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NEW HAMPSHIRE RHODE ISLAND VERMONT**

**NEW ENGLAND
HIGH INTENSITY DRUG TRAFFICKING AREA**

Calendar Year 2006 Annual Report

New England HIDTA

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New England HIDTA 2006 ANNUAL REPORT

I. EXECUTIVE SUMMARY

The New England HIDTA was established in June 1999 because of the cheap high purity heroin and plentiful supply of cocaine, crack cocaine and other drugs. Although the New England HIDTA task forces have successfully disrupted or dismantled many significant Drug Trafficking Organizations the very pure Colombian heroin and pharmaceutical opiates are causing escalating death rates throughout New England.

“ABINGTON, MA. --A recent rash of heroin overdoses has prompted plans for a candlelight vigil in Abington tonight. The event is an effort to increase awareness about the prevalence of drug addiction. Fatal overdoses from heroin and OxyContin have increased across the state, including the suburbs south of Boston.” *Boston Globe November 2, 2006.*

“MANCHESTER, N.H. --State police say they found 11 ounces of cocaine in a diaper bag during an overnight traffic stop. After a search, he arrested Sandra Alicea, 32, and her husband, Francisco Alicea, 58, of Manchester, and charged them with possession of an illegal drug with intent to distribute. Four children in the vehicle ranging in age from 3 to 12, were released to a family member. *Boston Globe November 14, 2006.*

Virtually every component of society in the New England region is affected by illegal drugs. The effects are evident in the availability of illegal drugs, drug related crime, medical and legal costs and the personal tragedies that affect families, friends, neighbors and co-workers. Prevention programs, treatment and law enforcement are the critical components of an effective law enforcement strategy. However, the first line of defense has been, and always will be, strong, creative law enforcement. If the prevention programs fail and the drug abusers do not seek treatment, law enforcement will be there to save lives and arrest the violent drug traffickers.

The HIDTA program is at the forefront of regional drug law enforcement by significantly disrupting the market and dismantling Drug Trafficking Organizations (DTO). This is accomplished by seizing illegal drugs and assets and arresting the leaders of the Drug Trafficking Organizations. The New England HIDTA, in a cost effective and efficient manner, consistently meets or exceeds its performance targets. The following highlights illustrate the New England HIDTA's success this past year:

- The HIDTA philosophy embodies the principles of cooperation, coordination, collocation and communication. The New England HIDTA practices these principles in that over 100 federal, state and local law enforcement agencies in the 6 New England states participate in the 13 regional law enforcement initiatives, and 1 intelligence center. The Investigative Support Center supports these initiatives and participating agencies in identifying, investigating and dismantling or disrupting the region's most dangerous and profitable drug trafficking and money laundering organizations.
- The New England HIDTA seized illicit drugs worth over \$60.8 million. These drugs seized from DTOs represent a sizeable reduction in illicit drug availability.

- Every NEHIDTA dollar spent on law enforcement and investigative support activities, contributed to removing \$23.28 in illicit drugs from the market and \$7.66 of drug-related assets. The NEHIDTA initiatives achieved a remarkable combined Return-on-Investment of \$30.95 for every \$1.00 of NEHIDTA funds invested.
- HIDTAs exist to disrupt or dismantle DTOs. At the beginning of 2006, New England HIDTA initiatives identified 228 DTOs and targeted 224. By the end of the year, 63 of these targeted DTOs were disrupted. In addition, 53 DTOs were totally dismantled, a significant achievement.
- A total of 52% of the targeted DTOs were disrupted or dismantled during 2006.
- The NEHIDTA strategy emphasizes the investigation of complex international, multi-state and local DTOs. As illustrated by the statistical measures contained throughout this Annual Report, during CY 2006, the New England HIDTA initiatives targeted more complex cases and handled 42 OCDETF, 19 RPOT and 9 CPOT cases.
- A Title III investigation has resulted in the seizure of 24 kilos of cocaine and resulted in the identification of a Colombian based money laundering organization. The task force has conducted two undercover money transactions with this organization and numerous bank accounts utilized by this organization have been documented. Undercover work continues to further identify the organization and categorize additional assets.
- Extensive controlled buy operations are being conducted in a public housing project. Investigation is focusing on violent offenders in projects who are responsible for drug-related violence.
- Since April 2005 a HIDTA task force has been investigating a significant multi-state cocaine DTO. This organization has funded drivers to bring multi-kilogram loads of cocaine from the Houston, TX area to Maine. Subjects were indicted and charged in a 15 kilogram cocaine conspiracy. Additional indictments and seizures are expected in CY07.
- Indoor hydroponic marijuana grows are starting to make inroads into New England. These grows have resulted in the seizure of 9 real properties and 10,000 plants.

II. INTRODUCTION

The New England HIDTA is pleased to present this Annual Report documenting its activities during calendar year 2006. The NEHIDTA is one of 28 HIDTAs under the Office of National Drug Control Policy (ONDCP) and includes the six New England states: New Hampshire, Massachusetts, Maine, Rhode Island, Connecticut and Vermont. The Director of ONDCP designates regions with critical drug trafficking problems adversely impacting the United States as High Intensity Drug Trafficking Areas. The critical drug trafficking problems are documented through annual Drug Threat Assessments. The HIDTAs formulate a strategy based on the regional drug threat assessment and implement the strategy with HIDTA funded, collocated federal, state and local task forces and intelligence centers. The foundations of the NEHIDTA are the principles of cooperation, coordination and communication. The NEHIDTA is a neutral entity bringing together over 100 federal, state and local law enforcement agencies in 13 task forces, an intelligence initiative and Executive Board. Intelligence driven investigations

targeting international and regional DTOs that impact other HIDTAs and regions of the United States are the priority of the NEHIDTA. Disrupting or dismantling these organizations is the goal.

The 18 member Executive Board brings together 9 state/local and 9 federal law enforcement and prosecution executives who govern the NEHIDTA. The NEHIDTA Executive Board is a unique body and the only one of its kind in New England. The combined federal, state and local experience on the Board provides oversight, leadership and guidance.

To achieve meaningful results, each HIDTA needs clear goals, recognition of the challenges faced, a plan to get there, and a way to document achievements. This is accomplished through the HIDTA Program Goals, Threat Assessment, Strategy and Annual Report. The overall HIDTA mission is embodied by the National Program Mission Statement:

**National HIDTA
Program Mission Statement**

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

The New England HIDTA Vision Statement reflects why we exist and provides a clear image of the future for the HIDTA Program. The NEHIDTA Director, Staff and Executive Board developed the following vision for the future:

**NEW ENGLAND HIDTA
VISION STATEMENT**

- Reduce drug availability by eliminating or disrupting drug trafficking organizations.
- Reduce the harmful consequences of drug trafficking.
- Improve the efficiency and effectiveness of law enforcement organizations and their efforts within the New England HIDTA.

The New England HIDTA seeks to reduce drug trafficking in the HIDTA region by targeting retail and wholesale drug markets, with emphasis on the flow of heroin, cocaine and crack cocaine into New England. The New England HIDTA will strive to identify, disrupt and dismantle Consolidated Priority Organization Targets (CPOTS), Regional Priority Organization Targets (RPOTS), Drug Trafficking and Money Laundering Organizations and other criminal groups that are transporting and distributing drugs throughout New England. The New England HIDTA will continue to lead the way in identifying emerging drug trends and monitoring source areas, to include New York City, the Southwest Border and the New England-Canadian Border.

A basic tenet of the New England HIDTA is that the ability of local, state and Federal law enforcement agencies is significantly improved when agencies work together and share information. The Investigative Support Center is central to the New England HIDTA Vision, in that it facilitates intelligence sharing among law enforcement agencies through the systematic collection, analysis and dissemination of secure, accurate and timely intelligence. The

Investigative Support Center will endeavor to share information and intelligence among the HIDTA task forces, as well as with participating and non-participating agencies inside and outside the New England region. This cooperative model of sharing intelligence will promote interagency communication and coordination, enhance officer safety through deconfliction and eliminate duplication of effort.

NEW ENGLAND HIDTA

Mission Statement

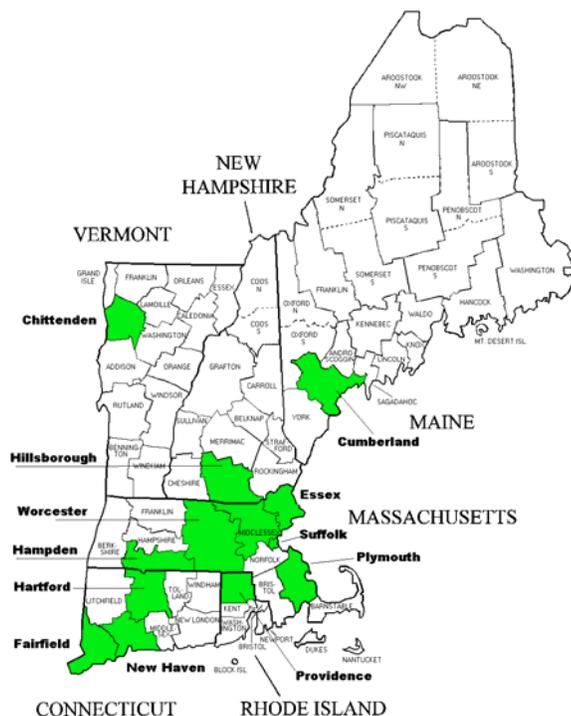
The mission of the New England HIDTA is to reduce drug availability by creating intelligence-driven drug and financial crimes task forces aimed at eliminating or reducing domestic drug trafficking and its harmful consequences through enhancing and helping to coordinate drug trafficking control efforts among federal, state and local agencies.

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

Budget Allocation: During this reporting period, ONDCP allocated a \$3,287,636.00 budget for New England HIDTA operations. NEHIDTA dollars are well spent supporting the 13 task forces and Investigative Support Center in New England. The NEHIDTA allocates 80% of its budget to the task force and intelligence initiatives.

Geographic Area of Responsibility:

- Massachusetts–Essex County, Middlesex County, Suffolk County, Plymouth County, Worcester County and Hampden County.
- Connecticut – Fairfield County, Hartford County and New Haven County
- Vermont - Chittenden County
- Maine – Cumberland County
- Rhode Island – Providence County
- New Hampshire – Hillsborough County



The New England HIDTA region encompasses six states, three of which share the border with Canada. Each of the six states is challenged by unique drug enforcement problems from the highway systems, waterways and international border. Large cities, with dense populations, and rural areas provide an ideal habitat for drug smuggling, transportation, distribution, production and consumption of illegal drugs and diverted pharmaceuticals. The close proximity to New York, the traditional source of supply for New England, is a significant and dangerous threat requiring a cooperative, coordinated strategy.

III. National HIDTA Goals

HIDTAs nationally have adopted two specific goals to be achieved in meeting the drug control challenge. These two national goals guide all HIDTA initiatives and activities throughout the United States. The New England HIDTA is proud to present these national HIDTA program goals, plus the concise summaries of its Threat assessment for Budget Year 2006 and resultant Strategy in the following sections. The New England HIDTA produces a regional strategy to meet the New England threats, in conjunction with the national objectives and the impact on other HIDTAs:

<p style="text-align: center;">NATIONAL HIDTA GOALS</p> <p>Goal 1: Disrupt the market for illegal drugs by dismantling or disrupting drug trafficking and/or money laundering organizations; and</p> <p>Goal 2: Improve the efficiency and effectiveness of HIDTA initiatives.</p>

The HIDTA Goals are the foundation upon which performance planning and outcome measurement are based. The process begins with the annual Threat Assessment which provides the basis for the Strategy. The Strategy is implemented by the NEHIDTA initiatives that are proposed to the NEHIDTA Executive Board for approval and funding. Each NEHIDTA initiative must present programmatic and fiscal justifications that are based on the Threat Assessment and how the initiative's funding request directly addresses the threat. Through the Performance Management Plan the NEHIDTA sets realistic performance measures. Ultimately, each initiative must eventually provide specific information on how the funding has allowed the NEHIDTA to meet its desired outcomes. All NEHIDTA initiatives are developed within clear national guidelines governing all HIDTA activities and expenditures.

The NEHIDTA's 18 member Executive Board approves all Threat Assessments, the Strategy, initiatives and budgets. The combined federal, state and local experience on the NEHIDTA Executive Board provides oversight and leadership that is unique in law enforcement. The Executive Board has established an Operations Subcommittee to oversee all budget and fiscal related issues. The Board also established an Intelligence Subcommittee that supports NEHIDTA initiatives and participating agencies on a wide variety of intelligence and information issues and other matters. New England HIDTA's success is measured by results, and each initiative is fully accountable for its success or failure in meeting its objectives.

IV. Summary of Threat Assessment for Budget Year 2006

The HIDTA Program maximizes operational effectiveness by requiring each HIDTA to produce a regional Threat Assessment each year. The reader is referred to the NEHIDTA Threat assessment for Budget Year 2006 for details on the threats identified. The following summary is presented for your convenience.

The New England HIDTA Threat Assessment 2006 clearly demonstrates that heroin continues to be a significant drug threat in New England. This is evident with the majority of indicators relating to its availability, use and consequences remaining stable or surpassing

previous years reported levels. Cocaine availability remains relatively stable while the availability of crack cocaine continues to rise throughout the region.

The illegal production and smuggling of hydroponic marijuana at the New England-Canadian border continues to escalate. High-grade Canadian hydroponic marijuana is increasingly imported into Vermont, New Hampshire and Maine for distribution throughout New England and other regions of the country. The profits from the smuggling of hydroponic marijuana are transported out of the New England region via private vehicles, often to Canada or New York City. In 2006 one task force took down 9 residential hydroponic grow houses and seized 10,000 marijuana plants.

The primary transporters and distributors of illicit drugs in New England, Colombian and Dominican criminal groups, and to growing extent Asian Criminal Groups, are also the primary money laundering groups in New England.

V. HIDTA Strategy Summary

The strategy for New England HIDTA is to collect and develop intelligence on Drug Trafficking and Money Laundering Organizations, targeting those organizations and sources of supply, and dismantling the organizations through creative and effective law enforcement and prosecution. The NEHIDTA Investigative Support Center (ISC) facilitates the collection, analysis and dissemination of drug intelligence/drug information between the NEHIDTA initiatives, other HIDTAs around the country and other intelligence groups.

The NEHIDTA task forces initiate investigations on Consolidated Priority Organization Targets and Drug Trafficking and Money Laundering Organizations, develop the investigations to reach the command and control of the Organizations and prepare for and assist in the prosecution.

The New England HIDTA funded 16 initiatives in CY 2006. A detailed description of each initiative can be found in Appendix D.

The New England HIDTA also received ONDCP supplemental funding, \$265,000, for interdiction under the DHE (Domestic Highway Enforcement) Program and \$75,000 for heroin investigations in Lawrence, Lowell and Lynn, Massachusetts as part of the Accelerated Domestic Market Disruption Initiative

The highway enforcement funding enabled the NEHIDTA and the State Police Departments in New England to establish an enforcement program coordinating with other major east coast cities. The funding was used for coordinated operations and much needed training. This program has proved to be very successful.

The Accelerated Domestic Market Disruption Initiative has enabled law enforcement to target mid-level heroin dealers in the Lawrence, Lowell and Lynn areas. This program is effective because it focuses law enforcement efforts on heroin trafficking and measures the impact of these investigations and enforcement actions.

VI. HIDTA Performance Measures

The HIDTA Program continues to use a Performance Measurement Process (PMP) that provides the capability for HDTAs to track performance and monitor results. With application of the PMP, the New England HIDTA Annual Report functions as a report card; a barometer of HIDTA efficiency and effectiveness; a source of comparison with previous year's efforts; and most importantly, a map for future action. The next series of tables and charts present specific outputs and efficiency measures organized in New England HIDTA Goal order. These measurable results reflect a continuing increase in efficiency and effectiveness at lower programmatic costs.

Drug Trafficking Organizations are organizations of five or more persons that (1) have a clearly defined hierarchy or chain of command and (2) whose principal activity is to generate income or acquire assets through a continuing series of illegal drug production, manufacturing, importation, or distribution activities.

Performance Measures for Goal 1

Table 1 – Percentage of Expected DTOs and MLOs Disrupted or Dismantled

Table 1: Percentage of Expected DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at New England HIDTA [ALL DTOs; MLOs included]								
Scope	#DTOs & MLOs Identified	# DTOs & MLOs to be Disrupted or Dismantled	# DTOs & MLOs Disrupted	% Disrupted	# DTOs & MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	63	35	14	40%	12	34%	26	74%
Multi-state	89	40	27	68%	20	50%	47	118%
Local	76	31	22	71%	21	68%	43	139%
Total	228	106	63	59%	53	50%	116	109%

Table 2 - Percentage of Under Investigation DTOs Disrupted or Dismantled by Scope

Table 2: Percentage of Under Investigation DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at New England HIDTA [ALL DTOs; MLOs included]								
Scope	#DTOs & MLOs Identified	# DTOs & MLOs Under Investigation	# DTOs & MLOs Disrupted	% Disrupted	# DTOs & MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	63	62	14	23%	12	19%	26	42%
Multi-state	89	88	27	31%	20	23%	47	53%
Local	76	74	22	30%	21	28%	43	58%
Total	228	224	63	28%	53	24%	116	52%

Table 3 - Percentage of Expected Money Laundering Organizations Disrupted or Dismantled by Scope

Table 3: Percentage of Expected Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2006, at New England HIDTA								
Scope	# MLOs Identified	# MLOs to be Disrupted or Dismantled	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	14	9	3	33%	2	22%	5	56%
Multi-state	3	0	1	0%	0	0%	1	0%
Local	0	0	0	0%	0	0%	0	0%
Total	17	9	4	44%	2	22%	6	67%

Table 3A -Percentage of Under Investigation Money Laundering Organizations Disrupted or Dismantled by Scope.

Table 3a: Percentage of Under Investigation Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2006, at New England HIDTA								
Scope	# MLOs Identified	# MLOs Under Investigation	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	14	14	3	21%	2	14%	5	36%
Multi-state	3	3	1	33%	0	0%	1	33%
Local	0	0	0	0%	0	0%	0	0%
Total	17	17	4	24%	2	12%	6	35%

Tables 1 through 3 reflect the remarkable impact New England HIDTA initiatives had on Drug Trafficking Organizations (DTOs), not only within the New England HIDTA region itself, but also nationally and internationally. At the beginning of each year, New England HIDTA initiatives are hard at work investigating DTOs that have been previously identified, many of which will also have been specifically targeted for disruption or total dismantlement. Table 1 shows that as of January 2006, New England HIDTA initiatives had already identified 228 DTOs. By the end of calendar year 2006, the New England HIDTA disrupted 63 and dismantled 53 DTOs originally identified and targeted in the beginning of 2006. As a result, a total of 116 DTOs were disrupted or dismantled. In short, of the 224 DTOs targeted in the reporting period, over 52% were disrupted or dismantled, a truly notable achievement.

The NEHIDTA region includes the 6 New England states. Drug trafficking organizations range from lower level dealers to multi-state and sophisticated international organizations. Several NEHIDTA investigations are targeting Consolidated Priority Organization Targets (CPOTs). The dealers distribute in small towns, large cities and in the vicinity of the Canadian-New England border. In a departure from historic drug distribution, the dealers in many cases distribute more than one drug. This relatively new strategy by the dealers and organizations requires sophisticated and adaptable law enforcement strategies to penetrate the highest levels of the traffic. The NEHIDTA initiatives have been very successful penetrating and dismantling or

disrupting the Drug Trafficking Organizations. Several major investigations began as cooperative investigations with state and local law enforcement. Through hard work, coordination, and the combined talents of the state, federal and local law enforcement officers, these investigations identified and subsequently targeted the command and control of the organizations. Many of these investigations are ongoing and will eventually lead to the dismantling of these organizations. These investigations would not have been possible without the NEHIDTA.

Table 2 explains New England HIDTA success in terms of the operational scope of the DTOs identified and targeted in calendar year 2006. Of the DTOs identified, 152 operated beyond the NEHIDTA region in multiple states, or were involved in international operations. NEHIDTA initiatives disrupted 41 and totally dismantling 32 of the larger targeted DTOs. Twenty three of the 73 targeted international DTOs were either dismantled or disrupted.

Table 2 also demonstrates the New England HIDTA's commitment to reduce retail drug sales, violence and improve the quality of life in local communities by targeting 74 local DTOs. This attention to local DTOs resulted in 22 disruptions and 21 dismantlements. Attacking street level traffickers in conjunction with the larger DTO targets has a ripple effect in the drug supply chain. Taking off a small dealer, even though the drug quantity seized may be small, impacts the ability of international and multi-state DTOs to get their drugs into the hands of drug users, thus helping to reduce the efficiency and effectiveness of this black market industry. In addition, drug related violence is reduced or eliminated and the people living in those communities can pursue their interests without fear and enjoy a finer quality of life.

The Greater Boston Task Force has significantly improved the quality of life in a Boston neighborhood through controlled drug buys. This operation targeted violent drug offenders resulting in federal indictments and three fugitives were apprehended.

The NEHIDTA stresses the importance of developing cases having the potential to qualify for OCDETF designation. Of the 228 cases opened in 2006, 14 received OCDETF designation. This is another strong indication that the NEHIDTA disrupted the market place for drugs by focusing on those DTOs operating at the multi-state and international levels of operation.

Tables 1-3 clearly reflect the nature of the NEHIDTAs enforcement efforts and demonstrate its effectiveness in achieving its targeted outcomes. In nearly every instance, the NEHIDTA significantly impacted its performance targets.

Table 4 – CPOT, RPOT, and OCDETF Cases

Table 4: CPOT, RPOT, and OCDETF Cases (by Operational Scope) Initiated in 2006, at New England HIDTA			
Scope	# CPOT Cases	# RPOT Cases	# OCDETF Cases
International	0	3	10
Multi-state	0	2	4
Local	0	0	0
Total	0	5	14

Table 4a – All Active CPOT, RPOT, and OCDEF Cases

Table 4a: All Active CPOT, RPOT, and OCDEF Cases (by Operational Scope) in 2006, at New England HIDTA			
Scope	# CPOT Cases	# RPOT Cases	# OCDEF Cases
International	7	11	25
Multi-state	2	8	14
Local	0	0	3
Total	9	19	42

Table 5 - Drugs Removed from the Marketplace

Table 5: Drugs Removed from the Marketplace for Year 2006, at New England HIDTA		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
Heroin kg	64.135	\$4,939,529
Cocaine HCL kg	343.936	\$8,040,422
Crack cocaine kg	12.141	\$494,809
Marijuana kg	3,554.870	\$7,592,253
Marijuana plants and grows	0	\$0
Methamphetamine kg	1.203	\$126,817
Methamphetamine ice kg	0	\$0
Ecstasy(MDMA)(D.U.s)	3,117.100	\$43,739
Diazepam	140.000	\$280
Ephedrine	326.015	\$718,739
Hashish	0.564	\$1,974
Hydrocodone	2.000	\$4
Ketamine	0	\$0
Klonopin	10.000	\$8
LSD	100.000	\$500
Marijuana (Hydroponic)	5027.780	\$38,794,350
Morphine	69.462	\$1,875
Oxycodone	218.000	\$1,746
OxyContin	3056.000	\$112,597
PCP	0.652	\$65
Percocet	184.000	\$1,285
Valamin	10.000	\$20
Vicodin	33.000	\$211
Xanax	61.000	\$244
Total Wholesale Value		\$60,871,471

During CY 2006, the NEHIDTA had a significant impact on the region's drug trade through its drug seizures. Table 5 lists the wholesale values of the respective drugs seized, thus giving a highly accurate and true depiction of the economic impact of removing these drugs from the marketplace. In this fashion, achieving the NEHIDTA goals is more clearly shown in terms of real dollar outcomes.

Table 6 - Return on Investment (ROI) for Drugs Removed from the Marketplace

New England HIDTA Table 6: Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Baseline Drug Wholesale Value	Expected Drug ROI	Drug Wholesale Value Removed From Market	Actual Drug ROI
2004	\$2,441,336	\$15,559,528	\$6.00	\$15,559,528	\$6.37
2005	\$2,441,336	\$15,559,528	\$5.00	\$14,475,139	\$5.92
2006	\$2,613,706	\$15,559,528	\$5.00	\$60,871,471	\$23.28

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

New England HIDTA Table 7: Return on Investment (ROI) for Assets Removed from the Marketplace by Law Enforcement Initiatives by Year							
Year	Budget	Baseline Value of Drug Assets	Expected Asset ROI	Value of Drug Assets Removed from Market			Actual Asset ROI
				Cash	Other Assets	Total	
2004	\$2,441,336	\$18,299,863	\$7.00	\$0	\$18,299,863	\$18,299,863	\$7.49
2005	\$2,441,336	\$18,299,863	\$4.00	\$4,866,634	\$5,774,002	\$10,640,636	\$4.35
2006	\$2,613,706	\$18,299,863	\$4.00	\$8,186,128	\$11,839,431	\$20,025,559	\$7.66

NEHIDTA initiatives seized \$20,025,559 in drug assets during CY 2006, thereby reducing availability and subsequent abuse. This amount yields an impressive ROI of \$7.66 for every \$1.00 of HIDTA funding invested in NEHIDTA law enforcement and intelligence initiatives. It is well recognized, of course, that additional law enforcement dollars from agencies outside HIDTA for such expenses as officer salaries, police overhead and so forth, also contribute to drug seizures. Table 7 does not attempt to calibrate such outside expenses, but is focused directly on what HIDTA spends.

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

New England HIDTA Table 8: Total Return on Investment (ROI) for Drugs and Assets Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Drugs and Assets Baseline	Expected Total ROI	Drugs and Assets Removed from Market	Actual Total ROI
2004	\$2,441,336	\$33,859,391	\$13.00	\$33,859,391	\$13.86
2005	\$2,441,336	\$33,859,391	\$9.00	\$25,115,775	\$10.28
2006	\$2,613,706	\$33,859,391	\$9.00	\$80,897,030	\$30.95

Drug trafficking is a business and a significant way to disrupt it is to seize its drugs and assets. Tables 6, 7 and 8 demonstrate the efficiency of the NEHIDTA insofar as removing illicit drugs and drug profits from the DTOs. 2004 was the first year that the HIDTAs used the Performance Management Process, 2004 figures shown in Tables 6 and 7, serve as a baseline. Based upon available funding, the NEHIDTA invested \$2.6 million and seized \$80,897,030 in Drugs and Assets Removed From the Marketplace. This represents a phenomenal Return on Investment of \$30.95 for every NEHIDTA dollar spent. This clearly shows the value of the HIDTA Program.

Table 9 - Value of Clandestine Methamphetamine Labs Dismantled by Size

Table 9: Value of Clandestine Methamphetamine Laboratories Dismantled by Size for Year 2006, at New England HIDTA			
Meth Cost Per Ounce		\$1,750.00	
Lab Size	ID/Targeted	Dismantled	Value of Labs Dismantled
A. Less than 2 Oz	0	1	\$3,500.00
B. 2 - 8 Oz	0	2	\$17,500.00
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
Total	0	3	\$21,000.00

Table 10 – Clandestine Laboratory Activities for 2006

Table 10: HIDTA Clandestine Laboratory Activities for Year New England HIDTA, in 2006				
	Baseline	# Projected	# Identified	% Identified
Laboratory Dump Sites Seized	0	0	1	0%
Chemical/Glassware Equipment Seizures	0	0	1	0%
Children Affected	0	0	3	0%

Performance Measures for Goal 2

Table 11 – 2006 Training Efficiency by Year and Type of Training

Table 11: HIDTA Training Efficiency by Type of Training for Year 2006, at All HIDTAs											
Type of Training	# Students Expected for Training		# Students Actually Trained		# Training Hours Actually Provided		Total Training Cost		Training Cost Per Hour		
	2004	2006	2004	2006	2004	2006	2004	2006	2004	2006	% Change 2004-2006
Analytical/Computer	20	133	23	22	430	504	\$510	\$28,917	\$1.19	\$57.37	4721%
Investigative/Interdiction	1,550	534	499	613	9,520	11,595	\$11,309	\$79,624	\$1.19	\$6.87	477%
Managment/Administrative	5	133	13	9	492	111	\$584	\$14,020	\$1.19	\$126.31	10514%
Meeting / Conference	0	0	0	127	0	4,632	\$0	\$26,888	\$0.00	\$5.80	0%
Total	1,575	800	535	771	10,442	16,842	\$12,403	\$149,449	\$1.18	\$8.87	652%

NEHIDTA provided training to 771 students in 2006 for a total of 16,842 classroom hours. This is quite an accomplishment with one part-time training coordinator. The training was designed to improve the student’s computer and analytical skills, bolster their investigative knowledge and develop their managerial abilities. This training, which cost NEHIDTA on average \$8.87 per classroom hour, was provided free of charge to NEHIDTA assigned and participating agency investigators. These training courses would not have been available without NEHIDTA support and funding.

Table 12 - Percentage of Event and Case Deconflicts Submitted

Table 12: Percentage of Event and Case Deconflicts Submitted for Year at New England HIDTA						
Year	Baseline # Deconflicts Submitted	# Deconflict Submissions Expected	# Event Deconflicts Submitted	# Case/Subject Deconflicts Submitted	Total Deconflicts Submitted	% Deconflicts Submitted
2004	4038	4,038	3,372	666	4,038	100%
2005	4038	4,600	3,392	1,001	4,393	96%
2006	4038	5,200	3,429	2,107	5,536	106%
2007	4038	5,200	0	0	0	0%

Separate law enforcement initiatives, while aggressively pursuing suspects or covering an event, can easily have conflicts in the field. This can be dangerous if either party is unaware of the other. In a “best case” scenario, it merely results in harmless interference. At worst, however, it could cost an officer his or her life in a dangerous encounter. Thus, information which can serve to deconflict such potential encounters is vital to well coordinated policing. The NEHIDTA provides such information through its Investigative Support Center. Of the 13 NEHIDTA initiatives eligible to use NEHIDTA deconfliction services, 100 percent took advantage of these valuable tools.

Table 13 - Percentage of Cases Provided Analytical Support

Table 13: Percentage of Cases Provided Analytical Support for Year at New England HIDTA				
Year	Baseline # Cases Receiving Analytical Support	# Cases Expected for Analytical Support	# Cases Provided Analytical Support	% Expected Cases Supported
2004	27	27	27	100%
2005	27	30	68	226%
2006	27	64	208	325%
2007	27	222	34	15%

Table 14 - Percentage of HIDTA Initiative Investigations Referred to Other HIDTAs and Other Agencies

Table 14: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at New England HIDTA						
Year	Total HIDTA Initiative Cases	# Initiative Cases Expected for Referral	# HIDTA Initiative Cases Referred to Other HIDTAs	# HIDTA Initiative Cases Referred to Other Agencies	Total Initiative Cases Referred	% Expected Initiative Cases Referred
2004	1644	189	83	354	437	231%
2005	2335	924	21	763	784	84%
2006	2131	938	22	749	771	82%
2007	224	583	0	7	7	1%

Tables 13 and 14 clearly depict the positive outcome achieved by NEHIDTA initiatives in the areas of Investigation Support and Affiliated Case Referrals. These activities, which are well over projections, are essential to the NEHIDTA of improving efficiency and effectiveness through information sharing and coordinated intelligence. The NEHIDTA far exceeded the anticipated number of requests for analytical support, and in every instance was able to provide this service. Further, NEHIDTA investigators and analysts referred 771 investigations either to other HIDTA regions or other agencies for closer scrutiny and subsequent action.

VI. Conclusions

Conclusion:

CY 2006 marks the third year that the New England HIDTA has reported initiative operational targets and subsequent outcomes using the Performance Management Process (PMP), which includes the efficiency and effectiveness performance measurement tables spread throughout this Annual Report. These measurement tables clearly illustrate the value of the New England HIDTA and identify its many successes.

The New England HIDTA initiatives are maturing and, as a result, are targeting more complex Drug Trafficking and Money Laundering Organizations. The use of sophisticated electronic surveillance has increased as well as the quantity and quality of long term investigations. Many of the NEHIDTA's successes are described in this report however; the true value of the NEHIDTA is in the cooperative partnerships that have been established throughout New England's six states. Law enforcement agencies and prosecutors participate in the NEHIDTA because they believe in the HIDTA philosophy of cooperation, coordination, collocation and communication. NEHIDTA task forces are minimally funded and depend on federal, state and local agencies to provide personnel and facilities for the task forces. The true measure of the NEHIDTA's success is in the unselfish and significant good will readily and consistently given to the New England HIDTA initiatives from participating agencies.

It is because of this cooperative spirit that the New England HIDTA initiatives have been so successful. Not only are the initiatives disrupting or dismantling international and multi-state Drug Trafficking and Money Laundering Organizations but they are also supporting local police departments whose communities have significant violent crimes, organized gang activity and drug distribution. The New England HIDTA and Executive Board formulated a balanced strategy to address the impact of large and small criminal organizations throughout New England. The NEHIDTA is also at the forefront of emerging threats which are assessed and addressed throughout the year.

The centerpiece of the New England HIDTA is the Investigative Support Center (ISC) that provides analytical case support and event and subject deconfliction services. Officer safety is the New England HIDTA's first priority because our law enforcement officers are our greatest and most important asset. The Investigative Support Center is a key component to working intelligence-driven investigations that will have the greatest impact in the New England region. Using the resources of the ISC allows the NEHIDTA initiatives to achieve their goals with a minimum of resources and a greater measure of success.

Although the New England HIDTA has made considerable progress over the past year, there are still many challenges. Significant drug overdose deaths, escalating abuse of diverted pharmaceutical drugs, significant drug smuggling and other crimes on the New England – Canadian border will require the innovative and effective efforts of the New England HIDTA and participating agencies. The strength of the New England HIDTA is in its partnerships with state, federal and local agencies. The NEHIDTA will continue to be successful and to provide creative solutions to the major drug and violent crimes in New England.

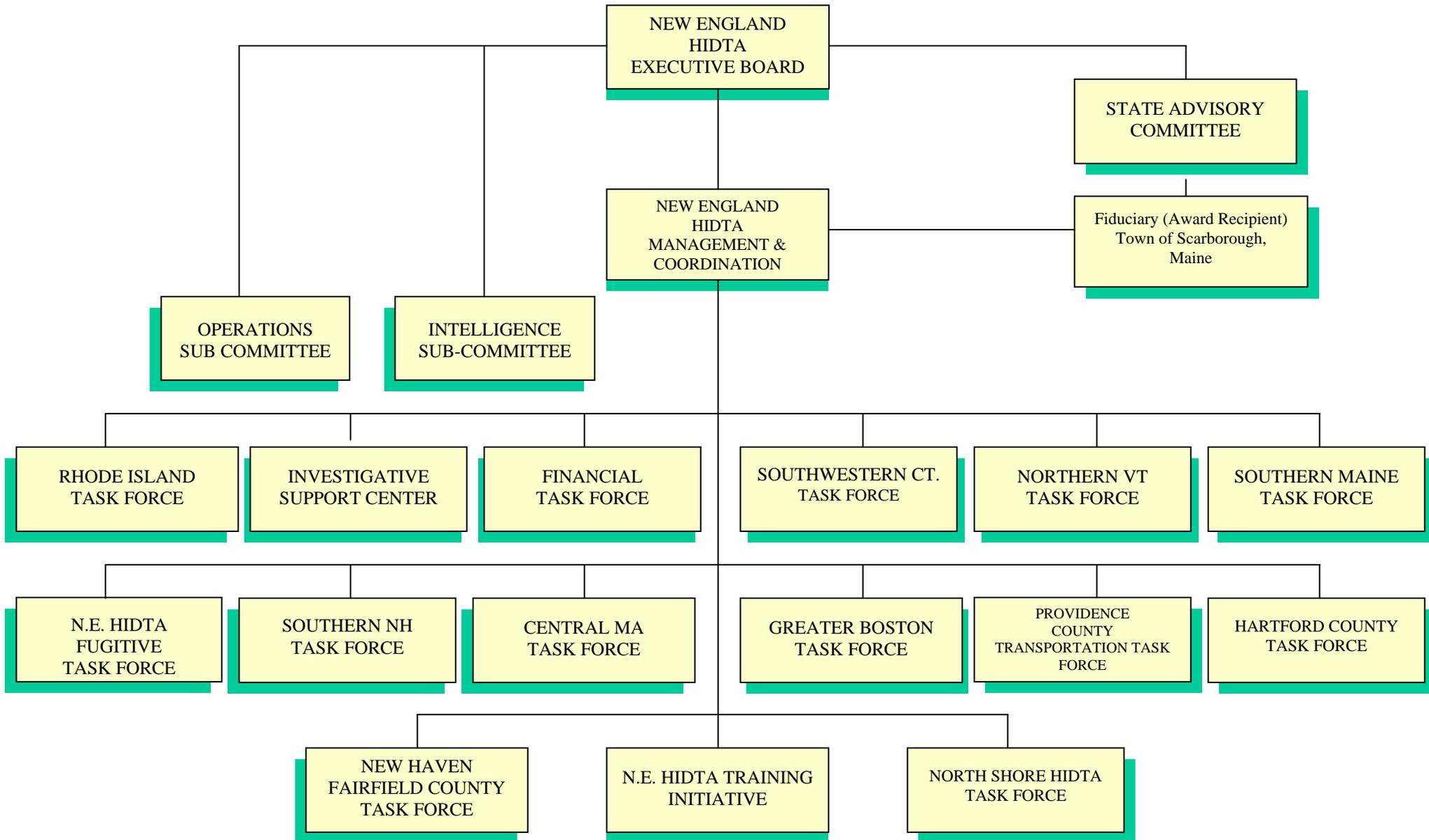
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- B. Table listing composition of Executive Board showing local, state and federal affiliation.
- C. List of participating agencies.
- D. HIDTA Initiatives - (Optional listing with brief descriptions)

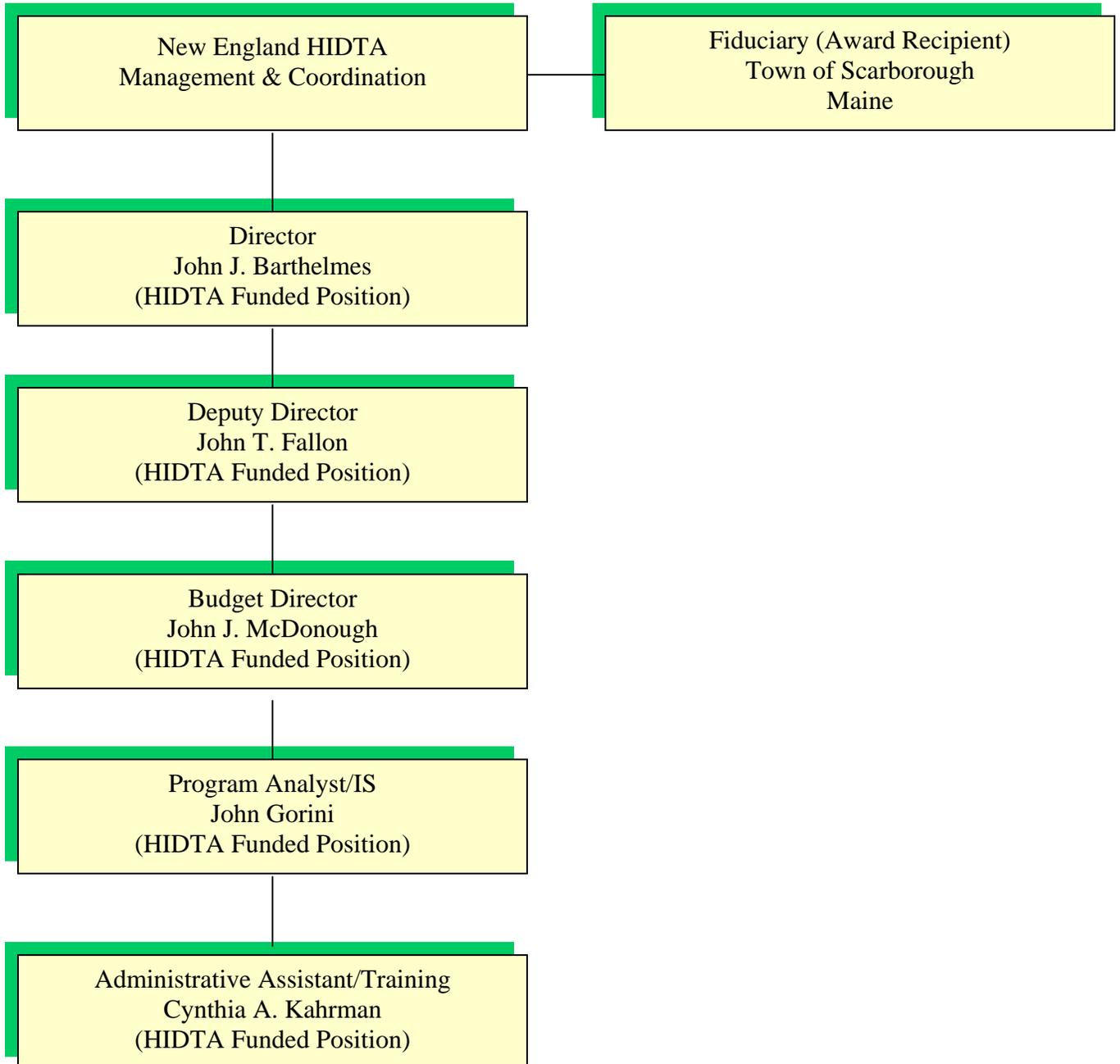
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New England High Intensity Drug Trafficking Area Organizational Chart



New England High Intensity Drug Trafficking Area Management & Coordination



New England HIDTA Executive Board

Chair

Special Agent in Charge Kenneth W. Kaiser
Federal Bureau of Investigation
Boston, MA

The Honorable Michael J. Sullivan
United States Attorney
District of Massachusetts

The Honorable Thomas P. Colantuono
United States Attorney
District of New Hampshire

Colonel Frederick H. Booth
New Hampshire State Police

Colonel Thomas Powlovich
Vermont State Police

Colonel Edward J. Lynch
Connecticut State Police

Colonel Steven Pare
Rhode Island State Police

U.S. Marshal John F. Bardelli
District of Connecticut

Chief of Police Stephen McCartney
Warwick, RI

Chief of Police Thomas R. Tremblay
Burlington, VT

Vice Chair

Colonel Mark F. Delaney
Massachusetts State Police

Acting Special Agent in Charge
Matthew Etre
Immigration and Customs Enforcement
New England

Special Agent in Charge
June W. Stansbury
Drug Enforcement Administration
New England

Special Agent in Charge Glenn N. Anderson
Bureau of Alcohol, Tobacco and Firearms
New England

Director Roy McKinney
Maine Drug Enforcement Agency

Special Agent in Charge Douglas Bricker
Criminal Investigation Division
Internal Revenue Service
New England

SAC William J. Schenkelberg
U.S. Coast Guard - CGIS
New England

Chief of Police Robert Moulton
Scarborough, ME

Participating Agencies:

Federal: Bureau of Alcohol, Tobacco and Firearms, Drug Enforcement Administration, Federal Bureau of Investigation, Internal Revenue Service, Criminal Investigation Division, United States Attorneys for New Hampshire, Massachusetts, Rhode Island, Vermont, Maine, Connecticut, United States Coast Guard, United States Marshals for Massachusetts, Vermont, Maine, Connecticut, Rhode Island, New Hampshire, United States Postal Service, United States Border Patrol and Bureau of Immigration and Customs Enforcement.

State: Connecticut State Police, Connecticut National Guard, Maine Drug Enforcement Agency, Maine State Police, Massachusetts State Police, Massachusetts National Guard, New Hampshire State Police, New Hampshire National Guard, New Hampshire Attorney General 's Drug Task Force, Attorney General's Office, New Hampshire, Rhode Island State Police, Rhode Island National Guard, Vermont State Police, Vermont National Guard, Rhode Island, Rhode Island Airport Police.

Local: Berlin, CT Police Department, Boston, MA Police Department, Branford, CT Police Department, Bridgeport, CT Police Department, Bristol, CT Police Department, Bristol, RI Police Department Brockton, MA, Police Department, Brookfield, CT, Police Department, Burlington, VT, Police Department, Central Falls, RI, Police Department, Charlestown, RI Police Department, Chittenden County, VT, Sheriff's Department, Clinton, MA Police Department, Coventry, RI Police Department, Cranston, RI Police Department, Cumberland County, ME Sheriff's Department, Easton, CT Police Department, East Hartford, East Haven, CT Police Department, East Providence, RI Police Department, East Windsor, CT Police Department, Essex County, MA Sheriff's Department, Essex, VT, Police Department, Fairfield, CT, Police Department, Greenwich, CT, Police Department, Hamden, CT Police Department, Hartford, CT, Police Department, Haverhill, MA Police Department, Lawrence, MA, Police Department, Lewiston, ME, Police Department, Lowell, MA Police Department, MBTA Police Department, Manchester, NH Police Department, MBTA, Police Department, Methuen, MA, Police Department, Middlesex County, MA Sheriff's Department, Nashua, NH Police Department, Naugatuck, CT Police Department, New Canaan, CT Police Department, New Haven, CT, Police Department, New London, CT, Police Department, New Milford, Ct, Police Department, Newport, RI Police Department, Newtown, CT, Police Department, Norwalk, CT Police Department, Orange, CT Police Department, Pawtucket, RI Police Department, Providence, RI, Police Department, Scarborough, ME, Police Department, Scituate, MA Police Department, Shelton, CT Police Department, Southington, CT Police Department, South Burlington, VT Police Department, Springfield, MA Police Department, Stanford, CT Police Department, Stratford, CT Police Department, Tiverton, RI Police Department, University of Connecticut Police Department, Waterbury, CT Police Department, Warwick, RI Police Department, Webster, MA Police Department, Westbrook, ME Police Department, Westerly, RI Police Department, West Haven, CT Police Department, Windham, ME Police Department, Woonsocket, RI Police Department, Worcester County, MA Sheriff's Department.

New England HIDTA Initiatives

Investigative Support Center – Methuen, MA. This initiative is co-managed by the FBI and the Massachusetts State Police. The Analytical Section is managed by a DEA Supervisory Intelligence Analyst.

Greater Boston HIDTA Task Force – Boston, MA – This FBI sponsored task force recently joined with the ICE Smuggling Group. These two groups are collocated in FBI space.

Central Massachusetts Task Force- Worcester, MA DEA sponsored task force in Central Massachusetts targeting mid to upper level DTOs.

New England HIDTA Fugitive Task Force – Boston, MA – The U.S. Marshal, District of Massachusetts sponsors this task force that concentrates its efforts on violent and major drug fugitives.

Rhode Island Task Force – Providence, Rhode Island – FBI sponsored co-managed task force with the FBI and Rhode Island State Police.

New Haven-Fairfield County Task Force/Hartford County HIDTA Transportation Task Force - Middletown, CT – Connecticut State Police Task Forces targeting violent traffickers in three Connecticut counties.

Providence County Transportation Task Force – Warwick, RI Interdiction and investigative task force sponsored by DEA.

Southern New Hampshire Task Force – Concord, NH –DEA sponsored task force targeting mid to upper level DTOs.

New England HIDTA Financial Task Force - Boston, MA – ICE sponsored financial task force co-managed with the IRS Criminal Division.

Southwest Connecticut Task Force – Bridgeport, CT- DEA sponsored task force targeting major international and multi-state DTOs.

Northern Vermont Task Force - Burlington, VT. This DEA sponsored task force investigates DTOs operating on the Canadian Border.

Southern Maine Task Force-Portland, Maine This DEA sponsored task force targets DTOs in the Cumberland County Maine area that are distributing heroin and cocaine in Maine.

North Shore Gang Task Force – Methuen, MA This is an FBI sponsored co-managed task force with the Massachusetts State Police targeting violent gangs in the Lowell-Lawrence MA area.

New England HIDTA Training Initiative-Methuen,MA This initiative offers free training to law enforcement throughout New England.

Management and Coordination Initiative-Methuen, MA This initiative is the NEHIDTA Director and Staff.