibly expand their investment practices in transportation venues that provide convenient, and profitable opportunities for increased overland smuggling in and through the STR.

Violence associated with drug smuggling activities will escalate along the Lower Rio Grande Valley caused by the void in Gulf Cartels' leadership. There will be a struggle for territory between the larger Mexican DTOs as well as fighting for power and leadership within the ranks of several of the trafficking organizations along the border. The insurgency of "Los Zetas" and "MS-13's" involvement with DTOs will continue to escalate the violence associated with drug trafficking throughout the region and the state.

## V. HIDTA Strategy Summary

The *SWB, STX HIDTA 2005 Strategy* provides a more detailed description of this abbreviated description of the Strategy. The South Texas HIDTA recognizes the tremendous amount of illicit narcotics within its area of operations. As such, the Executive Committee addresses approved task forces focus on money laundering and drug trafficking organizations as well as recognizing associated peripheral related activities such as gang activity and narco-terrorist activities. The SWB STX HIDTA funded task forces in CY 2005 are:

- 9 Investigative DTO focus
- 4 Investigative Money-Laundering focus
- 1 Interdiction focus
- 6 Intelligence focus
- 1 Drug-Related, Public Corruption focus
- 1 Management Operations focus public corruption

## VI. HIDTA Performance Measures

As mentioned earlier in this report, HIDTAs across the country have instituted new procedures aimed at ensuring HIDTA sponsored initiatives work both hard and smart. HIDTA developed performance measures introduce a new perspective to quantify and track HIDTA targets and monitor results. With the application of the new PMP, the SWB STX HIDTA 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 following series of tables and charts present specific outputs and efficiency measures organized in SWB STX HIDTA Goal order. These measurable results reflect a continuing increase in efficiency and effectiveness at lower programmatic costs.

### A. Performance Measures for Goal 1

**Table 1 - Cost per DTO Disrupted or Dismantled, 2005**

SWB STX HIDTA Cost per DTO Disrupted or Dismantled in 2005								
	DTOs Identified	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Budget	Cost per DTO Dismantled or Disrupted
Begin 05	89	64	36	58%	4	6%		
During 05	54	45	29	62%	7	16%		
Total 05	143	109	65	60%	11	10%		

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

SWB STX HIDTA DTOs Disrupted or Dismantled 2005								
Scope	# Identified	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	120	90	57	63%	5	6%	62	69%
Multi-state	7	5	3	75%	1	25%	4	100%
Local	16	14	5	36%	5	36%	10	71%
Total	143	109	65	60%	11	10%	76	70%

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

SWB STX HIDTA Money Laundering Organizations Disrupted or Dismantled, 2005								
Scope	# Identified	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	9	6	3	50%	0	0%	3	50%
Multi-state	0	0	0	0%	0	0%	0	0%
Local	0	0	0	0%	0		0	
Total	9	6	3	50%	0	0%	3	50%

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

SWB STX HIDTA Operational Scope, 2005					
	# Cases Opened	# CPOT Cases	# RPOT Cases	# OCDETF Cases	% OCDETF of Total Cases
International		9	1	7	8%
Multi-state		2	0	0	0%
Local		1	0	0	0%
Total		12	1	7	6%

As identified in Charts 1 – 4, the SWB STX HIDTA is inundated with drug smuggling activity. Through a comprehensive and united effort, the task forces achieved the disruption and or dismantlement of 79 DTO operating in and or through the region. Three of those were money-laundering DTO. The impact of the money-laundering capabilities, coupled with the loss of illegal drugs, removed from the market by the task forces, had more than a \$282 million dollar impact on the DTO through the combined loss of drug proceeds and assets.

**Table 5 – Drugs removed from the Market Place, 2005**

<b>SWB STX HIDTA Drugs Removed from the Marketplace, 2005</b>		
<b>Drug Seized (kg or D.U.)</b>	<b>Amount Seized (kg/D.U.)</b>	<b>Wholesale Value</b>
heroin kg	66.117	\$1,454,574
cocaine HCL kg	6858.441	\$96,018,174
crack cocaine kg	21.902	\$547,550
marijuana kg	213,050.031	\$181,092,526
methamphetamine kg	347.594	\$2,433,158
methamphetamine ice kg	3.562	\$78,364
ecstasy (MDMA) (D.U.s)	.026	\$0
<b>Anabolic Steroids</b>	<b>930.061</b>	<b>\$1,860</b>
<b>Prescription Drugs</b>	<b>3896.00</b>	<b>\$19,480</b>
Rohypnol	30.00	\$60
<b>Total Wholesale Value</b>		<b>\$281,645,746</b>

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

<b>SWB STX HIDTA ROI for Drugs Seized by Year</b>					
<b>Year</b>	<b>Budget</b>	<b>Baseline Drug Wholesale Value</b>	<b>Targeted Drug ROI</b>	<b>Drug Wholesale Value Removed From Market</b>	<b>Actual Drug ROI</b>
2004	\$7,598,887	\$242,209,107	\$32	\$242,209,107	\$32
2005	\$8,164,683	\$0	\$0	\$281,645,746	\$34
2006					
2007					

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

<b>SWB STX HIDTA ROI for Assets Seized by Year</b>					
<b>Year</b>	<b>Budget</b>	<b>Baseline Value of Drug Assets</b>	<b>Targeted Asset ROI</b>	<b>Value of Drug Assets Removed From Market</b>	<b>Actual Asset ROI</b>
2004	\$7,598,887	\$22,194,584	\$3	\$22,194,584	\$3
2005	\$8,164,683	\$22,194,584	\$5	\$44,074,282	\$5
2006					
2007					

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

SWB STX HIDTA Total ROI by Year					
Year	Budget	Drugs and Assets Baseline	Targeted Total ROI	Drugs and Assets Removed From Market	Actual Total ROI
2004	\$7,598,887	\$264,403,691	\$35	\$264,403,691	\$35
2005	\$8,164,683	\$264,403,691	\$40	\$325,798,393	\$39
2006					
2007					

The success of the task forces may be measured in a Return On Investment (ROI). This ROI is based on funds received through the National HIDTA Program and how much is returned, in terms of illicit drug proceeds, assets, and wholesale values of the drug seized, for each dollar received in the SWB STX HIDTA. As Tables 6 – 8 reflect, a total return of \$39 is removed from the illegal DTO operating in the region for each HIDTA dollar received. If compared to a national business, the impact is phenomenal if the return is viewed as the removal of assets from a business warehouse and also from the bank accounts of the business. No business can continue to operate on losses that high. Note, the value of the drugs reflect regional prices and do not reflect the value of the drugs if purchased in major metropolitan areas of the United States.

**Table 9 - Prosecution Initiative Cost Per Investigation, 2005**

SWB STX HIDTA Cost per Investigation by Year						
Year	Budget	Investigations Baseline	Investigations Projected	Investigations Handled	% Handled	Cost/ Investigation
2004	\$183,125	68	68	68	100%	\$2,693
2005		264	226	114	50%	
2006						
2007						

The cost per prosecution, by prosecutors receiving HIDTA salaries, is relatively low. Given the poverty level in the area, the prosecution brings tremendous impact on the drug traffickers while relieving the local populace of the high cost of prosecution. The local prosecution offices could not afford the resources provided by HIDTA to address the growing illicit drug trafficking issues.

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

<b>SWB STX HIDTA Clandestine Methamphetamine Laboratories Dismantled in 2005</b>			
<b>Meth Cost Per Ounce</b>		<b>\$1000</b>	
<b>Lab Size</b>	<b>Labs ID/Targeted</b>	<b>Labs Dismantled</b>	<b>Value of Labs Dismantled</b>
A. Less 2 Oz	0	33	\$66,000
B. 2 - 8 Oz	0	4	\$20,000
C. 9 Oz - 16 Oz	0	0	\$0
D. 32 - 144 Oz	0	0	\$0
E. 160 - 320 Oz	0	0	\$0
F. Over 320 Oz			\$0
<b>Total</b>	<b>0</b>	<b>37</b>	<b>\$86,000</b>

**Table 11 - Clandestine Laboratory Activities, 2005**

<b>SWB STX HIDTA Clandestine Activities in 2005</b>					
	<b>Baseline</b>	<b># Targeted</b>	<b># Identified</b>	<b>% Identified</b>	<b>Actual Change from Baseline</b>
<b>Suspicious Precursor/Essential Chemical Transactions*</b>	0	0	33	0%	33
<b>Laboratory Dump Sites</b>	4	0	37	825%	33
<b>Chemical/Glassware Seizures</b>	0	0	8	0%	0

Methamphetamine, a growing problem across the nation as well as the SWB STX HIDTA, receives a special focus by the task forces. Though not historically a major problem, the region is becoming infected with illegal laboratories and an increase in smuggling efforts. The laboratories found and dismantled were in the highly populated Bexar County region. Unfortunately, the seizures in Table 5 reflect the growing traffic problem of methamphetamine in the remote areas of the area.

**B. Performance Measures for Goal 2**

<b>SWB STXHIDTA Training Efficiency</b>											
Type of Training	# Students Expected for Training		# Students Actually Trained		# Training Hours Actually Provided		Total Training Cost		Training Cost per Hour		
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005	% Change 2004-2005
Analytical/Computer	117	0	117	6	10120	136	\$94,775	\$975	\$9.37	\$7.17	23%
Investigative/Interdiction	69	0	67	382	2682	7,954	\$49,868	\$29,886	\$18.59	\$3.76	-80%
Management/Administrative	2	0	2	0	220	1,177	\$4,961	\$13,380	\$22.55	\$11.37	-50%
Conferences	0	0	0	7	0	64	\$0	\$1,948	\$0.00	\$30.44	0%
<b>Total</b>	<b>188</b>	<b>0</b>	<b>186</b>	<b>395</b>	<b>13,022</b>	<b>9,331</b>	<b>\$149,604</b>	<b>\$46,189</b>	<b>\$11.48</b>	<b>\$4.95</b>	<b>-57%</b>

**Table 12 – SWB STX HIDTA Training Efficiency by Year and Type of Training**

Federal, State, and local LEA officers and support personnel could not achieve the level of participation as in previous years due to budget cuts in certain schools. However, the cost per hour continues to be low given the quality of training received. Focus continues to be on intelligence services where training lets investigators save time and energy with well-trained analysts with appropriate computer and automation support.

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

<b>SWB STX HIDTA Deconfliction Services by Year</b>				
Year	Total HIDTA Initiatives	# Initiatives Targeted to Use Services	# Initiatives Using	% Initiatives Using
2004	10	0	10	0%
2005	10	10	10	100%
2006	10	0	0	0%
2007	10	0	0	0%

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

SWB STX HIDTA Deconfliction Submissions by Year						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Targeted	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	5,000	0	5,361	4,357	9,718	0%
2005	5,000	10,688	5,705	9,520	11,625	109%
2006	5,000	1,150	0	0	0	0
2007	5,000	12,114	0	0	0	0

Officer safety can't be highlighted enough. Through the SWB STX HIDTA Deconfliction system, all LEA within the region receive, at no cost to their agencies, timely and accurate deconfliction services for all their operation. Further, through case and subject deconfliction, duplication of effort is reduced and the results are returned in increased cooperation and unity of effort.

**Table 15 - Percentage of Investigations Provided Analytical Support, 2005**

SWB STX HIDTA Investigations Supported by Year				
Year	Baseline # Investigations Receiving Analytical Support	# Investigations Targeted for Analytical Support	# Investigations Provided Analytical Support	% Targeted Investigations Supported
2004	859	130	706	660%
2005	859	493	749	198%
2006	859	1,564	0	0%
2007	859	1,529	0	0%

Good analytical support cannot be left out. An investigation, with good analysts, is an exercise in time conservation. Investigations with properly trained analyst results in a shorter-term investigation. A major percentage of the investigations opened in CY 2005 had analyst assigned.

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

SWB STX HIDTA Affiliated Cases Referred by Year						
Year	Total HIDTA Initiative Investigations	# Initiative Investigations Targeted for Referral	# HIDTA Initiative Investigations Referred to Other HIDTAs	# HIDTA Initiative Investigations Referred to Other Agencies	Total Initiative Investigations Referred	% Targeted Initiative Investigations Referred
2004	0	0	0	27	27	0%
2005	1369	14	2	0	2	14%
2006	0	12	0	0	0	0
2007	0	13	0	0	0	0

## VII. Conclusions

Calendar year 2005 is the second year the National HIDTA Program used targeted tables to reflect achievements based on a historical baseline. The 2005 results will be compared to 2004. This new process is a first in that not only are historical DTO continually evaluated and documented in a database, new DTO identified or developed through out the year will also be documented. Better records on known DTO coupled with information developed with new DTO better addresses the trend within the SWB STX HIDTA.

Targeting data, coupled with the results displayed in disrupted and or dismantled information will give analysts a more informed scope of the illegal drug trade in the region. Delineating the difference between drug trafficking DTO and money laundering DTO will allow better results on the impact of the HIDTA Program against international, multi-state, and local DTO operations.

Evaluating the ROI for drugs seized as well as assets and proceeds associated with DTO, allows the HIDTA to better evaluate the impact on the DTO in the region. Keeping the cost down for local populations aids in preventing a national problem from being an 'albatross' around the necks of local prosecuting attorneys.

Evaluating growing trends, as reflected in the methamphetamine data, may be used to identify national trends and their impact on a HIDTA. Through the overall evaluation of tables 1 – 12, training, officer safety, and analytical impact may be measured.

In short, this evaluation method, when coupled with the Matrix for each HIDTA, performance may be measured in a timely manner. The HIDTA Executive Committee, in concert with the Management and Coordination element, may use the performance charts to determine performing task forces or to refocus a region's direction based on developing or measured trends.

The SWB STX HIDTA and its initiatives/task forces are pleased to announce it adheres to the National HIDTA Goals. It is making dramatic strides in removing illicit drugs from the market place. The SWB STX HIDTA is continuing to identify, targets, and remove illegal drugs and associated DTO from the region. This activity facilitates the disruption and or dismantlement of DTO and or money-laundering organizations from the area. Through careful budgeting and continued evaluation of costs involved with the DTO investigations, analysts, trainers, and managers can make their LEA more efficient and effective.

As the SWB STX HIDTA continues its semi-annual Threat Assessment, coupled with the results of the Annual Report and associated tables and Matrix, the Executive Committee, along with the leadership of the SWB STX HIDTA, a streamlined and effective organization will continue to improve on its successes and plan for a better tomorrow for its regional citizens.

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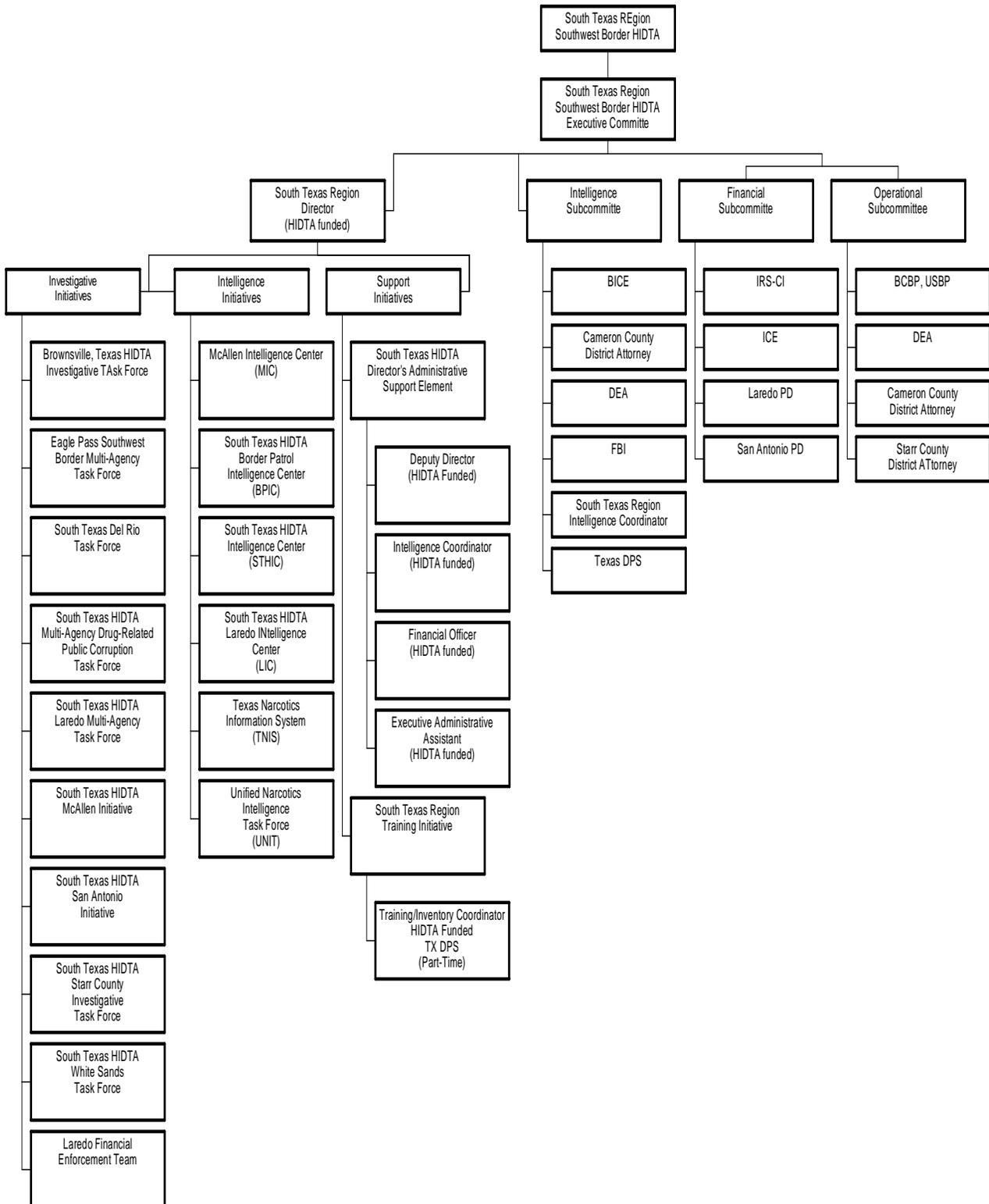
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# Appendix A

## SWB STX HIDTA

### Table of Organization



## **Appendix B**

### **SWB STX HIDTA**

#### **Executive Committee Agencies/Members\***

Laredo Police Department – Assistant Chief Gilbert Navarro (Chair) for Chief Agustin Dovalina III

San Antonio Police Department – Captain Vidal Resendez for Chief Albert Ortiz

Cameron County District Attorney – District Attorney Armando Villalobos

Hidalgo County District Attorney – District Attorney Rene Guerra

Starr County District Attorney – District Attorney Heriberto Silva

Texas Department of Public Safety (Narcotics) – Commander James Brubaker

Bureau of Customs and Border Protection (United States Border Patrol) – Chief Paul Berg

Bureau of Immigrations and Customs Enforcement – Special Agent in Charge Alonzo Pena

Drug Enforcement Administration – Associate Special Agent in Charge Luis R. Saldana for James D. Craig

Federal Bureau of Investigation – Assistant Special Agent in Charge Steve Ibison

Internal Revenue Service – Criminal Investigations Division – Special Agent in Charge Harlan Carter

United States Attorney - Southern District of Texas – Assistant United States Attorney Jose Angel Moreno for United States Attorney Michael Shelby

United States Attorney – Western District of Texas – Assistant United States Attorney Greg Surovic for United States Attorney Johnny Sutton

United States Marshals Service – Southern District of Texas – Marshal Ruben Monzon

\*Note: To maintain a balanced voting board, the USMS, IRS, and two USAO each have ½ vote each.

## Appendix C

### SWB STX HIDTA

#### Participating Agencies

<b>Local</b>	<b>State</b>	<b>Federal</b>
63 <sup>rd</sup> Judicial District of Texas	Texas National Guard	Bureau of Alcohol, Tobacco, and Firearms
293 <sup>rd</sup> Judicial District of Texas	Texas Attorney General's Office	Drug Enforcement Administration
Bexar County Constable's Office, Precinct #1	Texas Department of Criminal Justice	Department of Homeland Security – Office of the Inspector General
Brownsville Police Department	Texas Department of Public Safety	Federal Bureau of Investigation
Cameron County District Attorney		Bureau of Immigration and Customs Enforcement
Cameron County Sheriff's Office		Internal Revenue Service - Criminal Investigation
Del Rio Police Department		National Park Service
City of Eagle Pass		United States Border Patrol
Combs Police Department		United States Coast Guard
Eagle Pass Police Department		United States Marshals Service
Harlingen Police Department		Criminal Justice Department
Hidalgo County Auditor's Office		Union Pacific Railroad
Hidalgo County District Attorney		U.S. Department of Treasury- Financial Crimes Enforcement Network
Kimble County Sheriff's Office		U.S. Attorney's Office
Kinney County Sheriff's Office		U.S. Fish and Wildlife
Laredo Police Department		
LaSalle County Sheriff's Office		
Leon Valley Police Department		
McAllen Police Department		
Mission Police Department		
Pharr Police Department		
Port Isabel Police Department		
Rio Grande City Police Department		
San Antonio Police Department		
San Benito Police Department		
Starr County District Attorney		
Starr County Sheriff's Office		
Val Verde Sheriff's Office		
Webb County District Attorney		
Webb County Sheriff's Office		
Weslaco Police Department		
Zapata County District Attorney		
Zapata County Sheriff's Office		

## **Appendix D**

**SWB STX HIDTA Matrix  
(See separate document)**

## Appendix E

### SWB STX HIDTA

#### Initiatives

- a. **Brownsville, Texas, HIDTA Investigative Task Force** – A collocated, multi-agency joint investigative task force targeting Gulf Cartel, Osiel Cardenas-Guillen, and related transportation DTO, some of which may include Juarez Cartel ties. The targeted organizations are international, national, and supporting regional DTO within the task force's AOR. Public officials associated with DTO bribery efforts have been removed from their positions of public trust and convicted of drug-related charges as a result of the joint investigations the task force worked. The task force targets DTO and directs investigative efforts based on interdiction results and/or intelligence developments. The task force targets core methamphetamine, marijuana, cocaine, and heroin trafficking organizations. The task force performs interdiction efforts at the regional airports in Harlingen, and Brownsville, Texas as well as various bus stations and or package delivery points throughout the region. A significant number of the task forces investigations begin with interdiction stops at or near these locations. Several investigations result from referrals by the US Border Patrol. Illicit drugs transiting the region are reduced through the task forces' concerted efforts. Investigators coordinate targets and cases through the Intelligence Subsystem.
- b. **Eagle Pass Southwest Border Multi-Agency Task Force** – This multi-agency, joint task force conducts long-term investigations on significant CPOT and RPOT DTO operating in the region. Targeted illegal drugs include methamphetamine, heroin, cocaine, and marijuana. The task force also targets drug-related assets and associated money-laundering activities. The assigned LEA use established investigative methods and associated skills, with interdiction referrals and information obtained and developed into useable intelligence, to reduce available illicit narcotics entering and transiting the region. Intelligence is shared across the region and the nation via the STR Intelligence Subsystem. The task force conducts investigations and supports prosecution efforts within the South Texas counties of Maverick, Val Verde, Dimmit, Zavala, and Kinney. Operations are coordinated with the ISC Deconfliction Center. The initiative works closely with the Western District of Texas US Attorney's Office and their OCDETF.
- c. **South Texas HIDTA Del Rio Task Force** – This multi-agency, collocated, joint task force performs counterdrug investigations and associated interdiction efforts. The task force targets CPOT and RPOT transportation DTO. Money-laundering and associated illegally obtained assets are also targeted with investigations. This STR HIDTA element brings to prosecution illicit DTO operating in and or through the Del Rio AOR. The task force disrupts and or dismantles those DTO identified and targeted by capitalizing on proven investigative methods. The task force uses intelligence-driven interdiction efforts to support investigative needs. Operations are coordinated through the ISC Deconfliction Center. Information obtained during operations is shared with the South Texas HIDTA Border Patrol Intelligence Center, the STR ISC, and LEA nationwide. The target rich environment allows strong OCDETF support.
- d. **South Texas HIDTA Drug-Related Public Corruption Task Force** – This task force has been redesigned for 2005 to better support targeting corrupt public officials. The goal is to

investigate and prosecute those public officials who are involved in, support, or who use their official position(s) to facilitate illegal drug trafficking, narco-terrorism or alien smuggling operations; all closely related illegal activities. Through their actions, the corrupt public officials support regional, national, and international CPOT and RPOT transportation organizations and or Criminal Enterprise Groups. The task force is a multi-agency, joint task force targeting CPOT and RPOT efforts to smuggle their illegal items into the United States and particularly the STR. The Department of Homeland Security (DHS) is a participant of this task force. The OCDETF is the primary program under which investigations will be conducted. The task force will use Title III wire intercepts, undercover operations, and other sensitive investigative techniques in conducting complex investigations, which result in successful prosecutions. Operations of this task force will involve LEA within the Brownsville, McAllen, Laredo, and Del Rio, Texas areas. Special emphasis of this task force includes the ST counties of Cameron, Hidalgo, Maverick, Webb, and Val Verde; the counties with them major Ports of Entry (POE) in the STR. A focus of all investigations will be the seizure of illegally obtained assets as a result of the targets drug-related activities. All investigative efforts are coordinated with the South Texas ISC. The STR ISC Deconfliction Center is coordinated with on all field operations. Intelligence will be contributed and exchanged with the ST ISC and subordinate intelligence elements

- e. **South Texas HIDTA Laredo Initiative** – This initiative identifies, disrupts and or dismantles, through intelligence, interdiction and investigation, the area transportation and money-laundering DTO affiliated with CPOT and RPOT organizations. Numerous international narcotic trafficking and money laundering organizations operating within or through the South Texas AOR and Laredo have direct ties to CPOT and RPOT. Two multi-agency, collocated, joint task forces, supported by the STR ISC regional Intelligence Subsystem element, coordinate counterdrug operations in the STR Laredo, Texas AOR. Each task force coordinates their specific area of investigation efforts with other HIDTA LEA to identify and seize illicit funds illegally obtained through the illicit trafficking of narcotics. The ISC Deconfliction Center is used on all operations. Task forces participate directly and indirectly during Cobija interdiction operations. The initiative's agencies use available ISC databases to support HIDTA and LEA with case support and actionable intelligence information. The task forces of the Laredo Initiative focus on regional financial investigations and highway interdictions, methamphetamine smuggling and follow-up investigation on drug seizure referrals, plus international money laundering and narco-terrorism within the region. The DEA, state, and local officers are federally deputized, considerably enhancing the initiative's jurisdiction. Organized Crime Drug Enforcement Task Force cases receive significant support.
  
- f. **South Texas HIDTA McAllen Initiative** – The initiative, through its four task forces, shares information for intelligence development then interdicts, investigates, and prosecutes identified CPOT DTO operating in and through the McAllen, Texas area. Targets include Gulf Cartel members and those CPOT and RPOT trafficking organizations smuggling ecstasy, cocaine, marijuana, heroin, and methamphetamine. The McAllen initiative focuses on international money laundering and narco-terrorism, performing poly-drug and follow-up investigations on drug seizure referrals, seizure of illegally obtained drug-related assets, and the apprehension of drug-related fugitives within region. Three Texas Department of Public Safety pilots provide air support for this initiative and 33 counties across South Texas. The initiative works with the US Marshal's Service in support of their Drug-Related Fugitive Apprehension Program. An initiative goal is to identify and classify all AOR DTO. Following the identification and classification of the DTO, the initiative uses the specific

skills associated with the participating agencies to disrupt and dismantle the targeted organization. All intelligence developed by this initiative concerning drug importation, transportation, and distribution is shared through the ISC. All operations are coordinated with the ISC Deconfliction Center. In CY 2002, the task forces initiated or worked 22 different OCDETF cases. The task forces also support, directly and indirectly, Cobija operations during those targeted interdiction dates. In keeping with the National Drug Control Strategy, the Hidalgo County HIDTA Task Force maintains, at no costs, a drug abuse awareness education program within the area

- g. **South Texas HIDTA San Antonio Initiative** – This initiative has been redesigned for FY 04. This initiative consists of four squads. Each squad is a collocated, multi-agency joint task force. The collective mission is to disrupt and or dismantle regional, national, and international CPOT or RPOT, which include money laundering and drug trafficking organizations operating within or through the South Texas area. The initiative uses interdiction, intelligence, and investigative techniques. The initiative conducts drug investigations with a strategic, organizational approach. The initiative's focuses on San Antonio-based criminal organizations with ties to Mexican and International drug transportation organizations, violent street and prison gangs assisting DTO in distribution of illicit drugs, narco-terrorism, international and national money-laundering organizations with San Antonio ties, movement of drugs and associated illegally obtained assets through airports, bus terminals, hotels, motels, and associated transportation methods and areas, seizure of illegally obtained drug-related assets, and the movement or placement of currency into US or international commerce channels. The initiative shares intelligence obtained with the STR ISC and all associated local, state, and federal intelligence centers. All operations are coordinated through the ISC Deconfliction Center. The task force's controlled delivery successes across the nation multiply the initiatives counterdrug efforts at removing dangerous and illegal drugs from the streets of the country. The controlled deliveries also increase the arrest and removal of drug-related criminals from the streets of the nation's cities.
- h. **South Texas HIDTA Starr County Investigative Task Force** – This task force addresses an area of significant interest across South Texas and the Southwest Border. This STR task force is a multi-agency, collocated joint task force operating in a major, illegal drug transportation area of Texas on the Mexican border. The task force targets those CPOT, RPOT, and, specifically, Gulf Cartel elements, active within the Zapata and Starr County, Texas area. Targeted drugs include ecstasy, cocaine, marijuana, heroin, and methamphetamine. The task force performs limited interdiction and investigative operations through some of the least populated areas of the South Texas HIDTA. All intelligence and investigative information is exchanged with the STR ISC. All operations are coordinated with the STR ISC Deconfliction Center. Limited interdiction efforts are used to develop intelligence for more significant illegal drug seizures and seizure of associated monetary assets. Though many arrestees are local, most have international ties with significant CPOT. Arrestees from this task force face aggressive prosecutors from Federal, State or local offices. Asset forfeitures gained, as a result of investigations, significantly helps in improving and continuing counterdrug and law enforcement activities within this economically disadvantaged region of the state and nation. Though a new, rudimentary small task force, the successes achieved reflect the early STR recognition in achieving National HIDTA Program goal attainment.
- i. **White Sands Task Force** – This task force identifies, dismantles and or disrupts, through intelligence, investigation, and interdiction, the most significant international, national, and

regional CPOT related DTO, operating within the jurisdiction and venue of the task force. The members of the task force are multi-agency, collocated joint participants on all investigations. The task force is in the same building as the two other STR HIDTA Brownsville Task Forces. Targets include the Gulf Cartel and associated drug transportation cells within the Brownsville, Texas AOR. Targeted drugs include ecstasy, cocaine, marijuana, heroin, methamphetamine and other illegal or dangerous drugs. Investigations into the illegal drug trafficking and associated money-laundering activities are pursued through strong OCDETF support. Various LEA within the region, though not direct participants of the STR HIDTA, unify and participate with the task force in its regional counterdrug efforts. The task force uses extensive undercover operations. All intelligence is shared and exchanged with the STR ISC and associated local, state, and federal LEA. Cobija operations are supported indirectly during those periods of interdiction operations. The STR ISC Deconfliction Center facilitates deconfliction on all operations. The task force brings to prosecution those persons active in the illicit DTO.

- j. **McAllen Intelligence Center (MIC)** – The MIC provides a wide range of support to federal, state, and local LEA within the region and across the nation. The MIC focuses on prioritizing intelligence support to joint investigative matters targeting the most significant criminal enterprise groups impacting the South Texas region and the nation. Intelligence support is geared to assist in the identification, disruption and or dismantlement of these CPOT and RPOT groups having local, national, and or international impact through the region. Specifically, the MIC provides a full spectrum of intelligence support to the South Texas Law enforcement Community, thereby enabling a more effective and efficient use of limited intelligence and investigative resources. Its proximity to the Port of Hidalgo, a major South Texas POE, insures the development of intelligence resulting from interdiction operations associated with illegal drugs and money seized at the Port. Located with the South Texas HIDTA Drug-Public Corruption Task Force, the MIC also provides significant intelligence support for narco-terrorism related events across the Rio Grande Valley. Cobija operations are supported during those periods of interdiction operations. The MIC provides electronic interaction with intelligence elements across the region and nation with its connectivity with RISSNET and other federal, state, and local communications systems
- k. **South Texas HIDTA Border Patrol Intelligence Center (BPIC)** – Located in Del Rio, Texas, this new addition to the STR ISC and supporting intelligence centers exists in an area rich in counter narcotics, narco-terrorism, and alien smuggling activity. The area is a target of smuggling by the Gulf and Juarez Cartels. Specifically, targets include the CPOT/RPOT Carrillo-Fuentes, Menera Sierra (Michoacanos Smuggling Organization), Calderilla smuggling and Torres marijuana distribution organization, Luis Trevino smuggling organization, Omar Rubio, Sanchez, Gonzalez-Copado, and Osiel Cardenas organizations. The OCDETF cases supported include Hermano Grande, Lucky Charm, Golden Eagle, and Gravehaulers. Annually, the Del Rio area continues to improve in its effort to stem the flow of illegal narcotics trafficking and related activities. This multi-agency, collocated joint task force provides a needed source for an area low in population but high in illegal activities. The BPIC participants include the Eagle Pass Drug Enforcement Task Force, National Park Service, 63<sup>rd</sup> Judicial District Narcotics Task, and the USBP. The BPIC staffing consists of Federal, State and local LEA focused on a critical need. The BPIC is electronically connected to all STR ISC and national HIDTA databases, as well as numerous Federal, State, and local LEA. The BPIC provides education to regional LEA on the assets available through the STR ISC and its associated elements. Further, it enhances the use of the STR ISC Deconfliction Center in an area active with field operations.

1. **South Texas HIDTA Intelligence Center (STHIC)** - The STHIC is a full service Investigative Support Center (ISC), which also provides a subject and event Deconfliction Center. The STHIC provides near real-time interaction with intelligence elements across the region and nation through RISSNET and other federal, state, and local systems. The STHIC consists of three elements: a Deconfliction Center; an investigative, operational and threat team, and a strategic, counter terrorism and tactical operations team. The ISC provides near real-time criminal and open source database query checks and case support, analytical case support including telephone toll, link, and event/flow analysis and charting, and forecasting, reporting, and assessing drug trends, events, and enforcement. With multi-agency, joint task force personnel, the STHIC strives to give near real time responses to LEA queries regarding information within its available databases. The center furnishes analytical support by collecting, analyzing, reporting, and processing information received into useable intelligence relevant to customer needs. Cobija operations receive support during scheduled events. The STHIC meets the deconfliction not only for the ST region, but also counties across the state. The Deconfliction Center responded to LEA in 72 counties across Texas in CY 2003. The SWB HIDTA partnerships and LEA across the nation may access the STHIC and its associated databases. Access for the SWB HIDTA is via the RISSNET and TNIS. The STHIC performs its mission 14 hours a day, five days a week. Coverage 24-hours a day is maintained seven days a week. The STHIC is collocated and commingles with other HIDTA elements in the same building.
- m. **South Texas HIDTA Laredo Intelligence Support Center (LISC)** - The Laredo Intelligence Support Center provides intelligence support for federal, state, and local LEA within the Laredo, Texas area of operations. With analysts provided by the DHS BCBP/USBP and BICE, Laredo Police Department, and Texas National Guard, the task force supports tactical and strategic needs primarily for HIDTA but other LEA within the region are also supported. The LISC maximizes use of the STR ISC Deconfliction Center through actively educating regional LEA of its existence. The LISC closely coordinates and shares its resources with numerous LEA within the Laredo, Texas region. Through its active participation in the multiple regional LEA coordinating conferences and seminars, the LISC maximizes the assets available through their assets. Further, narco-terrorism and alien smuggling investigations performed by associated LEA often aid in developing on-going investigations. Intelligences is shared, in particularly with the DHS BICE and BCBP agencies, due to narco-terrorism concerns. As a major intelligence asset in the Laredo, Texas POE location, information obtained from the seizure of illegal drugs and money-laundering related activities is developed into useable intelligence. As the largest land POE within the United States, the Laredo region and its intelligence sources greatly add to the STR ISC informational sources. Investigative support provided by the LISC ensures maximum effort is provided in pursuing illegally obtained assets.
- n. **Texas Narcotics Information System (TNIS)** -The TNIS provides a Narcotics Analysis Team (NAT) for case development and assistance; a Post Seizure Analysis Team; Support Service Center for training and technical support of HIDTA, Criminal Law Enforcement Reporting and Information System (CLERIS), connectivity to the Southwest Border Sates Anti-Drug Information System (SWBSADIS); and the Texas Narcotics Information Network (TNIN) to facilitate rapid sharing of information via CLERIS, Regional Information Support System (RISS), and state or national databases. Objectives of TNIS include encouraging and facilitating the rapid exchange and sharing of information pertaining to known or suspected criminals and related activity. Special projects provided by TNIS analysts include, but are

not limited to, a Crime Bulletin publication and tools to flag certain data on targets in existing databases. The TNIS provides analytical case support, strategic studies, connectivity to other databases, input for the Drug Threats of Texas HIDTA, and post seizure analysis. These services are available for all HIDTA and appropriate local, state, and federal LEA. The TNIS uses commingled and collocated analysts across the state working with the HIDTA associated elements in Houston, West Texas, ST, and Dallas, as well as the El Paso Intelligence Center (EPIC) to enhance its analytical support abilities. The TNIS services all Federal, State, and local agencies within the ST area and the SWBSADIS. Jointly, all Texas HIDTA elements fund the TNIS effort. The initiative works numerous OCDETF cases annually.

- o. **Unified Narcotics Intelligence Task Force (UNIT)** - The UNIT provides near real-time regional local, state, and federal case support from its multi-agency intelligence center. It is linked with the STHIC and other intelligence units across the STR and the SWB HIDTA via RISSNET. It accesses local, state, and federal criminal justice database systems. It collects, analyzes, links, and supports OCDETF cases. Organic local prosecution supports appropriate drug cases in the area and provides for increased asset sharing information in the area. The UNIT distributes timely narcotic intelligence to support LEA in new target identification, the dismantling of targeted organizations, and or the seizure of drug trafficker assets. The UNIT collects counterdrug intelligence and adds to its databases for dissemination. It provides tactical and operational narcotics intelligence for LEA. Cobija is supported during periods of interdiction operations. The UNIT gives direct tactical support, such as audio and visual recordings of covert undercover operations and operational intelligence. The information provided identifies suspects, vehicles, associates, relatives, criminal history, property ownership, etc. The intelligence enables agents to conduct safer operations through case preparation. Arrests, asset seizures, and forfeitures increase with accurate information. UNIT personnel analyze and link narcotic case information for client agencies and provide a finished product for a more effective prosecution of violators.
- p. **South Texas HIDTA Director's Administrative Support Element** – As implemented and managed by the STR Director, under the guidance of the STR Executive Committee and various sub-committees, this task force is responsible for the day-to-day functions of the STR Partnership. The National HIDTA Program funds all positions of this task force. The Director, with staff, provides support to all elements of the ST Strategy in its support to the SWB and National HIDTA Program. As such, the task force is directly involved in the reduction of illicit drug availability across the nation, improving the efficiency and effectiveness of LEA within the HIDTA, and reducing the harmful consequences of drug trafficking. It develops, supports, and maintains automation plus joint programmatic and fiscal administration requirements necessary for the budgetary, intelligence, operational, and logistical needs for all task forces and initiatives in the STR oversight through the on-site inspections required by the HIDTA Program. Further, the task force performs those necessary liaison and coordination actions needed to support the SWB HIDTA and National HIDTA Program, effort across the Southwest Border of the United States. Equipment needs identified during on-site reviews are researched to determine applicability and availability between and across HIDTA lines. More than 120 local LEA exist within the STR. On-site coordination with the LEA is necessary to better meet the HIDTA Developmental Standards of the National HIDTA Program. Briefings identifying resources available to LEA within the region are provided to better inform LEA of ONDCP programs. The HIDTA Program within the STR strives to make itself available, with appropriate assets, to all LEA within the region. The HIDTA Program Policy and Budget Guidance mandates the Management and

Coordination task forces. It directly supports each operational task force or initiative in reaching their goals.

- q. **South Texas Region Training Initiative** – The South Texas Region Training initiative strives to improve the effectiveness and efficiency of LEA within the HIDTA region through enhanced education opportunities. Under the guidance and direction of the STR HIDTA Director, as supported by the STR Executive Committee, the Training Coordinator, provided by the Texas DPS, facilitates training and coordinates multiple agencies training opportunities across the STR. The Training Coordinator insures training assessments are executed with appropriate follow-up planning performed to make training needs available. Liaison with training coordinators from the BICE, BCBP, DEA, FBI, TX DPS, and other Federal, State, and local agencies insures maximum class availability, training is advertised, provided as scheduled, and attended by the maximum number of students possible.

