



# **Annual Report CY 2006**

## **Southwest Border HIDTA (SWBH) New Mexico Region (NMR) 2006 Annual Report**

### **I. Executive Summary**

Illegal drugs continue to affect virtually every aspect of our society. The HIDTA program is designed to significantly disrupt the market for these illicit activities.<sup>1</sup> It can be said that every time illegal drugs and associated drug assets are seized, the regional market place for illegal drugs suffers a setback. These seizures hit drug trafficking organizations (DTOs) hard, affecting their profitability, and frequently their ultimate survival. By disrupting the drug supply chain, particularly at the multi-state or international level, law enforcement impacts the drug flow before it ever reaches the individual user. Law enforcement activities, of course, also have a cost. A key question emerges, therefore, as to how efficiently and effectively public dollars are being spent on these objectives. This report answers those questions. During this past reporting period, the New Mexico Region (NMR) initiatives disrupted the market for illegal drugs by meeting their performance targets for the year, and they did so in a cost effective manner. The following highlights this success.

- To maximize results, the NMR facilitates cooperation and joint efforts between different law enforcement organizations. There were 64 federal, state, and local law enforcement agencies participating in the NMR law enforcement initiatives and task forces.<sup>2</sup> Three new northern New Mexico counties were designated as HIDTA counties bringing the total of NMR HIDTAs to sixteen. With support from the NMR Investigative Support Center, regional initiatives continue to make significant progress in identifying, investigating, and dismantling or disrupting the area's most dangerous and prolific DTOs, drug dealers, money launders, smugglers, transporters, fugitives, and violent criminals.
- Illicit drugs are extremely profitable for the illegal organizations that traffic them. Unmistakably, removing those profits affects them at every level in some manner or the other. During 2006, \$121,825,887.00 dollars in illicit drug profits were permanently removed from the balance sheets of regional and corporate DTOs.<sup>3</sup> To the largest legitimate corporation this would be a serious financial blow. Its impact on an illegal DTO is greater yet, and represents a sizeable reduction in illicit drug availability.
- Fighting the battle against illicit drug trafficking costs money. One can take great comfort; however, from the fact that every NMR budget dollar spent on law enforcement prosecution and investigative support activities, contributed to removing \$121,825,887.00 in illicit drugs from the market and seizing \$20,030,708.00 of drug-related assets.<sup>4</sup> Thus, the NMR initiatives achieved a combined Return-on-investment (ROI) of \$20.96 for every \$1 of NMR funds invested.<sup>5</sup>
- HIDTAs exist to disrupt and dismantle DTOs. At the beginning of 2006, NMR HIDTA initiatives identified and targeted 184 DTOs. By the end of the year 25 of these targeted DTOs, and money laundering organizations were disrupted. Seventeen DTOs were totally dismantled.<sup>6</sup>
- During the year, 121 additional DTOs were identified, all of which were also targeted. Forty-eight of these new "targets of opportunity" were disrupted by years end, and 19 more were totally dismantled.<sup>7</sup>

- Combining the DTOs targeted at the beginning of 2006 with those targeted later in the year, 36 DTOs were dismantled, removing their illegal activities from the marketplace.<sup>8</sup>
- The NMR strives to investigate larger, more complex DTOs where the greatest positive impact can be achieved. Disrupting or dismantling a large complex DTO generally takes longer than stopping a street level operation, but doing so can substantially reduce the illicit drug marketplace. As illustrated by the statistical measures contained throughout this Annual Report, during CY 2006, the NMR initiatives targeted more complex cases involving larger DTOs. More specifically, it handled 2 OCDETF cases of which 1 involved local/regional DTOs and 1 was international in scope.<sup>9</sup>
- NMR initiatives identified and targeted 8 money laundering DTOs in 2006. Of these, one was disrupted.<sup>10</sup>

The NMR continues to play a leading role in assisting the law enforcement, prosecution and investigative support initiatives with their information sharing and training needs. Information sharing and training support form the “glue” that binds these initiatives together by promoting and facilitating greater efficiency and effectiveness.

## **II. Introduction**

To fully appreciate the Southwest Border HIDTA (SWBH) New Mexico Region’s achievements, it is important to understand how each HIDTA is structured and why it exists. The Director, Office of National Drug Control Policy (ONDCP), designates regions with critical drug trafficking problems adversely impacting the United States as High Intensity Drug Trafficking Areas (HIDTAs). By design, HIDTA Offices are located in these areas. Thus, the national HIDTA program, composed of 28 individual HIDTAs spread throughout the nation, is uniquely situated to counteract this illicit activity. HIDTAs play a significant role in addressing real world drug and drug-related problems, and offer real world solutions.<sup>11</sup> The (NMR) is no exception. The NMR has fostered cooperative and effective working relationships with 65 federal, state, and local agencies in its quest to disrupt or dismantle DTOs. These working relationships are embodied in the NMR HIDTA initiatives. A detailed description of each initiative can be found in the NMR 2006 Strategy, which is available from the Directors Office.

The NMR law enforcement initiatives have established priorities that focus on immobilizing DTO’s, especially those involved in the importation, transportation and distribution of illegal drugs, as well as those involved in illicit drug related crimes that have the greatest adverse impact on the quality of life in the State of New Mexico. There is a determined effort to counter drug movement into and through New Mexico and to arrest those who conceal and export proceeds from illegal drug sales within New Mexico. This is exemplified by the continuing enhancements to regional investigative and interdiction initiatives. These priorities are supported by a strong commitment from federal and state prosecutors to provide timely prosecutions and sound legal advice.<sup>12</sup>

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

**The mission of the High Intensity Drug Trafficking Areas (HIDTA) Program is to disrupt the market for illegal drugs in the United States by assisting federal, state and local law enforcement entities participating in the HIDTA program to dismantle and disrupt drug trafficking organizations, with particular emphasis on drug trafficking regions that have harmful effects on other parts of the United States.**<sup>13</sup>

During the previous two (2) calendar years, the NMR Director and Executive Board worked closely with law enforcement and local HITDA staff to develop a vision of the future which clearly reflects what outcomes HITDA initiatives seek to achieve.

#### **New Mexico Region Vision Statement<sup>14</sup>**

The New Mexico Region of the SWB HIDTA will in the next five (5) years expand the operations of the Intelligence Support Center by establishing an additional intelligence node to enhance operational support; include more case and event de-conflictions and a more effective pointer system with all federal state and local enforcement agencies; increase the number of Intelligence Analysts to support more intelligence driven investigations; establish ISC Nodes in Farmington, Santa Fe, Roswell, Carlsbad and Deming; make available Title III equipment at the nodes to develop higher level investigations in coordination with other HIDTAs; and develop an intelligence phase of an enforcement program for operations on American Indian Land in Arizona and New Mexico.

#### **New Mexico Region Mission Statement<sup>15</sup>**

The mission of the NM Region HIDTA Program is to reduce drug availability by creating intelligence-driven drug task forces aimed at eliminating or reducing domestic drug trafficking and its harmful consequences. This is accomplished through initiatives that enhance and help to coordinate drug trafficking control efforts among federal, state and local law enforcement agencies. This mission will develop a synchronized system involving coordinated intelligence, interdiction, investigation, and prosecution efforts to measurably reduce drug trafficking; thereby reducing the impact of illicit drugs in this state and other areas of the country. To accomplish its mission, the goals of the New Mexico Region will include the goals and core measures outlined in ONDCP Program Guidance. These goals include threat specific outcomes that have been determined to be unique to a given area.

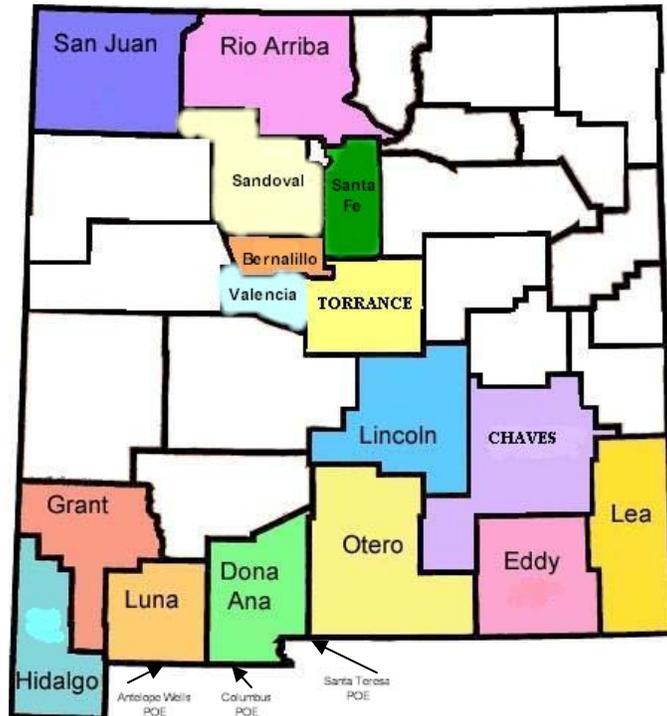
- Reducing the transshipment of drugs into and through New Mexico by identifying and disrupting transportation organizations through interdiction efforts.
- Aggressively pursuing follow-up investigations of drug interdictions to effectively disrupt and dismantle drug trafficking organizations.
- Reducing the distribution of drugs.
- Targeting to disrupt/dismantle heroin distribution organizations.
- Pursuing money movement activities.
- Pursuing aggressive prosecution of individuals involved in drug trafficking/distribution organizations.
- Increasing drug intelligence sharing.
- Pursuing intelligence-driven investigations.

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

**Budget Allocation:** During this reporting period, ONDCP allocated a baseline \$7,949,614.00 budget for the NMR; along with \$95,000.00 in supplemental Native American Projects funds, for a total of \$8,044,619.00. The NMR strives to minimize any expenditure that does not directly address achieving their primary objectives. Accordingly, the NMR allocates 100% of its allocation directly to its participating initiatives and their operational support costs.

**Geographic Area of Responsibility:** New Mexico – Counties: Bernalillo (Designated in 1994), Chaves, Dona Ana, Eddy, Grant, Hidalgo, Lea, Lincoln, Luna, Otero, (Designated in 1997), Rio Arriba, San Juan, and Santa Fe (Designated in 1999), Valencia, Torrance and Sandoval (Designated in 2006).

The NMR includes 16 of the 33 counties plagued with the most intense drug trafficking in the state of New Mexico. They include all (6) of the jurisdictions along the United States border with Mexico, and interior counties (10) affected by drug distribution and money laundering activities. The blend of rural and urban areas in the Region fosters an ideal habitat for drug smuggling, transportation, distribution, production and consumption of illegal drugs. Three International Ports of Entries into the United States, and the 180 miles of open border attributes to the 2,000 or more drug enforcement events annually throughout the state. Specifically, highly developed transportation, and concealment methods (land, air, and container) open land, interstate corridors and intrastate routes facilitate the illegal importation of drugs and exportation of drug proceeds. The close proximity to Mexico enhances the mobility and success of DTOs by allowing them to maintain a command and control outside the reach of U.S. Law Enforcement.



### **III. National HIDTA Goals<sup>16</sup>**

HIDTAs nationally have adopted two specific goals to be achieved in meeting the drug challenge. These two national goals guide all HIDTA initiatives and activities throughout the United States. The NMR 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 NMR strategy is developed in conjunction with the Southwest Border HIDTA Strategy to meet local drug threats according to its individual needs, in conjunction with the national objectives.

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

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

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

The NMR Executive Committee (EC) is involved in all aspects of the NMR Intelligence, Enforcement, Support and Prosecution activities. The EC provides a forum to share important trends in drug trafficking, gathers information on which drugs are being distributed throughout the region, and identifies DTOs. The EC also addresses important administrative issues in its oversight capacity. The EC has established an Intelligence Subcommittee that supports NMR initiatives and its participating agencies on a wide variety of intelligence issues, training, computer technology and other matters. The NMRs 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<sup>17</sup>**

New Mexico is a major corridor for illegal drugs that are smuggled into the United States. Its geography continues to be the most salient factor in the drug trafficking threat posed in New Mexico. The open border areas between Ports of Entry (POE), coupled with the cross-compartmentalized terrain in the "Boot Heel" area of Southwest New Mexico, and access to major road networks makes this area the most vulnerable for law enforcement. The Columbus/Palomas POE is also highly vulnerable due to the regular vehicle traffic through the POE, open terrain on either side of the POE, and the instability of law enforcement in Palomas, Mexico. Interstate highway 40 in central New Mexico is a critical east-west line of transportation connecting New Mexico to both Arizona and Texas and is a viable alternative to traffickers that move drugs and/or drug proceeds into and through New Mexico. If planned expansion of industrial park facilities in and around Santa Teresa continues in southern New Mexico, Santa Teresa could easily become the preferred POE for drug smugglers.

New Mexico, which shares a 180-mile international border with Mexico, encompasses one of the most active drug smuggling and drug transshipment locations in the United States. Large quantities of

cocaine, methamphetamine, marijuana, and heroin are smuggled into the state from Mexico for local distribution and for transshipment to drug markets throughout the country. These drugs also are transported into and through the state from Arizona, California, and Texas. Mexican drug trafficking organizations (DTOs) and criminal groups control most of the transportation of illicit drugs into and through New Mexico. Using familial ties in the United States and Mexico, these organizations and criminal groups have established intricate transportation networks for the movement of illicit drugs. Additional factors increase the geographic vulnerabilities of the Region Area of Responsibility (AOR). Limited law enforcement presence along the border coupled with a lack of natural or man made obstacles along the border increase the drug smuggling threat.

Violence and unrest in the border cities of Ciudad Juarez and Palomas also exacerbates the degree to which enforcement efforts in New Mexico can be effective. The gradual build-up of federal law enforcement presence in the area over the past ten years has produced positive results in terms of increased arrests and seizures. Support mechanisms in terms of jail space, judges, and prosecutors have not increased proportionally.

The new mission and priorities of the Department of Homeland Security have increased the numbers of immigration and border control and has added significant numbers of prosecution referrals and gradually shifted much of the counter drug border referral mission to DEA and the NMSP. The U.S. District Court of New Mexico and the District Court of Las Cruces in particular continue to have the highest caseload per judgeship in the nation. The USMS prisoner population has continued to grow.

In 2005, 87 methamphetamine sites were identified. Recently obtained intelligence also indicates that traditional Mexican methamphetamine distribution organizations face new competition from criminal organizations with ties to the Aryan Brotherhood in northern New Mexico.

Available intelligence indicators point to a substantial drug money laundering sector within the New Mexico Region AOR. Bulk cash shipments, wire transfers, casinos, remittance businesses, and used car businesses appear to account for a majority of the money laundering activity in New Mexico.

As coordinated enforcements efforts continue to become more effective, the identification of additional RPOT and CPOT linked targets will increase. Currently the New Mexico Region AOR is directly impacted by three Mexican CPOT organizations. Several RPOT targets with direct CPOT linkages have been identified and further linkages will be exploited as the targeting proficiencies of the NMISC and NM HIDTA initiatives mature.

Methamphetamine continues to be a predominant drug threat throughout New Mexico in terms of transportation, and distribution. The trafficking and abuse of methamphetamine have become a major threat to the residents of New Mexico. Most methamphetamine available in the state is transported directly from Mexico or through California and Arizona. Mexican DTOs and criminal groups control the transportation of methamphetamine that is not produced in New Mexico into and through New Mexico. Mexican DTOs, Hispanic criminal groups, and Caucasian independent dealers distribute locally produced methamphetamine.

Law enforcement officers reported that a large percentage of violent crimes perpetrated in New Mexico are directly related to methamphetamine abuse. Methamphetamine trafficking, production, and abuse pose an increasingly serious threat to many parts of New Mexico. According to the most recent National Drug Intelligence Center (NDIC) National Drug Threat Survey (NDTS), 73.9 percent of law enforcement officers in New Mexico reported that methamphetamine is the greatest drug threat to the state.

The New Mexico State Legislature enacted following provisions in response to methamphetamine production and its harmful consequences in CY 2004.

**HB 111/SB 160** amends the Drug Precursor Act, giving the state Board of Pharmacy the authority to regulate over the counter drugs and chemicals used to make methamphetamine. This is designed to restrict the use of these substances for illegal purposes and requires training for store clerks and businesses that sell such chemicals. The laws make the penalty for violation of the drug precursor act a fourth degree felony.<sup>3</sup>

**HB 112/ SB 161** increase penalties for offenders who manufacture methamphetamine in the presence of children. Under the law, it will be easier to charge an offender with child abuse if a child is negligently or intentionally placed in an environment where there are chemicals and equipment used to produce the drug. According to 2004 EPIC stats approximately 19 children were affected by exposure to Methamphetamine labs during 2004.<sup>4</sup>

## **V. HIDTA Strategy Summary<sup>18</sup>**

Drug smuggling and drug transshipments are prevalent throughout this region and are the major drug threats that exist in the State of New Mexico. This region acts as a major transit zone for illegal drugs that are smuggled into the United States from Mexico as well as from other states along the Southwest Border. The quantity of illegal drugs transported through New Mexico far outweighs the consumption rate within the state. Mexican Drug Trafficking Organizations (DTOs) and Mexican criminal groups continue to control the transportation and wholesale distribution of illegal drugs into and throughout the state. Criminal groups, street and prison based gangs, as well as local independent dealers contribute to exacerbate the drug problem in New Mexico as retail level distributors.

New Mexico's geography aids DTOs in their effort to smuggle illegal drugs into the United States. The 180-mile sparsely populated international border between New Mexico and Mexico along the three Ports of Entry is a high-risk area and is continually exploited by DTOs. The air threat to New Mexico remains unclear as aircraft "fades" are reported, but there is no substantial evidence provided. The roadway system throughout the state continues to provide DTOs with routes to transport their narcotics throughout the United States. The close cultural and ethnic ties between families in New Mexico and Mexico continue to facilitate drug trafficking across the U. S. Border.

The New Mexico Regional HIDTA initiatives have identified numerous Drug Trafficking Organizations that operate throughout the state. Local/regional drug trafficking groups are more common and have a greater impact on New Mexico than national and international drug trafficking groups. These local/regional, and to a lesser extent, national and international Drug Trafficking Organizations are responsible for the transportation and distribution of drugs to residents within the state. National Drug Trafficking Organizations are responsible for transporting and distributing hundreds of pounds to multi-kilogram quantities of illegal drugs across the border and throughout the United States.

To combat the identified drug threat that exists in the New Mexico region, federal, state and local law enforcement agencies have combined their efforts with multi-jurisdictional collocated/commingled drug task forces and initiatives. These intelligence-driven task forces will pursue coordinated efforts to reduce the smuggling and transshipment of drugs into and through this state.

The New Mexico Regional HIDTA Strategy will continue interdiction activities targeted at drug transshipments into and through New Mexico. The Strategy will include extensive systematic follow-up investigations, involving intelligence analysis and sharing, and an aggressive prosecution structure that will be focused at Consolidated Priority Organization Target (CPOT) and Regional Priority Organization Target (RPOT) level cases in accordance with the Office of National Drug Control Policy (ONDCP) guidance. To accomplish this, we will coordinate 15 initiatives. These initiatives are organized seamlessly into 4 counter-drug subsystems: Enforcement (Interdiction and Investigation), Intelligence, Prosecution and Support, each of which focuses on a counter-drug imperative.

## VI. HIDTA Performance Measures<sup>19</sup>

HIDTAs nationwide are now using Performance measures instituted in 2004 to quantify and track HIDTA targets and monitor HIDTA results. The Performance Management Process (PMP) uses the 2006 Annual Report to illustrate the effectiveness and efficiency of the NMR HIDTA as compared to the previous year. The next series of tables and charts present specific outputs and efficiency measures organized in NMR Goal order.

### A. Performance Measures for Goal 1

**Table 1 – Percentage of DTOs and MLOs Disrupted or Dismantled in 2006**

Table 1: Percentage of Expected DTOs and MLOs Disrupted or Dismantled by Scope for Year 2006, at SWB - New Mexico Region [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	73	105	15	14%	4	4%	19	18%
Multi-state	72	80	17	21%	10	12%	27	34%
Local	160	118	38	32%	22	19%	60	51%
Total	305	303	70	23%	36	12%	106	35%

**Table 2 - Percentages of Under Investigation 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 SWB - New Mexico Region [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	73	72	15	21%	4	6%	19	26%
Multi-state	72	70	17	24%	10	14%	27	39%
Local	160	159	38	24%	22	14%	60	38%
Total	305	301	70	23%	36	12%	106	35%

HIDTA’s across the nation target organizations that ply this illegal trade, and are dedicated to stopping them. Tables 1 through 4a reflect the impact the NMR initiatives had on DTOs, not only within the NMR itself, but also nationally and internationally. At the beginning of each year, NMR initiatives continue investigating DTOs that have been previously identified, most of which will also have been specifically targeted for disruption or total dismantlement.

Traditionally, law enforcement has been most successful at the street dealer level. These “small-time” operators were less sophisticated than the larger better financed DTOs and, consequently presented easier targets. More emphasis needed to be placed on larger DTOs where a disruption or dismantlement would have greater impact on the marketplace. HIDTAs are geared to attack the problem at the upper levels. Tables 1 and 2 explain NMR success in terms of the operational scope of the DTOs identified and targeted in calendar year 2006. Of the 305 DTOs identified, 145 (72&73) operated beyond the NMR in multiple states, or were involved in international operations. Of all 305 DTOs, the NMR initiatives disrupted 70 and totally dismantled 36 of the larger targeted DTOs. Nineteen of the 73 targeted international DTOs were dismantled or disrupted. This shortcoming was due to the long term nature of the investigations and the lack of opportunity afforded for disruption or dismantlement. While this was slightly short of the targeted number, it still reflects the NMR commitment to identify, target and dismantle or disrupt large-scale drug operations.

Tables 1 and 2 also demonstrate the NMR’s commitment to reduce retail drug sales by targeting 160 local DTOs. This attention to local DTOs resulted in 38 disrupted and 22 dismantled. Attacking street level traffickers in conjunction with the larger DTO targets has a ripple effect in the drug supply chain. Taking off a small dealer, even though the drug quantity seized may be small, impacts the ability of international and multi-state DTOs to get their drugs into the hands of drug users, thus helping to reduce the efficiency and effectiveness of this black market industry.

**Table 3 - Percentage of Expected 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 SWB - New Mexico Region								
Scope	# MLOs Identified	# MLOs to be Disrupted or Dismantled	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	6	16	0	0%	0	0%	0	0%
Multi-state	2	6	1	17%	0	0%	1	17%
Local	0	0	0	0%	0	0%	0	0%
Total	8	22	1	5%	0	0%	1	5%

The drug trade for the most part is based on cash sales. Attacking the profits of drug dealers, therefore, is a very constructive approach to disrupting the drug market. As reflected in Table 3, Of the 16 Expected MLOs to be identified, the NMR initiatives identified 8 money laundering DTOs during CY 2006. Of these, none were dismantled and 1 was disrupted. These are generally long term, tedious investigations that often may not result in seizures or arrests in the same year as they are targeted. Table 3a illustrates that all those MLOs identified were under investigation.

**Table 3a – Percentage of Under Investigation Money Laundering Organizations**

Table 3a: Percentage of Under Investigation Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2006, at SWB - New Mexico Region								
Scope	# MLOs Identified	# MLOs Under Investigation	# MLOs Disrupted	% Disrupted	# MLOs Dismantled	% Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	6	6	0	0%	0	0%	0	0%
Multi-state	2	2	1	50%	0	0%	1	50%
Local	0	0	0	0%	0	0%	0	0%
Total	8	8	1	12%	0	0%	1	12%

**Table 4 - Operational Scope of all DTO Cases Initiated, 2006**

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

Table 4 shows that of the 121 DTOs targeted in 2006 (184 DTOs brought forward from previous years and 121 initiated in 2006 for a total of 305), NMR initiatives developed enough information to cause One of these to be designated as CPOT cases and two designated as RPOT cases. Two of these also became OCDETF cases. Overall, 67% of all CPOT and RPOT cases opened in 2006 received OCDETF designation.

Table 4a: All Active CPOT, RPOT, and OCDETF Cases (by Operational Scope) in 2006, at SWB - New Mexico Region			
Scope	# CPOT Cases	# RPOT Cases	# OCDETF Cases
International	8	5	11
Multi-state	0	3	4
Local	0	3	3
<b>Total</b>	<b>8</b>	<b>11</b>	<b>18</b>

The NMR stresses the importance of developing cases having the potential to qualify for OCDETF designation. Table 4a reflects that of the total 305 cases open in 2006, 8 were designated CPOTs, 11 were designated RPOTs and 18 received OCDETF designation.

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

Table 5: Drugs Removed from the Marketplace for Year 2006, at SWB - New Mexico Region		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
Heroin kg	25.338	\$760,140
Cocaine HCL kg	1,796.127	\$29,749,448
Crack cocaine kg	1.546	\$46,380
Marijuana kg	124,217.848	\$89,453,544
Marijuana plants and grows	0	\$0
Methamphetamine kg	98.122	\$1,179,785
Methamphetamine ice kg	0	\$0
Ecstasy(MDMA)(D.U.s)	86.000	\$836
Cannabis	93.544	\$61,739
Marijuana (outdoor)	857.086	\$565,676
Oxycontin	3.000	\$7
Prescription Drugs	2,777.000	\$8,331
Other	0	\$0
<b>Total Wholesale Value</b>		<b>\$121,825,887</b>

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

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

SWB - New Mexico Region 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	\$6,963,902	\$55,363,000	\$7.00	\$63,326,000	\$9.09
2005	\$6,806,169	\$55,363,000	\$8.00	\$45,897,268	\$6.74
2006	\$6,811,169	\$55,363,000	\$8.00	\$121,825,887	\$17.88

Table 6 indicates that the NMR initiatives seized \$121,825,887 in drug assets alone during CY 2006, thereby reducing availability and subsequent abuse and reflects and ROI of \$17.88 for every \$1 of HIDTA funding invested in NMR law enforcement, prosecution and intelligence initiatives. It is well recognized, of course, those additional law enforcement dollars from agencies outside HITDA for such expenses as officer salaries, police overhead etc, also contribute to drug seizures. Table 6 does not attempt to calibrate such outside expenses, but focused directly on what the NMR spends.

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

SWB - New Mexico Region 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	\$6,963,902	\$8,729,035	\$1.00	\$0	\$9,998,820	\$9,998,820	\$1.43
2005	\$6,806,169	\$8,729,035	\$1.00	\$7,317,655	\$8,605,353	\$15,923,009	\$2.33
2006	\$6,811,169	\$8,729,035	\$1.00	\$11,258,634	\$9,681,073	\$20,939,708	\$3.07

Table 7 demonstrates the same information for total cash and other assets (cars, weapons, real property, etc. seized) alone. The \$20,939,708.00 in assets seized in 2006 reflects a ROI of \$3.07 for every \$1 of HIDTA fund invested in NMR law enforcement.

**Table 8 – Total Return on Investment (ROI) For Drug and Assets Removed**

SWB - New Mexico Region 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	\$6,963,902	\$64,092,035	\$8.00	\$73,324,820	\$10.52
2005	\$6,806,169	\$64,092,035	\$9.00	\$61,820,277	\$9.08
2006	\$6,811,169	\$64,092,035	\$9.00	\$142,765,595	\$20.96

Table 8 combines Tables 6 and 7 to show the total Return on Investment for Drug and Assets removed during 2006. As shown, the NMR used a budget of \$6,811,169.00 in 2006 to produce a return of \$142,765,595.00 expressed as the Actual Total ROI of \$20.96 for every \$1 invested. These rates of return are nearing the results of well run businesses in the private sector. Significant benefits were achieved at a low cost.

**Table 9 – Value of Clandestine Methamphetamine Laboratories Dismantled by Size, 2006.**

Table 9: Value of Clandestine Methamphetamine Laboratories Dismantled by Size for Year 2006, at SWB - New Mexico Region			
Meth Cost Per Ounce		\$1,200.00	
Lab Size	ID/Targeted	Dismantled	Value of Labs Dismantled
A. Less than 2 Oz	20	41	\$98,400.00
B. 2 - 8 Oz	0	0	\$0.00
C. 9 - 31 Oz	0	0	\$0.00
D. 32 - 159 Oz	0	0	\$0.00
E. 10 - 20 Lbs	0	0	\$0.00
F. Over 20 Lbs	0	0	\$0.00
Total	20	41	\$98,400.00

As discussed in the Threat Assessment, methamphetamine seizures are attributed to the widespread availability of Mexican produced methamphetamine in New Mexico and throughout the southwest. The identification and dismantlement of methamphetamine labs in New Mexico has decreased from

157 sites in 2003 to 122 sites in 2004. In 2005 only 87 sites were identified. In 2006, twenty were actually identified and targeted in working condition; 41 total sites were discovered and dismantled. The domestic methamphetamine labs in the NMR decrease not only proportionally to the availability of higher quality Mexican methamphetamine, but also because of the increase by New Mexico initiatives working to make schools, businesses and other institutions aware of the methods, sources, sales and dangers of the manufacture of methamphetamine and new laws to stem the sale of precursor and essential chemicals used in the manufacture.

**Table 10 - HIDTA Clandestine Methamphetamine Labs Activities in 2006**

<b>Table 10: HIDTA Clandestine Laboratory Activities for Year SWB - New Mexico Region, in 2006</b>				
	<b>Baseline</b>	<b># Projected</b>	<b># Identified</b>	<b>% Identified</b>
<b>Laboratory Dump Sites Seized</b>	<b>116</b>	<b>95</b>	<b>8</b>	<b>8%</b>
<b>Chemical/Glassware Equipment Seizures</b>	<b>59</b>	<b>36</b>	<b>10</b>	<b>27%</b>
<b>Children Affected</b>	<b>1</b>	<b>0</b>	<b>18</b>	<b>0%</b>

Methamphetamine abuse is an escalating drug problem in many HIDTAs across the country, and the NMR region is no exception. Table 10 shows the other aspects resulting from clandestine Labs. The environmental impact of a lab lingers beyond the dismantlement of a lab as precursor and essential chemical dump sites are produced by the lab “chemist”. Eight such sites were identified and decontaminated and ten seizures of precursor and/or essential chemicals, glassware and equipment occurred in the NMR. A greater and more lasting and sadder aspect is these labs, both apparent and unpredictable, is the impact on children found exposed at the lab site. Eighteen such cases were reported in the NMR in 2006.

## Performance Measures for Goal 2

**Table 11 - NMR Training Efficiency by Year and Type of Training**

Table 11: HIDTA Training Efficiency by Type of Training for Year 2006, at SWB - New Mexico Region (Training Initiative only)											
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	250	45	41	64	1,640	576	\$1,991	\$19,597	\$1.21	\$34.02	2712%
Investigative/Interdiction	250	850	823	745	12,388	15,464	\$13,719	\$90,373	\$1.11	\$5.84	426%
Managment/Administrative	250	150	144	146	1,456	1,541	\$4,344	\$8,863	\$2.98	\$5.75	93%
Meeting / Conference	0	0	0	106	0	3,564	\$0	\$2,080	\$0.00	\$0.58	0%
<b>Total</b>	<b>750</b>	<b>1,045</b>	<b>1,008</b>	<b>1,061</b>	<b>15,484</b>	<b>21,145</b>	<b>\$20,054</b>	<b>\$120,913</b>	<b>\$1.29</b>	<b>\$5.71</b>	<b>343%</b>

Training is essential in improving both the efficiency and effectiveness of NMR operations. The NMR provided training to 1,061 students in 2006 for a total of 21,145 classroom hours. The training was designed to improve their computer and analytical skills, bolster their investigative knowledge and develop their managerial abilities. This training, which cost the NMR on average \$5.71 per classroom hour, was provided free of charge to NMR assigned and participating agency investigators. These training courses would not have been available at such a low cost without the NMR support and funding.

**Table 12 - Percentage of NMR Initiatives Using Event and Case De-confliction Submitted, 2006**

Table 12: Percentage of Event and Case Deconflictions Submitted for Year at SWB - New Mexico Region						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Expected	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	2052	2,052	2,023	29	2,052	100%
2005	2052	2,085	1,957	17	1,974	95%
2006	2052	2,052	2,293	897	3,190	155%
2007	2052	3,023	518	205	723	24%
2008	2052	3,300	0	0	0	0%

Separate law enforcement initiatives, while aggressively pursuing or covering an event, can easily cross paths in the field. Information which can serve to de-conflict such potential encounters is vital to well coordinated policing. The NMR (HIDTA and non-HIDTA) provides such information through its Investigative Support Center. Of the 16 NMR initiatives eligible to use NMR de-confliction services, 90% took advantage of these valuable tools. Table 12 depicts how well NMR initiatives and participating agencies used these services. Event and case/subject de-conflictions exceed that of the baseline data. These services promote officer safety, conserve and help to coordinate investigations.

**Table 13 – Percentage of Cases Provided Analytical Support, 2006**

Table 13: Percentage of Cases Provided Analytical Support for Year at SWB - New Mexico Region				
Year	Baseline # Cases Receiving Analytical Support	# Cases Expected for Analytical Support	# Cases Provided Analytical Support	% Expected Cases Supported
2004	148	46	148	321%
2005	148	117	562	480%
2006	148	319	592	185%
2007	148	177	177	100%
2008	148	565	0	0%

Intelligence driven investigations are the backbone of a successful HIDTA. Table 13 shows the progression of all NMR initiatives in using analytical support since the baseline year of 2004 through

2006. In 2006, 148 cases were expected to receive analytical support. In reality 592 cases received support.

**Table 14 - Percentage of HIDTA Initiative 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 SWB - New Mexico Region						
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	5081	2	10	129	139	6950%
2005	7150	10	7	913	920	9200%
2006	4374	981	37	313	350	35%
2007	887	186	21	17	38	20%
2008	0	1026	0	0	0	0%

Table 14 expresses the number of cases and/or leads on cases referred to other HIDTAs and other agencies for investigation. In 2006, of the 4374 initiated 37 were referred to other HIDTAs and 313 were referred to other agencies emphasizing a continuing spirit of information sharing in the NMHIDTA.

### OTHER CORE TABLES

**HIDTA Fugitives Targeted and Apprehended, 2006**

HIDTA Fugitives Targeted and Apprehended by Year at SWB - New Mexico Region					
Year	# To Be Apprehended	% To Be Apprehended of Identified	# Apprehended	# Related To Drug Charges	Apprehended % of To Be Apprehended
2006	978	98%	994	900	101%
2007	945	94500%	156	136	16%
2008	839	20975%	0	0	0%

An important function of any successful Law Enforcement is ensuring that the perpetrators of the crimes committed are brought to justice. This function falls mainly to the US Marshals Service and their Fugitive and Violent Offender Task Force initiative in the NMR HIDTA. The above Table shows the astounding success rate of this initiative. 98% of all criminal fugitives targeted for apprehension were captured and 101% of all those related to drug offenses were returned to face justice in the NMR.

## Prosecution Outputs and Outcomes, 2006

SWB - New Mexico Region Prosecution Outputs and Outcomes for Year												
Year	No of Indictments				Individuals Prosecuted				Individuals Convicted			
	Baseline	Projected	Actual	%	Baseline	Projected	Actual	%	Baseline	Projected	Actual	%
2006	1477	0	1477	0%	3420	715	3420	478%	2031	539	2031	377%
2007	1477	0	0	0%	3420	3200	297	9%	2031	1585	171	11%
2008	1477	2295	0	0%	3420	3100	0	0%	2031	2245	0	0%

The bottom line of what the initiatives of the NMR strive for is the reduction of drugs to the citizens of New Mexico. Removing the dealers from the scene is a big part of this process. The table above depicts the success the Prosecution Initiatives have had. In 2006, the rate of prosecuted and convicted individuals exceeds their projections. Of the 3420 persons prosecuted 2031 or 60% were convicted.

### VII. Conclusions

CY 2006 marks the fourth year the NMR has reported initiative operational targets and subsequent outcomes using the new Performance Management Process (PMP) efficiency and effectiveness performance measurement tables spread throughout this Annual Report.<sup>20</sup> These graphic presentations illustrate how both NMR goals are on target. The Initiative productivity as presented throughout the report leads one to conclude drug availability is being reduced, DTOs are being disrupted or dismantled (Goal 1) and these accomplishments are being done efficiently, effectively and at less budgetary cost through HIDTA sponsored training and information sharing (Goal 2).

Because an initiative improves its performance with only moderately increased funding does not prove efficiency or effectiveness by itself. Positive outcomes can also be illustrated by positive behavioral changes exhibited by NMR program participants. Key questions to be asked: Are law enforcement agencies working together better and more effectively? Is information reaching the people who need it? Have traditional barriers among different law enforcement agencies been eroded sufficiently that these entities can find a common ground to pursue common goals? Are we making real progress in addressing illicit drug trafficking? Has the NMR contributed to achieving these outcomes? The results set forth in this CY 2006 Annual Report suggest that all these questions can be answered affirmatively.

Historically, it was uncommon for diverse law enforcement entities to share strategic or operational information. Many agencies feared a breach of security or confidentiality if they permitted “outsiders” to look at confidential files. Naturally, this stifled many opportunities to avoid duplication of effort, and one can only speculate about how many drug and other violent crimes remain unsolved because information held by one department or agency was never shared with another. Fortunately, in the 16

years the NMR has been in existence, there has been a slow but steady positive increase in the number of initiatives, number of participant agencies in each initiative, number of queries or data elements shared through the NMR computer infrastructure, number of interactions between law enforcement, intelligence and prosecution activities, and a significant increase in cooperative, efficient and effective interagency effort. The bottom line...interagency barriers are gradually but steadily falling. Technology is also facilitating this behavioral transition. Disparate database files that could not be connected in the past can now communicate, over high-speed computer networks to share data and facilitate joint law enforcement, intelligence and prosecution initiatives. The NMISC is an active participant in the ongoing connectivity pilot program of the National Seizure System (NSS) connecting the El Paso Intelligence Center (EPIC), the Arizona Region ISC, and the California Border Alliance Group (CBAG), with the NM ISC, West Texas HIDTA, South Texas HIDTA and other HIDTAs in the United States.

With support from the NMR Investigative Support Center (ISC), law enforcement initiatives operating in the NMR continue to make significant progress in identifying, investigating and dismantling the most dangerous and prolific drug trafficking organizations operating in New Mexico. As the tables and charts presented throughout this report clearly attest, NMR initiatives have achieved their primary Goal 1 objectives.

Illicit drug availability has been severely reduced. These seizures equated to approximately \$121,825,887 in street value; a staggering amount removed from the market place.<sup>21</sup> These seizures, coupled with drug asset seizures of \$20,030,708.00 have put a major crimp in DTO activities. One hundred six (106) DTOs were either severely disrupted or totally put out of business.<sup>22</sup> Overall, the cost of doing business for the NMR DTOs has been increased by \$142,765,595.00.<sup>23</sup> All this was accomplished with fewer dollars spent.

NMR is extremely pleased that its initiatives comply fully with the precepts of Goals 1 and 2. Namely, they have been extremely efficient and effective in achieving their results to date, and continue to improve going forward. HIDTA leadership, both nationally and locally, envisioned an organization that could do even more than had been accomplished in previous years. It saw an organization that could improve by becoming more proactive. NMR initiatives were already working harder each year. Now they needed to be working smarter. They needed more planning and less reacting. In other words, NMR initiatives must now get in front of the drug trafficking curve by outsmarting and outmaneuvering the drug traffickers and abusers. The increase in intelligence driven investigations in 2006 shows immense progress demonstrated in the NMR.

For several years the NMR has been developing the necessary technology and expertise to facilitate strategic planning to maximize its operational results. NMR leadership saw that the initiatives now need to make more use of these tools through more training, and through even greater agency participation than had been experienced in the past. During CY 2006, the NMR mission was refined, and the organization developed a more realistic Vision of where it wanted to be, and what it wanted to accomplish, recognizing that operational effectiveness can and should be measured and held up to the light of accountability.<sup>24</sup>

Step one in the NMR strategy for the preceding year was to develop goals and objectives that each initiative could embrace, with measurable outputs and outcomes that could form the basis for a reasonable means of self assessment and evaluation. The national HITDA goals provided the roadmap.

The NMR Executive Committee carefully considered the nature of their activities and provided the vision and mission. Based on many years of direct experience in the field, initiative supervisors, agency managers, and NMR technology provided the necessary infrastructure to consolidate available resources, and provided a platform for intelligence gathering and information sharing. Thus, NMR provided a working multi-system, where every initiative now has a clear set of objectives, and where the cumulative product can be measured, evaluated, and fine-tuned as needed.

Although the NMR has made progress over the past year, there is still a great deal of work left to do. The emergence of internationally-connected drug trafficking organizations; the continuing unacceptably high levels of heroin addiction and drug related crime in northern New Mexico; and, in selected other regional sites, the persistent abuse of methamphetamine, cocaine, marijuana, and to a lesser extent, MDMA are all threats that the NMR must continue to address. By bringing together criminal justice professionals and developing innovative, effective solutions to the region's drug threats, the NMR will continue to lead the effort to protect regional residents from the scourge of illegal drugs.

## **VIII. Appendices**

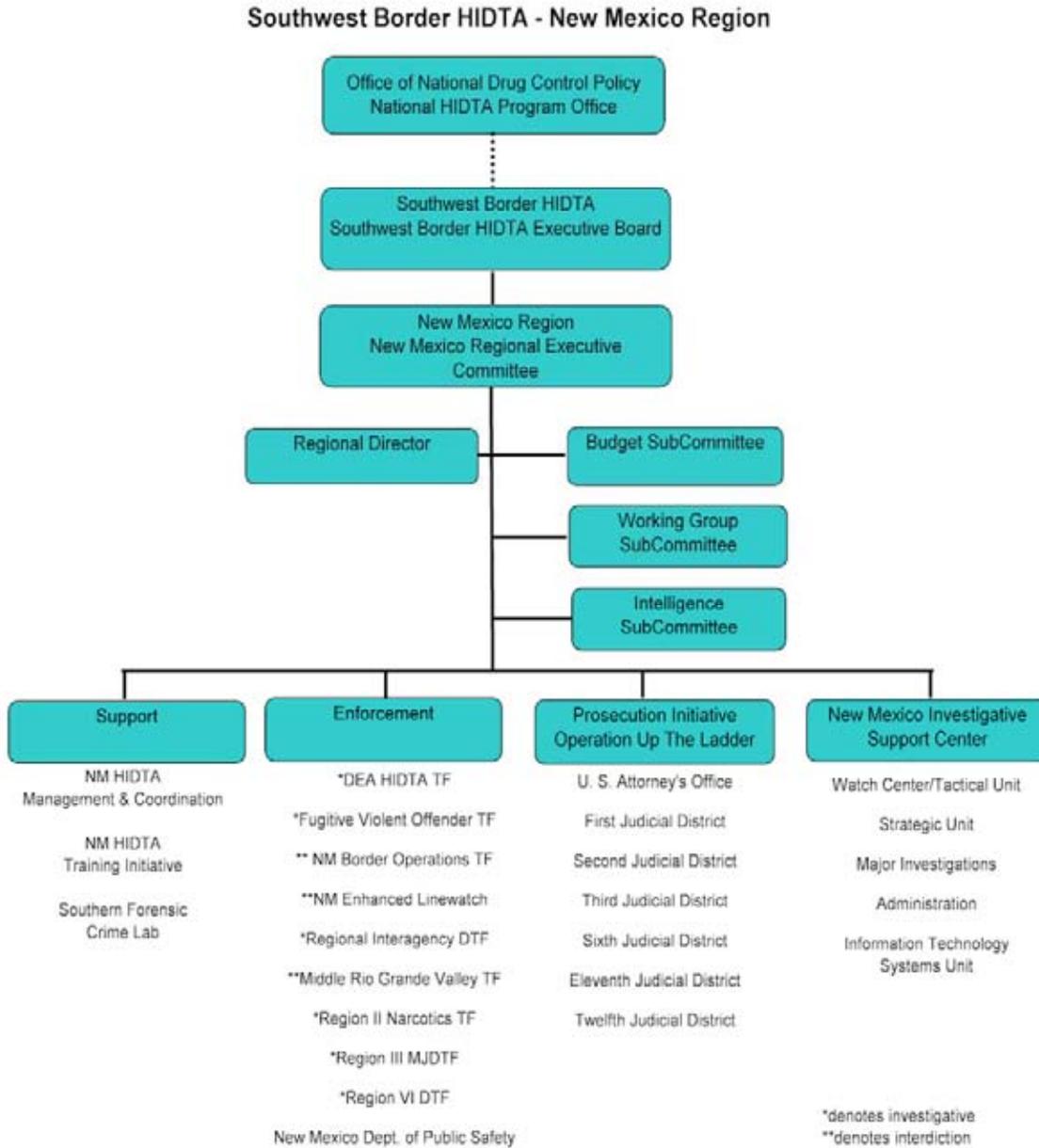
- A. Table of Organization for the HIDTA.
- B. Table listing the composition of the Executive Board showing local, state, and federal affiliation.
- C. List of participating agencies.
- D. New Mexico HIDTA Counties

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**APPENDICIES**

**A. TABLE OF ORGANIZATION:**



**B. NEW MEXICO REGIONAL EXECUTIVE COMMITTEE MEMBERS:**

1. Federal Bureau of Investigation, Assistant Special Agent in Charge, Robert Evans (**Chairman**)
2. New Mexico State Police, Deputy Chief Ted Branch (**Vice Chairman**)

**State/Local Representatives:**

3. San Juan County Sheriff's Office, Sheriff Bob Melton
4. Las Cruces Police Department, Deputy Chief Richard Parra
5. Bernalillo Sheriff's Office, Sheriff Darren White
6. Eddy County Sheriff's Office, Sheriff Kent Waller
7. New Mexico District Attorney's Association, Third Judicial District Attorney, Susana Martinez
8. First Judicial District Attorney's Office, District Attorney Henry Valdez
9. New Mexico, Sheriff's & Police Association, Executive Director Jim Burleson

**Federal Representatives:**

10. U.S. Attorney's Office, Supervisory Assistant United States Attorney Renee Camacho
11. Customs and Border Protection (USBP), Assistant Chief Patrol Agent Robert Boatright
12. Immigration and Customs Enforcement, Assistant Special Agent in Charge, Robert Barr
13. Alcohol, Tobacco, & Firearms, Resident Agent in Charge, Jake Gonzales
14. Bureau of Land Management, Special Agent in Charge Daniel C. Boling
15. Drug Enforcement Administration, Assistant Special Agent in Charge Robert Hartman
16. United States Marshal's Service, United States Marshal Gorden Eden

**Ex-Officio Non-voting Representatives:**

17. Probation & Parole, New Mexico Department of Corrections, Charlene Knipfing
18. New Mexico Regional Director, Errol Chavez

**C. PARTICIPATING AGENCIES:**

1. United States Marshal Service
2. United States Drug Enforcement Administration
3. New Mexico Department of Corrections and Parole
4. Bureau of Indian Affairs
5. New Mexico State Police.
6. Bernalillo County Sheriff's Office
7. Bernalillo Police Department
8. Bloomfield Police Department

9. Albuquerque Police Department
10. Aztec Police Department
11. Las Cruces Police Department
12. Deming Police Department
13. Jal Police Department
14. Roswell Police Department.
15. United States Federal Bureau of Investigation.
16. United States Immigration and Customs Enforcement.
17. United States Bureau of Customs & Border Protection.
18. AMTRAK, New Mexico.
19. Silver City Police Department.
20. Grant County Sheriff's Office.
21. Sun Land Park Police Department.
22. Dona Ana County Sheriff's Office.
23. New Mexico State University Police Department.
24. First Judicial District Attorney's Office.
25. Second Judicial District Attorney's Office.
26. Third Judicial District Attorney's Office.
27. Fifth Judicial District Attorney's Office.
28. Sixth Judicial District Attorney's Office.
29. Eighth Judicial District Attorney's Office.
30. Eleventh Judicial District Attorney's Office.
31. Twelfth Judicial District Attorney's Office.
32. Farmington Police Department
33. San Juan County Sheriff's Office.
34. Espanola Police Department.
35. Rio Arriba County Sheriff's Office.
36. Santa Fe County Sheriff's Office.
37. Los Alamos Police Department
38. University of New Mexico Police Department
39. Valencia County Sheriff's Department
40. Chaves County Sheriff's Office.
41. Hobbs Police Department.
42. Lea County Sheriff's Office.
43. Otero County Sheriff's Office.
44. Artesia Police Department.
45. Carlsbad Police Department.
46. Eddy County Sheriff's Office.
47. NMDPS Crime Laboratory.
48. United States Attorney's Office.
49. Hidalgo County Sheriff's Office.
50. New Mexico National Guard.
51. Corrales Police Department.
52. Hatch Police Department.
53. Rio Rancho Department of Public Safety.
54. Santa Fe Police Department.
55. Tatum Police Department.

56. Eunice Police Department.
57. Lovington Police Department.
58. Lincoln County Sheriff's Office.
59. Ruidoso Downs Police Department.
60. Moriarty Police Department.
61. Sandoval County Sheriff's Office.
62. Belen Police Department.
63. Torrance County Sheriff's Office.
64. Los Luna's Police Department.

**D: HIDTA COUNTIES IN NEW MEXICO REGION**

1. Bernalillo (Designated in 1994)
2. Chaves (Designated in 1997)
3. Dona Ana (Designated in 1990)
4. Eddy (Designated in 1990)
5. Grant (Designated in 1990)
6. Hidalgo (Designated in 1990)
7. Lea (Designated in 1990)
8. Lincoln (Designated in 1997)
9. Luna (Designated in 1990)
10. Otero (Designated in 1990)
11. Rio Arriba (Designated in 1999)
12. San Juan (Designated in 1999)
13. Santa Fe (Designated in 1999)
14. Valencia (Designated in 2006)
15. Sandoval (Designated is 2006)
16. Torrance (Designated in 2006)

## **X. ENDNOTES**

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- <sup>1</sup> ONDCP/HIDTA Policy and Budget Guidance
- <sup>2</sup> Refer to Appendix C of this document
- <sup>3</sup> Refer to Table 5 of this document
- <sup>4</sup> Refer to Table 4 of this document
- <sup>5</sup> Id
- <sup>6</sup> Refer to Tables 2 and 3 of this document
- <sup>7</sup> Id
- <sup>8</sup> Id
- <sup>9</sup> Id
- <sup>10</sup> Id
- <sup>11</sup> ONDCP/HIDTA Policy and Budget Guidance
- <sup>12</sup> 2006 Threat Assessment
- <sup>13</sup> ONDCP/HIDTA Policy and Budget Guidance
- <sup>14</sup> SWB HIDTA NM 2005 Annual Report
- <sup>15</sup> Id
- <sup>16</sup> ONDCP/HIDTA Program Policy and Budget Guidance
- <sup>17</sup> 2006 Threat Assessment
- <sup>18</sup> SWB HIDTA NM 2006 Strategy
- <sup>19</sup> See Performance Measurements
- <sup>20</sup> Id
- <sup>21</sup> Refer to Table 5
- <sup>22</sup> Refer to Table 2
- <sup>23</sup> Refer to Table 8
- <sup>24</sup> Refer to 2006 HIDTA Strategy