



2006 ANNUAL REPORT

NORTH FLORIDA HIGH INTENSITY DRUG TRAFFICKING AREA



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I. EXECUTIVE SUMMARY

The production, transportation and distribution of illicit drugs and related drug assets serve as continuous threats within the North Florida High Intensity Drug Trafficking Area (NFHIDTA), affecting nearly every component of our region. From the local manufacture of methamphetamine and marijuana to the importation of crystal methamphetamine and MDMA, the NFHIDTA suffers from the innumerable devastating effects caused by drug trafficking organizations (DTOs) and their related money laundering activities. The situation has become exacerbated by the increasing and more violent, drug-related criminal/gang activity, to include a rapidly increasing murder rate in certain areas of Jacksonville. In fact, as a result of receiving additional funding from the Office of National Drug Control Policy (ONDCP) in October 2006, NFHIDTA established an initiative (Violent Crime Narcotics Task Force) that is jointly led by the Federal Bureau of Investigation (FBI) and Jacksonville Sheriff's Office (JSO) to specifically address this very serious issue. This new initiative, as well as previous ongoing efforts of the NFHIDTA and its multi-agency task force initiatives, impact the drug trafficking and money laundering organizations (MLOs) responsible for these activities by disrupting or dismantling their illicit operations. Through arrests of high level DTO and MLO members and the seizure of drugs and related assets, NFHIDTA task forces disrupt the drug supply chains, particularly at the multi-state and international levels.

Fundamental to the continuation of these successful operations, the NFHIDTA initiatives require the ongoing financial and analytical support provided through the NFHIDTA Program. To better determine how to allocate this support, the National HIDTA Program Office (NHPO) and the ONDCP implemented a standardized method to measure the efficiency and effectiveness of each initiative and ultimately each HIDTA, known as the HIDTA Performance Management Process (PMP). Although the NFHIDTA previously employed a similar method that had been approved by its Executive Board, the PMP model, now in its third year of use, is constantly reviewed and necessary changes made to ensure a comprehensive method of measurement across all HIDTAs.

The following is the NFHIDTA's 2006 Annual Report which reflects the PMP model. The data will show that the NFHIDTA initiatives were effective in disrupting and dismantling DTOs affecting the region, in reducing the amount of illicit drugs in the region and in impacting the organizations' abilities to operate by seizing large amounts of related drug assets. In addition, these operations were conducted in a highly cost effective manner.

- ✓ To maximize results, the NFHIDTA promotes and enhances cooperation and joint efforts between various law enforcement organizations, including numerous federal, state and local agencies. Over 34 federal, state and local law enforcement agencies participated in NFHIDTA task force initiatives. With support from the Northeast Florida Investigative Support Center (NeFISC), the intelligence component of the

NFHIDTA, regional initiatives continue to make significant progress in identifying, investigating, disrupting and dismantling the region's dangerous and prolific DTOs, drug dealers, money launderers, weapons traffickers and violent criminals.

- ✓ Illicit drugs are extremely profitable for the illegal organizations that traffic them. Removing such profits through asset forfeiture, wholesale drug seizures and related drug asset seizures renders organizations inoperable. During CY 2006 over \$20M in drugs and drug-related assets were removed from the region's market, which created a significant impact on illegal drug trafficking operations, coupled with a marked reduction in illicit drug availability.
- ✓ Fighting the ongoing battle against drug trafficking and illicit finance is a costly endeavor. As determined through the use of the HIDTA PMP, every NFHIDTA dollar spent on law enforcement and investigative support activities contributed to removing over \$15M in illicit drugs and over \$5M in drug-related assets from the region's market. The NFHIDTA initiatives achieved a remarkable combined Return-on-Investment (ROI) of \$10 for every \$1 of HIDTA funds invested. This is even more remarkable since the ROI is based on an annual funding of \$2.5M (an increase of \$1.1M over prior years) and nine (9) law enforcement initiatives (three (3) new initiatives) when, in fact, the additional funding and new initiatives were not received/established until October 2006. If the ROI was based on the initial overall funding of \$1.4M, the ROI would be over \$20 for every \$1 spent.
- ✓ It should also be noted that the performance targets sited in this Report were based on the assumption that NFHIDTA would have nine (9) law enforcement initiatives instead of the original six (6) throughout the entire 2006 calendar year when in actuality these initiatives were not established until October 2006.
- ✓ One of HIDTA's missions is to disrupt and dismantle DTOs. At the close of 2006, NFHIDTA initiatives had identified and targeted 100 DTOs. Of the 100 identified and targeted DTOs/MLOs, 42%, or 42, were disrupted or dismantled during 2006. Based on the expected output of 45 DTOs/MLOs to be disrupted/dismantled, the NFHIDTA achieved 93% of our goal.
- ✓ The NFHIDTA initiatives strive to identify and subsequently disrupt or dismantle mid- and wholesale level, multi-state and international DTOs. Disrupting or dismantling such DTOs is an onerous and complex task, which generally leads to the expenditure of more time and resources than eliminating a local street level DTO. As illustrated by the statistical measures contained throughout this Annual Report, during CY 2006, the NFHIDTA initiatives targeted more complex DTOs. Of the 100 DTOs being targeted by the NFHIDTA, 49%, or 49, were multi-state or international in scope. In CY 2006, task force members worked eight (8) multi-state or international OCDETF cases, and five (5) local OCDETF cases, which directly supported the drug strategy of the Department of Justice (DoJ).
- ✓ An effective method to dismantle or significantly disrupt an organization is through crippling its financial infrastructure. To eliminate or drastically reduce profit potential, NFHIDTA initiatives seize illicit drugs and related drug assets. In 2006, NFHIDTA initiatives targeted six (6) MLOs, including three (3) international organizations, one (1) multi-state organization and two (2) local organizations. Of these, one (1) MLO that was international in scope has been disrupted and one (1) local MLO was dismantled.

- ✓ The NFHIDTA fosters a neutral environment and brings all levels of government together, enhancing cooperative law enforcement efforts. In addition, the NFHIDTA continues to play a fundamental role in promoting and assisting law enforcement and investigative support initiatives with information sharing and training needs.

II. INTRODUCTION

The NFHIDTA is providing this Annual Report to document its activities and achievements during 2006. To fully appreciate NFHIDTA's achievements, it is important to understand how each HIDTA is structured and why it exists. The Director of ONDCP designates regions with critical drug trafficking problems adversely impacting the United States. By design, HIDTA offices are located in these areas. Thus, the National HIDTA Program, composed of 28 individual HDTAs spread throughout the nation, is uniquely situated to counteract this illicit activity. HDTAs play a significant role in addressing real world drug and drug-related problems, and offer real world solutions. The NFHIDTA is no exception.

The NFHIDTA has fostered cooperative and effective working relationships with over 34 federal, state and local agencies in its quest to disrupt or dismantle DTOs. These working relationships are embodied in NFHIDTA initiatives. A detailed description of each initiative may be found in the *NFHIDTA 2007 Strategy*, which is available from the NFHIDTA office.

NFHIDTA law enforcement initiatives have established priorities that focus on immobilizing DTOs, especially those involved with drug-related violent crime, as well as targeting those DTOs that have the greatest adverse impact on the quality of life in regional neighborhoods and communities. There is a determined effort to counter drug movement into and through the region, and to arrest those who conceal the proceeds from illegal drug sales. 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 identify these threats (a Strategy with quantifiable performance targets); and a way to document achievements (an Annual Report). The overall HIDTA mission is embodied by the National HIDTA Program Mission Statement:

National HIDTA Program Mission Statement

The mission of the High Intensity Drug Trafficking Area 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.

During 2004, the NFHIDTA Director, working closely with law enforcement and local NFHIDTA staff, developed a vision of the future which clearly reflects what outcomes NFHIDTA initiatives seek to achieve. This was reviewed and unanimously approved by NFHIDTA's Executive Board and forwarded to ONDCP. This Vision Statement continues to embody NFHIDTA's goals and objectives.

NFHIDTA Vision Statement

To be recognized as one of the most effective HIDTAs in the nation that is characterized as a balanced and open partnership with a demonstrated success, based on clearly defined outputs and outcomes, that continually impacts major drug trafficking organizations through the sharing of intelligence and investigative information.

NFHIDTA'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 and measurable results. Collocation of different law enforcement agencies to facilitate and enhance resource sharing is a key strategy. The extent of information sharing and interagency cooperation fostered by the NFHIDTA approach proves that collocated law enforcement initiatives *can work together effectively and efficiently*. The HIDTA Program is the only Program that has successfully achieved this type of partnership between the three levels of law enforcement.

The NFHIDTA 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 NFHIDTA fully embraces the following mission in conjunction with the national program objectives.

NFHIDTA Mission Statement

To measurably reduce drug trafficking, related money laundering and violent crime through a balanced partnership of federal, state and local law enforcement leaders directing intelligence-driven initiatives that are performance-oriented and aimed at eliminating or reducing drug trafficking and its harmful consequences in north Florida and the United States.

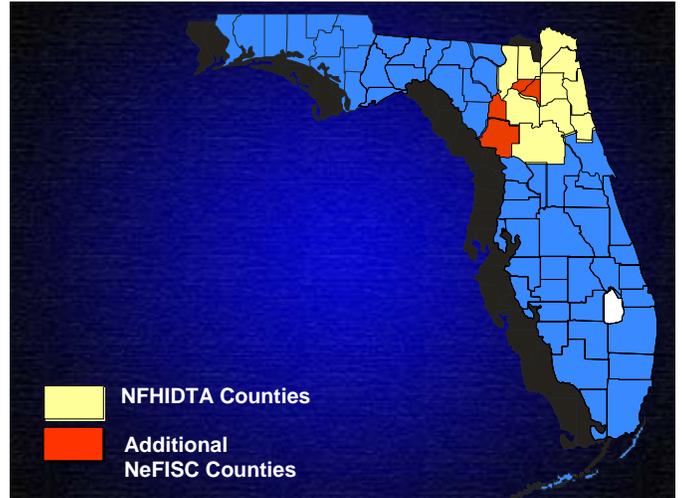
Reporting Period: This Annual Report covers the period January 1, 2006 to December 31, 2006.

Budget Allocation: The initial FY 2006 funding allocated by ONDCP was \$1.4M, \$1.1M below the NHPO recommended minimum level for HIDTA funding. Even with this minimal funding, NFHIDTA has made significant strides in countering the drug problems in the region. In October 2006, NFHIDTA received an increase of \$1.1M to its baseline for an overall budget for 2006 and beyond of at least \$2.5M. It also received \$50,000 for marijuana eradication. Of course, concomitant with this increased funding, NFHIDTA increased its

performance targets for 2006 and will base its outyear performance targets on this higher level of funding. As noted above, increased annual funding resulted in increased annual performance targets in 2006. Although funding was not received until October 2006, the NFHIDTA reported significant success in achieving its mission, and its performance is positive for the future. HIDTA dollars are well spent inasmuch as they are yielding the desired results.

Geographic Area of Responsibility:

North Florida HIDTA is comprised of Alachua, Baker, Clay, Columbia, Duval, Flagler, Marion, Nassau, Putnam and St. Johns Counties. The NeFISC Initiative covers the additional four (4) Counties of Bradford, Gilchrist, Levy and Union.



The NFHIDTA region covers four distinct population centers: Jacksonville, Gainesville, Ocala and St. Augustine. The area is 7,674 square miles of both rural and urban land. In 2005, the total state population was estimated at 17,789,864 by the US Census

Bureau. Population estimates by the Florida Legislature's Office of Economic and Demographic Research indicate that by 2006 Florida's population will be 18,422,450 and that over 20% (2,108,100) will reside within the NFHIDTA. This estimate assumes that by 2010, Florida will have a population of 19.7 million, for an average increase of **1000 new residents per day**. A recent study conducted by the University of Florida indicated that Duval County is the 7th fastest growing county in the State. Further, a 2006 report indicated that St. Johns and Flagler Counties are two of the ten fastest growing counties in the United States. As you know, this kind of dramatic growth brings with it a rise in crime, including illegal drug trafficking and use, gang activity and associated violence.

III. NATIONAL HIDTA GOALS

HIDTAs have adopted two specific national goals to be achieved in meeting the drug challenge. These two national goals guide all HIDTA initiatives and activities throughout the United States. The NFHIDTA is proud to present these national HIDTA Program goals, plus concise summaries of its Threat Assessment for Budget Year 2006 and resultant Strategy in the following sections. The NFHIDTA has fashioned an individual strategy to meet local drug threats according to its individual needs, in conjunction with the national objectives:

<p>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>
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Goal 2: Improve the efficiency and effectiveness of HIDTA initiatives.

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

The NFHIDTA Executive Board is heavily involved in all aspects of the NFHIDTA's intelligence, investigation, interdiction and prosecution activities. The Board provides a forum to share important trends in drug trafficking, share information on which drugs are being distributed throughout the region and discuss ways to achieve NFHIDTA's goals and objectives. The Board also addresses important administrative issues in its oversight capacity. The Board has established an Intelligence Committee that supports NFHIDTA initiatives and its participating agencies on a wide variety of intelligence issues, training, computer technology and other matters. NFHIDTA'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

North Florida, bordered to the north by Georgia and to the east by the Atlantic Ocean, supports a steadily growing population through an infrastructure comprised of several highways, railways, numerous navigable waterways, two national forests, a major metropolis, and thousands of acres of undeveloped land. The region's diverse geography and growing population attracts criminals who often exploit these attributes to promote drug crimes, including the production, transportation and distribution of illegal drugs.

Although the region serves primarily as a transportation and distribution site, drugs are **converted, cultivated and produced** in north Florida.

- ✓ Powdered cocaine is primarily converted into **crack cocaine** within the region for further distribution. The conversions often occur within private residences in the urban sections of the counties. African American DTOs and criminal groups continue to be the primary groups responsible for the conversion of cocaine into crack within the region.
- ✓ **Domestic marijuana** is cultivated increasingly indoors through hydroponic and soil grows. The domestic production of hydroponic and high quality indoor marijuana in the area is increasing across all counties of the NFHIDTA. In addition, law enforcement officials have made several reports that growers are using multiple residences to cultivate their hydroponic marijuana. To a lesser extent, marijuana is grown outdoors in rural areas of the region. Caucasian DTOs and criminal groups continue to be the primary groups responsible for the cultivation of marijuana in the region.

- ✓ **Methamphetamine** production in the area has decreased from previous years, resulting in the increased importation of Mexican methamphetamine. Local production, however, continues to occur in private residences and in sheds or barns in rural areas of the region, and in apartments, hotels and motels in urban areas and suburban neighborhoods. Small-scale mobile labs have also been seized in the region. The primary method of manufacture is the Nazi method where anhydrous ammonia is used. Caucasian based criminal groups and individuals continue to be the primary producers of methamphetamine in the region.

North Florida continues to serve as a major **transportation** hub for illegal drug trafficking. Its geographic region encompasses numerous seaports, airports, rail and bus facilities, numerous commercial and private package delivery services and several major US and interstate highways. These various transportation elements facilitate the trafficking of controlled and illegal substances into and through the region.

- ✓ **Passenger and commercial vehicles** remain the primary methods used to transport illegal drugs and drug proceeds into, through and from the region. Law enforcement officials report that many upper and mid-level drug distribution organizations transport large quantities of illegal drugs from source areas, such as California, Texas, Arizona, Georgia (Atlanta) and south Florida into the region via personal and commercial vehicles.
- ✓ **Package delivery services** are frequently used by DTOs and criminal groups to transport significant quantities of marijuana, cocaine, MDMA, and to a lesser extent, diverted pharmaceuticals and heroin, into the region from distribution hubs, such as Mexico, south Florida and cities in the western United States, including San Diego, Los Angeles, Phoenix, Tucson and Houston. This method of transportation is reportedly used by various ethnic-based DTOs and criminal groups, including African American, Caucasian, Jamaican and Hispanic.
- ✓ **Tractor trailers** continue to be used to transport drug proceeds and significant quantities of cocaine, marijuana, MDMA and methamphetamine into the region. Typically bulk shipments of illegal drugs are transported in cover loads which are seemingly legitimate cargo.
- ✓ Drugs and drug proceeds are transported into and through the region by couriers traveling aboard **commercial buses**. The Jacksonville bus terminal is a major hub for the Greyhound bus line. Most of the drugs and currency seized at the Jacksonville bus terminal are not coming from the region, nor are they destined for the region, but instead are transshipped through the region, intended for markets throughout the U.S., including New York, Philadelphia and Baltimore.
- ✓ Drugs and drug proceeds are transported into and through the region by couriers traveling aboard **passenger trains**. Like buses, drugs and currency seized from couriers aboard passenger trains are usually destined for other markets, most likely those along the eastern seaboard, including Baltimore, Philadelphia and New York City.
- ✓ **Vessels**, including fishing boats and pleasure crafts, are used in the transportation of illegal drugs. Typically illegal drugs, such as crack and methamphetamine, and weapons are concealed aboard the vessels and transported within and outside the region. These vessels are employed along the region's coast and within the region, via its numerous waterways.
- ✓ Drugs are transported into the region directly from source and transit countries in Central and South America, the Caribbean and Europe via the **Port of Jacksonville**; however, the extent of smuggling via this method is difficult to ascertain. It is known

that crewmembers traveling aboard freighters and passengers and crewmembers traveling aboard cruise ships sometimes smuggle drugs into the Port of Jacksonville.

In addition, the **distribution** of illegal drugs within the region remains a significant threat to its various communities. Within north Florida, DTOs and criminal groups distribute wholesale and retail amounts of cocaine, crack cocaine, marijuana, methamphetamine, diverted pharmaceuticals, MDMA and heroin. Illegal drugs and controlled substances are distributed in private residences and businesses, on street corners and a variety of other sites within the region.

- ✓ **Cocaine** and **crack cocaine** are distributed throughout the north Florida region on wholesale and retail levels. There are numerous groups and organizations distributing cocaine and crack cocaine in the region. Most of the identified DTOs are Caucasian, Hispanic, African American, Colombian, Mexican and Russian based. These organizations are local, multi-state and international in scope. Most of the criminal groups distributing crack cocaine are identified as local or regional in scope, and are primarily African American based.
- ✓ **Marijuana** is distributed in wholesale and retail amounts in the urban, suburban and rural areas of north Florida by a variety of different criminal groups and organizations. These groups are comprised of Caucasian, African American, Hispanic and Jamaican members with local, multi-state and international scopes of operation. Marijuana is commonly sold indoors from private residences such as homes and apartments. It is also sold outdoors at prearranged meeting places such as parking lots and other public places. Recently, there has been an increased demand for potent, high quality marijuana that is typically grown indoors using advanced growing techniques.
- ✓ The unlawful distribution of **diverted pharmaceuticals** is becoming more common, and the organizations and groups primarily responsible for their distribution are Caucasian based and local and regional in scope. Diverted pharmaceuticals are primarily distributed on the retail level in a variety of venues in north Florida. There has been an observable increase in the number of medical professionals involved in the diversion of prescription pharmaceuticals in north Florida. Additionally, diverted prescription pharmaceuticals continue to be distributed by street level groups and organizations with other street level drugs such as powdered and crack cocaine.
- ✓ **Methamphetamine**, including crystal methamphetamine, is distributed in wholesale and retail quantities throughout the area by a variety of local, multi-state and internationally operating groups. Most of the organizations and groups are predominantly Hispanic and Caucasian based. In fact, authorities have advised that Mexican based groups have established significant distribution channels in the north Florida drug market to distribute Mexico produced methamphetamine, known as Mexican Ice, and tend to operate in a wider scope than the local and regional organizations in the area. Despite the influx of Mexico produced methamphetamine, individuals and groups of users are still producing methamphetamine locally using small quantity production labs to support local groups of users. Methamphetamine is primarily sold from private residences and often advertised by word of mouth.

- ✓ **MDMA** is distributed on the wholesale and retail levels in the region, primarily by local, multi-state and international Caucasian, African American, Asian, Russian and Hispanic organizations and groups. Powdered MDMA has surfaced in north Florida, and is being orally consumed by the user in its loose powder state, not having been pressed into tablet form. MDMA has steadily continued to migrate from the distribution markets of clubs and nightlife districts into street level markets with other traditional street drugs.
- ✓ **Heroin** is available in retail and wholesale quantities in several parts of the NFHIDTA and surrounding counties. Numerous DTOs and criminal groups were identified that distribute heroin in the area with local, multi-state and international scopes of operation that are African American, Asian and Hispanic. Authorities have reported that some organizations may be directly connected to other organizations in source countries, including Colombia.

DTOs in north Florida utilize a variety of different **illicit financial techniques** to fund their illegal operations and to launder drug proceeds. According to numerous local, state and federal law enforcement agencies and task forces surveyed in the NFHIDTA, DTOs in the region typically utilize wire transfers, parcel delivery services, and bulk currency transport via private and commercial vehicles to move currency and drug proceeds throughout the NFHIDTA region. Furthermore, several organizations in the region have been identified as laundering drug proceeds through local business fronts and commingling drug proceeds with legitimate business ventures.

- ✓ One of the most common techniques used by DTOs in the NFHIDTA to move and transmit currency is via **wire transfer** companies such as Western Union. These wire transfers are believed to be payments for narcotics, particularly marijuana, which are shipped to the north Florida area via commercial shipping and parcel delivery services. This technique has been most common among Jamaican, Colombian and Mexican DTOs identified in the region.
- ✓ Drug traffickers and money launderers in the region use **parcel delivery services** to transport their illicit drug payments and proceeds. Investigators throughout north Florida have interdicted and seized numerous parcels, packages and envelopes destined for source areas in the United States containing bulk currency and unsigned money orders.
- ✓ It is estimated that hundreds of thousands of dollars in **bulk currency** is transported on north Florida roadways, and large amounts of currency is routinely seized that is linked to DTOs operating in north Florida.
- ✓ DTOs operating within the region engage in a variety of money laundering activities. **Legitimate and sham businesses** are conduits for money laundering in north Florida. Members of DTOs have used drug proceeds to **purchase large assets** such as real estate. Unlicensed **money remitters** and other deceptive money service businesses have been identified and associated with DTOs in north Florida. A **Black Market Peso Exchange (BMPE)** money laundering scheme has been identified and is under investigation in north Florida. In addition, the **structuring** of bank deposits is a common money laundering technique that has been observed by investigators in north Florida.
- ✓ **COMMENT:** The October 2006 creation of a Financial Crimes Unit within NeFISC should prove invaluable in identifying MLOs and other types of illicit financial activities within NFHIDTA.

In addition to the aforementioned drug related activities, drug related violent crimes such as burglaries, robberies, home invasions and murders occur in the region and have increased in the last several years. The NFHIDTA has experienced an increase in **violent murders** and crimes involving **firearms**. While officials have placed a significant emphasis on combating the violence in Jacksonville, which is the most densely populated city in the NFHIDTA, law enforcement authorities have reported that drug related violent murders are not uncommon in other outlying areas within and around the NFHIDTA. Many of these murders have been the result of unpaid drug debts, turf wars, and drug or money rip-offs. Additionally, authorities throughout the region have almost universally reported observing an increase in the numbers and types of firearms carried and used by members of drug trafficking groups, many of which are transitioning from handguns to higher powered large capacity military style assault weapons such as AK-47s.

V. HIDTA STRATEGY SUMMARY

The reader is referred to *The NFHIDTA 2007 Strategy* for details on NFHIDTA's initiatives. The following summary is presented for your convenience.

The NFHIDTA approach is to collocate law enforcement personnel in order to foster enhanced information and resource sharing. Through collocation, interagency cooperation and consolidation of strategic and tactical information, the NFHIDTA fosters a comprehensive response to illicit drug activity by bringing together all available law enforcement resources in a united front. NFHIDTA's law enforcement initiatives focus on DTOs, MLOs, violent drug offenders, open-air drug markets, firearms trafficking and domestic drug movement. Newly emerging narco-terrorism trends are also carefully considered. NFHIDTA law enforcement initiatives are directed through the respective lead agency's management policies and the challenges identified in the NFHIDTA Threat Assessment. Law enforcement initiatives actively pursue the outcomes sought by the strictures of HIDTA Goal 1. All NFHIDTA sites enter data into the NFHIDTA computer system, thereby facilitating information sharing, deconfliction, enhanced officer safety, and an ability to avoid unnecessary duplication of effort during investigations where there may be common elements or subjects. Enhanced communication, collaboration and information sharing are key law enforcement components designed to promote maximum efficiency and effectiveness as prescribed by HIDTA Goal 2. Logically, Goal 1 and Goal 2 are closely intertwined, with Goal 2 providing the integration support services that enhance the ability for all initiatives to meet their goals.

In an increasingly competitive policy and budget environment, it is critical for the NFHIDTA to develop strategies and resource requests that will produce positive regional outcomes consistent with the two HIDTA goals. The NFHIDTA funded initiatives in CY 2006 that focused on the following (A detailed description of each initiative may be found in Appendix E.):

- ✓ 8 Investigative DTO focus
- ✓ 1 Interdiction focus
- ✓ 1 Intelligence focus
- ✓ 1 Prosecutorial focus

- ✓ 1 Management and Coordination focus
- ✓ 1 Training focus

VI. HIDTA PERFORMANCE MEASURES

In 2004, ONDCP mandated all HIDTAs implement a new system of performance measures. These measures, known as the HIDTA Performance Management Process, or PMP, were embraced by the NFHIDTA and immediately implemented as a new system of performance measurement for all initiatives. This new system has allowed management and coordination staff to more accurately gauge the efficiency and effectiveness of the NFHIDTA and to better and more uniformly compare the NFHIDTA to other HIDTAs across the nation. This system is comprehensive in nature, and measures a variety of drug enforcement activities, including, but not limited to, the percentage and average costs of DTOs and MLOs dismantled, the return on investment of drugs and assets seized from the marketplace, the operational scope of drug trafficking and money laundering organizations, the number and relative production volume of methamphetamine labs targeted and dismantled, training efficiency, event and case deconfliction, analytical support and case referrals. NFHIDTA has also found that the PMP is another tool in determining drug trends in its region. Such trends include use of specific drugs (static, increase or decrease), new drugs, composition and origin of DTOs/MLOs, geographic sources of drugs, etc. NFHIDTA believes the PMP could be used by other HIDTAs as well as the HIDTA Program as a whole for trend analysis as described above.

In addition to measuring and assessing the performance and effectiveness of the NFHIDTA, management and coordination staff has also utilized the PMP system to measure the performance of individual initiatives within the NFHIDTA. By utilizing this system, the efficiency and effectiveness of the initiatives can be rated in the same manner the individual HIDTAs are measured on a national level. Through the application of the performance management system, the overall performance of the NFHIDTA can be rated and reviewed on a national level with other HIDTAs, and individual initiatives can be reviewed on a regional level by coordination staff, initiative commanders, executive board members and senior law enforcement executives. This comprehensive process will better illustrate to the local, regional, and national law enforcement communities the true effectiveness and efficiency of the HIDTA program and the tremendous impact the HIDTA program has on drug trafficking.

Note: *The formula used to determine ROI and other performance targets/measures assumes a full calendar year effort when, in fact, additional funding of \$1.1M and three new law enforcement initiatives, a prosecutorial initiative and a financial crimes unit within NeFISC were not received/established until October 2006. As a result, the activities of these initiatives and unit are limited to the last quarter of 2006 and some performance targets were not achieved. Since all initiatives will be reporting their activities for the entire year in 2007, it is believed that NFHIDTA will meet all of its performance targets.*

A. Performance Measures for Goal 1

Table 1 - Percentage of Expected DTOs/MLOs Disrupted/Dismantled by Scope, 2006

Table 1: Percentage of Expected DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at North Florida [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	21	7	6	86%	1	14%	7	100%
Multi-state	28	15	12	80%	1	7%	13	87%
Local	51	23	14	61%	8	35%	22	96%
Total	100	45	32	71%	10	22%	42	93%

Table 1: According to ONDCP, a DTO is defined as an organization consisting of five or more persons that (1) has 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. In north Florida, DTOs are further characterized as highly organized groups of criminals who acquire, transport and distribute illegal narcotics such as heroin, cocaine, marijuana, diverted pharmaceuticals, MDMA, and methamphetamine into and through the north Florida region. DTOs often threaten the safety of the communities where they operate, and usually are associated with increased levels of violence and other illicit activities. According to law enforcement officials in the north Florida region, members of several area DTOs are well armed and violence-prone. Increasingly, drug traffickers are better armed and more violent and preliminary data suggests that the overall level of drug related violence is increasing. As a result of escalating violence in the Jacksonville area, JSO, in partnership with the FBI and FDLE, created a Safe Streets operation that is also supported by NFHI DTA's Violent Crime Narcotics Task Force (VCNTF). The VCNTF was created as a result of the NFHI DTA receiving a \$1.1M increase to its baseline funding and is composed of individuals from JSO, FBI and FDLE. The Task Force is also supported by an NFHI DTA analyst assigned to the NeFISC.

In 2006, NFHI DTA task forces had identified and targeted one hundred (100) DTOs in the north Florida area. By the end of the year, NFHI DTA task forces had disrupted thirty-two (32) of the organizations, impeding their normal and effective operation. Furthermore, NFHI DTA task forces dismantled ten (10) DTOs, destroying each organization's leadership and supply networks and rendering them incapable of further operation. In summary, 42% of the DTOs targeted in the NFHI DTA were disrupted or dismantled.

Table 2 – Percentage of Under Investigation DTOs/MLOs Disrupted/Dismantled by Scope, 2006

Table 2: Percentage of Under Investigation DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at North Florida [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	21	21	6	29%	1	5%	7	33%
Multi-state	28	28	12	43%	1	4%	13	46%
Local	51	51	14	27%	8	16%	22	43%
Total	100	100	32	32%	10	10%	42	42%

Table 2: DTOs are often complex, profit oriented criminal enterprises that are not required to respect state lines or international borders. As stated previously, law enforcement task forces had identified and targeted a total of one hundred (100) DTOs operating in the north Florida area. The extent of drug trafficking and related criminal activities of these organizations varied in operational scope, ranging from local, multi-state and international. Of the one hundred (100) DTOs identified in 2006, twenty-one (21) were international in scope, twenty-eight (28) were multi-state and fifty-one (51) limited their operations to within the local north Florida area. Task forces disrupted or dismantled seven (7) of the international organizations, or 33% in 2006. They also disrupted or dismantled thirteen (13), or 46%, multi-state DTOs and twenty-two (22), or 43%, local DTOs for a cumulative total of forty-two (42) organizations, or 42% of all DTOs targeted in 2006.

Table 3 – Percentage of Expected MLOs Disrupted/Dismantled by Scope, 2006

Table 3: Percentage of Expected Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2006, at North Florida								
Scope	# MLOs Identified	# MLOs to be Disrupted or Dismantled	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	3	1	1	100%	0	0%	1	100%
Multi-state	1	0	0	0%	0	0%	0	0%
Local	2	0	0	0%	1	0%	1	0%
Total	6	1	1	100%	1	100%	2	200%

Table 3: DTOs typically engage in a variety of associated illicit financial and money laundering activities that accompany the drug trade. In NFHI DTA, almost all drug investigations include ongoing parallel financial investigations in which DTOs are financially immobilized in the course of each investigation.

Table 3a – Percentage of Under Investigation MLOs Disrupted/Dismantled by Scope, 2006

Table 3a: Percentage of Under Investigation Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2006, at North Florida								
Scope	# MLOs Identified	# MLOs Under Investigation	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	3	3	1	33%	0	0%	1	33%
Multi-state	1	1	0	0%	0	0%	0	0%
Local	2	2	0	0%	1	50%	1	50%
Total	6	6	1	17%	1	17%	2	33%

Table 3a: Although most drug investigations in the region incorporate associated money laundering and asset identification investigations, NFHIDTA investigative initiatives targeted six (6) MLOs in 2006, including three (3) international organizations, one (1) multi-state organization, and two (2) local organizations. Of these, task forces disrupted and dismantled two (2), or 33%, of these organizations, which were international and local in scope.

Table 4 – CPOT, RPOT and OCDETF Cases (by Operational Scope) Initiated, 2006

Table 4: CPOT, RPOT, and OCDETF Cases (by Operational Scope) Initiated in 2006, at North Florida			
Scope	# CPOT Cases	# RPOT Cases	# OCDETF Cases
International	0	0	2
Multi-state	0	0	1
Local	0	0	1
Total	0	0	4

Table 4: While the NFHIDTA task forces are identifying and targeting DTOs in accordance with the regional HIDTA drug strategy, they are simultaneously supporting other national drug enforcement initiatives. As enumerated in Table 4, throughout 2006, NFHIDTA task forces initiated four (4) investigations involving DTOs that were approved and designated by the DoJ Organized Crime Drug Enforcement Task Force (OCDETF). These organizations are responsible for trafficking large volumes of illicit drugs, including marijuana, cocaine, methamphetamine and diverted pharmaceuticals. Initiative Commanders have commented on the difficulties they are experiencing in developing OCDETF cases under the new guidelines that require these organizations operate multi-state, particularly when the scope of a DTO investigation is usually not determined until a long-term, in-depth investigation is underway. They have stated that several DTOs/MLOs currently under investigation would have qualified as OCDETF investigations in prior years.

Summaries of several notable cases are provided below:

- ✓ In June 2006, members of the DEA led NFHIDTA Task Force, along with the Immigration and Customs Enforcement (ICE) Miami Office, the DEA's Bogotá, Colombia Office and the Office of Foreign Asset Control, initiated an OCDETF investigation, labeled Operation Money Maker, on a faction of the drug trafficking and money laundering activities of an identified international organization. During the course of the investigation, law enforcement officials have learned that the head of the organization has employed several businesses as conduits to facilitate the smuggling of over 4,000 kilograms of cocaine to the US and European countries. In addition, the organization's leader formed secretive business partnerships with known drug traffickers in an attempt to legitimize their illicit cocaine profits. As a result, the organization leader developed several corporations that eventually acted as conduits to launder illicit proceeds from the drug trafficking activities. Organization members opened a bank account for the organization's leader in the amount of \$2.6M to facilitate the purchase of land for a "super mall" in Colombia. Currently, the NFHIDTA Task Force is seeking indictments of several organization members as well as the seizure of the organization's assets, estimated at over \$15M.
- ✓ An OCDETF investigation was initiated in August of 2006 by the Unified Drug Enforcement Strike Team (UDEST) targeting a regional DTO in north Florida. During the course of the investigation, officers discovered two wholesale level cocaine and methamphetamine suppliers operating in the region that regularly transport and distribute large quantities of cocaine and methamphetamine ice into and through the NFHIDTA and bordering counties. The activities of these groups have been linked to shootings in the area and at least one homicide. Following an extensive investigation spanning north and central Florida, a federal grand jury issued indictments for seven of the traffickers for conspiracy and intent to distribute cocaine and methamphetamine. Numerous arrests have already been made and several are still pending for these subjects, thus dismantling another DTO in the region.

Table 5 - Drugs Removed from the Marketplace, 2006

Table 5: Drugs Removed from the Marketplace for Year 2006, at North Florida		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
Heroin kg	2.287	\$205,830
Cocaine HCL kg	341.119	\$7,163,499
Crack cocaine kg	11.738	\$352,140
Marijuana kg	1,731.852	\$3,366,720
Marijuana plants and grows	1,445.552	\$2,810,153
Methamphetamine kg	15.648	\$312,960
Methamphetamine ice kg	3.107	\$113,924
Ecstasy(MDMA)(D.U.s)	31,973.000	\$383,676
Anabolic steroids	25.000	\$250
Carisoprodol	19,072.000	\$95,360
Darvocet	16.000	\$24
Diazepam	0.028	\$0
Hydrocodone	11,450.000	\$57,250
Lortab	51.000	\$255
Marijuana (Hydroponic)	36.418	\$279,216
Meth Precursor: Pseudoephedrine	2036.236	\$158,826
Methadone	1459.000	\$6,565
Morphine	249.000	\$1,245
Other	40.000	\$200
Oxycodone	105.000	\$525
OxyContin	5363.051	\$160,891
Percocet	60.000	\$600
Prescription Drugs	2082.494	\$3,123
Testosterone	2.608	\$3
Valium	394.000	\$1,576
Viagra	4.000	\$40
Xanax	1098.000	\$4,941
Total Wholesale Value		\$15,479,796

Table 5: The ten (10) counties that comprise the NFHIDTA are geographically and economically diverse, plagued by a variety of different drug related problems. Due to the variety of urban, suburban and rural areas within the NFHIDTA, as well as the main campus of the University of Florida, drug trafficking and abuse in the area varies greatly, and the region cannot be characterized by a single specific drug problem as in many parts of the United States. As enumerated in Table 5, NFHIDTA task forces seized \$15,479,796 in illicit drugs including 341.119 kilograms of cocaine, 11.738 kilograms of crack cocaine, 2.287 kilograms of heroin, 3213.822 kilograms of marijuana, including hydroponic marijuana and marijuana plants, 15.648 kilograms of methamphetamine, 3.107 kilograms of methamphetamine ice, 31,973 dosage units of MDMA and 42,830 dosage units of diverted pharmaceuticals including Hydrocodone, OxyContin, and Xanax.

Table 6 - Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives, 2006

North Florida 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	\$943,282	\$14,375,467	\$15.00	\$14,375,467	\$15.23
2005	\$1,233,802	\$14,375,467	\$12.00	\$47,681,005	\$38.64
2006	\$2,044,442	\$14,375,467	\$12.00	\$15,479,796	\$7.57

Note: Table automatically rounds ROI to the nearest dollar.

Table 6: In an effort to accurately and uniformly gauge the return on the financial investment that the National HIDTA Program has made in each of the individual HIDTAs, a series of ROI tables are utilized that are components of the HIDTA PMP model. The NFHIDTA embraced this concept as one of many tools to gauge individual initiative performance and to measure the productivity of the NFHIDTA as a whole. As illustrated in table 6, NFHIDTA task forces removed \$15,479,796 in illicit narcotics from the marketplace in 2006, and did so with a combined investigative and intelligence support budget of \$2,044,442 for nine (9) law enforcement task forces and one (1) intelligence support component. Upon calculating the ROI, it was determined that for every dollar provided by the national HIDTA program to the NFHIDTA, task forces removed \$7 in drugs off the streets of NFHIDTA counties. This is notable when you consider that three of the enforcement initiatives and \$1.1M in additional funding were included in this calculation, thus assuming additional initiatives and funding for calendar year 2006, when, in fact, these increases were not received until October 2006.

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

North Florida 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	\$943,282	\$3,001,777	\$3.00	\$0	\$3,001,777	\$3,001,777	\$3.18
2005	\$1,233,802	\$3,001,777	\$3.00	\$3,227,888	\$2,767,885	\$5,995,773	\$4.85
2006	\$2,044,442	\$3,001,777	\$3.00	\$4,051,416	\$969,295	\$5,020,711	\$2.45

Note: Table automatically rounds ROI to the nearest dollar.

Table 7: DTOs, like normal businesses, require money and resources to operate. Oftentimes, DTOs and their members possess a significant amount of assets, including vehicles, property and currency. In many cases, these assets enhance a criminal organization's ability to operate, distribute and transport drugs throughout the region. In 2006, NFHIDTA task forces seized \$5,020,711 in drug related assets from the marketplace in north Florida. Upon calculating the ROI, it was determined that for every dollar provided by the National HIDTA Program to the NFHIDTA, task forces removed \$2 in drug related assets from DTOs, further weakening the organizations' ability to operate. The NFHIDTA achieved 82% of its expected goal as a result of having to report an increase in the yearly budget, which was not made available until the latter part of 2006.

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

North Florida 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	\$943,282	\$17,377,244	\$18.00	\$17,377,244	\$18.42
2005	\$1,233,802	\$17,377,244	\$15.00	\$53,676,778	\$43.50
2006	\$2,044,442	\$17,377,244	\$15.00	\$20,500,507	\$10.02

Note: Table automatically rounds ROI to the nearest dollar.

Table 8: As evidenced in tables 6 and 7, NFHIDTA task forces have aggressively pursued drug traffickers in the region, removing millions of dollars in drugs from the streets and weakening the organizations by seizing their assets and currency. Furthermore, they have carried out this endeavor in an efficient and cost effective manner, with a drug ROI of \$7

and an asset ROI of \$2. When reviewing the total return on the \$2,044,442 investment that the National HIDTA Program has provided to the NFHIDTA task forces, the overall ROI is \$9, which is highly competitive with other HIDTAs with much larger budgets. While this figure does not include the related costs that local, state, and federal agencies invest in the program in personnel salaries, equipment and resources, it illustrates the high level of commitment the regional law enforcement participants have to the program.

Table 9 - Value of Clandestine Methamphetamine Labs Dismantled by Size, 2006

Table 9: Value of Clandestine Methamphetamine Laboratories Dismantled by Size for Year 2006, at North Florida			
Meth Cost Per Ounce		\$600.00	
Lab Size	ID/Targeted	Dismantled	Value of Labs Dismantled
A. Less than 2 Oz	0	15	\$18,000.00
B. 2 - 8 Oz	0	5	\$15,000.00
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	20	\$33,000.00

Table 10 - Clandestine Laboratory Activities, 2006

Table 10: HIDTA Clandestine Laboratory Activities for Year North Florida, in 2006				
	Baseline	# Projected	# Identified	% Identified
Laboratory Dump Sites Seized	0	0	1	0%
Chemical/Glassware Equipment Seizures	0	0	65	0%
Children Affected	0	0	4	0%

Tables 9 & 10: Methamphetamine has quickly become a significant threat in the NFHIDTA. According to NFHIDTA threat assessment survey data, it is the fourth largest drug threat identified in the NFHIDTA's 2007 Annual Drug Threat Assessment, preceded by cocaine/crack, marijuana and diverted pharmaceuticals. Although methamphetamine, including crystal methamphetamine, is trafficked into the region, it is also produced, or "cooked" in the region in clandestine labs. While the NFHIDTA does not have a dedicated methamphetamine initiative that tracks precursor sales, dumpsites or glassware seizures, NFHIDTA task forces have seized \$426,884 worth of methamphetamine in north Florida in 2006, a 156% increase over 2005. NFHIDTA task forces also dismantled twenty (20) clandestine methamphetamine labs. Furthermore, as recorded in Table 10, one methamphetamine laboratory dumpsite was seized in the region by NFHIDTA initiatives. In an effort to better and more safely address the growing methamphetamine problem in the NFHIDTA, many of the region's law enforcement personnel have completed specialized courses in clan lab seizure procedures, and personnel assigned to the NFHIDTA intelligence initiative regularly review clan lab trends in the region via the EPIC National Seizure System. While the labs dismantled in the region were not high production "superlabs", their mere existence in the region is indicative of an emerging increasing threat to north Florida communities that was only a marginal threat several years ago.

B. Performance Measures for Goal 2

Table 11 - NFHIDTA Training Efficiency by Year and Type of Training, 2006

Table 11: HIDTA Training Efficiency by Type of Training for Year 2006, at North Florida											
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	2	0	0	90	0	40	\$0	\$0	\$0.00	\$0.00	0%
Investigative/Interdiction	214	475	475	430	7,407	9,604	\$38,000	\$24,704	\$5.13	\$2.57	-50%
Managment/Administrative	0	0	0	61	0	688	\$0	\$0	\$0.00	\$0.00	0%
Other	0	0	0	0	0	0	\$0	\$0	0	0	0%
Total	216	475	475	581	7,407	10,332	\$38,000	\$24,704	\$5.13	\$2.39	-53%

Table 11: Training is an essential component in the overall NFHIDTA mission. Courses are provided to improve both the efficiency and effectiveness of NFHIDTA operations. The NFHIDTA provided training to 581 students in 2006 for a total of 10,332 classroom hours. The training courses were designed to enhance their knowledge of analytical methods, improve their computer, investigative and interdiction skills and develop their managerial abilities. Although the Training Initiative met its targets, training was reduced because, due

to space constraints, NFHIDTA's training room was used by a law enforcement initiative for more than two months. Much of this training, which cost the NFHIDTA an average of \$2.39 per classroom hour, was provided free of charge to NFHIDTA and participating agency members. These training courses would not have been available without NFHIDTA funding and support.

Table 12 - Percentage of Event and Case Deconflictions Submitted, 2006

Table 12: Percentage of Event and Case Deconflictions Submitted for Year at North Florida						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Expected	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	1786	1,585	788	797	1,585	100%
2005	1786	1,585	1,047	1,876	2,923	184%
2006	1786	1,585	1,136	10,176	11,312	714%
2007	1786	1,585	0	0	0	0%

Tables 12: Law enforcement officers in the NFHIDTA investigate drug traffickers and other criminals. As investigations become more complex and intricate, it has been discovered that these investigations often overlap as the targeted individuals operate within multiple jurisdictions and have ties with other criminal groups or DTOs. The NFHIDTA has mandated that task force initiatives deconflict their subjects through the NeFISC to prevent duplication of law enforcement efforts and promote information sharing. As evidenced by the deconfliction numbers presented below, other agencies not part of the NFHIDTA have also discovered the usefulness of subject deconfliction. Overall, the NFHIDTA NeFISC was responsible for the deconfliction of 10,176 subjects in 2006. The NFHIDTA task force initiatives submitted 3,384 subjects for deconfliction in 2006.

As important as subject deconfliction, the deconfliction of events or operations performed by law enforcement personnel is critical to officer safety. Law enforcement officers conduct numerous events, such as surveillance, serving search warrants and undercover drug buys throughout the day in an effort to reduce drug trafficking and related crimes. The NFHIDTA has mandated that all NFHIDTA operational initiatives submit their events for deconfliction through the NFHIDTA NeFISC. The deconfliction of events has prevented untold incidents of operational overlap and ultimately contributed to the safety of these law enforcement officers. In 2006, the NFHIDTA NeFISC was responsible for the deconfliction of 1,136 events that occurred in North Florida, of which 327 of these events were submitted by NFHIDTA task forces.

Table 123 - Percentage of Cases Provided Analytical Support, 2006

Table 13: Percentage of Cases Provided Analytical Support for Year at North Florida				
Year	Baseline # Cases Receiving Analytical Support	# Cases Expected for Analytical Support	# Cases Provided Analytical Support	% Expected Cases Supported
2004	620	620	620	100%
2005	620	620	1204	194%
2006	620	620	1185	191%
2007	620	729	0	0%

Table 13: The NFHI DTA is committed to the concept of intelligence driven investigations. Access to a variety of analytical resources and tools allows law enforcement officials to focus on high level, complex investigations, ultimately leading to the effective and efficient dissolution of DTOs. The analytical support provided through the NFHI DTA NeFISC has proven invaluable to the NFHI DTA task forces. In 2006, the NFHI DTA NeFISC supported 1,185 cases submitted by the NFHI DTA task force initiatives through telephone toll analyses, document analyses, post-seizure and post-arrest analyses, link analyses and other technical analyses.

Table 14 - Percentage of HIDTA Cases Referred to Other HIDTAs and Agencies, 2006

Table 14: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at North Florida						
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	0	0	0	0	0	0%
2005	729	45	11	58	69	153%
2006	2232	19	17	67	84	442%
2007	0	52	0	0	0	0%

Table 14: The NFHI DTA is a law enforcement partnership that promotes information sharing and investigative collaboration. As a result, it is not uncommon for NFHI DTA investigative task forces to refer investigative information and case leads to other investigative initiatives and other law enforcement agencies for further action. In 2006, NFHI DTA task forces referred 17 cases to other HIDTAs and 67 cases to other agencies for further investigation in their jurisdictions or law enforcement purview. In summary, a total of 84 cases were referred to other agencies or HIDTAs for further investigation as a cooperative measure that promotes law enforcement teamwork.

Table 15: Fugitives Targeted and Apprehended, 2006

HIDTA Fugitives Targeted and Apprehended by Year at North Florida						
Year	# Identified	# To Be Apprehended	% To Be Apprehended of Identified	# Apprehended	# Related To Drug Charges	Apprehended % of To Be Apprehended
2006	0	227	0%	235	235	103%
2007	0	175	0%	0	0	0%

Table 15: This Initiative works with other NFHIDTA initiatives, other HIDTAs and other law enforcement agencies to apprehend major drug fugitives, many of whom have a violent nexus. Two of the 235 fugitives apprehended in 2006 were international fugitives.

VII. CONCLUSIONS

CY 2006 marks the third year that the NFHIDTA has reported initiative operational targets and subsequent outcomes using the new PMP model outlined in this Annual Report. These statistical representations illustrate how the NFHIDTA has successfully addressed the two national HIDTA goals. With support from the NFHIDTA NeFISC, law enforcement initiatives in north Florida continue to make significant progress in identifying, investigating and dismantling highly complex and prolific drug trafficking and money laundering organizations operating in the region. As the tables and charts presented throughout this report clearly attest, NFHIDTA initiatives have achieved their primary objectives. Clear evidence of successful initiative productivity is present throughout the report, allowing one to draw the only conceivable conclusion – drug availability is being reduced and DTOs are being disrupted or dismantled (Goal 1) efficiently and effectively through HIDTA sponsored training and information sharing (Goal 2).

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 shared their information. Naturally, this precluded innumerable opportunities to avoid duplication of effort and ultimately maximum efficiency and effectiveness in law enforcement operations. Fortunately, since the NFHIDTA has been in existence, there has been a steady positive increase in the number of initiatives, number of participating agencies, number of queries or data elements shared through the NFHIDTA computer infrastructure, number of interactions between law enforcement and intelligence activities, and a significant increase in cooperative, efficient and effective interagency effort. This successful cooperation spanning across all levels of government, which is unprecedented in the region, is also facilitated by way of enhanced technology offered through the NFHIDTA. This technology provided the necessary infrastructure to consolidate available resources and provided a platform for intelligence gathering and information sharing. 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 and intelligence initiatives. Since its inception, the NFHIDTA has successfully given rise to a

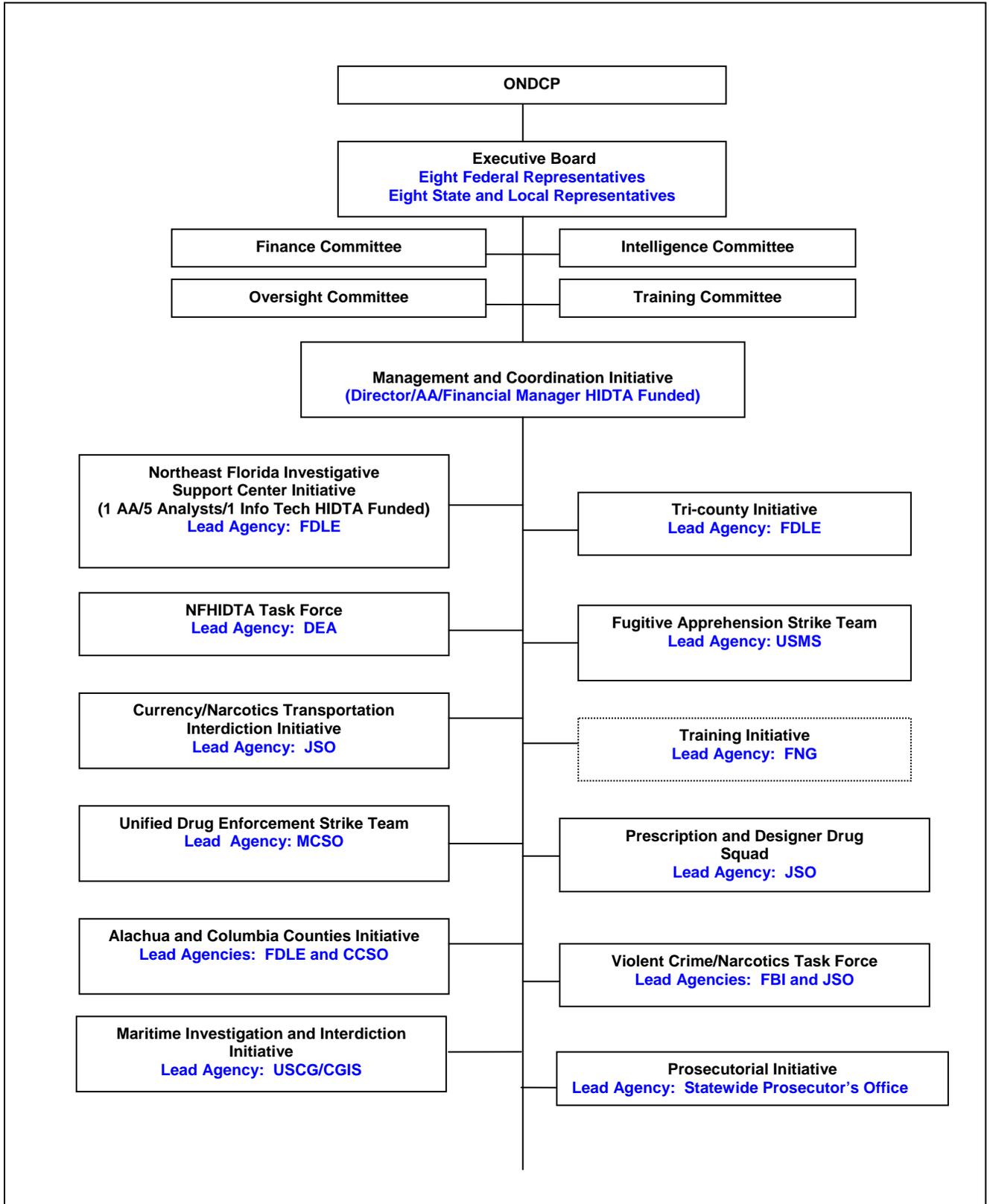
working multi-agency system, where every initiative has a clear set of objectives and where the cumulative product can be measured, evaluated and fine-tuned as needed.

In addition to creating and maintaining cooperation and cohesion between federal, state and local agencies, the NFHIDTA program has successfully integrated the law enforcement efforts of over 36 agencies that supply over 152 participating full and part-time members. Furthermore, these participating agencies contribute over \$10M (in kind contributions) that are not reimbursed by the NFHIDTA, equating to approximately \$4 for every NFHIDTA dollar spent. It should be noted that because three (3) of the law enforcement initiatives are still being formed, in kind contributions from those agencies were not incorporated into this calculation even though funding for these initiatives was included.

The NeFISC has also expanded its database collection capabilities through the addition of LInX and SIPRNET. Both systems were fully operational in early 2006 and enhance NFHIDTA's efforts in accomplishing its goals.

Although the NFHIDTA has made considerable progress over the past year, there is still a great deal of work left to do. An emergence of methamphetamine trafficking organizations in the region, persistent drug-related and violent crimes, continuing high levels of cocaine/crack, pharmaceutical and amphetamine addictions, the persistent importation of cocaine, methamphetamine, heroin, marijuana and MDMA and the enduring popularity of synthetic hallucinogens and other drugs with the region's youth, are all threats that the NFHIDTA must continue to address. By bringing together law enforcement professionals and developing innovative, effective solutions to the region's drug threats, the NFHIDTA will continue to excel in its efforts to thwart drug-related crimes and protect residents from the scourge of illegal drugs.

Appendix A - North Florida HIDTA Organizational Chart



APPENDIX B: COMPOSITION OF NFHIDTA EXECUTIVE BOARD

Federal Representation

Drug Enforcement Administration
Federal Bureau of Investigation (Vice Chair)
Immigration and Customs Enforcement
Internal Revenue Service
Naval Criminal Investigative Service
US Attorney's Office
US Coast Guard
US Marshals Service

State Representation

Florida Department of Law Enforcement
Florida Highway Patrol
Florida National Guard
Statewide Prosecutor's Office

Local Representation

Flagler County Sheriff's Office
Jacksonville Sheriff's Office
Marion County Sheriff's Office (Chair)
St. Augustine Beach Police Department

APPENDIX C: AGENCIES PARTICIPATING IN NFHIDTA INITIATIVES

Alachua and Columbia Counties Initiative

Florida Department of Law Enforcement (Lead Agency)
Columbia County Sheriff's Office (Lead Agency)
Alachua County Sheriff's Office
Drug Enforcement Administration
Lake City Police Department
University of Florida Police Department
Bradford County Sheriff's Office
Florida Highway Patrol

Currency/Narcotics Transportation Interdiction Initiative

Jacksonville Sheriff's Office (Lead Agency)
Florida Highway Patrol
Drug Enforcement Administration
Immigration and Customs Enforcement

Fugitive Apprehension Strike Force

US Marshals Service (Lead Agency)
Jacksonville Sheriff's Office
Florida Department of Law Enforcement
Bureau of Alcohol, Tobacco, Firearms and Explosives
Naval Criminal Investigative Service

Management and Coordination Initiative

St. Johns County Sheriff's Office

Maritime Investigation and Interdiction Initiative

US Coast Guard/Coast Guard Investigative Service (Lead Agency)
Immigration and Customs Enforcement
Jacksonville Sheriff's Office
Florida Department of Environmental Protection
Flagler County Sheriff's Office
St. Johns County Sheriff's Office
Clay County Sheriff's Office

NFHIDTA Task Force

Drug Enforcement Administration (Lead Agency)
Baker County Sheriff's Office
Fernandina Beach Police Department
Jacksonville Beach Police Department
Jacksonville Sheriff's Office
Nassau County Sheriff's Office
Florida Department of Law Enforcement
Florida National Guard
Internal Revenue Service

Northeast Florida Investigative Support Center

Florida Department of Law Enforcement (Lead Agency)

Clay County Sheriff's Office

Jacksonville Sheriff's Office

St. Johns County Sheriff's Office

Florida National Guard

Drug Enforcement Administration

US Coast Guard

Federal Aviation Administration

Prescription and Designer Drug Squad

Jacksonville Sheriff's Office (Lead Agency)

Clay County Sheriff's Office

Drug Enforcement Administration

Prosecutorial Initiative

Statewide Prosecutor's Office

Training (All part-time members)

Naval Criminal Investigative Service (Lead Agency)

Florida Highway Patrol

Florida Department of Law Enforcement

Drug Enforcement Administration

Tri-county Task Force

Florida Department of Law Enforcement (Lead Agency)

Flagler County Sheriff's Office

Palatka Police Department

Putnam County Sheriff's Office

St. Augustine Police Department

St. Augustine Beach Police Department

St. Johns County Sheriff's Office

Bureau of Alcohol, Tobacco, Firearms and Explosives

Drug Enforcement Administration

Unified Drug Enforcement Strike Team

Marion County Sheriff's Office (Lead Agency)

Ocala Police Department

Florida Department of Law Enforcement

Drug Enforcement Administration

Violent Crime Narcotics Task Force

Federal Bureau of Investigation (Lead Agency)

Jacksonville Sheriff's Office (Lead Agency)

Florida Department of Law Enforcement

APPENDIX D: DESCRIPTIONS OF NFHIDTA INITIATIVES

Alachua and Columbia Counties Initiative

To identify, arrest and prosecute individuals and disrupt/dismantle DTOs responsible for the importation and/or distribution of drugs in and through Alachua and Columbia Counties. It also plays an integral part in domestic highway interdiction along the Georgia/Florida border.

Currency/Narcotics Transportation Interdiction Initiative

To interdict and disrupt the transshipment of currency and narcotics throughout the Jacksonville area by targeting public transportation facilities and routes.

Fugitive Apprehension Strike Force

Focus on the arrest of felony fugitives (narcotics and violent fugitives) at the state, national and international level. Fugitives with prior narcotics convictions who violate the conditions of their release program and are wanted again will be targeted.

Maritime Investigation and Interdiction Initiative

Through the conduct of maritime activities on waterways in NFHIDTA to gather intelligence, identify, arrest and prosecute individuals responsible for the importation and distribution of drugs via NFHIDTA's waterways.

NFHIDTA Task Force

Reduce violent crime by disrupting major drug traffickers and dismantling drug smuggling and distribution organizations operating in northeast Florida. Emphasis will be placed on regional, national and international drug trafficking organizations responsible for the smuggling, transportation and distribution of cocaine, heroin, marijuana, meth and MDMA into and throughout the area.

Northeast Florida Investigative Support Center

Support northeast Florida law enforcement efforts to dismantle high-level drug trafficking and related money laundering and violent crime organizations working in and throughout the area by collecting, analyzing and disseminating information on the scope and dynamics of criminal activity. NeFISC will also provide deconfliction services, case support, and intelligence and training facilities.

Northeast Florida Investigation Support Center

Support northeast Florida law enforcement efforts to dismantle high-level drug trafficking and related money laundering and violent crime organizations working in and throughout the area by collecting, analyzing and disseminating information on the scope and dynamics of criminal activity. NeFISC will also provide deconfliction services, case support, and intelligence and training facilities.

Prescription and Designer Drug Squad

Implement the NFHI DTA strategy through reduction of black market prescription drug trafficking and the trafficking of designer drugs. The primary focus will be to identify and dismantle the area's prescription and designer drug traffickers and to significantly reduce the availability of these drugs in the region.

Prosecutorial

To provide prosecutorial support – both federal and state – to NFHI DTA enforcement initiatives conducting Counterdrug investigations. Support will begin at the inception of an investigation and continue through conclusion of a trial.

Training

Identify, plan, coordinate, track and report training classes for NFHI DTA member agencies to enhance mission effectiveness of initiatives, staff members, board members and law enforcement personnel

Tri-county Task Force

To target mid and upper level narcotics violators within the tri-county area of St. Johns, Putnam and Flagler Counties in order to reduce overall distribution of narcotics. Emphasis is to be placed on identifying and targeting organizations that import powder cocaine, crack cocaine, meth, heroin, designer drugs and Tex-Mex marijuana.

Unified Drug Enforcement Strike Team

Implement NFHI DTA strategy to pursue, disrupt and dismantle DTOs by identifying arresting and prosecuting individuals or networks responsible for the importation and distribution of drugs in Marion County. UDEST will conduct multi-jurisdictional investigations in which the primary focus is to achieve a significant reduction in both violent crime and the overall distribution of drugs through the implementation of a cooperative strategy with other HIDTA initiatives.

Violent Crime Narcotics Task Force

Through long-term investigations, identify, arrest and prosecute individuals and organizations involved in drug-related violent crime activities.

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