

# **PHILADELPHIA/CAMDEN HIDTA**

## **2006 ANNUAL REPORT**



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## **I. EXECUTIVE SUMMARY**

During 2006, the communities within the Philadelphia-Camden HIDTA (PCHIDTA) area of responsibility continued to experience high levels of drug trafficking, substance abuse and violent crime arising from drug and gang activity. PCHIDTA participant agencies countered these activities by continuing to focus attention on mid-level to high-level drug trafficking organizations (DTOs), as well as money laundering activities that are used to convert illegally-obtained funds from drug trafficking. In addition, PCHIDTA continued its emphasis on prioritizing the violent drug traffickers for investigative action, and violent drug fugitives for location and apprehension.

The primary purposes of the HIDTA Program are “facilitating cooperation among Federal, state, local and tribal law enforcement agencies to share information and implement coordinated enforcement activities; enhancing law enforcement intelligence sharing...; providing reliable law enforcement intelligence...; [and] supporting coordinated law enforcement strategies which maximize use of available resources to reduce the supply of illegal drugs in designated areas and in the United States as a whole.” [Title III, ONDCP Reauthorization Act of 2006, §707-(a)-(2)]. Accordingly, PCHIDTA has focused its human and fiscal resources on the development of actionable intelligence, thereby enabling the area’s law enforcement to more effectively attack the region’s and nation’s supply of illegal drugs, the proceeds derived there from, and the violence that is attendant thereto, and providing mission-critical assistance that agency line-budgets cannot. When law enforcement successfully targets DTOs for dismantlement and disruption, they are hit hard by seizures of product and profit, which impact their viability, and often results in lengthy incarceration of conspirators, which reduces violence and further lessens the ability of DTOs to survive. Interrupting the drug supply chain, at the inter-regional or international level, law enforcement impacts the drug flow before it ever reaches the local community and individual user.

In order to gauge the relative effectiveness and efficiency of a HIDTA from year to year, the Office of National Drug Control Policy has implemented the Performance Management Process (PMP), which captures data on selected performance measures and presents the data in tables which appear throughout this report. The PMP enables the PCHIDTA Executive Board, Director and leadership team the ability to compare from year to year the relative success of our Initiatives. CY2006 is the third year for comparative data examination using this format, and slight enhancements of the PMP’s data collection, calculation and presentation methods have been implemented. This data, in turn, will be compiled into a National HIDTA Performance Management Process that will assist policy makers, agency heads and legislators in developing counter-drug policy and budgets.

Highlights of the 2006 Annual Report are presented here in summary:

- The PCHIDTA facilitated cooperation and joint efforts with 21 federal, state and local law enforcement agencies. With support from the PCHIDTA Investigative Support Center (ISC), our initiatives continue to identify, investigate and dismantle/disrupt the area’s most dangerous and prolific DTOs, drug dealers, money launderers, weapons traffickers, and violent criminals.

- PCHIDTA Initiatives seized approximately \$41.9 million of drug product and \$11.4 million in illicit drug profits, eliminating these from the balance sheets of regional DTOs. This represents a measurable impact on illicit drug availability while reducing the drug traffickers' profits.
- Recognizing the value of attacking the profits of the drug trade, PCHIDTA initiatives identified and targeted 24 Money Laundering Organizations (MLOs). Of these, seven were disrupted.
- In total, PCHIDTA initiatives achieved a combined Return-on-Investment (ROI) of \$13.91 for every \$1.00 of PCHIDTA funds invested. HIDTA program budget dollars spent on law enforcement and investigative support activities, contributed to removing \$10.94 in illicit drugs from the market and seizing \$2.96 of drug-related assets for each program dollar budgeted.
- PCHIDTA initiatives identified and targeted 68 DTOs/MLOs. By the end of year, 49% of these targeted DTOs and money-laundering organizations (MLOs) were either dismantled or disrupted. In 2006, the PCHIDTA initiatives completely dismantled 7 DTOs.
- As PCHIDTA strives to investigate larger, more complex DTOs where the greatest positive impact can be achieved, our initiatives work cases in conjunction with the OCDETF program. PCHIDTA initiatives targeted complex DTOs operating internationally and across multiple states. Specifically, our initiatives participated in 14 OCDETF cases, of which six were international in scope and eight involved multi-state trafficking.
- PCHIDTA's Fugitive Apprehension Initiative targeted drug traffickers and other violent felons wanted by law enforcement for capture. Of 1,700 fugitives targeted, 98% (1,681) were located and brought to justice. Of these arrests, 988 were related to drug charges.
- PCHIDTA provided event and case/subject deconfliction services to its member agencies and other area law enforcement via its 24-hour Watch Center and information-sharing network. Over 10,000 events and cases were submitted for deconfliction in 2006, fostering officer safety and investigative efficiency.
- The PCHIDTA assists law enforcement and investigative initiatives with program oversight, intelligence analysis, information sharing, and specialized training, which facilitates greater efficiency and effectiveness. As examples, case support was given to 53 investigations; more than 1,800 investigative leads were provided to law enforcement agencies; and 500 students received 5,271 hours of specialized training.

## II. INTRODUCTION

This Annual Report was prepared by the Philadelphia Camden HIDTA to provide a summary of cooperative law enforcement efforts undertaken in 2006 to combat drug threats in the Philadelphia/Camden area. This report incorporates the PCHIDTA's strategic response to Drug Trafficking Organizations (DTOs) and Money Laundering Organizations (MLOs), and the performance accomplishments in Program Year 2006 (January 1 to December 31, 2006). This report provides the Executive Board and Law Enforcement policy makers with an assessment of the accomplishments made by the participants through the PCHIDTA's investigative, intelligence, and support initiatives.

The PCHIDTA facilitates effective working relationships with 21 federal, state and local law enforcement agencies participating in its initiatives, and assists other Law Enforcement Agencies in the region who work in partnership with the PCHIDTA mission to disrupt and/or dismantle DTOs (see appendices A-D). PCHIDTA has established strategic priorities that focus on dismantling and disrupting DTOs, especially those involved with drug-related violent crime and which adversely impact the quality of life in the region. Additionally, there is a determined effort by PCHIDTA initiatives to intercept drug movement into and throughout the region by identifying, arresting and prosecuting those who launder the proceeds from illegal drug sales. A detailed description of each initiative can be found in the *Philadelphia Camden HIDTA 2006 Strategy*.

- **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.

- **Philadelphia-Camden HIDTA Vision Statement**

The vision of the Philadelphia/Camden HIDTA, its Executive Board, Director and leadership team is to reduce drug trafficking and related violent crime in the PCHIDTA region through the innovative use of intelligence, information sharing, investigative strategies, and mutually beneficial collaborative law enforcement initiatives.

- **Philadelphia-Camden HIDTA Mission Statement**

The mission of the Philadelphia/Camden HIDTA (PCHIDTA) is to reduce drug trafficking and related violent crime in the PCHIDTA region. To accomplish this, the PCHIDTA will focus on two major areas: (1) improving intelligence gathering and analysis capabilities to generate viable prosecutions of the largest and most violent drug gangs; and (2) facilitating meaningful interagency cooperation at the state, federal and local level.

- **Philadelphia-Camden HIDTA Designation**

The Philadelphia-Camden HIDTA was established by designation of the Director of the Office of National Drug Control Policy in September 1995.

- **Reporting Period**

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

- **FY 2006 Budget Allocation**

ONDCP awarded a \$4,198,343 budget for all PCHIDTA activities in 2006. PCHIDTA’s Executive Board allocated 91% (\$3,829,586) of its funding to its investigative and intelligence initiatives; remaining program funds are utilized in support of those initiatives, through training and program oversight.

- **Geographic Area of Responsibility:**

- Pennsylvania – County of Philadelphia
- New Jersey –Camden County



The Philadelphia Camden HIDTA region covers two distinct, highly populated urban centers: Camden, NJ and Philadelphia, PA. The two jurisdictions are separated by the Delaware River. As the metropolitan center of the region, the cities are home to many businesses, tourist attractions and residential neighborhoods.

<b>CITY PROFILES</b>	<b>PHILADELPHIA</b>	<b>CAMDEN</b>
Population (2000 US Census)	1,463,000	79,900
Ethnic Breakdown		
Caucasian Not Hispanic	42.5%	7.1%
Black or African American	43.2%	53.3%
Hispanic or Latino	8.5%	38.8%
Asian	4.5%	2.5%
Other	1.3%	Unknown
* May exceed 100 percent because individuals may report belonging to more than one		

### **III. National HIDTA Goals**

Nationally, the HIDTA program has adopted two goals for calendar year 2006:

#### **NATIONAL HIDTA GOALS**

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

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

These two national goals direct the activities of all HIDTA program initiatives. Each HIDTA incorporates the national program goals in the formulation of their Threat Assessment and Strategy, and they are made actionable in its initiatives. The PCHIDTA has created its own strategy in accordance with national goals and specific regional needs. In turn, the initiatives work toward the fulfillment of these goals by addressing the threats posed by drug activity.

Performance and outcome measurements are tied to these national goals. The PCHIDTA Executive Board is significantly involved in the oversight and governance of the PCHIDTA Intelligence, Investigation, Interdiction, and Program Management activities. Each initiative's funding request must be submitted to the PCHIDTA Executive Board for approval and must:

- address one or more of the region's identified threat(s);
- articulate desired outcomes as specific performance measures;
- demonstrate how the requested funding will enable initiatives to meet the desired outcomes.

The collective achievements of the PCHIDTA's initiatives provide the overall measurement of success for PCHIDTA.

### **IV. Summary of Threat Assessment for Budget Year 2006**

Philadelphia remains a source city for cocaine and heroin distribution in Southeastern, Central and Northeastern Pennsylvania, Southern New Jersey and Northern Delaware. Crack cocaine is one of the most widely available illicit drugs in Philadelphia and Camden, and is the drug of choice in the inner city minority population centers. Heroin is plentiful, inexpensive, and is marketed aggressively by trafficking groups. Marijuana is the most readily available and widely abused illicit drug in the Philadelphia/Camden region. An assortment of ethnic DTOs, criminal groups, independent dealers, and street gangs distribute illegal drugs at retail and mid-level quantities. Traffickers transport controlled substances into and through the region using a variety of methods and conveyances. A secondary problem in the PCHIDTA is laundering of drug-trafficking proceeds. Intelligence gathered by the PCHIDTA indicates various methods are used in money laundering schemes, to include transporting bulk U.S. currency, money remitters, money orders and travelers' check, and legitimate investments. Drug proceeds may also be laundered through the Internet and gambling casinos. In 2005, there were 107 DTOs identified by PCHIDTA initiatives. Of the 107, 92 were involved in Drug Trafficking and 15 in Money Laundering.

## V. HIDTA Strategy Summary

The primary mission of the PCHIDTA Initiatives is to dismantle and disrupt drug trafficking organizations. Federal, state and local law enforcement agencies are concurrently investigating drug and gang related homicides. The PCHIDTA's goal is to successfully develop substantive drug investigations while simultaneously solving homicides and violent crimes, and locating drug and violent-crime fugitives in both Camden and Philadelphia.

PCHIDTA resources are directed to support initiative task forces operating in the Philadelphia/Camden area of responsibility. These co-located, co-mingled federal, state, and local interagency groups engage in diverse investigative activities, ranging from street-level trafficking disruption to dismantlement of complex drug conspiracies. In 2006, the investigative & enforcement initiatives supported by the PCHIDTA are the Interdiction Task Force, Joint Camden Task Force, Drug Trafficking Organization Task Force, Violent Drug Gang Task Force, Money Laundering/Drug Asset Forfeiture Task Force and the Violent Crimes/Fugitive Task Force. All of these initiatives were supported by and contributed to the Investigative Support Center initiative, comprised of a Watch Center and Intelligence Research & Analysis component. Also supporting these efforts are the PCHIDTA's Training and Management & Coordination Initiatives.

## VI. HIDTA Performance Measures

The tables and charts below present specific outputs and efficiency measures organized in National HIDTA goal order. These results are measured against the benchmarks established in 2004. These benchmarks serve as a tool for monitoring PCHIDTA's continuing performance efficiency and effectiveness at annually defined program-funding levels.

### A. Performance Measures for Goal 1

Tables 1 through 4 reflect the multi-pronged approach of the PCHIDTA's investigative and enforcement efforts, and illustrate its effectiveness in achieving National HIDTA Program Goal 1. The successful targeting of DTOs and MLOs by PCHIDTA initiatives in 2006 constitute a continued step toward achieving benchmarks established in prior years, and indicates a commitment to pursue higher performance targets in subsequent years.

**Table 1 - Percentage of DTOs Disrupted or Dismantled, 2006**

Table 1: Percentage of Expected DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at Philadelphia/Camden [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	31	14	6	43%	3	21%	9	64%
Multi-state	25	17	3	18%	4	24%	7	41%
Local	12	6	2	33%	0	0%	2	33%
<b>Total</b>	<b>68</b>	<b>37</b>	<b>11</b>	<b>30%</b>	<b>7</b>	<b>19%</b>	<b>18</b>	<b>49%</b>

PCHIDTA initiatives are tasked with identifying, targeting and impacting the area's drug markets by dismantling and disrupting the drug trafficking organizations (DTOs) and/or money laundering

organizations (MLOs). Building upon prior and current year intelligence gathering and investigative efforts, PCHIDTA initiatives identified and targeted 68 DTOs and MLOs in 2006. Table 1 shows that during 2006, PCHIDTA initiatives disrupted 11 DTOs/MLOs and dismantled 7 others, resulting in the disruption or dismantlement of 49% of the 68 DTOs identified.

**Table 2 - Percentage of DTOs Disrupted or Dismantled by Scope, 2006**

Table 2: Percentage of Under Investigation DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at Philadelphia/Camden [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	31	31	6	19%	3	10%	9	29%
Multi-state	25	25	3	12%	4	16%	7	28%
Local	12	12	2	17%	0	0%	2	17%
Total	68	68	11	16%	7	10%	18	26%

Initiatives' efforts routinely reach beyond the region impacting multi-state and international DTOs and MLOs. Table 2 explains PCHIDTA success in terms of the operational scope of the DTOs identified and targeted in 2006, and also reflects the noteworthy impact PCHIDTA initiatives had on DTOs and MLOs, not only within the PCHIDTA region itself, but also nationally and internationally.

Of the 68 organizations identified, 56 operated in multiple states, or were involved in international operations. PCHIDTA initiatives targeted all of these larger organizations, disrupting 9 of them and totally dismantling another 7. Nine of the 31 identified international organizations were either dismantled or disrupted, reflecting the PCHIDTA's on-going resolve to identify, target and dismantle or disrupt large-scale drug operations impacting not only this region.

Targeting local traffickers in conjunction with the larger scale organizational targets typically creates a disruptive effect throughout the drug supply chain, while also improving quality of life in communities and favorably impacting crime rates. Accordingly, Table 2 also demonstrates the PCHIDTA's efforts in reducing retail drug sales in our cities by targeting 12 local organizations. These investigations resulted in two organizations being disrupted.

**Table 3 - Money Laundering Organizations Disrupted or Dismantled by Scope, 2006**

Table 3: Percentage of Expected Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2006, at Philadelphia/Camden								
Scope	# MLOs Identified	# MLOs to be Disrupted or Dismantled	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	24	8	6	75%	3	38%	9	112%
Multi-state	0	0	0	0%	0	0%	0	0%
Local	0	0	0	0%	0	0%	0	0%
Total	24	8	6	75%	3	38%	9	112%

The drug trade is based on cash sales. Seizing the money earned by DTOs is an effective approach to disrupting the drug market. Identifying and targeting the organizations engaged predominately in

drug money laundering is an investigative priority. This strategy enhances the ability of all PCHIDTA initiatives to target the proceeds of drug trafficking. As reflected in Table 3a, PCHIDTA initiatives identified and targeted 24 MLOs in CY 2006, disrupting or dismantling nine of them.

**Table 4 - Operational Scope of OCDETF Cases Investigated, 2006**

<b>Table 4: CPOT, RPOT, and OCDETF Cases (by Operational Scope) Initiated in 2006, at Philadelphia/Camden</b>			
<b>Scope</b>	<b># CPOT Cases</b>	<b># RPOT Cases</b>	<b># OCDETF Cases</b>
<b>International</b>	<b>0</b>	<b>1</b>	<b>4</b>
<b>Multi-state</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Local</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>0</b>	<b>1</b>	<b>6</b>

The PCHIDTA stresses the importance of developing cases having the potential to qualify for OCDETF designation. Table 4 shows that of the 25 cases initiated in 2006, one received OCDETF designation. Overall in 2006, PCHIDTA initiatives disrupted 2 and dismantled 14 OCDETF targeted DTOs, including dismantling 2 international and 9 multi-state DTOs. This is another strong indication that the PCHIDTA initiatives focus on targets of national and regional importance and leverage resources through the OCDETF program.

<b>Table 4a: All Active CPOT, RPOT, and OCDETF Cases (by Operational Scope) in 2006, at Philadelphia/Camden</b>			
<b>Scope</b>	<b># CPOT Cases</b>	<b># RPOT Cases</b>	<b># OCDETF Cases</b>
<b>International</b>	<b>3</b>	<b>1</b>	<b>6</b>
<b>Multi-state</b>	<b>1</b>	<b>1</b>	<b>8</b>
<b>Local</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>4</b>	<b>2</b>	<b>14</b>

**Table 5 - Drugs Removed from the Marketplace, 2006**

Table 5: Drugs Removed from the Marketplace for Year 2006, at Philadelphia/Camden		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
Heroin kg	65.679	\$6,567,900
Cocaine HCL kg	464.025	\$7,957,728
Crack cocaine kg	8.069	\$148,485
Marijuana kg	5,898.228	\$26,030,136
Marijuana plants and grows	226.757	\$748,298
Methamphetamine kg	8.019	\$160,520
Methamphetamine ice kg	1.226	\$24,520
Ecstasy(MDMA)(D.U.s)	35,000.000	\$269,500
Other	0	\$0
<b>Total Wholesale Value</b>		<b>\$41,907,087</b>

During CY 2006, the PCHIDTA's enforcement initiatives removed substantial quantities of controlled and dangerous substances from the region's drug market. Seizures of over \$41.9 million worth of drugs give testament to the investigative successes of the PCHIDTA initiatives and simultaneously demonstrate the need for continued cooperative efforts in drug enforcement. Marijuana seizures lead all categories of drugs in gross weight seized and dollar value of product removed from the market place, as it is believed to be the most widely available controlled substance. Cocaine and heroin seizures are next in value, consistent with threat assessment conclusions.

Synthetic drugs, although not encountered as frequently by PCHIDTA initiatives, still represent an escalating issue for law enforcement concern. Continued rigor in the assessment of the production and availability of methamphetamine, "ecstasy" and PCP is called for, given national trends and recent regional investigations and seizures.

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

Philadelphia/Camden 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	\$3,908,343	\$30,509,042	\$8.00	\$20,874,769	\$5.34
2005	\$3,713,241	\$30,509,042	\$8.00	\$19,257,563	\$5.18
2006	\$3,829,586	\$30,509,042	\$8.00	\$41,907,087	\$10.94

PCHIDTA efforts have made the region safer by removing a substantial quantity of drugs from the area. As seen in Table 6, drugs valued at \$41,907,087 were seized by PCHIDTA law enforcement initiatives. This yielded a favorable ROI of \$10.94 for each \$1.00 expended. The significant increase in overall drug seizure value and resultant ROI for 2006 stems in part from the impact of several large seizures in 2006. This may not continue as the increased urgency created by gun violence over the past few years is causing PCHIDTA participants to focus investigative and intelligence efforts on the arrest and prosecution of violent street level drug traffickers.

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

Philadelphia/Camden 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	\$3,908,343	\$3,099,060	\$1.00	\$477,400	\$11,536,469	\$12,013,869	\$3.07
2005	\$3,713,241	\$3,099,060	\$1.00	\$4,998,912	\$310,000	\$5,308,912	\$1.42
2006	\$3,829,586	\$3,099,060	\$1.00	\$9,738,291	\$1,635,504	\$11,373,795	\$2.96

PCHIDTA initiatives seized \$11,373,795 in drug assets during CY 2006, yielding an ROI of nearly \$3.00. Following forfeiture procedures, about 80% of these assets will be conveyed to state and local law enforcement to supplement drug and crime fighting endeavors. More importantly, these proceed removals deprive drug traffickers of operating capital. Likewise, these forfeitures benefit PCHIDTA by encouraging inter-agency cooperation and continued commitment of personnel to joint task force initiatives.

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

Philadelphia/Camden 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	\$3,908,343	\$33,608,102	\$9.00	\$32,888,638	\$8.41
2005	\$3,713,241	\$33,608,102	\$9.00	\$24,566,475	\$6.61
2006	\$3,829,586	\$33,608,102	\$9.00	\$53,280,882	\$13.91

Tables 6, 7 and 8 collectively demonstrate the efficiency of the PCHIDTA insofar as removing illicit drugs and drug profits from the DTOs. As shown in Tables 8, the PCHIDTA seized \$53,280,882 worth of illicit drugs and drug assets. Based upon available funding, the PCHIDTA invested \$3,829,586 to achieve these two goals. PCHIDTA law enforcement efforts were able to create the favorable rate of return (ROI) of \$13.91 of drugs and assets seized for every \$1.00 of HIDTA funding invested, more than double that of 2005.

**Table 9 - Prosecution Initiative Cost Per Investigation, 2006**

- *The PCHIDTA did not sponsor or fund a Prosecution Initiative in 2006.*

**Table 10 - Value of Clandestine Methamphetamine Labs Dismantled in 2006, by Size**

- *Of the PCHIDTA initiatives, none reported dismantling any clandestine Methamphetamine labs in 2006.*

**Table 11 - Clandestine Laboratory Activities, 2006**

- *Of the PCHIDTA initiatives, none reported targeting or dismantling any clandestine Methamphetamine labs in 2006.*

Although PCHIDTA initiatives have not reported encounters with clandestine methamphetamine production, intelligence suggests it does occur in the region. What is clear is that methamphetamine abuse, distribution and production is a more tangible problem than previously believed, and encounters of this sort likely will trend upward.

**Optional Table A-- Philadelphia Camden HIDTA Fugitives Targeted and Apprehended 2006**

HIDTA Fugitives Targeted and Apprehended by Year at Philadelphia/Camden						
Year	# Identified	# To Be Apprehended	% To Be Apprehended of Identified	# Apprehended	# Related To Drug Charges	Apprehended % of To Be Apprehended
2006	2250	1700	75%	1681	988	98%

Table A reports the number of Identified, Targeted and Apprehended fugitives in the program year, by the PCHIDTA Fugitive Apprehension initiative. The Fugitive Apprehension initiative seeks to utilize a multi-agency, intelligence driven approach to target significant drug and violent offenders sought by each participating agency and other law enforcement agencies. Although the Fugitive Apprehension initiative operates autonomously, it continuously interacts with other Philadelphia/Camden HIDTA groups and the Investigative Support Center who forward relevant fugitive cases for investigation and apprehension. The Fugitive Apprehension initiative has a direct beneficial impact on the community and the quality of life of its citizens.

In 2006, the Fugitive Apprehension initiative targeted 1,600 of the most violent fugitive felons wanted for drug trafficking and homicide offenses on the local, state, national and international level. The success of this initiative has resulted in an apprehension rate of 98% in CY 2006. In addition, the Joint Camden Task Force targeted 100 fugitive felons and successfully apprehended 120.

## B. Performance Measures for Goal 2

**Table 12 – Philadelphia Camden HIDTA Training Efficiency by Year and Type of Training**

Table 11: HIDTA Training Efficiency by Type of Training for Year 2006, at Philadelphia/Camden											
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	24	250	554	249	1,845	802	\$6,832	\$7,985	\$3.70	\$9.96	169%
Investigative/Interdiction	36	48	60	239	776	4,255	\$15,562	\$29,204	\$20.05	\$6.86	-66%
Management/Administrative	6	10	12	13	224	214	\$4,724	\$11,965	\$21.09	\$55.91	165%
Other	0	0	0	0	0	0	\$0	\$0	0	0	0%
<b>Total</b>	<b>66</b>	<b>308</b>	<b>626</b>	<b>501</b>	<b>2,845</b>	<b>5,271</b>	<b>\$27,118</b>	<b>\$49,154</b>	<b>\$9.53</b>	<b>\$9.32</b>	<b>-2%</b>

Training is essential in improving both the efficiency and effectiveness of PCHIDTA operations. The PCHIDTA provided training to 501 students, totaling 5,271 classroom hours in CY2006, which markedly surpassed 2006 performance targets. The training delivered enhances computer and analytical skills, bolster investigative knowledge and develops managerial abilities among PCHIDTA initiative members and the region’s law enforcement community at large. Included in the 2006 results was training relative to HIDTA Financial Management Systems, Conspiracy and Financial Investigations, Communication Analysis, Criminal Interdiction (Pipeline), and thirty-one (31) sessions specifically on local PC HIDTA databases. This training, which cost on average \$9.32 per student classroom hour, was provided at no cost to participating agency investigators, analysts and support staff, and would not have been available without HIDTA program support and funding.

**Table 13 - Percentage of HIDTA Initiatives Using Event and Case Deconfliction Services, 2006**

Table 13: Percentage of HIDTA Initiatives Using Event and Case Deconfliction Services for Year at Philadelphia/Camden				
Year	Total HIDTA Initiatives	# Initiatives Targeted to Use Services	# Initiatives Using Services	% Initiatives Using Services
2004	6	6	6	100%
2005	6	6	6	100%
2006	6	6	6	100%
2007	6	6	0	0%
2008	6	6	0	0%

All Initiatives are required by Executive Board directive to utilize event and case / subject deconfliction services administered and monitored by the PCHIDTA ISC. While every agency contributed to the deconfliction data systems, close oversight by PCHIDTA and agency managers is required to ensure full compliance with this directive. PCHIDTA employs periodic usage audits of deconfliction data to ensure initiatives make full use of the systems. All PCHIDTA initiatives did contribute to and query against these services in 2006.

**Table 14 - Percentage of Event and Case Deconflictions Submitted, 2006**

Table 12: Percentage of Event and Case Deconflictions Submitted for Year at Philadelphia/Camden						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Expected	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	8948	12,000	8,510	4,883	13,393	112%
2005	8948	11,000	5,702	9,986	15,688	143%
2006	8948	13,725	4,259	6,582	10,841	79%
2007	8948	14,000	0	0	0	0%
2008	8948	10,900	0	0	0	0%

Throughout 2006, the PCHIDTA continued to provide “24/7” case and event conflict notification allowing for resolution through its Investigative Support Center. In 2006, 10,841 deconflictions were submitted to PCHIDTA.

It is important to note that the annual outputs could only be achieved through a coordinated effort and valuable contributions from several quarters. First, the willingness to contribute help and technical support of S. Florida and Washington-Baltimore HIDTAs, whose event and case/subject deconfliction systems, respectively, we employ, without compensation, were invaluable. Second, internally, PCHIDTA’s Intelligence, IT and Training managers devoted innumerable hours to assuring legacy data was converted and stored, key personnel were given training in new system features, and system idiosyncrasies were identified and rectified early on in deployment. Third, participating agency managers and supervisors were charged with simultaneously learning the new systems and ensuring its employment by initiative task force members “on the fly.” Thus, credit for the aggregate increase in deconfliction submissions over baseline data goes to the efforts of intelligence and IT managers, initiative commanders and supervisors and other HIDTA counterparts.

**Table 15 - Percentage of Investigations Provided Analytical Support, 2006**

Table 13: Percentage of Cases Provided Analytical Support for Year at Philadelphia/Camden				
Year	Baseline # Cases Receiving Analytical Support	# Cases Expected for Analytical Support	# Cases Provided Analytical Support	% Expected Cases Supported
2004	98	100	100	100%
2005	98	100	93	93%
2006	98	61	53	86%
2007	98	50	14	28%
2008	98	52	0	0%

The PCHIDTA ISC provided support to 53 investigations, missing the target by 14% in CY 2006. This decrease is a result of changes to case support accounting measures, and does not reflect a decrease in support to initiatives available from the ISC. True “case support” work is now distinguished from less involved responses to requests for information. Among case support services provided were fulltime support for two Title III investigations along with analytical research to identify subjects and suspect assets.

**Table 16 - Percentage of HIDTA Initiative Investigations Referred to Other HIDTAs and Other Agencies, 2006**

Table 14: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at Philadelphia/Camden						
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	110	0	4	0	4	0%
2006	94	127	12	77	89	70%
2007	0	0	0	0	0	0%
2008	0	5	0	0	0	0%

Data for Table 16 was captured from the 2006 PMP DTO report, which exclusively reflect DTO investigations and referrals by PCHIDTA initiatives. However, the PCHIDTA also referred 1600 investigative leads to other HIDTAs and law enforcement agencies, through its “Hidden Traffickers Reports” project. These reports provided area prosecutors and police chiefs an awareness of potential drug offenders residing in their jurisdictions who may otherwise have gone undetected.

Not reflected in the statistical accomplishments of the PCHIDTA's ISC is its leading-edge role in fostering multi-disciplinary shared awareness of emergent drug abuse trends. The ISC orchestrated unprecedented cooperation from Federal, state and local public health and drug treatment/prevention organizations, along with law enforcement, to monitor the effects of an outbreak of fentanyl-related overdose episodes, affecting the Delaware Valley and other regions of the U.S. Efforts are continuing to create a regional "syndromic surveillance" system to identify and provide advance warning of emerging drug threats and trends. The ISC is actively involved with several organizations across the country in planning a national level conference in 2007 to address lessons learned from the fentanyl outbreak.

## VII. Conclusions

Philadelphia Camden HIDTA initiatives strive to achieve the National HIDTA Goals: *(1) Disrupt the market for illegal drugs by dismantling or disrupting drug trafficking and/or money laundering organizations; and (2) Improve the efficiency and effectiveness of HIDTA initiatives.*

To achieve these goals in 2006 the PCHIDTA strategy strived to dismantle and disrupt drug trafficking organizations, while simultaneously solving homicides and shootings, and locating fugitives in both Camden and Philadelphia.

During 2006, 18 DTO/MLOs were disrupted or dismantled by PCHIDTA Initiatives. Seizures of drugs and assets have accounted for a total value of removals of more than \$54 million. Concurrently, PCHIDTA initiatives were responsible for the apprehension of 1,681 fugitives including several high-profile apprehensions with direct community impact. These seizures and apprehensions have made a noteworthy impact on DTO drug sales operations and quality of life in the community.

The PCHIDTA continues to be successful in fostering interagency cooperation among law enforcement in the region. Local, state, and federal agencies are becoming more receptive to working together, which produces a more efficient and effective overall law enforcement effort. This positive evolution has decreased duplication of effort, while enhancing the quality of investigations. With support from the PCHIDTA Investigative Support Center (ISC), law enforcement initiatives and agencies operating in the region continue to make significant progress in identifying, investigating and dismantling the most dangerous and prolific DTOs and MLOs. Through the PCHIDTA's Joint Intelligence and Operations Coordination Group (JIOCG), the ISC has improved interagency cooperation and information sharing and developed a Strategic Target List of the most significant DTO/MLOs in the region. This "Top 10" list is being used by the Executive Board to plan and focus interagency investigative efforts. Beyond the law enforcement, the ISC has successfully engaged the public health, drug treatment and prevention communities to better monitor emergent trends in drug abuse in the region.

PCHIDTA provided essential training designed to bolster the skills, knowledge and abilities of managers, staff, and initiative personnel. PCHIDTA delivered or facilitated 5,271 classroom hours at an average of \$9.32 per student hour, exemplifying a resourceful use of federal funds. These training opportunities, ranging from Communications Analysis to Financial Crimes Investigations programs, would not have been available without PCHIDTA's promotion, coordination and funding.

Although the PCHIDTA has made considerable progress in 2006, the region continues to suffer from significant drug abuse, trafficking threats, and near epidemic violence. The presence of international and multi-state drug trafficking organizations, as well as local and regional drug traffickers, and the high rates of drug addiction and drug-related crime remain particularly troublesome for law enforcement. Violent crime, including that associated with the drug trade, continues to be a top priority for PCHIDTA in 2007. Efforts to identify DTOs, violent gangs & fugitives, and large-scale money laundering operations, continue to evolve and grow.

As investigative cooperation increases, timely and accurate reporting by PCHIDTA initiatives becomes increasingly important. Targeting larger and more complex DTOs creates larger areas of uncertainty, complexity, and ambiguity; especially regarding the interaction of DTOs between each other and across organizational boundaries. Building interagency trust to foster information sharing, assuring timely and consistent intelligence collection and reporting, conducting thorough analysis, and facilitating non-traditional approaches to monitoring drug abuse trends are, and will continue to be, key strategies toward identifying and addressing drug-trafficking threats.

## VIII. Appendices

- A. Table of Organization for the HIDTA.
- B. Table listing composition of Executive Board showing local, state and federal affiliation.
- C. List of participating agencies.
- D. List of counties participating in the HIDTA.

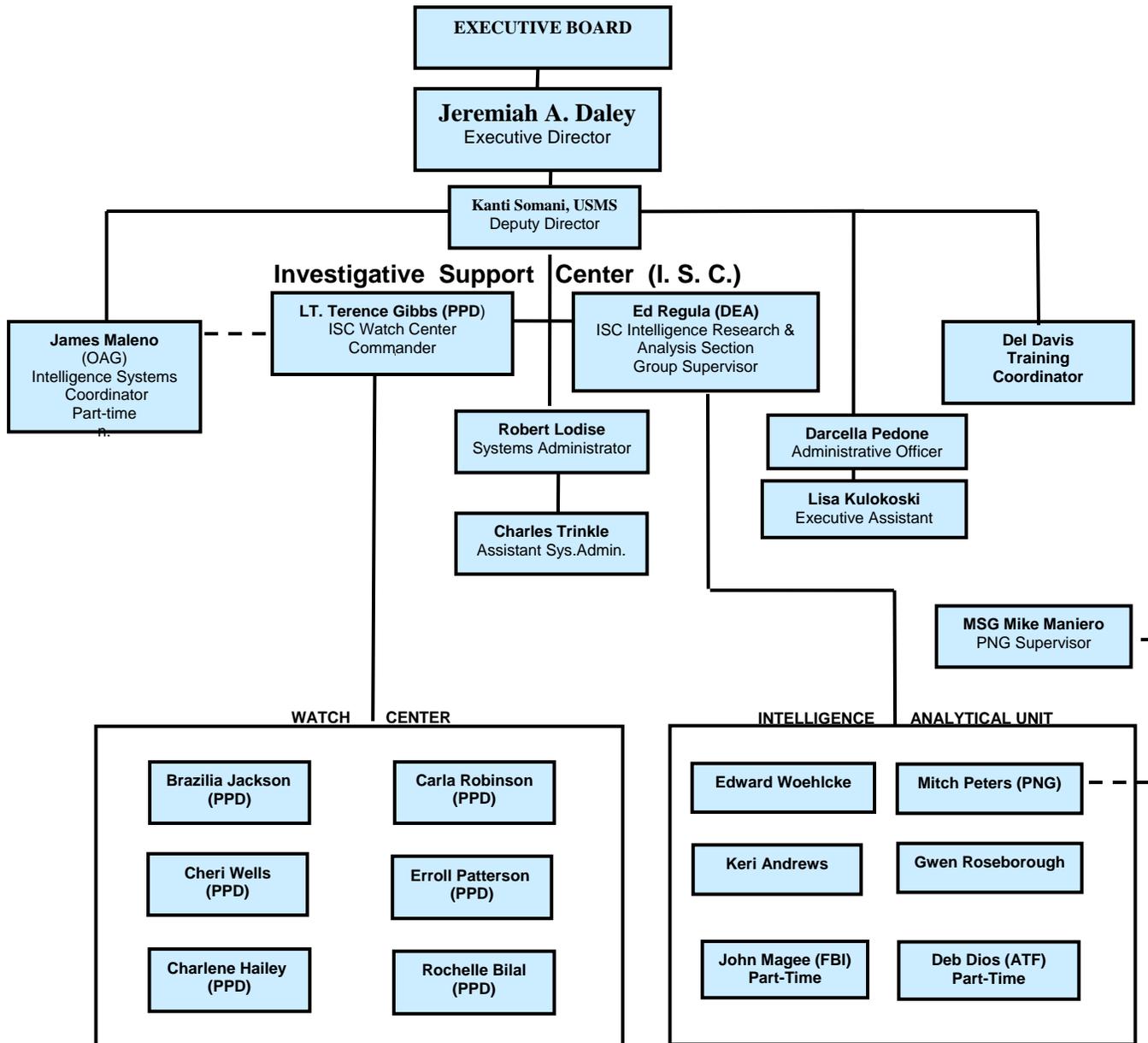
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## **X. Endnotes**

- “National Illicit Drug Prices –December 2005,” National Drug Intelligence Center, February 2006
- ONDCP Reauthorization Act of 2006
- High-Intensity Drug Trafficking Area Program Policy and Budgetary Guidance (April 25, 2006)
- 2006 PCHIDTA Threat Assessment
- 2006 PCHIDTA Strategy

# Philadelphia/Camden HIDTA 2006 Organizational Chart



**B. Table listing composition of Executive Board showing local, state and federal affiliation.**

<b>I. Philadelphia /Camden HIDTA Executive Board</b>			
	<i>Member</i>	<i>Title</i>	<i>Agency</i>
<b>FEDERAL</b>	Peter S. Alvarado	Special Agent in Charge	Internal Revenue Service, CID
	John Kelleghan	Special Agent in Charge	Immigration. & Customs Enforcement.
	Mark Potter	Special Agent in Charge	Alcohol, Tobacco and Firearms
	Teresa Thome	Postal Inspector in Charge	US Postal Inspection Service
	Jody Weis	Special Agent in Charge	Federal Bureau of Investigation
	James M. Kasson**	Special Agent in Charge	Drug Enforcement Administration
	Patrick Meehan	US Attorney	United States Attorney's Office, E/PA
	Christopher J. Christie	US Attorney	United States Attorney's Office, D/NJ
	Gary Shovlin	US Marshal	US Marshals Service, E/PA
<b>STATE</b>	Thomas Corbett	Attorney General	PA Office of the Attorney General
	Stuart Rabner	Attorney General	N J Office of the Attorney General
	Jeffrey B. Miller*	Colonel	Pennsylvania State Police
	Joseph Fuentes	Colonel	NJ State Police
<b>LOCAL</b>	Sylvester Johnson	Commissioner	Philadelphia Police Department
	Joshua Ottenberg	Prosecutor	Camden County Prosecutor's Office
	Lynne Abraham	District Attorney	Philadelphia District Attorney's Office
	Arturo Venegas	Chief	Camden Police Department
	Vincent Borelli	Chief	Delaware River Port Authority

\* Current 2007 Chair

\*\* Current 2007 Vice-Chair

**C. List of participating agencies.**

<b>Philadelphia/Camden HIDTA Participating Agencies</b>				
	<i>Agency</i>	<i>Full time</i>	<i>Part-time</i>	<i>Total</i>
<b>F</b>	Alcohol Tobacco & Firearms	7	1	8
<b>E</b>	Drug Enforcement Administration	10	2	12
<b>D</b>	Diplomatic Security Service	1		1
<b>E</b>	Federal Bureau of Investigation	12	3	15
<b>R</b>	Immigration & Customs Enforcement	10		10
<b>A</b>	Internal Revenue Service		2	2
<b>L</b>	US Attorney's Office		2	2
	US Marshals Service	11		11
	US Postal Inspection Service	1		1
	Veterans Admin OIG	1		1
	Subtotal	53	10	63

S	PA Bureau of Narcotics Investigations	1		1
T	New Jersey National Guard	2		2
A	New Jersey State Police	2		2
T	PA Office of the Attorney General	10	1	11
E	PA National Guard	1		1
	PA State Police	12	1	13
	PA State Parole	1	4	5
	Subtotal	29	6	35
L	Camden County Prosecutor's Office	28		28
O	Camden Police Department	20		20
C	Darby Township PD		1	1
A	Philadelphia District Attorney's Office	7		7
L	Philadelphia Police Department	67	15	82
	PHAPD	1		1
	1 <sup>st</sup> Judicial District	4		4
	Subtotal	127	16	143
	<b>Totals</b>	<b>209</b>	<b>32</b>	<b>241</b>

#### D. List of counties participating in the HIDTA

Camden County New Jersey  
Philadelphia County

