

# West Texas HIDTA CY 2005 Annual Report



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## I. Executive Summary

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

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

- To maximize results, the West Texas Region, SWB HIDTA facilitates cooperation and joint efforts between different law enforcement organizations. There are 26 federal, state and local law enforcement agencies participating in the West Texas Region law enforcement initiatives and task forces. In West Texas, 251 full time federal, state and local law enforcement personnel work side by side in commingled multi-agency task forces. Additionally, agencies in West Texas have committed 1,147 personnel on a part-time basis to our full-time task forces. With support from the West Texas Investigative Support Center (West Texas ISC), regional initiatives continue to make significant progress in identifying, investigating and dismantling or disrupting the area's most dangerous and prolific DTOs, money launderers, and violent criminals.
- Illicit drugs are extremely profitable for the illegal organizations that traffic them. Removing those profits hits home where it counts. During CY 2005, over \$397 million in illicit drug profits were permanently eliminated from the balance sheets of regional DTOs. This would be a serious financial blow to even the largest legitimate corporation. Its impact on an illegal DTO is greater yet, and represents a sizeable reduction in illicit drug availability.
- Fighting the battle against illicit drug trafficking costs money. One can take great comfort, however, from the fact that every HIDTA budget dollar spent on law enforcement, prosecution, and investigative activities in West Texas contributed to removing \$51 in illicit drugs from the market and seizing \$3 of drug-related assets. Thus, West Texas Region – SWB HIDTA initiatives achieve a remarkable Return-on-Investment (ROI) of \$54 for every \$1 of West Texas Region HIDTA funds invested.

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- HIDTAs exist to disrupt and dismantle DTOs. At the beginning of 2005, the West Texas Region identified 66 and targeted 62 of those identified. During the year, 156 additional DTOs were identified with 154 targeted. HIDTA initiatives dismantled 42% of the identified DTOs and further disrupted 36%.
- Combining the DTOs targeted at the beginning of 2005 with those targeted later in the year 90 DTOs were completely dismantled, forever removing their illegal activities from the marketplace.
- The West Texas Region strives to investigate larger, more complex DTOs where the greatest positive impact can be achieved. Disrupting or dismantling a large complex DTO generally takes longer than stopping a street level operation, but doing so can substantially reduce the illicit drug marketplace. As illustrated by the statistical measures contained throughout this Annual Report, during CY 2005, the West Texas Region initiatives targeted more complex cases involving larger DTOs. More specifically, initiatives handled 36 OCDETF cases, 7 of which involved international DTOs.
- Through supplemental 2004 funding the West Texas Region created the Consolidated Priority Organization Target (CPOT) Managing Committee, a project of cooperative strategic and tactical effort involving all of the Region's initiatives. With the funds arriving late in 2004, this project targeted the three major, international DTOs operating throughout the West Texas/Southwest Border corridors during 2005 - 17 organizations were dismantled and another 14 were disrupted.
- West Texas Region initiatives identified 36 money laundering DTOS during 2005. Of the 34 money laundering organizations targeted, 7 were dismantled and an additional 17 were disrupted.
- Effective investigations depend upon information and intelligence. The West Texas Region continues to be a model for inter-agency information and intelligence sharing. During 2005, 59% of West Texas Region's initiatives' investigations were intelligence driven. This is a result of the analytical support and deconfliction services provided by the West Texas ISC. Over 1,400 events, and over 15,400 cases, were submitted for deconfliction. Additionally, 240 investigations were provided analytical support through the HIDTA ISC.
- The West Texas Region continues to play a leading role in assisting the law enforcement, prosecution, and investigative support initiatives with their information sharing and training needs. Information sharing and training support form the "glue" that binds these initiatives together by promoting and facilitating greater efficiency and effectiveness. The West Texas Region Training Program continues to be an effective program for provided needed training in the region. It is a source for over 6,871 hours of training at a cost of only \$12 per hour.

## II. Introduction

The West Texas Region is pleased to present this Annual Report documenting its activities during the last calendar year. To fully appreciate the West Texas Region's achievements, it is important to understand how each HIDTA is structured, and why it exists. The Director, Office of National Drug Control Policy (ONDCP), designates regions with critical drug trafficking problems adversely impacting the United States as High Intensity Drug Trafficking Areas (HIDTAs). By design, HIDTA offices are located in these areas. Thus, the national HIDTA program, composed of 28 individual HIDTAs spread throughout the nation, is uniquely situated to counteract this illicit activity. Within the Southwest Border (SWB) HIDTA, five regions have been designated to further enhance the coordination and cooperation within this large geographic area. HIDTAs play a significant role in addressing real world drug and drug-related problems, and offer real world solutions. The West Texas Region is no exception. The West Texas Region has fostered cooperative and effective working relationships with over 26 federal, state and local agencies in its quest to disrupt or dismantle DTOs. These working relationships are embodied in the West Texas Region initiatives. A detailed description of each initiative can be found in the *SWB HIDTA – West Texas 2005 Strategy*, which is available from the West Texas Regional Director's office.

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

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

### **National HIDTA**

#### **Program Mission Statement**

The mission of the High Intensity Drug Trafficking Areas (HIDTA) Program is to disrupt the market for illegal drugs in the United States by assisting federal, state, and local law enforcement entities participating in the HIDTA program to dismantle and disrupt drug trafficking organizations, with particular emphasis on drug trafficking regions that have harmful effects on other parts of the United States.<sup>1</sup>

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

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

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

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

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

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

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

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

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

Budget Allocation: During this reporting period, ONDCP allocated a \$8,008,018 budget for West Texas Region’s operations. This budget includes baseline funding of \$7,480,521, plus supplemental funding of \$246,000 for ONDCP’s Highway Drug Interdiction project, and \$190,000 in support of ONDCP’s Regional Drug Investigations (RDI) project. Additionally \$91,497 was reprogrammed from SWB HIDTA for the Management Initiative. West Texas strives to minimize any expenditure that does not directly address achieving their primary objectives. Accordingly, the West Texas Region – SWB HIDTA allocates 93% of its funding directly to its family of initiatives and their operational support costs. Throughout this Annual Report, the West Texas Region of the Southwest Border HIDTA is pleased to report significant success in achieving its mission, and its performance is trending positive for the future. HIDTA dollars are well spent inasmuch as they are yielding precisely the desired effects.

Geographic Area of Responsibility:

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

The West Texas Region covers one distinct population center, El Paso, Texas. and includes over 26 separate city and county jurisdictions. West Texas adjoins a 520 mile international border with Mexico, which is distinguished by the Rio Grande River. It has been stated that 70% of drugs smuggled into the United States<sup>3</sup>, are smuggled across the Southwest Border, a larger portion of that coming through the West Texas Region. With the exception of fortified areas along El Paso’s border, the river affords no deterrent to smugglers and border crossers of any kind. The vast, open space of this region fosters an ideal habitat for drug smuggling, transshipment and transportation of illegal drugs from Mexico to all of the United States. In the urban areas of El Paso County, the opportunities to smuggle illegal drugs through the international bridges are innumerable. Increased enforcement and control at the international bridges have been successful, but with over 100,000 people crossing every day<sup>4</sup>, drug trafficking organizations still have ample smuggling opportunities. Specifically, highly developed transportation routes (land, rail, and air), and easy access to the nation’s transportation network, make the West Texas Region a primary transshipment market of choice for major DTOs.



### III. National HIDTA Goals

HIDTAs nationally have adopted two specific goals to be achieved in meeting the drug challenge. These two national goals guide all HIDTA initiatives and activities throughout the United States. The West Texas Region – SWB HIDTA is proud to present these national HIDTA program goals, plus concise summaries of its Threat Assessment for Budget Year 2005 and resultant Strategy in the following sections. The West Texas Region has fashioned an individual strategy to meet local drug threats according to its individual needs, in conjunction with the national objectives:

#### **NATIONAL HIDTA GOALS<sup>5</sup>**

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

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

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

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

### IV. Summary of Threat Assessment for Budget Year 2005 (taken from the 2005 submissions, threat written in the spring of 2004)

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

problems and opportunities not encountered by other major U.S. cities. El Paso and its sister city, Juarez, Chihuahua, comprise the largest metropolitan area on the border between the United States and Mexico. It is estimated that between 1,900,000-2,200,000 people inhabit the El Paso/Juarez (EP/J) borderplex. From that number, approximately 1.5 million reside in Juarez, many in third world living conditions, placing a tremendous burden on the El Paso infrastructure. Daily, over 100,000 people cross the international bridges into El Paso. Many shop and conduct business, some visit family, and others commit crimes. All of these people use the roads, hospitals, jails etc., in El Paso, whose maintenance is supported by the El Paso taxpayer. Additionally, sewer system improvements, disease eradication, water planning, air quality control, upgrade of city resources, use of educational facilities and resources, maquiladora support and the interaction with the international banking systems are usually initiated on the El Paso side, again impacting the already overburdened El Paso taxpayer.

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

Whereas the border restricts U.S and Mexican law enforcement efforts, criminals use the border as a cloak to hide from LEAs. They also use corruption on both sides of the border to aid them in their illegal activities. The smuggling, warehousing and transshipment of narcotics are the biggest problems in the WTR. Homeland Security (which includes alien smuggling) is also a major concern for all of the law enforcement agencies in the WTR. Gangs and their network of criminal episodes also create problems for LEAs<sup>6</sup>

## **V. HIDTA Strategy Summary**

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

The participating agencies in the West Texas Region each have their own strategy, requirements and missions. The HIDTA program provides an overall coordination umbrella for law enforcement efforts to secure our border and to disrupt and dismantle the organizations attempting distribute illicit drugs throughout our region and to the rest of the nation. The West Texas Regional strategy is successful in leveraging resources toward a common goal – to disrupt the flow of illegal drugs through our border. Federal, state, and

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local agencies throughout this Region of the SWB HIDTA have committed non-HIDTA funded resources toward the West Texas Region and SWB HIDTA efforts and other counter-narcotics efforts due to the collaboration and coordination efforts of the West Texas Regional Executive Committee.<sup>7</sup>

In an increasingly competitive policy and budget environment, it is critical for the West Texas Region to develop strategies and resource requests that will produce positive regional outcomes consistent with the two HIDTA goals. The West Texas Region funded 13 initiatives in CY 2005 distributed as follows.

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

**VI. HIDTA Performance Measures**

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

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

**A. Performance Measures for Goal 1**

**1. Core Table 1—Cost per DTO Disrupted or Dismantled, 2005**

Table 1: Percentage of DTOs and MLOs Disrupted or Dismantled for Year 2005 at SWB - West Texas						
Year	DTOs Identified	Total Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled
Begin 2005	66	62	30	48%	14	23%
During 2005	156	154	48	31%	76	49%
Total 2005	222	216	78	36%	90	42%

**Table 1: Cost Per DTO Disrupted or Dismantled , 2005**

This core table illustrates the number of DTOs identified, targeted, disrupted and dismantled, coupled with a simple cost analysis of the outcomes as expressed in budget dollars. The desired outcome is to identify, target, and disrupt or dismantle DTOs. On the Southwest Border, DTOs provide many targets of opportunity; this is evident in differences between the number of DTOs targeted verses the higher number actually disrupted. In this target rich drug trafficking environment, HIDTA initiatives will often identify new, related organizations during the course conducting their investigations into known organizations.

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

Table 2: Percentage of DTOs and MLOs Disrupted or Dismantled by Scope for Year 2005, at SWB - West Texas [ALL DTOs; MLOs included]								
Scope	# Identified	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	18	18	14	78%	1	6%	15	83%
Multi-state	94	93	55	59%	11	12%	66	71%
Local	110	105	9	9%	78	74%	87	83%
Total	222	216	78	36%	90	42%	168	78%

**Table 2: DTOs Disrupted or Dismantled, 2005**

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

**3. Core Table 3—Percentage of Money Laundering Organizations Disrupted or Dismantled by Scope, 2005**

Table 3: Percentage of Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2005, at SWB - West Texas								
Scope	# Identified MLOs	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	5	5	4	80%	0	0%	4	80%
Multi-state	22	21	11	52%	2	10%	13	62%
Local	9	8	2	25%	5	62%	7	88%
Total	36	34	17	50%	7	21%	24	71%

**Table 3 Money Laundering Organizations Disrupted or Dismantled, 2005**

This core table addresses performance targets for money laundering DTOs targeted, disrupted and dismantled. The desired outcome is to identify, target, and disrupt or dismantle DTOs. During 2003, the West Texas Region established the Enterprise Money Laundering

Initiative (EMLI), with 2004 being its first full year of operation. The creation of EMLI has led to more focused investigation of money laundering activities, and has provided assistance to other investigative initiatives to expand drug investigations into the money laundering activities associated with drug trafficking.

**4. Core Table 4—Operational Scope of All DTO Cases Initiated, 2005**

Table 4: Operational Scope of All DTO and MLO Cases Initiated for Year 2005, at SWB - West Texas				
Scope	# CPOT Cases	# RPOT Cases	# OCDETF Cases	% OCDETF of Total DTOs Targeted
International	7	0	7	39%
Multi-state	8	22	24	26%
Local	3	3	5	5%
Total	18	25	36	17%

**Table 4 HIDTA Operational Scope, 2005**

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

5. Core Table 5—Drugs Removed from the Marketplace, 2005

Table 5: Drugs Removed from the Marketplace for Year 2005, at SWB - West Texas		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
heroin kg	70.290	\$5,711,062
cocaine HCL kg	4,628.950	\$88,528,668
crack cocaine kg	0	\$0
marijuana kg	206,221.650	\$282,420,549
marijuana plants and grows	0	\$0
methamphetamine kg	16.690	\$79,561
methamphetamine ice kg	0	\$0
ecstasy(MDMA)(D.U.s)	0	\$0
Anabolic steroids	30,845.000	\$61,690
Valium	250.000	\$500
Other	0	\$0
Other	0	\$0
Other	0	\$0
<b>Total Wholesale Value</b>		<b>\$376,802,032</b>

Table 5: Drugs Removed from the Marketplace, 2005

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

SWB - West Texas Table 6: Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Baseline Drug Wholesale Value	Targeted Drug ROI	Drug Wholesale Value Removed From Market	Actual Drug ROI
2004	\$7,617,084	\$457,086,204	\$60	\$457,086,204	\$60
2005	\$7,408,818	\$457,086,204	\$60	\$376,802,032	\$51

Table 6 ROI for Drugs Seized, 2005

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Core table 5 quantifies the wholesale value of the drugs seized during the requisite calendar year. Core Table 6 explores Return on Investment (ROI) for drugs removed, but does so directly as a performance target. The desired outcome is to remove drugs and drug assets from the marketplace, thereby increasing the Return on Investment (ROI) for HIDTA budget dollars expended. In terms of quantity, West Texas initiatives seized more drugs in 2005 than in 2004. The difference in ROI can be explained by fluctuations in drug prices as well as decreased amounts of pricier drugs seized. The drug pricing is derived by using the midpoint of published wholesale price ranges for each drug type seized and reported. As stated in the Threat Assessment, West Texas is primarily a transshipment HIDTA. Most of the drugs seized in West Texas are bound for destination cities all over the United States. The most common destination for West Texas seizures is Chicago, Illinois and now Atlanta, Georgia. Therefore the wholesale value of “Drugs Removed from the marketplace” is based on the stated wholesale value for Chicago and Atlanta.<sup>8</sup> This represents the impact of interdiction and investigative efforts in West Texas on other areas of the country.

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

SWB - West Texas Table 7: Return on Investment (ROI) for Assets Removed from the Marketplace by Law Enforcement Initiatives by Year							
Year	Budget	Baseline Value of Drug Assets	Targeted Asset ROI	Value of Drug Assets Removed from Market			Actual Asset ROI
				Cash	Other Assets	Total	
2004	\$7,617,084	\$13,245,802	\$2	\$6,102,710	\$7,143,092	\$13,245,802	\$2
2005	\$7,408,818	\$13,245,802	\$2	\$14,835,083	\$6,286,531	\$21,121,614	\$3

**Table 7: ROI for Assets Seized, 2005**

Core Table 7 presents Return on Investment performance targets and measures for drug assets seized. The desired outcome is to remove drugs and drug assets from the marketplace, thereby increasing the Return on Investment (ROI) for HIDTA budget dollars expended. For every dollar of HIDTA funds invested in West Texas, DTOs’ assets are removed three times as much. This table represents the amount of DTO assets removed, to include currency and property.

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

SWB - West Texas Table 8: Total Return on Investment (ROI) for Drugs and Assets Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Drugs and Assets Baseline	Targeted Total ROI	Drugs and Assets Removed from Market	Actual Total ROI
2004	\$7,617,084	\$470,332,006	\$62	\$470,332,006	\$62
2005	\$7,408,818	\$470,332,006	\$62	\$397,923,646	\$54

**Table 8: Total ROI, 2005**

This core table presents Return on Investment Performance Targets and Measures combining the wholesale value for drugs seized, with the value for drug assets seized. The desired outcome is to permanently remove drugs and drug assets from the marketplace, thereby increasing the Return on Investment (ROI) for HIDTA budget dollars expended. For every \$1 of HIDTA funds invested in West Texas law enforcement, DTOs’ are impacted 54 times. This table represents the value of directing federal resources to the Southwest Border, targeting the transshipment of drugs before they reach the marketplace, and having the greatest impact on disrupting the profitability of DTOs attempting to transship drugs into and throughout the United States.

**9. Core Table 9—Prosecution Output and Outcomes, for CY 2005**

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

**Table 9: Prosecution Outputs and Outcomes**

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

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

**10. Core Table 10—Value of Clandestine Methamphetamine Labs Dismantled in 2005, by Size.**

Value of Clandestine Methamphetamine Laboratories Dismantled by Size for Year 2005, at SWB - West Texas			
Meth Cost Per Ounce		\$2,550.00	
Lab Size	ID/Targeted	Dismantled	Value of Labs Dismantled
A. Less than 2 Oz	0	3	\$15,300.00
B. 2 - 8 Oz	0	0	\$0.00
C. 9 - 31 Oz	0	0	\$0.00
D. 32 - 159 Oz	0	0	\$0.00
E. 10 - 20 Lbs	0	0	\$0.00
F. Over 20 Lbs	0	0	\$0.00
<b>Total</b>	<b>0</b>	<b>3</b>	<b>\$15,300.00</b>

**Table 10: Clandestine Methamphetamine Labs Dismantled, 2005**

This core table calculates the estimated value for a dismantled Clandestine Methamphetamine laboratory based on the wholesale price<sup>9</sup> of an ounce of Methamphetamine in a HIDTA’s region. Methamphetamine laboratories have not been as prevalent in West Texas, as seen in other parts of the country. That being said, the use of methamphetamine appears to be slightly on the rise. HIDTA initiatives are not the primary responders to methamphetamine labs in West Texas.

**11. Core Table 11—HIDTA Clandestine Laboratory Activities, 2005**

HIDTA Clandestine Laboratory Activities for Year SWB - West Texas, in 2005				
	Baseline	# Projected	# Identified	% Identified
Laboratory Dump Sites Seized	1	0	0	0%
Chemical/Glassware Equipment Seizures	1	0	1	0%
Children Affected	0	0	2	0%

**Table 11: Clandestine Activities, 2005**

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

**B. Performance Measures for Goal 2**

**1. Core Table 12—HIDTA Training Efficiency by Year and Type of Training**

Table 12: HIDTA Training Efficiency by Type of Training for Year 2005, at SWB - West Texas												
Type of Training	# Students Expected for Training		# Students Actually Trained		# Training Hours Actually Provided		Total Training Cost		Training Cost Per Hour			
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005	% Change 2004-2005	
Analytical/Computer	127	0	119	12	5,372	200	\$15,771	\$4,891	\$2.94	\$24.46	732%	
Investigative/Interdiction	410	350	327	285	7,864	6,168	\$63,212	\$69,098	\$8.04	\$11.20	39%	
Management/Administrative	46	85	45	53	392	377	\$2,634	\$1,263	\$6.72	\$3.35	-50%	
Intelligence	1	0	1	1	24	40	\$76	\$60	\$3.17	\$1.50	-53%	
Prosecution	3	0	3	1	120	30	\$5,892	\$1,933	\$49.10	\$64.43	31%	
Technical Training	3	0	3	6	240	56	\$8,110	\$5,714	\$33.79	\$102.04	202%	
<b>Total</b>	<b>590</b>	<b>435</b>	<b>498</b>	<b>358</b>	<b>14,012</b>	<b>6,871</b>	<b>\$95,695</b>	<b>\$82,959</b>	<b>\$6.82</b>	<b>\$12.07</b>	<b>77%</b>	

**Table 12: HIDTA Training Efficiency**

This core table reports the number and type of training courses, hours, as well as the number of students who will attend those courses that were planned to be conducted by HIDTA staff or other sources. The West Texas Region has two approaches to providing necessary training to HIDTA participants. The first is to import free or low cost drug law enforcement training to agencies in the region. This training is coordinated and hosted by HIDTA and addresses the broad based drug enforcement needs of the overall HIDTA area. The second method is allow HIDTA initiatives to utilize HIDTA funds for travel and training costs to meet the specific training and development needs of the individual HIDTA initiatives. Training opportunities were reduced in 2005 due to the military deployment of the West Texas Training Coordinator. The West Texas Region has been highly efficient in providing relevant drug enforcement training to 358 officers and agents at a cost of only \$12 per training hour.

**2. Core Table 13—Percentage of HIDTA Initiatives Using Event and Case Deconfliction Services, for CY 2005**

Table 13: Percentage of HIDTA Initiatives Using Event and Case Deconfliction Services for Year at SWB - West Texas				
Year	Total HIDTA Initiatives	# Initiatives Targeted to Use Services	# Initiatives Using Services	% Initiatives Using Services
2004	10	10	10	100%
2005	10	10	10	100%
2006	10	10	10	100%
2007	11	11	11	100%

**Table 13: HIDTA Deconfliction Services, 2005**

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

3. Core Table 14—Percentage of Event and Case Deconflictions Submitted, for CY 2005.

Table 14: Percentage of Event and Case Deconflictions Submitted for Year at SWB - West Texas						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Targeted	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	21183	18,305	1,570	19,613	21,183	116%
2005	21183	21,183	1,476	15,445	16,921	80%
2006	21183	21,300	0	0	0	0%
2007	21183	0	0	0	0	0%

Table 14: HIDTA Deconfliction Submissions, 2005

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

Figure 2: Event Deconfliction Services

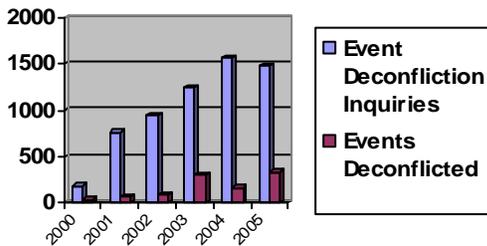
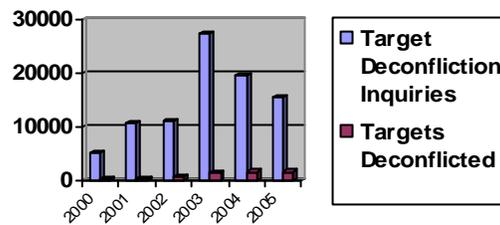


Figure 3: Target Deconfliction Services



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

**4. Core Table 15—Percentage of Investigations Provided Analytical Support, for CY 2005**

Table 15: Percentage of Cases Provided Analytical Support for Year at SWB - West Texas				
Year	Baseline # Cases Receiving Analytical Support	# Cases Targeted for Analytical Support	# Cases Provided Analytical Support	% Targeted Cases Supported
2004	240	39	240	615%
2005	240	240	240	100%
2006	240	0	0	0%
2007	240	0	0	0%

**Table 15: Investigations Supported, 2005**

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

**5. Core Table 16—Percentage of HIDTA Initiative Investigations Referred to Other HIDTAs and Other Agencies, for CY 2005**

Table 16: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at SWB - West Texas						
Year	Total HIDTA Initiative Cases	# Initiative Cases Targeted for Referral	# HIDTA Initiative Cases Referred to Other HIDTAs	# HIDTA Initiative Cases Referred to Other Agencies	Total Initiative Cases Referred	% Targeted Initiative Cases Referred
2004	718	149	127	22	149	100%
2005	802	149	87	83	170	114%
2006	0	0	0	0	0	0%
2007	0	75	0	0	0	0%

**Table 16: HIDTA Affiliated Cases Referred, 2005**

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

**C. Threat Specific and Need Specific Tables:**

**1. Threat Specific Table 17: Fugitives Targeted and Apprehended, for CY 2005**

West Texas - SWB		HIDTA Fugitives Targeted and Apprehended, 2005			
Year	# Identified	# Targeted	% Targeted of Identified	# Apprehended	Apprehended % of Targeted
2004	11400	1500	13%	2061	137%
2005	6063	2000	33%	2793	140%

**Table 17: Fugitives Targeted and Apprehended, 2005**

This threat specific table illustrates the number of federal fugitives identified, targeted and apprehended on a year-by-year basis. The desired outcome is to investigate, arrest and prosecute federal fugitives. The West Texas HIDTA Fugitive/Violent Offender Task Force is uniquely organized to target and apprehend the most wanted fugitives from, and residing in, the West Texas Region. This initiative has made it a priority to apprehend drug trafficking fugitives, specifically targeting individuals related to CPOT organizations and those tied to OCDETF investigations. In April 2005, the West Texas HIDTA Fugitive Task Force played an important role in the USMS nationwide fugitive roundup effort – Operation FALCON. In West Texas, Operation FALCON, a week long roundup operation netted 83 arrests and cleared 216 outstanding warrants in the area. This highly effective initiative also works in conjunction with the Mexico US Marshals Office and Mexican officials to locate, apprehend, and extradite known fugitives attempting to escape U.S. law by fleeing to Mexico.

**2. Threat Specific Table 18: Felony Arrests by HIDTA Initiatives, for CY 2005**

West Texas - SWB		HIDTA Felony Arrests by Year			
Year	# Targeted	# Felony Drug Offenders	# Felony Non-Drug Offenders	Total # Felony Arrests	Arrests % of Targeted
2004	3,500	3,012	1,253	4,265	122%
2005	4,000	2,645	1,821	4,466	112%

**Table 18: HIDTA Felony Arrests for CY 2005**

This threat specific table quantifies the total number of felony drug and non-drug violator arrests for CY 2005 by HIDTA initiatives. The targeted number of arrests was identified through historical analysis. This table shows the significant impact of HIDTA in West Texas against those who choose to commit drug and violent crimes.

3. Need Specific Table 19: Use of Skills from HIDTA Intelligence Training Sessions, for CY 2005.

West Texas - SWB HIDTA Use of Skills from HIDTA Intelligence Training Sessions					
Year	# Agencies Participating	# Students Trained	# Training Hours Provided	# Users of New Skills	% Students Using New Skills (ISC services)
2004	30	230	706	56	24%
2005	30	248	812	43	17%

Table 19: Use of Skills from HIDTA Intelligence Training Sessions

This need specific table is used to identify Intelligence Training sessions directly provided by, and benefiting, the HIDTA ISC. Information will be collected in upcoming years to demonstrate the effectiveness of intelligence training. Training developed and presented by the ISC is an important tool for improving the efficiency and effectiveness of intelligence sharing. This training develops the skills of analysts associated with the ISC, and promotes understanding and trust of the ISC’s capabilities among its users.

4. Need Specific Table 20, for CY 2005: Intelligence Driven Cases.

West Texas - SWB HIDTA Intelligence Driven Cases					
Year	Baseline # Cases Generated	# Cases Strategically Supported	# Cases Tactically Supported	Total Cases Supported	% Cases Supported
2004	718	121	526	647	90%
2005	802	150	320	470	59%

Table 20: Intelligence Driven Cases

One of the core features of the HIDTA program is improve the efficiency and effectiveness of law enforcement. Investigations driven by intelligence are presumed to be more effective investigations. The “Baseline # Cases Generated” represents the total number of cases generated by West Texas Region initiatives during 2005. Throughout 2005, 59% of those cases received strategic and tactical intelligence support through the West Texas Investigative Support Center, indicating a high level of intelligence driven cases. Many cases generated by West Texas initiatives represent a set of cases that were targets of opportunity, and required little intelligence coordination for success. These are often interdiction related cases.

5. Need Specific Table 21, for CY 2005: HIDTA Sponsored Training Sessions.

West Texas - SWB HIDTA Training Sessions, 2005			
Type of Training	# Courses	# Students Trained	Pre- and Post-training Tests** (Y/N)
Analytical/ Computer	0	0	Y
Investigative/ Interdiction	6	201	Y
Management/ Administrative	3	50	N
Total	9	251	N/A

Table 21: HIDTA Hosted Training Sessions, 2005

This table demonstrates the amount of training coordinated and hosted by the West Texas Region. This is training that was imported to the area, from various resources, to meet a training need not being addressed by participating agencies. Most of the participating agencies in West Texas have their own training program. However, each individual agency training plan addresses the overall needs and priorities of the respected agency. No other entity in West Texas seeks to provide training targeted to specifically improving drug enforcement. The HIDTA Training Program develops a training plan to address unmet drug enforcement training needs, and coordinates with outside sources to meet the identified needs for the area.

6. Need Specific Table 22, for CY 2005: Leveraged Agency Return on Investment of HIDTA Resources.

West Texas - SWB HIDTA Resources leveraged by HIDTA Funds, Return on Investment						
	HIDTA Funding Resources	Baseline Leveraged ROI	State & Local Agency Resources	Federal Agency Resources	Total Agency Resources Leveraged	Leveraged Return on Investment (ROI)
2004	\$8,117,895	\$6	\$6,312,374	\$43,982,350	\$50,294,724	620%
2005	\$8,008,018	\$6	\$6,393,374	\$43,229,701	\$49,623,075	620%
2006					\$0	

Table 22: Resources Leverage by HIDTA Funds, ROI

Funding from the HIDTA program provides a mechanism for focusing many agency resources toward the common HIDTA program goals. Due to HIDTA, agency resources are directed toward a planned, coordinated effort to target drug traffickers in West Texas. While HIDTA provided a total of \$8,008,018 in funding for FY 05, agencies directed about \$50 million in their own resources toward the HIDTA effort. These resources include 186 agency funded personnel assigned full-time to HIDTA task forces, as well as 1,078 part-time

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participants. Federal agencies provide resources such as facilities, agents and support personnel dedicated HIDTA task forces, vehicles, and many other equipment and services. Local agencies also provide facilities for initiatives. For example, the El Paso County Sheriff's office provides access and use of its Training Academy facilities for support of the West Texas Region's Training Program. State and local agencies also dedicate full-time officers, detectives and support personnel to each HIDTA initiative. There are many agency resources provided – such as database information and intelligence – that cannot be quantifiably measured. The impact of HIDTA in West Texas is that the program clearly focuses the priorities of each agency into a single comprehensive strategy.

## VII. Conclusions

CY 2005 marks the second year that the West Texas Region of the Southwest Border HIDTA has reported initiative operational targets and subsequent outcomes using the new Performance Management Process (PMP) efficiency and effectiveness performance measurement tables spread throughout this Annual Report. These graphic presentations illustrate how both of West Texas Region's goals are well on target. Clear evidence of successful initiative productivity is present throughout the report, and one must conclude the inescapable . . . drug availability is being reduced, DTOs are being disrupted or dismantled (Goal 1), and these accomplishments are being done efficiently, effectively and at less budgetary cost through HIDTA sponsored information sharing and training (Goal 2).

Cheaper, of course, is not necessarily better. Merely because an initiative improves its performance without increased funding does not prove efficiency or effectiveness by itself. We must work smarter, not harder. Positive outcomes can also be illustrated by positive behavioral changes exhibited by West Texas Region participants. Key questions to be asked . . . are law enforcement agencies working together better and more effectively? Is information reaching the people who need it? Have traditional barriers among different law enforcement agencies been eroded sufficiently that these entities can find a common ground to pursue common goals? Are we making REAL progress in addressing illicit drug trafficking? Has the West Texas Region – SWB HIDTA contributed to achieving these outcomes? The results set forth in this CY 2005 Annual Report suggest that all these questions can be answered "YES".

Historically, it was uncommon for diverse law enforcement entities to share strategic or operational information. Many agencies feared a breach of security or confidentiality if they permitted "outsiders" to look at confidential files. Naturally, this foreclosed many opportunities to avoid duplication of effort, and one can only speculate about how many drug and other violent crimes remain unsolved because information held by one department or agency was never shared with another. Fortunately, in the 15 years that the West Texas Region – SWB HIDTA has been in existence, there has been a steady development in the number of initiatives, quality of initiatives, number of participant agencies in each initiative, number of queries or data elements shared through the West Texas ISC, number of interactions between law enforcement, intelligence and prosecution activities, and a significant increase in cooperative, efficient and effective interagency effort.

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

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

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

Illicit drug availability has been severely reduced, especially for destination cities. Some highlights include seizing over 13 kilograms of heroin, over 2,600 kilograms of cocaine, over 16 kilograms of methamphetamine, and, astoundingly, over 199,000 kilograms of marijuana. Additionally significant quantities of miscellaneous other drugs were seized. These seizures equated to approximately \$325 million in street value . . . a staggering amount removed from the market place. These seizures, coupled with drug asset seizures exceeding \$13,655,000, have put a major crimp in DTO activities. One hundred twenty three DTOs were either severely disrupted or totally put out of business. Overall, the cost of doing business for the West Texas Region's DTOs has been increased by over \$339,000,000. All this was accomplished with fewer dollars spent. . . precisely the results sought.

The West Texas Region is extremely pleased that its initiatives comply fully with the precepts of Goals 1 and 2. Namely, they have been extremely efficient and effective in achieving their results to date, and continue to improve going forward. Through continued development and improvement of infrastructure and strategic planning, the West Texas Region leadership has set the foundation for continued, long term improvement in cooperative law enforcement efforts. During the early years the HIDTA program in West Texas, HIDTA leadership had been focused on developing the necessary infrastructure and strategy for success. CY 2004 marked a positive turning point in the West Texas Region's outstanding history of fighting illicit drug activities, and stands as a benchmark year for measuring the effectiveness of the program in the years to come. HIDTA leadership, both nationally and locally, envisioned an organization that could do even more than had been accomplished in previous years. Leadership saw an organization that could improve and become even more productive.

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

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

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Proactive thinking is also the touchstone of West Texas Region's local support as staff strives to foster efficiency and effectiveness among and between the initiatives under its guidance, through interagency cooperation and information sharing. The results have been demonstrated. For every dollar of HIDTA funds invested in West Texas, the program sees a 620% return on investment of federal, state, and local agency resources also being directed towards the mission and goals of HIDTA.

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

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

**VIII. Appendices**

- A. Table of Organization for the HIDTA.
- B. Table listing composition of Executive Board showing local, state and federal affiliation.
- C. List of participating agencies.
- D. List of counties participating in the HIDTA
- E. HIDTA PMP Matrix for year of Annual Report
- F. List of West Texas Region initiatives for 2005.

Appendix A: Table of Organization for the SWB – West Texas HIDTA<sup>10</sup>

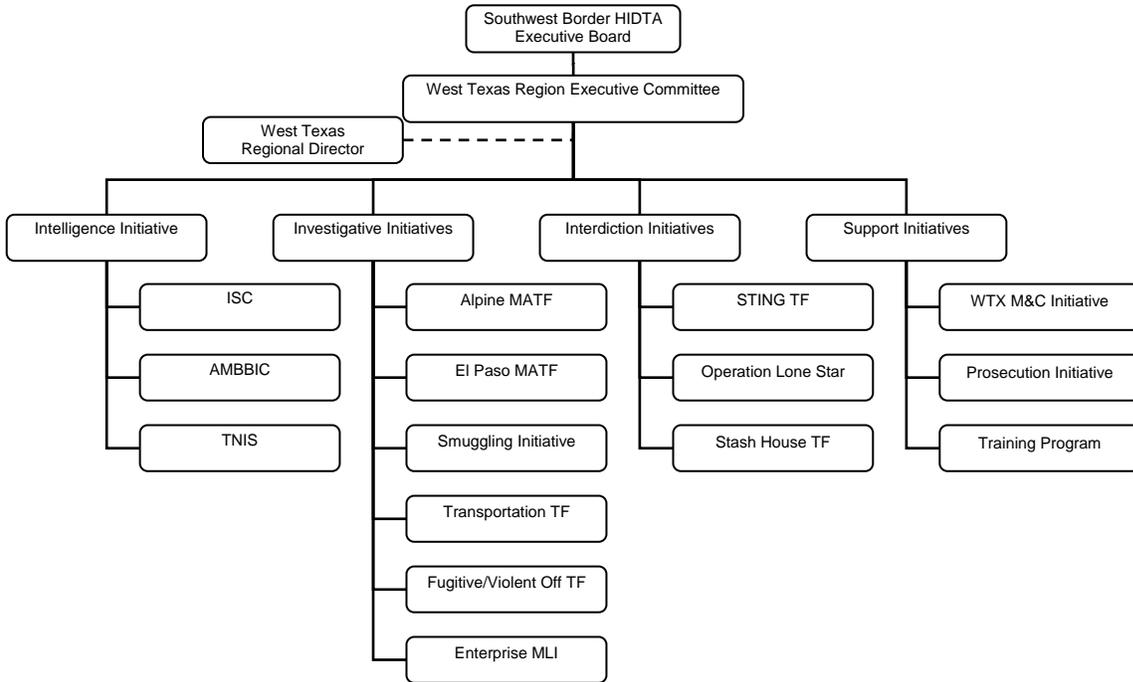


Figure 4: West Texas Region Organization

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

**West Texas Region Executive Committee**

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

\* Position rotates annually with Chief, Marfa Sector – Simon Garza.

**Appendix C: List of participating agencies.**

**Federal**

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

**State**

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

**Local**

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

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

**Appendix D: List of counties participating in the HIDTA**

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



**Appendix F: West Texas Region Initiatives for 2005**

**Investigative**

**Lead Agency**

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

**Interdiction**

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

**Prosecution**

West Texas HIDTA Prosecution Initiative	34 <sup>th</sup> District Attorney
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**Intelligence**

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

West Texas HIDTA Management & Coordination	
West Texas HIDTA Training Program	

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

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<sup>1</sup> ONDCP National Drug Control Strategy, HIDTA Program.

<sup>2</sup> 2005 West Texas Region Strategy.

<sup>3</sup> Source: United States Interdiction Coordinator with JTF South.

<sup>4</sup> 2005 West Texas Region Threat Assessment.

<sup>5</sup> ONDCP National Drug Control Strategy, HIDTA Program.

<sup>6</sup> Threat Assessment Executive Summary taken from the 2005 West Texas Region Threat Assessment.

<sup>7</sup> Strategy summary taken from the 2004 West Texas Region Strategy.

<sup>8</sup> NDIC Intelligence Bulletin, National Illicit Drug Prices, December 2005, National Drug Intelligence Center, February 2006.

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

<sup>10</sup> As submitted in 2005 West Texas HIDTA Strategy.

<sup>11</sup> 2005 West Texas HIDTA PMP Matrix, is inserted for demonstration purposes. A more presentable and easier to read document can be found on a separate file. For a copy, please contact the West Texas Region, SWB HIDTA at (915) 532-9550.

CPOT – Consolidated Priority Organizational Target

DTO – Drug Trafficking Organization

EMLI – Enterprise Money Laundering Initiative

HIDTA – High Intensity Drug Trafficking Area

ISC – Investigative Support Center

OCDETF – Organized Crime and Drug Enforcement Task Force

ONDCP – Office of National Drug Control Policy

PMP – Performance Management Process

ROI – Return on Investment

RPOT – Regional Priority Organizational Target

SWB HIDTA – Southwest Border High Intensity Drug Trafficking Area

