

## Section B: National Centers

### *Introduction*

Under the 18 action items advanced in this section of the Plan, the drug intelligence responsibilities of these four primary national-level centers are further defined to improve coordination and eliminate unnecessary duplication.

- The Director of Central Intelligence (DCI) Crime and Narcotics Center (CNC) will remain the principal center for *foreign strategic* counterdrug analysis and for coordinating Intelligence Community support to U.S. foreign counterdrug activities;
- The National Drug Intelligence Center (NDIC) will become the principal center for *domestic strategic* counterdrug analysis in support of policymakers and resource planners;
- The El Paso Intelligence Center (EPIC) will be strengthened as the principal center for *operational* and *investigative* intelligence analysis of illicit drug movements in support of interdiction activities and U.S. law enforcement; and,
- The Financial Crimes Enforcement Network (FinCEN) will be strengthened as the principal center for *strategic* analysis of narcotics-related *financial* crimes and for *investigative* support to law enforcement concerning financial crimes.

### *The DCI Crime and Narcotics Center*

The DCI Crime and Narcotics Center (CNC) will maintain its present mission focus and program priorities. The counterdrug mission of CNC is to oversee the development, coordination, and implementation of all counternarcotics activities within the Central Intelligence Agency (CIA). In close collaboration with all relevant law enforcement, policymaking, and Department of Defense (DoD) counternarcotics elements, CNC is responsible for the prioritization, responsiveness, and efficient use of counternarcotics resources throughout the Intelligence Community, and for ensuring that intelligence priorities are closely coordinated with those of U.S. law enforcement.

Through the melding of analytic, operational, and technical expertise from several agencies, CNC provides a full range of multidisciplinary, current, and long-term intelligence to support policymakers and all components of the U.S. counterdrug community. The Center's analytic program addresses all dimensions of the international narcotics problem and provides intelligence to support the development and implementation of U.S. counternarcotics policy. CNC provides actionable intelligence to support a variety of operations to disrupt and dismantle major foreign drug organizations

and to detect, monitor, and interdict drug flows. CNC also assesses drug flows to the United States and is responsible for estimating annual cultivation and production for all major coca- and opium-producing countries worldwide and for cannabis crops in selected foreign countries. The Center is also responsible for ensuring that all relevant technologies are brought to bear in supporting analytic, collection, and operational efforts throughout the counterdrug community.

**B-1. Strategic Assessments:** Beginning in calendar year 2000, CNC will take the lead role in the interagency production of an annual International Drug Threat Assessment, which will be designed to provide more comprehensive intelligence input to the Administration's annual designated nations counterdrug certification policy process and to the formulation of the Administration's annual *National Drug Control Strategy*. In coordination with FinCEN and other appropriate agencies, CNC will also augment its analytic efforts concerning the international aspects of narcotics-related money laundering.

### *The National Drug Intelligence Center*

**B-2. Mission:** The mission statement of the National Drug Intelligence Center shall be:

- *To support national policy and law enforcement decisionmakers with timely strategic domestic drug intelligence assessments, focusing on the production, trafficking, and consumption trends and patterns of all illicit drugs inside U.S. national borders and territories.*
- *To assist the Intelligence Community in guiding and prioritizing its counterdrug effort by providing to the originating law enforcement agency, or with the permission of the originating agency to a multiagency coordinating mechanism, foreign-related investigative leads discovered in its domestic analyses.*
- *To produce an annual National Drug Threat Assessment, to produce or coordinate interagency regional drug threat assessments, and to participate in other joint counterdrug assessments involving the integration of foreign and domestic drug information.*

**B-3. Subordination:** NDIC will remain under the direct line authority of the Deputy Attorney General, but the NDIC Executive Advisory Board (EAB) and the Intelligence Priorities Board (IPB) will be abolished. In their place, the Counterdrug Intelligence Coordinating Group (CDICG) shall provide counterdrug intelligence guidance and direction to the Director, NDIC, to ensure that the Center's taskings, activities, and products are consistent with its mission and with the needs of the national interagency counterdrug community.

**B-4. Production:** In support of the *National Drug Control Strategy*, NDIC will take the lead role in the interagency production of an annual National Drug Threat Assessment.

This domestic-focused assessment, and the foreign-focused assessment described in Action Item B-1, above, will be designed and produced as a coordinated, two-volume companion product as part of an annual interagency threat assessment process.

NDIC will use information from Federal, state, and local sources, as well as from nationally representative and scientifically valid health and epidemiological sources, to produce timely and relevant articles, bulletins, and research studies on drug trafficking and consumption developments and trends within domestic regions, states, and major cities. NDIC will also participate in or conduct appropriate national- and regional-level colloquia and public issue roundtables. In collaboration with CNC and the Drug Enforcement Administration (DEA), NDIC will also participate in other joint, interagency assessments that require the integration of both foreign and domestic strategic counterdrug intelligence analyses.

**B-5. Special Projects:** Beyond NDIC's active and continuing participation in strategic domestic analysis—for example on cocaine and heroin trafficking trends—NDIC will maintain the capability to take on appropriate additional strategic domestic research and analysis efforts that policymakers or individual counterdrug components may request through the CDICG. This will include the following five topics, which will be maintained as ongoing projects consistent with the Center's mission:

- (1) Expanded research and strategic analyses of domestic marijuana production, trafficking, and consumption trends and patterns;
- (2) Expanded research and strategic analyses of the production, trafficking, and consumption of methamphetamine and other illicit synthetic drugs inside the United States;
- (3) Expanded research and strategic analyses of drug-related trafficking, homicides, and other violent crimes associated with gang activity in the United States;
- (4) The management of an on-line National Drug Intelligence Library for the benefit of the Federal, state, and local counterdrug intelligence and law enforcement communities, to be based on existing, commonly available networks like the Anti-Drug Network (ADNET), Intelink, Law Enforcement On-line (LEO), and the Regional Information Sharing System Network (RISSNET) systems. This Plan requires that all agencies provide their finished drug intelligence products to NDIC for inclusion in its Library; and,
- (5) The provision of on-site and video distance learning-based counterdrug analysis education and training, in coordination with the Justice Training Center, to both NDIC and external component analysts, including analysts in state and local law enforcement components.

**B-6. Access to and Protection of Information:** The Intelligence Community will provide NDIC analysts with full access to appropriate drug-related reporting and products

to maintain expertise, and to support their analyses of domestic trafficking, including the important “seamless continuum” characteristic of foreign illegal drug organizations and activities within the United States, with priority given to coordinated intercommunity counterdrug processes.

Federal law enforcement agencies will ensure full NDIC access to all pertinent intelligence and information relating to the NDIC strategic domestic drug intelligence mission, including those specific NDIC assessment and research topics coordinated through the CDICG.<sup>7</sup> Initially, Federal law enforcement agencies will dedicate sufficient personnel and database terminals at NDIC facilities to provide analysts with the most current law enforcement information. Eventually, with the Global Justice Information Network advances and implementation of the reports analyst concept<sup>8</sup> (see Action Item C-2), NDIC analysts shall have appropriate direct access to the agencies’ current law enforcement drug information. The Director of NDIC shall maintain adequate training and education and aggressive security programs to ensure a level of security commensurate with the increased access to sensitive and classified information.

**B-7. Document Exploitation:** Over the next two years, NDIC will redirect its domestic document exploitation (DOCEX) program, transitioning this capability to an additional six regional DOCEX teams to be established at designated High Intensity Drug Trafficking Area (HIDTA) or other regional intelligence center locations throughout the country (see Action Item C-6). NDIC document exploitation and computer forensics specialists will help train DOCEX analysts (in coordination with the Justice Training Center) as they receive their equipment packages and are ready to take on these functions. NDIC will continue to provide priority DOCEX support services until these designated elements are capable of serving their regions. At that time, the CDICG will evaluate the NDIC role as a continuing DOCEX regional and/or nationwide surge support and training assistance provider.

### *The El Paso Intelligence Center*

**B-8. Mission:** The mission statement of the El Paso Intelligence Center shall be:

*To support United States law enforcement and interdiction components through the timely analysis and dissemination of intelligence on illicit drug and alien movements, and criminal organizations responsible for these illegal activities, within the United States, on both sides of the U.S.- Mexico border, across the Caribbean, and from other points of origin within the Western Hemisphere en route to the United States.*

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<sup>7</sup> Disputes regarding NDIC’s access to information from the Intelligence Community and Federal law enforcement agencies should be referred to the head of the department or agency concerned for resolution.

<sup>8</sup>A description of the “reports analyst” implementation proposal is contained in Action Item E-18.

This mission refocuses EPIC's efforts on drug trafficking in the Western Hemisphere rather than worldwide to make EPIC more responsive to its customers' needs and threats impacting the United States.

**B-9. Management and Program Coordination:** EPIC will remain under the direct line authority of the Drug Enforcement Administration (DEA), and the interagency makeup of EPIC will be continued, but the EPIC Advisory Board will be abolished. Direct management responsibility for EPIC rests with the EPIC Director, who will collaborate with senior law enforcement representatives at EPIC from the Immigration and Naturalization Service (INS), the Federal Bureau of Investigation (FBI), the U.S. Customs Service (USCS), and the U.S. Coast Guard (USCG). A Principals Group composed of intelligence chiefs of the DEA, FBI, USCS, INS, and Coast Guard has been established to provide internal interagency management and coordination. The CDICG will provide guidance to the EPIC Principals Group and the EPIC Director to ensure that EPIC's activities and products are consistent with its mission, are not duplicative of taskings or reporting of other national centers (to include NDIC and FinCEN), and meet national interagency counterdrug community requirements.

**B-10. Program Priorities:** EPIC's activities will focus on operational and investigative intelligence support to drug law enforcement, with emphasis on the Center's existing top-priority operational programs like the 24-hour Watch function. Emphasis will also be placed on domestic interdiction and training programs such as PIPELINE, CONVOY, and JETWAY. EPIC's Maritime Lookout Watch will continue to provide support to both the Caribbean and Pacific areas, and receive reporting on all suspect vessel drug trafficking worldwide that may affect the United States. Focusing on the Southwest Border, the Southeast Border, the Caribbean, and contiguous seas and airspace, EPIC also will provide regional analysis to identify drug trafficking trends and patterns associated with those regions, and issue timely reports as appropriate. EPIC will ensure these reports are coordinated with NDIC so that there is no duplication. The EPIC Director, in coordination with other senior center managers, will review ongoing projects for consistency with the EPIC mission statement.

**B-11. Relationship with State and Local Law Enforcement:** EPIC should strengthen its relationship with state and local law enforcement components throughout the country, including greater state and local participation. The Center will review and update its agreements with each state to increase the number of state and local contacts permitted to directly access and request EPIC services. EPIC will further improve the ease by which state and local law enforcement can coordinate with the Center, to include information technology applications to supplement current telephonic inquiries. As a major national center in the new drug intelligence architecture, EPIC will serve as a clearinghouse and will work with the HIDTA Intelligence Centers, gathering state and local law enforcement drug intelligence requirements and providing drug intelligence and information back to the HIDTA Intelligence Centers.

**B-12. Development of a Nationwide System to Report Drug Seizures to EPIC:** The Counterdrug Intelligence Executive Secretariat (CDX), in cooperation with EPIC and its

various state points-of-contact, HIDTA Intelligence Centers, DEA, and RISSes, will coordinate the development of a process to capture drug seizure data at the state and local levels. The objective will then be to aggregate the data from the Federal-wide Drug Seizure System (FDSS) and the state/local initiative into a common database reflecting seizures nationwide. DEA administers the FDSS to account for drug seizures and avoid multiple counting. The system is an effective accounting mechanism for Federal seizures and a useful tool in the analysis of trafficking activity. State and local law enforcement seizure reporting, however, is not similarly aggregated. The development of this new process, working toward a common, aggregate database of seizures nationwide, will help incorporate the substantial contributions of state and local drug law enforcement agencies into the overall counterdrug effort—contributions that may now be lost, underappreciated, and not analyzed for their intelligence potential.

**B-13. EPIC Watch Program:** EPIC management should take steps to reduce the number of special agents assigned to the Watch Program, replacing them with investigative assistants. Additionally, EPIC will increase the number of analysts assigned to perform first-phase intelligence analysis on data generated by the Watch. EPIC will also increase the number of incoming drug movement and seizure reports upon which their analysts generate self-initiated tactical reports or supplemental commentary reports back to the providing component and/or to other affected law enforcement or interdiction components.

**B-14. Hub for HIDTA Intelligence Centers:** EPIC will centrally receive and share drug movement-related information developed by the HIDTA Intelligence Centers and ensure that the EPIC Watch and relevant database checks are a standard part of appropriate HIDTA operational protocols.

**B-15. JICC Program Review:** The CDICG will commission an interagency review of the Joint Information Coordination Centers (JICC) program (which is designed to consolidate data on suspect individuals, aircraft, and marine vessels in designated Caribbean and Latin American countries) and will report on the continued viability of the JICC Program.

### ***The Financial Crimes Enforcement Network***

**B-16: Mission:** The mission statement of the Financial Crimes Enforcement Network shall be:

*To support law enforcement investigative efforts and foster interagency and global cooperation against domestic and international financial crimes; and to provide U.S. policymakers with strategic analyses of domestic and worldwide money-laundering developments, trends, and patterns. FinCEN will work toward those ends through information collection, analysis, and sharing, as well as technological assistance, and innovative, cost-effective implementation of Treasury authorities.*

**B-17. Strategic Intelligence:** FinCEN has the potential to play a central role in the U.S. drug control program. To that end, a near-term objective for FinCEN is to significantly increase its strategic intelligence role without diminishing the quality of the critical case support that it currently provides to law enforcement. Under this objective, FinCEN and the Treasury Department will undertake initiatives devoted to broader, strategic-level analyses of money laundering and other illicit business transactions related to the drug trade.

**B-18. Access to Intelligence Reporting:** FinCEN will improve its mechanisms for the receipt and exploitation of law enforcement-sensitive data and classified intelligence. FinCEN analysts will more actively participate in interagency counterdrug programs and provide financial analysis to support interagency assessments. FinCEN's analysts will exercise their unique expertise in routinely reviewing, analyzing, and producing assessments based upon Intelligence Community reporting on known or suspected drug-related financial transactions and activities.